

Kazemi, Azam; Farhadpoor, Mohammad Reza (2024). The Moderating Role of Knowledge Inertia on the Relationship Between Organizational Learning Capability and Organizational Innovation. *Journal of Knowledge-Research Studies*, 2 (4): 23-42.

Doi: 10.22034/JKRS.2024.59936.1055

URL: https://jkrs.tabrizu.ac.ir/article_17742.html

©The Author(s)

Publisher: University of Tabriz

The paper is an open access and licensed under the Creative Commons CC BY NC license.



The Moderating Role of Knowledge Inertia on the Relationship Between Organizational Learning Capability and Organizational Innovation

Azam Kazemi¹, Mohammad Reza Farhadpoor*²

Received: January, 05, 2024, Revised: February, 02, 2024

Accepted: February, 03, 2024, Published: March, 18, 2024

Abstract

Purpose: This study aims to explore the role of knowledge inertia in shaping the connection between organizational learning capability and organizational innovation.

Methodology: The research employed an analytical survey approach, with a sample size of 223 out of 350 employees from Amirul-Mominin Ahvaz Hospital selected using Cochran's formula. Data was gathered through a questionnaire with established validity based on previous studies (18 questions by Yavas & Celik (2020) for organizational learning capability ($\alpha = 0.853$), 27 questions by Calik, Calisir & Cetinguc (2017) for organizational innovation ($\alpha=0.879$), and 14 questions by Liao, Fei & Liu (2008) for knowledge inertia ($\alpha=0.826$)). Statistical analysis was conducted using SPSS 24 and Amos software.

Findings: Results indicated that organizational learning capability (mean = 3.27), organizational innovation (mean = 3.23), and knowledge inertia (mean = 2.20). The study confirmed a significant impact of organizational learning capability on organizational innovation ($\beta=0.85$, $t\text{-value}=12.814$), with knowledge inertia playing a negative moderating role in this relationship ($\beta=-0.207$, $t\text{-value}=-2.168$).

Conclusion: While organizational learning capability positively influences organizational innovation, the presence of knowledge inertia acts as a barrier, inhibiting the full utilization of knowledge assets.

Value: Understanding and addressing knowledge inertia can enhance organizational innovation efforts, unlocking the potential for value creation through effective knowledge utilization.

Key Words: *Knowledge Inertia, Organizational Learning, Organizational Innovation.*

1. MSc., Information Technology Management, Information Resources Department, Ahvaz Branch, Islamic Azad University, Ahvaz, Iran.

2. Associate Professor, Information Science and Knowledge, Information Management Department, Ahvaz Branch, Islamic Azad University, Ahvaz, Iran (Corresponding Author) mr.farhadpoor@iau.ac.ir

Extended Abstract

Introduction: Innovation is a vital activity that enhances processes and introduces new products within organizations. Consequently, leading companies must ensure conducive conditions for growth. The ability of organizations to generate value and maintain a competitive edge through innovation is crucial for economic development. In this context, innovation serves as a major driver of growth and a pivotal factor in organizational performance and competitiveness. Given the significance and necessity of innovation for organizations, it is understandable that one of the primary challenges faced by managers is examining predictors of innovation, such as learning ability. Organizational evolution hinges on experience acquisition, with organizational learning playing a central role in facilitating knowledge gain and enabling organizations to thrive in the market landscape. Through continuous learning, organizations not only identify opportunities but also forecast market trends and initiate actions that lead to enhanced products and services, thereby improving customer satisfaction and overall performance. Hence, organizational learning equips organizations with the requisite knowledge and experiences to enhance their capabilities. As most aspects of organizational learning are predominantly reactive, organizations receive new information, learn, develop fresh insights, and subsequently innovate and adapt based on acquired knowledge. The presence of knowledge inertia within an organization acts as a moderating factor, impeding the organization's ability to comprehend, create, and apply knowledge for innovation and change. Factors such as a shared vision among organization members, commitment from senior management to foster a culture of learning, an organizational environment that embraces and tests novel ideas, and mechanisms for sharing and accumulating knowledge can boost the organization's readiness to introduce new products, processes, and operational strategies. Therefore, it is imperative for organizations to shed outdated norms, values, and policies that hinder the learning process, serving as examples of knowledge inertia that constrain the impact of organizational learning capability. To address the gap and investigate why public hospitals fail to achieve expected levels of innovation despite emphasizing organizational learning, this research titled "The Effect of Organizational Learning Capability on Organizational Innovation with the Moderating Role of Knowledge Inertia at Amirul-Mominin Hospital in Ahvaz" was conducted.

