
Identifying the Dimensions of the Design-Oriented Approach to Organizational Change Acceptance in Tehran Bus Company

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Abstract Organizational change does not take place without introduction. The drivers of change usually derive from the organizational environment or market. These drivers include things like competitors' bold moves, new technology with changing government regulations, and manager's inefficiency can be a driver for change in the organization. The purpose of this study is to identify the dimensions of the design-oriented approach to organizational change in Tehran Bus Company. The statistical population of the study is the experts of Tehran Bus Company. The data collection tool was an interview that identified the dimensions of the model using the view of 20 experts and the grounded approach. Interviews have been coded using MAXQDA software. The results of open coding of qualitative data collected using interview tool showed that 141 open codes out of 374 concepts were identified. 23 main categories and 24 subcategories are categorized. The central category in this research is the acceptance of organizational change. Causal conditions based on the trust-building of experience of previous changes, environmental requirements, organizational requirements, motivational system, about leaders to strategic change management, selection and appointment of managers and employees, investment in human resources, public relations, organizational communication, monitoring and feedback, executive performance of manager, about background conditions, considerations related to infrastructure and financial resources, considerations related to organizational culture, considerations related to organizational structure, considerations related to organizational climate, intervention conditions, on the support of stakeholders and people outside the organization, characteristics of managers, characteristics of human resources, networking, outcomes and results, on the promotion of social capital, satisfaction resulting from change, has been mentioned.

Keywords organizational change, acceptance of organizational change, Tehran bus company

INTRODUCTION

Tehran's urban management has changed the process of assigning the fleet to private companies in order to "competitive privatization in order to provide desirable services to citizens" for Bus Company agility- according to the global model- in order to provide the interests of the private sector and the goals of the city. Various cities such as London, Seoul, Copenhagen, as well as the cities of France and the Netherlands have been studied more detail in order to develop a new model of privatization in Tehran and change in assigning bus by the government and the municipality to private companies has been performed using the knowledge and experiences of these countries to improve the activity of this fleet. In the past, according to government decrees, private companies did not have the right to choose a bus manufacturer, and buses purchased by the Ministry of the Interior were delivered to them only by paying 17.5 percent of their daily value in "cash", so that 82.5% of the selling price of buses are "subsidies" that are predicted for the fleet and the ownership of the buses is practically transferred to private companies after 10 years. In this way, the payment of subsidies to private companies at the very beginning of the contract weakens the motivation to provide services on the one hand, and on the other hand, it removes the promotion of the quality of services to citizens due to the formation of a non-competitive environment.

Using the experience and knowledge of successful countries in the field of public transportation, instead of 17.5% ownership of private companies at the beginning of the contract, according to the experience of successful cities in the world, 100% ownership was proposed so that the "subsidy" for public transportation, instead of paying at the beginning of the contract, can be paid to the companies according to the type of operation and the degree of citizens' satisfaction with the companies' services. Using this model will cause private sector competition in the bus fleet. Nowadays, organizations are increasingly faced with change and have been forced to adapt to environmental factors. For example, almost every organization has to adapt to an environment of different cultures. Policies and methods or nationalities must change so that the organization can attract workers of different races, groups and nationalities. The world today is increasingly requiring the kind of leadership that values the creation of organizations that are working to activate their potential while at the same time thinking about resolving workplace' crises and emergencies. In such a situation, organizations must know that in order to achieve future authority, they have to prefer goals of becoming to staying. In other words, in the present age, change is an important dimension for organizations.

Change is inevitable and must be designed and managed in order to create constructive and effective change in organizations. Today, the world needs the kind of leadership that values the creation of organizations that work to activate their potential while at the same time thinking about resolving workplace crises and emergencies. In such a situation, organizations should know that in order to achieve future authority, they have to prefer goals of becoming to goals of staying. In other words, in the present era, transformation, reconstruction and modernization is one of the important dimensions of organizational health and therefore, change management in

organizations is one of the most difficult duties of leading managers. In the current unstable environment, organizations are facing intense changes and have no choice but to adapt to environmental factors. Research has shown that planning, leading, and maintaining organizational change is very difficult and unlikely to succeed. Having an integrated model for managing changes can simplify complex events- which is the essence of any change- by recognizing the relationships between vital elements.

Increasing competition, technological advancement, workforce diversity, rising customer expectations, and the like are all warnings that lead organizations to change. However, taking a look at the country's government organizations shows that very little attention has been paid to the issue of organizational change. At the beginning of the third millennium and the institutionalization of stability in organizational change, more organizations are realizing that the key source of business is not capital and equipment, but knowledge, information and ideas. On the other hand, the latest scientific and technological advances in the field of communications, telecommunications, information technology satellites, etc. have transformed the transportation society as the main economic, cultural, political and social arteries in a new way. But organizations (in general) and the transportation industry in Iran have benefited less from this development and have remained somewhat traditional.

Adaptation and change are necessary for the survival of an organization. Organizations must adapt their activities and organizational structure based on environmental changes and adjust the organizational structure based on new operational models. However, in the existing literature, organizational change has recently been recognized as an ongoing process. Organizational change is an apparent and definite feature of organizational change. Researchers, consulting firms and professional websites have conducted various discussions on organizational structure change. Theoretical frameworks of organizational change include organizational design, organizational development or organizational structure change. Or, managers in charge of organizational change, for organizational change, often look at the issue in a one-dimensional way and do not consider other related factors and the extensive consequences of organizational change (Král.&Králová et al, 2016).

