International Academic Institute for Science and Technology

International Academic Journal of Organizational Behavior and Human Resource Management
Vol. 3, No. 1, 2016, pp. 42-51.

ISSN 2454-2210

International Academic Journal of Organizational Behavior and Human Resource Management

www.iaiest.com

Analysis of New Organizations of third Millennium: Learning Organizations

Mohsen Haj Hosseini[a], Ramezan Jahaniyan[b]

[a] *PhD Student of Education Management of Islamic Azad University, Karaj- Alborz*

[b] *Associate professor of Education Management Department of Islamic Azad University, Karaj- Alborz*

Abstract

Industrial, economic and social changes speed has created many changes in organizational spaces. The growing needs of customers and clients, the theories circumstances and change in the organizational environments on the one hand and change in the need models and employee motivation has been caused the emergence of a new theory or model called learning organization. Over the past decade coinciding with the massive wave of social, economic, political and cultural changes, organizations for preserving their survival, have begun massive efforts to get out of the traditional and non-dynamic format and move toward learning organizations.

Learning organization is an organization where people continually promote their ability to achieve considered results and thereby new patterns of thinking develop and collective ideas spread. Learning organizations have important features that understanding these features is necessary to transform traditional organizations into learning organizations. Brain and thought of intellectual leaders is origin of the learning organizations. There should be an intellectual leadership to create learning organizations. The leaders are designer, teacher and servant in learning organizations and are considered a key factor in creating a learning organization. They are responsible for creating the organization that individuals are continuing develop their abilities to shape the future.

Keywords: Learning Organization, Learning, Knowledge

Introduction

We now live in an age where truly can be called knowledge era (Tareq Khalil, 2002, p. 36). 21st century is an amazing passages century. The explosion of information and technology, has created the world in which transactions occur in one millisecond, with the production of knowledge, in this century, leadership means having a set of assets, people, information and technology and adding values to them over time. As a result, a successful leader is someone who will increase the value of organization existing assets (Abzari and Abbasi, 2005, p. 2)

These days, knowledge has the greatest value in the organizations (Britto et al., 2010, p. 127). The organizations that have a high degree of creativity and work performance, manage their knowledge in effective manner (Corrado and Ramos, 2010, p. 323). Today large and complex organizations that were

created decades ago do not work and are like dinosaurs that could not adapt to the environment and were doomed. Traditional organizations do not have necessary power and flexibility to align with the changes of environment and for their survival, are forced to equip themselves with tools to deal with global changes; one of the most important of these tools is creating learning organization and institutionalizing organization learning.

The article describes the learning organization and features, structure and key concepts of a learning organization as well as leadership in learning organization, the different perspectives on learning organization and comparing traditional organizations and learning organizations will be discussed.

Why learning organization - organization structure relation with category of learning:

The existing changes in society and what is causing massive changes in the shape and structure of the organization is changes in customer requirements and how to fix them. Customer satisfaction as the most important purpose of the organization has led that successful organizations know their environmental changes and move toward taking advantage of opportunities and avoiding its threats. In today's competitive world, managers have found that the customer and the customer- centering is the survival principle of any organization in today's competitive environments. In any organization, customers generally deal with operational managers, that is, customers interact with operational managers and other operational staff to meet their needs from organization. So an organization that knows customer satisfaction as its target should have committed and experienced targeted operational managers in order to achieve more customers and customers' satisfaction. In beurocreic organizations that there are many administrative hierarchy (high organizational pyramid), in the operational section, middle managers communicate with clients and after reflection of its result to senior executives, they reflect their general guidelines to the operational section of organization. In such an environment, there is no need to provide solutions to gain and retain customers. Because customers have made themselves consistent with this organization. (Abzari and Abbasi, 2005, p. 4).

