# Investigating the Role of Changes in the Future of Organizations

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## Abstract

Since organizational change may include various kinds of changes, so paying more attention to the future of organizations is an important strategy for every society and organization. The changes are so massive that organizations have been re-organized, duties and job activities have been reformed and make the executives of organizational change have been involved in dealing with different programs including fundamental and gradual changes. This research aims to investigate the role of changes in the future of organizations. This is a developmental, descriptive research and a library method (books, articles, theses and internet) has been used for data collection. The results show that organizational change is so fast, multi-dimensional, complex and comprehensive that without appropriate and timely prediction or adjustment, organizations can not exist, grow and develop. Based on the results of this research, financial and physical properties in organizations should be replaced by mental properties and they should be in format of knowledge-based, Shamrock, 3-dimentional and federal organizations. Organization may lose their pyramid form which is based on hierarchy and bureaucracy and may change into network organizations in which things are done together.

**Keywords:** change, knowledge-based, Shamrock, federal and three- dimensional organizations

## Introduction

Today Nowadays, change is a one of inevitable features of our organizations. The future of organizations is data-based on information or organizations. They organizations update their function using feedback to make. In these organizations, the system's manual or and clerical staff systems are going to be changed into and employees of the mechanical and scientific systems is in motion so that the need for more specialist and expert in the future can be observed. So understanding the characteristics of the future of organizations and effort work towards for achieving the desired features, cause comprehensive growth of organizations, especially the full set of organizations. Scientific and professional growth of staff and shrinkage of organizations as a very small central office, particularly smaller organizations, the headquarters staff and a very small but very much numerous dependent organs, organizations will have a great impact on organizations efficiency, productivity and will convert the bureaucratic institutions of the state of the organizations into a change into a democratic state. Also, the future of the organization depends on their present condition now. Organizations are the main pillars of the community organizations that act like the human brain and the managers' activities in organizations can have positive or negative impacts on other aspects of the society. One of the most striking features of today's organizations is dramatic significant and persistent changes in the way that could be observed in thoughts, beliefs, social values, work methods, technology and many other phenomena of life can be seen.

## Research question

This research aims to investigate the role of changes in the future of organizations and we  tried to answer the following questions:

What is the role of the change in the future of organizations and what are different forms of the future organization?

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### Definition of key terms

Organization: Organization is a group including two or more people who cooperate in a regular and predetermined structure to achieve group goals. (Boovy, 1993). An organization is considered as a social phenomenon that is relatively consistent and contains specific limits to achieve goal or goals, and also acts based on a series of permanent principles works. Rabinz (1999) Organization is a social structure based on the goal and contains consciously and systematically coordinated activities that are associated with external environment (Ahmadi, 2004).

Organizational change: Organizational change is a pre-planned attempt throughout an organization which is managed by top management and which increases effectiveness and health of organization by applying pre-planned change programs in organizational processes and by using behavioral sciences. The goals of organizational change are as follow:

1. To increase adjustment between structure, process, strategy, individuals and the culture of organization

2. To find and develop creative solutions in organization

3. To develop the ability of organizational reforming (Alvani, 2006).

Future of organizations: Rapid and unpredictable developments and changes in the world nowadays cause intense changes in administrative, commercial and industrial organizations that is dependent on these changes. Indeed, the future organizations will be as very small headquarters but much dependent organs. In these organizations, although employees are based in their home, they link their offices to their home and send tasks to head quarters with various communication equipment and receive the necessary instructions.

According to Key Far and Sanj, the future organizations is based on variable values which their appearance can be observed in Metaoyic organization (Key Far and Sanj, 1982). Metaoyic organizations apply a series of future desired issues with sufficient foresight to the sides of the issues to improve durability of the organization in intense competitions (Fakhimi, 2000).Stanly and Davis believe that future organizations are able to produce at any time and any place with any materials (Stanly, 1987). In future, physical limits of organizations are less visible. Because most organizations make their opera-

tions decentralized and it will locate the operations in different area. The location of organizations would be less important for many organizations, because relying on electronic communication and organization issues make it possible to access the headquarters to resolve the issues through teleworking, telemarketing, and telecommunication (Cott, 1993).

