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Assessment of Current and Desirable Situations in Application of Management Components of Post-Modern Changes (Case study: Ministry of Cooperative, Labor and Social Welfare)

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ABSTRACT

The theory of post-modern change management is one of the new theories replying shortcomings of other traditional and modern theories to deal with increasing and changing requirements of organizations and the entire society. Application rate of components of post-modern change management in managing system of Ministry of Cooperative, Labor and Social Welfare has been studied in this paper in two current and desirable situations. In many related texts while considering the literature of post-modern change management, these components are discussed as "creativity and innovation", "encouraging leadership based on theories of serving leader", "co-creation and management based on networks", "self-control" and "active organization". Descriptive-survey method is used in this paper to study the subject and all managers and directors of Ministry of Cooperative, Labor and Social Welfare in high, middle and executive levels in 2014 form statistical society of research. independent t-test and T- Hoteling statistical tests are used to analyze data. According to the observations, the t-test results indicated that all elements in the existing situations are below average; and in the desirable situation they are above average. In addition, the results of Hoteling t-test showed that, in the existing situation, the application degree of the element of Persuasion based on Servant Leadership has been the highest among all and the application degree of creativity element has been the lowest among all while the participants evaluated the desirability of self-control element over other elements. In general, the results suggest that Ministry of Cooperative, labor and Social Welfare, at present, enjoys a low degree of these elements and the situation is far from ideal.

Keywords: Current, Desirable Situations, Management Components.

1. Introduction

There is a wide global contest, labor force has become divergent, moral problems has been issued seriously and technology and information systems are developing quickly. Along with the increase in the speed of the changes and entering the information age, the nature of the jobs and work environment of the organizational members is changing as well. In order to help them to encounter such condition, organizations should apply knowledge to rethink and learn to preserve or promote their situation in this changing environment and they must change to a learner organization. In such environment, a phenomenal leadership is required that can preserve the organization from the damages caused by fundamental evolutions, since the present complicated and multidimensional problems are no longer resolvable with traditional methods of management. Today, managers must manage discontinuities and ambiguities, therefore they have to react at time, quickly and efficiently (Tarafdar et al. 2007). Subjects such as Globalization and the intensification of competitive pressures(Scarborough, 2000), emphasis on the clerk as institutional investors(Yu et.al, 2011), Multi-skilled employees in the organization (Sadat Hosseini and Khalili, 2011), Flat and flexible, network structures of organization with porous borders (Loksin et al, 2009; Attaran, 2003; Trott,2005), self-adjusted people in the organization, decentralized and quality control in the workplace (Piercy et. al, 2009), servant leader in the organization (Wang and Lestari, 2013), Participate in group work and decision-making incentives in organizations, organizational discussions with different arguments(Tanloet and Tuamsuk, 2011), Rapid changes in technology, the importance of information in society(Tanloet and Tuamsuk, 2011) are new strategy of management in the organizations in the current era. To adjust to the pace of change in today's workplace and leadership in future organizations, organization structure and management thinking must change. Organization problems cannot be solved with emphasis on the traditional methods (Tarafdar et al., 2007). Postmodern theory is one of the management theories in postmodern organization that discuss about management theories in the form of flexible. Postmodern approach in the management suggest an approach without border (Boje and Denhay, 2000). Factors such as planning, organization, command, direction and control replace with components like creativity, active organization, co-creating(MBN), persuading and self-control in the postmodern management (Rajaee por et al., 2009) post-modern organizations unlike the traditional organizations have organic and fluid structures (Robbins, 2007).postmodern helps to overcome on the problems of traditional organizations. Postmodern organizations encourage creativity, collaboration and diversion (Ilipinar et al., 2008). postmodern organization is a network of self-control teams with multiple centers that coordinate organizational behaviors based on circumstance (De Ridder et al., 2012; Layton and Muraven, 2014) various networks in postmodern organizations provide wide and multiple relations.(Zhou, 2010). Postmodern organizations check the different opinions, open the discussion doors and flow the new information (Barnes and Liao, 2012) postmodern organization welcomes the changes. members of the postmodern organizations encounter with each other based on the common understanding and mutual respect (Rajaee por et al., 2009)postmodern organizations have characteristics such as self-determination, dynamism, continuous improvement, teamwork, leadership, corporation leadership and diversion of thinking(Boje and Denhay, 2000). postmodern management is based on the creativity in designing(Sadat Hossienia and Khalilib, 2011), is based on the network in organization (Zhang et al, 2013), is based on the self-control in control and is based on the servant leadership in leadership (Guarnieri et al, 2013) is based on the synergistic in coordination (Wang and Lestari, 2013) postmodern management fail the assumptions of traditional management and suggest the power-knowledge discussions(Carter et al, 2009;Yu et al, 2011) managers propose their ideas in future

