A comprehensive model of Characteristics of the new age organizations (study on tourism organizations)

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Abstract

Organizations must constantly adapt to the changes that occur surrounding them. Current organizations should take steps on the path of innovation and change and it’s not just for success and grow, but it is because in the new world of competitive, survive depends on having such a procedure. In an era of constant changes only the learners will inherit the future and the rest are equipped for life in a world that no longer exists. In fact, life is a continuous effort to learn what we do not know through what we do. To make the change, organizations must forget his previous memories, opens its doors to the new output and learn new behaviors.

In this study, after the introduction of the new age and characteristics of organizations in the new era based on the literature, Using a panel of experts in tourism and recreational holding of Bonyad, to explore and approval features of organizations, including tourism organizations. Finally, by combining commonalities, we present an integrated model that represents characteristics of the modern era organization.

Keywords: the modern era, organizational changes, tourist organization, modeling.
Introduction
In today's world, many organizations due to lack of attention to the environment and a plan for its identification and management, will experience shock and crisis (Babalhavaei and Abolfathi, 2015). Today's environment features such as speeding, extreme shift in power, increasing complexity, increasing competition, etc., Sophisticated management of modern organizations and organizations cannot survive with the current structure and procedures (Imani Hassanluii and Pashaii, 2007). In such situation in order to lower vulnerability, logical choice and adaptation to change is an inevitable necessity; so managers should review paradigms and mental and behavioral structures in organization and management. Then with a systematic approach by creating a series of new ideas in managing and directing the organization, smooth the way to future development. The third millennium organizations must be equipped with such features to stand against these changes and continue to worthy life (Imani Hassanluii and Pashaii, 2007). This article is an attempt to institutionalize the new ideas and effective and compatible features with 21st century developments to improve related organizations, including organizations which provide tourism industry services. The research purpose is presenting characteristics of successful organizations in the new era. For this purpose, after extracting the characteristics of organizations in the new era through literature, in order to provide a valid model that reflects the characteristics of compatible organizations in the new era, will use the related experts in Bonyad tourism and recreational holding.

New era and the emergence of the post-modernist
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In general, the new era is different from the past. In this context, analysis and forecasts have been made by scholars. Challenges that managers will face in the new era organizations, including the following (Beckhard and Pritchard, 1999: 85-90):

1. Change of the national economy into the global economy
With the increasing economic organizations and unions, the integration of financial markets, the integration of large global banks and establishment of the World Trade Organization, the world is faced with fading the economic borders between countries. Globalization of the economy is the global cycle and estimates of economic resources, including capital, technology, goods, labor, etc., that can be passed from the borders of each country. We live in an age that human data volume doubles every year. In such a world access to others information does not care much. What is important in the age of information is classification and analysis of information.

2. Move from industrial society to an information society
IT has shrunk time and space and reduce the gap between the demands of customers and the organization actions. Also manufacturers use of information technology to improve the quality or in other words to achieve continuous quality improvement. For example, for different market segments or even for each client produce different products.

3. Decentralization
Further development is evolution in focus. The network is a symbol of the new era. In the network, there is no center, no circuit and there is no certainty. Network is a model which covers communication, democracy, large systems and also what is interesting and important for us.
Charles Hindi and Peter Drucker also believe that we are moving from a hired society to a network society. In such circumstances, and network manageability knowledge, is required for organizations. Network Administration requires thinking and culture network, Culture that create win-win relationship with partners of organizations.

4. Competitive environment
In conditions of globalization and its governing relations, the most important aspects of behavioral patterns are (Beckhard and Pritchard, 1999: 89-91):
(A) Client determines the quality in the world market.
(B) In highly competitive markets, commodity prices have a decisive role.
(C) Speed in designing, manufacturing and product delivery is one of the most important competitive advantages.
(D) Production as global standard need to resources as the global standard.
(E) The development of after-sales service to cover the target markets.

5. The role played by the firms and companies
By comparing sales of giant multinational corporations with gross domestic production we will find that the gross production of them is more than GDP of many countries. This has led to these enterprises that make an important role in the economy and global governance and dictate their demands to the market.

