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Breaking the Mold: An Analysis of Organizational Inertia and Its Impact on Employee Innovative Behavior and Organizational Performance in the Hotel Industry

Eslam Sayed AbdelGhany Yasin [a] **Omar El Sayed Qoura** [b]

[a] *Lecturer, Hotel Studies Department, Faculty of Tourism and Hotels, Fayoum University, Fayoum, Egypt*
[b] *Professor, Hotel Studies Department, Faculty of Tourism and Hotels, Fayoum University, Fayoum, Egypt*

Keywords

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Abstract

Employee innovation in procedures, methods, and operations is crucial to organizations. Furthermore, inertia to change is a substantial barrier, and its impact has not been fully researched. The purpose of this research is to examine the impact of organizational inertia on organizational performance and employee innovative behavior attributes in Egyptian hotels. The study used a questionnaire to acquire quantitative data. A total of 335 valid forms (with an 83.75% response rate of) were acquired from the random selection of employees of five-star hotels in Greater Cairo. The data was analyzed employing WarpPLS 4.0. To get the research outcomes, multiple regression analysis was utilized to assess the study's hypotheses. Using the software (SPSS V.25), the study indicated that insight inertia and psychological inertia had a detrimental effect on organizational performance. In contrast, action inertia has a positive impact on organizational performance, and the research findings suggested that there is a large detrimental impact of organizational inertia on employee innovative behavior. The present research contributed to eliminating organizational inertia to increase organizational performance and improve employee innovative behavior for the hotel business. Based on the findings, the study suggested that Egyptian hotels embrace the ideas of organizational inertia and employee innovation by providing training programs for staff members and emphasizing the need to create organizational units that focus on utilizing and investing in hotels' internal resources and potential as well as seizing new opportunities.

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1. Introduction

According to Alaa-Eldeen et al., (2023) the volatile and competitive environment of the hospitality industry throws economic, financial, and cultural hurdles at organizations striving to delight customers, Hospitality organizations experience higher and fiercer competition than any other service industry due to the congested and homogeneous market (Lee et al., 2016; Elnagar et al., 2022). In response, hospitality organizations need a set of competitive capabilities. These capabilities enable them to withstand turbulent conditions, outmaneuver competitors, thrive in the marketplace, and achieve better performance (Sadq et al., 2019; Pérez et al., 2024). Organizational performance reflects how effectively an organization utilizes resources (both tangible and intangible) to achieve its goals and gain intangible benefits (Emmanuel & Nwuzor, 2021; Abulaila et al., 2025). Organizational performance can be evaluated through two lenses: the subjective realm of perceived value, influenced by factors such as satisfaction, and the objective realm of quantifiable achievement, as measured by data such as sales and growth rates (Akpa et al., 2021; Papadas, et al. 2024).

Olan et al., (2019) defined organizational performance as the competence to successfully attain predetermined goals, including profit preservation, competitive differentiation, market share expansion, and for a long term survival, they argue that success depends on the effective implementation of appropriate organizational strategies and practical plans. Organizations prioritize performance improvement, constantly looking for ways to improve their output (Iqbal et al., 2018; Mekled et al., 2023). This entails identifying key performance factors and then either strengthening or mitigating their impact (Urban & Joubert, 2017; Mulet-Forteza et al., 2024).

Organizations can become stuck in the past, relying on familiar practices to stay afloat in a changing world. This tendency, known as organizational inertia, manifests itself in numerous ways, ranging from rigid structures and outdated strategies to ingrained procedures, leadership styles, management models that resist change, and even team spirit and ingrained work habits that prioritize maintaining the status quo (Amiripour et al., 2017; Hashad et al., 2023). Furthermore, each one of these aspects has divergent concepts and values, which can clash and interact with each other. Through this ongoing process, the organization gradually refines and combines these concepts to form its overall set of guiding principles. This value system is critical for the organization's adaptability to changing circumstances. If an organization becomes stuck in its ways and fails to adapt, it has inertia and is unable to keep up with the times (Shi & Zhang, 2018). Organizational inertia refers to the propensity of an organization to become stiff when procedures, routines, resources, and culture solidify (Gilbert, 2005; Huang et al., 2013). Organizational inertia theory proposes that organizations tend to stay on their current path—a phenomenon known as Inertia in the organization (Le Mens et al., 2015). However, some contend that inertia is about more than just maintaining the status quo; it's about the difficulty of changing course significantly (Sillic, 2019). While consistency can help keep core functions running smoothly (Stieglitz et al., 2016) it can also impede growth and adaptation to a changing environment. This is where inertia becomes a double-edged sword: it can provide stability but also stifles innovation and performance (Gilbert, 2005; Zhen et al., 2021). For example, rigid internal processes and procedures can make it challenging to implement new ideas and remain competitive (Wang et al., 2015). In today's fast paced and fragmented markets, overcoming inertia becomes essential to

survival and enhancing organizational performance (Huang et al., 2013; Nedzinskas et al., 2013).

Prior research studied the direct correlation between organizational inertia and organizational performance in various contexts such as financial institutions (Huang et al., 2013), information technology industry (Moradi et al., 2021), small and medium enterprises (Prasheenaa & Thavakurnar, 2021; Yusof, 2021; Hongdiyanto et al., 2022) Iranian ministry of sports and youth (Hassannejad et al., 2022), and the manufacturing industry (Jiang, 2023). To the best of our knowledge, no previous study explored the direct connection between organizational inertia and organizational performance and employee innovative behavior in the Egyptian hotel business. This highlights a gap in the literature; to bridge the gap, the study aimed to explore the relationship between organizational inertia and organizational performance and employee innovative behavior in the Egyptian hospitality context.

2. Research Background

2.1. Organizational Inertia

The originators of organizational inertia theory, Hannan and Freeman (1977, 1984), introduced inertia into the management field (Wu et al., 2023). They developed a dynamic model to illustrate the relationship between changes and organizational inertia, beginning with the idea that organizations are resistant to change by nature, with structural change being at least as risky as inaction. Hannan et al., (2005) believed that the accountability and dependability of businesses are the primary causes of organizational inertia. According to Nedzinskas et al. (2013), organizations that institutionalize and standardize procedures in order to embrace inertia or "reproducibility", organizational goals, and routinized activities are more capable of fulfilling accountability and dependability standards, which provide organizations with advantage of reliability and stability. Term "inertia" originates from the Latin word "iners," which signifies idleness or laziness. Sociologists utilized the physics notion of inertia as a "metaphor" to represent the challenge to change organizational structure and the rigidity of ingrained thought patterns, behaviour, or organizational activities (Hur et al., 2019). Conversely, Singh & Lumsden (1990), who presented the notion of "organizational inertia," employed the theory of organizational ecology in order to explain the intricate relationship between an organization and its environment, as well as phenomena not readily altered in response to environmental changes (Aksom, 2022).According to Ebrahimi, (2016) and Teofilus et al., (2022) the concepts of "organizational inertia" and "organizational flexibility" are incompatible, but flexibility is beneficial, as highly flexible organizations outperform others. In contrast, inertia and inflexibility are widely regarded as inherently harmful to organizations and can manifest themselves in different ways, including the suppression of critical information, rigid regulations, and over commitment to the organization.

The incapacity to alter forms is known as organizational inertia, processes, or procedures, as well as the significant persistence of current shape and function. In addition, inertia within the organization is determined as a significant barrier to the creation of novel methods, the organization's resilience and strength in the face of environmental change (Rumelt, 1995; Sepahvand et al., 2017; Tager et al., 2024). Moradi et al., (2021) and Teofilus et al., (2022) identified organizational inertia as the result of an organization that continues to operate with the current situation for a long

period. While failing to respond in time to conditions and situations that are constantly changing and unstable. Organizational inertia is an internal organizational force that prevents organizations from evolving and changing, adapting, and developing in response to a changing environment, such as global digital transformation, regarding management, products, manufacturing, marketing, culture, and economic policy, this power promotes stability over ambiguity and change (Li et al., 2023). Three components of organizational inertia—insight inertia, action inertia, and psychological inertia—are identified by Huang et al. (2013) and are explained below.

2.1.1. Insight Inertia

When there is a time lag between significant environmental changes and organizational awareness of them, insight inertia develops (Huang et al., 2013; Rajaei & Asadzadeh, 2021). Godkin & Allcorn (2008) and Akpolat (2023) defined this problem as follows: The organization's inability to promptly adjust to the demands of changing environmental conditions as a result of the inability to read the environment. Furthermore, insight inertia disrupts the organizational learning cycle by preventing organizations from learning from their experiences (Sulphey & Jasim, 2022).

