

Investigate and identify the requirements and necessities of postmodern change management in Ministry of Cooperatives, Labor and Social Welfare, Iran

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ABSTRACT

The main objective of this study is to investigate and identify the requirements and necessities of postmodern change management in Ministry of Cooperatives, Labor and Social Welfare. Secondary objectives include the conclusion and categorization of the requirements for implementation of postmodern change management in Ministry of Cooperatives, Labor and Social Welfare. Delphi method was applied. Delphi method is among the ways to gain group intelligence in order to reach a group consensus. Statistical population includes twenty experts and professional individuals in this research. No sampling is applied in Delphi method; instead, a panel of experts and professionals, chosen purposefully, is formed based on their thematic profession and professional experience. This research was performed in three stages through which 31 necessities were finally introduced by the managers. After omission of the items that achieved a consensus lower than 80%, the rest 24 were divided into five categories including organizational culture, individual-human, group-human, organizational structure and infrastructures. The results indicated that most of the necessities identified by the panel of managers are included in organizational culture and individual-human parameters which can be mentioned as the required conditions for the requirements and necessities of postmodern change management in Ministry of Cooperatives, Labor and Social Welfare.

KEYWORDS: Postmodern Change Management, Organizational Structure, Infrastructure, Individual-Human, Organizational Culture, Ministry of Cooperatives, Labor and Social Welfare and Iran.

1. INTRODUCTION

Emerge of changeable and modern concepts in management, management derived by information explosion and entrance of modern information technologies to organizations, diversification, environmental turbulence and dynamism, increasing need to use the power of brain and thinking instead of physical power, the quick movement of societies toward education and gaining science and knowledge, difficulties of planning and increasing complication of activities, high level of loyalty, the necessity of using experts in form of projects and teams, the emphasis on innovation and creativity, necessity of quick admission to novel ideas, requirement of flexible and non-centralized structures, changing the top-down communication to a bottom-up approach, and the movement of hierarchical organizations toward representative organizations are all among the effective evolutions in management which question the traditional and bureaucratic models and requires the assurance of novel ideas, viewpoints, concepts, and functions in change management (Rajayipoor, 2009).

There is a wide global contest, labor force has become divergent, moral problems has been issued seriously and technology and information systems are developing quickly. Along with the increase in the speed of the changes and entering the information age, the nature of the jobs and work environment of the organizational members is changing as well. In order to help them to encounter such condition, organizations should apply knowledge to rethink and learn to preserve or promote their situation in this changing environment and they must change to a learner organization. In such environment, a phenomenal leadership is required that can preserve the organization from the damages caused by fundamental evolutions, since the present complicated and multidimensional problems are no longer resolvable with traditional methods of management. Today, managers must manage discontinuities and ambiguities, therefore they have to react at time, quickly and efficiently (Tarafdar *et al.*, 2007).

Postmodern management pattern is among the modern models issued as a response to the deficiencies of traditional and modern patterns of management in order to respond the increasing and changing needs of the organization and society. Postmodernism does not refer to a systematic and comprehensive theory, but to different perceptions, recognitions and identifications, and it believes in pluralism. Postmodernism consider the organizational environment as being turbulent and variant. As a result, assurance of any comprehensive theory about management is objected. On the contrary to elements such as planning, organization, command, coordination and control, components like creativity and innovation, active organization, persuasion, co-creation (MBN), and self-control are respectively accepted (Rajayipoor, 2009).

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In a postmodern organization, visions are drawn to outskirts, people are open to negotiate on which base learning. New information flows freely in all directions. Changes are welcome in a postmodern organization. In a postmodern organization interpersonal relationships are based on networks, relations, support, community, empathy, trust and collective compensation. In postmodern change management, organization is a network of variety, self-leadership and multicenter self-controlled groups which coordinate their organizational behavior due to the situation (Lokshin *et al.*, 2009). Post modernism emphasizes on a network organization with flat lines. There is horizontal coordination and temporary relationship between the manager and employees in postmodern management. Postmodern organization is a organic society in which occupational success is attributed to consultation, participatory decision-making and polyphony (Yu *et al.*, 2011).