The dominant values over future organizations come from intangible issues. In fact, values will be beyond tangible issues and compliance with these changes will be difficult for many managers because they allocate tangible costs (work man stuff, capital, material and machinery) to produce tangible products (food, houses, cars, etc.) and tangible services (restaurants, etc.) for the private sector of the markets (middle class people, owners of business, young heroes, etc.)

Future organizations in the future focus on allocating intangible recourses (thinking, time, information, etc.) to produce intangible products (software, advertising, investment, etc.) and intangible services (health hygiene, education, etc.) for intangible sectors of the market (conservatisms, special class people, etc.) that would cause some intensive changes in the framework and the structure of the organization (Fakhimi, 2000).

Simon, one of the new management thinkers, believes that present organizations should develop three basic skills to maintain its vitality and success as follow:

1) Skill of understanding of impossible requirement conditions of the future.

2) Skill of creating new ideas according to new situations.

3) Skill of implementing new programs along with speed quickly and efficiently.

«Keel man» identifies the organizational successes and maintenance in establishing the five following features:

- Appropriate or generational culture to accept changes and adapting existence situation

- Necessary abilities for teamwork

-Management capabilities to for identification and definition of the organizational issues, provide presentation and implementation of solutions and evaluation of results

-Strategic planning capabilities

-Appropriate system to motivate and encourage people to pursue organization goals (Kindrith, 1984). In general, according to transformations oc-

curred in successful organizations in 1990s, they can be summarized in the following general and basic trends:

- Customer's satisfaction rather than organization manager's satisfaction

- Continuous improvement of the implementation rather than providing periodic objectives

- Group communication rather than bureaucratic relationships

- Devolution rather than making doing orders

- Corporate vision organizational views and values rather thandirect control

-Providing comments considering whole ideas rather than only shareholders

- Unity of thoughts and actions rather tha lack of separation between decision and performance (Keyani, 1998).

In this regard, there are two approaches from the points of view of Kano and Doming:

First approach: manufacturing and service organizations and services or administrative organizations whether including public or private ones, in order to participate in the competition and not to be removed by domestic or foreign competitors, direct or in direct, public governmental or private, sector and cooperative competitors. They should be forced to obtain the customers attention and based on their requests and expectations consider the new concept of new quality as necessary point.

Second approach: In 21st Century, the condition became more difficult to some extent so that the most of successful and development organizations do not expect that their customers determine the new quality condition. They themselves provide the condition for expertise, creativity, innovation and their facilities before determining the new quality by customers. Such a quality idiomatically called attractive quality. Products or services that produce in this manner are so interesting and attractive in order to attract the customers. On the contrary, in spite of the first approach, organizations determine and customers consumed, and because of this, such organizations are called advanced organizations. There are some goals and activities which are considered by advanced organizations as bellow:

1) Increasing income and profit by customer's satisfaction

2) The principle of customer's satisfaction

3) Identifying the customers' complaints indirectly

4) Increasing the products offering or services offering in markets and society (Feghhi Farahman, 2002)

## Knowledge-based organization

In the future, the societies that have more knowledge but not more natural resources will be developing. Knowledge is a potential resource that discovers other resources and makes the organization contents eternal. The knowledge that produces heat with burning jungles and fossils stores is a consuming and diminishing knowledge. Nowadays, training educated stuff is the only way for constant sustainable development. In knowledge based organization, the organization achieves the abilities to create great power with a few forces and provide organization goals with using butterfly effect.

1) Organization is developed by helping knowledge which is the strategic point of development and achieves the considerable extension and development using a few resources consumption.

2) In butterfly effect, one of the important features is "chaos theory". Selecting a worker man in a certain appropriate sector in an organization lead the organization to achieve a great force work man. According to this theory, the flap of the butterfly (small force woke man) can lead to a great storm (great development) (Alvani, 2000).