2.1.2. Action Inertia

According to Rajaei and Asadzadeh, (2021) when managers react to environmental changes too slowly, action inertia occurs. In addition, the results of efforts to bring about change will not be useful because they do not appear in a timely manner (Huang et al., 2013). Unlike insight inertia, action inertia emerges after an environmental survey and analysis. Allcorn and Godkin, (2011) and Ebrahimi, (2016) introduced various factors that contribute to action inertia, including a state of role-constrained learning, which occurs when people's ability to solve the current problems is restricted and they are unable to act rationally based on their environmental knowledge (Karayel, 2020). In this situation, individuals have possessed knowledge necessary to perform the work but are unable to act on newly acquired knowledge and can't convince others into changing their behavior; thus, the cycle of learning is interrupted (Godkin, 2011).

2.1.3. Psychological Inertia

Blázquez-Alonso et al., (2021) characterized it as the certainty of acting in a particular manner, as a person's habits serve as their guidance, reducing the likelihood of acting differently. According to Huang et al., (2013) and sfeir, (2022) psychological inertia happens when organizations experience distress on a regular basis, stress, and psychological defensiveness when resisting change, regardless of its necessity. However, change means different things to different people; some may believe that change is necessary and look forward to it, while others are less enthusiastic or severely threatened by it. From the standpoint of a worker, changes imply a variety of things, including the loss of long-term relationships and the need to learn new skills, as well as changes in the nature and requirements of the job, which typically necessitate more effort. The dread of losing important items during the process is more often the cause of a person's resistance to change than the change actual (Godkin & Allcorn, 2008; Moradi et al., 2021; Cui, J. 2025).

Rajaei & Asadzadeh, (2021) defined psychological inertia as an individual's inner desire to resist change, as employees prefer the status quo over learning new technologies and work systems (Hur et al., 2019). Employee resistance to change causes psychological inertia, also known as organizational resistance to change (Akpolat, 2023).

2.2. Organizational Performance

Organizational performance plays a crucial role in management. Its significance stems from its dual impact; it drives both long-term stability and growth for the organization and highlights key strategic decisions and execution effectiveness. As a result, evaluating an organization's performance is critical for understanding its current health and forecasting its future trajectory (Schneider et al., 2018; El-Sherbeeny et al., 2023; Mulet-Forteza et al., 2024; Wiyono et al., 2025).

Organizational performance reflects the efficacy of resource utilization in achieving goals and enriching knowledge capital. Organizational performance is a comprehensive metric that measures the overall efficacy and efficiency of an organization's operations (Ek & Mukuru, 2013; Sakr, 2024). Any shortcomings in these operations are reflected in the overall organizational performance, revealing the organization's current state (Kuleelung & Ussahawanitchakit, 2015; Ferrer, J. M. B., & Garrido, J. A. M. (2023).

Furthermore, Zhou et al., (2019) argued that organizational performance can operate as a thorough framework for evaluating outputs. This system enables stakeholders to identify areas where output falls short of expectations and implement corrective actions. Boosting organizational performance is a top priority for every organization, and various strategies are used to accomplish this goal (Iqbal et al., 2018 and Nadkarni, et al., 2024).

2.3. Employee Innovative Behavior

Since the concept of employee inventive behavior was first introduced by Scott and Bruce in 1994, the area has expanded quickly (Abbas & Wu, 2021). According to Chen et al. (2016) and Anwar & Niode (2017), employee innovation is the process of developing and implementing fresh, useful concepts that improve goods, services, and procedures. Employee innovative behavior is largely focused on the innovation process rather than the innovation result (i.e., new products), and significant involvement in the process of innovation that is required to produce innovative results (Shin et al., 2017; Qi et al., 2019).

Employees may be required to challenge authority and propose new working procedures as a component of the process of innovation (Yang et al., 2022; Omar et al., (2022). The creative actions of employees are classified as positive deviant behaviors because it enables people to question the status quo and depart from accepted standards in order to accomplish desired results that are advantageous to the organization (Abbas & Wu, 2021). "Behaviors that are geared towards implementing change, applying new knowledge, developing new ideas, and enhancing work procedures" is what Purwanto et al. (2021) defined it as.

Jung et al., (2021) contend that employees' innovative behavior is an intricate procedure for altering the current situation, concept conflict, and role complications in

order to generate and implement new ideas. Innovative employee behavior includes three stages: Idea generation, idea promotion, and idea implementation (Jafri, 2010; Hakimian et al., 2016; (Dedahanov et al., 2017; (Asurakkody & Shin, 2018; (Ghasempour Ganji et al., 2021; Ayoub et al., 2023; Aliane et al., 2023)..

2.3.1. Idea Generation

Idea generation represents the initial phase of the different phases that creative behavior experiences, which is associated with the emergence of new nonstandard ideas (Gogoleva et al., 2016; Karani et al., 2021; Nguyen et al., 2023), in which employees engage in activities that seek opportunities, identify performance gaps, and produce useful solutions through a process of combining existing ideas with new concepts to find solutions to problems that arise in the organization through exploration, exploitation, and risk-taking (De Jong & Den Hartog, 2007; Taştan, 2013; (Bammens, 2016; Purwanto et al., 2021). Idea generation is highly similar to creativity and necessitates behaviors such as cognitive flexibility, openness to environmental opportunities, the acquisition of more information, and the examination of the problem using multiple methods (Perry-Smith & Mannucci, 2017; Grobben, 2022; Elshaer et al., 2024). While Haiba et al. (2017) stated that idea generation is based on individual characteristics (creativity, self-assurance, work expertise, and responsibilities) as opposed to collective and organizational traits.

2.3.2. Idea Promotion

Idea promotion is the second phase of creative employee behavior, entails locating and organizing partners, sponsors, or supporters of ideas that have been generated (Helmy et al., 2020; Grobben, 2022). Idea promotion is defined as actions taken to win support and approval for concepts put forth by colleagues and management, as well as obtaining approval from top management to make the idea a reality and to allow new changes to occur within organizations (Alarifi & Adam, 2023). Idea promotion is characterized by a decrease in the significance of individual attributes, while organizational and management-level determinants such as organizational climate and practices of external motivation and incentives and encouragement for innovative behavior become more important (Gogoleva et al., 2016; Asurakkody & Shin, 2018). The idea promotion stage, on the other hand, strengthens the ideas that are developed and works to eliminate organizational resistance and change-related obstacles, this stage necessitates greater organizational support and collaboration, Finding support, on the other hand, entails influencing, bargaining, and convincing important organizational members who provide the capability to adopt a novel proposal or solution to the next level, like putting that concept into action and gathering the required funds (Ataoğlu, 2019; Akram et al., 2020).

2. 3. 3. Idea Implementation

Karatepe et al., (2020) indicated that innovation and idea implementation are inherently interdependent, and (Booher, 2020) underlined that since innovation is based on original concepts, it cannot be considered complete until it is effectively put into practice. (Sazkaya & Dede, 2018) indicated that once an idea is approved, additional resources such as time, money, and people are allocated, as well as integration with existing systems and revision of ideas (West, 2002; Lukes & Stephan, 2017; Ibrahim et al., 2024) in addition to preparing appropriate plans and procedures for putting the ideas into action. This involves foreseeing issues and creating proactive

backup measures, as well as converting the concept into an internal organization-useful procedure by developing a new prototype of innovation that can be experienced, eventually applied, disseminated, used, and institutionalized (Scott &Bruce, 1994; Janssen, 2000). Idea implementation is a social activity that is carried out with the help of colleagues, supervisors, organizational resources, and approval cannot be limited to the initiator's personal efforts because others must agree with the new situation. As a result, the success of the third stage of the innovative process is entirely determined by organizational and management factors, rather than individual and personal characteristics of the innovator (Gogoleva et al., 2016; Youssef et al., 2024).

