

Study Effectiveness of Change Management in Government Organization (Case Study of Iran Telecommunication Company)

Somayeh Mostafavi

Master in Educational Management, Department of Psychology and Educational Sciences,
Allameh Tabataba'i University, Tehran, Iran

Abstract

This study aims at investigating of change management implementation and successful strategies in Iran Telecommunication Company and its pathology. Formulating organization strategy partially means moving towards creating and discovering opportunities which all lead to value creation for market and organization benefit. This correlational study is descriptive- survey and aimed to be practical. In addition to collect data through library and documentary studies, we used sample study including all 40000 employees in Iran Telecommunication Company out of which 383 employees were selected through random simple sampling by Kukran formula. Results indicated that there is significant relation among resource allocation (sig: 0.000), strategy transmission, (sig: 0.000), and employees alignment (sig: 0.009) with change strategy in telecommunication company.

Keywords: change management, resource allocation, strategy transmission, management commitment, employees alignment.

Introduction

Change phenomenon has been defined as creating everything that is different with the past while innovation means adopting new ideas for new organization. Thus, innovations are reflecting a change but all changes are not innovations (Aghayi Fishani, 1998:26). Mort who firstly developed researches in change process, chose adaption over innovation so he defines innovation as organization capability in response to its role in the community (shirazi, 1994: 292). According to Hansen definition, change in organization is the process of reform and alteration that accrues in behaviors, structures, policies, objectives or outputs of some organization units (Hansen, 1991:330). Strategy is literally defined as leading, sending and guarding. There is possibility that this vocabulary is originated from Greek general called Strategos. In some Latin references, strategy is stated as Stratum and means path and route. Although there is not agreement on vocabulary's root, we can conclude that: both definitions have a common concept which proves its correctness. Strategy concept had been applied as a military word for a long time. So in war scene, strategy means achieving aims, science and art of army settlement by one opponent party. In our country, strategy exactly relates to military operations and it means establishment of military units by the most appropriate technique and displacement art. In other word, strategy means recognizing whether the enemy can perform specific act or not, and if enemy can improve in planning general model, placing their army and mobilizing them (Norton and Kaplan, 2004).

After half of 20th century, strategy slowly became subject of social science in economic circle. Although strategy had been used in some studies of authors, it firstly was used by Neuman and Morgenstern in economic concept; they both were economist and also mathematicians. Neuman and Morgenstern studied strategy as personal economic and attempted to state two players' techniques who are putting effort into conquer their own opponent systematically and orderly. Here we supposed that players are completely aware of opponent's performance method and they can make decisions that maximize successfulness possibility; such as chess that has certain conditions. Although this hypothesis is not acceptable, theory of play significantly helps to foundation of strategy role in social science (Van winderk, 2002).

Using strategy concept in organization and management context has been initiated in half of 20th century. Here it means that strategy also provides chance to improve relation between organization re environment and it guides organization resources toward its aim in order to create opportunity for conquering competitors; this implication of strategy had not been accepted before that time. On the other hand, due to strategy focuses on relation between organization and environment, increasing environmental change, diversity of organization functions and complexity of different author's attitudes in this subject, and many other reasons, it is not provided general definition of strategy. In addition, there is no difference in attitudes that strategy control relation between organizations and environments.

Statement of the problem

Today, all aspects of life are being increasingly undergone a lot changes thus organizations do not have any choice but adapt with changes and revolutions in order to survive and be dynamic. However, clearly an organization must have appropriate plans and management in order to create useful and effective changes in organizations. Change management is recalled as transmission management which means accurate planning process, organizing and

enforcing change from current condition to accomplish aim at the future. When changes are initiated, organization cannot act as the past or experience the future, there is no choice but attempting for the better future. Transmission management assures that in transmission period, organization is not supposed to stop its effort and it must take effort before change happens. One way is act for providing a temporary management or temporary job in order to be confident about continuing attempt and controlling transmission process. One significant role of transmission management is rewarding all beneficiary parties including employees, customers, and sponsors about changes (Morehead and Grifine, 2001, page 531 and 530). Moreover, other role of transmission strategy is formulating strategy of organization which aimed to create changes and revolution in order to create and discover opportunities which lead to value creating for the market and organization benefit. In other word, strategy of organization is potential of every organization while formation and creation of itself and it needs definition and clarification.

