Investigation of Seven Steps Model of Changes in Organizational Transformation (Case Study: Isfahan Post Bank)

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ABSTRACT
This paper has studied in order to “Assessment seven-step model of change in organizational transformation in the Post Bank of Isfahan Province. For this purpose, organizational transformation is defined based on the seven-step model of change (finding options or ideas, logging to change or need to change, diagnosis, planning, implementation, consolidation and evaluation, relocation or replacement program). Statistical population were employees of Post Bank of Isfahan that they were 700 employees. Then, distributed 241 questionnaires. Method of research was T-value for analyzing, we used Spss software. The result indicates that Bank staff evaluated each of the seven stages of change model significantly higher than average

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INTRODUCTION

Change is obvious in the lifestyle of people and organizations and is not specific to a certain point of the world. Change is a process of transformation behaviors, structures and policies. In other words, Change is a process of applying an invention or innovation in organizations. Change is a collective process in organizations and societies. Today managers work in an environment of uncertainty, dynamic. One of the striking features of the present era is Dramatic and ongoing changes in thinking, ideology, social values and work methods that there are in many other phenomena of life. Managers are faced with two major problems: The first problem is that How to develop their organization that can be coordinated with environmental changes and the second is how to properly conduct the organization's human resources and energy while achieving the objectives of the mission and performance of the system, the staff needs to be supplied.

Literature:
Origin of organizational change:

Since many organizations are faced with a dynamic environment, this will force them to adapt with their environment. Overall, four factors can be considered as a source of change:

Source of labor:

Because the values and attitudes of people towards work is different, the administrator must change the organization. So that workforce placed in the appropriate direction. Due to the nature of the workforce, he must provide the conditions that operational processes and behavior contribute to the effectiveness of the organization.

Technology:

Changes in technology can change the nature of the work. The use of new technologies have much more severe impact on organizations. For this purpose the organization is required to review the nature of its activities.

Economic measures:

Today, the organizations have faced with economic shock which causes severe changes in them. In general, these changes will have a severe impact indirectly on all organizations that organizations have to deal with these reactions by creating change.

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Global policies:
By examining the major world events, can be found changes in environmental reactions caused global policy change. In this way, organizations are required to comply with these changes (Rabbins, 1987).

Definition of change:
Change means moving beyond the current situation through a transition status toward a future status or in the other words change is a long-term activity or planned effort that move the organization (or person) to the higher position (Rezaeeian, 2002).

With this definition change management means to support staff in their move from the current state to the future state which is done by transformation projects (Sarmad, 2001).

The seven-step model of change Kalb and Frohman:
Kaleb and Frohman consider seven stages in their change model. Feature of the model is that these steps do not necessarily occur in sequence or separately although some steps can occur simultaneously.

First stage: Finding options or ideas:
At first available and useful options must be identified to make changes accurately and correctly. Then we examined the factors that are needed to make these changes and set the goal of making these changes.

Second stage: Login to change or need to change
In this stage this question should be answered “Why do organizations want to make changes”?

Third stage: Diagnosis
To make a change if there are more diverse options, there would be more effective and convenient options for choice. Because the change is effective when considered various options for changing options and practices.

Step Four: Planning
In this stage organization provides a set of options for the implementation of change. This means that prepared a specific and interrelated processes of administrative decisions and placed at the disposal of the executive group.

Step Five: Run
When the best options for change was selected the options were run. Of course the necessary resources should be provided to meet the needs and implementing programs.

Step Six: Stabilization and assessment
In this stage as planned changes are implemented, organization management must continuously follow the process of implementing programs to impose corrective action in the event of a problem.

Step Seven: Relocation or replacement program
At this stage, according to the results of the assessments, if the process of change is causing the problem, executives will step and will try to solve the problem by changing or modifying the program (Jazni, 2001).

Methods:
The research method is descriptive-survey of the causal. The study population is employees of Isfahan post Bank Staff whose number is 700. In this study, due to the large number of community members have been trying to get the sample size using the formula Cochran. To assess the validity of the questionnaire Cronbach’s alpha coefficient was used. Collection of quantitative data is Researcher made Questionnaire about Organization development and for statistical analysis we used software SPSS; 19.