2.4. Hypotheses Development

2.4.1. Organizational Inertia and Organizational Performance

Organizational performance was defined as an organization's effectiveness and efficiency in allocating and using its resources to attain its predetermined objectives (Muthuveloo et al., 2017 and Salim, 2024). Identification and reinforcement of elements are crucial. That improves organizational performance while minimizing those that hinder it (Urban & Joubert, 2017; Hashad et al., 2023). Organizational inertia is one of the controversial aspects regarding its impact on organizational performance, with arguments for both favorable and unfavorable impacts (Moraes Carvalho et al., 2018; Prasheenaa & Thavakurnar, 2021; Hongdiyanto et al., 2022). Organizational inertia is the predisposition of an organization to persist to its work routine rather than adjust to changes in its environment (Hannan & Freeman, 1984; Gilbert, 2005).

Traditionally, research on the relationship between organizational inertia, for instance, psychological, action, and insight inertia and performance has been conducted from two major perspectives: The organizational inertia perspective and the resource-based view. According to Leonard-Barton (1992), the organizational inertia perspective views inertia as a barrier to change, resulting in decreased performance. Contrary to popular belief, organizations can benefit from inertia by using it to spur innovation, encourage strategic decision-making, and ultimately improve performance (Cheng & Kesner, 1997; AbdelGhany & Qoura, (2024). Consequently, Nedzinskas et al. (2013) concluded that understanding the interplay between internal dynamics, the external environment, and effective resource management is critical for capitalizing on inertia's positive potential while avoiding its negatives. While Mishina et al. (2004) emphasized the negative effects of inertia on organizational performance. They observed that when organizations prioritize stability over change in the face of performance challenges, they become entrenched in rigid routines and structures, limiting their ability to regain traction. Greve (2011) argued that when organizations experience declining performance, their efforts to reduce risk can backfire, resulting in rigid structures and practices (i.e., organizational inertia) that prevent them from adapting and improving. Further, Nedzinskas et al., (2013) also supported this notion. Consequently, the following hypothesis and its sub-hypotheses were developed:

H1: *Organizational inertia negatively impacts organizational performance.*
H1a: *Insight inertia negatively impacts organizational performance.*
H1b: *Action inertia negatively impacts organizational performance.*
H1c: *Psychological inertia negatively impacts organizational performance.*

2.4.2. Organizational Inertia and Employee Innovative Behavior

According to Alkharmany et al., (2024) Employee innovation in operations, procedures, and methods is vital to organizations, since they are their fundamental cells and are crucial to the innovation of organizations. Employees generate ideas, which are the foundation of innovation. Employees must demonstrate innovative behaviors because they help businesses remain competitive and adapt quickly to changes. However, a major obstacle to adopting the innovation process in any business is inertia to change, and its role has not been fully explored (Akram et al., 2020; Ayoub et al., 2023; Khairy et al., 2023).

When evaluating their performance, organizations compare their intended objectives with the results of their work. This process, known as organizational performance, has emerged as a crucial managerial concept for managers to evaluate their efforts' efficacy and the organization's overall success (Rehman et al., 2019; Wiyono et al., 2024). An organization's capacity to transform resources into intended results is known as organizational performance, such as production, financial or non-financial success, or strategic achievements (Al Hasnawi, H. H., & Abbas, A. A. 2020; Wang et al., 2021; Sadik et al., 2024). Faced with constant upheaval, organizations operating in volatile environments must maintain strong performance and secure a long-term competitive advantage. This challenge has given rise to the notion of organizational agility, which enables organizations to navigate changing conditions by improving their able to swiftly modify resource allocation while monitoring the environment for new trends and threats (e Cunha et al., 2020; Clauss et al., 2021).

Javed et al., (2019) demonstrated that employee innovative behavior is complex, with no routine behavior, in which employees proposed new ideas, avoided conventional thinking, and challenged superiors by questioning the status quo. Furthermore, unlike routine behavior, innovative behavior does not include standardized tasks (Günzel-Jensen et al., 2018; Chen et al., 2021). Innovative behavior, the traits of high risk and high uncertainty are present in this kind of extra-role conduct, which cause employees frequently to evade or resist it (Zhao &Ye, 2022). Organizational inertia theory, on the other hand, proposes that a mature organization is more likely to continue on its current path (AlKayid, 2023). Zhen et al., (2021) argued that rigid and fixed routines limit how well IT-related resources and procedures work, reducing organizational agility, whereas organizational inertia solidifies the mode of operation and future direction of the organization, leading in a lack of flexibility. Earlier studies on organizational inertia however, focused on how structural inertia hinders organizational innovation or transformation (Hannan & Freeman, 1984; Soliman et al., 2024).

Nijssen et al., (2006) believed that the greater the organizational inertia is, the greater the lack of innovation the enterprise has and the less likely it is to develop innovative services and products. Huang et al., (2013) concluded that organizations are hesitant to engage in riskier innovative activities because of inertia, which prevents them from innovating and changing. Purc & Laguna, (2019) discovered that employees' willingness to change values is positively correlated with their innovative behavior.

According to Feng et al., (2022) employees' cognitive processes are more affected by organizational inertia. Hasannejad, (2022) discovered that organizational inertia regulates the relationship among organizational laziness and performance, and that managers should plan to eliminate laziness and organizational inertia in order to

increase organizational performance of their staff and found that a creative workplace is negatively correlated with employee reluctance to change. However, the link between traditional culture and employees is favorably mediated by employee resistance to change. There is a negative mediator of innovation between innovative cultures and employee innovation. So, the following is a possible formulation regarding the second hypothesis:

H2: *Organizational inertia has a negative effect on employee innovative behavior*.

2.4.2.1. Organizational Inertia and Idea Generation

Idea generation is the process by which people apply their imagination to produce something novel that advances an organization (Scott & Bruce, 1994; Helmy et al., 2020). Minatogawa et al. (2018) and Özgenel (2021) stated that creativity and inertia can be viewed as adversaries, as inertia is conceptually opposed to discretionary work conduct, as the latter is proactive and self-initiated, whilst the former appears as passive. Cowen (1952) discovered an association between psychological threat and rigid thinking. Howell & Boies (2004) concluded that having a flexible role orientation is associated with more idea generation activities. Furthermore, Hakimian et al. (2013) discovered that the combination of job insecurity, such as fear of losing a job, might negatively affect the capacity of subordinates to be very innovative and productive. Nguyen et al. (2019) showed that staff innovation is favorably correlated with organizational flexibility, since companies that are adept at learning and bringing about change are also better at coming up with new ideas, and staff innovation is tied to adaptability through initiative, risk-taking, and idea generating. Arasli et al. (2020) discovered a relationship between psychological safety and higher employee participation in creative job assignments. Booher (2020) asserted that there is a stronger correlation between creative personality and idea creation at higher psychological safety levels; new ideas are more likely to be proposed by staff members who feel that their workplace is encouraging and nonthreatening. Thus, this study initials the following first sub-hypothesis: following first sub-hypothesis:

H2.a: *Organizational inertia has a negative influence on idea generation.*

2.4.2.2. Organizational Inertia and Idea Promotion

Montani et al. (2020) showed that in order to overcome potential opposition to new ideas from organizational members, more work must be done during the idea promotion phase once creative ideas have been generated. And to secure the backing of important decision-makers who can help forward ideas that have been created. Khan et al. (2021) stated that idea promotion necessitates sociopolitical skills, networking abilities, social influence, and legitimacy. Employees with innovative ideas can easily approach others to obtain the necessary support to put their ideas into action when they have support and connectivity among their colleagues and across the organization. Zhang et al. (2022) concluded that organizational support positively influences employee innovative behavior because it is more likely to occur when an organization provides them with the necessary support, making it easier for them to overcome any challenges they may face (Chathoth et al., 2014). Li et al. (2016) asserted that social influence theory indicates that employees' opinions are significantly influenced by socially influential individuals and that users' behavior tends to be influenced by how much they believe others approve of them. Employees are more likely to oppose the knowledge management system if they are under more

pressure from socially significant others. Haskamp et al., (2021) and Mutonyi et al., (2022) said that an organizational culture that encourages innovation or innovative approaches to completing tasks has the potential to encourage employee individual innovation and is favorably associated to individual innovative behavior. Therefore, the second sub-hypothesis might be the following:

