

Affecting Factors on Environmental Adaptation (Case Study: Planning and Development Council of Kermanshah Province)

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Abstract

The modernist theories of the organization consider change as a planned process, in which a change factor (usually a person or group with the right to rule) creates a change in the organization in an accountable manner.

Crete Levine formulated a kind of social change theory, according to which social institutions are a balanced area of forces (force and suppressive forces). According to him, the equilibrium is established when the total force of the propulsion is equal to the sum of the inhibitory forces. Based on the Cretan Levine pattern, the change requires a separate activity, including leaving freezing, moving and re-freezing. The state of equilibrium can be changed by weakening the deterrent forces, or by exacerbating the force forces, or both. If the organization manages to increase production and productivity by increasing its forces, (for example, by applying continuous pressure on employees), it will succeed in the short run. But when the

manager leaves, and the pressure on the staff is reduced, the deterrent forces increase, and as a result, the power of production is reduced again. So in this case, the manager is successful, but ineffective. On the contrary, if the management decides to reduce production (for example, training staff, or solving their problems) by reducing the deterrent forces, although it may decrease in the short term, and efficiency, but in the long run Can increase production and productivity. So the manager is both successful and effective.

The purpose of this research is to determine the factors affecting environmental adaptation (case study: planning council and development of Kermanshah Governorate). The purpose of this research is applied, and in terms of the method of implementation, it is a descriptive-survey method. The study of the subject literature is through a library study such as books, journals, theses, articles, and so on, and the required data are collected through a questionnaire, then by statistical methods The data have been analyzed. Regarding the subject of this research, the population under study (the statistical population of this research), the members of the planning and development council of Kermanshah Governorate, is a total of 48 people. Since the population of the statistical population of this study was not very high, sampling is not done, and the whole number is taken. After analyzing the data using correlation methods and structural equations, it was revealed that collective participation, responsibility, strategic orientation, organizational communication have a positive and significant effect on environmental compatibility.

Keywords: collective participation, responsibility, strategic direction, organizational communication, environmental compatibility, governorate.

Introduction:

In the present era, organizations are increasingly encountered in a dynamic and changing environment, and therefore, in order to survive and dynamism, they have to adapt themselves to environmental changes. In other words, due to the accelerating pace of change, and the scientific, technological, social, cultural and other developments in the present age, they are considered successful and effective organizations that, in addition to coordinating with the developments of the modern society, can change the path of change Also, predictions will be made in the future, and they will be able to direct these changes, in order to create the desired transformations, in order to build a better future (Nazarpoori, 2011).

Organizations change to survive, and theoreticians of the organization will need dynamic patterns to describe and explain them. When the environment is assured, organizations are less organic, flexible, and dynamic. Under these conditions, static patterns are sufficient. But they do not express the static patterns, or the cause of change, or just change in the form of a comparison between the two static states. So, in spite of the speed of change, and increasing environmental uncertainty, static patterns are not enough, and they need more than they

need. Symbolic interpretive studies are based on the theory of the organization on dynamic patterns, and consider the organization as a dynamic, changing process. Similarly, postmodernists, by introducing the theory of "necessity", and the theory of "chaos", reject the perspectives of stability in favor of the paradox of stability / change in organizations. The purpose of this article is to study the factors affecting environmental adaptation in the Kermanshah Governor's Planning Council.

A review of theoretical foundations:

At the present time, organizations face change in the form of dynamic environmental processes, and have to adapt themselves to environmental factors. The need to change a major concept is in today's world. Because of rapid environmental changes, there is no escape, and in this regard, what should be considered are attitudes, perceptions, groups, leadership, motivation, and value base of individuals, because in each change, these dimensions must first be changed, until The final goal is filed. For example, almost every organization must adapt itself to the environment of different cultures. Policies and methods or nationalities must be changed so that the organization can absorb the various workforces of races, groups and nationalities (Farhangi and Safarzadeh, 2007).

