

Study the Impact of Change Management on Neyshabour Municipality

Hasan Bakayian*

Islamic Azad University of Neyshabour, Islamic Republic of Iran

Abstract

Change management can be of varying scope. From continuous improvement, that involves small ongoing changes to existing processes, to radical and substantial change involving organizational strategy. Change management can be reactive or proactive. It can be instigated in reaction to something in an organizations external environment, for example, in the realms of economics, political legislation, or competition, or in reaction to something within the processes, structures, people and events of the organizations internal environment.

Neyshabour municipality is an urban administrative division having corporate status and powers of self-government or jurisdiction. The mayor is the head of this organization who were appointed by the city council.

The purpose of the study is thus to analyze the use of change management control systems as organizational change strategies in development, employing a change perspective on management control and it's Impact on Municipality of Neyshabour.

Keywords: Change management; Development; Human resource; Mayor; City council

Introduction

According to Handy's Understanding Organizations which wrote in 1976, described by publishers and commentators alike as a « landmark study» is equally valuable for the student of management and for the practicing manager. Among the subjects with which it deals are motivation, roles and interactions, leadership, power and influence, the workings of groups, and the culture of organizations.

Change management usually follows five steps recognition of a trigger indicating that change is needed; clarification of the end point, or "where we want to be", planning how to achieve the change; accomplishment of the transition; and maintenance to ensure the change is lasting. Change may threaten to move us out of our 'comfort zone', away from those things which we prefer and enjoy. We develop vested interests in the perpetuation of organization structures and accompanying technologies. Change can mean loss of power, prestige, respect, approval, status and security. The team assigned to perform the e-government project is a mixture of juniors and seniors programmers and analysts of CIO. The juniors are well related to the object orientation environment while the seniors are more related to the old fashion of line programming style. The seniors now, have to spend time to learn and implement the new tasks and procedures. It is totally new environment to them. In such a challenge, the seniors seemed losers. To help managers in their decision-making process in uncertain environments new techniques and theories are developed, one of them is the real option theory. This conceptual decision making framework is about to become a standard. The formal approach, originating with financial models, dealing with future uncertainty and the opportunities a firm can seize, is appealing for managers.

A three stages theory of change, commonly referred to as unfreeze, move to a new level or transition (change) and refreeze (Figure 1) and pointed out the actions taken by the organization (Table 1).

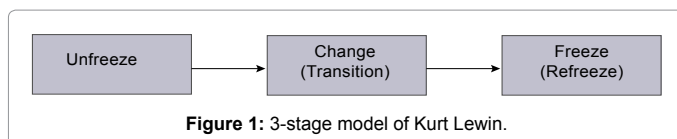


Figure 1: 3-stage model of Kurt Lewin.

In recent years, public service organizations across the globe have been engaged in strategies of institutional, organizational and managerial change in order to cope with increasing demands for greater financial accountability. On the whole, the aim of these changes is to overcome bureaucratic obstacles so that managers can use their limited resources more efficiently. Since information is the most important resource needed in the managing process, so, developing a comprehensive accounting information system fostered by the accruals introduction is necessary.

Summary of Studies Documenting Behavior Changes

Research on six important accounting changes has documented evidence consistent with changes in operating and financing activities following the accounting changes. For five of the six changes examined the findings were relative to a control sample of firms unaffected by the accounting change. In two studies where a self-selection correction was included the correction resulted in a larger effect rather than a smaller one. The primary focus of these papers has been on the existence of a change rather than on the reason for the change. The results in these papers suggest that these changes in behavior may be beneficial in some circumstances but undesirable in others.

Organizations are continuously under pressure to adapt to changing circumstances, such as changing client wishes, new policy developments, and the introduction of social media [1]. Swift adaptation to changing conditions has always been considered crucial for the survival of private-sector organizations. However, nowadays a critical public opinion and shrinking budgets pose threats to the survival of public organizations as well, which requires them to change rapidly and profoundly.

*Corresponding author: Hasan Bakayian, Islamic Azad University of Neyshabour, Islamic Republic of Iran, Tel: 00989151534469; E-mail: alimamhour@yahoo.com

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Stages	Proceedings
Stage 1: Unfreezing	Involves preparing the organization to accept that change is necessary, which disorders the existing status and to prepare the organization successfully, it is necessary to challenge the beliefs, values, attitudes and behaviour that are currently defined.
Stage 2: Change (Transition)	After the assurance of change acceptance by employees and dissatisfaction from the status quo, it is necessary to use the knowledge, attitude, behaviour and skills of specialists to solve the problems and after analysing the current situation, new process and structures must be placed at the macro level to lead to the desired improvements.
Stage 3: Refreezing	In this stage, we should be ensured that the new behaviour is relatively safe from regression. No doubt, this stage often requires changes to organizational culture, norms, policies and practices.