Today, large and complex organizations that have been emerged in the last decades do not work and are like dinosaurs that did not adapt to the environment and were annihilated. Large organizations with traditional structures do not have necessary power and flexibility to work in harmony with the surrounding environment changes (particularly with regard to globalization issues) and for their survival, have to change their structure or equip themselves with new tools (Ba gisu, 2006, p. 1). Organizational dynamic environment has been led to creating other organizations to meet the needs of customers and attract existing potential customers in order to satisfy their needs. The move has been caused that many organizations lose their potential customers (customers that were consistent with the organization and were lining to satisfy their needs) . Because this process led to mass clients give way to mass organizations that their survival is dependent on existence, attraction and eventually customer satisfaction. The organizations found that in today's competitive environment, unlike before, the customer determines the structure of the organization and in fact everyone in the organization serve the customer, so the organizations competition for obtaining and attraction of customers caused the client to sit in power (Abzari and Abbasi, 2005, p. 4). The question is raised here is that if operational managers and the entire operation section could cover more customers, again organization lost its customers? Answer to this question is partly clear because the client wants to satisfy his needs better and faster. So organizations can extend their operational core stronger and more important on a horizontal surface to achieve this purpose. If we know the weakness of the past organizations in the lack of coverage of all customers (Figure 1) as a result, with widering the operational level, more customers can be covered and more employees and managers can closely communicate with customers and meet their needs. This thought causes organization levels movement from the middle and senior section to the operational section and by reducing the number of levels and administrative hierarchy, as shown in Figure 2, adds to the circle of operation (ibid, 2005, p. 4).

As can be seen in Figure 2, in such an organization, there will be ability to access and interact closely with more customers. Therefore, it can be stated that competition and ultimately, customer orientation has allowed organizations to rely on more horizontal structures.

In practice, such organizations do not form easily because their formation requires that people go out of the limitations of the administrative hierarchy and advance toward becoming operational in line with the ultimate goal of the organization, understanding this issue for managers and employees, needs to be aware of the environment and know how to meet the needs of customers that this is a type of learning. So requirement for moving towards such organization is organizational learning. Organization must learn over time where environment and its customers are located and what they can expect from the organization. In such organizations, people must learn that hierarchy and organizational levels are just as a means to achieve the ultimate goal (customer). So they come out from bondage of hierarchy and move toward operational circle to communicate closely with customers, search problems and make effort in order to provide solutions for them. Such an organization that learning is necessary for its formation and survival, is called "learning organization" (Abzari and Abbasi, 2005, p. 5).

Concept of learning organization:

Learning organizations are organizations where individuals continually develop their capacity to achieve the results that truly seek. Where new patterns of thinking are nurtured, where the team wants and desires are achieved and finally a set where individuals are continually learning how to learn with each other (Senge, 1993).

Learning organizations are also called knowledge creation organizations. Organizations in which the creation of new knowledge, inventions and innovations is not a specialized and dedicated work, but is a kind of general behavior. The way act all members of organization. In other words, learning organization is an organization that every individual is creative and knowledge creating in it. In this organization, thought, group discussion and exploring new thoughts and opinions are encouraged and innovators are bred (Alvani, 2000). learning organization is an organization that helps improve organizational learning with creating structures and strategies. (Jahaniyan, 2005, p. 94).

Learning organization is an organization that can recognize environmental needs and provides the necessary tools to adapt to them and survives by this means and continuously develops through the creation and rapid training of needed capabilities to acquire next successes. (Niyaz Azari, 2007, p. 126)

Learning organizations are organizations that are obtainable. Because all of us are a learner and a teacher in the depths of our being. It is arguable that the entire global set is learning commonly. It is building a learning society. (Ibid, 2010, p. 94)

Another definition of Senge is presented below, learning organization is an organization that it is not necessary to learn learning in it. Because learning is injected into the organization tissue on its own. (Senge, 2005).