Reliability test:
To assess the validity of the research questionnaire, Cronbach’s alpha coefficient was used. To do this, the questionnaire was distributed to 30 people. Cronbach’s alpha calculated for the entire questionnaire was more than 0.70 which implies the high reliability of measurement instruments.

<table>
<thead>
<tr>
<th>Cronbach’s Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.85</td>
<td>7</td>
</tr>
</tbody>
</table>

Hypothesis:
Main Hypothesis:
How was the seven-step model of change evaluated in organizational change?

H0: \( \mu \leq 3 \)
H1: \( \mu > 3 \)

According to the below tables if the number of sig is less than Alpha the H0 is rejected and H1 is accepted.
Specific Hypotheses:

**H1.** How was the Finding options or Ideas stage evaluated in organizational change?

H0: \( \mu \leq 3 \)

H1: \( \mu > 3 \)

According to the below tables if the number of sig is less than Alpha the H0 is rejected and H1 is accepted.

**Table 3:** \( t \)-tests for first hypothesis.

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>T value</th>
<th>df</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finding options stage of change model was assessed more than average.</td>
<td>-2.59</td>
<td>238</td>
<td>0.010</td>
</tr>
</tbody>
</table>

**H2.** How was the Login to change or need to change stage evaluated in organizational change?

H0: \( \mu \leq 3 \)

H1: \( \mu > 3 \)

According to the below tables if the number of sig is less than Alpha the H0 is rejected and H1 is accepted.

**Table 4:** \( t \)-tests for second hypothesis.

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>T value</th>
<th>df</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Login to change or need to change stage of change model was assessed more than average.</td>
<td>8.85</td>
<td>238</td>
<td>0.00</td>
</tr>
</tbody>
</table>

**H3.** How was the Diagnosis stage evaluated in organizational change?

H0: \( \mu \leq 3 \)

H1: \( \mu > 3 \)

According to the below tables if the number of sig is less than Alpha the H0 is rejected and H1 is accepted.

**Table 5:** \( t \)-tests for third hypothesis.

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>T value</th>
<th>df</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diagnosis stage of change model was assessed more than average.</td>
<td>-14.45</td>
<td>238</td>
<td>0.00</td>
</tr>
</tbody>
</table>

**H4.** How was the planning stage evaluated in organizational change?

H0: \( \mu \leq 3 \)

H1: \( \mu > 3 \)

According to the below tables if the number of sig is less than Alpha the H0 is rejected and H1 is accepted.

**Table 6:** \( t \)-tests for fourth hypothesis.

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>T value</th>
<th>df</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning stage of change model was assessed more than average.</td>
<td>-12.37</td>
<td>214</td>
<td>0.00</td>
</tr>
</tbody>
</table>

**H5.** How was the run stage evaluated in organizational change?

H0: \( \mu \leq 3 \)

H1: \( \mu > 3 \)

According to the below tables if the number of sig is less than Alpha the H0 is rejected and H1 is accepted.

**Table 7:** \( t \)-tests for fifth hypothesis.

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>T value</th>
<th>df</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Run stage of change model was assessed more than average.</td>
<td>-10.56</td>
<td>238</td>
<td>0.00</td>
</tr>
</tbody>
</table>

**H6.** How was the stabilization and assessment stage evaluated in organizational change?

H0: \( \mu \leq 3 \)

H1: \( \mu > 3 \)

According to the below tables if the number of sig is less than Alpha the H0 is rejected and H1 is accepted.

**Table 8:** \( t \)-tests for sixth hypothesis.

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>T value</th>
<th>df</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stabilization and assessment stage of change model was assessed more than average.</td>
<td>-8.42</td>
<td>238</td>
<td>0.00</td>
</tr>
</tbody>
</table>
H7. How was the relocation or replacement program stage evaluated in organizational change?

H0: \( \mu \leq 3 \)
H1: \( \mu > 3 \)

According to the below tables if the number of sig is less than Alpha the H0 is rejected and H1 is accepted.

