



Providing the Organizational Insentience Model in Human Resources in Iraqi Ministry of Sports

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ABSTRACT

The purpose of this study was to design a model of organizational insentience (OI) of human resources (HR) in the Iraqi ministry of sports based on grounded theory through a mixed method research. The participants in the qualitative section included 15 managers and experts from the Iraqi ministry of sports, selected through purposive/snowball sampling and theoretical saturation. The sample in the quantitative section, encompassed a convenient sample of 296 managers and experts from Iraqi sports departments. The data collection tools used in this study included a set of semi-structured interviews, and a highly reliable (Cronbach's alpha= 0.89) researcher-developed questionnaire. The analysis unveiled 123 open codes, 27 axial codes, and 6 selection codes, presented through a six-variable model, encompassing causal, contextual, and intervening factors, the axial phenomenon, strategies, and the outcomes of OI in human resources. The results included identification of the most important components such as leadership and management, organizational culture and communication, organizational structure and processes, environment and working conditions leading to OI in human resources. Additionally, to mitigate this negative complication, strategies such as enhancing motivation and fostering employee participation, improving employees' organizational identity, the researcher suggests implementing a justice-oriented organizational culture, bolstering innovation and creativity within the organization, strengthening inter-organizational cooperation, and reinforcing employee support and counseling systems.

Introduction

Nowadays, the issue of HR has become a primary concern in businesses. Unlike physical resources, HR is a stable source of production and service delivery. HR, moreover, enjoys efficiency and effectiveness that are relatively more sustainable compared to other organizational resources. Neglecting and undervaluing these resources in the long run results in high adjustment costs for the organization (Liu & Ni, 2019). HR is considered the key to achieving and maintaining stable competitive advantages, the key to success in economic policies, and the most important intangible asset of any organization and country (Elsharnouby & Elbanna, 2021). The skills and capabilities of HR can significantly enhance organizational performance. In particular, the connection between the

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knowledge, skill, and capacity of HR and organizational performance has garnered the attention of researchers over the last two decades (Harris & Brown, 2021; West & Noel, 2009). Empirical evidence also supports the relationship between HR characteristics, such as knowledge, skills, and capacity, and organizational performance (Chen, Lam, & Zhu, 2021; Gupta, Drave, Dwivedi, Baabdullah, & Ismagilova, 2020).

Given the significant role of HR in organizations, there is a constant need for organizational sensitivity and special attention to HR to ensure long-term survival, growth, and productivity (Gustafsson, Jääskeläinen, Maula, & Uotila, 2016). However, various factors, the most significant of which is organizational insentience, hinders the productivity of HR (Berthod & Müller-Seitz, 2018; de Graaff, Giebels, Meijer, & Verweij, 2019; Russell, Convertino, Kittur, Pirolli, & Watkins, 2018; Sandberg & Tsoukas, 2020; Schildt, Mantere, & Cornelissen, 2020)

According to Simpson et al. (2006) sensing refers to the knowledge and experience of the HR in an organization leading to an understanding of environmental dynamics, and thus providing a good pattern for improving necessary processes and enhancing organizational performance and productivity (Simpson, Siguaw, & Enz, 2006). However, OI has detrimental effects on employees, the organization, and society, reducing individual, group, and organizational performance, and, in turn, negatively impacting organizational success and effectiveness. If decision-makers do not address this issue, it will have long-term destructive and sometimes irreparable consequences for the organization (Weick, Sutcliffe, & Obstfeld, 2005). Organizational insentience of HR arises from lack of organizational sensing in HR, manifested as failed sensing (Helmling, 2008), a process that emerges from unmet expectations (Maitlis & Christianson, 2014), reluctance, and lack of understanding (Weick, 2010, 2012).

Insentience is a form of mental slowness that leads to a lack of understanding and is manifested as a reluctance leading to dull norms. It is a type of self-restraint characterized by coldness or indifference, which may result in frustration, confusion, and slippage (Aeiny, Mousavi, Sepahvand, & Nazarpouri, 2022). Insentience is the outcome of individuals' selective attitude/s. In fact, individuals notice certain elements and phenomena but ignore some of them. In this way, they try to make new, unexpected, or unknown events noticeable. Therefore, as sensing can direct people's behavior and formulate situations, organization, and environment, it can lead to the emergence of a systematic pattern within organizations. The desire to work and cooperate with colleagues is a prerequisite to achieving organizational goals; without it, the organization may face challenges, also employees may naturally move towards disorder within the organization (Weick, 2010, 2012). Khamshaya et al consider OI as a state of indifference, reluctance, and a hidden fear (khamshaya, Shiri, & Yasini, 2019). Essentially, organizational insensibility represents a tendency towards employee reluctance, which arises from laxity and rigidity of norms, and manifests as a form of restraint characterized by indifference or coldness, leading to confusion, frustration, and slippage. It is a process resulting from unmet expectations (Maitlis & Christianson, 2014). This phenomenon occurs when employees are indifferent about the success of their and work solely for what they receive, without being emotionally engaged by the long-term goals and strategies of their organization. This lack of motivation among employees leads to a lack of effort, resulting in an insensitive organization formed by insensitive employees (Moradi, Hamidi, & Eskandari, 2020).

It is believed that various factors such as strategic change and decision-making (Rerup & Feldman, 2011; Sonenshein, 2007); innovation and creativity (Drazin, Glynn, & Kazanjian, 1999); and organizational learning (Catino & Patriotta, 2013; Christianson, Farkas, Sutcliffe, & Weick, 2009) contribute to creating insentience. Other components, including issues of human resource management (Abdollahi, Musavi, Ahmadi, & Amirkhani, 2018), meritocracy (Mustafavi, 2022), organizational culture (Stigliani & Elsbach, 2018), manager and employees' relationship, and job alienation (Hajizadeh Meymandi, Koraei, Bonyad, & Dashti Zad, 2020; Rudolph, Morrison, & Carroll, 2009) can also lead to formation of organizational insentience.

OI is shaped by the selective attitudes of employees, whereby certain phenomena and elements are attended to while others are ignored. Consequently, since sensitivity has the capacity to direct people's behavior and influence situations, organization, and environment, it contributes to the emergence of a more effective systematic pattern within the organization. The desire and passion for work, colleagues, and the organization are what drives and promotes the organizational goals,

however if these attributes do not exist, the organization can face many challenges, which obviously, may lead to disorder (Weick et al., 2005).