Postmodern change management can lead the organizations toward participatory leadership, considering high levels of individual motivation, flexibility of organizational structure, decentralization, and promotion of creativity and innovation and giving opportunity to individuals to develop their critical capacity in order to change the existing condition. Managers of postmodern organizations should manage complications and ambiguities. As a result, they have to have on time and adequately efficient reactions. Managers of changed organizations must be able to overlook wider horizon upon temporary issues. Being creative and innovative can also persuade the employees to become creative, self-controlled, self-organized, co-creative, and in one word, a postmodernist manager (Bodi and Maier-O'Shea, 2005).

Today, Ministry of Cooperatives, Labor and Social Welfare is a suitable leverage for economic and social development that can be effective in optimum use of life, work and production condition, and elevation of income level and social situation of the community. According to the experiences of developed countries, the Ministry of Cooperatives, Labor and Social Welfare is an organization that have succeeded in aggregation of the way for collection of dispersed, talented and motivated forces. Unfortunately, in spite of being helped by financial resources, the organization is not able to find its real position in country's economy. Therefore, financial resources seem to be merely a part of the problems in this organization and the root must be sought somewhere else. According to the experts, the problems of the country's problem in Ministry of Cooperatives, Labor and Social Welfare are rooted in its management structure (Taherpoor *et al.*, 2011).

2. LITERATURE REVIEW

Some of the ideas of scholars about postmodern management and organizations are described below. Antonio *et al.*, (2013) believe that communication, teamwork, efficiency, self-control, self-confidence, resolving the conflicts and crises, leadership, consultation, negotiation, and result-based orientation, programming and organizing are inevitable in an uncertain and changeable organization. Zandi and Tavana, (2010) say that managers in modern organizations need special competencies in line with efficiency of organizational approaches. These competencies develop the management and promote the employees communications, problem solving, change management, technical skills and duties, formation of groups, performance (task) management, interpersonal awareness, and integration of viewpoints.

Walumbwa *et al.* (2011) and Drath *et al.* (2008) indicate that characteristics such as service-based orientation, independence, performance based on spontaneous cooperation, coordination, organization based on hierarchy, occupational teams, self-management, setting participatory objectives, decision-making, communicational leadership, individual and team trust, negotiation, two-way relationships, social cooperation, social exchange between the leader and employee, collective self-construction, problem-solving, coordinated performances, management networks, self-control, social intelligence, encouragement, influence, servant leader are all among the basic factors in future age organizations. According to modern management attitudes of Spendlove, the most common competencies in academic institution and knowledge-based organizations include fame and credibility, experience, individual skills and human aspects (negotiation, delegation of authority, motivation, coaching, supervision and control, team construction and communication) (Spendlove, 2007).

Selection of a manager in postmodern organizations should be based on these characteristics: 1-organization while contradictory conditions are emerging, 2-Experience-based knowledge, 3-individual decision-making, 4-efficient creativity(creativity, idea production and manager ability to execute the idea), 5-cooperative organization (organizing along with the power to involve others in positive approaches through learning and the tendency to teamwork),6-cooperation and leadership(the ability to motivate people, develop cooperation sense and strong relationships between them), 7-integrated thinking and in time, quick and adequately efficient reactions of managers (Ospina and Foldy, 2010)

Competencies of postmodern managers can be organized in form of communication-based skills, organizational commitment, strategic control on collective profits, interaction with employees for taking common actions, participation in others' duties, cooperation, elimination of roles, collective values, team performance, cooperative behaviors, responding to changes, being involved in global idea, values and citizenship, pragmatism, organizational unity, power distribution, moral visions, organic organizational structures, interpersonal relationships and cooperation among many organizations (Day *et al.* 2014).According to the results achieved through analysis of 35 competency models, Amir Jami (2012) mentions communication, team management, leadership, creativity, planning, decision-making and problem solving as the competencies of managers in future occupational world.

Investigating the soft social competencies of 60 project managers in construction companies of China, Zhang *et al.* (2013) indicate the results of confirmatory factor analysis on social competencies of managers in postmodern organizations in cases such as working with others (conflict management, team work, and cooperation), stakeholder management (change management, contact and effectiveness), leading others (inter-personal understanding, and inspiring

leadership), and social awareness (organizational awareness and personal communication). According to them, postmodern organizations emphasize on the motivational and mental framework in the minds and thoughts of employees.