Changing means that the new status of agents varies with their former status, organizational change helps the leaders to consider the change from the viewpoint that "changing a kind of opportunity", and realizing it, are the most important factors The cause of change is outside the organization, such as rivals, new technologies, customers, and more. In general, the community. Occasionally, the factors of change come from within the organization, such as the arrival of a new manager, obsolete goods or services, new strategic orientations, etc., for example, technology has changed things, and organizations. Instead of direct supervision, the work is controlled by the computer, which has led to the expansion of the scope of managerial control, and the organizations are broader in horizontal terms. We are in the age of discontinuities. Shocks or economic impacts are constantly being leaked to organizations, and they should consistently adapt to these changes. Competition is changing. In the global economic system, competitors from all over the world are facing each other. Increasing competition requires organizations to be successful organizations that are fully equipped to compete with traditional competitors who are new to the production of new products, as well as innovative organizations that are creativity, initiative or entrepreneurship. Able to react in a competitive environment against changes that occur quickly. Looking at the social trend in recent decades, we conclude that organizations must adapt to changes that will occur in the future (Hatch, 1993).

To understand organizational change, it is necessary to first understand the "change", and then clarify the need for a planned change. In the past, any chaos was unpredictable, and managers were easily treated by it. But nowadays this is not easily feasible, a realist director must prioritize the culture of transformation in the organization, and must articulate staff with a flexible, logical change with each other (Dubai, et al., 2016).

The implementation of change in the organization must be seen as an answer to the disturbance of the present situation, and something that is needed in occasional situations. Changing is a natural state, and managing change is a continuous process (Liu and Zhang, 2017).

Despite the importance and need for change in organizations, human beings love stability, because it is in the shift of fear of unknowns. Descartes considered nature to be an unborn material, all of which can be understood by analyzing its components. (Inductive recognition) From the point of view of Newton, the nature of the machine is a good one, which God has given to certain laws, that if we find those rules, we will be able to conquer it. In this framework, changes are predictable, measurable, predictable and preventive (Mohammadzadeh, 2003).

On the other hand, today, in order to justify the inevitability of the phenomenon of change in organizations, and the necessity of alternative thinking for constructive and correct adaptation, changes from the viewpoint of "restless waters" are used. This view tends to make the organization more like a boat, which has to pass through a turbulent river whose flow is always stormy. In this situation, what makes the situation worse, is that those on a boat ride that did not cooperate before, and none of the river has already crossed the river before. On the river's route, there are large coils and rocks, which unexpectedly collides with the boat, the destination of the boat is not well-known. Every once in a while, a number of new people are on the boat, and some will leave the boat (Robbins, 1997).

Generally, changes in human behavior are classified in four levels:

1-Changes in knowledge, 2- Changes in attitude or tendency, 3-Changes in behavior, 4. Changes in group behavior. The timing and difficulty of each of these four cases are shown in Fig. 1. The easiest way to change is to make changes to it and to know. A change in attitude is then taken. The attitude of finding positive or negative emotional directions is a different construct of making knowledge and knowledge. The change in individual behavior is considerably more difficult and time-consuming than the previous two changes, but the change in group or organizational performance is the most difficult and time-consuming change as it relates to changes in habits, customs and traditions. However, although in organizations, among the levels of change, the latter levels are changes in individual and group behavior, but the essential changes in individual and group behavior are to make changes in the knowledge, and in particular the attitudes of individuals (Kuseleva and Rupeete, 2017).

With a system approach, organizations can be said to be affected by their larger environments, the environment in many ways affects the performance of organizations and companies, the environment provides the inputs needed by the organization, and the client Its products and services, and it affects them through laws and regulations, and guides its behavioral patterns. Therefore, the survival and survival of organizations is subject to its adaptation to environmental requirements (Heit et al., 2016).

