An Analysis of Changeability Grounds in Iranian Public Organizations: A Case Study in the Cities of Lamerd and Mohr

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Abstract

The present research aims to develop a model and assess changeability grounds in public organizations. The statistical population includes public organizations in the cities of Lamerd and Mohr. The research includes three fundamental stages, each of which tries to answer a key question. To devise a proper model, we initially study the theoretical literature of change management and the resistance against change to determine the dimensions of changeability grounds (the first stage). Then, changeability grounds are analyzed using findings obtained from depth interviews (from a localized attitude) with thirty four middle-ranking managers, and the proposed model is presented (the second stage). In analyzing public organizations based on this model (the third stage) we used questionnaires to gather information from the statistical sample of two hundred ten subjects. The results indicated that changeability among public organizations is in a moderate level that is due to lack of communications and participation in decision-making, disproportion between changes and the related knowledge, and absence of in-service training.

Keywords:

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Introduction

Peter Drucker believes that change is the only unchanging and unavoidable principle in the world. In facing with changes, organizations would fail if they are not well-prepared (Hadgson, 2003), (Giangreco, 2002), (Saka, 2003). However, seven myths of change have raised managers' hope of success in implementing changes effectively (Jarett, 2004); nevertheless, implementing changes successfully would work miracles. Need for change to adapt to external events, and interest in predicting development and finding ways to achieve it necessitates implementing changes in organizations (Hadgson, 2003). Change can be analyzed in terms of content (how), background (internal and external environmental factors), process (stages) (Armenakis & Bedeian, 1999) and cause (why). Change has numerous infrastructures but the main one is human (Hadgson, 2003; Saka, 2003: 482) which is comprehensible through studying models, processes and experiences. Employees are always resistant to change which has many psychological, managerial, content and structural reasons (Hankok & Carr, 2006, p.548; Givel, 2010; Saka, 2003; Lunenburg, 2007; Raineri, 2009; Siegel, 2000; Wilmot, 1987; Almaraz, 1994). Grounds should be paved for any program for change relevant to cause, type and the selected process. Change grounds lead to its better implementation since employees' resistance to change and ineffective implementation of change programs result from not paving the way for it (Bovey & Hede, 2001). According to Osburn and Gilber (Samadi, 2001), in public organizations, due to huge emphasis on bureaucratic principles in administrative system, providing necessary grounds for successful implementation of change programs is facing serious challenges. Hence, with the aim of examining and analyzing changeability grounds and determining the extent of their realization in public organization, the present study addresses the following question throughout the interviews: What changeability grounds in public organizations can lead to successful implementation of change plans? And in the quantitative stage, we try to provide an answer to the second question: at what levels (high, middle, low) is the dominance of these grounds?

Methodology

The mixed-method research (a combination of qualitative and quantitative methods) is utilized to gather information. If proper qualitative and quantitative methods are utilized and the necessary harmony is established among research goals, data collection method and their analysis, apart from the measurable aspects, other aspects of these phenomena will be paid attention to (Bazargan Harandy, 2008, p. 22). Therefore, the present study includes the following three basic stages: the illustration of changeability grounds by delving into the research literature, depth interviews with the aim of presenting a research model, and the examination of changeability grounds in Lamerd and Mohr.

Illustrating changeability grounds by delving into the research literature

In illustrating changeability grounds by delving into the research literature the main question is: what are the organizational changeability grounds? To answer this question some famous articles are selected and examined; then, based on the references of these papers, the most referred-to articles are selected and studied, as well. More papers are selected and studied so that sufficient information is gathered and the concepts related to the management of change and resistance to it, are examined in different contexts.