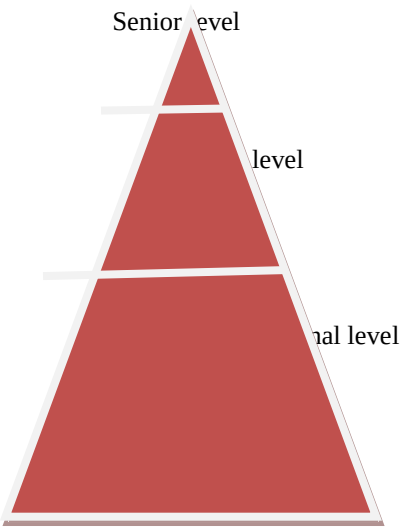




Figure 1- The customer coverage degree by the operational level in traditional structures

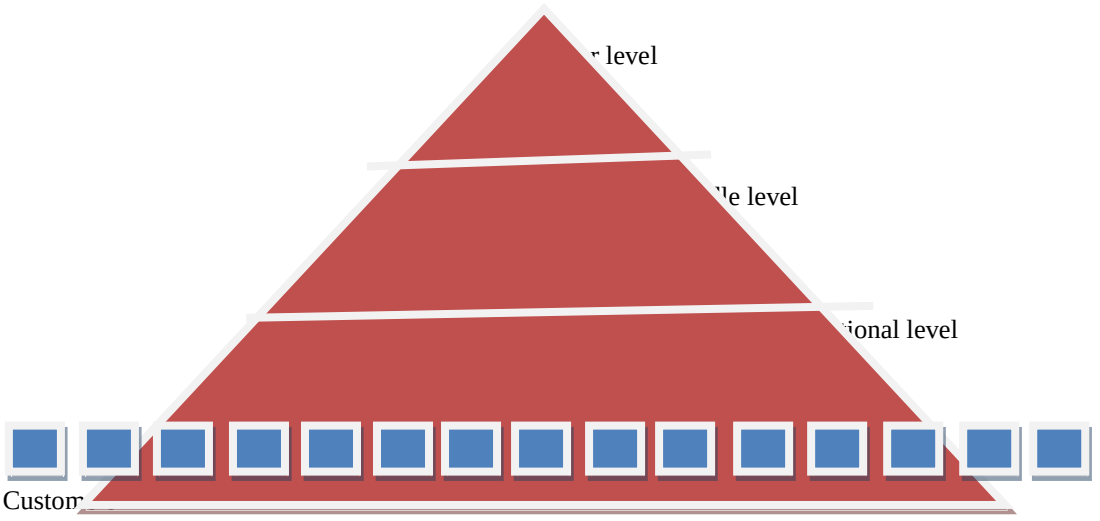


Figure 2- The customer coverage degree by the operational level in modern structures (Abzari and Abbasi, 2005,p.5)

Characteristics of a learning organization:

1. It is an organization that learning is considered permanent need of all employees.
2. Information in the organization, at all levels of the organization is going smoothly.
3. Learning will be realized at three levels: individual, group and entire organization level.
4. The staff continually extends their abilities in the course of realizing individual and organizational joint goals.
5. The ideal seeking and innovation space is encouraged.
6. Participative management governs in organization and communication will be facilitated.
7. Criteria for performance evaluation and promotion of staff rely on teaching -learning processes.
8. Lessons learned quickly enter into operational processes and improve the quality and quantity of performances. (Niyaz Azari, 2007, p. 140)
9. It has creative employees and creativity is a normal thing in the organization.
10. It uses experience and knowledge together.
11. It searches cause of difficulties in itself (Alvani, 2000).
12. The powers are transferred to individuals to a large extent. (Daft, 1998)

13. There is multiple reward system.
14. There is relationship between vision and leadership. (Niyaz Azari, 2007, p. 141)
15. It emphasize on producing, creating, organizing and distributing of knowledge and information.
16. All staff looks at customers and environmental factors and even competitors as sources of information.
17. The most important investment is in the development of human resources. (Jahaniyan, 2010, p. 95)
18. The learning organization reflects the kind of thinking and insight on the man, work, organization and management more than being a theory or an organizational model.
19. The learning organization has a clear and agreed vision on the future of growth and development of the organization and its employees.
20. In a learning organization, new models spread for expanding the scope of the thinking and its overall atmosphere is encouraging and supporting the ideal seeking and innovation.
21. Learning organization has happy, hopeful and ambitious employees that feel pride of their membership in the organization. (Ghahremani, 2004, p. 10).