Table 1: Proceedings in Kurt Lewin's model.

Training and development: It is expected that employees who experience training and development opportunities report higher levels of proactive behavior. First, training opportunities may enhance employees' feeling of self-efficacy. A someone's judgment of "how well one can execute courses of action required to deal with prospective situations". By the same token, training possibilities may contribute to higher levels of control appraisal, defined as someone's feeling that one can actually influence work-related decisions. Lastly, training opportunities may stimulate feelings of responsibility for organizational success. Self-efficacy, control appraisal, and feelings of responsibility, in turn, result in proactive behavior. In a similar vein, we expect that training and development opportunities stimulate employee vitality, since self-efficacy, control appraisal, and feelings of responsibility.

Relationship between proactivity and vitality: Lastly, we expect proactivity and vitality to be positively related. Specifically, we hypothesize that proactive employees feel energized by observing the positive outcomes of their proactive behavior. Simultaneously, we expect that employees who experience higher levels of vitality are more likely to take action themselves to improve their work conditions or adjust to changing circumstances.

Connecting HRM and Change Management

Feedback from supervisors and co-workers. We analyzed perceived feedback by Wright's four-item scale. A sample item was "My last performance evaluation assisted me in improving my work". We removed the item "I receive useful evaluations of my strengths and weaknesses at work" to improve model fit.

Job autonomy: To measure job autonomy, we used the five-item scale. A sample item is "I have freedom to adopt my own approach to the job". The item "I have control over how quickly or slowly I work" was removed to improve model fit.

Participation in decision-making: We used five-item scale to tap participation in decision-making. A sample item was "I am able to influence the decisions made in my organization". We removed the item "I am given an opportunity to express my views before my supervisor makes a decision" to improve model fit.

Teamwork: Teamwork was tapped using the three-item scale. A sample item was "Members of my team are very willing to share information with other team members about our work". The item "Members of my team cooperate to get the work done" was removed to improve model fit.

Proactive behavior: Proactive behavior was measured using the seven-item self-initiative scale. A sample item was "Whenever there is a chance to be actively involved, I take it".

Vitality: In order to measure vitality, we used the five-item scale. A sample item was "I am full of positive energy when I am at work".

Control variables: We included the following control variables in our model: gender (male, female), age (ten categories, ranging from

25 years or younger, 26-30 years... to 61-65 years, and 66 years or older), highest obtained educational degree (seven categories, ranging from primary school to post academic), organizational unit, and two organizational dummies. Organizations, in the private sector but also increasingly in the public sector, are faced with rapidly changing conditions including budget cuts, altered client demands, and changing demographics. In order to cope with those changing conditions, organizations require their employees to be ready for organizational change. This study was innovative in two ways. First, we focused on the effects of HPWPs on active employee-outcomes in order to enhance readiness for organizational change, thereby connecting HRM with change management. Second, we analyzed perceived HPWPs instead of intended or actual HRM practices given that perceived HPWPs are often directly linked to performance. Our research showed that 1) job autonomy; 2) participation in decision-making, and 3) teamwork were positively related to proactivity and vitality, and hence likely facilitate employees to cope better with organizational change. In contrast, training and development as well as perceived feedback seemed unrelated to proactivity. Even if employees perceive sufficient training and constructive feedback, signals sent during training and feedback may (un)intentionally result in passive behavior. Hence, if one wants to enhance proactivity by means of training and feedback, one should think carefully about employees' interpretations.

Change management program in organizations are implemented based on different models like Lewin's model and similar ones. The crux of the program implies the strategic aspects, which can be approached from different perspectives. Change involves remolding an existing pattern of relations, work processes or structural configurations so as to make it more efficient and effective in relation to outcomes. Change has the nature of a double process in that it demands replacing an old system with a new system, which involves the identification of the old, and the substitution of the new forms. The heart of change management involves the organic processes that includes the individuals, dyadic relations, group configurations and the organization as a whole. The mechanic aspect of change refers to the hard aspect like technology, structural layers, etc. Whatever be the form of change like enriched teambuilding activities, horizontal structures, the introduction of new working hours or a new system of computation, the organic process constituted by the human factor hold the key to change management and they are the layers and the building blocks of change. Thus in any change management program, the individuals working in the organization are the kings of change and not the subjects of change management. The forms of change in an organization can be many. We may broadly classify the change forms into: structural, interpersonal and task-based. The structural form of change is introduced when the classical structures of organization prove to be ineffective and unviable, which is shown in unproductive outputs. The old bureaucratic or the tall structures follow the model of centralized authority and rigid chain of command, which renders the organizational life inflexible and separated from the organizational goals and individual growth tendencies. The interpersonal changes

involve rejuvenated and responsive work relations that make use of the human ingenuity. Impersonal and unrealistic pattern of interpersonal relations make the human activity dull and negative. In the task-based arena, the use of outdated technological methods hampers the realization of organizational goals, which then necessitates the change mode of operations.