Interview

In the depth interview stage the main question is: what are the organizational changeability grounds in Iran? In order to examine and devise a local model of changeability grounds, depth interviews with a localized orientation (Iranian-Islamic) are conducted first. Since there is no sustainable model for organizational changeability grounds (particularly in Iran) and previous models have mainly focused on employees' resistance, and change process (Iman, 2009, p. 331), it is necessary to conduct such a research. In this study, data is collected through depth interviews with middle-ranking managers of public organizations in Lamerd and Mohr (southern Fars). Since the main emphasis is on experience (Iman, 2009, p. 348), middle-ranking managers were selected as research statistical population because (1) they have received academic educations, (2) they have been appointed to their posts because of their experiences and the bureaucratic conditions of Iranian organizations, and (3) they play an

intermediary role between top managers and operational section, and understand changes more comprehensively. Middle-ranking managers were selected as the statistical society and snowball method was employed for sampling. A qualified middle-ranking manager was selected for interview and afterwards, he/she was asked to introduce an appropriate person for the next interview. Throughout the interviews, the most emphasis was on local (Islamic-Iranian) fields and great attempt was made to direct interviews toward them, and managers were also asked to express their opinions about them. To gather sufficient information, interviews were conducted with thirty four managers and their deputies, and when most answers were the same, interviews came to an end. Throughout the interviews, by the permission of the interviewees, a recorder was used to record the dialogues. In the analysis stage, in order to analyze the qualitative data, the researchers summarized the data (selecting, sorting and categorizing data, determining the main themes and patterns to summarize the statements, seeking different justifications for the data, selecting synonym statements and including them in broader categorization) and presented them (writing and preparing the report) (Khaki, 2005, p. 359; Marshall & Russman, 1998, p 157). Summarization was carried out through three stages: free coding (using a proper code for all findings of the interviews), centralized coding (finding the relationship between data and looking for their impacts on each other as well as categorizing and comparing the concepts to facilitate data extraction) and selective coding (discovering key information and the pivotal relationship among data). Throughout the analysis process, attempt was made to discover principal attitudes and similar ideas, and close comparisons were made to find out the connections between different categories and groups (Iman, 2009, p. 339). Understanding the reasons for each phenomenon and its consequences was the authors' main concern. Finally, the authors made notes of the relationship among data and their impacts on each other, and compared the research data.

Quantitative Assessment

The main question in the quantitative assessment is, at what levels are the local changeability grounds in Iran? To offer an answer to this question the quantitative assessment method is employed which is illustrated in Section 5.

Findings

Organizational changeability

Change is the optimization strategy of organization which was formulated in the late 1950s and early 1960s (Haji Amu Asar, 2008, p. 13). Organizational change is the transition of the organization from the status quo to a favorable state in order to enhance effectiveness (Lunenburg, 2010, p. 1). Gatto (2001) has defined change in terms of the following concepts: *courage*: risk-taking courage, questioning, challenge and meeting future needs; *have*: having proper understanding of oneself and the staff; *analysis*: analyzing general and specialized organizational knowledge; *need*: need to know, do research and spur development; *go*: going with emphasis on one's greatest strengths; *expectation*: determining expected results (Jafari & Hanifi, 2007). Organizational changeability is the strong determination of the organization to implement changes, which is not achieved except through *organizational readiness* (Cameron et al., 1993). To implement any changes, organizations need profound knowledge which the most important ones are model, planned change theories, the theory of systems, participation, empowerment, parallel learning structures, and applied behavioral sciences (Imani, Hassanluie & Pashaei, 2010, p. 7). Paving the ground in the organization is a requirement for implementing successful changes; to achieve such a state recognizing the causes, the type and process of the change that is going to occur, is a fundamental prerequisite. By studying the research literature extensively, we recognize change and facilitate change implementation.

Recognizing change

Finding cause: numerous causes have been revealed for change, the most important of which are the followings: change in goals and strategy, organizational search for more effectiveness survival, adapting to environmental changes, controlling issues and events, development and progress, pressures of the market and the law, obtaining competitive advantages, enhancing productivity and effectiveness, diversity in goals, using environmental advances, establishing an efficient and simple organizational structure, employees' creativity, efficiency in providing service, adapting to technology, labor market, economic changes, administrative and managerial processes, developing knowledge, and employees' problems (Lunenburg 2010, p 4; Almaraz, 1994).

Typology: Bulogun and Haily (1999) have divided changes into four types of compatible, evolutional, structural and revolutionary on the basis of being short-term or long-term and fundamental or non-fundamental. Based on being predictor and reactors, as well as being discontinuous and gradual, Nadler and Tushman (1999) have divided change into four types: reformative, compatible, regenerative and reorientating. In terms of impacts, change is divided into incremental or evolutional, transformational or fundamental, rapidly compatible and assembling (John Hays, 2005, p. 15). In another categorization, change is divided into two types of planned and unplanned (Khedmatgozar, 2010, p. 60).