View of Peter Senge's five disciplines of the learning organization (learning organization principles)

Peter Senge suggests following principles as fundamental principles of learning organizations:

1. Personal mastery
2. Shared Viton
3. Mental models
4. Learning teams
5. Thinking systems

From "Senge" view, a vision is common when individuals have joint image from desirable future and feel commitment to achieve it and then plan for achieving the determined destination. This would make the wishes of the staff energy supply and comes true. Mental models, in fact, are the underlying assumptions and instilled in human mind, "Argyris" believes that our behavior in practice, forms on the basis of our mental models. (Ability for detecting the internal images of the outside world in order to analyze them and express the images to influence others).
In the case of "team learning" Singe adds that in such a case, a minimum of energy is wasted and in fact the individual available and aligned energies become synergistic. Finally, he describes system thinking by saying that beauty in human being, flower and poetry is appeared and known when we look at each one as comprehensive form and with all related components as a whole. Using system thinking causes to not look at the problems signs, but pay attention to causes of their existence and deal with the whole and the whole process of an issue not specific cases or parts of it. (Abzari and Abbasi, 2005, p. 9).

Strategies for creating a learning organization

Learning organization does not appear randomly and by chance, because only organized efforts result in them. The following model includes strategies for creating a learning organization:

1. Identifying target

The first step in creating a learning organization is target identification. The purpose is a common vision among individuals of the organization that appears at all levels. One of the important features of aim in creating learning organizations is that personnel in different parts of the organization involve in its setting and know the same objectives of themselves and organization. Thus, whatever the degree of participation

in goal setting is higher, will have a positive impact on the amount of their loyalty to organization and as a result their effort.

2. intellectual leaders

Thoughtful leaders in a learning organization are important because an organization is never successful without a leader committed to learning. In learning organization, a wise and transformation creating leader is required for achieving what is generally agreed upon. Manager must take the following measures to make his organization a learning organization:

A) restructuring of the organizational structure

Manager is trying to strengthen mutual relationships and dependencies between individuals by the development of organization in the horizontal level, circles integration and increased use of expert groups.

B) Reshaping corporate culture

Management will determine the pace of the organization's culture through word and deed (strategy and behavior). The manager must determine his speech through his actions in the areas of risk and valuing the measures that may even fail. This means giving reward to the individuals who work, but fail.

C) Strategy formulation

Manager must openly declare his commitment to innovation creation and continuous reforms.

3. Learning and creative staff

A prerequisite for learning organizations is learning employees and managers. In learning organizations, individuals should be fully aware of their abilities and develop and improve them. If an individual recognized his abilities and placed it on the path of development and improvement, will become permanent creative and all-inclusive person. Grown and creative human being is beyond skillful and knowledgeable person. Creative learner human being is the spirit of a learning organization. These people know the changing environment and benefit its continuous changes for the organization's objectives. Thus it has the growing of members and business excellence and achieving the goals, advanced and leading enterprise will not be created without the proper members.

4. Power delegating to staff and their training

In learning organizations, large powers can be delegated to individuals. They are respected and are fully trusted. These organizations have invested heavily in staff training . Staff training to understand the type of activities and delegating power to them for decision making, causes employees feel kind of ownership and pride of working in the organization.

5. Full participation in the information

Everyone has the freedom to exchange information with other members of organization. Managers believe that the exchange of information in large amounts is better than limited communication. Employees can simply get the necessary information according to their needs.

6. Having the dynamic pattern

Learning organization must be equipped with mechanisms to identify its mental models about issues and constantly assesses them. One of the reasons for the failure of organizations is non-compliance of their mental model with environmental facts.

7. Application of knowledge and experience

In learning organization, one of the necessary cases for learning is knowledge and experience. Experience will be used in applying past findings. In this type of organizations, individuals need to estimate successful options for future with help of their knowledge and expertise and reach a reasonable and rational decision with enjoying the experience. (Bad gisu, 2006, pp.5-8).