The failure of change programs is well exposed; The rate of 40% quotes the failure, while Decker et al. (2012) stated that the failure rate anywhere is between 28% and 93%. Many cited these resistances as an important cause of failure. Lawrence (1969) suggested that the key to solving this problem is to understand resistance. We often conclude in the scientific literature that the inherent aspect of this behavior of organizational change is resistance; Because employees try to deny the power and influence of their employers (Canning et al., 2015).

When organizations are prepared to implement change and pay for changes, they will get better results from changes and employees will be better involved in the process (Claibrone, 2013), as opposed to when the organization is not ready for change, a change can lead to resistance, conflict, and ultimately failure. Failure to change will result in a loss of a large amount of time, financial resources for the organization, and a decline in employee morale (Weiner, 2009).

Bowman and Ash (1987) stated that employees will help their managers in several cases to accept changes and ease restrictions for changes. The primary reason for such behavior involves the use of managers from communication, training, and participation strategies to prevent and overcome barriers to change. Communication seems to be the most important factor in the change process and all managers should use communication in each stage of change. Training is also the second most important factor in adopting change strategies. Training ensures that employees have the necessary skills to perform new tasks. The third factor is participation and involvement in the implementation of changes, the knowledge and experience gained from which will help managers to be successful in accepting and implementing continuous change (Chiang et al., 2010).

Different attitudes towards accepting change and resistance against change is a very important issue in today's competitive environment. Discovering the behavioral source of employees' reactions to change is an integral part of understanding the way of change in which the people's view has had a role against change and resistance. This knowledge may give organizations insight for building a competitive advantage over their peers. It can be argued that some researchers consider change as a process of gradual adaptation that is mainly influenced by individuals in organizations that respond to internal and external pressures, which include a part of the individuals that must adapt to change. However, human resistance to change can be severe or natural. Examples of these resistances can occur in employees' personal lives or as they approach new ideas or changes in the workplace (Duncian, 2015). Dent and Goldberg (1999) found that at the individual level, resistance to change can result from those whose jobs are directly affected by change and can exert pressure through organization. People are with a combination of habits and are bothered by pressure in organizations that force employees to choose a different behavior or a reward system that may not seem useful (Doncian, 2015).

Research on change has shown that the first and last stages of change depend on the respondents of change (eg, cognitive and emotional prior and willingness to change). Consequences caused by change (job satisfaction, job attachment, intention to leave the job and depression and other mental and health problems). Specifically, in order to develop the pace of change, a pace of positive change in attitude toward change, attitude toward the manager, and other changes to traditional roles and procedures must be created (Halton et al., 2015).

Waddel and Sohal (1998) have studied the issue of resistance with a new perspective by studying the traditional perspectives of resistance and researching the management literature of the last 50 years. The traditional tendency towards resistance is that resistance is undesirable and must be controlled. These two scientists present a completely different image of resistance by researching the literature of the 1970 and 1980s. They argue that resistance has many benefits, but managers often overlook these benefits and still consider resistance problematic. According to Waddel and Sohal, the lack of change management models and theories in this regard is an obstacle to achieving this type of benefit. A review of the literature identifies tens of role models, individuals who have successfully managed and led the process of change to be models for leaders who want to benefit change for their survival. But it does not present anything about how those features or

prerequisites can be reconstructed exactly. In other words, if these preconditions are not reconstructed and not have a widespread presence in the process of change, change will fail because of what is called "resistance to change."

The projected horizon for the bus field by the end of 2018 is the transfer of 30% of Tehran passengers from the total daily trips, which should be economical, fast, safe, easy with superior quality and environmentally friendly. In the five-year plan, the length of rapid transit bus lines should reach 191 km, and the share of buses with the Euro 4 standard in the horizon of the five-year plan is 55%. City officials are trying to provide high-quality electric and hybrid buses with the participation of the private sector. In order to have an efficient bus fleet in Tehran, it is necessary to pay attention to many indicators in order to achieve a modern and efficient bus, this requires organizational changes that effective factors in accepting change needs to be well explained in this direction of change. Therefore, it is necessary that this organization, like other organizations active in a competitive and changing environment, using appropriate change processes, try to accept change, so that it can increase the level of efficiency and effectiveness appropriate to changing conditions. In order to implement these changes, there are various resistances in accepting change which can prevent the implementation of organizational change. For this purpose, the present study seeks to answer the following question: What is the appropriate model for accepting organizational change in the Tehran Bus Company? Today, the significant role and contribution of transportation in sustainable development programs is undeniable and thoughtful. Solving the challenges of the transportation industry especially in the urban area needs dynamism in the macro management of this system and constructive interaction and utilization of experiences and knowledge and science at the international level and their localization to create physical and mental health of the community and optimal urban transportation, according to the importance and wide impact of public transportation on the lives of citizens, especially in environmental issues and sustainable development, Tehran Bus Company has undergone many changes in various hardware and software over the past few years. The development of lines, especially feeder lines, increasing and improving the quality of the fleet, smartening and organizing the lines has been the most important actions of the capital's bus drivers in recent years. The main goal of urban management in the field of bus management is to achieve modern bus management. Therefore, in recent years, 4 main steps should be realized i.e the development and upgrading of lines, increasing and improving the fleet, smartening and improving the efficiency and level of service according to internal studies and research and development, as well as benefiting the findings of foreign research in the bus complex.