Some organizations ignore this phase and are restricted by periodical success or opportunities that are created by other organization but this is passive and it ends. In our country some strategies were planned in public policymaking either in economic firms or big and average organizations including five year and 20 year plans and strategy of ending recession and strategy of improving export and many examples for every ministries and organization which are planned in different titles and they are strategy.

Generally, all mentioned strategies and plans have not been implemented or they were performed with long delay.

Although strategy formulation is crucial issue and it is vital for an organization, this formulation is kind of useless in preparation, thus strategic implementation without preparing organization and providing need and suppressing external problems is useless and therefore the main part of each strategy is related to implementation and periodic assessment.

It should be mentioned that each organization automatically is implementing one or more useless strategies, however these organizations are struggling with passiveness, entanglement, periodic success and finally failure and they have not efficiency for creating "value and innovation" which calls survival of organization.

Although these organization are serious in formulating strategies and plans and apply methodology and rules in formulation, they do not offer efficient organization to beneficiary parties.

Flexibility and true reaction of organization to environmental changes is key role in survival and growth of organization. Organization's strategy is a field that concerns about organization's interaction with environmental change. So considering that goal of all organizations' manager is growth or at least survival of organization, it seems that adopting a strategy is vital for all organization. For instance, today issues of globalization, ending to supervisions, cancelling subsidization, shortness of product survival circle, Internet, informational technology or other technologies in different aspects of life requires strategic approach or thought to cope with changes. (Simons, 2002).

Managerial strategy includes decisions that have significant and continuance effect on application and improvement of employees and on relation between management and people under supervision.

Human resource strategy exactly relates to support of business strategy. This support must be active and effective on future. In different organizations many strategies are usually formulated but the main issue is their implementation and enforcement which does not meet due to many reasons such as lack of expertise in plans or insufficient budget for activity.

Accordingly, the main question of this research is that: how is the successful implementation of strategy in change happens in Iran Telecommunication Company.

Literature review

One main factor that facilitates and reinforces innovation and creativity power in organizations is appropriate structure and enterprises align with the goals; so that from theorists' view appropriate organizational structure is presumption for success innovation and change in organization (Nejad Irani, 1997:7). Accordingly, Tampson believed that hierarchical and bureaucratic organization in Weber model delays innovation or change. His hypothesis is that the less organization is bureaucratic the more faces with innovation and change.. Accordingly, he recommend that if hierarchical organizations tend to change and have innovation they must be more flexible (Shirazi:297,1994). About administrative bureaucracy, Toffler also stated that:" today, changes are happening so fast so we need to make decision immediately but administrative systems slows this trend blatantly. Competition needs continuous innovation while administrative authority destroys innovation (Tofler, 1991:306). In this respect Deft, aiming to encourage employees to creativity, introduced one of three characteristics of successful organizational structure as lack of structural centralization (Deft, 1995:961). He also believed that employees with specific professionals must not involve with bureaucracy and be restricted by (Deft, 1999:194). Accordingly, we consider aspects of successful strategy in management:

Strategy transmission:

Provided through creating common understanding, and translation of organization strategy into schematic goals, measurements, quantities aims and executive plans and initiatives in each four views. Better services means that providing services to client with 95% successfulness (Norton, Kaplan:2001).

Resource allocation:

Determining how current resource capacity is applied in order to answer project demand (Norton and Kaplan, 2001).

Employee's alignment:

This is reflecting that business success is dependent on making relation between business strategy with strategy of informational technology, processes and organizational substructures and processes and substructures of informational technology. In this model, we included all business and informational technology aspects in employee's alignment context instead of focusing on just one aspect separately.