The advantage of the future organization competitions aspects can be observed as knowledge and information management and physical and financial values would be alternated by mental and subjective values (Shugi, 1996).

Managers and employees of public sector create an interactive relationship with each other in learning the age of presence of knowledge-based organizations in all levels. The results are knowledge production. In governmental future organizations, the individual and collective knowledge should be integrated and knowledge should be created through the relationship between different organization levels. In the process of knowledge creation learning, at first people receive data in every level then they apply the data in a get structure and patterns and make them meaningful. They analyze the data and conclude new concepts which apply for knowledge creating. Finally, organization members create the ways and the methods to apply the obtained knowledge that is called technology. These processes that begin from receiving information and continued to design technology create a creative learning which results in knowledge creating. In the process of cre-

ative learning and knowledge, people play different rules but related roles in different levels of organization sectors. Creative people identify the members of research and development units identify new units and create new ideas during the research process. Then, these ideas are used for modeling by executive managers, and would be practical. Operating ways are defined by identifying subsequent levels and produced knowledge would be practical.

## Wisdom-based organization

21st century is the century of developments changes and wonderful things. In this century, man manipulate information, genes, and other eventually manipulations in creation. In the 21st century, there are some wonderful transmissions in the world that the most wonderful one is transmission of human to another kind of existence. Knowledge and human are not separated from each other .Knowledge is a collection of information that human learn through experience and knowledge to solve his/her problems. The other dimension of knowledge is the human beliefs, ideas and values .when knowledge is considered as the capital of the organization and it integrated with the present information to make organizations able to be creative. Knowledge is a quality which is unique to human. Thus, wisdom-orient based organizations

1) Know where they are and where and how they are going to go and how.

2) are sensitive to their surroundings.

3) Identify knowledge resources and capabilities of their employees and know how they should take advantages of these capabilities and resources.

4) Know how to change individual knowledge into social knowledge.

5) Identify their lack of knowledge and their shortage. They also identify which expertise should be considered and more important note is that which merit should be created.

6) Know that if they lose their knowledge and their merits they will be frustrated.

7) Identify the function and the importance of the work man staff (manpower) and try to keep their success and maintain the wise people.

8) Are sensitive to feedbacks and always try to receive different feedbacks from their customers.

9) Are always sensitive to critical wisdom. It means that they frequently study their mental models, systems and performances.

10) Ask the beliefs frequently. Cooper believes that the organizations that are very successful should be more sensitive to their performance because if they do not consider their performance, they may become unsuccessful and inactive.

11) are always sensitive to their improvement and activate their creativity in cultural-social atmosphere and innovate their cultural aspects, consequently the cultural atmosphere is full of trust on potential ability of stuff (manpower).

12) Provide necessary condition to develop human resources which increase the cost rate of the learning.

It should be considered that knowledge is related to capabilities and thoughtlessness is related to weaknesses. Thoughtlessness may be defined as challenge with developing knowledge or challenge with strategic knowledge. Knowledge that is abolished but we still use it, continuously is also kind of thoughtlessness.

Nowadays work does not mean activity in organizations, but it means activity for better work. And, it does not mean description of duties but it means another opportunity (Abily , 2001).

Unfortunately, in some organization it is observed that educational activities are terminated. Furthermore, paying attention to the family values of employees is diminished and is not considered in our society except in some exceptions.

In the past, there was a traditional thought that work should be done for life but the new philosophy believes that there should be a balance between work and life while old traditions believe that work is for life. Life should be a kind of work, in which its quality should be developed and there should be employment and jobs for community classes deprived communities, and welfare opportunity should be provided for pensioners. And, it is more important note is that there shouldn't be any discrimination in the work place such as age, ethnic, sexual and occupational prejudice. Therefore, to moving for going toward learning awareness, we should always feel that we are still remaining unlearnt and we should not think that we know everything. Education must move in this direction to create continues improvement. According to Einstein "the more I learn, the less I know» that I do not know anything. Because learning knowledge-based organizations always try to develop Knowledge and cooperation and decrease occupational distances.