Most of the theories that are associated with organizational change come from the well-known model of Levin, a social psychologist, known as Crete Levine. He believes humans need a sense of security, comfort, and control of their environment. People also get a strong sense of identity from their environment. It threatens to change the status quo, causing staff discomfort. It describes the three-stage pattern of planned change, at which point the start, management and consolidation of the change process are explained. These three steps are: the exit phase of freezing, changing, reinserting (Heath et al., 2016).

Organizational Adjustment Theories

1. Contingency Approach:

The contingency theory emerged in the 1960s. Tom Burns and George Starker, British sociologists, and Paul Lawrence and Jay Lovers, American theorists, are among the first to argue that the structure of the organization should be based on its own environment. (Danaeifard, 2006).

The characteristics of the environment, the businesses within it, the technology that is used in the business, and the size of the business, the organizational structure and business functions affect. Business executives will look at what these things are, and develop the proper structure and processes of the business with these features. For example, in an environment that is constantly changing, an organizational structure that is more cost-effective and less formal will be appropriate. Similarly, administrators will make decisions about structure and function to adapt to the environment, and will provide business compliance or compatibility with environmental conditions. But businesses that can not provide this adaptation will work with structures or processes that are not suitable for the environment, which will reduce their effectiveness in competition (Amirkabiri, 2016).

The approaching approach, at the theoretical and research level, is what matters, such as: what are the business environment conditions, how they can be conceptualized and measured, what types of critical environments they will affect, how they will affect the structure and process. , And how their compatibility will be provided. As a result, managers, as a result of a conscious and regular analysis, will change their business, structures, and processes used by them, by adopting the decisions they make, and thus adapt to their environments, those that can not change. , Or do not change, because they can not be accountable for environmental conditions, they will eventually come to terms that can not continue their activities (Amirkabiri, 2016).

In contingency theories, uncertainty is thought to be a kind of environmental property that emanates from two powerful forces: complexity, which refers to the number and variety of elements in an environment, and the rate (amount) of change, which refers to the rapid change in these elements. Environmental uncertainty is defined as a kind of interaction between the degree of complexity and the rate of change in the environment. (Danaeifard, 2006).

When managers feel environmentally stable, with minimal complexity, they find that the information they need is specific and available, and therefore they feel less complexity levels. When environments are understood with a high degree of complexity or change, managers either face a large amount of information, or challenge the pursuit of variable information, and experience moderate levels of uncertainty. In times of uncertainty, environment managers are very complex, and change variables, or there is a huge amount of information, but

they do not know which information to pay attention to because of constantly changing circumstances. For example, computer technology advances, and the internationalization of markets, create a variety of conditions that will make it difficult for managers to find and process all the information they need in making accurate and accurate decisions. But what causes more uncertainty is stress and anxiety that is needed due to lack of awareness about the kind of information (Danaeifard, 2006).

The contingency theory operates on the basis of the logic of modernist organization theory. Because all modernists are trying to find predictive relationships between the organization's repress- sensitive variables, the environment, and performance, and everyone confirms that their theories have boundary conditions, that is, only in the sub-set, they are used by organizations that can be They defined them according to similar requirements. Thus, the early role of the contingency theory of informing us is that there are several ways to organize successfully, and to identify alternatives and its consequences. Some very useful general propositions have been developed based on contingency theory (Heit et al., 2016).

One of the reasons for the persistence of contingency theories over the years is that they form a misleading version of the success story. It should be noted that the contingency theory takes on a kind of objectivistic position, and is typically assessed on the basis of the criterion of rationality and technical efficiency (Heit et al., 2016).

2. The theory of resource dependency: The organization's dependence on the external environment can be examined from two basic dimensions, both of which reflect the severity of the organization's permissiveness from the environment.

- Sources of Resource: According to the theory of resource dependency, the organization's environment is the main source of supply of various financial, human, scientific and information resources and products and services. The main assumption of resource dependency theory is that organizations alone can not provide the resources they need to survive, and they need to deal with environmental elements in order to obtain the resources they need. In exchange for obtaining resources, external organizations may not only consume the organization's output, but also require specific actions or changes in the organization.