Conceptual Framework of the Study: Need for a New Perspective

Change models prevalent and which are in vogue suggest different approaches to change. The three phases of Lewin's model account for change by unfreezing, changing and refreezing, which are assumed to take on automatic reaction among the participants consequent to the change efforts of the management. The model makes an over simplified view of change by suggesting that the three movement phases take place in a mechanistic way [2]. It is not easy and simple to unfreeze the learned habits and patterns of behavior required for organizational change. It requires a well thought out and deliberate effort on the part of the management and the consultant to bring about a fundamental shift in the work patterns of members, which cannot be assumed to be automatic and simple just as a machine changes its operations by reversing its movements. In the strict sense, unfreezing can mean 'making loose' or 'disentangling' the learned and expert behavior. Disentanglement is theoretically possible and can be accomplished on paper whereas in practice it is seldom possible. Unfreezing is an individual centered process that cannot be left to chance and without which change cannot be initiated. Action research model as a planned change intervention emphasizes cyclical processes of research and action. The very cyclic nature distances the change participants from the underlying purpose, objectives and ways. The iterative cyclical approach imparts a sense of automaticity and repetitiveness to an otherwise complex and multifaceted change program. The cyclical nature of research and action leaves behind vital and essential components of change thereby making the program half-completed, without much depth and substance. Moreover the action research program is highly problem centered and it may not extend to the entire gamut of organizational processes.

The microscopic approach projected in this model makes it a narrow focused activity with much duplication. The model is circular in nature in that assumptions lead to choices, which lead to commitments and actions, which again give rise to further assumptions, which are modified following reflections. The model presents a barren perspective because of the superficial way it takes in operationalizing the change processes. This cosmetic way of managing change does not go deep in understanding the idiosyncrasies involved in organizational change. The amorphous manner in which assumptions are made, making of choices, getting the commitments and bringing forward actions may not be in tune with the real dynamics that are operative in any change program that includes the complex network of processes and activities of individuals, groups and organization as a whole. Robertson et al. have proposed a model that clearly lacks depth and which excludes the micro variables of change. It has overlooked key and significant processes that contribute to change. In the macro conceptualization of change processes emphasizing social factors, physical setting, organizational arrangements and technology that give rise to individual behavior, the trees are missed for the forest. The way the individual behavior is evidenced is noteworthy. The individual behavior is given a central importance in the change program. However; the drawback is that individual behavior is considered to be a stagnant outcome. The dynamic individual behavior cannot directly result from the

manipulation of static variables like physical setting, or technology. Moreover in any meaningful change program, change has to begin from the individual. Individual behavior cannot always be the effect; instead it has to cause changes in other variables. The model cannot explain this frequent reversal. In the overview of change activities, Cummings and Worley [3] depict the importance of cognitive and affective components. These relate to creating a readiness for change, learning of the core ideology of the change program and the envisioned future. Roberto and Levesque [4] have analyzed the change process into four stages of chartering, learning, mobilizing and realigning. This is a model that integrates the change participants into the change stream. Unless the participants wholly and meaningfully get immersed in the change stream, the change program will not accomplish the purpose. Change stream implies the whole gamut of change from the start with the crystallization and assimilation of the objectives and goals, the midway of getting to know the nitty-gritty of change and the end with the conclusive accomplishments. Chartering is the process in which the purpose, scope and the way people will work with one another are clarified. Learning is the stage of specifying the way managers develop, test, and refine ideas through experimentation. In the stage of mobilization of resources, commitment to the project is obtained by the use of symbolism, metaphors, forceful stories and anecdotes to engage hearts as well minds of the participants. The model has a perfect blend of both the content and processes factors of change, in which content refers to what of change and process refers to how the change. The DICE model of change put forward by Sirkrin et al. [5] explicates the Duration required for change (D) Performance Integrity (I), the abilities and skills of the members to complete the change initiative on time, that is the Commitment expressed (C) by the management and employees towards change and Effort (E), the extra effort required to bring about change. The change models so far considered may be further differentiated on the basis of two general factors: the content and the process dynamics involved in any planned change program. The content of change represents the intended components of the to be introduced program or that becomes the subject of change and the content varies from time to time. For example in a customer relationship change management program, the contents represent the novel way of managing the customers. The process aspects represents the how of change, that is how can the customer relationship executives be inducted into the change plan or how can they be encouraged to embrace the change program. The contents are imported from outside whereas the process aspects are to be nurtured and built up within the organization keeping in view the overall purpose of the plan.

