

# Organizational culture and the effectiveness of laziness on inertia and performance of sports and youth ministry

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## ABSTRACT

The main purpose of this study was to investigate the mediating role of organizational culture in the effect of laziness on organizational performance and inertia. This study was a series of descriptive correlational studies that were conducted in the field. The statistical population consisted of all employees of the Ministry of Sports and Youth that 200 people were selected as a statistical sample using a random method. The data collection tool was a standard questionnaire for research variables, the validity of which was obtained in a pilot study using confirmatory factor analysis, and their validity was confirmed by Cronbach's alpha test. Structural equation modeling with partial least squares approach was used to analyze the data. The results of the VAF test in this study showed that the variables of organizational culture affect the effect of laziness on inertia and job performance by 0.42 and 0.56, respectively.

**Keywords:** Iran organizational culture, organizational inertia, organizational laziness, performance.

## Introduction

In today's evolving situation, the greatest emphasis of the managers of sports organizations is on the effort to prepare their organization to make appropriate changes to respond to environmental interactions, because the continuity of organizations' lives depends on harmonizing goals with the current situation and improving methods of achieving these goals<sup>[1]</sup>. The Sports and Youth Departments, as a subset of the Ministry of Sports and Youth, are the main custodians of sports in the country, and since they have to be directly and indirectly accountable to a wide range of different segments of society, they have a lot of responsibilities, including mobility. And

people feel the physical activity, reducing anxiety, loneliness, impatience and reducing mental disorders<sup>[2]</sup> and in general improving the mental and physical health of individuals and society<sup>[3]</sup>. Therefore, if the employees of these organizations should have a proper performance regarding the executive indicators of the organization. Organizational performance is one of the most important structures discussed in management research and is undoubtedly the most important measure of success in organizations (Therefore if the employees of these organizations should have a proper performance regarding the executive indicators of the organization. Organizational performance is one of the most important structures discussed in management research and is undoubtedly the most important measure of success in organizations<sup>[4]</sup>, human resource management experts believe that performance includes issues such as the success of the organization, the performance of intra-organizational groups and individual satisfaction, and refers to analysis at the individual, group and organizational levels<sup>[5]</sup>. On the other hand, various researches and studies have shown that performance is a multidimensional phenomenon and social structures<sup>[6]</sup> and a wide combination of intangible sectors such as increasing organizational culture and objective sectors. And is

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as tangible as the economic and financial consequences<sup>[7]</sup>. Today, more than ever, managers believe that employees play a vital role when it comes to innovation, organizational performance, competitiveness, and ultimately business success<sup>[8]</sup>. On the other hand, with the beginning of the twenty-first century, organizations have experienced fundamental and drastic changes around them. The above-mentioned changes provided the organizations with new challenges that they have to encounter. Lack of success in coping with the new challenges puts the survival and success of the organizations in severe danger<sup>[9]</sup>. Although various studies show that extra-role behaviors are desirable for organizations. On the other hand, sometimes behaviors occur that not only prevent the performance of tasks within a role, but also some people try to do even less than they are required to do, and even reduce the outcome of their team. Among these behaviors is a phenomenon called organizational laziness, which means deliberate refusal to accept organizational changes and developments, and includes behaviors that cause equilibrium and lethargy in the organization and ultimately affect the performance of the organization<sup>[10]</sup>. Laziness has been used to mean bodybuilding, unemployment, laziness, and negligence<sup>[11]</sup>. Organizational laziness is one of the components of social laziness that has not been considered by researchers (especially sports management researchers).<sup>[9]</sup> This type of laziness is a branch of social laziness<sup>[12]</sup> and means the laziness of its employees in doing their work in a collective format<sup>[13]</sup>. The form of organizational laziness is more prevalent among the smarter people. The organizations are, dramatically grow with such negative dynamics, and in the future when an organization with a group of stars on the icy ground of its organizational operations will be on a slippery slope<sup>[14]</sup>. According to researchers, laziness is spreading in organizations and managers should take action to address this issue<sup>[15]</sup>. One of the cases in which laziness in the organization has a direct effect is organizational inertia. Inertia manifests itself in various forms in the organization, such as the suppression of valuable information in the organization, rigid rules, inflexibility, etc.<sup>[16]</sup>. For that Organizations can sustain their lives, they must operate systematically and interact with their external environment. Laziness in the organization does not allow the organization and employees to adapt to environmental changes and exchange information with the environment, thereby causing individual stagnation and subsequent inertia throughout the organization<sup>[17]</sup>. Li et al (2015) organizational inertia is the most important factor that prevents the identification of environmental threats to the organization and slows down the organization's adaptability to the environment.<sup>[18]</sup> Godkin and Allcorn (2014) believe that organizational inertia is the most important factor for resistance to change and ultimately organizational performance<sup>[18]</sup>. Also, organizational inertia will lead to a lack of innovation and expected behaviors that may endanger the life and survival of an organization and destroy the competitive advantage of the organization in a competitive environment<sup>[19]</sup>. One of the important points in any organization is to pay