H2.b: *Organizational inertia has a negative impact on idea promotion*

2.4.2.3. Organizational Inertia and Idea Implementation

Norouzinik et al. (2022) defined ideas implementation as more realistic attempts to transform novel concepts into workable answers and integrate them into organizational tasks, leading to real, observable modifications to goods, services, procedures, or other facets of how a business operates. Lukes & Stephan (2017) as well as Sazkaya & Dede (2018) agreed that overcoming obstacles, barriers, and resistance is a major challenge during the implementation phase. Wang et al. (2015) stated that inertia hinders implementation of new processes, techniques, and procedures. Implementing ideas is risky because it represents disruptions in routines, a departure from the established order, because implementing an idea means that organizational practices may change and an alternative method becomes a stable and repetitive practice as a norm. Implementing new products, processes or procedures in workplaces is difficult and time-consuming due to resistance to change as well as structural and cultural barriers (West, 2002). Godkin & Allcorn (2008) stated that obstacles to strategic implementation that have a high impact on organizational change are insight, action, and psychological inertia. In similarity with Cöster & Petri (2014), insight inertia negatively limits an organization's capacity to establish and implement out a new strategic plan. Consequently, the following could be the third sub-hypothesis:

H2.c: *Organizational inertia has a negative impact on idea implementation.*

Based on the foregoing, the study's model framework is represented in Figure 1 below:

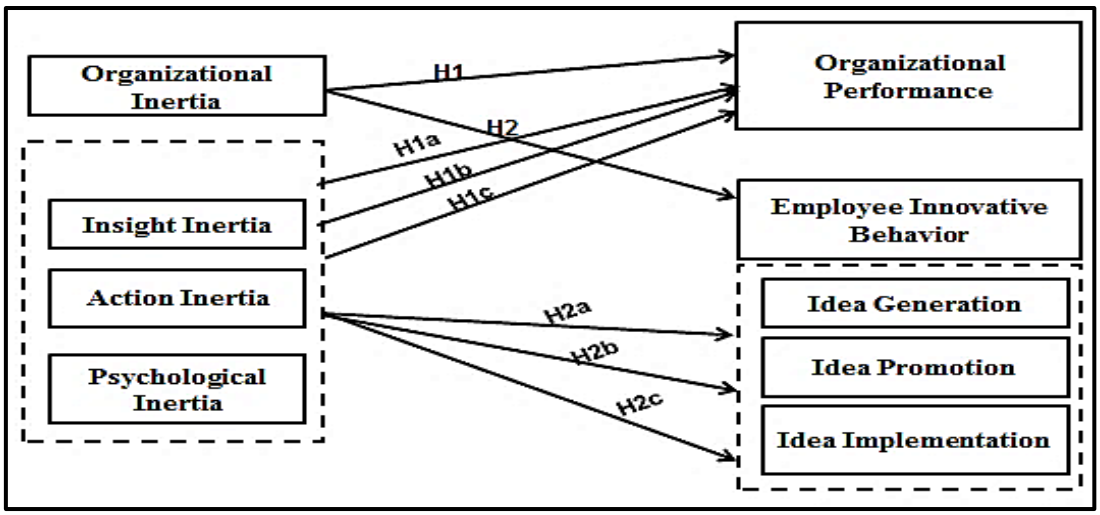

Figure 1: Conceptual framework of the study

4.3 Methodology

4.3.1. Sampling and Data Collection

This study employed a quantitative approach, gathering information from a sample of workers in Greater Cairo's five-star hotels. Greater Cairo was chosen because it is the biggest and most accessible area in Egypt, including a large number of five-star hotels, which make data collection easier and cheaper. As for obtaining the required sample, we selected the respondents randomly as well as for suitability for the research objectives. The proposed research model was tested utilizing a questionnaire as a quantitative tool. In this vein, there were 400 questionnaires distributed to employees working at five-star hotels in Greater Cairo; there were only 335 questionnaires with an 83.75% response rate that were statistically valid and devoid of missing data. Both a manual and an electronic questionnaire have been utilized to gather information from staff members through October and March of 2025. A total of 335 gathered replies were appropriate for statistical examination.

4.3.2 Measurement Scale

The study variables were measured using previously validated and reliable scales. The researchers translated the scales from English to Arabic utilizing the translation/back-translation procedure (Behling & Law, 2000). Ten human resource management and organizational behavior specialists and fifteen academics reviewed the scales' and variables content validity to make sure the translated scale items appropriately represented the constructs the researchers wanted to measure. The scale items were reworded in response to panel and academic comments. To examine the face validity of the scales and confirm, the researchers invited 50 people (i.e., People who belong to the target population) to review all of the scale items in hotels. The survey was split up to four components that simplify data analysis. The first section focused on gathering demographic information (age, gender, etc.) and some work details from the respondents, with five questions. To guarantee that the measurements used in this investigation are reliable and valid, the scales were taken from the previous literature. Every item was given a 5-point Likert scale rating, where 1 denoted strong disagreement and 5 denoted strong agreement. Organizational inertia (OI) was assessed using an adaptation of (Huang et al., 2013) scale. The 16 items used to assess organizational inertia (5 for insight inertia, 6 for action inertia, and 5 for psychological inertia) were modified from Godkin &Allcorn (2008) and Huang et al. (2013). Among the items sampled was “Relying on previous knowledge and experience is sufficient to achieve efficiency at work.” The third section assesses employee innovative behavior (EIB), which was measured using 11 items adopted and modified from Janssen (2000) and used by (Zhen et al., 2021) for each dimension (four for generating ideas, three for promoting them, and four for putting them into action). One sample item was "Looking for new working methods, ways, or instruments." Finally, Huang et al. (2013) provided six items for assessing organizational performance (OP). The study employed multiple regression analysis for data analysis techniques. As indicated in the first table, the values of the reliability and validity coefficients are acceptable for all scale items, because Cronbach's alpha values exceeded 0.7, and the discriminant validity rule is satisfied because each discriminant validity was identified as having a higher association with more dimensions (Fornell & Larcker, 1981; Hair et al., 2010). Thus, using the SPSS V.25 software, the scales' items will be statistically examined; none will be removed.

Table1: Cronbach’s Alpha of Organizational Inertia (OI), Organizational Performance (OP) and Employee Innovative Behavior (EIB)

Variables		Question numbers	No. of Items selected	Cronbach's Alpha
Organizational Inertia (OI)	Insight inertia (IN)	1-5	5	0.877
	Action inertia (AI)	6-11	6	0.883
	Psychological inertia (PI)	12-16	5	0.903
Organizational performance (OP)		17-22	6	0.973
Employee Innovative Behavior (EIB)	Idea Generation (IG)	23-26	4	0.818
	Idea Promotion (IP)	27-29	3	0.951
	Idea Implementation (II)	30-33	4	0.828

The previous table suggests that Idea Generation (IG) had the least value ($\alpha = 0.818$), and Organizational Performance (OP) had the highest reliability value of ($\alpha = 0.973$).

4.3.3. Data Analysis and Results

The information was analyzed using IBM SPSS Statistics version 25.0. The mean, standard deviation, and correlation coefficients for the variables under study are displayed in the third table. The PLS-SEM technique was utilized to examine the hypotheses and evaluate the structural model using the WarpPLS 7.0 program (Kock, 2020). PLS-SEM is a commonly used analytical approach in tourism and hospitality research, as well as a variety of other investigations (Fong, L., & Law, R. 2013). It is an appropriate instrument for evaluating complex structural models with many variables and both direct and indirect paths (Mekawy et al., 2022).

4. Results and Discussion

4.1. The Respondents' descriptive statistics

According to the sample profile (Table 2), 19.4% of those surveyed are female and 80.6% are male. Additionally, 14.1% of respondents were under the age of 21, 25.0% had ages ranging from 21 and 31, 40.6% were between the ages of 31 and 41, 11.2% were between the ages of 41 and 50, and 9.1% were between the ages of 51 and above. Regarding education, most of the participants (64.7%) had earned bachelor's degrees. In terms of employees' workplaces, 45.8% of them work in hotels for less than 5 years, and 33.7% have experience of between 6 and 10 years. Finally, 20.5% of respondents had employment experience of greater than 10 years.