Purpose: This study examines the moderating influence of knowledge inertia on the correlation between organizational learning capability and organizational innovation.

Methodology: A quantitative approach was employed for this research utilizing an analytical survey method. The statistical population comprised all 350 employees at Amirul-Mominin Ahvaz Hospital, with 223 individuals selected as the sample size using Cochran's formula. Data were collected through a questionnaire with established face validity and validated based on previous studies (18 questions by Yavas & Celik (2020) for organizational learning capability ($\alpha = 0.853$), 27 questions by Calik, Calisir & Cetinguc (2017) for organizational innovation ($\alpha=0.879$), and 14 questions by Liao, Fei & Liu (2008) for knowledge inertia ($\alpha=0.826$)). Data analysis was carried out using SPSS 24 and Amus software.



Journal of
Knowledge-Research Studies
(JKRS)

Vol 2

Issue 4

Serial Number 6

Findings: The results indicated the organizational learning capability (mean = 3.27), organizational innovation (mean = 3.23), and knowledge inertia (mean = 2.20). Hypothesis testing revealed a significant impact of organizational learning capability on organizational innovation ($\beta=0.85$ and $t\text{-value}=12.814$) (Table 1).

Table 1 - Impact of Organizational Learning Capability on Organizational Innovation

Direct Path	β	t-value	Result
Organizational Learning Capability \longrightarrow Organizational Innovation	0.85	12.814	Accepted

Knowledge inertia was found to have a negative moderating role in the relationship between organizational learning capability and organizational innovation ($\beta=-0.207$ and $t\text{-value}=-2.168$). Therefore, when the knowledge inertia variable is considered, the adjusted coefficient of determination becomes 0.64 (Table 2).

Table 2. Moderating Role of Knowledge Inertia in the Relationship between Organizational Learning Capability and Organizational Innovation

Path	Moderator Effect				Reg. Model		Result
	B	Beta	Sig.	t-Value	R ²	ΔR^2	
moderating role of knowledge inertia on the relationship between organizational learning capability and organizational innovation	-0.064	-0.207	0.001	-2.168	0.643	0.114	Accepted

The inclusion of the knowledge inertia variable resulted in a decrease from 85% (Table 6) to 64% in the explained variance of organizational innovation by organizational learning capability. With a ΔR^2 value of 0.114, it can be concluded that the impact of organizational learning capability on organizational innovation decreases after adding the knowledge inertia variable. Additionally, the beta coefficient for the moderator variable (knowledge inertia) is $\beta=0.207$, which is statistically significant at the 0.05 level. Therefore, knowledge inertia plays a moderating role in the relationship between organizational learning capability and organizational innovation.

Conclusion: While the influence of organizational learning capability on organizational innovation was demonstrated, the presence of knowledge inertia as a barrier to adopting and applying knowledge diminishes this effect.

Value: Knowledge inertia acts as a negative hindrance to the practical implementation of organizational learning processes. Mitigating or eliminating its effects can enable organizations to leverage their knowledge assets towards innovation and value creation.