attention to the culture of that organization. Culture is the spirit of an organization and for the development of the organization based on knowledge and overcoming inertia, beliefs, attitudes, and behaviors must be inclined towards organizational culture<sup>[20]</sup>. Organizational culture is a combination of values, fundamental beliefs, and behavioral models. Based on the review of the literature in the field of organizational culture, there are various definitions of culture. Schein (2004) defines organizational culture as a pattern of fundamental assumptions, values, norms, beliefs, and objective symbols that are common to members of an organization and allow them to have a common understanding of meanings<sup>[21]</sup>. The behavior of individuals in the organization is determined by organizational culture rather than by the orders of senior managers. The implementation of many organizational strategies will also face problems if it is incompatible with the culture of the organization<sup>[22]</sup>. Organizational culture plays an important role in the success or failure of an organization's strategies<sup>[23]</sup> and if shared with positive values will lead to improved organizational performance<sup>[24]</sup>. For organizations to survive, they must operate in an open system and interact with their external environment. Laziness in the organization does not allow the organization and employees to adapt to changes in the environment and exchange information with the environment, thereby causing individual stagnation and subsequent inertia in the whole organization<sup>[17]</sup>. Li et al (2015) consider organizational inertia as the most important factor that prevents the identification of environmental threats to the organization and slows down the organization's adaptability to the environment<sup>[18]</sup>. Godkin and Alcorn (2014) believe that organizational inertia is the most important factor for resistance to change and ultimately organizational performance<sup>[17]</sup>. Also, according to Sepahvand et al. (2017), organizational inertia will lead to a lack of innovation and expected behaviors that may endanger the life and survival of an organization and destroy the competitive advantage of the organization in a competitive environment<sup>[19]</sup>. The study by Moraes Carvalho et al. (2018) showed that having a strategy for organizational inertia will create a complex relationship between performance and planned strategic actions for the organization<sup>[25]</sup>. Sepahvand, Arefnejad, and Shariatnejad (2017) in their study prioritized the factors causing inertia using Delphi and fuzzy methods and reported that fear and conservative spirit, job threat, stress and anxiety, lack of understanding concerning environmental changes, intellectual freezing, psychological defense and lack of awareness of the change are the most important factors in creating organizational inertia<sup>[19]</sup>. Ebrahimi (2015) concluded that the most important factor affecting the inertia of the organization is the inertia of knowledge that has a direct effect on all three dimensions of organizational inertia, that is, visual, practical, and psychological inertia<sup>[1]</sup>. Shahrezaei (2014) showed that laziness in organizations is influenced by internal factors (physical, emotional and emotional factors, collectivist attitude and incompatibility of one's mood with the work environment) and external factors (income and work