RESEARCH LITERATURE

Although there is a lack of consensus about an accepted framework for managing and implementing change in the organization, significant considerations in this area include three important issues. First, the concept of change has changed over the past few years: "Change is changing." Today's organizations face the unpredictable complexity of change. Second, the changes that are created by external or internal factors have become much more diverse, as they

change in all shapes and sizes, and as a result, companies from all industries are interested in change. Third, the successful management of organizational change is an important factor for all organizations to survive and succeed in today's competitive and turbulent business environment. Beer and Nohira (2000), Balugon and Hope Hailey et al. (2004) and Pellettiere(2006) stated that 70% of change programs failed. Hence, change is dangerous. But change is a paradox that they must accept in order to compete. The cause of these organizational change failures can be attributed to the lack of a proper framework for change management. One of the most important reasons for the failure of organizational change programs is due to the traditional approach to change (Heckman et al., 2015).

Change management is the use of structured processes and tool to empower individuals and groups to transition from the current situation to the future so that desirable results are achieved. Change management emphasizes the "individuals" aspect in change and targets all levels of the organization such as executives, senior executives, middle managers, and line supervisors (prosci website, 2012). Daft (2001) believes that organizational change is defined as the acceptance of a new idea, opinion, or behavior by an organization. Organizational change is a specifically planned process and a conscious effort to reinforce the ways in which groups, departments, or the whole organization operates based on it. Organizational change involves change in the structure, way of doing things, technology, culture and management. Organizations change to solve a problem, to survive, and to achieve their goals with better quality. Through this process, senior organizations are developed (Farazja and Khademi, 2011). Change is not an exception to the rule, but the rule itself that is not always synonymous with progress. In all organizations, change does not necessarily mean progress. If the mechanisms of change and the principles governing it and the variables that intervene in change are not properly understood, changes can lead to the depreciation and destruction of organizations (Barbaroux, 2011; Martin, 2013; Chauvin et al., 2014).

Changing an organization from its current state to the desirable state is a complex and multidimensional process, so having a systematic and coherent approach to the change process is essential. By reviewing the management literature, change and theories in this field, it is possible to categorize the research and common models of change and show the relationship between them. In this way, the possibility of coordination between the components becomes easier and a roadmap is created to guide the activities and plan it at each stage (Arazmjoo et al., 2013). The following are models of the change management process.

Levin Change Management Model (1940)

Kurt Levin developed this change management strategy in the 1940s, but it is still relevant due to its simple and effective structure. According to Levin, managing organizational change can be divided into three smaller and more controllable steps (Lucidchart, 2018):

- Opening
- Changing
- Exiting the freezer

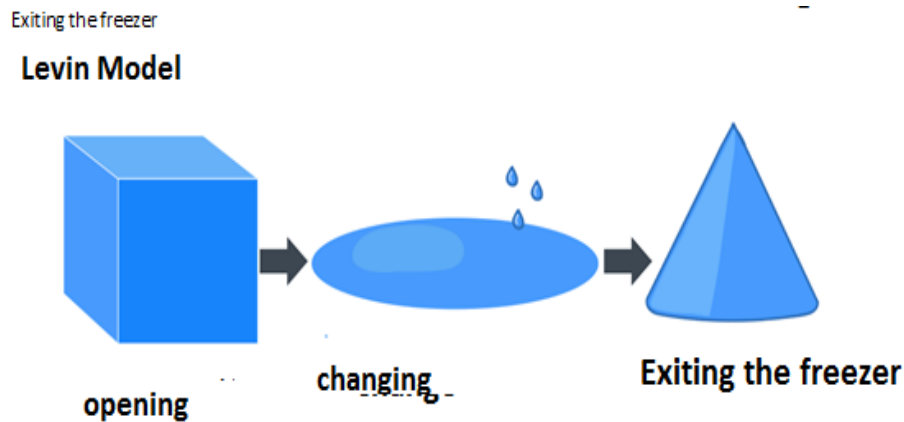


Fig. 1 Levin (1940) Organizational Change Model

ADKAR model

The ADKAR model focuses on an individual change approach. The ADKAR model, developed by Jeffrey Hiatt, helps facilitate change at the individual level, because change is often about people and more about how people react to change. ADKAR is (Luchertchart, 2018):

- Awareness: Awareness of the need for change
- Desire: the desire to participate in change and support it
- Knowledge: Knowledge of how to change
- Ability: Ability to implement change
- Reinforcement: Reinforcement to maintain change

Kotter's 8-Step Change Model (1996)

This model developed by John Kotter is presented after surveying more than 100 organizations, that focuses more on people experiencing organizational change. The eight steps are:

- Creating a sense of need
- Building a strong coalition.
- Creating a strategic vision
- Receiving people's comment
- Activating the action by removing obstacles.
- Producing short-term range.
- Maintaining acceleration
- Changing organization

The Kotter Change Management Process (1996) skillfully leads to attracting individuals resistant to change participants through trust, transparency, and teamwork (Luchertchart, 2018).

Kubler-Ross change curve (1969)

The Greek philosopher Heraclitus stated that "the only thing that is fixed is change." Now, more than two thousand years ago, change is common in modern times. Today's companies need to be flexible and adapt to changing environments in order to survive. The process of change is often defined by the Kubler-Ross change curve, which describes the different emotions of the person who is changing. This model of change was first published in 1969.