## Features of future organizations

1) Global competition through determining and identifying the rival organizations and increasing of production sale's area or providing services

2) Provoking work man manpower and organization employees

3) Accelerating the production of products or providing services

4) Communication technology

5) Changing the organizational design and the organizational re-engineering

6) Frequent entrepreneurshipial

7) Adoptive and appropriate control with organization activity

8) Redesigning jobs, job rotation circulation, job development and job enrichment of an organization

9) Financial, administrative and social control

10) Emphasis on software and work man manpower rather than instead of hardware

11) The process of dynamic and active policy in organization (Aghaee, 1999)

It is recommended that organization employees should change from work group to group work and communication should change from bureaucratic to entrepreneurial organization in order to fit it into the global competition.

It should be noted that for changing the bureaucratic organization into entrepreneurial one may create some resistance in employees because of the following reasons:

1) Neglect of the importance of subject

2) Fear about their job security

3) Fear about losing income

4) Fear about losing power and existing control

5) Being reluctant to change the previous habits

6) Having a jealously interpretation of the reality and unique» selective perception selection

7) Awareness of weakness and inability in designing changes because of different reasons such as personal, social and economic reasons

There are some strategies and techniques in order to overcome the employees' resistance against changes as follow:

1) Participation

2) Education, training and communication

3) Essential knowledge Awareness and essential justification for them

4) Proper Equipment and appropriate support

5) Creation the sensitivity by different ways

6) Organizational and occupational activity security

7) Negotiation and persuasionde employees

8) Using ingenious strategies and gain employee's cooperation

9) And finally using force through reasonable ways.

Indian Charlesz Handy says "he believes that communities and organizations are able to survive if they are profoundly changed.

These are some of his comments:

1) Employment agencies will be destroyed in the future and organizations will say to their staff that we employ you until we need your activity and also staff will say to organizations that we work here until we need to work.

2) An international organization should be federal. Federal does not mean "this or that "but "this and that". A federal organization is centralized and decentralized at the same time. Organizations need the parts that act more or less independent. But it should be acted centralized in some cases. If it the organization is completely decentralized it becomes individual organizations which called commonwealth and thesis organizations are created to respect each other and there should be sometimes a negotiation between them.

3) Future organization will follow the formula 5.p0.5x2x3. It means that the number of the employees will be decreased to half, their payment will become doubled and the rate of production and operation or organizations services will become tripled.

4) Nowadays, organization corporate the main of assets are intellectual capabilities and the basement of organizations validity is composed of the skills and efficiency of people there

5) In Microsoft Company, the buildings, computer sets, cars etc. are rented not related and employees are the only capital of the organization.

6) A Multiple intelligence is mentioned presented by «Howard Gardner»; according to this theory intelligence can be identified and measured in different forms like logical intelligence related to reasoning, creative intelligence related to innovation ,musical intelligence ,language learning intelligence, mathematical intelligence and physical activity intelligence. None of these intelligences are linked to each other. There is no relationship between different intelligences and they are independent. For example, one can be an athlete hero but he/she may be unsuccessful in school exams.

8) Japanese provide a way for talent people using "Horizontal Fast Track Theory" and make them faster in organizational parts in order to examine their talents in different situation with different culture and different managers (Indian Handy, 1998).

Main strategies and patterns for development in

the world are as follow:

1) The improvement of situation of public governmental companies

2) The review revision of supportive polices

3) Restructuring and reforming the public governmental sector

4) The revision of laws and regulations

5) Investment in for strengthening development software

6) Encouragementing of foreign investment and capital markers market

7) Privatization of public governmental agencies and creation of competition between them

8) Establishing free-trade and industrial zones

9) Export promotion development

10) Extraversion and participation in international communities and organizations (Farahmand, 2002)

## The future organization forms

Charlesz Handy says in his book entitled "the age of unreason", organizations work flow will be changed and developed profoundly in the future .He believes that organizations are changing from labor-intensive ones work into knowledge-based structure organizations (Charlesz, 1989). The future organizations have followed the completion evolutionary processes which crosses the road in different speeds. Every stop in work processes left organization unsuccessful in their competition .Charlesz predicts three types of organizations in the future such as "shamrock" "federal "and three-dimensional (Fakhimi, 2000)