Table 2: Descriptive Statistics of Respondents' Profile (N=335)

Employees Details(N=335) Items	Description	Frequency(s)	Percentage (%)
Gender	Male	272	80.6
	Female	63	19.4
Age	18 – less than 21	45	14.1
	21- less than 31 years	105	25.0
	31- less than 41 years	130	40.6
	41- less than 50 years	30	11.2
	Over 50	25	9.1
Education level	High schools/institute	65	23.2
	Bachelor	235	64.7
	Master/PhD	35	12.1
Work	3- less than 5 Years	170	45.8

experience	5- less than 10 Years	100	33.7
	More than 10 years	65	20.5

Table3: Descriptive Statists

Variable		**Mean**	**Std. Deviation**	**Attitude**
Organizational Inertia (OI)	Insight inertia (IN)	4.64	.841	Strongly Agree
	Action inertia (AI)	4.02	.985	Agree
	Psychological inertia (PI)	4.34	.629	Agree
Organizational performance (OP)		4.75	.787	Strongly agree
Employee Innovative Behavior (EIB)	Idea generation (IG)	4.84	.981	Strongly agree
	Idea promotion (IP)	4.66	.809	Strongly agree
	Idea implementation (II)	4.17	.537	Agree

This table 3: illustrated that all the independent variables, the action inertia (AI) variable has the lowest mean (4.02), which is almost the same as "agree." The highest mean, 4.84, was found for Idea Generation (IG), which is almost the same as "Strongly Agree."

4.2. Correlation matrix

The Spearman's correlation test was used to determine the association between study variables, and multi regression analysis was used to determine the impact of independent factors on dependent variables.

Table 4: A matrix of Spearman's Correlation between research variables

Variables		**Correlation Coefficient**	
Organizational Inertia (OI)	Insight inertia (IN)	Spearman's Correlation	0.428**
		Sig. (2-tailed)	0.002
	Action inertia (AI)	Spearman's Correlation	0.748**
		Sig. (2-tailed)	0.003
	Psychological inertia (PI)	Spearman's Correlation	0.265**
		Sig. (2-tailed)	0.005
Organizational performance (OP)		Spearman's Correlation	0.460**
		Sig. (2-tailed)	0.001
Employee Innovative Behavior (EIB)	Idea Generation (IG)	Spearman's Correlation	0.382**
		Sig. (2-tailed)	0.006
	Idea Promotion (IP)	Spearman's Correlation	0.327**
		Sig. (2-tailed)	0.007
	Idea Implementation (II)	Spearman's Correlation	0.749**
		Sig. (2-tailed)	0.004

** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

Correlation usually measures the link among study variables; the purpose of the study is to investigate the impact of organizational inertia on organizational performance and employee innovative behavior in Egyptian Hotels. The study variables have a substantial association, as shown in Table 4. In Egyptian hotels, the correlation coefficients between organizational inertia dimensions and employee innovative behavior and organizational performance have been shown to be 0.428, 0.748, 0.265, 0.460, 0.382, 0.327, and 0.749.

Table 5: Organizational Inertia (OI), Organizational Performance (OB) and Employee Innovative Behaviour (EIB): Regression Analysis Results

H	Dependent Variable	Independent Variables	Unstandardized Coefficients		T	Sig	R^2	F (Sig)
			B	Std. Error				
H1.a	Organizational performance (OP)	Insight inertia (IN)	-0.23	0.113	2.223	0.006	0.751	19.468* (0.00)
H1.b		Action inertia (AI)	0.46	0.085	4.071	0.064		
H1.c		Psychological inertia (PI)	-0.18	0.032	2.026	0.014		
H2.a	Idea Generation	Insight inertia (IN)	-0.708	-0.541	-2.352	0.00**	0.692	28.327** (0.00)
		Action inertia (AI)	-1.342	-1.207	-1.643	0.023*		
		Psychological inertia (PI)	-1.448	-0.872	-2.728	0.00**		
H2.b	Idea Promotion	Insight inertia (IN)	-0.751	-0.505	-2.256	0.045*	0.461	17.318* (0.021)
		Action inertia (AI)	-1.436	-1.324	-1.884	0.032*		
		Psychological inertia (PI)	-1.284	-0.733	-2.521	0.038*		
H2.c	Idea Implementation	Insight inertia (IN)	-0.627	-0.806	-2.351	0.00**	0.537	22.626** (0.00)
		Action inertia (AI)	-1.615	-1.313	-1.847	0.031*		
		Psychological inertia (PI)	-1.453	-1.223	-2.507	0.00**		

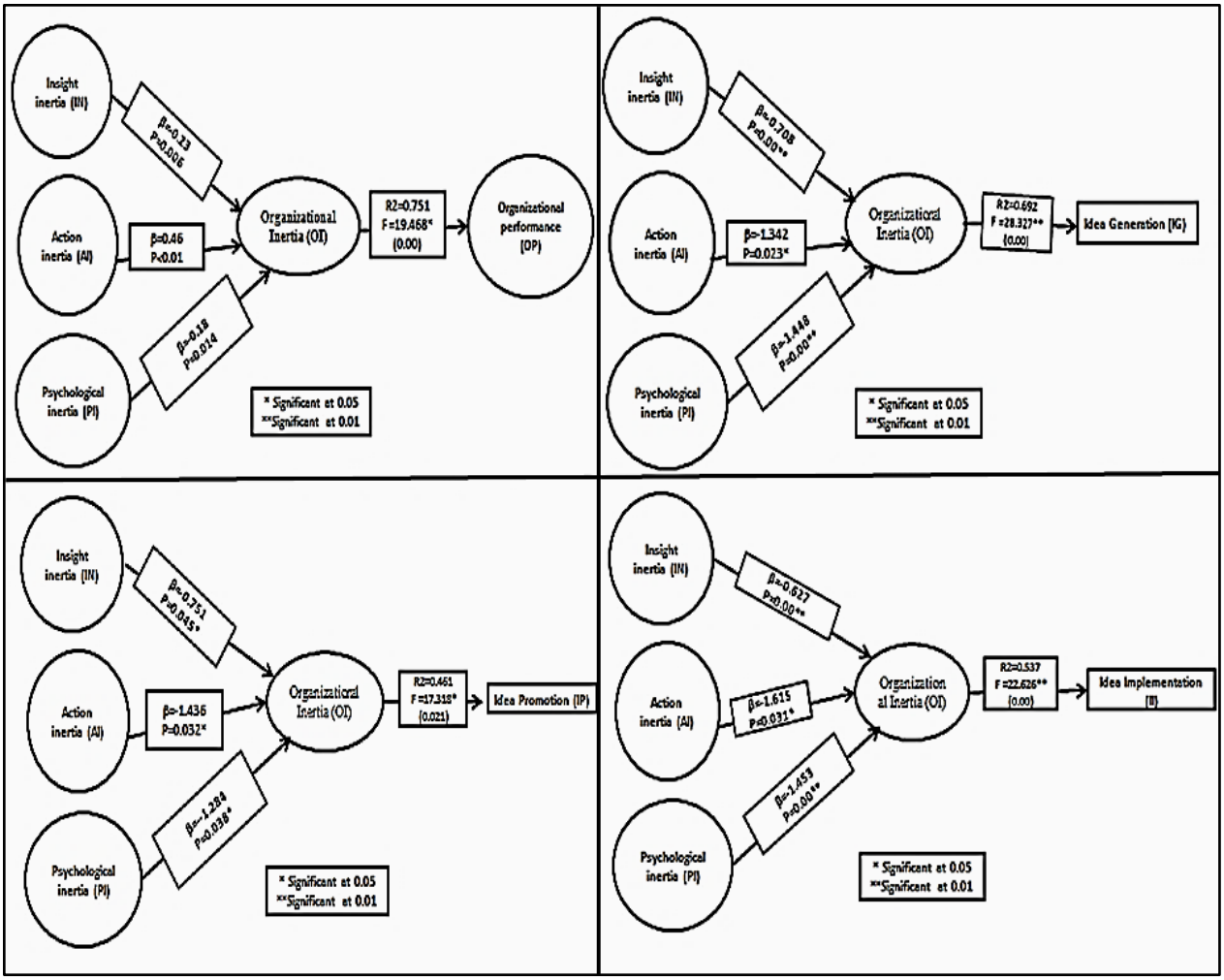

Figure (2): The all structural model of the study

The study's findings, as shown in figure (2) and table (5), revealed that the structural model existed and was assessed using P-value, R-square, and Path coefficient

analysis. Table (5) shows that all direct paths with varied p-values for organizational inertia dimension in the regression model were significant (p-value < 0.05). Results indicate that insight inertia negatively impacts organizational performance (β = -0.23, P = 0.006). Thus, H1a was supported. In contrast, action inertia has a favorable impact on organizational performance (β = 0.46, P < 0.01), rejecting H1b. The results show that psychological inertia has a negative impact on organizational performance (β = -0.18, P = 0.014), supporting H1c. Furthermore, H1 (H1.a, H1.b, and H1.c) was supported, but the aspects of organizational inertia (insight, action, and psychological inertia) combined have a negative impact on the organization's performance, with F = 19.468* (0.00). Thus, H1 was fully supported, indicating that organizational inertia has a large negative impact on organizational performance. Furthermore, the findings revealed that organizational inertia is highly and negatively associated with employee innovative behavior. Table (5) shows that all direct paths with varied p-values for organizational inertia dimension in the regression model were significant (p-value < 0.05). H2.a is supported because organizational inertia factors (insight, action, and psychological inertia) have a strong negative influence on idea creation, with F = 28.327** (0.00). H2.b was also approved since the three types of organizational inertia (insight inertia, action inertia, and psychological inertia) have a substantial negative impact on idea promotion (F = 17.318* (0.021). additionally, H2.c was supported, indicating that the three stages of organizational inertia (psychological, action, and insight inertia) had a substantial negative influence on concept implementation (F = 22.626** (0.00). Thus, H2 was fully supported, demonstrating that organizational stagnation has a large negative impact on staff innovation, as shown in figure 3The Direct Paths' Findings