Many destructive effects will become apparent in the long term if the phenomenon of insentience induced by administrative inefficiency (including unfulfilled expectations, reluctance, and a lack of understanding) is not addressed. As Amini Khyabani indicates, factors such as vigilant silence and avoidant silence harm employee relationships and obstruct knowledge transfer within the organization (Amini Khiabani, 2018). Therefore, to foster a sense of meaning and enhance employee efficiency and productivity, it is essential to closely examine governmental measures to address organizational insensibility. The importance of sense and sense-making in the organization has emerged as a crucial issue in organization and management studies, as well as in behavioral sciences (Khamshaya et al., 2019). By acquiring sensory knowledge, managers are required to address these invisible and silent irregularities, and to cultivate or enhance employees' desire for organizational engagement, their motivation to work, and their commitment to colleagues and the organization. This is particularly important for HR, which creates value for the organization. Therefore, efforts should be made to internalize employees' commitment to the organization (Aguinis & Glavas, 2019).

Let take an example to illustrate the issue clearly. Consider an organization where HR appear to be committed to the structure and identity of an organization, however, they do not indeed feel any sentiment towards it in practice and reality. These individuals demonstrate weak connections with their work, colleagues, and the organization, and may refrain from expressing their opinions. They may have reached a state of disinterest where achieving the organizational goals are of any importance for them (Khamshaya Et Al., 2019). The issues mentioned, along with other potential problems identified during the research process, represent challenges that employees may face in their professional and organizational lives. Given the significance of HR in organizations and the fact that organizational sensing encompasses a set of factors influencing HR and plays a crucial role in shaping their behavior (Aguinis & Glavas, 2019), field studies indicate that the phenomenon of organizational apathy and as a consequence low productivity also exists in Iraq, particularly in the ministry of sports. Despite employing academic elites, high-level factors in recruitment, competitive salaries and benefits, and providing welfare services for employees, productivity remains low in this ministry. Although the ministry has talented and specialized individuals, it does not achieve the efficiency and effectiveness expected by senior management. One of the primary reasons for the inadequate progress and development of the IMS, particularly in many fields (e.g., winning medals in Olympic, and global competitions, developing standard sports infrastructure, supporting the private sector in sports, increasing women's participation in sports, developing professional leagues, and promoting mass and elite sports) can be attributed to the presence of OI in this ministry. Therefore, considering the presence of talented and specialized individuals in the ministry, coupled with low and disproportionate productivity relative to the invaluable HR, it is expected that the managers of this organization increasingly pursue knowledge about organizational insentience, identify the signs and consequences of this detrimental phenomenon among their employees, and ultimately take steps to address this pervasive organizational issue. They should also recognize the importance of work motivation and collaboration in advancing organizational goals, as the absence of these elements could pose challenges for the organization, since employees naturally tend towards disorder within the organization (Weick, 2012).

Although previous research has touched upon similar concepts like sense-making and meaning-making that seek to increase the motivation and sense of doing activities among employees, the concept of organizational insensibility, as a negative social complication in the organization is thought to be different from these two concepts. Therefore, the phenomenon of organizational insensibility should be taken as a new concept in the organization. Furthermore, previous research that has generally addressed this issue over the past few years has primarily sought to define and ultimately identify factors that cause organizational insensibility.

However, what is missing in the current literature is that this problem with HR has not been scrutinized thoroughly, despite its paramount significance in an organization. In other words, previous research has not comprehensively examined the negative challenge between HR and the organization, and in turn, its possible negative consequences. Additionally, this research seeks to

explore the concept of OI of HR in relation to factors such as the organization, job roles, and colleagues. Accordingly, the objective of the present study is to comprehensively examine the design and validation of a model of OI in the HR of the IMS. The main research questions are thus formulated as follows:

RQ: What is the model of Organizational insentience in the human resources of the Iraqi Ministry of Sports, and will the proposed model be validated by experts?

Methodology

This study employs an exploratory mixed method research design for data collection which first gathers qualitative data to investigate a phenomenon and then uses quantitative data to explain the relationships discovered in the qualitative phase. Common applications of this design include exploring a phenomenon, identifying categories and patterns, developing tools, and ultimately testing the model (Creswell, 2015). Initially, the researcher aimed to identify the dimensions and components of OI among HR at different levels, based on existing theoretical knowledge and practical experiences, comparative studies, and interviews with two groups (i.e. the administrative managers of the ministry of sports and expert consultants of the IMS) in the qualitative phase. Following this, the obtained results were used to design a tool for validating the resulting model in the quantitative phase.

Research statistical sample and sampling method in Qualitative and Quantitative phases

• The qualitative phase

The target population of the current study consisted of two groups: knowledgeable HR and information sources. The human sample included administrative managers and expert consultants in sports in the IMS. The selection criteria were based on individuals' research experience, academic background, and relevant work experience. Information sources comprised academic, documentary, and library materials, with a sample of 15 individuals selected through theoretical sampling and the snowball method (theoretical saturation). The primary data collection method in grounded theory is semi-structured interviews, which are sometimes the sole data collection method used in certain studies (Patton, 2014). In this research, semi-structured interviews were employed for qualitative data collection. Using a grounded theory approach, open, axial, and selective coding were conducted, ultimately identifying causal, contextual, intervening factors, the core phenomenon, strategies, and outcomes of social resources, which were then presented in a conceptual model. Interviewees comprised 4 women and 11 men, including 8 administrative managers and 7 expert sports consultants in the Ministry of Sports. Of these, 8 individuals held doctoral degrees, and 7 held master's degrees, with an average age and work experience of 44.93 and 17.53 years, respectively.

To ensure the validity of the qualitative model, the researcher employed the method of colleague review, which involves interaction between researchers and other individuals experienced in research methodologies (Harper & Cole, 2012). Accordingly, in this study, the step-by-step process of coding, analysis, and final model extraction was conducted under the supervision, review, and correction of specialists and experts, with modifications made and approvals obtained to present the final research model. To measure the reliability of the identified concepts, subcomponents, and components, the reproducibility index (inter-coder agreement) was used. This index assesses the shared understanding or common meanings of the text. Coding and extraction of components are considered reproducible when coders categorize the same text in the same way (Lipman et al., 2010). For this purpose, two research colleagues (coders) with expertise in coding and categorization in qualitative research were asked to randomly select and code three interviews. The test-retest reliability of the interviews in this study was 0.89. Given that the reliability exceeds 0.60, the trustworthiness of the coding (see Table 1) is confirmed (Kvale, 2009).

$$\text{Reliability percentage} = \frac{(2 \times \text{Number of agreements})}{\text{Total number of codes}} \times 100$$

Table 1. Reliability percentage through the recoding method

Row	Code	Total number of codes	Number of agreements	Number of disagreements	Reliability
1	P3	40	19	31	0.95
2	P9	46	18	28	0.78
3	P13	37	12	15	0.81
Total		132	59	64	0.89

- **The quantitative phase**

In the quantitative phase, the target population included all managers and experts from the sports departments across Iraq. A sufficient number of participants (n= 296) for model testing were selected using convenience sampling. The sample size was determined based on the sufficient number required for modeling in PLS software, calculated as 14 to 24 times the number of questions associated with the variable having the most questions in the model (Davari & Rezazadeh, 2014).