6. Elites
The size and ability of every society in addition to its natural resources and material wealth, depends on elite and intellectuals of it; And in fact is a symbol of the ability of the community. Elites can rescue people and governments of crises, and in the face of internal and external adversities, show appropriate actions and reactions (Hesselbein et al, 2001)

7. Downsizing
Remove the additional and unprofitable branches of an organization; remove the value-added activities and processes that do not produce and transfer activities and cumbersome processes of organizations to subcontractors that improve performance and efficiency finally (Rahmanzade Heravi, 2003:166).

Post-modernist is a word since the beginning of 1980, based on the works of French and somewhat Anglo-Saxon philosophers and social scientists like Derrida, Baudrillard, Lyotard, Jameson and Harvey it has attracted much interest in the realm of the social sciences. In realm of organizational studies also statements that consider post-modernist has been growing rapidly. Schwartz and Ogilvy Seven fundamental change that creates a new paradigm of change backgrounds in organizational theory have been as follows (Rahman Seresht, 1998: 383-392):
1. The first movement is transition from the simple and possible to the complex world and learning from reality.
2. The second movement is passing through the hierarchical world or learning steps by steps.
3. The third movement is passing through the incarnation of the world as the soulless machinist universal to visualize the world as a whole and holographic.
4. The fourth movement is releasing belief in the stability of the world and accepting the world as an unknown and uncertain place.
5. The fifth movement, is transition from believe to a direct causal relationship to a one-way and mutual rotation relationship.
6. The sixth movement is transition from assembly metaphor to adopt the metaphor of is poured and morphology.
7. The seventh movement is transition from pure objectivity to thoughtfulness and reflection.

In conditions of the new era and the organizations challenges, organization and management theories and paradigms underwent some changes in order to adapt to the new situation.

The paradigm of organization and management in the new era
In the evolution of management theories developed several projects, as the most useful of them can be cited the proposed model by Richard Scott (Scott, 2001). Scott believes that in the field of development of management theory and practice can refer to four important items. In any field we face with a unique combination of elements in a two-dimensional grid. Suppose that one aspect of the "closed" to "open" and other aspects of "logic" to "social" is specified, which is as follows(Alvani, 2008: 16-22):

1. Age of "closed system - rational actors": from 1900 to 1930 continued. Great theorists were Max Weber and Frederick Taylor. According to Weber and Taylor, with the division of labor regulation, control, authority and responsibility, personnel management issues are largely resolved (Rahmanzade Heravi, 2003: 138-140).

2. Age of "closed system - social actor": the period from 1930 to 1960 was formed. Theorists of this era are Elton Mayo, Douglas McGregor, Chester Barnard and Philip Selznick. The main issue of neoclassical theorists was that organizations are not the autonomous islands and cannot be separated from the environment to survive (Shafritz and Watts, 2000: 181). Neoclassical theory more emphasis on the differences between individuals, social aspects of work groups or informal organizations, and also emphasis on the need for participatory management.

3. Age of "open system - rational actors" lasted from 1960 to 1970. This is considering to machine assumptions about human. Finally, its ideologues considered the organization as a part of the competition market, which is formed by outside forces. Alfredd Chandler and Lawrence and Lurch are theorists of this period.

4. Age of "open-system social actor": This era started in 1970 and continues to this day. Rational Actor changes to complex social actor that have the ability of the foppery, and also weaknesses, limitations, contradictions and ill-treatment. Single commercial activities change to commercial activities affected by the powerful forces of the outside rapidly changing external. Among the precursors of this period can be noted Karl Weick and James March. The most obvious sign is separating the management of old points and changing in paradigm.