ratio, disorder), Law and injustice and boredom in space) [13]. Hung (2015) address Please check this there d the issue of maintaining competitive advantage and organizational inertia and stated that organizations seek to maintain a competitive advantage by relying on organizational knowledge and structural and organizational inertia weaken knowledge management in the organization [26]. Haag (2014) addressed organizational inertia as a barrier to the adoption of technology in companies and concluded that organizational inertia includes cognitive, behavioral, cognitive-social, economic, and political inertia [27]. Simms and Nicholos (2014) addressed the issue of social laziness and concluded that laziness is spreading in organizations and managers should take measures such as employee involvement in decision making, reducing group size, increasing creativity, pay appropriate rewards and fight this phenomenon promptly [15]. But the point to consider is that organizational performance is referred to by some sources as the last organizational variable that managers and organizational leaders are always trying to direct and manage in the best interest of their organization, of this They identify and evaluate everything that is somehow related to it to achieve organizational and individual progress and development. Given that the starting point of any policy in the organization is the formulation and communication of the employees of that organization, which they put into practice, and certainly if these people do not have a proper and sufficient organizational culture, organizations cannot survive, as today we see a decrease in the performance rate of organizations and the dissatisfaction of their clients. Therefore, given the importance of the share of research variables that were discussed, and also the research gap in the subject, the impact study. The mediating role of organizational culture in the effect of organizational laziness on inertia and organizational performance was the main purpose of this study. Therefore, considering the existence of such problems in organizations, especially sports organizations that are associated with people with different cultures, the present study seeks to answer the question that organizational culture as a mediating role. What is the role of organizational laziness in the inertia and organizational performance of the staff of the Ministry of Sports and Youth?

### Research Methodology

This study is a descriptive-correlational and applied study in the field of sports management that has been done with a structural equation modeling approach. The research measurement tool was a questionnaire which was the organizational culture questionnaire of Haag [27] (2014) Organizational laziness Zare et al. (2017), Kaplan and Norton (2004) organizational performance [28]. In this research, the partial least squares (pls) method has been used to analyze the data, because this method does not rely on assumptions such as the normal distribution of data and the high volume of the statistical sample. This method is also used to predict and explore possible relationships. The statistical population consists of a study of all employees of the

Ministry of Sports and Youth, which based on an inquiry from the Ministry, the total number of 831 people was announced. For sampling, due to the impossibility of accessing complete information of employees for random selection, the available method of 257 people was used to select the sample. On the other hand, because statistical methods of correlation and regression analysis are limited in determining the cause and effect relationships between variables. Therefore, researchers have emphasized the use of cause and effect methods such as path analysis and structural equation model analysis. Different types of patterns with similar objectives are used to formulate relationships between the variables observed in structural equation modeling. Thus, it provides a quantitative test for a hypothetical theoretical model. The structural equation model is a definite structure defined between a set of invisible (hidden) structures, each of which is measured by a set of markers or index variables and can be measured in terms of fit in a community. For this purpose, data analysis was performed with **SPSS** and **Smart PLS software**.

Confirmatory factor analysis was used to assess the validity of the structure. In this section, research measurement tools were distributed and collected among 200 employees of the Ministry of Sports and Youth. The results obtained from the confirmatory factor analysis to determine the validity of research tools using Lisrel software are shown in Table 1. The results of factor analysis showed that the calculated  $\chi^2$  . df values have a good fit. Also, the root of the error of the mean squares of the RMSEA approximation is less than 0.1 that the results obtained in this model; indicates that it is desirable. The value of GFI, NNFI, CFI, NFI components should also be greater than 0.9, which indicates the desirability of measuring instruments. According to the indicators and output of LISREL software, it can be said that the selected references for measuring the research variables have the necessary validity and can well measure the desired structures. The validity of the measuring instruments was also measured using Cronbach's alpha coefficient, the results of which showed that the organizational climate questionnaire was 0.87; Job satisfaction 0.82; Genuine leadership 0.76; Psychological capital was 0.81, and job significance was 0.74.