To assess the reliability of the test, Cronbach's alpha was utilized. To calculate Cronbach's alpha coefficient for the questionnaire, the researcher considered each of the factors derived from the exploratory factor analysis separately, and ultimately evaluated each component comprehensively across all questions. Confirmatory methods (hypothesis testing) were used to determine whether the data aligned with a specified factor structure (Meyers, Gamst, & Guarino, 2016). Based on the obtained Root Mean Square Error of Approximation (RMSEA), a value of less than 0.070 indicates that the data aligns with the specified factor structure.

Data Analysis

Qualitative Section: Three stages of coding were used to categorize the identified components. Coding was conducted based on previous studies and expert opinions. The research model was also constructed as a conceptual systemic framework based on the identified relationships. The analysis was commenced concurrently with data collection, proceeding through the three stages of coding. Having extracted the codes, we categorized them; constant comparison highlighted the differences and similarities among these codes; categories were either separated or merged, allowing the theory to emerge throughout the process. Existing sources and literature were also utilized to refine the theory.

Quantitative Section: Descriptive and inferential statistical methods were used for data analysis in the quantitative section. Descriptive analysis was conducted using frequency tables, frequency charts, means, and standard deviations. Additionally, Smart PLS 3 software was employed to develop the research model.

Results

Qualitative analysis

Data analysis is presented in two parts, namely, qualitative and quantitative. Table 2 presents the demographic information of the interviewees.

Table 2. Demographic profile of the interviewees

Number	Gender	Education	Position	Work experience	Age
P1	Man	Phd	GM	15	44
P2	Man	Phd	GM	35	59
P3	Man	Masters	GM	10	38
P4	Woman	Phd	GM	15	47
P5	Man	Masters	GM	11	40
P6	Man	Phd	GM	15	47
P7	Woman	Phd	GM	12	43
P8	Man	Masters	GM	10	39
P9	Man	Phd	EX	30	57

P10	Woman	Masters	EX	12	40
P11	Woman	Phd	EX	10	36
P12	Man	Masters	EX	9	29
P13	Man	Phd	EX	21	45
P14	Man	Masters	EX	33	58
P15	Man	Masters	EX	25	52

GM: General Manager EX: Expert

Through open coding, the emerging themes related to the factors influencing OI of HR in the IMS were extracted. These themes were derived from data collected through interviews, observations, and daily notes from field operations. A total of 391 open codes were initially identified. Having merged similar codes, we finalized 123 open codes categorized into 28 axials and 5 selective codes. These codes represented the factors affecting OI of HR in the IMS listed below:

Causal factors: including leadership and management, organizational culture and communication, organizational structure and processes, work environment and working conditions.

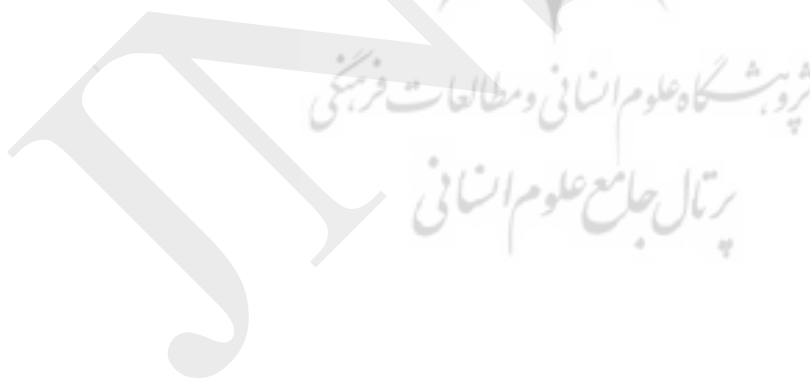
Background factors: including HR and effective professional development, effective organizational communication, support and employee well-being.

Intervening factors: including authoritarian management, lack of motivation and reward, lack of efficient interpersonal communication, destructive organizational culture, lack of professional development of HR, inappropriate work environment.

Strategies: included improving the motivation and development of employee participation, improving the organizational identity of employees, implementing a justice-oriented organizational culture, strengthening innovation and creativity in the organization, strengthening inter-organizational cooperation, and strengthening employee support and consultation systems.

Consequences: included increasing employee participation in decision-making, strengthening the sense of organizational belonging, increasing transparency and organizational justice, strengthening the organization's social responsibility, strengthening employee support and counseling systems, improving change management, strengthening inter-organizational cooperation, strengthening innovation and creativity in the organization.

In the axial coding phase, the organizational sensitivity of HR was placed in the center in the form of axial category, because its traces were observed in most of the data and interviews. Then, a relationship was established between other categories in relation to the central phenomenon (Figure 1).