Management commitment:

In an organization with management that is committed to organization, decrease in absence, delay and displacement, organization performance will not happen and additionally employee's motivation significantly increase and employees are more satisfied and happy, and excellent goals of organization and personal aims are better accessible. (Norton and Kaplan, 2001).

Subdivision of telecommunication is as follow:

Informational technology:

This division is responsible for facilitating processes in all zones.

Network:

It means physical substructure of telecommunication network.

Human resource:

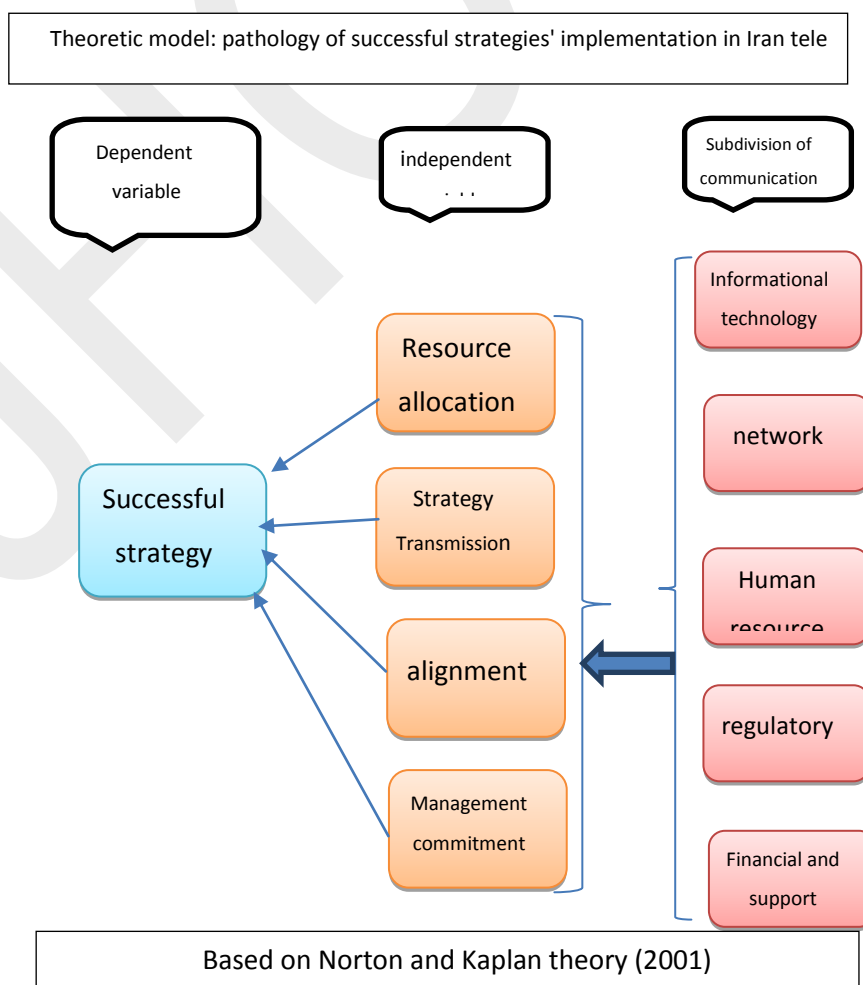
Development of human resource and education of employees

Regulatory and legal regulation formulation:

This division is supposed to regulate all required regulations related to the state and supervising organs and also make relation between other operators and providing tariffs and attention to legal issues.

Financial and support:

This division task is providing resources and allocating it to different areas based on defined projects. Accordingly theoretic mode of this research is as follow:



In this model variables of resource allocation, employee's alignment and management commitment are related to indexes of informational technology, network, human resource, regulatory and financial and support as independent variables thus relation of all factors is measured by one change strategy.