References

- Aboelmegeed, M., & Hashem, G. (2019). Absorptive capacity and green innovation adoption in SMEs: The mediating effects of sustainable organizational capabilities. *Journal of Cleaner Production*, 220, 853–863. <https://doi.org/10.1016/j.jclepro.2019.02.150>
- Ahmadian, S. A., Shekari, H., & Afshari, M. (2011). Investigating the Relationships between Knowledge Inertia, Organizational Learning and Organizational Innovation in Yazd Higher Education. *Organizational Culture Management*, 9(24), 131-154. [InPersian]
- AKUZUM, C. (2014). Knowledge inertia and organizational learning as the explanation of organizational performance. *Educational Research and Reviews*, 9(21), 1143-1155.
- Alavi, S., Arbab Shirani, B., & Esfandiari, E. (2014). Investigation about the Relationship between Organizational Learning and Innovation from System Dynamic View in Isfahan Engineering Research Center. *Research in Production and Operations Management*, 5(1), 71-92. [InPersian]
- Alosaimi, M. (2016). *The role of knowledge management approaches for enhancing and supporting education* (Doctoral dissertation, Paris 1).



Journal of
Knowledge-Research Studies
(JKRS)

Vol 2

Issue 4

Serial Number 6

- Antunes, H. D. J. G., & Pinheiro, P. G. (2020). Linking knowledge management, organizational learning and memory. *Journal of Innovation & Knowledge*, 5(2), 140-149. <https://doi.org/10.1016/j.jik.2019.04.002>
- Argyris, C., & Schön, D. A. (1997). Organizational learning: A theory of action perspective. *Reis*, (77/78), 345-348. <https://doi.org/10.2307/40183951>.
- Arranz, N., Arroyabe, M. F., Li, J., & Arroyabe, J. F. (2019). An integrated model of organisational innovation and firm performance: Generation, persistence and complementarity. *Journal of Business Research*, 105, 270-282. <https://doi.org/10.1016/j.jbusres.2019.08.018>
- Baker, W. E., & Sinkula, J. M. (1999). The synergistic effect of market orientation and learning orientation on organizational performance. *Journal of the academy of marketing science*, 27(4), 411-427. <https://doi.org/10.1177/0092070399274002>
- Baumane-Vītoliņa, I., Woschank, M., Apsalone, M., Šumilo, Ē., & Pacher, C. (2022). Organizational innovation implications for manufacturing SMEs: Findings from an empirical study. *Procedia computer science*, 200, 738-747. <https://doi.org/10.1016/j.procs.2022.01.272>
- Berta, W., Cranley, L., Dearing, J. W., Doherty, E. J., Squires, J. E., & Estabrooks, C. A. (2015). Why (we think) facilitation works: insights from organizational learning theory. *Implementation science*, 10(1), 1-13.
- Bonyadinaeeni, A., Vali, F., Azizi, M., & Ahsanizadeh, S. (2017). Assessment of the Relationship between the Components of Organizational Learning Culture and Generating Effectiveness in Organizations through the Mediator Variable of Organizational Entrepreneurship. *Journal of Research in Human Resources Management*, 8(4), 187-211. [InPersian]
- Buijtdijk, H., van Heiningen, J., & Duineveld, M. (2021). The productive role of innovation in a large tourism organisation (TUI). *Tourism Management*, 85, 104312. <https://doi.org/10.1016/j.tourman.2021.104312>
- Calik, E., Calisir, F., & Cetinguc, B. (2017). A scale development for innovation capability measurement. *Journal of Advanced Management Science*, 5(2), 69-76. doi: 10.18178/joams.5.2.69-7
- Cavus, M. F., Murat, K. O. C., & Aksoy, A. (2014). Entrepreneurial behaviors: are the people restricted by knowledge inertia?. *International Review of Management and Marketing*, 4(1), 42-48.
- Chan, D. W., Sarvari, H., Golestanizadeh, M., & Saka, A. (2023). Evaluating the impact of organizational learning on organizational performance through organizational innovation as a mediating variable: evidence from Iranian construction companies. *International Journal of Construction Management*, 1-14. <https://doi.org/10.1080/15623599.2023.2239486>
- Chavoshi, Z., & Khashei, V. (2022). The effect of organizational learning mechanisms on strategic innovation capacity. *Journal of Strategic Management Studies*, 13(50), 21-38. doi: 10.22034/smsj.2022.135056 . [InPersian]
- Chen, S., & Zheng, J. (2022). Influence of organizational learning and dynamic capability on organizational performance of human resource service enterprises: Moderation effect of technology environment and market environment. *Frontiers in Psychology*, 13, 889327. <https://doi.org/10.3389/fpsyg.2022.889327>
- Chien, S. Y., & Tsai, C. H. (2012). Dynamic capability, knowledge, learning, and firm performance. *Journal of Organizational Change Management*, 25(3), 434-444. <https://doi.org/10.1108/09534811211228148>
- Choupani, H., Zarekhalili, M., Ghasemi, A., & Gholamzadeh, H. (2012). An investigation into the relationship between intellectual capital and organizational innovation (Case: Toseeh Insurance Company). *Journal of Innovation and Creativity in Human Science*, 2(1), 27-59. [InPersian]
- Dai, J., Cantor, D. E., & Montabon, F. L. (2017). Examining corporate environmental proactivity and operational performance: A strategy-structure-capabilities-performance