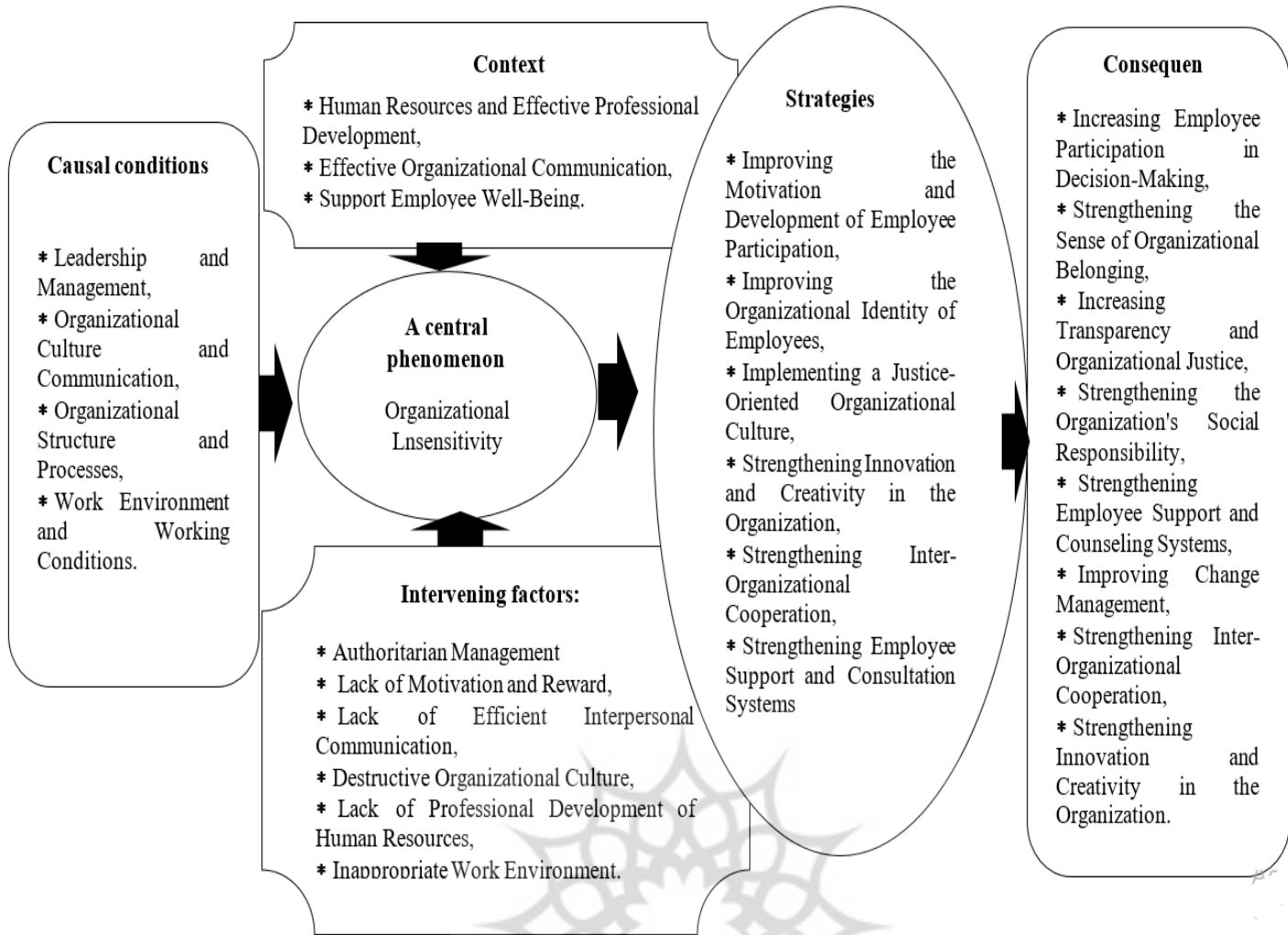


Figure 1. Paradigm model of organizational insensitivity of human in Iraqi ministry of sports

Quantitative Analysis

** Descriptive statistics*

In the inferential analysis of the data, the evaluation of the external and internal models and the test of the hypotheses are displayed in the form of several tables. To avoid prolonging the content in the findings section, the demographic information of the research samples is summarized in Table3.

Table 3. The statistical description of research samples

Variable	Frequency	Percentage	Variable	Frequency	Percentage		
Gender	Woman	121	40.9	Work experience	< 5 years	32	10.8
	Man	171	57.8		5-10 years	82	27.7
	no answer	4	1.4		11-15 years	85	28.7
Age	< 25 years	8	2.7		> 15 years	97	32.8
	25-30 years	71	24		no answer	0	0
	31-40 years	98	33.1	Education	BS	142	48
	41-50 years	77	26		Masters	109	36.8
	> 50 years	38	12.8		Phd	38	12.8
no answer	4	1.4	no answer		7	2.4	

** Confirmatory factor analysis*

Each research tool is designed to measure a specific variable, which is considered the target construct or target variable. The extent to which the measurement tool accurately measures the

construct or target variable for which it is designed reflects its validity. The correlation between the actual value of the target variable and the score obtained from the measurement instrument is referred to as the validity of the measuring instrument. Among the various types of validity, construct validity indicates how well the measurement tool captures a construct or characteristic that is theoretically grounded. According to the results presented in Table 4, the high factor loadings and the significance of all obtained T-values (exceeding 1.96) confirm that all 123 identified items are validated.

Table 4. Confirmatory factor analysis: factors affecting the organizational sensitivity of human resources in the Iraqi ministry of sports

Ques..	Factor Loading	T	Ques..	Factor Loading	T	Ques..	Factor Loading	T	Ques..	Factor Loading	T
Q1	0.56	5.69	Q34	0.91	42.46	Q67	0.84	35	Q101	0.86	37.03
Q2	0.60	10.44	Q35	0.65	14.92	Q68	0.64	13.98	Q102	0.90	40.77
Q3	0.91	42.09	Q36	0.89	39.03	Q69	0.63	12.72	Q103	0.94	44.73
Q4	0.90	40.94	Q37	0.79	29.50	Q70	0.57	6.48	Q104	0.92	43.04
Q5	0.69	17.78	Q38	0.85	36.68	Q71	0.65	14.45	Q105	0.76	25.59
Q6	0.93	44.06	Q39	0.56	5.69	Q72	0.55	4.77	Q106	0.75	24.97
Q7	0.69	18.94	Q40	0.85	36.24	Q73	0.87	38.48	Q107	0.68	17.09
Q8	0.86	36.93	Q41	0.57	6.38	Q74	0.91	42.87	Q108	0.56	5.83
Q9	0.88	38.93	Q42	0.82	32.32	Q75	0.80	30.21	Q109	0.86	37.29
Q10	0.64	14.32	Q43	0.65	14.46	Q76	0.83	33.26	Q110	0.93	43.87
Q11	0.91	41.94	Q44	0.88	38.90	Q77	0.74	24.78	Q111	0.60	10.31
Q12	0.82	31.93	Q45	0.72	21.07	Q78	0.64	13.82	Q112	0.59	8.42
Q13	0.94	44.80	Q46	0.80	29.84	Q79	0.80	29.73	Q113	0.87	38.36
Q14	0.66	16.15	Q47	0.68	17.18	Q80	0.85	35.55	Q114	0.82	31.87
Q15	0.73	26.23	Q48	0.91	42.65	Q81	0.56	5.98	Q115	0.76	25.64
Q16	0.63	12.75	Q49	0.61	16.38	Q82	0.83	32.93	Q116	0.74	24.46
Q17	0.90	40.55	Q50	0.71	20.05	Q83	0.86	37.56	Q117	0.92	43.13
Q18	0.84	34.55	Q51	0.90	41.12	Q84	0.91	41.67	Q118	0.85	36.60
Q19	0.72	21.64	Q52	0.72	20.89	Q85	0.84	35.19	Q119	0.85	36.37
Q20	0.55	4.569	Q53	0.85	36.24	Q86	0.61	11.20	Q120	0.55	4.73
Q21	0.90	40.90	Q54	0.69	17.57	Q87	0.94	44.39	Q121	0.71	20.40
Q22	0.78	28.02	Q55	0.65	15.87	Q88	0.90	40.57	Q122	0.84	34.14
Q23	0.82	32.06	Q56	0.57	7.05	Q89	0.60	10.45	Q123	0.75	25.35
Q24	0.84	35.25	Q57	0.61	10.70	Q90	0.82	32.34			
Q25	0.93	43.87	Q58	0.89	39.94	Q91	0.90	40.99			
Q26	0.62	12.06	Q59	0.86	36.88	Q92	0.64	14.16			
Q27	0.81	31.36	Q60	0.72	22.30	Q93	0.73	23.37			
Q28	0.92	43.13	Q61	0.76	25.83	Q94	0.59	8.19			
Q29	0.57	7.13	Q62	0.71	19.48	Q95	0.92	43.16			
Q30	0.59	8.19	Q63	0.67	16.55	Q96	0.93	43.81			
Q31	0.89	40.35	Q64	0.80	29.88	Q97	0.81	30.92			
Q32	0.58	7.71	Q65	0.72	21.12	Q98	0.62	12.10			
Q33	0.56	6.30	Q66	0.72	21.22	Q100	0.77	26.24			

The structural equation modeling method was used to investigate the effect of each variable of the research model. The results of the research path model are presented in two modes: standard coefficients (Figure 1) and, significance coefficients (Figures 2 and 3).