Recognizing processes: Levin (1951) believes that success in the process of change requires three stages of departing from freezing, change, and stabilization (Garman and Ervin, 2010; Lonnquist et al., 2000, p. 560). Lipiet, Watson and Westly (1958) have extended Levin's three-stage model and divided its second stage into three sections: expounding or identifying the problem, finding alternative routes and identifying goals to follow, and finally turning the goals into practical attempts to change. Egun (1988) provided a model which includes three stages: the present scenario, favorable scenario and plans for implementing changes, and enacting the new scenario. Backhard and Harris (1987) have provided a three-stage model which includes the analysis of the current/future state of the organization, managing the change period, stabilizing and institutionalizing the change and, finally, creating new changes (Hays, 2005). Balagan and Hiley (1999) have introduced nine steps for the change process and called it *change flow diagram* which begins with rivals' assessment and ends with evaluating the change outcome (Nazari, 2009, p. 11). Hays and Hide (1998) introduced the seven steps of identifying change and need for it, starting change process, examining the status quo, planning, implementing and revising (Nazari, 2009, p 12). According to Dawson (1994), to change the three stages of conceptualization there is an urgent need for change, implementing change, and employing new methods, techniques and processes. Palmer's model suggests an approach to create need for change, develop outlook, stimulate employees' commitment, monitor progress, terminate change and finally strengthen pillars of change. Isabella's four-step model (1990) includes forecasting (receiving information), adapting (conceiving a change which is started), change peak (comparing results before and after change) and outcome (evaluating change results). Among

the most important change processes one can point out Judson's five-step (1991) and Kotter's eight-step (1995) models.

Facilitating change implementation

Developing an outlook: man is made through a complicated network of experiences either consciously or unconsciously (Cutcher, 2009, p. 175). Inappropriate understanding of the organizational outlook and the need for change made Mintzberg provide a fresh illuminating insight into the management of change by offering maps for change. (Menchca et al., 2002; Hadgson & Zaaiman 2003, pp 45 – 46). Burke and Litwin (1992) introduced level-systematic factors for change which include three levels of mission and strategy, policy and trend, and organizational structure (Garman & Ervin, 2010). By providing *evolutionary myth* model, Edkraft et al. (2008) found it necessary to create a strategic outlook to start change program (Adcroft et al., 2008, p. 45). Coming and Worley (2001) designed a model which includes development of outlook, motivation for change, massive political support, management of change process, and strengthening the change. By applying a strategic insight, employees try to find reasons for their efforts for making changes, which causes them to remain steadfast in facing with challenges of change (Hadgson & Zaaiman, 2003).

Cognitive and psychological support: based on Kubler Ross's model (1996) and Jaffe et al. (1994), employees' reaction to change may vary from denial to acceptance and commitment (Garman & Ervin, 2010). Due to psychological reasons such as fear of unknown plans, habit, threats of economic insecurity, dangers of social relationships, need for unknown changes, uncertainty, concern for losing power, authority, income, prestige and other individual assets in the organization, dependence, obligatory acceptance of changes, personality traits, self-respect, self-control, positive and negative adaptability (Garman & Ervin, 2010; Kaveh, 2006), distrust of managers in implementing changes successfully, awareness of current weaknesses in existing change, negative experiences (Cutcher, 2009, p. 277), concern over job insecurity, habit (Burns & Scapens, 2000), distrust of right performance of the system, getting accustomed to current conditions, disharmony, lack of cooperation, doing daily affairs and not understanding the need for change (Lunenburh, 2010), employees avoid implementing change programs and may display pro or anti change behavior. They may display hidden or clear, conscious or unconscious, and active or passive