organizations. Restatement of comments and events provide context for managers that participate in reconstruction of social order and emphasis on the social connection (Johnston, 1991; Wang and Lestari, 2013).postmodern organization emphasis on the temporary relations between clerk and manager (Johnston, 1991) postmodern organizations assume as whole that do not separate the parts of organization. Multiple skills and self-designed networks are in postmodern organizations (Boje and Dennehy, 2000). In the postmodern world, human and social capital in the process of development and excellence in societies has become increasingly important. Based on this new approaches, management of large-scale communities such as improving productivity, strengthening human resources, attention to innovation, training and knowledge-based economy are undeniable necessities in developing countries. Ministry of cooperation, labor and social welfare is not exception of these changes. Ministry of cooperation, labor and social welfare is considered as appropriate motor for economic and social development that can be used to optimize the conditions of life, work, production and improving of the income levels and social status in the society(Ministry of Cooperatives, Labor and Social Welfare, 2014) Facilitation, mission-driven, forward-thinking, client-oriented, decentralized, competition-oriented, results-oriented, empowerment, rule of law, moral, justice and merit-based appointments are the characteristics of the Ministry of Cooperatives, Labor and Social Welfare. In our country, cohesion policy of ministry of cooperative, labor social welfare is a priority to achieve the goals and visions of the possible development of a sample community with use of academic ability of Committed and specialists managers. Postmodern will enable managers of cooperation, labor and social welfare to make more choices and facilitate an understanding of their environment (Ministry of Cooperatives, Labor and Social Welfare, 2014). In this study it is expected that the application of the executive elements of post-modern management, as one of the important pillars in the executive field of human resource management, in the modern and evolving and variable era, play a prominent role in the management of the Ministry of Cooperative, labor and Social Welfare .Therefore, the main objective of this study is to investigate the existing and desirable applications of post-modern elements of change management in the Ministry of Cooperative, labor and Social Welfare in the form of the elements such as innovation and creativity, active organizing, Persuasion based on Servant Leadership, co- creating and self-control.

2. Literature Review

In this paper, implementation and application of the elements of post-modern change management have been extracted through careful studying of the research literature. Creativity, active organizing, self-control, persuasion based on servant leadership and co-creating (management based on network) are considered as the main supporting factors of the research variables. Many elements of the questionnaire had been extracted from the main factors. In the following paragraph, we provide a brief exposition of the five elements; creativity, active organizing, self-control, persuasion based on servant leadership and co-creating (management based on network). According to the conducted investigations in resources and previous literature, specifying the following factors as the elements of post-modern change management can play a prominent role in applying and implementing this management effectively which the following points can be mentioned:

1-creativity: the acceptance of new ideas against organization guidelines(Tseng and Liu, 2011); willingness to the risks to explore new opportunities in the organization(Zampetakisa et al., 2010); the importance to the detail work in organization (Pandey and Sharma, 2009); the power of production of different ideas and new services in the organization(Litchfield et al. , 2013); power the patience in complex situation in the organization Power patience complex issues in terms of organization(Bicen et al., 2014); The ability to convert new ideas into practical projects in the organization (Moss et al., 2009);