**Table 1- Indicators of Factor Analysis of Research Measurement Tools**

Variable	Indicator of the fit		Indicators of absolute and comparative analysis			
	thriftly					
	<2*, <5**	<0.01** <0.08*	>90**	>90** >80*	>90**	>90**
	Df. X2	RMSEA	GFI	GFI	NFI	NNFI
Organizational inertia	2.58	0.87	0.91	0.90	0.92	0.91
Organizational laziness	2.47	0.87	0.92	0.91	0.91	0.90
Job Performance	3.36	0.07	0.91	0.90	0.94	0.93
Organizational Culture	3.84	0.09	0.93	0.92	0.92	0.91

### Research Findings

The results of descriptive statistics showed that 95 of the sample were female and 162 were male. Also, in terms of degree, 9.8% of the above diploma; 49.3% of the bachelor's degree; 32.8% had a master's degree and 8.1% had a doctorate. 93 subjects were single and 164 were married. 13.7% of the samples are less than 10 years old; 31.4% 15-10 years; 40.7% 20-16 years; 14.2% had more than 20 years of work experience. 40 samples by contract; 84 people were employed on a contract, 112 people officially, and 11 people on a part-time in the Ministry of Sports and Youth.

First, to ensure the fit of the structural equation model, the internal consistency of the variables must be examined. For this purpose, Cronbach's alpha coefficient and composite reliability were used to evaluate the internal consistency of the data collection tool. Internal consistency is acceptable when Cronbach's alpha and composite reliability coefficients are greater than 0.7 and 0.8, respectively. Also, convergent validity has been used to examine the validity; The most important indicator is the mean of the extracted variance. According to Hear *et al.*, The optimal limit for ensuring convergent validity is at least 0.5. To investigate the fit of the structural equation model, the explained variance index was used. The amount of fit indices is shown in Table (2).

**Table 2- Measurement and Structural Pattern Fit Indices**

Variable	Model of measuring instruments (reliability and validity)		
	Cronbach's alpha	Composite reliability	The mean of the extracted variance
Organizational inertia	0.925	0.944	0.770
Organizational laziness	0.956	0.967	0.820
Job Performance	0.911	0.937	0.879
Organizational Culture	0.934	0.953	0.836

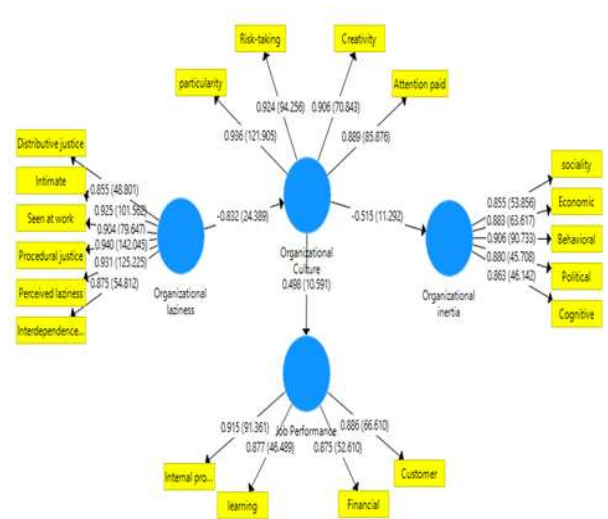
Also, divergent validity (Fornell and Larker method) is the degree of relationship of a structure with its characteristics compared to the relationship of that structure with other structures. In divergent validity, the correlation of one index with its related structure should be greater than the correlation of that index with another structure, in other words, according to this index, the root meaning of the extracted variance of each latent variable must be greater than the maximum correlation of that latent variable with other latent variables. As the data in Table 3 show, the root mean of the extracted variance (located in cells in the original diameter of the matrix) of each latent variable is greater than the maximum correlation of that latent variable with the other latent variables, indicating validity.