Materials and methods

This study is no experimental (descriptive) and it is correlational because author aimed at studying relation between variables and specify correlation rate and ratio of each subscales in criterion variable. This study is also periodic and aimed to be practical. According to collecting data method this study belong to survey studies.

Statistical population includes all Iran telecommunication employees among which high level and informed employees are goal of questionnaire. Statistical population including 383 employees was selected among all 40000 employees through Kukran formula. Stability coefficient of all questioner questions was calculated via Cronbach alpha which was 0.88.

Results

In order to measure hypothesis we used T test; accordingly we obtained following results by analysis of SPSS software version 22

Table 1: test of paired samples, t test of students

	Pair difference					T test	The degree of freedom	Significance level
	Mean	Standard deviation	Standard error mean	Possibility of 95% of difference				
				Lower	higher			
Resource allocation	-.032	1.121	.141	-.314	.251	-.225	168	.000
Management commitment	.302	1.240	.156	-.011	.614	1.931	168	.058
Employees alignment	.429	1.254	.158	.113	.744	2.714	168	.009
Strategy transmission	.365	1.465	.195	.147	.698	2.145	168	.000

Mean of resource allocation variable was -0.032, standards deviation was 1.121 and standard error mean was 0.141. With possibility of 95% of difference, minimum is -0.314 and maximum is 0.251. Value of t test is -0.225 with significance level of 0.000 which indicates this hypothesis was approved.

This result is compatible with Razmi et al studies. Razmi et al (2008) studied key factors of success in literature of planning systems of organization resources. Finally, 15 factor were selected which were placed in 5 schematic part: "project, view and goals, systems and process, culture and structures, human resources."

The mean of management commitment was 0.302, standard deviation was 1.240 and standard error mean was 0.156. With possibility of 95% of difference minimum was -0.011 and

maximum was 0.614. t test value was 1.931 with significance level of 0.58 indicated that this hypothesis is not approved.

Result of mentioned hypothesis is compatible with Hamdeh Faraji and Mohammad Khodi zadeh Nahari. Hamideh Faraji, and Mohammad Khodi zadeh Nahari (2012) performed a research titled as "providing a model for assessing rate of organizational precreation in accepting strategy of informational systems" generally concluded that successful implementation of informational systems in one organization needs superior management, effective planning, leadership, and continuous supervision and investment.

Test mean for employee's alignment is 0.429, standard deviation was 1.254 and standard error mean was 0.158. With possibility of 95% of difference minimum was 0.113 and maximum was 0.744. T test value was 2.714 with significance level of 0.009 indicated that this hypothesis was approved.

Result of this hypothesis is compatible with following research:

Seid Rahim Safavi Mir-Mahaleh, Mehadi Ajali Gheshlajooghi, Mohammad Mosa-Khani (2012) performed a research titled as "providing a model for measuring preparation rate of organization in context of knowledge management strategy" and they stated that based on final scores, informants and theorists were introduced as effective factors in preparation for knowledge management as follow:

- 1- Culture and organizational relations of employees
- 2- substructures
- 3- structure
- 4- change management , while arrangement of these factors in assessing Iran statistical center for preparation of knowledge management is as follow: 1-substructure 2- culture and employees organizational

Test mean for employee's alignment is 0.365, standard deviation was 1.465 and standard error mean was 0.195. With possibility of 95% of difference minimum was 0.147 and maximum was 0.698. T test value was 2.145 with significance level of 0.000

This hypothesis is compatible with Nasrin Dastranj Mamghani et al research; Nasrin Dastranj Mamghani, Peyman Akhavan, Fatemeh Saghafi (2011) performed a research titles as "investigating preparation rate of knowledge management execution in organizations based on effective factors on success of knowledge management strategy. Their results indicated that 12 effective factors on success of knowledge management were identified by professionals: knowledge guideline, manager's support, assessment and measuring performance, organizational structure, organizational learning, financial support, organization's culture, motivating organization employees, organizational relations, technical substructure, operation integration, and security.