Courage of managers in the organization;(Robinson, 2011);Enjoy of the complicated affairs in the organization (Lewicka, 2011);Ability to challenge new ways of doing of works in the organization (Roque Gomes, 2009) ;Autonomy of managers in the organization(Sadat Hossieni and Khalili, 2011).2-co-creation(management based on the network); team and think diversion in the organization(See-To and Ho, 2014); Communication and interaction with other sectors and organization (Lee et al., 2010);Sharing information and new ideas in the organization(Chow et al., 2013);Provide opportunities for others to empower subordinates in the organization(Gupta and Polonsky, 2014); Settlement of organization conflicts(Giest and Howlett, 2014); respect and Mutual understanding of others in the organization (Pauget and Wald, 2013);use of different reaons in the solving of organizatio peroblems (Bizzi and Langley, 2012);use of group incentives to solve the organization problems (Mingaleva et al., 2013).3-Self-control: time management in the organization(Gino et al., 2011);The ability to stop of the contrary behavioral tendencies in the organization(Tanloet and Tuamsuk, 2011);combination of the organizational and individual goals(Day et al., 2014);Tolerance of the presses due to changes in the organization(Duckworth and Kern, 2011); use of personal assumptions in the face of complex situations in the organization(Kostromina, 2013); organizational measurement based on the process(Yeow and Martin, 2013); use of temporary approaches in the organizational control (Converse *et al*., 2012).4-active organization: presentation of the decentralized decision in the organization(Lokshin et al, 2009); expression of the values in the organization structure (Trott, 2005); penetration in the organization through skill and expert(Erensal et al., 2010); replacement of the temporary relationships rather than long-term relationships in the organization(Prawitowati and Lutfi, 2011); presentation of the flexible and simple duties in the organization(Simon et al., 2010); Reinforce the differences and diversity in the organization(Appelbaum et al., 2010);replacement of the working groups instead of l hierarchialorganization(Mingaleva et al ., 2013);

Shorten the response time to problems in the organization (Probst et al., 2006); organizing around the process rather than tasks(Serrat, 2009); the establishment of the organizational suggestion (Young and Conboy, 2013).5- persuasion based on servant leader : presentation of the empathy in the oeganization (Taleb, 2010); presentation of the honesty in the organization (Van Vugt, 2012); flexible abbility in the organization(Van Dierendonck and Nuitjen, 2011); effective listening in the organization(Spears, 2010); Create a significant sense in the organization(Rego et al, 2014); growth of organization talents (Hunter et al., 2013); presentation of thr affection in the organization(Schaubroeck et al., 2011); presentation of the salute to others in the organization (Va organizationn Dierendonck and Nuitjen, 2011); humanism in the organization(Tuhfat Yoshida et al., 2013); identification of competencies in the organization (Liden et al., 2008); identification of competencies of the delegation in the organization(Van Dierendonck, 2011); participatory decision in the organization(Hu and Liden, 2011); presentation of the awareness behavior in the organization (Petterson et al., 2012); conceptualization in the organization (Day et al., 2014);equal behavior in the organization (Schaubroeck et al., 2011);pay attention to others in the organization(Rego et al., 2014); employee orientation in the organization(Sluss et al., 2012); decentralization in the organization(Sun et al., 2012) are as effective components in the implementing of postmodern management.

Research questions

According to the proposed discussions and careful investigations of theoretical principles, the following factors can be considered as the characteristics of post-modern change management:

Creativity and initiative, active organizing, persuasion based on servant leadership, co-creating and self-control.

With respect to this affair, the following questions are investigated in this research.

1- To what extent the approach of creativity and innovation in the management of the Ministry of labor and Social Affair is applied?
2- To what extent the approach of active organization the management of the Ministry of labor and Social Affair is applied?
3- To what extent the approach of persuasion based on servant leader in the management of the Ministry of labor and Social Affair is applied?
4- To what extent the approach of co-creating in the management of the Ministry of labor and Social Affair is applied?
5- To what extent the approach of self-control in the management of the Ministry of labor and Social Affair is applied?

Finally, and after examining the aforementioned questions, an investigation of the following question in the organizations will be conducted.