resistance behavior. Therefore, ensuring that these changes do not lead to such consequences would facilitate change implementation (Bovey, Giangreeco & Peccei, 2005; Arkowitz, 2002; Giangreco, 2002, p. 20; Prakash, 2010, p. 105; Jermias, 2001, p. 143; Kotter & Schlesinger, 1979; Hede, 200). Kaveh (2006), Oreg (2006) and Piderit (2000) concluded that resistance has cognitive and effective aspects. Resistance to change has a multidimensional nature: firstly, how do individuals behave against change (behavioral aspect)? Secondly, what is their conception of change (cognitive aspect)? And how do they feel about change (effective aspect) (Garman & Ervin, 2010, p. 42). To understand the nature of resistance, Hall et al. devised the stage of concern model. They addressed change and resistance against change through a psychological perspective and regarded concern as a mental activity made up of different questions. Based on the stage of concern model, employees move through seven stages facing change: without any presumption, understanding the initial impact, seriousness of change, recognizing change nature, support of and self-efficiency towards change, collaboration, participation, and continuous improvement (Hall et al., 1986; Heller, 2003).

Enhancing knowledge and skill: one aspect of Edgar Hiatt's model (2006) and Prosci's maturity model is awareness of need for change, skills and necessary knowledge for change and progress, and compatibility with training-based changes (Prosci, 2006). In Lewis et al. 5D model, a precise definition of change, and need for change are deemed important. Employees' incapability to develop a mental concept of changes, unawareness of change results and inability to work with new methods are seen as the most important reasons for failure of changes. Inability to consider change as a knowledge creation process (Balogun & Jenkins, 2003; Menchaca et al., 2002) and trying to use all intellectual capital in organization are necessary factors (Lonnquist et al., 2009). Therefore, propagating "knowledge is power" in the structural hierarchies of organization, and willingness to experience new conditions and gain job promotion facilitate learning new things. (Lombard & Zaaiman, 2004, p. 8; Danowitz et al., 2009, p. 591).

The leadership role of the manager: Kurt Lewin believes that based on the concept of force field analysis, there are a set of change and change resistance forces for each change, and the main duty of a manager is to balance those (Paulsen et al., 2009Y Lunnenburg, 2010). The role of the change manager is to facilitate change in a rational framework. Team

work ability, communication skill, negotiation, attempt to achieve goals, not managing the organization through unchanging, predictable and imitative rules, concentration on goals, making necessary changes, engaging the staff actively, managing employees' mindset about past events (Lombard & Zaaiman, 2004, p 7; Paulsen et al., 2009; Saka, 2002, p 483), providing convincing reasons for the necessity of change, and understanding employees' ideas (Lonnquist et al., 2009; Cooper, 2009) are among the most important characteristics of change managers.

Appropriate communication and participation system: creating networked communicational systems to accelerate learning; effort to establish inter-sectional collaboration and harmony to create synergetic situations; establishing inter-sectional relations to facilitate participation and cooperation among organizations and employees to deal with the problems better, lack of changes in workplace, employment conditions and relations with employees, are all grounds for change (Lunenburg, 2010; Lombard, Zaaiman, 2004, p. 8; Cook, 2003; Balogun, Jenkins, 2003).

Compatible culture: the presence of institutions in organizations can support or prevent change in organizations since these institutions, without individuals' knowledge, act as a filter for organizational behavior and actions (Burns & Scapens, 2000). Employees resist changes when they deem behavioral patterns, values and new thinking styles resulting from changes contrary to the institutionalized type which Peter Senge calls *the fifth discipline* (Peter Senge, 2006; Balogun, Jenkins, 2003). The processes of determining individuals' identity at work continuously affect shaping, reforming, maintaining, enhancing and renewing organizational structure and can create a feeling of integration with, or difference from others. The more identity recognition is based on working processes, the more individuals' reactions move from a hidden to a clear state (Cutcher, 2009, p. 175; Lonnqvist et al., 2009; Menchaca et al., 2002; Beer & Nohria, 2000; Oxtoby et al., 2002). Therefore, based on a close examination of the research literature it can be claimed that the most important fields of changeability include: finding the causes of change (i.e. finding the causes, typology and discovering the processes of change) and facilitating its implementation (i.e. developing an outlook, cognitive/psychological support, knowledge and skill enhancement, manager's leadership role, proper communication and participation system, and compatible culture).