Shamrock organization: Charlesz believes that this type of organization is like the factory that its name derived from. It consists of three layers which are related and interconnected to each other. It consists of three certain groups of employees in which each groups have specific goals and expectations. These three groups are: Organizational center employees as core workers, contractive employees as contractual Frige, and flexible staff as the flexible work force. The organizational center employee's core workers consists of a group of specialist workers staff forms this part. This group is the nervous system of organizations and is vital for them. The central core employee's workers have both public and private expertise that are running the organization and control the technology which is alternative of work force. Contractor Contractual Frige is the second layer of the organization which

may or may not be in the monopoly of the organization. These employees are committed to participating in private sectors on the bases of the contract and certain salary and their payment are based on work results but not consumed time. The second layer of the organization is very effective because organizations and companies just paid pay for results of the organization or whatever they received. This way of working decreases the management problems and issues because the contractors should not involve the organization management when the demands are reduced and the community resources for goods are diminished, the contractors should face the problems instead of company or organizations manager. The flexible work forces the flexible employees of the third layer of Shamrock organization includes the part time employees who cooperate with the organization. This group includes some employees who do not need to find full time jobs or even unable to find any full time jobs but they are prepared to do part time jobs. These kinds of workers could be housewives who combine their family life with their part time job or the people who have retired early or those who prefer to do part time jobs. Handyi considers the clients and the customers as the other layer of the Shamrock which is called "sub-contractor". The fourth layer or sub-contractor is the other innovation that aims to allow customers to do. This process improves services and provides the condition for customers to run the work which already was done by salaried employees. Some examples of these services are in the self-services restaurants, stores, assembling furniture and various types of equipment by the purchaser. In this way the organizations can save money, and when there is a problem, the core workers have no responsibility for central core employees but the contractors contractual friges are responsible for it. Figure 1 shows the Shamrock organization.
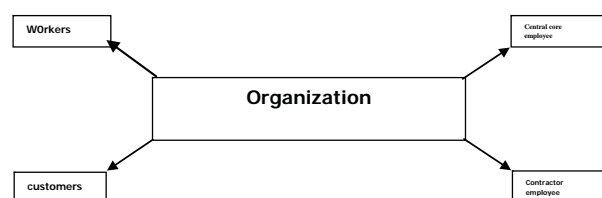


**Figure 1. Shamrock organization**

However, Shamrock organization has a high efficiency in which its official staff is very small. It can be organized based on the small bureaucracy with a modern management. This organization is

also very flexible and is able to fulfill the variable needs of the customers. Moreover, the technological development that is used in Shamrock organization enables employees to send their duty from great distance to the corporation and they go to their work place just two times a week.

Federal organization: Federal organization which Paul called it combinational and Charlesz called it federal organization .It includes group or a collection assemblage of independent organizations which cooperate for a common goal. Charlesz says that federal organization enables people to work at argument periodical organization and also having privilege and providing facilities for major cities metropolitans. This type of organizations uses the privileges of the organization with small structure but uses the power and sources of big organizations because it gets the power and the energy from federal organization rather than central core of organization.

Federal organization mostly focuses on the future and prepares its employees for an intense competition. On one hand, this kind of organization tries to maximize the potential creativity of employees and on the other hand promote the standard quality of the products by setting standards for their products and uses it for promotion and innovation. The manager of this kind of organization directs, and controls and provides the condition for the progress of the employees and try to maintain the unity and significant relationship with customers.