Emergence of the New Perspectives

The content and the process dynamics, the two significant variables that can be identified in the change models and in the process of change management, when plotted result in four different ways of understanding the change. The Figure 1 shows these four ways of conceptualizing and implementing change in any organization. Accordingly in the situation of low contents and low processes, the change perspective that we get is the Cosmetic model. In this model change is introduced for the sake of change and no effortful plan in any of the realms of cognition, affectivity, motivation or behaviors are planned. And the contents are loaded to the minimum implying that the quantum and the magnitude of change are limited to certain peripheral, non-significant organizational activities. In the Instruction-based model, high amount of content marks the change mode land no attempt is made to activate the quadruple. In this content loaded plan, change takes place at random and in an unsystematic manner

without the quadruple inputs. For example, changes may be initiated via the medium of lectures and conferences. Transactional model (high amount of processes and low amount of contents) underlines the greater readiness and preparation to initiate change. The participants undertake (and not to undergo) certain change characteristics, which means that he does not change. The fanfare that surrounds the change program is not accompanied by corresponding loaded contents. The transformative change denotes that change participants embrace and imbibe change in the deepest way possible. The heart and the essence of the change is that which he does not miss in the implementation program. The participant undergoes change and more significantly he has changed to the tune of the entire change event.

The Diamond Model: An Approach from within

In these approaches of change management, whether structural, interpersonal or task-based, the underlying principle of change management is the individual(s), the microvariable that always has macro significance considering the fact that change is always pervasive and the organic processes form the root of change. As such the affective, motivational, cognitive and the behavioral components become the essential process of change [6]. The significance of the diamond model stems from the fact that change from without (structural, interpersonal, technological or taskbased) stems from change from within. The diamond in the dynamic configuration of the four key variables -the contents- and the individual related processes of change. The diamond model has a total of four interrelated variables, which are called the content factors here. Task related change involves new forms of work, work redesign, combination of work and anything that has innovative and productive value in the work performance. Structural changes can be in the coordination and control mechanisms of the organizational activities. The vertical horizontal and lateral relations may be the subject of change introduced in the whole organization. The technological up gradation can be in the hard or soft form. Hard form technology implies the introduction of heavy machines and its use in the manufacturing and related processes. Soft form technology related to office/paperwork requires the readiness or the psychological set at the cognitive level, whereas the hard form technology demands behavioral/ physical (psychomotor) flexibility. People-related changes are at the levels of communication, leadership, decision-making, worker participation and the overall interpersonal relations in the organization. People-focused change demands thorough patience and cooperation from the employees. The old and deeply entrenched habits are to be unfrozen and the futility brought out. In their place new and effective behavioral acts are to be refrozen or substituted so as to establish a new dynamism in the interpersonal arena of organizational life. These changes are hard to come by because of the individual and collective resistance. The individual specific cognitive, affective, motivational and behavioral processes hold the key to effect change on a wider plane of organizational activities. These processes are so crucial that change can be navigated by activating them so as to break all the hurdles of change.

Cognitive Process of Change Management

Understanding what goes on inside a manager's mind has generally been avoided because managerial beliefs cannot be observed, touched, photographed, verified or quantified [7]. In the diamond model, cognitive aspect emphasizes the process of knowing and generation of knowledge and information. Cognitive structures characterized by the activities of interpretation, belief systems, schema, reasoning, thinking, memory and related processes are thus the *first change agents* even

though they are invisible and can only be inferred. A powerful cognitive structure identified as the base of cognitive restructuring is the mental model. Within the organizational behavior and development literature, organizational changes that attempt to alter these mental models are defined by a number of terms including organizational transformation and double loop learning [8] and cognitive restructuring program. To be successful, change management programs often require radical changes in how members perceive and think, that lead to the generation of new schema and consequent action. Mental models are the images, assumptions and stories, which we carry in our minds [9] or individual theories-in-use determine what individuals see and shape how they act [10]. Each mental model represents a possibility, constructed from perception, imagination, or comprehension [11] and they provide a unified account of deductive, probabilistic and modal reasoning. Cognitive scientists have studied mental models as to how models engender thoughts and inferences [11]. Mental models are thus psychological representations of real, hypothetical or imaginary situations and these models of reality are put to use to anticipate events, to reason and to underlie explanation. It is in the context of the mental model that the change management program is to be understood. All the mental models have a few key characteristics [11] whether of the change participant or of the change consultant. And they are: mental models include what a person thinks is true, mental model are similar in structure to the thing or concept they represent and it allows a person to predict the results of the actions. Thus the mental models of a change participant are to represent the change situation that enables him to execute the change programs more in accordance with his 'internal picture' that are to be produced by educative and participative strategies. Argyris and Schon [10] argue that the cognitive representations can have two dimensions: espoused theories are public explanations of what people say they use in choosing their behaviors and theories in use (the theory behind people's actions) are what people most often do. When espoused theories prepare the groundwork for future actions, the theories-in-use actually determine what the actions to be made are. Thus to be effective the change management programs are to follow the theories-in-use, which are to be scaled and put into change management programs.