- Information dimension: On the other hand, the organization's affiliation with the environment has another dimension, which is then called information. From the perspective of later information, the external environment is the main source of information that decision-makers use to preserve or change their organization and processes (Hoy and Misc, 2002). Organizational consistency in this theory means finding the way that gives the most resources and information to the organization and creates the least dependency for the organization.

In general, resource dependency theory focuses on the ability of an organization to obtain resources from its environment as a determining factor for survival. The resource dependency theory is summarized in four main topics:

1- The issue of resources: Organizations need resources to survive. Sources are the focus of many organizational activities. The efficiency and effectiveness of organizations in providing needed inputs is a competitive environment for sustaining survival.

2. Outside control of organizations: Environmental actors that control resources may be organizations, groups, or individuals, and thus control the organization.

3. Strategies for controlling control: Organizations can use several strategies to manage their environmental perpetrators.

4. Impact on internal processes: External control affects the organization's internal processes by changing the distribution of power and control in the organization.

Demographic ecology approach

In the modernist organization's theory, the ideas shaped by the processes of "formation", selection, and survival form the foundation of the theory of ecological organization of the population, which American theorists, Michael Hanan, John Freeman and Howard Aldrich, They have made it. This theory, such as the theory of resource dependence, begins with the assumption that organizations are dependent on the environment in order to obtain the necessary resources. In both theories, these two dependencies give a lot of power to the environment. While the theory of resource dependency was a kind of look from the organization to the environment, the theory of ecology of the organizational population looks from the point of view of the organization to the environment.

What environmental theorists of the organizational population are concerned with is not the fact that an organization is seeking to survive in the environment through rivalry for scarce resources and resources, but rather the patterns of success and failure between All the organizations that compete in a specific set of resources compete with this theory.

Organizational population ecologists assume that organizations that collectively use a set of resources are interconnected in a competitive way, and the patterns of interdependence they are in the group (called the population), in the They will affect the survival and the bright future of the members. Thus, the theory of population ecology assumes that organizations compete for survival (Heath et al., 2016).

There are some limitations in using the demographic perspective:

1. The definition of proportionality is a kind of problem (survival is explained in terms of environmental compatibility, but fitness is defined as survival). In the core of the theory of organizational population ecology, there is a kind of exaggeration, and that we can not predict survival on the basis of an independent assessment of environmental equilibrium. We only know (when we understand) survival, that we see it.

2. This theory is usually used for those organizational populations that are very competitive. All organizational populations do not fit this definition. This definition is not appropriate in populations that face multiple barriers to entry or exit, such as high start-up costs (for example, car production), or legal regulations (for example, pharmaceuticals). Also, environments that are dominated by several large organizations, such as large-scale computer manufacturing, an inappropriate organizational population, are for demographic studies. When competition is eliminated due to the existence of very powerful organizations, or barriers to entry or exit, the population ecology model loses much of its analysis. In this context, the institutional view is useful (Shriostava and Gobi Maras, 2017).

In modernism, organizational change begins with a change in the environment. The environment, through changing the conditions for survival, overwhelms the organization's power, and only organizations that adapt to the environment will survive. In symbolic interpretation, organizational change is normative, and is rooted in changes in organizational culture (norms and cultural values). The postmodern look does not make the change theoretic, but it tries to provoke it. This view supports organizational change through personal evolution, and assumes the beginning of a revolutionary change on an individual level, and by completely changing the presumptions of the individual, about himself, others, and the social organization (Sang et al., 2016).)

Why are organizations with a background that can not adapt quickly to the changing environment?

Michael Henan and John Freeman, providers of the population ecology pattern of organizations, believe that large organizations can not, quickly change, and have limitations in this regard.