### Three -dimensional organizations

Shamrock and federal organization can change to another organization if they develop. According to Charles Handy, this new organization has three dimensions including intelligence, information, and idea and it is called three dimensional organizations «I». In this kind of organization, the employees should have sufficient intelligence for to solve the issues of inside and outside of the organization and should always equip themselves with sufficient information and finally they should try to shape their values based on the knowledge and experience and technical perceptual and human skills. The manager in this organization plays the role as the coach, counselor, and facilitates activities, and current affairs and issues and also the customers issues rather than formal and bossy behavior. According to Charlesz, organizations change from Shamrock into federal during their evolution and then change them into the organizations char-

acterized by intelligence, information, and ideas change to three-dimensional organization «I» and will represent create a new culture which is based on unity and cooperation.

According to «Tomasko» future organizations use network and decentralized structures. After decentralizing the organization, units will be subject to little controlled slightly and relevant authorities are responsible for organizations performance. In the future the framework of the organization will be small but strong enough to support their activity. However, the future necessity recommends the small organizations but according to Dill and Kennedy the smaller organizations are not necessarily effective because in today's organizations it is frequently practice repeated but there the desired results are not obtained. Finally the future organizations move toward being small and narrow. It means that the future organizations will not require a large number of other employees because technology replaces a large part of employee's activities that they will do. Proliferation of the microcomputers as a tool for managers confirms the fact that many jobs including professional communication expertise and secretaries will be removed from organization personnel permanently.

Many of the managers posts will be removed at different organization levels and layers and just little number of managers for data processing will be required. However there is no doubt that everything can be prevented but the evolution and the changes cannot be prevented. Considering these beliefs, we should expect fundamental changes in the organizations. With this faith, we will certainly be expected to change radically in the organization (Fakhimi, 2000).

## Materials and Methods

This investigation is a developmental, descriptive research and the library method (books, articles, theses and internet) has been used to collect data.

## Results

According to this fact that other researches did not consider the study of the future organizations features, in this part, research question about forms and features of the future organization are addressed.

So, in this regard, managers, particularly man-

agers of human resources and organizational development resources should consider the following subjects:

-They should be a researcher. Because these issues of human resources development are hidden and it they require research and analysis.

-They should be development–oriented and should not be satisfied about with the existence present condition even in its best condition.

-They should be technology-driven.

-They should be strategist. They should have foresight and change the organizational perspectives to human recourses development strategies.

-The intellectual development of organization beneficiaries or customers should be considered.

-They should have empowerment thought and should not be afraid of improvement of people but their depression is awesome. Thinking should be considered.

-They should have investment thinking on human resources and use organizations budget or profit to train manpower.

-They should try to change bureaucratic organizations into network and entrepreneurial organizations.

-They should change the traditional form of the organizations into the forms of Shamrock, and federal and three-dimensional organizations.

- They should try to create insight, flexibility and change in managers and officers and also try to identify the role of the managers and officers in developmental process; they also should try to create a competitive environment.

## Conclusion

As a general conclusion, it should be said that with paying attention to intense competitions, innovation, inventions, technology development and etc. the organization managers should try to change the structure and design new organizational plans in order to make optimal use of recourses.

Nowadays, due to an increase in competition and intense changes in technology, the survival of the organizations is moving toward changes and transformation. Globalization apply has created fundamental changes in many fields including global economy, politics, military affairs, culture, science and technology, education, manufacturing production, life and way of thinking.

No institution, whether a business, commercial or industrial entity, whether a university or hospi-

tal cannot help to survive, unless they have a significant correspondence with the standard set forth by the leaders which is everywhere in the world. It should be noted that management for the future is one of the most fundamental strategies in every society or organization. The change and the development in today's organizations are so fast, multilateral, complex and pervasive so that organizations are not able to survive ,grow, flourish and development without predicting and having a synchronous and correspondence accordance to these changes. The developed countries have an emphasis on science and reinforce it and then apply it through appropriate technology. Science  is always considered as a priority prior factor because there should be knowledge to be converted it into action.

Strategic studies and the organization's future, the future of new organizational forms according to technology, science, and global competition provide by entrepreneur through their significant activities. Managers should be development-oriented, entrepreneurs, idea maker, strategist, cultural, risk able, etc in order to be successful in global competitions through designing appropriate organizational structure and to be aware of their features and survive in the competition.

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