A summary of hypothesis test results is also provided in Table 5. The values obtained for the impact coefficients in the structural model are evaluated in terms of sign, quantity and significance.

The coefficient of determination is also obtained. The numbers 0.25, 0.50 and, 0.75 were considered weak, medium and strong values of the coefficient of determination, respectively. However, its optimal value depends on the topic of research, on the one hand, and the number of hidden exogenous variables related to that endogenous variable whose coefficient of determination has been calculated, on the other hand.

The following model shows the values of the path coefficients and the coefficient of determination related to the structural relationships between the variables. The predicted error values of the structural relationships between research variables are shown in the diagram below. Based on the statistical results, the path between the variables does not have an error greater than 0.05, thus it can be claimed that the coefficients of the path between all variables (Figure 2).

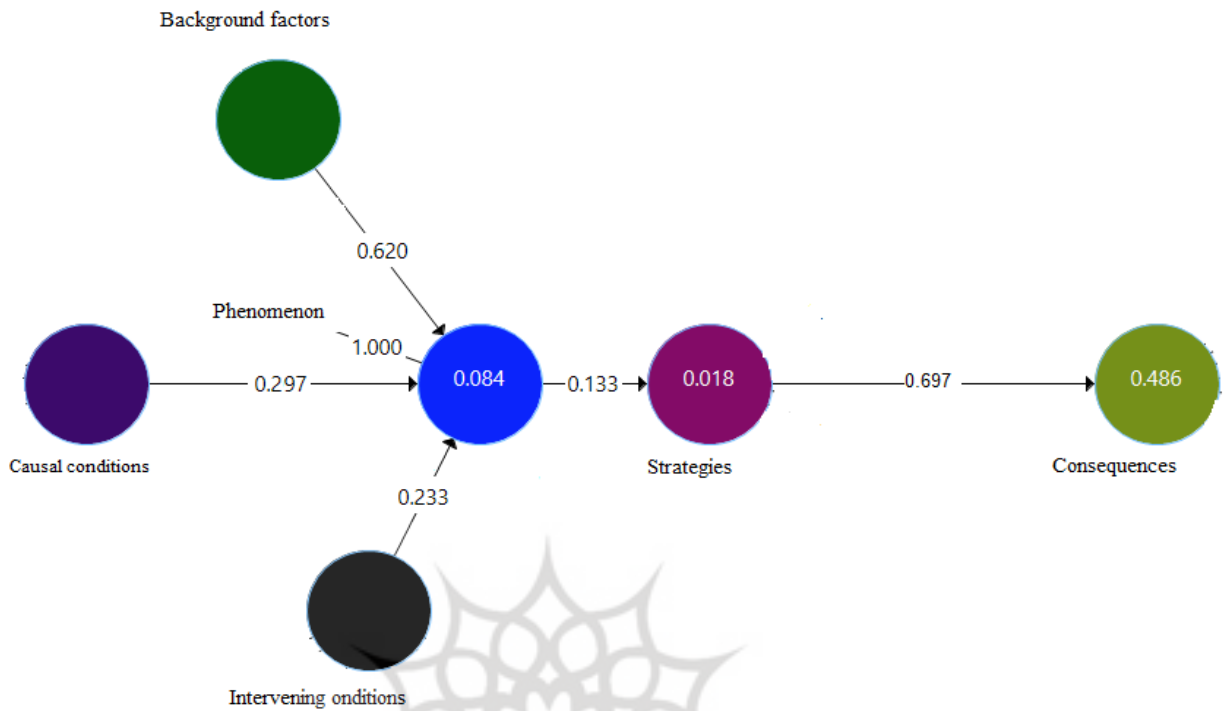


Figure 2. Research model in the form of standard coefficients

The most basic criterion for examining the significance of the relationship between variables is the t-test statistic, or the t-value. If the t-value exceeds 1.96, the relationship is considered significant at the 0.05 level, and if it exceeds 2.58, it is considered significant at the 0.01 level. As indicated in Figure 3, the t-values of the research variables demonstrate that all research hypotheses are statistically significant (T-Value > 1.96). (Figure 3).

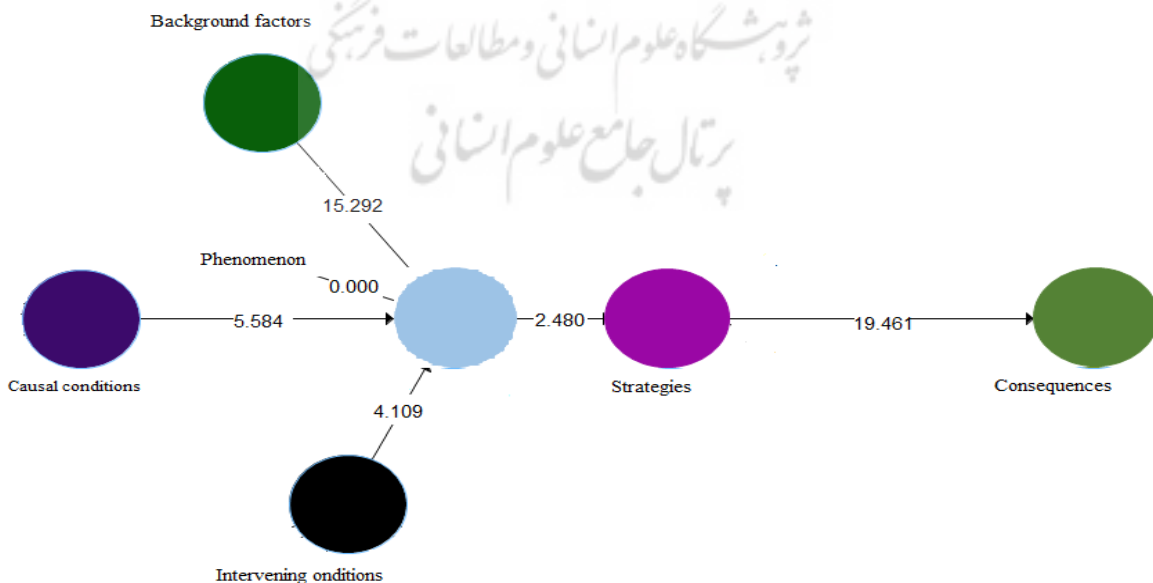


Figure 3. Research model in the form of significance coefficients

The results of the research hypotheses are presented in the table below:

Table 5. Path analysis results of the research model

Variables	Direction	Variables	Factor Loading	T-Value	Sig
Causal Conditions	---->	Axial Category	0.297	5.784	0.001
Underlying Factors	---->	Axial Category	0.620	15.292	0.001
Intervening Conditions	---->	Axial Category	0.233	4.109	0.001
Consequences	---->	Strategies	0.133	2.480	0.001
Strategies	---->	consequences	0.697	19.461	0.001

Using the structural equation modeling and partial least squares method, the path analysis results indicate that causal factors, background factors, and intervening factors have a positive and significant effect on the axial category. The axial category has a positive and significant impact on strategies. In addition, strategies have a positive and significant impact on consequences.

Discussion and Conclusion

The aim of the current investigation was expounding the factors affecting organizational insentience of human resources in the IMS. As already stated, through open coding, we identified the emerging themes related to the factors influencing OI of HR in the IMS. These themes were derived from data collected through interviews, observations, and daily notes from field operations. A total of 391 open codes were initially identified. Having merged similar codes, we finalized 123 open codes that formed factors contributing to OI of HR in the IMS. The findings clearly indicate that the OI of human resources in the IMS is influenced by four group of factors: leadership and management, organizational culture and communication, organizational structure and processes, and working environment and conditions. Each of these factors affects the level of organizational insentience, which in turn can either decrease or increase employees' motivation and commitment. This finding is to some extent consistent with previous research findings of Ahmadi and Fattahi (2016), Ahmadi Baladehi & Dastur (2019).

Negussie and Oliksa, (2020) studied the factors affecting nurses' job motivation in public health institutions in Jimma, Ethiopia. They found that perceived respect, perceived benefit, work experience, and educational background exerted positive influence on the motivation of nurses (Negussie & Oliksa, 2020). In a similar vein, Ahmadi and Fattahi (2016) reported that neglecting workers' capabilities, demotivation among employees, lack of participation by employees in decision-making processes, as well as the absence of a compensation system for services are among the main reasons for insentience in the organization (Ahmadi & Fattahi, 2016). Ahmadi Baladehi and Dastur (2019) also reported a significant relationship between organizational structure and organizational silence (Ahmadi Baladehi & Dastoor, 2019). It is thought that effective leadership and management, with the ability to motivate and guide employees, play a fundamental role in reducing organizational insentience. A leader who has the ability to communicate effectively, clarify goals and missions, and create a sense of value in employees can significantly reduce the level of insentience. This is in line with Ameriyan et al. (2023) who propose that the leadership style of managers has a direct impact on employee motivation and commitment (Ameryan, Fahimi Nezhad, Morsal, & Siavashi, 2023).

According to Hadovinejad et al. (2016), authoritarian and autocratic leaders, who disregard employees' opinions and suggestions, can foster feelings of worthlessness and insignificance among employees (Hadavinezhad & Kalvandi, 2015). This situation can lead to an increase in organizational insentience. Conversely, participatory and democratic leaders who involve employees in decision-making and value their input can enhance motivation and organizational commitment. Leaders capable of motivating employees can improve employee morale and mitigate OI by providing appropriate encouragement and rewards. Strategies such as offering positive feedback, fostering innovation and creativity, and recognizing and appreciating employee efforts are effective methods that leaders can employ to boost motivation and reduce organizational insentience. Additionally, leaders and managers who engage in clear and effective communication

with employees can help diminish organizational insentience. Open, two-way communication that involves clarifying goals, expectations, and soliciting feedback from employees can build trust and foster constructive interactions within the organization. In summary, leadership and guidance, as key causal factors in organizational insentience, play a crucial role in either exacerbating or alleviating this phenomenon.

An organizational culture characterized by open communication, mutual trust, and cooperation can contribute to reducing feelings of insentience and enhancing organizational belonging. Additionally, an organizational structure and processes that are flexible and responsive to employee needs can foster a dynamic and productive work environment (Negussie & Oliksa, 2020). Conversely, a culture marked by unhealthy competition, lack of mutual support, and insufficient appreciation for employee efforts can exacerbate organizational insentience. Organizational communication encompasses exchanging information and interactions among individuals within the organization. Effective and transparent communication can help build trust, enhance motivation, and mitigate organizational insentience. In contrast, poor and ineffective communication, characterized by misunderstandings, incomplete information, and lack of transparency, can lead to employee indifference and decreased motivation. Thus, organizational structure and processes can directly influence OI as causal factors.

Organizational structure pertains to the systematic arrangement of various components within the organization. Hierarchical and bureaucratic structures, characterized by high concentrations of power and limited flexibility, can contribute to feelings of insentience and a lack of employee participation (Ahmadi & Fattahi, 2016). Such structures often obstruct innovation and creativity while restricting communication. Organizational processes encompass the procedures and methods utilized within the organization. Complex, inefficient, and time-consuming processes can heighten stress and dissatisfaction among employees. Additionally, a lack of transparency and the absence of clear standards can lead to confusion and diminished employee motivation. Overall, enhancing and simplifying the organizational structure and processes, increasing transparency and flexibility, and fostering an environment where employees can operate effectively and efficiently can help reduce organizational insentience and bolster employee motivation and commitment.

Finally, a conducive work environment and equitable, supportive working conditions are crucial factors that can enhance employee morale and mitigate organizational insentience. The work environment encompasses both the physical and psychological conditions within the workplace. Inadequate physical conditions, such as insufficient space, poor ventilation, and inadequate equipment, can elevate stress levels and diminish employee motivation. Similarly, psychological stress stemming from high work pressure, lack of management support, and unhealthy work relationships can contribute to feelings of insentience and employee dissatisfaction (Patrick & Joshi, 2019). Working conditions refer to employment terms and benefits, including salary and fringe benefits. Insufficient salaries and benefits, long and inflexible working hours, limited opportunities for promotion and professional development, and poor work-life balance can decrease job satisfaction and exacerbate organizational insentience.