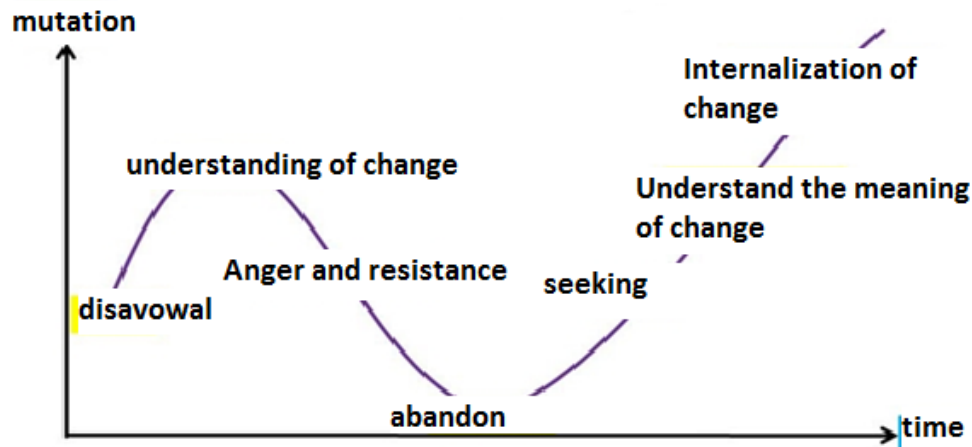


Fig. 2 Kubler-Ross change curve

According to the Kubler-Ross change curve, the process of change begins with shock and denial, where people choose a temporary defense mechanism as they try to process the new reality. This stage is usually short, but some people can stay in this stage for a long time. This is where the company needs to change and change the intelligence (Cleverism; 2015 Ohman, 2018).

When the initial shock passes, people tend to get angry and start looking for someone or something to blame. Some people may try to blame themselves, while others seek it because of the people around them or because they see external conditions such as the economy. This is where communication and company support has a great importance (Cleverism; Ohman 2015, 2018).

The third stage is bargaining. This is when people start to find ways to postpone what is inevitable to happen, or try to follow the positive aspects of the current situation. At this stage, people are trying to find a compromise appropriate with their current situation. Education plays a key role in this stage (Cleverism; 2015 Ohman, 2018).

The last stage is acceptance, where people have realized that change is inevitable and there is no attempt to fight it. Some people may move in the direction of change, in the direction of resignation; Because they do not see other options, but some people begin to see positive change and new normalcy. This is when encouraging winning is important (Cleverism; 2015 Ohman, 2018).

Cameron and Green (2015) have linked metaphors of change to nine well-known models of organizational change.

Table 1 Models of change and related metaphors (Cameron and Green, 2015)

Model and metaphor	Machine	Political system	Organism	Change
Levin model - three-stage model	X		X	
Black Button - Scheduled change	X			
Kotter - eight steps	X	X	X	
Beckhard and Harris - The formula for change			X	
Nedler and Tushman - Correlation Model		X	X	
William Birdage-Transition Manager	X	X	X	X
Singh - systematic modeling		X	X	
Kernel – Change Management Model		X	X	X
Stansey & Shaw - The Complex Responsive Process		X		X

The Kotter eight-step model and the Levin three-step model are probably the most cited and well-known theories of change management. The eight-stage model, which deals with machine, political, and organism metaphors, according to Cameron and Green (2015) classification is proposed with some of the issues of power in making changes with an emphasis on communications. However, Cameron and Green (2015) stated that this model causes early energy generation without sufficient power to perform the whole process of change.

Not all individuals and organizations easily adapt to change and for some reason resist change, and managers of organizations are forced to look for ways and means to manage resistance against change. Reasons for resisting against change can lose the fear of members from what they like. Most organizations have a bureaucratic structure, many organizations protect themselves against change, and organizational cultures resist against change (Robbins, 2008). Some researchers have cited stability, habit, adaptation, threats to economic interests or the power and prestige of individuals, lack of understanding, different perceptions, and fear of the unknowns as reasons for resistance against change (Dollard and Bakker, 2011). Types of resistance against change can be described in another way. Resistances that have an organizational origin (excessive in determining details, limitation of scope of change, group lethargy, feeling threatened by experts, feeling threatened by those in power, resource allocation), resistances that have an individual origin (habit, security, economic factors, fear of the unknown, lack of awareness, social factors, ignoring facts), managers of organizations can manage resistance against change using different approaches and methods (Der Voet, 2014)

Today's complex and changing environment forces organizations to innovate and make changes, but employees in organizations react differently to these changes, which each Sokovich and Mayer (2002) divide these reactions into the following five categories:

Advocate of change: expressing a person's great desire for change; In this reaction, the person encourages others to change and formally supports what is needed for change to succeed. This defense may include encouraging others to participate in change, working overtime during the transformation, and showing perseverance to ensure the success of change.

Cooperating with change: expressing one's support for change; In this reaction, the person cooperates and strives for change and is ready for humble sacrifice. This cooperation may include tolerating problems that occur during the change and avoiding behaviors that are contrary to the change program.

Acceptance of change (surrendering): expressing the individual's minimum support for change; In this reaction, the person reluctantly cooperates with change. Surrender behavior may only involve following instructions or doing what is required to change.

Neutral resistance: expressing a person's hidden resistance to change; In this reaction, the person intends to prevent the success of the change by performing his hidden and intangible behaviors. These behaviors can include not following the guidelines for change, refusing to make suggestions, or complaining about change among colleagues.

Active resistance: expressing a person's intentional resistance to change; In this reaction, the person opposes change by performing his intentional behaviors. These behaviors can include refusing requests, defending alternatives to proposed change, or publicly comment against change (Young, 2005).

How employees react to change is very important, because the failure of many changes in organizations is due to employees' opposition and resistance to those changes. For example, in a longitudinal study from 2014 to 2017, Waldersee & Griffiths(1996) studied 500 large international organizations during organizational change, and found that more than half of the organizations under study have experienced resistance to change of employees, and resistance is the most important problem that managers face when implementing change. Therefore, if the manager does not realize, does not accept and does not make an effort to face this resistance, this issue can cause problems even in the most optimistic and understandable changes (Bolognese, 2002).