Discussion

In Iran tele Communication Company, change and revolution is required for evolution of operational model of a company toward new outlook. This aim is possible by following guideline:

- 1- Formulating macro strategies of company in all aspects whether financial aspect, human resource, informational technology, network and relational substructures, governance, and regulation formulation
 - 2- Focus of all formulated strategy in different areas and their alignment and convergence
 - 3- Commitment of superior management and employees into formulated strategies
 - 4- Preparation of organization in order to providing change and their management
- And also three following factors are stated as indicators of change and revolution:

Infrastructural change: complicated key projects which improve performance and deal with substructure changes in a way that manage business.

Complexity:

- Improvement of a clear attitude and sharing it
- Considering problems that lead to integration of provincial companies in telecommunication immediately
- Be confident of effective decision making and effective allocation of authority into persons
- Be confident of employees commitment

In this respect after various studies we consider seven strategy area:

- 1- Stable growth and innovation
For instance: accessing to growth of composite growth rate is annually 16% fix and 27% mobile
- 2- Profitable company
For instance: margin of Ebitda 30% fix and 40% mobile in 2016
- 3- Fix and mobile synergy
For example: 70% of OPEX relation for 4 years
- 4- Regulation and acute governance
For instance: end of change and revolution during three years
- 5- Excellence of IT operation and network
99.5% accessibility of information system, 1% occurrence numbers for each fix customer, 99.6% accessibility of mobile network
- 6- Best experience of costumer
Mean score of recommendation to others: 70%
- 7- Employees in heart of organization development
50% participation rate and involvement of employees during one year

Interpretation of these seven areas in different organizational strategy is as follow. Considering that strategy in company level called as cooperate strategy, it is implied that some immense issues such as company operative model and type, orientation toward integration of sub-assembly will be determined. Moreover, a company formulate business horizon and required services and provide them for different market divisions, and the way of income gain through formulating business strategy which is called business strategy. The company is responsible for formulating different strategies and strategy group is subsequently responsible for alignment and convergent of formulated strategies.

For instance, group of formulating informational technology strategy must formulate in a way that all business aims and substructures of informational technology is accomplished. In human resource division, strategy formulation means preparation of all human resource capacity including education, attracting and improving qualities level of human resource. Clearly in all cases formulated strategy must cause to plan appropriate projects and executive plans.

Another point is that for supervision and measurement of alignment with formulated strategy we need to control tools such as BSC which help to achieve organization goals with indexing and cascade connection in order to move immediately based on formulated strategies. Accordingly following recommendations are suggested for creating and guiding successful strategies:

- Optimization and automation of processes with E-T-E

- Ordering all financial and operative information's, customers and.. and providing correct information to related people in required time
- Correct and underlying architectural plan of applicable plans, data and processes
- Underlying planning of organizational structure and IT processes
- Planning and creating managerial dashboard system
- Planning and implementation of model, structure and process aligning with IT
- Providing clear vision from costs and results and accomplishments of IT division and other divisions
- Using advantage of scale and restriction

References

Abolghasemi, Mohammad-Javad, (2002), " a step toward strategic planning of cultural development", conference of defects and strategies of cultural division, Tehran: ministry of culture and Islamic guidance"

Edwards et al, 2000, survey study: "action plan", translated by seid Mohammad Arabi and Davood Izadi, Tehran: cultural research office.

Acer David, (2006), "strategic management of market" translated by: safar zadeh, Hossein, Farhangi ali akbar, Khademi mehdi, published by: Payam poya: first edition

E,franco harison, 2005, " strategic control in superior managenr levels" translated by Gholam Hossain Nikookar, Tehran: Imam Hossain university.

Peter Loranzh, Micheal Scott Morton, Somantra Goushel, 2006, "strategic control", translated by seid Mohammad Arabi, Nohammad Hakak, Tehran: office of cultural researches

Javan Jafari, Ahmad, 2007, "application of strategy management system in global context", publication of car industry.