Manager’s characteristics in the new era
Based on current developments in this situation and changes in organization and management theory and Paradigms, managers must think globally and keep pace with developments in the new era. It requires a fact-based understanding and analysis of the political, economic, cultural and ecological world. Strategic thinking about opportunities and strength as well as constraints and threats in the world, is very necessary (Zahedi et al, 2000: 13). Howard has proposed that managers in new era should have multiple and multidimensional knowledge and skills. He put these skills and knowledge in two categories: core skills and expertise Side ((Beckhard and Pritchard, 1999: 82): According to Howard, the basic skills for external managers in host
countries is a necessity to succeed in carrying out the duties, but additional skills facilitate management in foreign countries (Rodriguez, 2001: 53). Another view, according to Hslbyn and other view, managers of the new era must have had following characteristic (Hesselbein et al, 2001: 229-231):
1. Fast and effective decision-making power
2. Coordination with the progress of science and technology
3. The ability to coordinate diverse expertise and take advantage of them to achieve the objectives of the organization.
4. Substituting brains instead of hands
5. Attention to the International labour
6. Power of keeping pace with social and economic environment and ecology
7. Having diverse knowledge
8. Compliance policy development, innovation and harmony with rapid changes (Bayyan, 1993: 426).
9. Having a systematic thought
10. Extensive and continuous training
11. Capacity to development
12. Flexibility and Jeopardy
13. Customer orientation
14. Culture creation and management through value
15. Pay special attention to ICT
16. Considering social responsibility and accountability to the social message

Characteristics of successful organizations in the new era
The most important features of this era are uncontrolled speed of developments and changes, fast transfer of data and concepts, development of communication especially network production, the fast-moving of global economy into integration and globally.
With the start of the new era, organizations and firms are successful that be Capable to welcome changes by Utilizes the latest findings of management knowledge and according to their conditions gradually become along with international trends.
From the perspective of some researchers the organizations in new era have the following characteristics:
1. Cosmopolitanism
Due to the expansion of world trade and what international organizations are doing to integrate world trade, local aspects of companies are lost and gradually they enter their input from different point of the world and send output to global markets.
According to Giddens, customers are looking for a new standard in performance, quality, variety, construction, convenience, time and innovation (Rezaei and Sanei, 2003: 24-25).
2. The new competition
Competition in new organization is for attracting customers, gaining more profitability and taking necessary resources to activity and survival (AliAhmadi and Allahyari, 2003: 3-5).
3. E-commerce
E-commerce means the notification, advertising and buys and sales of goods and services and maintaining business relationships via telecommunication systems and data processing tools.
The main features of e-commerce from marketing perspective, is communicate the organization with all of the audience and to reconcile products and services to the needs of their audience. The most successful organizations in taking advantage of new technologies are which their senior executives use the Internet have as a priority of their work (Hakkim Shushtari, 1999: 43).

4. Virtual organizations
Virtual organizations are postmodern organizations that their main feature is innovation. Some virtual organization are a temporary network of companies that quickly come together to exploit fleeting opportunities. The main capacity of the virtual organizations is that their components separated from each other after exploitation of an opportunity. Virtual organizations increase efficiency and effectiveness in a way unprecedented and as the industrial revolution will lead to significant social changes (Safaie, 1999: 80).

5. Information
Information creates power and is considered the most important source. According to data collected from large manufacturing and service organizations, at least two percent of the sales will be spent on the creation and maintenance of information systems.

6. Customer-centric
Today, market means customer and customer is a person who benefit from the services and manufacturing of organizations. The way of survival of organization is in supporting and satisfying their customers (Sallari, 2003: 102).

**Research methodology**
The present study is fundamental research by use of documentary and interviews with experts. in this way we discover the nature of phenomena and the relation between variable, discipline and some theories about this and help for extend the science. The basic aim of this study is recognize the relation between phenomena, theories, and add them to this science in the special field (Hafez Nia, 2006: 232).
Analyzing of this survey is qualitative. In qualitative analyzing the foundation is logic and reasoning. It means that researchers by using logic and think should survey documents and information and commenting on these assumptions. Qualitative content analysis allows researchers to interpretation authenticity and truth of data, but by the scientific method (Iman and Noushadi, 2012).
In order to classify the same concepts is used the Delphi method between 7 people of specialists of tourism service provider that have been selected by snowball technique of Bonyad holding of tourism and recreation professionals.

**Findings from the literature review and research**
Based on the characteristics of the new era, organizations who are expected survival, sustainability and future success of their business, required to features that enabling them to continue their efficient life according to conditions. According to Rezaai and Saneii(2003) Due to the expansion of world trade, organizations that operate in a limited area and cannot be active at the global level are doomed. Ali Ahmadi and Allah Yari(2003) see the new era organizations in the continued competition and notes that successful organizations in future are those that are active as along as the new competitive environment. Hakkim Shushtari(1999), referring to the role of e-commerce in future organizations. Safaei (1999) and Beckhard and Pritchard (1999),
told that the new era organizational are able to have virtual activity. Having a powerful information system is a requirement of the future organization. And at the end customer-oriented is the most important characteristic of successful organizations in new era. Figure 1 shows the characteristics of the new era and successful organizations in summary (Figure 1).