Bridges (1991) considers change as two different categories and believes that individuals do not resist changing, but it is change that must be adapted to change. "Change includes new positions, new position, new boss, new team roles and new policies," he says. While evolution is a psychological process that people go through to adapt to a new situation, and until change occurs, change does not occur (Bridges, 1991: 4-3).

Studies show that change usually affects people's mental state. Therefore, there is no exact answer to the question of how and in the best way change can be applied and resistance can be overcome. Because people are different, their perceptions and reasons for resistance are also different. As a result, researchers can only theorize about confronting and eliminating resistance

in the organization, but ultimately the only way to deal effectively with resistance is to understand the specific conditions that cause particular resistances in individuals. (Bolognese, 2002).

Therefore, many researchers have studied the reasons for employees' resistance to change and ways to overcome it. The most important reasons for employee resistance and ways to overcome it, proposed by organizational change theorists, are summarized by Dent and Goldberg in Table 2 (Dent and Goldberg, 1999: 28).

Table 2 Reasons and Strategies of Resistance to Change (Dent and Goldberg, 1999)

theorists	Krinter 1993	Griffin 1993	Aldag and Stearns 1991	Shermerhorn 1989	Dobrin and Ireland 1993
Reasons for resistance					
Surprised	X				
Sluggishness and laziness	X				
misunderstanding	X	X	X	X	
Emotional effects	X	X	X	X	
distrust	X	X	X	X	
fear of failure	X				X
Personality conflicts	X	X	X	X	
Insufficient training	X				
Threat to position and job security	X	X	X	X	X
Breaking group norms	X	X	X	X	
Fear of poor results					X
Misunderstanding of change					X
Unreliability		X	X	X	
Strategies for overcoming resistance					
Education	X	X	X	X	
participation	X	X	X	X	X
Facilitation	X	X	X	X	
Negotiation	X	X	X	X	X
Clever tact	X	X	X	X	X
Discussion	X	X	X	X	
Financial benefits					X
Political support					X
Threat and force					X

Tang et al. (2018) examined the characteristics of organizational change and how the individual adapts to the organization on employee performance. The purpose of this study was to investigate the role of individual value adjustment with the organization (P-O) in dealing with organizational changes of employees. The results showed that participatory leadership depends on the emotional commitment to change, employees' orientation towards leadership. In this empirical study in two police organizations, the evidence found shows that employee orientation towards leadership is a useful interactive variable and participatory leadership reduces the emotional commitment to change people with a domineering orientation. In contrast, participatory leadership increases emotional commitment to change employees who have a high orientation to follow leadership. Finally, theoretical and practical concepts are discussed. Chang et al. (2014) in a study on 174 Chinese employees who previously worked in Chinese companies showed that training and job security can be effective in accepting employees from organizational changes.

In the following, some researches in this field are mentioned. Stensaker et al. (2011) examined the way of organizational change experiences on the employees' reaction to change. Findings show that experience provides employees with the opportunity to develop their change capabilities which leading to a milder and more constructive response to subsequent changes. However, negative experiences can lead to loyal behavior that is based on pessimistic attitudes. Ameri and Hosseini (2017) in evaluating the effect of the tendency to accept organizational change on increasing customer satisfaction by considering the mediating variable of relationship marketing showed that the tendency to accept organizational change has an effect on relationship marketing and customer satisfaction and relationship marketing has a positive and significant effect on customer satisfaction. Qalavandi (2016) in examining the relationship between organizational changes based on managerial factors and organizational performance showed that there is a positive and significant relationship between organizational change based on managerial factors and organizational performance. It was also found that managerial factors can positively and significantly predict organizational performance. Accordingly, one of the factors that should be considered in terms of organizational performance is organizational change based on managerial factors.

RESEARCH METHODOLOGY

In this research, related models and variables have been identified for the organizational change acceptance model in Tehran Bus Company. Then, based on the studied models on research variables, general criteria were extracted. Then, based on the view of experts, the final criteria in the study population were identified. In this study, effective variables were identified by examining a group of experts of the bus company. In this study, 20 experts and specialists who have been directly dealing with the subject under study for many years in the bus company have been used. At the end of each interview, the interviewee was asked to propose his suggestions on the subject of the research and to conduct better interviews, and to introduce knowledgeable individuals who could be a good example for the interview. The interview process continued in such a way that nothing was added to the interview findings. In other words, the answers were

repeated and so-called theoretical sampling; the categories had reached theoretical saturation. Grounded theory is one of the research strategies through which the theory is formed based on the main concepts of the data. That is, the process of theory formation in this strategy is a movement other than the whole. (Danaei-Fard et al., 2007) This theory is created based on the data of participants who have experienced a process. (Cresswell, 2012:85)

There are three dominant approaches in the grounded theory:

A systematic approach known by the work of Starus and Corbin, the emergent approach related to Glasser's work, the constructivist approach supported by Charms. This strategy is based on three elements: "concepts", "categories" and "theorems". The concepts are the basic units of analysis. Categories can be briefly defined as a category of concepts. That is, the combination or juxtaposition of several concepts forms a category or class. Categories are the foundations of theory development. The third element is "theorems", which express the generalized relations between a category and its concepts and between certain categories. (Danaeifard et al., 2007)

In the process of theory analysis, interview and textual data are coded. Information coding consists of three steps: open coding, axial coding, and selective coding. Open coding is done in two stages of primary coding and secondary coding. Initial coding can be done by line-by-line, phrase-by-phrase, or paragraph-by-paragraph data encoding. A concept or code is attached to each of them. In secondary coding, by comparing concepts, similar and common items are placed in the form of single categories; Therefore, the mass of data (codes - concepts) is reduced to a certain and limited number of major categories. These categories are then placed next to each other and related to each other. (Mohammadpour, 2013: 101) In this method, Maxqda software has been used to analyze qualitative data and theorize.