Creating a supportive and healthy work environment, enhancing the physical conditions of the workplace, offering appropriate benefits and rewards, and achieving a balance between work and personal life can contribute to reducing OI and increasing employee motivation and commitment within the IMS. Data coding in our study revealed that the OI of human resources in the IMS is influenced by three primary categories: HR and effective professional development, effective organizational communication, and employee support and welfare. These findings are consistent with the research conducted by Honari (2018), Husain et al. (2015), Mohamadi et al. (2023) and Nazari et al. (2021).

Mohamadi et al, in an attempt to provide a paradigmatic model of organizational apathy among physical education teachers in 2023 found that organizational apathy is influenced by factors such as human resources, colleagues, managerial attitude, job condition, and individual and organizational strategies (Mohamadi, Bahrami, & Eydi, 2023). Similarly, Nazari et al. (2021) and Honari (2018) reported that assessment, job promotion, appreciation methods, professional development, organizational communication, and welfare of employees influence the organizational and individual job performance (Honari, 2018; Nazari & Basravi, 2021).

Each of these factors significantly influences the level of organizational insensibility and plays a crucial role in shaping employee motivation and commitment. The findings suggest that effective professional development and proper management of HR are instrumental in mitigating organizational insentience. Training and professional development programs tailored to address the actual needs of employees can enhance skills and foster a greater sense of value among employees. HR encompass processes and strategies related to the recruitment, selection, evaluation, rewarding, and promotion of employees. While effective human resource practices can enhance employee performance and satisfaction, deficiencies in this area can contribute to organizational insentience.

For instance, inadequate selection processes, insufficient development of employee skills, and the absence of reward programs can lead to organizational dissatisfaction and insentience. Professional development encompasses programs and processes designed to enhance the skills, knowledge, and capabilities of employees. A lack of professional development opportunities can result in stress and insentience, as employees perceive that their personal and professional growth is not being fulfilled within the organization. Overall, effective HR management and robust professional development initiatives contribute to increased employee satisfaction and commitment, while reducing organizational insentience. Enhancing human resource processes and strategies, offering appropriate professional development opportunities, and fostering a supportive environment for employee growth and development can improve the quality of work life and organizational performance.

Effective organizational communication, which involves establishing clear and reciprocal communication channels between managers and employees, can mitigate feelings of insensibility and enhance motivation and engagement within the organization. Such communication not only builds trust among organizational members but also facilitates decision-making and problem-solving processes. Organizational communication encompasses the exchange of information, ideas, and opinions among members. Effective communication can improve decision-making processes, increase transparency, and foster connections between individuals and groups within the organization, thereby addressing organizational insensibility. Conversely, inadequate communication of the management can lead to feeling among the employees that their opinions and expectations are disregarded; this in turn may lead to feelings of insensibility and disengagement.

The support and well-being of employees are critically important. Establishing a supportive work environment that addresses both the welfare and psychological needs of employees can enhance morale and reduce OI (Rom & Eyal, 2019). Providing adequate amenities and promoting a balance between work and personal life can be effective in this regard. Consequently, it is recommended that managers and officials at the ministry of sports focus on these factors by implementing appropriate programs and policies. These should include health and treatment programs, recreational facilities, support for work-life balance, and opportunities for training and professional development to bolster employee motivation and commitment.

The results of data coding in this research indicate that the OI of human resources within the IMS is influenced by six principal categories: managerial autocracy, lack of motivation and reward, ineffective interpersonal communication, a detrimental organizational culture, inadequate professional development of HR, and inappropriate work environment. Each of these factors has the potential to exacerbate OI and adversely affect employee motivation and performance. These findings align with the research conducted by Atmaca et al. (2020), Keshavarz et al. (2015), Javadi et al. (2016), and Mehrpour et al. (2021).

To sum up, in line with Gu et al. (2018) it can be pointed out that managerial tyranny has a direct effect on creating an atmosphere of distrust and reducing motivation among employees (Gu, Wang, Liu, Song, & He, 2018). Autocratic management that prevents consultation and participation of employees in decision-making can lead to feelings of insentience and lack of motivation among employees. Managerial tyranny generally refers to a situation in which managers or higher officials in the organization abuse their power and authority and unfairly influence employees and the work environment. These behaviors can include the incorrect transfer of information, lack of respect for employees' opinions, creating an environment of dependence and fear, and improper sanctions for people who disagree with management (Zhang, Tsui, & Wang, 2011). This situation can lead to a decrease in motivation, increasing organizational insensibility, and creating an unfavorable

organizational culture that leads to inappropriate organizational performance and poor organizational interactions in the long term.

In addition, the lack of motivation and reward as another important factor can have negative effects on the morale and commitment of employees. Employees who feel that their efforts and achievements are not appreciated and rewarded gradually feel worthless and lose their motivation. The lack of a suitable reward and motivation system can reduce the motivation and commitment of employees to organizational goals, reduce cooperation and positive communication in the organization, and ultimately have a negative effect on the overall performance of the organization. Lack of effective interpersonal communication can also lead to the creation of a cold and unfriendly atmosphere in the organization. Effective and two-way communication between employees and managers can help strengthen team spirit and increase constructive interactions, while the lack of such communication exacerbates organizational insentience. Lack of information and proper communication lead to a decrease in the exchange of information and knowledge between the members of the organization.

This may cause slowness in decision-making processes, and wrong measures in positive interactions in the organization. Lack of strong and effective communication, as a result, can lead to ambiguities in organizational goals, duties and responsibilities, and even organizational values and culture. This situation can cause confusion and reduce employee satisfaction with the work environment. Poor communication, moreover, can cause interpersonal problems and disagreements due to misunderstanding which can lead to failure in coordination and cooperation between the members of the organization.

Mokhtari (2018) believes that destructive organizational culture, which includes negative and unsupportive attitudes and behaviors, can lead to weak morale and motivation among employees (Mokhtari, 2018). The existence of a destructive organizational culture can cause a decrease in trust between the members of the organization and even with the managers. This may reduce cooperation and positive interactions in the organization. Additionally, a destructive organizational culture can cause insentience to organizational issues, including unsustainable behaviors and negative performance combinations, which may lead to low efficiency and productivity among employees. A destructive organizational culture can lead to the violation of organizational values, ethics and standards that can create an unstable and unsafe environment for employees.

It can be discussed that lack of HR professional development can diminish employees' skills and capabilities, ultimately leading to a decline in service quality and organizational performance. Employees who are deprived of opportunities for professional growth are less equipped to handle new challenges and organizational changes, which may result in organizational inflexibility and a reduced capacity to adapt to the external environment. Moreover, employees with no professional development, experience job dissatisfaction and diminished positive communication with the organization, which can lead to decreased attendance and performance. Inadequate training and professional development opportunities, coupled with an unsuitable and unsafe work environment, can further contribute to reduced employee satisfaction and motivation. Therefore, addressing these six categories is crucial for mitigating the OI of human resources in the IMS.