Organization Form and Special Resources:

In the demographic pattern of the organization, attention is drawn to the problem of the form of organizations. Organizational form is a type of special technology, type of structure, product, purpose and staff (personnel) that the environment can, accept or accept. A newly established organization is trying to achieve a specific resource and meet its needs, and if an organization can not achieve a specific or special resource that meets its needs, it is doomed to failure.

In relation to a unique organization, one can claim that luck, succession and accident can play an important role in the life and survival scene. Each day, new products and theories, by big organizations and them Whether or not these new organizational forms can succeed, survive, or be destroyed depends more on the issue of their luck or luck, that is, the external environment and their environment, support Will they do it?

The process of change

The organization's demographic model is based on the assumption that the population of organizations is constantly increasing. The process of changing the population of organizations is based on three principles, which represent three stages:

1) Change or Genesis 2) Selection 3) Survival of the fittest

1. Exercise or Genesis:

New organizational forms are regularly created.

2. Choice:

Some types of organizations adapt themselves better than others to the external environment. They are somewhat profitable and therefore can earn a special source for their survival, and they provide what they need. The environment handles only a few organizations that can survive long-term courses.

3. Survival of the fittest:

The quest for survival: The quest for survival is another principle that is adhered to in the demographic pattern. Organizations and congregations compete for existing resources. Each type of organization fights for survival.

Strategies for Survival:

In the demographic model of the organization, there is another principle called the quest for survival or competition. Organizations and organizations continuously compete for resources, and in every way the organization tries to survive. From the organization's demographic point of view, and given the efforts that organizations have made to survive, They should divide the strategies into two categories private and public. Organizations that have wide-ranging resources or scope-that is, those who can offer a variety of products and services to a wide variety of markets-fall into the category of public organizations. Organizations that provide a limited range of goods or services and operate in a limited market are professional or professional organizations.

Private companies in smaller markets are more competitive. But the scope of public corporations is so wide that it can keep the company from impact from environmental changes.

Public companies can redistribute their resources by adapting to changing environments, while private companies can not do this.

Private firms are smaller, they can move faster with a change of environment, and have more flexibility.

- Population ecology provides managers with a different view of organizations (external look inside the organization) than what is commonly used.
- The demographic viewpoint is also useful for communicating with government members or legislators, and observers whose views are naturally defined through the level of environmental analysis (due to the large number of organizations affected by their policies).

Research objectives:

The overall goal of this research is "Understanding the Factors Affecting Environmental Adaptation in the Kermanshah Governor's Planning Council". Achieving this general goal by answering the following questions may be:

- What are the effective variables on the compatibility of the Kermanshah Governor's Planning Council with the external environment?
- What are the effective factors on the compatibility of the Kermanshah Governor's Planning Council with the external environment?
- What is the significance of each of the influential factors on the compatibility of the Kermanshah Governor's Planning Council?

Method of conducting research:

Research method: This research is in the field of applied research in terms of its purpose. In terms of implementation method, descriptive-survey, and including causal research. In the method of data collection, it is in the field of field research, and in terms of time, it is a cross-sectional one.

The conceptual model of research: In this research, in order to identify the components that have an impact on environmental compatibility, the Kermanshah Governorate Planning Board first examined the theoretical foundations using existing sources and then Delphi-identified variables , Was shared between a number of experts in this area in Kermanshah Governorate. After the extraction of variables, a researcher-made questionnaire was designed and the factors influencing the environmental compatibility of the Governing Board council were identified and the basis for designing the final questionnaire . These factors include collective participation, accountability, strategic direction, and organizational communication.

Statistical population of the research sample: The statistical population of this study, the members of the planning and development council of Kermanshah province, which included the governor, two of the representatives of the province in the Islamic Consultative Assembly, the governor's deputies, the head of the Organization of Management and Planning, the heads of departments , Executives of executive agencies, governors and ..., totaling 48 people. Since the population of the statistical population of this study was not very high, sampling is not done, and the whole number has been taken. That is, the statistical sample is equal to the same 48 statistical population

Methods and tools for collecting data: The most important methods for collecting data, and data in this research are as follows:

A: Library studies: the library's materials, articles, books, and the World Wide Web have been used to gather information on the theoretical foundations and research literature of the subject.