FINDINGS

In the grounded theory, the method of analysis is such that each part of the data is analyzed in parallel immediately after the collection of that part. Then the researcher receives guidelines from the initial data analysis for accessing the following data. These guidelines can be obtained from underdeveloped categories, information gaps, or people with sufficient insight into the phenomenon. After obtaining these guidelines, the researcher enters the research environment to collect other data. This process of data collection and analysis takes place until the researcher achieves class saturation (Danaifard and Islami, 2011). In the grounded theory, analysis consists of three types of coding, which are:

- **Open coding**

The open coding method in the present study is the line-by-line analysis method. To perform this method, the data obtained from each interview were analyzed and the concepts related to the research were identified and placed in more general categories called categories. Then, the following samples were selected to cultivate the obtained categories, which include discovering the dimensions, characteristics of the categories, and achieving uniformity among the responses.

The results of open coding of qualitative data collected using interview tools showed that 141 open codes out of 374 concepts were identified.

- **Axial coding**

In axial coding, separate categories are placed next to each other in a meaningful framework, and the relationships between them, especially the relationship of the axial category to other categories, are determined. In this study, the Strauss and Corbin paradigms were used for axial coding. This paradigm is a coherent framework that can be used to assess the possible relationships between categories and, on the other hand, provides a relatively comprehensive understanding of the phenomenon; Because causal and contextual factors that cause the actor to turn to a specific activity, which is the central category, strategies that are adopted to manage the situation and realize the central category, intervening factors that facilitate or prevent the contextual and causal factors on axial category and the consequences caused by the strategies adopted are shown. The purpose of this stage of coding is to establish the relationship between the classes produced in the open coding stage, this operation is based on the paradigm model and helps the theorist to easily perform the process of creating the theory. Axial coding leads to the creation of groups and categories. All similar codes are in their own group. In this regard, all generated code is reviewed and compared with the texts so that nothing is left out. There are 23 main categories and 24 subcategories.

- **Selective coding**

The central category is the main phenomenon of this research, i.e the presentation of the model of organizational change acceptance model, which is the basis and axis of the process which all other main categories are related, and according to the research findings, it can be spoken about factors influenced by Phenomena and strategies derived from it and then the consequences and results of this strategy. The central category included the following.

Table 3 Axis category

Category type	Category	Open code
Axial category	Acceptance of organization change	Accompanying to accept change, institutionalizing change, resisting change, trying to eliminate or reduce resistance to change

Causal conditions include those categories that directly affect the central phenomenon or are the creators and developers of this phenomenon that can often be found by looking at the data regularly and reviewing their events. This research emphasizes the following cases:

Table 4 Causal Category

Type of category	Category	Open code
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Causal conditions	Trust-building	Building trust for staff, job satisfaction from assigned tasks, paying attention to emotions and feelings, valuing human resources
	Experience of previous changes	Alignment of changes with ethics, lack of effect of adding change on people's life problems, positive reaction to the experience of previous changes
	environmental requirements	Revenue generation and reasonable reduction of costs, accelerating the outsourcing of the bus company
	Organizational requirements	Having strong operational potential, modifying or eliminating (refining) existing laws, growth and dynamism of the organization
	Incentive system	Aligning organizational interests with personal interests of employees, comparing employees with other organizations, effective use of encouragement and punishment mechanisms

Contextual conditions are generally specific factors that organizations cannot control, but our strategies are influenced by that context. In relation to these factors, during the interviews, the vast majority included the following cases.

Table 5 Contextual category

Type of category	Category	Open codes
Contextual conditions	Considerations related to infrastructure and financial resources	Optimal use of existing facilities, financing needed for change, use of infrastructure and modern technologies
	Considerations related to organizational culture	External culture: Organizational culture between organizations and organs with each other, cultural factors in society Internal culture: Relation to organizational culture /identity, localization of organizational change conditions, organizational culture
	Considerations related to organizational structure	The position of the manager in the organizational pyramid, the effect of change on the balance of power in the organization, the appropriateness of changes to the nature and description of job duties, how people are arranged in the organizational chart
	Considerations related to organizational	Speed and creativity at work, contextualization of spontaneous change, maintaining stability and

	atmosphere	order in the change process, optimal work environment
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Strategies are the actions that are presented in response to the central category or phenomenon, are purposefully selected and can be used to implement the central phenomenon. The strategic category included the following cases.

Table 6 Strategies category

Category type	Category	Open code
Strategies	Strategic change management	Diagnosis: Adequate knowledge of the positive and negative consequences of change, belief in the appropriate time for proposed changes, studies related to change and acceptance of organizational change, reviewing existing strengths and weaknesses, time period of change Change strategy: transparency of expectations from employees, competition of government organizations with other organizations, management stability, alignment of individual and organizational goals, transformation of thoughts and behavioral patterns, gradual change process, purposefulness and planning for change
	Selection and appointment of managers and employees	Specific competencies: employing employees with creativity and innovation, employing employees with high learning component, emotional intelligence, employing employees with high participation, cultural intelligence of managers, employing managers with high organizational intelligence Considerations related to selection and appointment: The need to appoint internal managers to accept change, systematizing the appointment of individuals based on meritocracy
	Investing in human resources	Maintaining the power to choose and individual choice of employees and subordinates, the existence of team cohesion in personnel, balance between input and output forces through temporary employment, teamwork during the change process, effective organizational behavior, human resource empowerment Effective training
	public relations	External public relations: informing citizens, using the capacity of the media Internal public relations: creating a clear and transparent picture of the current situation, having strong public relations, proper

		information
	Organizational communications	Communication channel: Establishing continuous and constructive communication between the manager and the subdivision, creating effective communication channels Communication content: Providing clear organizational instructions
	Monitoring and feedback	External monitoring: social reflection of organizational change, use of citizens' opinions Internal monitoring: Effective monitoring of monitoring units
	Executive performance of the manager	Respecting opponents of change, applying participatory management styles, mentality of people towards the manager, holding useful briefings on organizational change, managers' influence on improving employees' organizational behaviors, avoiding control over employees' activities and forcing them to make changes, acceptance of officials, tangible presence of managers during organizational change, applied management style, effective interaction of the manager with influential employees, use of efficient consultants, adequate knowledge of the manager of human resources