Journal of
Knowledge-Research Studies
(JKRS)

Vol 2

Issue 4

Serial Number 6

- perspective within a green context. *International Journal of Production Economics*, 193, 272-280. <https://doi.org/10.1016/j.ijpe.2017.07.023>
- De Kok, K., van der Scheer, W., Ketelaars, C., & Leistikow, I. (2023). Organizational attributes that contribute to the learning & improvement capabilities of healthcare organizations: A scoping review. *BMC Health Services Research*, 23(1), 1-14.
- Dostar, M., Babazade, T. & Moradi, M. (2019). The Impact of Learning on Innovation by Moderating Role of Organizational Inertia. *Journal of Innovation and Creativity in Human Science*, 9(2), 165-198. [InPersian]
- Fallah Rahmatabadi, M., Nayeبزadeh, Sh. & Davoodi Roknabadi, A. (2018). Investigating the effect of organizational learning on competitiveness with regard to the role of innovation with the approach of structural equations (case study: Telecommunications of Yazd region). *Scientific Journal of New Research Approaches in Management and accounting*, 2(6), 163-175. [InPersian]
- Fang, C. H., Chang, S. T., & Chen, G. L. (2011). Organizational learning capability and organizational innovation: The moderating role of knowledge inertia. *African Journal of Business Management*, 5(5), 1864.
- García-Marco, T., Zouaghi, F., & Sánchez, M. (2020). Do firms with different levels of environmental regulatory pressure behave differently regarding complementarity among innovation practices?. *Business Strategy and the Environment*, 29(4), 1684-1694. <https://doi.org/10.1002/bse.2461>
- Ghaffari, R., & Rostamniya, Y. (2017). Organizational Social Inertia and laziness; Dysfunctions of the bureaucratic Organizational culture. *Journal of Public Administration*, 9(2), 307-332. doi: 10.22059/jipa.2017.234155.2019 [InPersian]
- Gholestani, F. (2013). *Investigating the relationship between knowledge inertia, organizational learning and organizational innovation using structural equation modeling (Case study: Yazd Province Telecommunication Company)*. Unpublished Thesis. Non-profit and non-governmental institute of higher education of Yazd province [InPersian]
- Gholipor, V., Farashad, M., & Zare, S. (2020). Investigating the relationship between organizational innovation and organizational entrepreneurship and its impact on improving organizational learning. *Journal of Accounting and Management Vision*, 3(32), 66-89. [InPersian]
- Ghorbanizadeh, V. & Moshabaki, A. (2006). Designing a model to determine the learning level of organizations: auto parts manufacturing companies. *Modarres Humanities Quarterly*, 10(4), 169-209. [InPersian]
- Ghumro, S. H., Shaikh, M. F., Channa, K. A., & Nathani, H. L.(2021). A Qualitative Study of Knowledge Transfers and Organizational Learning Process. *SALU-Commerce & economics review* ,7(1), 193-209.
- Gomes, G., Seman, L. O., Berndt, A. C., & Bogoni, N. (2022). The role of entrepreneurial orientation, organizational learning capability and service innovation in organizational performance. *Revista de Gestão*, 29(1), 39-54. <https://doi.org/10.1108/REGE-11-2020-0103>
- Gürlek, M., & Tuna, M. (2018). Reinforcing competitive advantage through green organizational culture and green innovation. *Service Industries Journal*, 38(7), 467-491. <https://doi.org/10.1080/02642069.2017.1402889>
- Hadavand, M., & Kazazi, R. (2023). The impact of the learning organization on open innovation and the performance of the organization (case study: Iran Meteorological Organization). *Behavioral Studies in Management*, 13(32), 160-183. [InPersian]
- Haile, E. A., & Tüzüner, V. L. (2022). Organizational learning capability and its impact on organizational innovation. *Asia Pacific Journal of Innovation and Entrepreneurship*, 16(1), 69-85. <https://doi.org/10.1108/APJIE-03-2022-0015>.
- Hajizade, P., & sardari, A. (2018). The Impact of Knowledge Management on Organizational Innovative Performance with Emphasis on Mediating Role of Organizational Learning Case Study: Qaed Basir Petrochemical Products Manufacture Holding. *Scientific Journal of Strategic Management of Organizational Knowledge*, 1(2), 63-93. [InPersian]