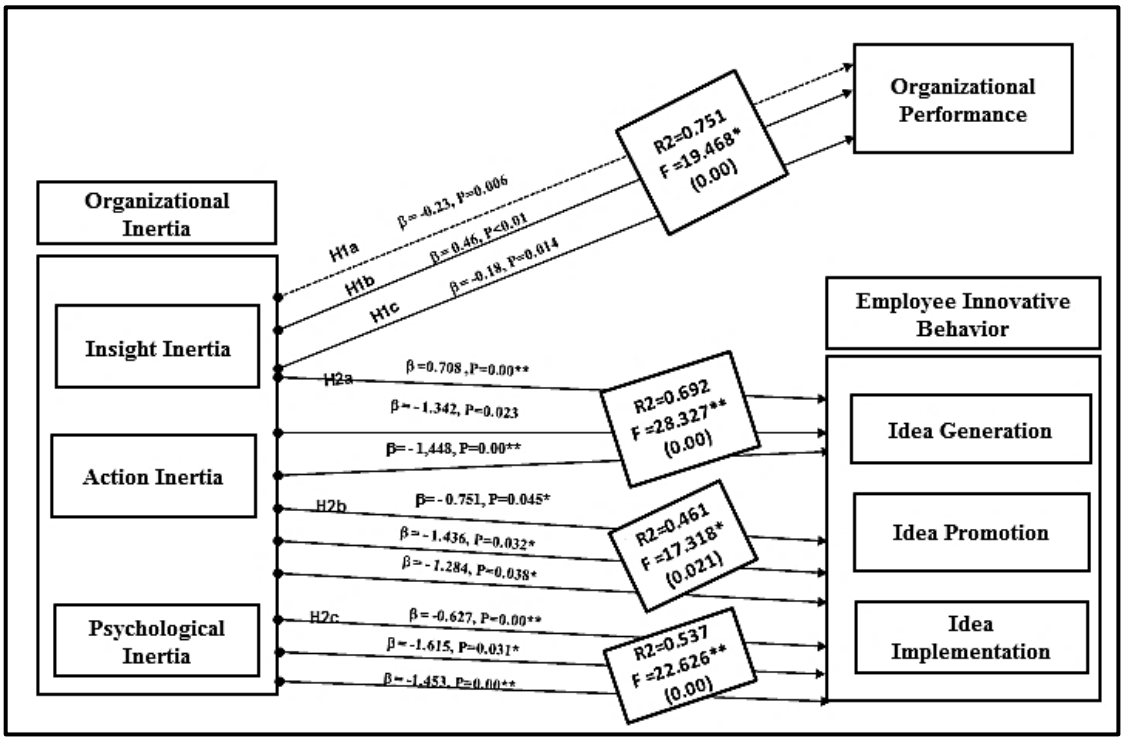

Figure 3: Direct Paths' Findings

Measurement Model

A measurement model describes the relationships between variables and items. To guarantee that the measuring model is effective, the validity and reliability of each latent variable were evaluated. Table 6 indicates that all item loadings (0.690 to 0.958) were approved (Hair et al., 2010). Cronbach's alpha (α), composite reliability (CR), and average variance retrieved are displayed in Table 6. Internal consistency dependability was shown by the composite reliability (CR) values, which ranged from 0.784 to 0.964 and were over the 0.70 criterion (Manley et al., 2021). Values for Cronbach's alpha vary from 0.818 to 0.973, exceeding the minimum required of 0.70 (Kock, 2020). Also provides Assessment of the correctness of the measurements. Hair et al., (2020) discovered that the suggested value of the average variance extracted (AVE) is not met (range 0.620 to 0.875), demonstrating convergent validity.

Table (6): The Study Model's Measurement (Scale Reliability and Validity)

Constructs		Indicators /Item	Loading	Sig.	CR	CA (α)	AVE	VIF
Organizational Inertia (OI)	Insight inertia (IN)	IN.1	0.879	0.000	0.912	0.877	0.763	2.328
		IN.2	0.871	0.000				
		IN.3	0.847	0.000				
		IN.4	0.852	0.000				
		IN.5	0.690	0.000				
	Action inertia (AI)	AI.1	0.881	0.000	0.926	0.883	0.620	3.246
		AI.2	0.763	0.000				
		AI.3	0.924	0.000				
		AI.4	0.857	0.000				
		AI.5	0.834	0.000				
		AI.6	0.786	0.000				
	Psychological inertia (PI)	PI.1	0.944	0.000	0.943	0.903	0.697	2.838
		PI.2	0.945	0.000				
		PI.3	0.846	0.000				
		PI.4	0.893	0.000				
		PI.5	0.879	0.000				
Organizational performance (OP)		OP.1	0.915	0.000	0.964	0.973	0.853	3.275
		OP.2	0.885	0.000				
		OP.3	0.927	0.000				
		OP.4	0.943	0.000				
		OP.5	0.958	0.000				
		OP.6	0.933	0.000				
Employee Innovative Behavior (EIB)	Idea Generation (IG)	IG.1	0.876	0.000	0.875	0.818	0.778	2.346
		IG.2	0.852	0.000				
		IG.3	0.796	0.000				
		IG.4	0.775	0.000				
	Idea Promotion (IP)	IP.1	0.839	0.000	0.934	0.951	0.875	3.283
		IP.2	0.901	0.000				
		IP.3	0.877	0.000				
	Idea Implementation (II)	II.1	0.741	0.000	0.784	0.828	0.866	2.937
		II.2	0.808	0.000				
		II.3	0.832	0.000				
		II.4	0.955	0.000				

The Cronbach's alpha (CA), composite reliability (CR), variance inflation factors (VIFs), and average variance extracted (AVE) ** P value for loading items (<0.001), source: authors

Discriminant Validity

Table 7 shows square roots of the AVE. The discriminant validation procedure was carried out by analyzing the square root of each latent variable's AVE to its corresponding correlation with other components (Fornell & Larcker, 1981) as Table 7 illustrates. Discriminant validity of the instruments is also evaluated using the suggested (HTMT) ratio. As per Table 7, good discriminant validity is defined as the HTMT value being fewer than 0.90. This shows robust and sufficient discriminant validity for all latent constructs (Henseler et al., 2016). These findings are consistent.

Table 7: The Discriminant Validity (evaluation) of Research Model

Heterotrait-Monotrait Ratio							
Variable	1	2	3	4	5	6	7
IN	**0.833**						
AI	- 0.674	**0.857**					
PI	0.530	-0.358	**0.944**				
OP	-0.685	0.795	-0.538	**0.985**			
IG	-0.671	0.778	-0.544	0.862	**0.938**		
IP	-0.593	0.766	-0.587	0.854	0.765	**0.983**	
II	-0.589	0.737	-0.573	0.897	0.731	0.905	**0.937**

Table 8: HTMT ratios

Variable	1	2	3	4	5	6	7
IN							
AI	0.648						
PI	0.667	0.408					
OP	0.796	0.788	0.591				
IG	0.782	0.865	0.588	0.973			
IP	0.783	0.745	0.536	0.924	0.886		
II	0.787	0.795	0.579	0.981	0.759		

Note: better if <0.85, good if <0.90.

5. Discussion and Conclusion

This research seeks to test a model that explores the connection between Organizational Inertia dimensions and its Effects on Organizational Performance, in addition to employee innovative behavior. This model is the first to address these relationships in Egyptian hotels. To get at the model's outcomes, the study suggested two main objectives: 1) Testing the relationship between organizational inertia and organizational performance and 2) Exploring the relationship among organizational inertia and employee innovative behavior.