Kim et al. (2009), and Hartman and Skulmos (2010) believe that personal attitudes, effective communications, leadership, negotiation and social skills, stakeholder management, social awareness and emotional intelligence are among the soft competencies of managers in organizations based on information and communication technology. Cochran (2009) in his study named "Investigation of competency Development in Ohio State University", investigates the development of a competency model to expand and develop the organization in 21st century. He identified fourteen basic competencies in 21st century including communication, constant learning, service supply for customers, variety, flexibility and change, interpersonal relationships, development knowledge, specialization, resource management, teamwork and leadership, application and adaptation to technology, thinking and problem-solving, understanding others, communities and self-command.

Considering the research history, the present paper tries to investigate the executive requirements and necessities of postmodern change management as one of the important pillars of human resource management in this changing and evolutionary period which plays a significant role in changed postmodern organizations. Therefore, the main objective is to investigate and identify requirements and necessities of postmodern change management in Ministry of Cooperatives, Labor and Social Welfare. Secondary objectives include the conclusion and categorization of the requirements for implementation of postmodern change management in Ministry of Cooperatives, Labor and Social Welfare in form of elements such as organizational structure, individual-human, group-human and organizational culture.

3. MATERIAL AND METHODS

This research was performed through Delphi method. Delphi method is among the ways to gain group intelligence. This process has a structure to predict and help decision-making in survey research, information collection and finally, achieving a group consensus (Wakefield and Watsonba, 2014). While most surveys try to answer a "what is" question, Delphi method responds to "what can be" and what should be" questions (Marshall and Rossman, 2011). Delphi can be applied as an instrument to collect field information in any special condition to be applied in a particular society with specific cultural and social condition (Fink and Fuchs, 2012).

Statistical population consists of three types of managers: 1. top level managers (seven managers with a minimum experience of 9 years), 2. Middle level managers (eight managers with a minimum experience of 12 years); and 3. Executive manager's directors (five managers with a minimum experience of 20 years). It should be emphasized that no sampling is applied in Delphi method and the statistical population consists of managers and thematic experts chosen purposefully. This method is performed at least in three stages in order to collect information. In this research, an open question was asked in the first stage: "What are the requirements and necessities for implementation of postmodern change management in Ministry of Cooperatives, Labor and Social Welfare?" The responders were asked to list the characteristics that they considered. In second stage, 31 important and basic requirements and necessities compromised by the majority of managers were identified based on the items collected in the first stage. In this stage, the responders were asked to express their ideas about each item through five-point Likert Scale (1=completely disagree, 2=disagree, 3=neutral, 4=agree and 5=completely agree) in order to prioritize these items. A survey of agreement was performed in the third stage in order to determine the level of managers' agreement or disagreement on each of the issued characteristics. Eventually, 32 characteristics were introduced by the managers which were divided into five classes including organizational structure, infrastructure, individual-human, group-human, and organizational culture. Of course, the total items in each group were obtained after omission of the ones that achieved a consensus lower than 80% (Keeney et al. 2009). Descriptive statistics (frequency, percentage and mean) was applied in order to specify the requirements and necessities of postmodern change management.

4. RESULTS AND DISCUSSION

The main objective was to investigate the executive requirements and necessities of postmodern change management in Ministry of Cooperatives, Labor and Social Welfare. According to the 22 managers participating in this research, 31 requirements were identified in this stage as the important executive necessities of postmodern change management (table 1). As it is shown in table 1, 19 responders introduced flexible and informal rules, instructions and procedures as the basic necessities for implementation of postmodern change management. The organizational access to suitable and modern soft and hard technologies and implementation of moral codes in the organizations were also among the items introduced by most of managers.

In the second stage the managers were asked to express the level of their agreement or disagreement about 31 items introduced as the requirements and necessities for implementation of postmodern change management in Ministry of Cooperatives, Labor and Social Welfare by the managers in the first level. The results of the analysis indicated that among 31 effective requirements, flexible and informal rules, instructions and procedures, the loyalty that employees feel to their organization, the comfort in stating the problems and establishing relationship with that responsible, organizational discussion and negotiation, believing in necessity of control and use of various control methods in the organization (with means of 4.50, 4.47, 4.41, 4.40 and 4.36) were the five first priorities agreed by managers that shows the significant and effective role of these requirement and necessities in implementation of postmodern change management in the environment of postmodern organizations. Implementation of invasive management style that facilitates changes, and

sharing information and free organizational atmosphere (freedom in expressing the ideas) were in the last positions in this ranking.