**Table 3- Appropriate Measurement of the Pattern under Consideration.**

Row	Structure	1	2	3	4
1	Organizational inertia	0.878			
2	Organizational laziness	0.445	0.906		
3	Job Performance	-0.861	-0.476	0.888	

4	Organizational Culture	-0.508	-0.831	0.494	0.914
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The results obtained from Figure 1 indicate that the effect of predictor variables on dependent variables is statistically significant ( $P \leq 0.05$ ); therefore, the research hypotheses are confirmed. In other words, considering the coefficients of the effect of organizational culture, it can be said that the effect of organizational laziness on inertia and direct job performance is estimated.



**Figure 1. Structural equation model of research**

The results of Table 4 showed, overall fit of the model consists of two parts: the measurement model and the structure, and by confirming its fit, the fit of the model is examined. To fit the overall model, only one GOF criterion is used, which is a variable through the formula is obtained. Wetzels *et al.* (2009) introduced three values of 0.01, 0.25, and 0.36 as a weak, medium, and strong values for GOF. Therefore, the result of 0.508 for GOF indicates a strong overall fit of the model [5].

$$GOF = \sqrt{Communalities \times R^2}$$

**Table 4. Dogness of Fit**

Structure	communalities	R Squares	GOF
Organizational Culture	0.659	0.692	
Organizational laziness	0.701	-	
Organizational inertia	0.613	0.268	0.508
Job Performance	0.596	0.248	
Average	0.642	0.402	

Finally, one of the important tests to measure the significance of the mediation effect one of a variable in the relationship between the other two variables is the Sobel test.

$$Z - \text{value} = \frac{a \times b}{\sqrt{(b^2 \times sa^2) + (a^2 \times Sb^2) + (Sa^2 \times Sb^2)}}$$

And to determine the intensity of the indirect effect of the mediating variable of a statistic called

$$VAF = \frac{a \times b}{(a \times b) + c}$$

Used. The results of Table 5 showed the effect of mediation and the indirect effect of the predictor variable on the criterion. The Sobel test is also called the coefficient multiplication approach, the Delta method, or the normal theory approach. The Sobel test for inferring the indirect effect coefficient is based on the same inference theory used for the direct effect. Considering the error level of 0.05; It is accepted when the result of the Sobel test is more than 1.96. Accordingly, the results obtained from this test are 9.18 and 8.14, respectively, for the path of organizational culture on performance and organizational culture on inertia with a mediating role of laziness, and the mediating role of organizational laziness is fully confirmed. On the other hand, to determine the intensity of the effect of the variable is a mediator of the VAF test or the inclusion of variance. The inclusion of variance is the ratio of the indirect effect on the total effect used, and the closer it is to 1, the greater the intensity of the mediating effect. According to the results of 0.42 and 0.56, it is clear that organizational laziness affects the performance and organizational inertia by 0.42 and 0.56, respectively.

**Table 5: Results of Mediation Effect and Indirect Effect of Predictor Variable on Criterion**

Independent variable	Mediator	Dependent variable	Sobel	VAF	Mediator Gary
Organizational laziness	Organizational Culture	Organizational Performance	9.18	0.42	Confirmation
Organizational laziness	Organizational Culture	Organizational inertia	8.14	0.56	Confirmation

## Discussion and Conclusion

This study aimed to investigate the mediating role of organizational culture in the effect of organizational laziness on inertia and organizational performance of the Ministry of Sports and Youth. The results of this study showed that organizational laziness can have a negative and significant effect on culture. This result is consistent with the results of the study of Simms and Nicholos (2014), Shahrezaei (2014), Hung (2015) [13, 15, 26]. This result means that laziness among the employees of the organization can reduce the culture in the organization. According to the researcher, unfortunately in our country, the phenomenon of organizational laziness as a result of low performance in organizations, especially in organizations and sports, is very high and this phenomenon can be one of the reasons for the lack of progress and development of sports in the country. In general, sports managers around the world are looking to improve and improve the performance of their organization, which based on the results of this study can achieve