The conditions of the intervener, which moderates the causal conditions and influences the strategies, included the following during the interviews.

Table 7 Intervention category

Category type	Category	Open code
Interfering conditions	Supporting stakeholders and people outside the organization	Organizational support: policy-making of upstream institutions, compliance with the policies of upstream managers Personal support: Attitudes of upstream managers, support of upstream managers
	Characteristics of managers	Managers' personality traits: having a positive view, having a charismatic personality, having personality stability, self-confidence of senior managers, unity of words and actions of the manager, supportive power, honesty of the manager, risk-taking, courage and bravery of the manager in the process of accepting change Managers' managerial skills: manager's knowledge of the subset, the need for up-to-date knowledge, manager's

		knowledge of the program content, manager's criticism, decision-making determination, manager's persuasive power, senior manager's managerial background
	Characteristics of manpower	Demographic characteristics of employees: Density and geography of the existing population, manpower with a low history as the first priority of change, the level of manpower education Employee personality traits: having a work conscience, a sense of responsibility towards the superior manager, having a sense of desire for change, perceived positive impact on benefits, positive perception of the existing psychological contract, belief in the need for change, not accustomed to daily affairs and routine by employees, level of employee commitment, meeting manager expectations, belief in the need for change and its consequences, welcoming uncertainty, family culture of employees
	Networking	Informal groups of employees: the power and influence of Islamic labor councils, the power of lobbying and consultation, informal groups such as the syndicate of Company Informal groups of managers: sources of managerial power, alliances with powerful and influential groups outside the unit company, political behavior of managers to accept change, managerial interaction with senior managers, manager's interaction with influential organizations

Consequences and results derives from the adoption of strategies that, if successfully implemented, their realization causes the central category. As a result, the interviewees included the following:

Table 8 Categories of consequences

Category type	Category	Open code
Consequences	Promotion of social capital	Social trust: creating an atmosphere of trust, institutionalizing change in the public mind of employees, increasing the level of expectations of citizens, the general mentality of society about change, promoting the position and social identity of a single company in the public mind Social Participation: Using the capacity of public participation (NGO)
	Satisfactions	Non-financial: Feeling relax and motivation by change, quality of

	<p>on resulting from change</p>	<p>results and achievements Financial: not threatening the personal interests of employees, strengthening the economic interests of employees, not changing the position and administrative and financial position of the individual</p>
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In order to integrate and present the final model, formulating and evaluating the organizational change acceptance model after identifying the axial category and relating other categories in the form of the systematic paradigm of grounded theorizing, refining the designed model and cultivating the main factors was implemented and the final research model was obtained as the following figure (Figure 3).

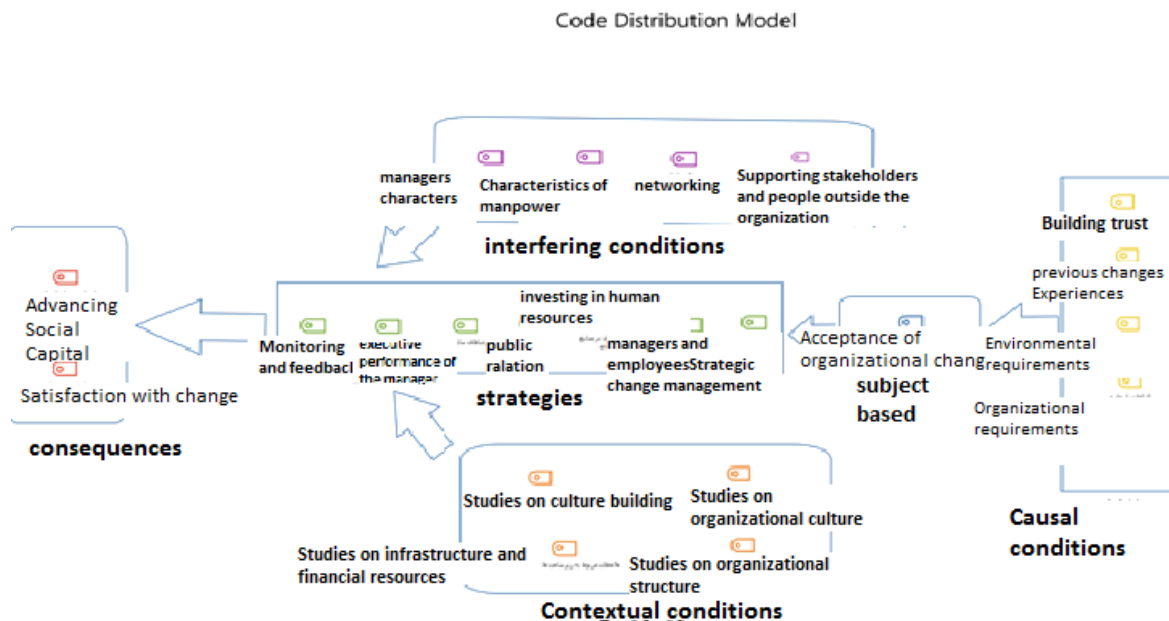


Fig. 3 The presented paradigm model of accepting organizational change in Tehran Bus Company