![new era organization](image)

Figure 1. The characteristics of the new age organizations (literatures)

in the following, will count the characteristics of successful organizations in the new era based on 7 experts and managers of Bonyad holding in tourism and recreation and by combining shared relevant literature the and expert panel output, will provide the best model that represents the future organization to be a template for managers of new era organizations.

<table>
<thead>
<tr>
<th>Expert 1</th>
<th>Selective Employment</th>
<th>International</th>
<th>Use of internet</th>
<th>Much communication</th>
<th>flexible</th>
<th>Based on the information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expert 2</td>
<td>responsive</td>
<td></td>
<td>Disciplined</td>
<td>Based on customer needs</td>
<td>Intense competition</td>
<td>Learner</td>
</tr>
<tr>
<td>Expert 3</td>
<td></td>
<td>Integrated</td>
<td>Multilingual</td>
<td>Competitiveness</td>
<td>Changeable</td>
<td>Creative</td>
</tr>
<tr>
<td>Expert 4</td>
<td></td>
<td></td>
<td></td>
<td>Easy access</td>
<td>Dynamic policy</td>
<td>Knowledge base</td>
</tr>
<tr>
<td>Expert 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Risk appetite</td>
<td>Knowledge-based</td>
</tr>
<tr>
<td>Expert 6</td>
<td>Social responsibility</td>
<td></td>
<td></td>
<td>Customer Orientation</td>
<td>Agile</td>
<td>Inventive</td>
</tr>
<tr>
<td>Expert 7</td>
<td></td>
<td></td>
<td></td>
<td>Technology-driven</td>
<td>Competitive</td>
<td>Competency-oriented</td>
</tr>
</tbody>
</table>

Table 2. Characteristics of organizations providing tourism services in the new era (expert’s opinion)
According to Table 2 Share experts and literature on the characteristics of organizations that can survive keep up with features of new era is presented in Table 3:

<table>
<thead>
<tr>
<th>Experts opinion</th>
<th>Research literature</th>
<th>Commonalities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participatory</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knowledge-based</td>
<td>Information-oriented</td>
<td>Based on timely knowledge and information</td>
</tr>
<tr>
<td>Competency-oriented</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compatible</td>
<td>integrated</td>
<td></td>
</tr>
<tr>
<td>integrated</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Competitive</td>
<td>new competition</td>
<td>Competition and activities at the international level</td>
</tr>
<tr>
<td>international</td>
<td>Cosmopolitanism</td>
<td></td>
</tr>
<tr>
<td>Customer-oriented</td>
<td>Customer-centric</td>
<td>Focus on customer</td>
</tr>
<tr>
<td>Technology-based</td>
<td>Virtual organization/E-commerce</td>
<td>Base on technology</td>
</tr>
<tr>
<td>responsive</td>
<td></td>
<td>Responsive to social responsibility</td>
</tr>
</tbody>
</table>

By combining opinion of 7 experts in the organization of tourism and characteristic resulting from management literature, model of characteristics of successful organizations in the new era will be presented in Figure 2. Output model was Re-approved by the relevant experts.

**Figure2. Model of characteristics of new era organizations**

**Conclusion**
As mentioned new era is associated with complex, dynamic and changeable situation. Organizations will survive in the new era that will adapt to the changes and existence
circumstances. In the globalization of the industry and its competitiveness, quality, price, speed and customer orientation are four competitive advantages. The only organizations that are faster, cheaper and better quality to attract customer satisfaction can be successful. New age organizations are in highly uncertain environments and complex competitive situation. Profitability and survival of these organizations is subject to obtaining the appropriate features of a new era. Based on research done in the new age, organizations are able to survival that with an emphasis on superior knowledge through human resources and appropriate technology, with units and cohesive force, attend and compete in the international stage and are committed to all stakeholders. Moreover Customer and market trends are in priority and do not think just to profitability and even consider social issues.
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