B. Field research: The questionnaire was used to collect data and information for analysis.

The final questionnaire of this study consists of 25 questions, which were evaluated using the Five Likert Options spectrum.

Validity and reliability of the research: The validity of the questionnaire was first examined through face-to-face, so after preparing and arranging the questionnaire, a sample was used for the study, and a comment to the professors of the field of management, as well as a number of The experts were presented at the city level in Kermanshah, and the point of their comments and amendments were made. Then, for verifying the structure of the questionnaire, through the confirmatory factor analysis method, using structural equation modeling. The fitting indicators indicated that each of the structures has good fit with the data.

The reliability of this research has been estimated using Cronbach's Alpha test, which for the whole questionnaire was 0.856, and for the reasons of collective participation, accountability, strategic orientation, and organizational communication, respectively, was 0.894, 0.877 , 0.815 and 0.886, which indicates the reliability of the questionnaire of this research.

Methods and tools for data analysis: For descriptive analyzes, exploratory factor analysis, normal variables test (Kolmogorov-Smirnov), and correlation test from SPSS software, for confirmatory factor analysis, and also for To test the set of causal relationships between variables, and the components studied, using the AMOS software, structural equations of the relationships between variables are modeled.

Research results:

data Normal test

In order to determine which researcher one of the parametric or nonparametric tests can be used, first, the normal distribution of data (Kolmogorov-Smirnov) test was performed for the variables by spss.

Table 1: Results of the Kolmogorov-Smirnov test

Result	Significance level	Standard deviation	Average	Variable
Normal	0.248	0.871	3.037	Collective participation
Normal	0.78	0.867	3.154	Responsibility
Normal	0.235	0.863	3.960	Pivotal strategy
Normal	0.121	0.877	3.149	Corporate Communications

Regarding the results and significance level, in the final column of the Kolmogrov-Smirnov test table, which is shown in Table 1, the significance levels of all the variables in the research were greater than 0.05, and therefore, the assumption of the normal distribution of these variables, Confirmed.

Calculation of correlation between research variables

Pearson correlation test was used to calculate the correlation between the research variables due to the data being normal.

Table 2: Calculation of Correlation between Research Variables

Variable	Collective participation	Responsibility	Pivotal strategy	Corporate Communications
Collective participation	1	0.587 Sig = 0.002	0.518 Sig = 0.001	0.364 Sig = 0.009

Responsibility	-	1	0.522 Sig = 0.010	0.328 Sig = 0.001
Pivotal strategy	-	-	1	0.653 Sig =0.010
Corporate Communications	-	-	-	1

According to Table 2, the correlation between all the variables in the research was confirmed at 95% confidence level. Because the significance level of relationships is equal to all variables less than 0.05, it can be said that there is a significant correlation between all variables.

Structural Equation Modeling and Testing of Research Hypotheses:

Table 3: Encoding Research Variables

Variable	code
Collective participation	Part
Responsibility	Resp
Pivotal strategy	Stra
Corporate Communications	Comm
Collective participation	Adap