Table1. Requirements and necessities for implementation of postmodern change management

Requirements and Necessities	Number of responders
Flexible and informal rules, instructions and procedures	19
Organization's access to suitable and modern soft and hard technologies	18
Implementation of moral codes in the organization	17
Responsiveness	16
Organizational discussion and negotiation	16
Mutual understanding, cooperation and coordination in various cases between responsible units in the organization	16
Rich, developed and general occupational expectations	15
Recompense of employees' mistakes through the support of those responsible	15
Believing in necessity of control and use of various control methods in the organization	15
The loyalty that employees feel to their organization	14
Being prepared to accept the diversity of opinion between units and individuals	13
The comfort in stating the problems and establishing relationship with those responsible	12
Feeling of job satisfaction	12
Learning	10
Legal supports, policies and behavioral regulations of novel and creative idea	8
Encouraging collaboration between divisions	8
Authority delegation management	7
Accessible financial, human and knowledge resources	7
Futurism	7
Being sensitive to followers' needs	6
Design and execution of suitable reward and punishment mechanisms	5
Relationships inside and outside the system	5
Motivation and positive attitude towards changes	4
Implementation of participatory management style	3
Entrepreneurship	3
Expression opposite ideas to those responsible in the organization	3
Flexibility	2
Information sharing	1
Free organizational environment (Freedom in expressing ideas)	1
Holding training-applied seminars, coerces and congresses	1
Implementation of innovative management style that facilitates the changes	1

Table2. Prioritization of requirements and necessities of postmodern change management

Requirements and Necessities	Mean	SD
Flexible and informal rules, instructions and procedures	4.50	0.51
The loyalty that employees feel to their organization	4.47	0.48
The comfort in stating the problems and establishing relationship with those responsible	4.41	0.67
Organizational discussion and negotiation	4.40	0.49
Believing in necessity of control and use of various control methods in the organization	4.36	0.65
Motivation and positive attitude towards changes	4.31	0.56
Responsiveness	4.27	0.55
Organization's access to suitable and modern soft and hard technologies	4.25	0.54
Feeling of job satisfaction	4.23	0.43
Relationships inside and outside the system	4.22	0.43
Implementation of moral codes in the organization	4.22	0.43
Rich, developed and general occupational expectations	4.20	0.42
Mutual understanding, cooperation and coordination in various cases between responsible units in the organization	4.18	0.39
Encouraging collaboration between divisions	4.14	0.56
Feeling of job satisfaction	4.13	0.53
Legal supports, policies and behavioral regulations of novel and creative idea	4.09	0.52
Being prepared to accept the diversity of opinion between units and individuals	4.04	0.72
Being sensitive to followers' needs	4.04	0.61
Implementation of participatory management style	4.00	0.60
Futurism	3.91	0.68
Flexibility	3.90	0.72
Entrepreneurship	3.87	0.71
Design and execution of suitable reward and punishment mechanisms	3.86	0.56
Authority delegation management	3.78	0.68
Accessible financial, human and knowledge resources	3.73	0.55
Holding training-applied seminars, coerces and congresses	3.63	0.58
Implementation of innovative management style that facilitates the changes	3.50	0.60
Information sharing	3.44	0.84
Free organizational environment (Freedom in expressing ideas)	3.32	0.86

1. Completely disagree, 2. Disagree, 3. nNeutral, 4. Agree and 5. Completely agree

In order to determine the percentage of managers agreement about each introduced factor, their attitude toward each necessity introduced by other members was evaluated in three agree, neutral and disagree levels.in the third stage. Results indicate that about necessities such as organization’s access to suitable and modern soft and hard technologies, execution of flexible and informal rules, instructions and procedures, the comfort in stating the problems and establishing relationship with those responsible, job satisfaction, implementation of moral codes in the organizations, the use of organizational discussion and negotiation, believing in necessity of control and use of various control methods in the organization, and motivation and positive attitude towards changes, 100% of managers have reached a compromise and these necessities are completely confirmed by them. A 90% consensus was achieved by the managers about the fact that in postmodern organizations, manager should have fast reactions, be loyal to their organization, establish relationships inside and outside the system in organizational environment, have access to financial human and knowledge resources, be sensitive to the needs of their employees and try to comply them, support and appreciate novel thoughts and ideas, have a learning role in the organization and decompensate compensate the mistakes of their personnel.