Findings of the interviews

The results of the analysis show that most managers and deputies consider what we mentioned in literature review section, as the key factors in implementing changes successfully. However, there are three concepts along with the previous ones: finding out sources of change (for understanding the plans of change), professionalism, and spiritual factors in the light of Islamic culture (for facilitating change execution). Below, based on the analysis of the interviews, three findings of cause and effect quality, strength quality and weakness quality are discussed.

Understanding changes

Realizing the need for change: the one who realizes the need for change, and highlights the necessity of executing change, can lead to success. When employees feel the need for change, they participate in training programs more efficiently (as far as need for change is rooted in accommodating managers' demands). Finding out the cause is a weakness or deficiency which necessitates the need for change; but realizing the need for change reveals awareness about the necessity of change which results from employees' analysis. Job promotion, inner willingness to learn, empathy, willingness to win fame and achieving personal goals, are among the most important stimulants of realizing employees' need for change.

Facilitating the execution of change

Staff professionalism: tendency to offer better services, commitment to serve clients better, willingness to have a good working personality and job commitment are among the most important aspects of employees' professionalism which lead to a better implementation of the plans of change.

Spirituality in the light of Islamic culture: acting in accordance to God's will in performing duties, feeling moral responsibility towards other people, earning money rightfully, moving towards scientific and spiritual perspectives of Vilayat Faqih, taking care of public assets and following Prophet's Hadith which reads "acquire knowledge from cradle to death" are the most important spiritual aspects of successful change in public organizations.

Additional qualitative findings

Cause and effect: (1) finding out the causes and processes and realizing the need for change, due to awareness about the nature of change, and acknowledging responsibility towards plans for change, would result in

understanding structures of knowledge and exercising skills, and would prevent psychological/cultural resistance; (2) developing an outlook by providing information and empowering employees lead to the institutionalization of changeability in them; for this purpose employees need to (i)specify the stages of change in their minds, (ii) realize the causes of change and the need for them, (iii) understand training programs better and make up mental structures of what they have learned and (iv) predict change typology easily and participate in this process; (3) due to willingness to get promotion, employees' professionalism prevents cultural resistance to changes and helps them to understand training structures; (4) spirituality in the light of Islamic culture prevents cultural and psychological resistance, underscores the need for change, and fosters trust in the organization; and (5) participation and communication lead to the release of training findings in a synergic environment, and facilitates information dissemination which influences the process of realizing need for new changes.

Strength: (1) tendency to have a dynamic organization (permanent changes); (2) emphasis on collective wisdom of employees (team work principle in implementing changes); (3) relation with God and accepting his supervision on human deeds (practical commitment to change); (4) paving the way for employees' scientific and executive growth (knowledge and skill in work); (5) managers' inner tendency towards charismatic traits and penetration into employees' hearts (managers' leadership role in change); (6) emphasis on creating a lively atmosphere in the organization (psychological support in implementing changes); (7) willingness to accept the rule of law (adapting change to internal environment); (8) following professional principles precisely (professionalism); (9) tendency to managers' contributive decision making (cognitive support); (10)feeling responsibility towards external environment and local people's financial situation; (11) following Islamic moral principles in organization.

Weakness: (1) the necessity of executing commands compulsorily (2) lack of a clear distinction between team work and employees' authorities; (3) exclusiveness of participatory decision-making to top and middle-ranking managers; (4) belief in the exclusiveness of training plans to top and middle-ranking managers; (5) instability in executing bureaucratic principles and acting on the basis of charismatic behavior; (6) belief in employees' inability in implementing new changes; and (7) managers' authority to make decisions about different issues.

