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THE ROLE OF MENTAL MODELS IN THE PROCESS OF ORGANIZATIONAL CHANGE

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ABSTRACT

Background and objectives: Today, all aspects of human life, including knowledge and technology, are rapidly evolving. Organizations for their survival and dynamism are bound to innovate and change continuously. The mental models of argumentators shape, interpret, and ultimately act. Therefore, due to the importance of mental models in the changes in the organizations, we examine the role of mental models in the process of organizational change in the General Directorate of Social Security Organization of East Azerbaijan province. Methodology: This study is applied as a method of obtaining data, descriptive and because of the attempt to explain the relationships between the variables studied, in terms of research type, is correlation. Which was selected on a sample of 180 employees of the General Directorate of the Social Security Agency of East Azerbaijan province using a simple stratified random sampling method. Information was collected through a questionnaire. Normal distribution of data was determined by Kolmogorov-Smirnov test and for data analysis and hypothesis testing, descriptive statistics and Pearson correlation coefficient were used and inferential level of linear regression analysis was used. A significant level is considered (0.05). Results: The results of the study indicate that the mental models and its constituent elements (1. mental images 2. imaginations 3. mental assumptions) with the organizational change process of the General Directorate of Social Security Organization of East Azerbaijan province have a positive and significant effect has it.

Keywords: *Mental Models, Mental Images, Imagery, Mental Assumptions, Organizational Change.*

INTRODUCTION

The emergence of the period of instability and the initiation and sequel of the rules of the game of competition, the substitution of the prevailing conditions of the dominant business environment, necessitates the achievement of a framework for understanding the methodological connection of the inner world (the mind) and the outside of us, which both mental models and We will continuously revitalize and improve our vision of the future. This involves understanding the patterns of mental transformation of strategic decision makers as well as the way of visualization and their perception of the future of the business and organization, and this constantly changes organizational approaches and processes. Given that the organization as a social system affects the environment as well as affects it. Because the organization's environment is constantly changing, correct approach or coordination with these changes is very important for organizations.

The importance of positive change is not about anyone, because it is a future need. Successful organizations in today's world are organizations that incorporate change in their institutional framework. The foundation of each organization is based on meeting needs, and since the needs of humans are constantly changing or the desire for new needs. Therefore, the need for change

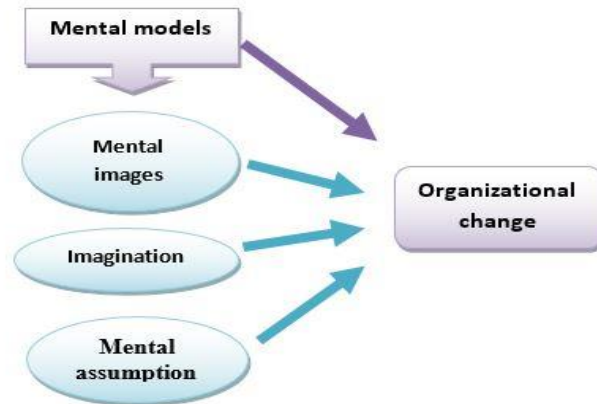
in organizations is always seen, and the sense of management's need for these developments is more and more evident. In each organization, there are potential abilities that can be optimally used to change and enhance organizational performance. The success of each change depends, to a large extent, on the managerial skills of the change agents, which facilitates and supports the processes of change. In order to achieve organizational transformation, which facilitates achievement of organizational goals, achieving efficient and effective mental models is an effective advantage in organizations.

Research hypotheses

The mental models have a positive and significant relationship with the process of organizational change in the General Directorate of the Social Security Organization of East Azerbaijan. (The main hypothesis)

1. The mental image has a positive and significant relationship with the process of organizational change in the General Directorate of the Social Security Organization of the East Azerbaijan Province.
2. The mental image has a positive and significant relationship with the process of organizational change in the General Directorate of the Social Security Organization of the East Azerbaijan Province.
3. Mental assumptions have a positive and significant relationship with the process of organizational change in the General Directorate of the Social Security Organization of the East Azerbaijan province.