Journal of
Knowledge-Research Studies
(JKRS)

Vol 2

Issue 4

Serial Number 6

- Haroon, U., & Mohd Shariff, M. N. (2016). The interplay of innovation, TQM practices and SMEs performance in Pakistan: moderating effects of knowledge inertia and external environment. *South East Asia Journal of Contemporary Business, Economics and Law*, 9(2), 57-62.
- Hedayati, A., Jamshidi, L., & Amin Beydokhti, A. (2016). Mediating Role of the knowledge Management in Relationship between Learning Culture and Organizational Innovation on Employees of Babol Medical Science University. *Journal of Executive Management*, 8(15), 113-136. [InPersian]
- Hodaee, H. & Kolobandi, A. (2014). Investigating the effect of learning organization on innovative behavior by considering employees' work affiliation as a mediating variable in Tehran's 8th district municipality. *Journal of Business Management*, 6(22), 99-116. [InPersian]
- Huff, J. O., Huff, A. S., & Thomas, H. (1992). Strategic renewal and the interaction of cumulative stress and inertia. *Strategic Management Journal*, 13(S1), 55-75. <https://doi.org/10.1002/smj.4250131006>
- Inthavong, P., Rehman, K. U., Masood, K., Shaukat, Z., Hnydiuk-Stefan, A., & Ray, S. (2023). Impact of organizational learning on sustainable firm performance: Intervening effect of organizational networking and innovation. *Heliyon*, 9(5), e16177. <https://doi.org/10.1016/j.heliyon.2023.e16177>
- Jafari, S. M., Mohammadi Doorbash, Z., & Mirzaei, A. (2019). The impact of organizational inertia on innovation and innovation on performance. *Journal of Technology Development Management*, 6(4), 153-175. doi: 10.22104/jtdm.2019.3227.2114 [InPersian]
- Jiang, S. G. (2023). The Impact of Management Innovation, Organizational Inertia, and Organizational Learning on Organizational Performance: A Case Study of the Manufacturing Industry in the Yangtze River Delta Region of China. *International Journal of Science and Business*, 23(1), 91-105.
- Jiménez-Jiménez, D., & Sanz-Valle, R. (2011). Innovation, organizational learning, and performance. *Journal of business research*, 64(4), 408-417. <https://doi.org/10.1016/j.jbusres.2010.09.010>
- Jing, Z., Zheng, Y., & Guo, H. (2023). A Study of the Impact of Digital Competence and Organizational Agility on Green Innovation Performance of Manufacturing Firms—The Moderating Effect Based on Knowledge Inertia. *Administrative Sciences*, 13(12), 250. <https://doi.org/10.3390/admsci13120250>
- Kalmuk, G., & Acar, A. Z. (2015). The mediating role of organizational learning capability on the relationship between innovation and firm's performance: A conceptual framework. *Procedia-Social and Behavioral Sciences*, 210, 164-169. <https://doi.org/10.1016/j.sbspro.2015.11.355>
- Karayel, S. (2020). How Knowledge Inertia Influences Intent to Leave at Managerial Level in Organizations: Moderating Role of Tenure. *İşletme Araştırmaları Dergisi*, 12(2), 1878-1894. DOI: 10.20491/isarder.2020.950
- Karimi, F., Ahmadi Dastjerdi, S. & Rahaepour, S. (2013). Structural pattern of relationships between social capital and organizational learning ability with employee innovation. *Productivity Management*, 7(27), 165-182. [InPersian]
- Khan, M. S., Saengon, P., Charoenpoom, S., Soonthornpipit, H., & Chongcharoen, D. (2021). The impact of organizational learning culture, workforce diversity and knowledge management on innovation and organization performance: A structural equation modeling approach. *Human Systems Management*, 40(1), 103-115.
- Kharub, M., Mor, R. S., & Rana, S. (2022). Mediating role of manufacturing strategy in the competitive strategy and firm performance: Evidence from SMEs. *Benchmarking: An International Journal*, 29(10), 3275–3301. <https://doi.org/10.1108/BIJ-05-2021-0257>
- Li, B. & Zeng, J. (2019). The influence of knowledge inertia on enterprise dual innovation. *Research in Science of Sciences*, 37, 750–759.