6- Is there any difference between existing elements and desirable elements of post-modern change management in the Ministry of labor and Social Affair?

3. Methodology

This is a descriptive-survey research and conducts an analysis about the opinions of the managers of the Ministry of Cooperation, Labor and Social Welfare on the application of the elements of post-modern change management. The statistic populations of this research were all the managers of the Ministry of Cooperation, labor and Social Welfare who were employed full-time by the Ministry of Cooperation, labor and Social Welfare, and included 423 people. In the sampling of population, 206 managers were selected by the stratified sampling method proportional to the sample volume; thus, three stratifications of senior, middle and operation managers were taken into consideration and a sample proportional to their volumes were calculated. Since this was a descriptive-survey research, the questionnaire was identified as a suitable measuring device. And a researcher-made questionnaire that included 59 closed-response questions in five-point Likert scale (from very high to very low) measured the five elements of post-modern management (persuasion based on servant leadership, creativity, self-control, co-creating and active organizing) in both existing and desirable statuses. The questions related to each element were set according to the theories from post-modern writers, especially (Boje and Danhy, 2000). To check the validity of the questionnaire, the first draft was provided for 12 experts at management science in the Ministry of labor and Social Affair. And after the corrections, the final version was drawn up. Cronbach's Alpha formula was adopted to determine the reliability of the questionnaire, and the coefficient of its reliability is estimated at 91 which have been significant at alpha level of 1%, and is indicative of high reliability of the measurement tool. The reliability of each of the elements has been separately estimated which are depicted respectively in the table below (Table 1).

Table 1: reliability of components

Reliability rate	Components of post modern management
0/85	Innovation
0/81	Persuasion based on servant leader
0/84	Self-control
0/80	Co-creation
0/88	Active organization

4. Finding

Based on the results, obtained from the descriptive statistics, 82.5% of the respondents were male and 17.5 percent of them were female. The average age of respondents was 46 years and the most frequent age category was 41-51. The youngest and the oldest are respectively 31 and 60 years old. The standard deviation, SD, of the age of the respondents is 3.6, which shows that the age distribution of the respondents is relatively high. The majority of respondents, with the highest frequency of 51.9%, had a master degree. The minority of respondents, with the lowest frequency of 1%, had a school degree. In term of management degree, about 51% were the members of senior management category, 31.5 % were the members of middle management and 17.5 % were the members of operational management. 57% of the respondents, as the highest frequency, had 10-20 years of service. Furthermore, the data from the questionnaire have been analyzed in two desirable and existing statuses. And the questions of the study are separately presented in the tables, numbers two to eight.

Table 2: Comparison of the components of the postmodern change management in the ministry of cooperation, labor and social welfare(comparison of current situation with standard situation)

T	Standard error	Standard deviation	Mean	Componenet
052/556	00353/0	05070/0	0358/1	Persuatsion based on servant leader
203/598	00331/0	04746/0	0221/1	Innovation
628/614	00321/0	04613/0	0247/1	Self-control
423/535	00369/0	05298/0	0237/1	Co-owner
591/533	00370/0	05304/0	0282/1	Active organization

According to table 2, the observed t of all elements of post-modern change management is smaller than critical value at the level of 5% error. Therefore, from the perspective of the managers, the application of the elements of post-modern change management at the existing status is below the average (table 2).

Table 3: comparison of the application of creativity in the ministry of cooperation, labor and social welfare in the current and ideal situation

P-Value	Df	t -test	Standard deviation	mean	Component
0/000	307/922	-824/979	0/04746	1/0221	Current situation
			0/09146	4/9545	ideal situation

Since the observed t has been at significant level, therefore, there is a significant difference between the existing and desirable statuses of the creativity element. This difference is indicative of the gap between the existing and desirable statuses of the element (table 3).

Table 4: comparison of the application of self-control in the ministry of cooperation, labor and social welfare in the current and ideal situation

P-Value	Df	t-test	Standard deviation	mean	Componenet
0/000	405/612	-824/979	0/04613	1/0247	Current situation
			0/05120	4/9859	ideal situation

Since the observed t has been at significant level, therefore, there is a significant difference between the existing and desirable statuses of the self-control element. This difference is indicative of the gap between the existing and desirable statuses of the element (table 4).