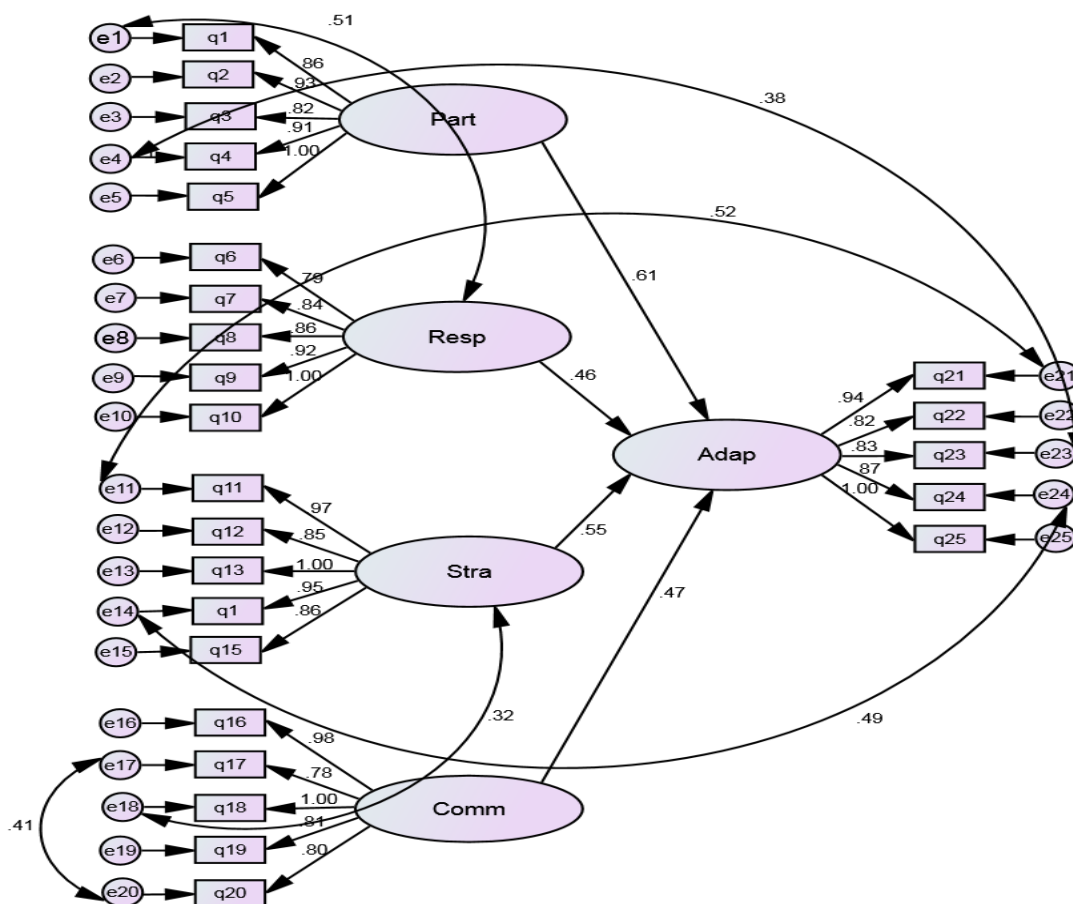


Figure 1: The final research model, in standard mode

We then examine the model fitting indexes

Table 4: Final Model fit indices

General model	X2/df	RMSEA	NFI	CFI	IFI	RFI	PRATIO	PNFI	PCFI
Acceptable amount	<2	<0.05	>0.9	>0.9	>0.9	>0.9	>0.50	>0.50	>0.50
Calculated values	0.445	0.000	0.963	0.980	0.940	0.928	0.714	0.743	0.743

The amount of comparative indices (NFI, RFI, CFI, IFI) is all greater than 0.9 And at the optimal level The RMSEA value or the root mean square of the estimated error estimate is also 0.000, which is desirable with respect to the standard value less than 0.05.

Also, the benchmarks (PNFI, PCFI, PRATIO) are all greater than 0.5, which indicates the optimal situation for the model.

Therefore, in general, considering all the indicators, it can be said that the model has a suitable fit.

In this section, estimates of the general model are presented to interpret the hypotheses.