Less than half of responders agreed necessities such as free organizational environment (freedom in expressing ideas) holding training-applied seminars, courses and congresses, expression of opposite ideas about the organization and implementation of participatory management style. As to the other items mentioned in the table as the requirements and necessities of postmodern management, managers reached an agreement higher than 50%. The secondary objective was to classify the requirements and necessities of postmodern change management in line with efficiency of postmodern organizations. In order to meet this objective, after omission of items that achieved a consensus less than 80%, the other characteristics introduced by the managers were divided into five categories including organizational structure, infrastructure, individual-human, group-human, and organizational culture (Keeney et al. 2006). Therefore, among 31 specified items, only 24 effective characteristic remained in these five categories. The result of this categorization indicate that most of the introduced necessities belong to organizational culture (7 items) and individual-human (7 items) categories and the rest are placed in group-human (4 items) and organizational structure (4 items) categories. Only two items belonged to infrastructure category (table 4).

Table3. Level of agreement with requirements and necessities of postmodern change management

Requirements and Necessities	Agreement percent (%)
Organization’s access to suitable and modern soft and hard technologies	100
Flexible and informal rules, instructions and procedures	100
The comfort in stating the problems and establishing relationship with those responsible	100
Feeling of job satisfaction	100
Implementation of moral codes in the organization	100
Organizational discussion and negotiation	100
Believing in necessity of control and use of various control methods in the organization	100
Motivation and positive attitude toward changes	100
Responsiveness (speed)	95.5
Relationships inside and outside the system	95.2
Flexibility	95
The loyalty that employees feel to their organization	94
Recompense of employees’ mistakes through the support of those responsible	91
Legal supports, policies and behavioral regulations of novel and creative idea	90.9
Learning	90.8
Accessible financial, human and knowledge resources	90.7
Being sensitive to the needs of followers	87.5
Being prepared to accept the diversity of opinion between units and individuals	87
Authority delegation management	86
Futurism	84
Information Sharing	83
Design and execution of suitable reward and punishment mechanisms	82
Rich, developed and general occupational expectations	81
Encouraging collaboration between divisions	78
Mutual understanding, cooperation and coordination in various cases between responsible units in the organization	50.4
Entrepreneurship	50.2
Implementation of innovative management style that facilitates that changes	45.2
Free organizational environment (Freedom in expressing ideas)	45
Holding training-applied seminars coerces and congresses	44
Expression opposite about the organization	43
Implementation of participatory management style	43

Table4. Classification of requirements and necessities of postmodern management

Categories	Requirements and Necessities
Organizational structure	Relationships inside and outside the system
	Flexible and informal rules, instructions and procedures
	Authority delegation management
infrastructures	Rich, developed and general occupational expectations
	Accessible financial, human and physical resources
Individual-human	Organization's access to suitable and modern soft and hard technologies
	Participatory contracts
	Futurism
	Job satisfaction
	Responsiveness (speed)
	Flexibility
	Implementation of moral codes in the organization
	Motivation and positive attitude towards changes
Organizational culture	Learning
	Legal supports, policies and behavioral regulations of novel and creative idea
	Being prepared to accept the diversity of opinion between units and individuals
	Believing in necessity of control and use of various control methods in the organization
	Design and execution of suitable reward and punishment mechanisms
	The loyalty that employees feel to their organization
	Recompense of employees' mistakes through the support of those responsible
The comfort in stating the problems and establishing relationship with those responsible	
Group-human	Organizational discussion and negotiation
	Being sensitive to the needs of followers
	Information sharing
	Encouraging collaboration between the divisions

5. CONCLUSION AND SUGGESTIONS

In addition to fast pace of changes, the problems around us are becoming more complicated day by day and this complication requires more time to resolve them, therefore suitable solutions must be presented and applied in time. In time solution of problems requires a promotion in prediction, learning and innovation which cannot be financed through traditional organizational and management theories (Viitala, 2005). In order to keep pace with these changes in today work environments, the structure of organizations and manager's ideology must be shifted as well, because the traditional methods of management are no longer effective and it is necessary to frame postmodern management topics and theories.

Postmodern management is among untraditional theories that questions traditional theories of management and issues management principals and elements in another form that is completely flexible and different from bureaucratic principles. Post modernism in organizational management refers to deny any certainty in structure, method, model, procedure and theory. It is a sort of boundless approach that suggests an unlimited exploration to the managers. In order to face the changes derived by postmodern management in the organizations, the structure of organizations and manager's ideology must be shifted as well. Those responsible for human resources must require some skills and qualifications in order to play their role efficiently and planning, organization, command, leadership and control must be respectively alternated by elements such as creativity, active organization, management based on networks and co-creation, persuading, and self-control (Soleymani *et al.*, 2013). Without paying attention and considering the requirements for implementation of postmodern management in postmodern organizations, this objective cannot be realized, because the final success in implementation of management in postmodern organizations is attributed to existence of required necessities in line with execution of postmodern management in these organizations and respond in to their changes and evolutions.