Table 5: comparison of the application of co-ownership in the ministry of cooperation, labor and social welfare in the current and ideal situation

P-Value	Df	t-test	Standard deviation	mean	Component
0/000	373/363	-625/312	0/05298	1/0237	Current situation
			0/07330	4/9639	ideal situation

Since the observed t has been at significant level, therefore, there is a significant difference between the existing and desirable statuses of the self-control element. This difference is indicative of the gap between the existing and desirable statuses of the element (table 5).

Table 6: comparison of the application of active organization in the ministry of cooperation, labor and social welfare in the current and ideal situation

P-Value	Df	t-test	Standard deviation	mean	Component
0/000	399/277	-690/948	0/05304	1/0282	Current situation
			0/06258	4/9772	ideal situation

Since the observed t has been at significant level, therefore, there is a significant difference between the existing and desirable statuses of the active organization element. This difference is indicative of the gap between the existing and desirable statuses of the element (table 6).

Table 7: comparison of the application persuasion based on servant leadership in the ministry of cooperation, labor and social welfare in the current and ideal situation

P-Value	Df	t-test	Standard deviation	mean	componenet
0/000	388/61	-556/052	0/05070	1/0358	Current situation
			0/06439	4/9495	ideal situation

Since the observed t has been at significant level, therefore, there is a significant difference between the existing and desirable statuses of the persuasion based on servant leadership element. This difference is indicative of the gap between the existing and desirable statuses of the element (table 7).

In order to draw a comparison between the existing status and desirable status of the application score of post-modern change management, Hotelling t-test was applied. The results of the test are presented in Table 8. Hotelling t-test specifies the difference between the applications of elements of post-modern change management in two present and desirable statuses among the three categories, senior and middle and operational management, in the Ministry of Cooperation, labor and Social Welfare.

Table 8: comparison of the application of the componenets of postmodern management from the perspective of managers in the ministry of cooperatives, labor and social welfare in the ministry of cooperation, labor and social welfare in the current and ideal situation

p-value	**F**	**Standard deviation**	**Mean**	**situation**	**component**
000/0	378291/264	0/04746	1/0221	current	Creativity
		0/09146	4/9545	ideal	
		0/05304	1/0282	current	organization
		0/06258	4/9772	ideal	
		0/04613	1/0247	current	Self-control
		0/05120	4/9859	ideal	
		0/05298	1/0237	current	Co-ownership
		0/07330	4/9639	ideal	
		0/05070	1/0358	current	Persuasion based on servant leader
		0/06439	4/9495	Ideal	

The data presented in Table 8 indicates that f observed at 0.01 is significant. There for, from the perspective of the managers of the Ministry of labor and Social Affair, the application of the elements of the post-modern management, in the management of the Ministry of labor and Social Affair, in the existing and desirable statues has not been identical. In the existing status, creativity element is the lowest average and the element of persuasion based on servant leadership is the highest average. In desirable status, self-control element is the highest average and the element of persuasion based on servant leadership is the lowest average (Table 8).

5. Discussion & Conclusion

The results indicate that, from the perspective of the managers of the Ministry of labor and Social Affair, the management of this ministry applies the elements of post-modern management (persuasion based on servant leadership, creativity, self-control, together-creating and active organizing) less than average. In addition, from the perspective of the managers, the desirability of applying these elements is more than average.

About the element of "creativity", the sample group believed that in the existing status, the option of" to enjoy the complicated affairs in the organization", with an average of 1.012, has been emphasized, by the management of the Ministry of labor and Social Affair, less than other options. In addition, they believed

that" to accept new ideas against organizational directives", with an averagel2 of 4.95 in the desirable status, has merited the most attention.

Tseng and Liu(2011);Robinson(2011); Bicen et al.,(2014);Seratt(2009); Zampetakisa et al.,(2010);Moss et al., (2009);Roque and Gomes(2009); Pandey and Sharma (2009) approve these results.