Table 5: Estimates of the final model

Hypotheses	Significance level	Impact factor	The results of the hypotheses
Collective participation has a positive and significant impact on environmental compatibility.	0.001	0.614	Reject H0
Responsiveness has a positive and significant impact on environmental compatibility.	0.005	0.462	Reject H0
The core strategy has a positive and significant impact on environmental compatibility.	0.010	0.551	Reject H0
Organizational communication has a positive and significant effect on environmental compatibility.	0.002	0.470	Reject H0

According to Table 5:

In the first hypothesis, HO is rejected because the significance level is less than 0.05 (0.001), and the observed effect coefficient also indicates that 61% of the adaptation changes An environment is predicted and justified by the collective participation variable.

In the second hypothesis, HO is also rejected, because the significance level is less than 0.05 (0.005), and the observed effect coefficient also shows that 46% of the variations Environmental compatibility is predicted and justified by the accountability variable.

In the third hypothesis, HO is rejected, since the significance level is less than 0.05 (0.10), and the observed effect coefficient also indicates that 55% of the changes in environmental compatibility, It is predicted and justified by the pivotal strategy variable.

Finally, in the fourth hypothesis, HO is also rejected, since the significance level is less than 0.05 (0.001), and the observed effect coefficient also indicates that 47 Percentage of environmental adaptation changes are predicted and justified by the organizational communication variable.

Discussion and suggestion:

The results of this research show that, in order to adapt to changes in the external environment, there is a high tendency to use teamwork and the formation of research groups. In modern models, many efforts have been made to utilize the features of the working group and the collective participation. In the Governing Council's planning council, due to the wide range of decisions, there is a need for a variety of specialties, and in order to increase the effectiveness of the decisions made, there must be collective and public participation, to be

implemented through this partnership Collectively, individual and organizational learning, creativity, accountability, flexibility, and so on, will be maximized, and an obligation will be created to achieve goals that are formulated collectively.

One of the most important duties of managers in the Governing Board is to create a space where people feel responsible and know the provincial community. This is after the quality of service in the governorate, emphasizing the sensitivity and awareness of the requests, questions and expectations of the stakeholders. Governance in the provinces is required to be responsive to diverse stakeholders.

Nature is a strategy of thinking, understanding, and insight. Therefore, it is better for organizations to emphasize strategic planning for managers and decision makers to succeed in today's complex world, rather than focusing on strategic planning. Kiaani (2005) believes that the necessary condition for success in the present world, after identifying the existing paradigm rules, is to think in accordance with the rules of the individual. The art strategy is the use of creative thinking and anticipation. The central message of the strategy of the Governing Council's council is that the councils need a new understanding of the society, its issues and its problems, and ways to interact and communicate with the outside world in order to face the coming world.

Communication in the organization, sometimes in the organizational structure, is also interpreted. Baldrige and Dale (1983) define organizational structure as a management tool that determines the relationships between individuals and sectors, and the framework of laws and regulations. As the results show, the organizational structure, and the scope of the Governing Council's planning council, provide the necessary ground for creating innovation, as well as the compatibility tool, the council has with existing innovations. The organizational structure of the Provincial Planning Council is a framework that, on the other hand, should allow for rapid reaction against various phenomena, and, on the other hand, the overall coherence of the relevant organizations, by its high levels of management circles, To be preserved. As well as structured communication, this council should provide conditions that individuals and sectors can easily communicate with each other, relationships among individuals, facilitate the decision-making process in the Governing Council's planning council, from Different layers of decisions are made, and they create conditions that the processes of doing their work are not likely to have any harm to the province's administrative system.

Proposals for future research

- Evaluating and ranking of effective organizational factors, on environmental compatibility, using multi-criteria decision-making techniques.
- Investigating the relationship between competitive advantage and the organization's performance in the face of the new environment.
- Design of compatibility model, with a chaotic environment for private companies.
- Designing a model for measuring organizational consistency with external environment

Obstacles and research constraints

There were some barriers to this research, which were followed by continuity and continuity. Of course, this research, like other studies, encountered some inherent limitations, as one example.

Behavioral factors, because they deal with human factors, and given that humans have a complex nature, so it is impossible to easily conclude without considering other influential factors.

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