Journal of
Knowledge-Research Studies
(JKRS)

Vol 2
Issue 4
Serial Number 6

- Li, J., Liu, M., & Liu, X. (2016). Why do employees resist knowledge management systems? An empirical study from the status quo bias and inertia perspectives. *Computers in Human Behavior*, 65, 189-200. <https://doi.org/10.1016/j.chb.2016.08.028>
- Liao, S. H., Fei, W. C., & Liu, C. T. (2008). Relationships between knowledge inertia, organizational learning and organization innovation. *Technovation*, 28(4), 183-195. <https://doi.org/10.1016/j.technovation.2007.11.005>
- Lutfi Zanganeh Darvish, M., Amirnezhad, G. & Makvandi, F. (2022). The Relationship between Dynamic Dimensions of Ethics-Based Organizational Culture and Organizational Inertia. *Ethics in Science and Technology*, 17 (2) ,170-181. [InPersian]
- Maclean, M., Appiah, M. K., & Addo, J. F. (2023). How organizational learning dimensions influence firms' competitive strategy and performance in a lower-middle-income country: A mediation model. *Cogent Business & Management*, 10(3), 2256073. <https://doi.org/10.1080/23311975.2023.2256073>
- Makarenko, S., Oliinyk, N., Danko, V., & Kaplina, Y. (2020). Formation of an Innovative Competitiveness Management System of the Enterprise: On the Case of Ukraine's Healthcare. *Journal of Economics and Management Sciences*, 3(1), 1-12. <https://doi.org/10.30560/jems.v3n1p1>
- Makhloufi, L., Laghouag, A. A., Ali Sahli, A., & Belaid, F. (2021). Impact of entrepreneurial orientation on innovation capability: The mediating role of absorptive capability and organizational learning capabilities. *Sustainability*, 13(10), 5399. <https://doi.org/10.3390/su13105399>
- Migdadi, M. M. (2019). Organizational learning capability, innovation and organizational performance. *European Journal of Innovation Management*, 24(1), 151-172. <https://doi.org/10.1108/EJIM-11-2018-0246>
- Mirkamali, SM. & Choupani, H. (2011). The relationships between transformational leadership and orientation to organizational innovation in an insurance company. *Insurance Research*, 26(3), 155-181. [InPersian]
- Modarres, M. (2022). Exploring the Effects of Learning Capability and Innovation on Quality Management-Organizational Performance Relationship. In *Quality Control-An Anthology of Cases*. IntechOpen. doi: 10.5772/intechopen.102503.
- Mohammadi, A., Aminbidokhti, A. & Jamshidi, L. (2013). The role of organizational learning in enhancement the innovation performance. *Quarterly Journal on Innovation and Entrepreneurship*, 4(2), 84-95. [InPersian]
- Mohammadi, A., Bagheri nia, H. & Mosavi, T. (2022). Relationship between organizational learning capabilities and organizational innovation in Sabzevar universities: Testing the Mediating Role of knowledge sharing. *Quarterly Journal of Innovation and Entrepreneurship*, 21(11), 13-28. [InPersian]
- Moshabbaki, A., & Ghorbanizadeh, V. (2021). Designing a Model for Determining Learning Organizations Levels: Automobile Pieces Manufacturing Firms. *Management Research in Iran*, 10(4), 169-209. [InPersian]
- Mostafa, A. M. S., Gould-Williams, J. S., & Bottomley, P. (2015). High-performance human resource practices and employee outcomes: the mediating role of public service motivation. *Public administration review*, 75(5), 747-757. DOI:10.1111/puar.12354
- Mousavi, S. N. (2023). The Consequences of Knowledge Inertia in Knowledge-Based Companies. *Sciences and Techniques of Information Management*, 9(3), 294-269. doi:10.22091/stim.2023.8775.1891 [InPersian]
- Ni, W., & Sun, H. (2009). The relationship among organisational learning, continuous improvement and performance improvement: An evolutionary perspective. *Total Quality Management*, 20(10), 1041-1054. <https://doi.org/10.1080/14783360903247312>
- Ozgenel, M., & Cetin, M. (2021). Effects of organizational cynicism occupational commitment and organizational dissent on knowledge inertia. *Kalem International Journal of Education and Human Sciences*, 11(2), 365-389. <https://doi.org/10.23863/kalem.2021.175>.