<table>
<thead>
<tr>
<th>Table 9: t-tests for seventh hypothesis.</th>
<th>( t ) value</th>
<th>df</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relocation or replacement program stage of change model was assessed more than average.</td>
<td>-8.42</td>
<td>238</td>
<td>0.00</td>
</tr>
</tbody>
</table>

Result and concluding:

The results of statistical tests of main hypothesis indicate that because the number of SIG is less than Alpha (\( \alpha = 0.05 \)) and the number of t-value is more than \( t_{\alpha/2}(t = 1.96) \), H1 is accepted and we can say seven-step change model of change model was assessed more than average in Post Bank.

Results of Testing H1: The results of statistical tests of this hypothesis indicate that because the number of SIG is greater than Alpha (\( \alpha = 0.05 \)) and the number of t-value is less than \( t_{\alpha/2}(t = 1.96) \), H0 is not rejected and we can say finding options stage of change model was assessed more than average in Post Bank.

Results of Testing H2: The results of statistical tests of this hypothesis indicate that because the number of SIG is greater than Alpha (\( \alpha = 0.05 \)) and the number of t-value is less than \( t_{\alpha/2}(t = 1.96) \), H0 is not rejected and we can say disposal stage of change model was assessed more than average in Post Bank.

Results of Testing H3: The results of statistical tests of this hypothesis indicate that because the number of SIG is greater than Alpha (\( \alpha = 0.05 \)) and the number of t-value is less than \( t_{\alpha/2}(t = 1.96) \), H0 is not rejected and we can say planning stage of change model was assessed more than average in Post Bank.

Results of Testing H4: The results of statistical tests of this hypothesis indicate that because the number of SIG is greater than Alpha (\( \alpha = 0.05 \)) and the number of t-value is less than \( t_{\alpha/2}(t = 1.96) \), H0 is not rejected and we can say diagnosis stage of change model was assessed more than average in Post Bank.

Results of Testing H5: The results of statistical tests of this hypothesis indicate that because the number of SIG is greater than Alpha (\( \alpha = 0.05 \)) and the number of t-value is less than \( t_{\alpha/2}(t = 1.96) \), H0 is not rejected and we can say run stage of change model was assessed more than average in Post Bank.

Results of Testing H6: The results of statistical tests of this hypothesis indicate that because the number of SIG is greater than Alpha (\( \alpha = 0.05 \)) and the number of t-value is less than \( t_{\alpha/2}(t = 1.96) \), H0 is not rejected and we can say stabilization and assessment stage of change model was assessed more than average in Post Bank.

Results of Testing H7: The results of statistical tests of this hypothesis indicate that because the number of SIG is greater than Alpha (\( \alpha = 0.05 \)) and the number of t-value is less than \( t_{\alpha/2}(t = 1.96) \), H0 is not rejected and we can say relocation or replacement program stage of change model was assessed more than average in Post Bank.

Hosseini Sarkhosh (2000) in his study “The impact of transformational leadership on organizational culture” expressed that leaders of organizations can develop transformational leadership characteristics in themselves for changes in organizational culture and eventually cause major changes in the organization.

Mirkamali, Shateri , ushashi (2013 ) in their study “Clarifying the role of transformational leadership on organizational creativity trends” expressed that there is a significant positive relationship between transformational leadership and its dimensions (mental persuasion, idealized influence, inspirational motivation and personal observation) with organizational creativity.

- Due to the rapidly changing world, it is recommended Post Bank authorities take effective steps to change the ways of delivering services and attract clients through the application of new technologies and creative professionals, (first hypothesis).
- Due to intense competition in attracting customers and earn more profit recommended Post Bank authorities create a favorable context for change and change management (second hypothesis).
- The success of any organization depends on its management and employees’ awareness of environmental factors and competitors. Therefore, it is recommended the Post Bank should be alert to sudden changes in environment, competitors and the changing needs of customers (third hypothesis).
- Post Bank officials consider the specific written plan for dealing with possible changes and ways to implement them (fourth hypothesis).
- It is Recommended Post Bank officials organize and design organizational changes with respect to the facility and its executive powers to solve problems faster (fifth hypothesis).
- The success or failure of any program can be calculated by evaluating the results, It is recommended Post Bank officials plan accurate assessment program (sixth hypothesis).
It is recommended Post Bank officials provide the necessary context for changing plans and also change their practices according to the results of the evaluation and comparison of the aims and objectives of the organization (seventh hypothesis).

REFERENCES