Behavioral Components

Behavior follows cognition and in the change management context, to effect structural, interpersonal, technology based or task-based changes. Behavioral components or behavioral processes [12] in the change management program involves the acquisition, development and maintenance of an array of behavioral patterns that represent, in almost all the cases, the desired forms of behavior that substitute the old form of behavior. The repertoire of behaviors of change program may be understood in the following dimensions: reactivity-proactivity; inhibition-flexibility; passivity activity; simple-complex; withdrawal-enactment; non-controlled-self-regulated patterns of behavior. For the successful accomplishment of the change program, the response pattern of subjects are to be transformed from the 'old' to the 'new' patterns. A reactive behavior corresponds to an automatic form wherein the wholesome nature of the behavior is lost. It means that the behavior is not always targeted and specific to the situation. The automatic reflexive form of behavior takes the precedence in the reactive mode whereas anticipation, foresight and planning rules the proactive form of behavior. In behavioral inhibition, the participant fails to learn new forms of behavior and if not regression to the old patterns of behavioral sequences, the participant continues to maintain the same pattern of behaviors. In behavioral flexibility the change

participant is to enact newly learned simple and complex patterns of behavior. Along with the readiness to engage in complex behaviors, the flexible mode quickens the change management program. Passivity-activity dichotomy of behavioral acts embodies the low energisation and the high energisation components, respectively. In the passive mode the participant is rather hesitant and indifferent to act whereas in the active mode, change programs are quickly translated into action. In the simple realm, a series of limited responses, acts and behaviors are to be enacted and in the complex realm, different layers of behaviors are to be enacted either in batches or in distributive forms. In the arena of complex change management, sequences of interlinked behaviors are to be rendered so as to conform to the scheme of change management. Subramanian [13] has differentiated four modes of managerial action: radical mode of action (personal action taken by an individual to balance his concern for needs and objects with concerns for the needs and objectives of others), centric mode of action (individual gives priority to his needs and objectives and subordinate the needs and objectives of the group as a whole and of others with whom he works), rational mode (personal action taken to accomplish predetermined objectives) and spontaneous mode (an intuitive action to accomplish the desired objectives). Sarasvathy [14] has differentiated between a causative mode of action and an effectual one. In causative action the ends guide the behavioral sequences and in effectuation the means dominate the behavioral acts. Thus in causation the effects are given and the means are fashioned to that effect whereas in effectuation the means are given and the different effects are created from that means. Yet another classification of action pertains to reasoned action and goal directed action. In reasoned action, the individual employs the intellectual resources at hand to accomplish the planned objectives. In goal-directed action, the motivational and emotional processes contribute to the action mode. In other words intelligent design overrules the reasoned action and the satisfaction ring revolves around the goal-directed action. In another classification of change action, responsibility and authority forms the nature of participant's behavior. In delegated action the members are to follow the procedure suggested/imposed by the change agents and they are not to have much discretion in the manner of participating in the change program. In the participatory mode, the modus operandi of change management is decided upon by the consent of all the participants so as to make it self-directed and integrated.

Emotional Dynamics

Emotions are viewed as specific reactions to events [15] and there is general agreement that emotion consists of three distinct aspects: physiological arousal, emotional expression and emotional experiences of which emotional experience is the most explored but the least understood aspect of emotion because we do not know how emotional experiences are created [16]. Emotional experience is composed of the interrelated physiologically aroused state and the psychological process that are related to the personality and the cognitive process of the person. According to Fernandez-Dols and Russell [17], cognitive appraisal provides an explanation for similar or specific situational factors and individual differences that elicit different forms of emotional experiences. The link between the physiological arousal and the emotional experience is thus mediated by the cognitive process activities that channel the nature of emotional experience. Emotional experience is an integral part of intelligence in that emotionally relevant information is processed in an adaptive way [18]. In the domain of emotional experience, the nature, quality and the intensity of emotions have significance of organizational

nature in explaining the change management program. Organisational gains are linked with pleasant feelings of the participants in which pleasantness and unpleasantness are understood to be a dimension of emotion along with the dimension of positive and negative emotions [19]. But the ways these emotions are elicited and managed differ from individual to individual or from one change context to another change context. There are empirical evidences supporting the role of emotional intelligence in organizational and social behavior [20]. EI has emerged as a potential new construct for explaining behavioral variance not accounted for by traditional measures of general academic intelligence or personality [21]. We find two distinct models of emotional intelligence: ability model and the mixed model. The mixed model is associated with Goleman and it is a broader and more inclusive description of emotional intelligence and the ability model of Salovey and Mayer provides a more restrictive description of EI [22]. Mixed model comprises a mixture of cognitive and non-cognitive traits or personality traits and behavioral preferences, while the ability model is more in the line of traditional measures of intellectual intelligence [20]. EI as conceptualized by Mayer and Salovey consists of four interrelated abilities: perceiving emotions, using emotions to facilitate thoughts, understanding emotions and managing emotions to enhance personal growth [23]. Cognitive psychologists believe that it is useful to distinguish between strategic and automatic processes with the latter being relatively independent of conscious intent or effort whereas the former involves willful actions and deliberations [24] so as to manage and control emotions in the successful accomplishment of the change management program. In the full blown emotional intelligence process, it is the predominance of the strategic and conscious processes that activate the change efforts. Individuals whose emotional dynamics are characterized by low intelligence ability exhibit automatic and non-conscious efforts in their emotional life. High resistance shown by members is symptomatic of automaticity in emotions whereas low emotional resistance implies strategic efforts.