A quantitative technique has been used to test the study hypotheses. A questionnaire was used to gather data for this study from 335 workers at five-star hotels in the greater Cairo area. The statistical analyses were carried out utilizing SPSS version 25, and the WarpPLS 7.0 software was used to measure the structural model and test the hypotheses using the PLS-SEM technique. Outcomes of the findings have been regarded significant at $p < 0.05$ and random sampling was used and Data collection was carried out during the period from October to March of 2025.

The study discovered that insight inertia and psychological inertia have a negative impact on organizational performance. According to Leonard Barton's (1992) research, organizational inertia causes resistance to change, which leads to decreased performance. In a similar vein, Greve (2011) and Nedzinskas et al. (2013) stated that

organizational inertia can prevent an organization from adapting to external changes and developments, potentially reducing performance. (Krijnen, 2017; Huang et al., 2013; Rajaei & Asadzadeh, 2021; Sulphey & Jasim, 2022) also identified psychological factors that contribute to inertia, including avoidance of regret, overconfidence, present bias, and unrealistic optimism. Employees may also be concerned about losing control, learning new skills, or facing negative consequences (Moradi et al., 2021).

These elements may result in employee inactivity, stifle employee initiative, and, as a result, reduce organizational performance. Furthermore, Errida & Lotfi, (2021) stated that successful organizational changes necessitate leaders developing appropriate and accepted insights, as well as measurable objectives and a strategy that guides the organization to the realization of expected benefits; otherwise, failure is the most likely outcome, and thus the organization's performance suffers.

Action inertia, on the other hand, improves organizational performance. This conclusion is supported by (Cheng & Kesner, 1997; Rajaei and Asadzadeh, 2021), which demonstrate that, in contrast to what is commonly believed, organizational inertia can be advantageous when innovation and strategic decision-making are promoted to enhance performance. This finding supports the notion that inertia isn't inherently negative. Action inertia, in particular, can boost performance in certain situations. First and foremost, staying focused entails avoiding distractions and new initiatives. Organizations can maintain their focus on core tasks and existing goals, resulting in increased efficiency and productivity, potentially improving organizational performance (Wati et al., 2014). Second, as previously stated, organizational routines can provide stability and efficiency, but they can also become too rigid, preventing the organization from adapting to new situations (Yi et al., 2016; Ashrafi et al., 2019). This may also reduce errors, i.e., sticking with established processes minimizes the risk of errors that can occur during implementation of new procedures, which may retain the organizational performance.

Finally, action inertia allows for the retention of institutional knowledge and expertise honed over time within the organization, which can maintain product or service consistency by reducing variety in the organization, resulting in an obvious beneficial impact on the organization's performance. This study supports previous results that inertia within hotel organizations outweighed their ability to adapt. As a result, inertia's effect on performance remained consistent (Schneider et al., 2018; Zhou et al., 2019; Hashad et al., 2023; and Hongdiyanto et al., 2022)

Regarding the relationship between organizational inertia and employee innovative behavior, this study looked at how organizational inertia influences employee innovative behavior in the Egyptian hotel industry. The study indicated that organizational inertia has a strong negative influence on employee innovation behavior. This negative effect is consistent with the conclusions of Huang et al. (2013), Haskamp et al. (2021) and Moradi et al. (2021) who discovered that organizational inertia significantly reduces organizational innovative activities. This outcome is in line with earlier research by Nedzinskas et al., (2013) and Amiripour et al., (2017) which discovered that organizational inertia reduces performance. In addition, this outcome is somewhat in line with past research (Zhang et al., 2022; TÜRk, 2023) which illustrate that organizational inertia has a significant negative impact on innovation performance. The study also discovered that organizational

inertia has a significant negative effect on idea generation. (AlKayid et al., 2023) discovered a negative relationship between organizational inertia and employee creativity, and this ultimate result supports their findings. Furthermore, the data demonstrated that organizational inertia has a considerable detrimental impact on idea promotion.

The innovator then seeks support for this, and he may feel unsure about how to market his ideas. As a result, people in organizations resist new because of their present views and practices. Since, when new ideas are proposed, people consider how they might affect them or their functioning in daily business life, as they try to understand whether this innovation changes their existing mindset, knowledge, skills, and habits, and then they have a general tendency to perceive this new information carefully, whether it is consistent with their existing thoughts, resulting in a preference for shared known practices that represent a source of resistance (Gogoleva et al., 2016; Asurakkody & Shin, 2018; Ataoğlu, 2019; Khan et al., 2021; (Montani et al., 2020; Khan et al., 2022). Furthermore, there is a significant negative impact of organizational inertia on idea implementation. This result agrees partially with previous studies (e.g., Shimizu & Hitt, 2005; Godkin & Allcorn, 2008; Cöster & Petri, 2014; Norouzinik et al. 2022), which indicated that organizational inertia has a large detrimental influence on organizational change and on adopting and executing new strategic direction. Hence, by purposefully opposing what is new or participating in the process of change, inertia appears to be intimately linked to loafing behavior. Finally, as this result would explain through equity implementation theory, which provides an additional explanation for reasons behind resistance, it asserts that employees are probably going to be against the change's implementation. if they feel that it will cause inequity or an undesirable result. According to this theory, resistance behaviors are an individual's passive responses to perceived threats or stress against implementing a new information system (Li et al., 2016). Since organizational inertia prevents effective implementation processes, it appears that employees with a high perception of uncertainty will interpret potential situations as threatening and will avoid or act passively by displaying discomfort and anxiety over the events that will follow.

6. Implications

6.1. Theoretical Implications

This study addresses a significant gap in the literature by examining the relationships between organizational inertia, organizational performance, and employee innovative behavior within the hospitality sectors. Unlike previous research, the researchers distinguished three types of inertia (insight, psychological, and action) and examine their respective effects on organizational performance and employee innovative behavior dimensions (concept development, promotion, and implementation). The findings paint a complex picture: insight and psychological inertia impede performance, while action inertia unexpectedly improves it. Furthermore, organizational inertia significantly reduces employee creativity. These results recommend that inertia is a double-edged sword, and that managing its various manifestations is critical for optimum performance in hospitality organizations. Additionally, this study fills some of the research gaps and combines fresh, untested research streams to offer a variety of theoretical and academic contributions, which contribute to filling the gap related to previous studies by examining these relationships between organizational inertia and employee innovative behavior and

organizational performance that were uncovered and ignored by the researchers. First and foremost, to the best of the researchers' knowledge, this is the first study to look into how organizational inertia affects employee innovative behavior and organizational performance. Second, this study sheds light on potential risks for organizational inertia and how it inhibits innovative behavior, as the findings showed that the three organizational inertia elements, insight, action, and psychological, have a passive influence on employees' innovative behavior, resulting in decreased organizational insight, learning, and overall performance. Moreover, the findings regarding the links amongst organizational inertia and employee innovative behavior contribute to the expanding body of empirical research on the negative side of organizational inertia. Finally, this study outcome paved the way for more researchers to conduct research on both organizational inertia and employee innovative behavior, and that will help to fine-tune these subjects' literature.

6.2. Practical Implications

This study provides insightful information about hotels to enhance organizational performance. It reveals that insight inertia and psychological inertia hinder performance and affect employee innovative behavior. These findings highlight the significance of addressing these concerns. To combat insight inertia, top executives should be aware of how long tenures can impair their ability to recognize industry shifts. They should actively seek out new perspectives and conduct thorough analyses before making changes. Concerning psychological inertia, top management should address employee concerns about change while emphasizing the benefits of adaptation for both the organization and the employees. Furthermore, encouraging employees to make decisions, embrace flexibility, and constantly learn fosters a culture that thrives on change, ultimately improving performance and increasing employee innovative behavior in the hotel industry. Finally, the research found that action inertia has a positive impact on organizational performance. Hotels should review work procedures to ensure that their rigidity benefits the business, such as maintaining focus, reducing errors, preserving knowledge, and maintaining consistency in product quality or services, which all enhance to better organizational performance.

This study offers important guidelines and practical implications for top management, as it suggests that the hotel sector can enhance employees' innovative behavior by reducing the organizational inertia and establishing a suitable strategy for employee resistance to change.