Research model



Mental models

Today, in various industries, we are witnessing the beginning of an era of instability and failure in the patterns of analysis of trends and constantly changing trends governing the minds of strategic decision-makers. The adoption of heterogeneous and conflicting short-term decisions is a sequel that illustrates this turmoil. The speed of changing situations has surpassed their speed of perception by decision makers and decision-makers. In this context, the development or emergence of a coherent and dynamic shared vision from the organization, in order to link decisions to each other, in a coherent framework, seems necessary, through the achievement of efficient and effective mental models, to be necessary to disturb and the ability to achieve optimal

outcomes (sustained competitive advantage) has increased and changes are emerging in a coherent way (Jafari and Qouchani, 2008).

Organizational change

Today, business markets are dynamic and unpredictable, and require organizations that are constantly implementing change. The era in which we live is completely competitive and the external environment is very complex, unstable and unpredictable. Businesses cannot act in the past, employees and organizations and their components must be flexible and adaptable and adaptable. The idea that the only thing is fixed is change, at least since the heraclite in 500 BC has been prominent (Sange, 2009).

Today, change in organizations has become widespread and is constantly happening, and is often accompanied by high rates. Understanding change and management is the core theme of management in today's world. The goal of organizational change is to adapt to a better environment and performance (Pardo del val, M., Martinez Fuentes, 2003).

Employees of the organization react in a variety of ways to change. For batch, change is pleasant, new and exciting. These people are the first adapters and leaders of change and embrace the change. The other group is more cautious and try to test it before attempting to change it. For others, change may threaten their values and perceptions, and therefore change is more worrying for them. The change for the last group is a phenomenon that resists it. Since it involves a change of instability, resistance to it is natural and part of the process of organizational change (Smith, 2005).

In recent decades, the pace of change in various human societies has grown at a rapid pace, so that these rapid changes have revolutionized the foundations of many social values at once. Today, the business environment is deeply changing, and on the other hand, the impending move towards globalization has put organizations in the position to face rapid changes to the external environment. A change is a permanent movement that every organization needs to maintain its survival, and organizations need to change to be able to survive. In order for organizations to adapt to the changing and dynamic environment of today and not to compete, they must make changes to their internal structures, which can be of a kind of development, transition or transformation (Smith, 2005).

Reasons for employee resistance to organizational change

The causes of the resistance of the organization against the changes in Kate Davis are:

- Organization Structure
- Threat professionals and managers
- resistance of special units
- Adoption of the change

Investigating the Normality of Research Data

Table 1: Kolmogorov-Smirnov test results for normal distribution fitness

Variables	Test statistic	The significance level	Error value
Mental images	0.979	0.403	0.05
Mental Imagery	1.336	0.062	0.05
Mental assumptions	1.520	0.112	0.05
Mental models	1.407	0.087	0.05
Organizational change	1.850	0.066	0.05




As it is seen in the table above, the significance level of the test for all variables is greater than 0.05, and also considering that the test statistic for all variables is in the range of +96/1 to -96/1, so distribution of dispersion They are normal. As a result, we can use parametric tests to analyze all the hypotheses of the present study, which we use here is a simple linear regression coefficient method.

CONCLUSION

The purpose of this study was to investigate the role of organizational mental models in the process of organizational change in the General Directorate of Social Security in East Azerbaijan province. By analyzing the research hypotheses, it was found that mental models had a positive and significant correlation with organizational change. Independent variable of mental models influenced about 6/36 the dependent variable is the organizational change in the General Directorate of Social Security in the East Azerbaijan province. In addition to the main hypothesis, the analysis of sub-assumptions also shows the positive and significant relationship between mental images, mental imaginations and mental assumptions as elements that form the mental models with the organizational change process in the General Directorate of Social Security in East Azerbaijan Province.

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