Motivational Processes

Motivation as the energized behavior has the components of the pull of incentives from the external world and the push of driving forces that move the individual towards some meaningful and relevant goals. The motivational mechanism explained by the deficiency felt at the psychological level involves a constant tension or urge to do an act that reduces the drive which becomes cyclical. The sources of motivation thus can originate from some inborn urge or acquired drive like the need to excel in a change program. In the causation of motivational forces, valence, instrumentality and expectancy theory predicts that positive outcomes operate in the sophisticated way [25]. The expectation of obtaining favorable outcomes following the change program increases the motivation of participants to initiate change. An important prediction of expectancy theory is that harder the goal the higher the performance and force to exert performance is also higher for the hard goal than for the easy goal [26]. Related to the greater force exerted for higher goal, we have commitment of the participant in the change program that indicates the motivational nature. Commitment is presented as a significant energizing force for motivational behavior [27]. Commitment as a psychological construct implies the investment of effort and resources to a designated task. Moreover feelings of relatedness toward work colleagues and feelings of competence jointly and positively affect the change motivation [28].

Building the Groundwork of the Change Process

The quadruple forces identified denote the most significant

mediators of the process of change. For proper realization of the change program, the organizational members must be ready for change, behaviorally, affectively, motivationally and cognitively. The absence of readiness on the part of members to embrace change leads to change failure in the medium term and the long term. The psychological processes comprising the three streams of cognition, affectivity, motivation and behavior make up the mosaic of the change program. It is this arena that creates the positive inclination and willingness to embrace change as it is introduced in the task, structure, technology and people realms of the organization. Since change can be conceived at the individual, group and the organization levels we may identify the working of the quadruple forces as to generate greater insights and to make the change program truly effective. Table 1 show how the quadruple forces are unraveled in the management of change.

Neyshabour

Neyshabour city is located at the southwestern foot of Mount Binalud in north central Razavi Khorasan Province, Iran. The municipality of Neyshabour city is usually an urban administrative division having corporate status and powers of self-government or jurisdiction. The term municipality is also used to mean the governing, ruling body of a municipality. Neyshabour city is a general-purpose administrative subdivision, as opposed to a special-purpose district.

The Municipality of Neyshabour City

The municipality of Neyshabour city pointed to the agreement which will pave the ground for collaboration between the two metropolises especially the banks of the two cities and also expressed mutual investments can enhance the quality of life in the cities in coming years.

The Ideals of the Prospect of the Long Term Development of the City of Neyshabour: The Prospect of the Long Term Development of the City of Neyshabour, which is the desirable appearance of the city in the horizon of a plan and a promise for the sustainable development of Neyshabour, is in harmony with the 20-year outlook of the country and it is based upon the following ideals:

1. Neyshabour; a city with the Iranian - Islamic genuineness and identity (a city that is organized for the growth and exaltation of humans and pure life).
2. Neyshabour; a knowledge-based, intelligent, and global city.
3. Neyshabour; a lush green and beautiful, fresh and lively city with diverse and vast public spaces.
4. Neyshabour; a safe city resistant to all damages and secure against the dangers and accidents.
5. Neyshabour; a sustainable and integrated city with a structure suitable for residence, work, and recreation.
6. Neyshabour; a city without traffic jams and with welfare and proper infrastructures, together with the lessening of inequalities, and the justly provision of all citizenship rights.

Guidelines for the Development of City of Neyshabour (17 Items)

1. Optimizing and preserving the limits and preventing the expansion of the city in any form;
2. Optimizing and preserving the limits of Neyshabour;
3. Promoting the role and status of the City of Neyshabour at the national, trans-national, and regional levels;

4. Social development and optimization of the housing of the population;
5. Economic development and flourishing of activities in the City of Neyshabour;
6. Improving the condition of the connection networks and the transportation system and traffic;
7. Protecting the environment;
8. Making it safe against natural disasters (earthquake, flood);
9. Improving the system of crisis management and bettering the quality of the passive defense of the city of Neyshabour;
10. Providing the required water, developing and equipping water and sewage facilities of Neyshabour, and renovating the river banks and river beds;
11. Improving and bettering the physical condition and organization of City of Neyshabour (spatial organization of the city);
12. Improving the quality of the efficiency of the urban space through determining the land use method and optimizing constructional activities;
13. Active revival and preservation of the natural, cultural, and historical heritage of the City of Neyshabour;
14. Optimizing and improving the identity of the appearance and the urban landscape of Neyshabour in order to revive the Iranian - Islamic architecture and urban construction;
15. Expanding green, public, recreational, and tourist spaces;
16. Meeting the needs and improving the urban services of Neyshabour;
17. Improving, renovating, and rebuilding the old textures of City of Neyshabour.