About the element of" persuasion based on servant leadership, the sample group believed that inattention to" loving in the organization", with an average of 1.05, is more highlighted than other options and the desirability of" to provide equal treatment in the organization", with an average of 4.83, has been shown more than other options. These results are indicative of the necessity to apply the theory of persuasion based on servant leadership. Authors like Taleb(2010) ; Sluss et al.,2011; Hu and Liden(2011);Schaubroeck et al., (2011) ; Spears (2010); Tuhfat Yoshida et al.,(2013); approve these results.

About the element of" self-control", the sample group believed that inattention to" integrating individual and organizational objectives", with an average of 1.14, is more highlighted that the other options. And the desirability of" accurate self-analysis and self-evaluation in the organization", with an average of 4.78, is more highlighted and evaluated than the other options. These results are indicative of the necessity to apply self-control element. Duckworth and Kern(2011); Kostromina(2013); Yeow and Martin (2013); Converse et al.,(2013); Tanloet and Tuamsuk (2011); Gino et al .,(2011) approve these results.

About the element of" co-creating" the item of" offering rewards and punishments by internal resources of the organization", with an average of 1.07, exists less than other options. And the desirability of" using multi-voices conversations and different kinds of reasoning in solving organizational issues" and" providing common perspectives, team-building and increasing intellectual diversity in the organization", with an average of 4.86, are evaluated more than other options. Mingaleva et al.,(2013); Bizzi and Langley(2013); Pauget and Wald(2013); Giest and Howlett(2014); Chow et al.,(2013) approve these results.

And finally, about the" active organizing", the results indicated that from the perspective of the managers," the manifestation of values and applications in the structure of the organization", with an average of 1.05, is less highlighted than the other options and also the desirability of" providing flexible and simple responsibilities in the organization", with an average of 4.78, is evaluated more that other options. Erensal et al.,(2010); Simon et al., ((2010); Loksin et al., (2009); Appelbaum et al.,(2010);Trott(2005); Young and Conboy(2013) approve these results.

Hence according to the results of the research, the following suggestions are offered to the managers of the Ministry of labor and Social Affair.

1. In order to raise motivation among the managers of the Ministry of Cooperation, labor and Social Welfare, they should be assigned challenging activities.
2. Innovations and inventions of the managers of the Ministry of Cooperation, labor and Social Welfare deserve to be recognized and appreciated.
3. To provide appropriate foundation to present ideas, innovations and inventions of the managers of the Ministry of Cooperation, labor and Social Welfare.
4. To provide an appropriate organization climate so that the managers of the Ministry of Cooperation, labor and Social Welfare should be able to propose their ideas and opinions without any concern and worry.
5. To boost increasingly the morale of studying and research among the managers of the Ministry of Cooperation, labor and Social Welfare.

6. In the analysis of the performance of the managers, self-evaluation of the managers of the Ministry of Cooperation, labor and Social Welfare should be emphasized.
7. The freedom of action and independence of the managers of the Ministry of Cooperation, labor and Social Welfare should be accumulatively encouraged.
8. To solve the affairs related to the manager, the cooperation and participation of the managers of the Ministry of Cooperation, labor and Social Welfare should be maximized.
9. The culture of discussion and discourse, among the managers of the Ministry of Cooperation, labor and Social Welfare should be promoted and encouraged.
10. The creativity of the managers of the Ministry of Cooperation, labor and Social Welfare should be increasingly appreciated.
11. Diverse and multiple sources of information and research, in the Ministry of Cooperation, labor and Social Welfare should expand; and getting access to it should be facilitated.
12. To boost increasingly the morale of studying and research among the managers of the Ministry of Cooperation, labor and Social Welfare.
13. In assigning the responsibilities to the managers, the creativity of the managers of the Ministry of Cooperation, labor and Social Welfare should be more emphasized.
14. Conducting collective projects among the managers of the Ministry of Cooperation, labor and Social Welfare should be encouraged.

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