Journal of
Knowledge-Research Studies
(JKRS)

Vol 2

Issue 4

Serial Number 6

- Quan, Z. P. (2023). The Relationship between Organizational Learning, Technological Innovation, and Organizational Innovation Capability-A Case Study of High-tech Enterprises in the Guangdong Hong Kong Macao Bay Area. *International Journal of Science and Business*, 27(1), 151-173.
- Rao, Y., Yang, M., & Yang, Y. (2018). Knowledge sharing, organizational learning and service innovation in tourism. *Journal of Service Science and Management*, 11(5), 510-526. DOI:10.4236/jssm.2018.115035
- Rezaei Dolatabadi, H., Baharestan, O., & Mohamadi Sadr, M. (2012). Analysis the relation between organizational learning culture, culture of innovative and invention in Kerman Food Industries Case Study: Zamzam, Oil and Pegah companies. *Journal of Innovation and Creativity in Human Science*, 2(3), 1-26. [InPersian]
- Rupcic, N. (2023). Means to improve organizational learning capability. *The Learning Organization*, 30(1), 101-109.
- Saeidi, P., Saeidi, S. P., Gutierrez, L., Streimikiene, D., Alrasheedi, M., Saeidi, S. P., & Mardani, A. (2021). The influence of enterprise risk management on firm performance with the moderating effect of intellectual capital dimensions. *Economic Research/Ekonomska Istraživanja*, 34(1), 122–151. <https://doi.org/10.1080/1331677X.2020.1776140>
- Sakowski, K., Vadi, M., & Meriküll, J. (2019). Patterns of organisational innovation: comparison of western and eastern countries in Europe. *Innovation: The European Journal of Social Science Research*, 32(2), 270-290. <https://doi.org/10.1080/13511610.2018.1467753>
- Sepahvand, R., Aref nejad, M., & Shariat Nejad, A. (2017). Identification and Prioritization of Factors Causing Organizational Inertia Using Delphi Fuzzy Method. *Modern Research in Decision Making*, 2(1), 95-118. [InPersian]
- sepahvand, R., shariatnejad, A., & salehabadi, S. (2023). Recognizing and understanding the inertia of innovation in knowledge-based companies; Fuzzy mapping analysis of antecedent and posterior factors with FCM. *Scientific Journal of Strategic Management of Organizational Knowledge*, 6(3), 149-178. [InPersian]
- Shahabi, M. & Jalilian, H. (2011). Investigating the relationship between knowledge inertia, organizational learning and organizational innovation (Case study: Western Oil and Gas Exploitation Company). *Strategic Study in the Oil and Energy Industry*, 2(8), 137-158 . [InPersian]
- Shalika, S. A. J. J. A. D., & Nikou, S. H. (2011). A review on the impact of knowledge stagnation on organization. In *3rd International Conference on Machine Learning and Computing, Singapore* (pp. 479-482). DOI: 10.13140/2.1.4418.3043
- Shalika, S., Lahoutpour, N., & Rahman, A. B. A. (2011). The Study on the impact of knowledge inertia on organization. *Australian Journal of Basic and Applied Sciences*, 5(10), 1207-1213.
- Shariatnejad, A., Mousavi*, S. N., & Jafari, M. (2022). The Effect of Creative Deviance on Innovation Inertia Considering the Mediating Role of Human Resources Intelligence. *The Journal of Productivity Management*, 16(1), 109-134. doi: 10.30495/qjopm.2020.1872250.2523 [InPersian]
- Shariatnejad, A., Mousavi, S. N., & jafari, M. (2022). The Effect of Creative Deviance on Innovation Inertia Considering the Mediating Role of Human Resources Intelligence. *The Journal of Productivity Management*, 16(1), 109-134. doi: 10.30495/qjopm.2020.1872250.2523 [InPersian]
- Sung, W., & Kim, C. (2021). A study on the effect of change management on organizational Innovation: Focusing on the mediating effect of members' innovative behavior. *Sustainability*, 13(4), 2079. <https://doi.org/10.3390/su13042079>
- Szambelan, S., Jiang, Y., & Mauer, R. (2020). Breaking through innovation barriers: Linking effectuation orientation to innovation performance. *European Management Journal*, 38(3), 425–434. <https://doi.org/10.1016/j.emj.2019.11.001>