In order to realize the comprehensive plan for the city of Neyshabour, the planners have taken into consideration the following:

1. Economic and urban management policies.
 2. Legal system and constructional modifications (related to the government and parliament).
 3. Conditions for realization (related to the Judiciary System)
- Among the most important strategic projects of Neyshabour, which have been carried out or are being carried out, mention can be made of the following:

Comprehensive Cultural Plan of Neyshabour: In this plan, at first the cultural outlook of Neyshabour in the fields of "Neyshabour, a cultural city", "cultured citizen", and "management of culture" was devised. Then the qualitative objectives, methods, and cultural policies of the city management were compiled in the following ten sections:

1. Religious and national identity.
2. Ceremonies and occasions.
3. Quran and Islamic knowledge.
4. Culture of self-sacrifice and martyrdom.
5. Religious and training places.
6. Free time.

7. Tourism.
8. Book and book-reading.
9. Visual identity.
10. Information giving.

Comprehensive Plan for Transportation and Traffic: It has been devised through the interaction between organizations and bodies related to this field. The main objective of the implementation of this plan is to improve and develop the public transportation network of Neyshabour by utilising various systems including the bus, taxi, and tram.

Rapid Response Plan 137: This plan is inspired by the revolutionary spirit of the urban managers and is carried out to rapidly respond to the visible problems and shortages of the city's neighborhoods. It aims at the realization of justice and the Municipality's objectives with regard to the expansion of service provision for the citizens.

Mechanization of Urban Services Plan: The objective of the implementation of this plan is to do the urban services activities such as collecting and transporting rubbish and cleaning the city's streets and lanes by using modern machinery and the up-to-date technology of the world.

Plan to Develop and Complete the Motorway Network: It includes studying and constructing freeways and highways needed by the City of Neyshabour according to the Comprehensive Plan in the three sections motorways, flyovers and bridges, and urban intelligent tunnels.

Comprehensive Plan for Digging and Building Common Service Canals: It deals with coordination in digging occasions among the various water, electricity, telecommunications, gas and other sectors and creating common tunnels and canals for the urban facilities. In order to facilitate the pedestrians crossing the motorways and streets, to make smooth the vehicles' movement in the streets, and to create more safety for the pedestrians and drivers.

Plan to Construct Canals to Direct and Collect the Surface Water in the City of Neyshabour: Collecting water caused by rainfall and the surface waters of Tehran, and directing them downstream in order to control flood and the flooding of the streets, and recycling the collected water for industrial and agricultural uses.

Plan to Renovate Old Textures: Renovating, securing, and strengthening old and dense neighborhoods and buildings of the city and improving the quality of the houses of the citizens living in poor neighborhoods, and reviving and organizing the old neighborhoods of the city.

Comprehensive Plan for Crisis Management: Considering the position of Neyshabour on the faults lines which are prone to earthquakes and other natural conditions, City of Neyshabour is always exposed to danger and crisis. In order to reduce the impact of the natural disasters and crises, the Municipality of Neyshabour with the cooperation of the related organizations has compiled and adopted the said plan, and has formed a headquarters for its implementation. The duties and authorities of the crisis management headquarters in the districts are as follow: Carrying out the policies of the Crisis Management Headquarters and Organization of the City of Neyshabour; providing district plans for the crisis management in the framework of the general plan for the crisis management of the City of Neyshabour and sending one copy of it to the headquarters to be studied and adopted; becoming prepared and doing the necessary actions to deal with the crisis at the

district level before and after the occurrence of the crisis respectively and in accordance with the adopted plans and related regulations; coordinating and supervising activities of the crisis management headquarters of the districts; taking preventive measures (before, at the time, and after the occurrence of the crisis); acting and being prepared at the municipality district level in cooperation with the headquarters of the municipality districts and the regional units of the organizations related to the crisis management of the City of Neyshabour; informing the headquarters of the critical situation in the district and cooperating with the headquarters in this regard; coordinating the operating rescue teams of the district and region with regard to searching, rescue, helping, emergency housing, and cleaning the roads operations. The crisis management headquarters of the district municipality holds sessions in normal conditions at least once every three months and holds extraordinary sessions on the suggestion of the head of the district municipality headquarters in critical conditions.