DISCUSSION AND CONCLUSION

The world of accelerating changes, the age of planetary evolutions, the periods of instable stability, the changing environment; these are the words and terms that are presented in the description of the 21st century. In this age, what is most significant is change, change and change. The introduction to books, the beginning of scientific papers, and the focus of academic conferences, if not say all, at least many of them revolve around the concept of change. Change has always been and the progress of societies, organizations and individuals of human beings has found meaning in its shadow. But the meaning of this stereotypical concept is even beyond meaning. The reason is also clear; Change has never been more pervasive, rapid and unpredictable than it is now. Is it possible to imagine an organization that, regardless of environmental changes, is on the path to excellence? Undoubtedly, the survival, durability and

excellence of organizations is achieved through their readiness to properly cope with environmental changes, and the organization is not prepared for such a challenge unless, first of all, the internal actors and manpower of the organization are ready to face change. The purpose of this study was to identify the dimensions of the design-oriented approach to organizational change in Tehran Bus Company. Finally, according to experts, 141 open codes out of 374 concepts have been identified. There were 23 main categories and 24 sub-categories. According to the interviews conducted and the opinions received from the experts, 15 categories have been extracted. These categories are based on the knowledge obtained by experts. The results showed that the category of public relations with 42 duplicates of code is in the first rank, the acceptance of organizational change with the number of codes 30 is in the second rank and the category of stakeholder support and people outside the organization with 29 codes is in the third rank. In examining the repetition of sub-criteria, in the category of acceptance of organizational change, the index of effort to eliminate or reduce resistance to change; category of stakeholder support and people outside the organization, personal support, the category of executive performance of the manager, the index of adequate knowledge of the manager of human resources; category of managers 'characteristics, sub-category of managers' personality traits; Strategic change management category, sub-category of detection; Category of selection and appointment of managers and employees, sub-category of considerations related to selection and appointment; Category of manpower characteristics, sub-category of employees' personality traits; The category of trust-building, the index of valuing human resources; public relations category, sub-category of investment in human resources, networking category, sub-category of informal groups of managers; Category of organizational communication, sub-category of communication channels; satisfaction category resulting from change; financial sub-category, incentive system category, index of effective use of incentive and punishment mechanisms; social capital promotion category, social trust sub-category; category of considerations related to infrastructure and financial resources; index of use of infrastructure and modern technologies and index of financing required for change, category of considerations related to organizational culture; sub-category of intra-organizational culture, monitoring and feedback category; sub-category of external supervision and sub-category of internal supervision, category of considerations related to organizational structure; index of how people are arranged in the organizational chart, category of organizational requirements, index of growth and dynamism of the organization; the category of environmental requirements of the acceleration index of outsourcing of the bus company have allocated the highest frequency.

If an organization is going to survive and want to ensure its survival, it must respond appropriately to changes in the environment. On the other hand, since the failure or success of a company depends on the failure or success of its members and employees in producing or providing appropriate services, the organization can use a variety of changes to force its people and employees to behave differently and reconsider in the way of performing duties and their relationship with their colleagues. In a paper on why change efforts fails, Kotter (1995) cites poor communications as one of the most important deterrents to change and says that change is

impossible unless the vast majority of people are willing to help. People do not do this, even if they are dissatisfied with the current situation. Unless they believe that change is useful and possible. Without convincing communications, the hearts and minds of individuals and groups will never be attracted (Farhangi and Khodadadi, 2006: 2). Informing employees about change informs them about the change process and gives them the amount of training and confidence to pass the change.

Nadler and Tashman (1998) suggested that allowing individuals to participate in early detection of problems, solution design, implementation planning, or actual implementation helps motivate constructive behavior during the transition stage. Beer et al. (1995) argued that change must occur at the employee's job level rather than as a consequence of senior management orders about the value of individuals. Walton (1985) argued that when employees' responsibilities are increased, they are encouraged to cooperate and not to be tightly controlled by managers, they respond well. The benefits of employee participation include not only better response to change, but also it improves quality, job satisfaction and commitment among employees, and job performance and profitability.

Herold et al. (2008) showed that change management is positively related to followers' commitment. While Arons (2006) showed that having a positive understanding of local intellectual leadership, positively leads to a proper understanding of change and facilitates the acceptance of change. Ashkansi (2006) in a study of large-scale integration showed that change management strategies depend on the amount of acceptance or rejection of change by followers. Hutton et al. (2015) also showed that managers' commitment to change is positively related to followers' evaluation of change. According to the obtained results, the following suggestions are presented:

Training of staff in order to prepare them for change by holding appropriate classes and training courses.

Designing a pattern of organizational change in certain periods. By doing this, managers and employees will be required to be prepared to make changes in the organization.

Creating a participatory atmosphere in the organization in order to involve all people in the process of organizational change

Using different communication channels in the organization (formal and informal) to create mental readiness in employees to accompany change.

Using the opinions of consultants and experts outside the organization to prevent the failure of changes in the organization.

Using the opinions of employees and downstream managers in designing and planning for changes

Preventing the influence of malicious people in implementing changing that spread unreasonable rumors and fears among employees by using appropriate punitive tools.

Considering appropriate incentives for employees who are at the forefront of accompanying and supporting changes.

Considering financial and non-financial incentives for employees who present the most creative ideas for change
Using the experiences of other successful companies to make differences.

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