The Proposed Model for Changeability Grounds

Based on a careful study of the research literature and interviews with middle-ranking managers of public organization in Lamerd and Mohr, an initial model for changeability grounds in public organizations was devised. To confirm their validity, the findings were submitted to twelve experts, including professors at public, Azad and Payame Noor universities, as well as senior managers in some public organizations. After making the necessary corrections, a model was proposed which is shown in Figure 1. It consists of five stages and the most important grounds for change are deemed to be in the stages of recognition, facilitation of implementation and change implementation. Realizing the processes, typology, and finding out the causes of change (in recognition stage), developing an outlook, knowledge, skill, compatible culture, psychological support, communication, participation and leadership (in the stage of facilitating change) are the common findings revealed both through the study of research literature and via interviews with middle-ranking managers. However, realizing the need for change (in the stage of change recognition), professionalism and spirituality (in the stage of facilitating change) are the results gained exclusively through interviews with middle-ranking managers. The instructions in change implementation stage are prepared by the authors of the paper, and are based the findings of the first and second stages of the research.
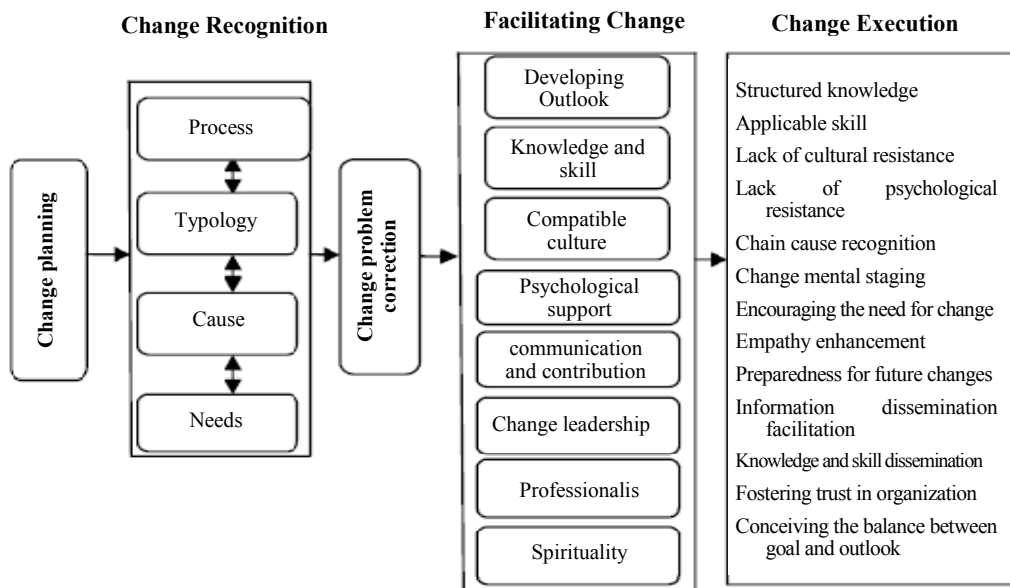
Change Recognition   **Facilitating Change**   **Change Execution**

Change planning	→	Process	→	Change problem correction	→	Developing Outlook	Structured knowledge
		Typology				Knowledge and skill	Applicable skill
		Cause				Compatible culture	Lack of cultural resistance
		Needs				Psychological support	Lack of psychological resistance

Change Recognition stages: Process, Typology, Cause, Needs

Facilitating Change: Developing Outlook, Knowledge and skill, Compatible culture, Psychological support, communication and contribution, Change leadership, Professionalis, Spirituality

Change Execution:
- Structured knowledge
- Applicable skill
- Lack of cultural resistance
- Lack of psychological resistance
- Chain cause recognition
- Change mental staging
- Encouraging the need for change
- Empathy enhancement
- Preparedness for future changes
- Information dissemination facilitation
- Knowledge and skill dissemination
- Fostering trust in organization
- Conceiving the balance between goal and outlook

Figure 1: A model for organizational changeability grounds

The Assessment of Changeability Grounds

To assess changeability grounds, the author studied public organizations in Lamerd and Mohr (southern Fars). Data collection method was a structured questionnaire whose validity was confirmed by five professors at public and Azad universities, as well as research authorities; to confirm the reliability of the questionnaire Chronbach alpha method was applied and 45 questionnaires were distributed. The initial Chronbach alpha was 0.675 but it was increased to 0.769 through a closer examination and by making some corrections. Research population included four hundred and sixty one employees at public organizations in Lamerd and Mohr. Since the variance of population was unclear, the author used Kirjesi and Morgan table to determine sample quantity. Two hundred ten subjects were determined by relative classification method (Khaki, 2009). Likert's five-scale range was used to answer the questions and respondents were asked to give their answers to each choice in $1-5$ scores. Data analysis was done by one-subject t test and SPSS software.