Enabling of urban environment for the disabled: Making the urban spaces suitable for the use of the disabled and those who are corporeal and motional handicapped, in order to help the susceptible and weak urban groups.

Renewal and redecoration of the City's Historical Complexes: Repairing and reviving places related to the history and identity of the city, making the city beautiful and calm on the basis of the historical identity of the city's neighborhoods, and creating a serene atmosphere for the citizens.

Plan to promote walking and rebuilding pavements of the city: Building and expanding pavements, and repairing and bettering the important pavements of the city in order to encourage people to walk more and to use private cars less.

The Diamond Model and the Organizational States

The state of the organization may be identified in relation to the quadruple forces. The interactional activity of the forces produces different organizational states. Organizational states can be diagnosed as ranging from total absence of readiness to initiate change to total readiness to embrace change. The four process variables are reduced to three for the purposes of simplicity and parsimony. Instead of separating motivation and emotion, they are combined together so as to give greater strength to the individual process forces. And this is theoretically correct keeping the common characteristics of emotion and motivation.

Affective-Motivational Activation, Behavioral Inflexibility and Cognitive activation

The state of the organization is presumed to be affectively vibrant, motivationally active and cognitively alert but dragged by behavioral inflexibility. The absence of social contacts and social networks prevent members from transacting smoothly within the organization. Both formal and informal activities or one of them may be reduced to the minimum resulting in inhibition and withdrawal from the change program.

Affective-Motivational Activation, Behavioral Inflexibility and Cognitive inactivation

These organizations planning some form of change may be suffering from two drawbacks. Along with the behavioral inflexibility, members do not have clear idea or information or knowledge about the change program. There may not exist a clear dissemination of knowledge in the

organization. The hurdles created in the smooth flow of information or an ineffective knowledge management system reduces the possibility of a successful change program.

Affective-Motivational Activation, Behavioral Flexibility and Cognitive activation

This is the most ideal state for change implementation. Members are emotionally predisposed to embrace change, motivationally directed to accomplish the goal, formal and informal interactions are at an optimum stage and the member have sound knowledge of the change program.

Affective-Motivational Activation, Behavioral Flexibility and Cognitive inactivation

The members are emotionally and motivationally prepared for change, which can be due to soothing effect and the expectation of favorable outcomes. Certain up heavals or group activities can also produce the activation. The external environment may push them to states of excitement brought about by novelty and unfamiliarity. Behavioral flexibility without a proper base in knowledge will not bear fruit and the members will miss both the content and the context of change. They will only be enamored of the paraphernalia surrounding the change program.

Affective-Motivational Inactivation, Behavioral Inflexibility and Cognitive activation

The sound knowledge base that members have painstakingly acquired, however, is devoid of a colorful back-up in that it fails to get translated into action and the knowledge components no longer enthuse or excite the members as far as the goals of the change program are concerned. The ideological base is kept outside the real organizational processes, as the members do not establish concrete exchanges with the goals of the change scheme.

Affective-Motivational Inactivation, Behavioral Inflexibility and Cognitive inactivation

This is the opposite of the ideal state in that it is the most undesirable arena of change. The members are totally in darkness since the purpose, the processes and the contents of the change are not divulged to the members. They may not show even the primary interest to learn about the change or they are inhibited in their behavioral repertoire. The members are just passive recipients and they unwillingly move along the track of work.

Affective-Motivational Inactivation, Behavioral Flexibility and Cognitive activation

It is the apathetic disposition and the negative inclination to move along the tracks of change that require to be resurged and activated. Since the behavioral flexibility is not accompanied by corresponding true emotionality, the change program misses the soul and heart of change. The knowledge that the members have acquired over a period may prove to be beneficial in future considering the possibility of activation the members may get by changing the personal or group contingencies.

Affective-Motivational Inactivation, Behavioral Flexibility and Cognitive inactivation

The only advantage that this form of organization enjoys is that

there is a collective movement to bring about change in the intended manner. The members may conduct any number of meetings so as to make change happen to the benefit of members. The external activity has no corresponding parallel in the emotional and cognitive spheres, two important pillars of change. Actions are devoid of substance leading to chaos. The organizational states identified are never static instead they are dynamic. Depending upon the top management commitment the quadruple may be activated so as to attune the members to the change program. The interaction of the four variables thus produces different states, which ultimately determine the fate of the change program.

Conclusion

The diamond model suggested paves the way for an effective change management program. The model offers a solution to problems of change management including individual and group resistance of organizational members towards change initiatives, snail's pace change transition ways and the structural and functional inertia being shown by members. All the change management models reviewed spread out an impeccable scheme of strategies directed to achieve the goals. The change strategies are doomed to fail unless supported and corroborated by an effective approach in which the cognitive, behavioral, motivational and affective processes are fundamentally transformed and recharged so as to make them the four inner pillars of any change management program. The perfect blend of the contents and the processes make change program a unique organizational activity.

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