- Establishing ecosystems that connect the hotels to the surrounding environment; through this ecosystem, entities collaborate, exchange knowledge, and conduct environmental scanning to achieve changes.
- To overcome resistance to change, communicate with employees, explain the reason for the change and enumerate its reasons, and include them in the process of making decisions, and deliver it on a regular basis to erase their worries about change.
- Encourage innovation by requiring it for employment., by welcoming open-minded new ideas and allowing for mistakes, and by providing a variety of training and development opportunities, including those in interpersonal communication, problem-solving skills, methodical skills, and strategic thinking, and learning how to adapt to change, which help them identify and

fulfill current and future change needs efficiently and assist in broadening their idea sources to generate more novel ideas.

- Pay attention to employees' individual and professional needs, give them autonomy, growth opportunities, and authority in challenging the status quo and exploring new ideas, and establish a sense of trust and hope in them, thereby creating psychological capital to increase innovation and so turn suggestions for change into actual behaviors.
- Offer both the material (training, concept championing, and resource access) and intangible (psychological support) resources needed for an idea's effective implementation.
- Implement and monitor change strategies and plans by creating shorter-term operational plans that give top management instructions to initiate group innovative behavior through the development of a reward system, as well as positive and effective communication and feedback channels for employees. This can be accomplished by piloting changes and increasing the number of KPIs met, assisting employees in resolving difficulties encountered during innovation, and rewarding and commending employees' innovative behavior. In the event of negative outcomes, management must revisit existing policies and revise the change strategy.

Table 9 illustrated a structured and actionable implementation plan, including clear responsibilities, timeframes, mechanisms, and estimated costs, to guide top hotel management in promoting employee innovative behavior by reducing organizational inertia and managing resistance to change:

Recommendation 1: Establish Innovation Ecosystems with External Stakeholders.	
Implementation Plan	
Action	• Build partnerships with local universities, tourism boards, tech companies, sustainability orgs, and hospitality consultants to share knowledge and co-create innovation.
Activities	• Host quarterly workshops or innovation hubs. • Set up a digital knowledge-sharing platform. • Engage in joint R\&D or pilot projects.
Responsibility	• Chief Innovation Officer / General Manager • Partnership and Strategy Department
Timeline	• Start: Month 1 • Full Implementation: By Month 6 • Ongoing: Quarterly reviews
Mechanism	• Memoranda of Understanding (MOUs) • Regular stakeholder meetings • Innovation roundtables and trend reports
Cost	• Initial Setup: \$10,000–\$20,000 • Annual Maintenance: \$5,000–\$10,000 (workshops, digital tools)
Recommendation 2: Mitigate Employee Resistance to Change through Transparent Communication	
Implementation Plan	
Action	Launch a change communication plan that includes forums, feedback loops, and involvement in decision-making.
Activities	• Monthly town halls and anonymous feedback channels.

	• Change Champion" employee ambassadors in each department. • Visual change roadmaps and internal newsletters.
Responsibility	• HR Manager • Department Heads • Internal Communications Lead
Timeline	• Start: Month 1 • Full Rollout: Month 3 • Ongoing: Monthly engagement sessions
Mechanism	• Change Communication Toolkit • Suggestion platforms (e.g., anonymous digital feedback) • Employee representation in change committees
Cost	• Initial Setup: \$5,000 (materials, digital tools) • Annual: \$3,000 (event costs, communication tools)
Recommendation 3: Integrate Innovation and Adaptability into Hiring, Training, and Culture	
Implementation Plan	
Action	Embed innovation as a core value in hiring and development processes.
Activities	• Modify job descriptions to include innovation competencies. • Introduce training programs (problem-solving, adaptability, strategic thinking). • Reward innovative behavior via recognition programs and internal competitions.
Responsibility	• HR Director • Training & Development Team • Line Managers
Timeline	• Start: Month 2 • Initial Training Programs: By Month 4 • Full Integration: Month 6–12
Mechanism	• Partner with external trainers or e-learning platforms • Establish Innovation KPIs for performance reviews • Gamified innovation challenges (e.g., Idea of the Month)
Cost	• Training Program (per year): \$15,000–\$30,000 (depending on hotel size and frequency) • Hiring Strategy Update: \$2,000 (consultation + systems update)

Research Limitations and Recommendations

This study faced some limitations, as is the case with many studies in the hospitality sector. The most significant limitation was that data was collected from a specific geographic area: Greater Cairo. To overcome this, it was necessary to design the questionnaire electronically and distribute it to other cities in Egypt. In addition, the research was limited to five-star hotels in Greater Cairo. As a result, this research opens future possibilities for testing the study model in other institutions related to the hospitality industry, such as airlines and restaurants. Moreover, research has not demonstrated the moderating role in the relationship between organizational inertia and organizational performance and employee innovative behavior. Hence, the researches recommend that researchers need to consider various variables that play a moderating role in this relationship to break the organizational inertia, such as organizational agility, eliciting the pivotal role of sustainable performance, and institutional excellence Further research directions should also include conducting qualitative interviews. Additionally, this article adopted a quantitative technique utilizing a questionnaire to acquire the data from participants. Consequently, it is advised to use a mixed method approach in order to produce reliable results and

demonstrate distinct expertise and insights on the connections among the variables under investigation. In addition, the result implies that future research should rely on a larger sample size from various sectors. Moreover, future work is suggested to include a link among organizational inertia and other variables like job standardization, turnover intention, and entrepreneurial behavior.

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"كسر القوالب النمطية: دراسة تحليلية للجمود التنظيمي وأثره على السلوك الابتكاري للموظفين والأداء المؤسسي في صناعة الفنادق"

إسلام سيد عبد الغني يسن **عمر السيد أحمد قورة**

كلية السياحة والفنادق، قسم الدراسات الفندقية، جامعة الفيوم

الملخص العربي

تعتمد المنظمات على الموظفين للإبتكار في الإجراءات والأساليب والعمليات لأنهم الخلايا الأساسية للمنظمة ويلعبون دورًا مهمًا في الإبتكار التنظيمي. علاوة على ذلك، فإن الجمود تجاه التغيير يمثل عائقًا كبيرًا، ولم يتم فحص تأثيره بدقة. لذلك، فإن الهدف الرئيسي لهذه الدراسة هو فحص تأثير أبعاد الجمود التنظيمي (جمود الرؤية، الجمود الإجرائي، الجمود النفسي) على الأداء التنظيمي والسلوك الإبتكاري لموظفي الفنادق فى مصر. تم استخدام المنهج الكمي لإختبار فرضيات البحث. البيانات الأولية تم جمعها من خلال توزيع إستمارة إستبيان، تم الحصول على إجمالي 335 استجابة صالحة للتحليل الاحصائي من الموظفين العاملين بالفنادق (فئة الخمس نجوم) بالقاهرة الكبرى (بمعدل استجابة ٨٣.٧٥٪). تم استخدام برنامج WarpPLS 7.0 لتحليل البيانات للوصول إلى نتائج البحث، وأيضا تم إجراء التحليلات الإحصائية بواسطة برنامج SPSS الإصدار ٢٥. توصل البحث إلى أن هناك تأثير سلبي لجمود الرؤية والجمود النفسي على الأداء التنظيمي. في المقابل، فإن الجمود الإجرائي له تأثير إيجابي على الأداء التنظيمي ، حيث يؤثر الجمود التنظيمي بشكل إيجابي على الأداء التنظيمي. وقد أظهرت نتائج البحث أيضا وجود تأثير سلبي كبير للجمود التنظيمي على السلوك الإبتكاري للموظفين. ولنتائج البحث إنعكاسات مهمة على قطاع الضيافة وصناعة الفنادق نظريًا وعمليًا . يساهم البحث الحالي في معالجة الجمود التنظيمي لتحسين الأداء التنظيمي وتحسين السلوك الابتكاري للموظفي الفنادق من خلال تقديم بعض التوصيات والمقترحات. وفى ضوء ما أسفرت عنة النتائج يوصي البحث المنشآت الفندقية فى مصر بضرورة معالجة الجمود التنظيمي من خلال عقد الدورات التدريبية للعاملين، وضرورة إنشاء وحدات تنظيمية تكون متخصصة بتوظيف وإستثمار الفنادق لقدراتها وامكانيتها الداخلية وإستغلال الفرص الجديدة.

الكلمات المفتاحية : الجمود التنظيمي ، الأداء التنظيمي ، السلوك الابتكاري ، العاملين ، الفنادق، مصر.