There were two main objectives. First, identification of requirement and necessities for implementation of postmodern change management and second, classification of these necessities in line with implementation of postmodern change management and second in Ministry of Cooperatives, Labor and Social Welfare. The following results were obtained:

1. The identified requirements (31 items) are all considered as requirement and necessities for implementation of postmodern change management. While about necessities such as organization's access to suitable and modern soft and hard technologies, execution of flexible and informal rules, instructions and procedures, the comfort in stating the problems and establishing relationship with those responsible, job satisfaction, implementation of moral codes in the organization, the use of organizational discussion and negotiation, believing in necessity of control and use of various control methods in the organization, and motivation and positive attitude towards changes, 100% of managers have reached a compromise. These results are in accordance with the results of the studies by (Kim *et al.*, 2009; Drath *et al.*, 2008; Cochran, 2009 and Day *et al.*, 2014).

2. A 90% consensus was achieved by the managers about the fact that in postmodern organizations, manager should have fast reactions, be loyal to their organization, establish relationships inside and outside the system in organizational environment, have access to financial human and knowledge resources. The significance of these elements was also mentioned in the studies by (Antonio *et al.* 2013; Cochran, 2009 and Hartman and Skulmos, 2010). The majority of managers also believed that in postmodern organizations, managers should be sensitive to the needs of their employees

and try to comply them, support and appreciate novel thoughts and ideas, have a learning role in the organization and decompensate compensate the mistakes of their personnel. These results are in accordance with the findings of (Zhang *et al.* 2013; Muczyk and Holt, 2008 and Ospina and Foldy, 2010).

3. According to the results, these five categories including organizational culture, individual-human, group-human, organizational structure and infrastructures. The results of this classification shows that most of the introduced necessities belong to organizational culture (8 items) and individual-human (8 items) categories which shows the importance of these issues and the it's necessity in line with implementation of postmodern organization according to the managers in the Ministry of Cooperatives, Labor and Social Welfare. The elements in group-human (5 items) and organizational structure (5 items) categories were in the second priority which indicates that managers should pay more attention to implementation of these factors in postmodern organizations. The elements included in infrastructure category are in the third priority. According to these results, the following suggestions can be presented:

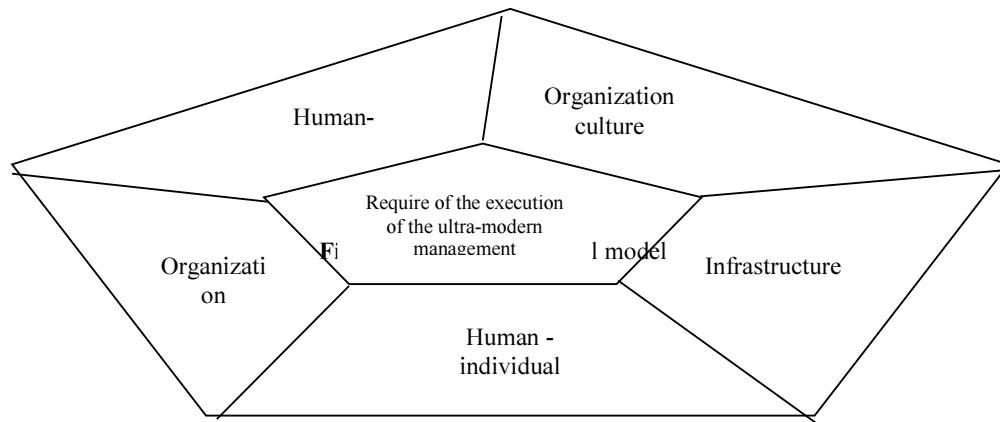
1. Organizational atmosphere and culture are considered as the most important pillars in implementation of postmodern management in postmodern organizations. In order to execute a desirable organizational culture in postmodern organizations, we should pay attention the way for implementation of all organizational culture elements one by one. According to the results presented in the mentioned studies and the fact that most of the introduced executive requirements of postmodern management are placed in category of organizational culture, managers should freely present and test innovative ideas and take care the way for legal support and encouragement of novel and creative thoughts and ideas through a slight modification in organizational atmosphere, so that they can transform the Ministry of Cooperatives, Labor and Social Welfare into a totally innovative organization. Perhaps this objective can be realized through implementation of management styles that facilitate innovation and changes. In order to encourage the communications in this organization, it is recommended to try more to put more effort on promotion the relationships between managers and employees (Choi Sang Long and Wan Ismail, 2011). Problems should be freely discussed with the director and in order to promote teamwork in Ministry of Cooperatives, Labor and Social Welfare, its managers should try to identify and resolve the problems and encourage the team work between employees through encouraging group participations. This can simultaneously promote the way for encouragement of teamwork in organizational atmosphere and sharing knowledge and innovation in different levels of organization (Wang and Lustra, 2013). Moreover, various control methods such as self-control and self-leadership can be applied in organizations instead on traditional and old ones (Lee *et al.* 2010). In line with implementation of modern technologies in organizations, they must be prepared to accept the organizational conflicts derived by the existence of such technologies. Suitable reward and punishment mechanisms must be applied in order to encourage innovation and novel executive ideas in postmodern organizations (Grey, 1999).