Data Analysis Results

Table 1: The results of analyzing change recognition plan variable

Realizing change plan	Average	Standard deviation	*t*	Freedom degree	Sig*
Realizing the process of change	2.22	0.420	-26.97	209	0.000
Change typology	2.55	0.328	-19.68	209	0.000
Finding out the causes of change	3.21	0.460	17.67	209	0.000
Realizing the need for change	3.94	0.377	10.25	209	0.000
Total average	2.98	0.184	-1.51	209	0.000

*Standard number is 3 and error level is less than 0.05.

The findings of the above table show that the highest average among change plan recognition items belong to realizing the need for change (3.94) and finding out the causes of change (3.21) which is higher than standard number 3; it is significant in error level 0.5 ($t = 10.25$ and sig $= 0.000$ for realizing the need for change and $t = 17.67$ and *sig* $= 0.000$ for finding out the causes of change). So, one can say that these two variables

are in desirable, plausible level. Also the lowest levels belong to change typology (2.55) and realizing the process of change (2.22) which are lower than average standard number (3) and are significant in error level of 0.5 (t = 19.68 and *sig* = 0.000 for change typology, and t = -26.97 and *sig* = 0.000 for finding out the causes of change). So, one can say that these two variables are in undesirable, implausible level. Overall, the total average of realizing the change plan (2.98) is less than standard number and is significant in error level of 0.5 (t = -1.51 and *sig* = 0.000). Therefore, public organizations are in undesirable, implausible state in terms of change plan recognition.

Table 2: The results of the analysis of change implementation facilitation variable

Change facilitation	Average	Standard deviation	t	Freedom degree	Sig*
Developing outlook	4.01	0.426	34.52	209	0.000
Skill and knowledge	2.27	0.452	-23.41	209	0.000
compatible culture	3.15	0.510	4.18	209	0.000
Psychological support	3.54	0.373	21.05	209	0.000
Participation and communication	2.63	0.359	-14.91	209	0.000
Manager's leadership role	2.71	0.412	-10.15	209	0.000
Professionalism	3.86	0.345	36.11	209	0.000
Islamic spirituality	4.12	0.530	30.68	209	0.000
Total average	3.28	0.190	21.29	209	0.000

*Standard number is 3 and error level is less than 0.05.

The findings of the above table show that the highest average among constituents which pave the way for change are, Islamic spirituality (4.21) developing outlook (4.12), professionalism (3.86), psychological support (3.54) and compatible culture (3.15), respectively, which are higher than standard number and are significant in error level of 0.5 (t = 30.68 and *sig* = 0.000 for Islamic spirituality; t = 34.52 and *sig* = 0.000 for developing outlook; t = 36.11 and *sig* = 0.000 for professionalism and t = 21.05 and *sig* = 0.000 for psychological support). So, we can claim that these variables are in desirable, plausible level. Also the lowest levels belong to manager's leadership role (2.71) followed by participation and communication (2.63), and knowledge and skill (2.27) which are lower than average standard

number and are significant in error level of 0.5 (t = -10.15 and sig = 0.000 for manager's leadership role; t = -14.91 and *sig* = 0.000 for participation and communication; and t = -23.41 and *sig* = 0.000 for knowledge and skill). So, one can say that these variables are in undesirable, implausible level. Overall, the total average of change implementation facilitation (3.28) is higher than standard number and is significant in error level of 0.5 (t = 21.29 and *sig* = 0.000). Therefore, public organizations are in a plausible state in terms of paving the way for change.

Discussion

The first goal of the present study is to recognize changeability grounds in public organizations in Lamerd and Mohr and provide a proper model. As its second goal, it tries to assess these grounds to understand the status quo. To meet the first aim, we closely studied the research literature and interviewed middle-ranking managers. To accomplish the second aim, quantitative assessment method and questionnaire were used. The results of the qualitative analysis confirmed the findings of the research literature. Additionally, professionalism and spirituality variables were added to change implementation facilitation and need for change recognition. Based on their experiences, over 97% of middle-ranking managers confirmed the above model as a local organizational changeability model in both cities, and assessed the current situation as "fairly good". Offering service to people in the light of Islamic-Iranian culture, and performing their professional duties (3.86 as average) are two important points highlighted in this study and underscored by middle-ranking managers. Harmony among the constituents of change and change facilitation is the common point in middle-ranking managers' responses. Although there were differences in some variables such as participation and communication, knowledge and skill, manager's leadership role and unawareness of change type and process, managers and employees had similar ideas regarding other items. According to managers, being responsible before God and avoiding illegitimate asset resulted in an average of 4.12 for Islamic spirituality factor. The authors of the present article believe that, what has caused employees to conceive and analyze change outlook (4.01 as the average) is their belief in Velayat Faqih and their efforts to put Iran's twenty-year development outlook into practice.