this by overcoming laziness in the organization. In other words, if the Ministry of Sports and Youth wants to maintain its position, its employees must act in a way that will help their development and success. Accordingly, managers must reconsider the implementation process. In addition to reducing organizational culture among employees, laziness has other destructive effects on the organization. It is clear that people who do not take their work seriously and do not show up for work, while in attendance, will do their best to apply the common thought of the members of one organization that distinguishes it from another organization. Another result of this study was that organizational culture directly affects the job performance of employees of the Ministry of Sports and Youth. This result was in line with the results of the studies of Shahrezaei (2014) and Simms and Nicholos (2014) [13, 15]. The existence of organizational culture will cause positive performance in the organization and the adaptation of samples extracted from employee performance literature with organizational culture indicators showed that by measuring the status of organizational culture based on this model, it is possible to implement employee performance management. Examined. Experts and researchers believe that performance is an issue in all organizational analysis. Based on the results of this hypothesis, it seems that one of the mechanisms that can improve the performance of the organization is the management of organizational culture. Because the management of organizational culture is considered as one of the valuable assets that its use makes it easier to achieve goals. Effective management of organizational culture enables people within the organization to make better use of all available resources and is essential to improving performance as it develops other capabilities. Having an effective organizational culture can create the necessary capacity to increase the performance of the organization and incur lower costs than in any other case. Another finding of this model was that organizational culture has a positive effect on the organizational inertia of employees. This study was consistent with the results of Shahrezaei (2014) and Simms and Nicholos (2014) [13, 15]. Inertia indicates the structural strength that ensures the reliability and responsiveness of the organization. In the sense that in the face of external changes, it seeks internal compatibility and tries to maintain the status quo, this phenomenon may be useful if the status quo is more favorable than the status quo that is to occur. However, often adherence and dependence on the current situation lead to inefficiency and ineffectiveness and efficiency of the organization. Another result of this study was that the existence of laziness in the organization can lead to a decrease in job performance, which was consistent with the results of Shahrezaei (2014) and Simms and Nicholos (2014) studies [13, 15]. The result of the structural equation model showed that when the mediating role of organizational culture is added, the effect of organizational laziness on inertia can be positive. This result is consistent with the results of studies by Godkin and Alcorn (2014), Sepahvand et al. (2017), Moraes Carvalho et al. (2018)

[18, 19, 25]. According to the researcher, the existence of laziness in organizations such as the Ministry of Sports and Youth, which is dominated by the culture of teamwork, may cause laziness in the organization, which can be accompanied by evading the tasks assigned to the organization. Avoiding tasks is the tendency of people to try less in group work than in individual work. The main reason for dodging work is that people in teamwork feel motivated because they think that their efforts will not be taken into account, which will ultimately lead to a reduction in employees' job performance. But if managers can use the appropriate organizational culture in their organization; they can reduce the effect of laziness on organizational inertia.

In general, organizational laziness is one of the structures that has received much attention in recent years. This type of laziness can have different consequences in the organization, which according to the results of this study are job performance and organizational inertia. According to the researcher, this type of laziness means underemployment or negligence of the staff of the Ministry of Sports and Youth in carrying out daily activities or in team or group activities. When laziness occurs in the organization, people with all their abilities and capabilities may, at the first opportunity, go under work, project responsibilities and generally disrupt things that also affect the overall performance of the organization. Gets involved. In a better and more slang term, people with laziness in the organization end all the troubles and reasons with this phrase: Why doesn't someone do something and I do it. In organizations where organizational laziness permeates, its people always postpone today's work to tomorrow to do small and big things in their personal and work lives, leaving decision-making to others, change And they expect the change they wish for without the slightest action from others, they are not accustomed to thinking, and they procrastinate on every choice. For this reason, these people can be effective in creating inertia in the organization and ultimately reducing performance in the organization while at work. But there is the issue that managers can solve all these problems by creating and increasing culture in the organization. Be positively effective.

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