2. Considering the role of individual-human factor as one of the requirements for implementation of postmodern management, it is recommended to pay more attention to selection of managers in postmodern organizations. Having academic degrees cannot be merely effective in selection of managers and competencies such as futurism, job satisfaction, responsiveness (speed), flexibility, implementation of moral codes in organization, motivation and positive attitude towards changes, learning, entrepreneurship, and their ability to affect the organization must be considered more.

3. group-human category is the third effective factor related to requirements of postmodern management. Therefore, it is necessary to pay more attention to holding in-service training courses and periodic workshops during the year depending on the needs of managers in this evolutionary age. Moreover, the organization should promote the way for running organizational negotiations and sharing information and knowledge in order to establish relationships outside and inside the organization. Through developing different work groups, postmodern organizations facilitate discourse between the individuals which is performed aiming to build and exchange information and promote the way for more participation and promotion of organizational activities (Paulraj *et al.*, 2008, and Keough and Tobin, 2000). Discourse is confirmed since it is considered as a tool to promote and develop social interactions among post modernists. cases such as encouraging the tendency to collaboration and collective actions, increasing tolerance and patience against opposite attitudes, development of collective thoughts and improvement of novel ways to solve problems are all among the consequences of discourse (Ahanchian, 2003). There are a lot of voices (thoughts, viewpoints and ideas) in a postmodern organization (Boje and Dennehey, 2000). Inter-organizational groups refer to develop interaction, collaboration, exchange of knowledge and information between the employees and manager in order to be applied throughout the organization (Mukhtar *et al.*, 2012). Inter-organizational groups develop responsibilities and jobs through encouraging freedom of thinking, admission to individual differences (Tanloet and Tuamsuk, 2011; Wu and Wu, 2011). The behaviors in inter-organizational groups results in behavior orientation, empowerment and control (Dong *et al.* 2008 and See-To and Ho, 2014).

4. Organizational structure is the next factor considered as an effective requirement for implementation of postmodern management. The modern age will be accompanied by more complicated and evolutionary organizations. There is no traditional boundaries in future age organizations and many jobs have to be redesigned to shorten the time to respond these changes. The organizational structure in postmodern organizations is less dependent on rules and regulations of official and predefined structures. Instead, organic, network, and live structures are replaced in postmodern organization. relationships inside and outside the systems, flexible and informal rules, instructions and procedures, free organizational atmosphere (freedom in expressing ideas), authority delegation management, Rich, developed and general occupational expectations, and less organizational hierarchy play significant and effective roles in postmodern organizations and they are the most important factors in organizing such organizations (Lokshin *et al.*, 2009, and Appelbaum *et al.*, 2010).

5. Paying attention to effective infrastructures in line with implementation of postmodern management is the last factor considered as requirements of this management in postmodern organization. The required bases for implementation of postmodern management in postmodern organizations cannot be provided regardless of the organization's access to financial, human and knowledge resources, and suitable modern soft and hard technologies. Therefore, knowledge, financial and human infrastructures must be provided in such organizations (Hu and Laden, 2011, and Cetin *et al.*, 2012).



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