Further data coding revealed six primary strategies, namely, enhancing employee motivation and development, strengthening employees' organizational identity, fostering a justice-oriented organizational culture, promoting innovation and creativity within the organization, bolstering inter-organizational cooperation, and improving employee support and consultation systems. Partly similar findings are reported by studies such as Javadi et al. (2016), Atmaca et al. (2020), Ozsahin and Yurur (2019), Reissner (2010), Keshavarz et al. (2016).

Factors like job benefits, work-family balance, and job attitude according to Javadi et. al. (2016) are directly related to job satisfaction. Likewise, professional development, managerial support, and spousal support impact job attitude through the mediating effect of job attitude (Javadi, Rasouli, Nazari, & Hasani, 2016). Moreover, work-family balance mediates the effect of spousal support and job stress on job satisfaction. Atmaca et al. (2020), alike, maintain that motivation, managerial leadership style, autonomy, respectful treatment, clarity of expectations, goal-setting participation, and suitable in-service training courses can be strategies to improve employee performance (Atmaca, Rızaoğlu, Türkdöğän, & Yaylı, 2020). Ozsahin and Yurur (2019) showed in their research

that organizational justice influences employee behavior (Ozsahin & Yurur, 2019). Meanwhile Reissner (2010), in his study, prove that organizational change may affect the development of employee identity (Reissner, 2010). With a similar pattern of findings, Keshavarz et al. (2015) research indicated a significant relationship between the effectiveness of the in-service training program and job satisfaction among physical education teachers, and that the quality of such programs could predict the job satisfaction of these teachers (Keshavarz, Kamandi, Faridfathi, & Soltani, 2015).

It can be pointed out that improving motivation and developing employee participation by creating effective incentive programs can play an important role in reducing organizational insentience. Providing appropriate rewards and incentives to recognize employees' efforts and achievements, as well as creating opportunities for active participation in organizational decision-making, can help increase employee motivation and sense of belonging.

Similarly, establishing a robust and positive organizational identity, where employees perceive themselves as integral to a larger purpose, can enhance commitment, according to Reissner (2010) and reduce organizational insentience. Programs designed to promote organizational identity, such as group events and activities, can support this objective. Additionally, implementing a justice-oriented organizational culture, characterized by fairness and equity in all processes and decisions (Ozsahin & Yurur, 2019), can foster trust and mutual respect among employees, thereby alleviating feelings of injustice and organizational insentience.

Organizations that value organizational justice, create a supportive and constructive work environment for employees (Pan, Chen, Hao, & Bi, 2018). Strengthening innovation and creativity in the organization is also one of the key strategies in reducing organizational insentience. Creating an environment where new and creative ideas are welcomed and employees are encouraged to provide innovation can lead to employee motivation and morale. Training and development programs, hence, that focus on strengthening creative and innovative skills can be effective in this regard.

Strengthening inter-organizational cooperation can also help to reduce organizational insentience. Creating opportunities to exchange experiences and collaborate with other organizations and institutions can lead to increased motivation and professional development of employees. Inter-organizational cooperation can help to exchange knowledge and skills and increase the spirit of cooperation and constructive interaction in the organization.

Finally, reinforcing the support and counseling systems for employees is of significant importance. Offering support and counseling services, particularly in the psychological and welfare domains, can reduce stress and enhance employee satisfaction and motivation. So establishing consulting and support units within the organization and providing professional consulting services can be effective measures in this regard. Consequently, the findings of this research suggest that implementing these strategies could lead to a reduction in the organizational insentience of HR in the IMS.

With the correct implementation of the proposed strategies, the following outcomes may be observed: an increase in employee participation in decision-making, a strengthened sense of organizational belonging, enhanced transparency and organizational justice, an up-rise in the organization's social responsibility, bolstered support and consultation systems for employees, improved change management practices, strengthened inter-organizational cooperation, and heightened innovation and creativity within the organization.

Increasing employee participation in decision-making can directly affect the reduction of organizational insentience. When employees are involved in organizational decision-making processes, they feel a greater sense of belonging to the organization and their motivation and commitment improve. This participation can be realized through creating joint committees and working groups, holding open and transparent meetings, and providing opportunities to participate in decision-making (Maccoby & Scudder, 2011). Another consequence of reducing insentience in the organization is strengthening the sense of organizational belonging. Creating an atmosphere in which employees find themselves an integral part of the organization where their efforts is confirmed and appraised, can lead to a reduction in organizational insentience.

Programs that focus on strengthening organizational identity, such as holding events and team building activities, can help achieve this goal. Increasing transparency and organizational justice, as another important consequence, can lead to improving employee trust and satisfaction, reducing the feeling of injustice, and increasing employee motivation (Pan et al., 2018). Strengthening the social responsibility of the organization also play a significant role in reducing organizational insentience. Organizations that live up to their social responsibilities and have a positive impact on society tend to have more motivated and engaged employees. Implementing social and environmental programs, and participating in charitable activities, can help strengthen this sense of responsibility.

Strengthening employee support and counseling systems is also a crucial objective that reduces organizational insentience. Providing counseling and support services, particularly in psychological and welfare domains, can alleviate stress and enhance employee satisfaction and motivation. Establishing consulting and support units within the organization and offering professional consulting services can be effective strategies in this context. Additionally, improving change management represents a significant benefit of mitigating organizational insentience. Organizations that effectively manage and implement change can better address challenges and maintain employee motivation and commitment. Training and development programs aimed at enhancing change management skills can be particularly beneficial in this regard.

Strengthening inter-organizational cooperation can also contribute to reducing organizational insentience. By facilitating opportunities for the exchange of experiences and collaboration with other organizations and institutions, employee motivation and professional development can be enhanced. Inter-organizational cooperation fosters the transfer of knowledge and skills, and promotes a spirit of collaboration and constructive interaction within the organization. Additionally, bolstering innovation and creativity within the organization is a significant outcome of addressing organizational insentience. Cultivating an environment that welcomes new and creative ideas and encourages employee-driven innovation can lead to improved motivation and morale. Training and development programs aimed at enhancing creative and innovative skills can be particularly effective in achieving this outcome.

To sum up, designing a framework to address and reduce OI among employees requires consideration of a comprehensive range of factors. This includes not only individual variables but also macro and micro factors such as cultural, organizational, social, economic, hardware, and software aspects. The results of this research underscore the importance of evaluating these diverse factors collectively. When these elements function as an integrated and dynamic system, they yield positive and comprehensive outcomes for employees, the Ministry of Sports, and ultimately, Iraqi sports as a whole.

Ethical Considerations

Compliance with ethical guidelines: Ethical points have been observed.

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Conflict of interest: there is no conflict of interest.

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