Journal of
Knowledge-Research Studies
(JKRS)

Vol 2
Issue 4
Serial Number 6

- Taneseb, J. P., & Park, J. J. (2020). Impact of Organizational Innovation on Work Performance: The Mediating Effect of Work Resources in Public-Sector Organizations. *International Journal of Business, Humanities and Technology*, 10(3), 21-33. doi:10.30845/ijbht.v10n3p3
- Weggelaar-Jansen, A. M. (2015). Learning to improve improved learning. *ESHPM*.
- Xiaorong, F., Rui, L., & Jing, P. (2019). Influence of channel learning on innovation ability from the perspective of organizational inertia. *Science Research Management*, 40(1), 76.
- Yavas, T. & Celik, V., (2020). Organizational learning: A scale development study. *Cypriot Journal of Educational Sciences*. 15(3), 820 - 833. DOI: 10.18844/cjes.v%vi%i.5062
- Yepes, V., & López, S. (2023). The Knowledge Sharing Capability in Innovative Behavior: A SEM Approach from Graduate Students' Insights. *International Journal of Environmental Research and Public Health*, 20(2), 1284. Retrieved from: <https://doi.org/10.3390/ijerph20021284>
- Zan, A., Yao, Y., & Chen, H. (2022). Knowledge search and firm innovation: The roles of knowledge inertia and knowledge integration capability. *Technology Analysis & Strategic Management*, 1-16. <https://doi.org/10.1080/09537325.2022.2076589>
- Zawar, T., Yarmohammadzadeh, P., & Azami, M. (2020). The Role of Knowledge Management and Organizational Learning on Personnel Organizational Immorality. *Ethics in Science and Technology*, 14 (4),68-77. [InPersian]
- Zhang, Y., Sun, J., Yang, Z., & Li, S. (2018). Organizational learning and green innovation: Do environmental proactivity matter? *Sustainability*, 10(10), 3737. <https://doi.org/10.3390/su10103737>



Journal of
Knowledge-Research Studies
(JKRS)

Vol 2

Issue 4

Serial Number 6