The results of the quantitative assessment of employees' responses about their experiences show that the change plan recognition average (2.98) is less than standard number and change execution facilitation average (3.28) is greater than it. Therefore, organizations are in an undesirable, implausible state in terms of realizing change plan and are in a desirable, plausible state in terms of change implementation facilitation. Employees' understanding of change typology and process recognition was low which, we believe, is due to lack of communication and participation. It is in the light of participation that employees are informed about the type and process of change in organization. Low score of manager's leadership role is due to lack of participation and communication, as well. Therefore, public organizations are facing two principal challenges in terms of changeability: lack of employees' participation in decision-making and not adapting change to relevant knowledge and in-service training.

Conclusion

The present study aims to offer answers to these questions: what are the grounds of changeability in public organizations of Lamerd and Mohr? And according to employees, how much have the changeability grounds been prepared in these organizations? To answer these questions analytical research method and interviews were utilized to understand the grounds and quantitative analysis was used to determine the degree of their fulfillment. The results of the interviews and the quantitative analysis are briefly discussed below.

Because of the bureaucratic nature of public organizations and employees' obligation to follow the hierarchical principles, employees unconsciously accept that, in establishing communications, they have to act in accordance with the set rules and regulations. This causal relationship is accepted on the basis of the fulfillment of the superego, because bureaucratic principles strengthen bureaucratic views and conventional thinking. Therefore, creativity and creative thought which are prerequisites for changeability are hidden in employees' minds.

Tendency towards professionalism is a sign of willingness of employees to carry out their duties properly. Change is a prerequisite for improvement, however, absence of a program which highlights the importance of change, leads to inability to implement changes and propose new changes.

In public organizations, there is no training program which encourages creativity and changeability; although employees show tendency towards creativity and are aware of the need for change, they lack the necessary knowledge or skills. Therefore, there must be a harmony between training programs for change and implementing it.

Commitment to work based on Islamic values and principles, is an asset which can be utilized by managers to build trust in the organization as the first step for innovation and changeability.

Managers have not been able to act as a leader and direct employees' energy towards creativity and organizational goals. Employees regard mangers as no more that organizers, and mostly believe that manager's decision cannot lead to the fulfillment of goals.

The most important problem with these organizations is their inability to pave the way for developing communication and cooperation on the basis of team work. The division of functions in organization, absence of a systematic outlook, absence of a dynamic communication system for performing duties, and paying little attention to participation and cooperation result in inefficiency of team work.

Employees have just learned to go to work in the morning, do some routine tasks and leave. They have no outlook of their own and when they are asked about their outlooks, they merely point out Iran's twenty-year development outlook, and know nothing about their role in the fulfillment of these goals.

The employees' positive aspect is their compatible culture and their willingness to implement change. They regard their inclination towards change, creativity and diversity as their inseparable characteristics, which managers can benefit from.

Recommendations

Based on our findings the following recommendations are made: 1. Engaging employees in organizational decision-makings for each training program. 2. Establishing a comprehensive communication system in the organization. 3. Developing knowledge about change through advertisements, internet, guide books and holding classes. 4. Holding in-service classes for teaching the necessary skills for each program. 5. Putting less emphasis on

bureaucratic principles. 6. Developing creativity and inclination towards innovation and changeability. 7. Enhancing professionalism. 8. Improving the leadership quality of the mangers. 9. Paving the way for group work. 10. Developing a strategic outlook on the basis of strategic organizational management. 11. Developing harmony between personal goals and organizational goals. 12. Supporting a local culture compatible with changes and organizational innovation.

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