Hamidi Zadeh, Mohammad reza, 2003, strategic planning, Samt publication, second edition.

Desler Gray, 1999, human resource management, translated by Ali Parsaian and Seid Mohammad Arabi, Tehran: office of cultural researches

David Fred R, 2006, " "summary of strategic management, implications and results" translated by Vajhollah Ghorbani zadeh, Tehran: Baztab publication.

Saadat Esfandiar, 2011, management of human resource, Tehran: Noor and Andisheh

Soltani Tirani, Flora, 1999, "application of analysis in social science and behavioral science researches" Tehran center of government management"

Ali Ahmadi, Alireza and Ali Ahmadi, Hossein, 2004, principles of Islamic management, Tehran: publication of knowledge production

Ali Ahmadi Alireza, 2004, "studies of strategic management, Tehran, publication of knowledge production

Farhangi, Ali Akbar et al, 2007, "planning and stating control indexes in defensive strategic management", phd thesis, Tehran: university of national defense.

Constitution of republic Islamic of Iran acted in 1979 with amendments of 1989, general office of law and regulation of Islamic consultative assembly

Mazor Gelen Howard et al, 2009, "development and executon of strategies with strategic management approach" translated by Javan Jafari, Ahmad and Joushghani Zadeh, Morteza, publication of education and industrial research center of Iran, first edition.

Norton and Kaplan, 2004, strategy-based organization, translated by: Bakhtiari Parviz, publication: industrial management organization, first edition

C. Argyris. (1986), single-Loop and double-loop models in research on Decision making, Administrative Science quarterly, management control systems six Edition, Irwin, Homewood, Illinois, PP. 363 - 375.

David Ash. (1992), Strategic control: A problem Looking for a solution, IJSM (LRP) Vol. 25, No. 2, PP. 105 - 115.

David C. Band and Gerald scanlan. (1995), strategic control through core competencies IJSM (LRP) Vol. 28, ISSUE 2, PP. 92-102.

E. P. M. Gardener (1985), A system Approach to bank prudential Management and supervision the untie lionization and feed back control, Journal of management studies No. 22, PP. 1 - 24.

Frank E. Harrison. (1991), Strategic control at the C. E. O. Level, International Journal of strategic Management (Long Range planning) Vol. 24, No. 6, PP. 78 - 87. G. Schreyong and H. stein mann. (1987), Strategic control, A new Perspective Academy of management Review, No. 12, PP. 91 – 103.

Horvitz, J. h. (1979) Strategic control: A New Task for Management, (Long Range planning), (12) 3-2-7.

J. A Pearco and P.s.Robinson. (1988), Strategic management, strategic formulation and Implementation, Homewood III Rwin Publishing, p. 28.

L. D Alexnder. (1985), successfully implementing strategic Decisions. Long Range planning, No. 18, PP. 91 - 97.

Legge D. Baxebdale P. (2004), "The Strategic Control of an Ant-Based Routing System using Neural Net Q-Learning Agents" , Paper presented at the Fourth Symposium on Adaptive Agents and Multi-Agent Systems (AAMAS-4), at the AISB 2004 Convention, University of Leeds, UK, March 29th and 30th, 2004.

Lorange, Pand, D. Murphy. (1990), Consideration in Implementing strategic control. Journal of Business strategy. 4(4).

Paula van Veen-Dirks and Martin. (2002), Strategic control: Meshing critical success factor with the blanched score. IJSM (LRP) 35, PP. 407-427.

Roush and Bell (1987), Strategic control, a new perspective. Academy of management Review PP. 91 - 103.

Samuel C. Certo J Paul Peter. (1990), Strategic Management A focus on process, sing pour, P. 5.

Stephen Bangay and Michael. (1991), Creating a strategic control system, Goold (Long Range planning) Vol. 24, No. 3, PP.32 - 39.