Investigating different perspectives on the learning organization

In academic discourse, the concept of a learning organization there are two basic patterns to create it. American model that is the innovation and creation of Peter Senge and European model that is written by

several prominent author and theorist in this field. Other scholars and experts of learning organization have inspired of these two patterns and have provided templates for creating a learning organization partly by expanding one or more dimensions of them. Reviewed literature shows that different concepts were mentioned about learning organizations and understanding these views is essential. Table 1 shows different perspectives on the learning organization: (Nurbakhsh and Tavakoli, 2011, p. 3)

Table 1 - different perspectives about learning organization

row	view	Features / components of learning organization
1	Pedler and colleagues	Learning approach to strategy - corporate policy -informing-responsibility and Control-internal communications - flexibility in the granting of remuneration- monitoring environment – powerful structure - organizational intra learning - learning environment-Self actualization
2	Peter Senge	Personal skills: mental patterns- common perspective –team learning- systems thinking
3	Gervin	ability of creating, the acquisition and transfer of knowledge
4	Michael J. Marquardt	collective learning ability- a permanent change toward organizational success
5	Watkins and Marsick	continuous learning - raising the level of research and discussion-encouraging the spirit of cooperation and group learning – employee empowerment- systemic Communication – employee involvement in learning -Strategic Leadership
6	Jfart and Marsick	continuous learning – knowledge creating and participation in it- critical and system thinking - learning culture- the spirit of flexibility and experience orientation- employee centered
7	Agris and Schon	formed of theories of learning and organizational learning
8	Mumford	environment in which functions and behaviors are in the direction of continuous development
9	Harrison	learning culture- cooperative learning process - systems thinking

Review of literature and the most important conducted researches:

The leading founders of the learning organization are Chris Argyris and Donald Schon which raised this issue in 1950s. Subsequently, other expert called Senge in 1990 suggested new principles of the organizations keeping track of comments of Schon and Argyris to clarify and make it more functional. Senge, introduces learning organization as follows: an organization that more than its competitors has readiness and ability to learn, and learns more quickly.

Argyris also believes that those who are well educated and have high technical and administrative power are those with high commitment levels, which have management positions in advanced institutions, but if they do not pay attention to the subject of learning, will not succeed. Therefore, it should be noted, organizations in the future will achieve much progress that find how they can develop interest, commitment and ability to learn in individuals at all levels and components of the organization. (Abzari and Abbasi, 2005, p. 6).

80s has been named decade of quality movement stressing that to achieve a better quality, all staff should make better use of their intellectual power, 90s has been named decade of Reengineering (use of technology to improve business processes and reduce costs) and current decade has been named decade of the knowledge management (Alvani, 2003, p. 36)

Tsange believes that the terms of organizational learning and learning organization, sometimes mistakenly are used instead of each other. He knows the organizational learning as a concept that is used to describe certain types of activities that is done in organization, while learning organization focuses on a specific type of organization (Tsange, 1997, p. 73).

According to Peter Senge, humans are designed to learn. Nobody teach children their basic functions, but they learn walking, talking and so on with the help of curiosity and experimentation, that is inside them. Unfortunately in today's society, organizations often tend to control instead of learning. These organizations encourage individuals for working for others not for their taking advantage of the natural curiosity and innate motivation and learning.

People in their first encounter with an organization called school, learn that their work is "finding the correct answer and avoiding error"and the game runs in life periods of people and at the time of working for the organizations, in the same way. (Senge, 1990, p. 724-749)

Conclusions:

In today changing world , leaving behind the traditional thinking about management, we have entered a new era with structure of thought of deepening the communication and information and attention to learned human involvement and relations rather than the functional labor force. Attention to human capital management or lack of attention to it, is the distinction between learning organizations and traditional organizations.

In fact, the 21st century is century of many changes and surprises, this century is the culmination of human manipulation in information, in genes and eventually human manipulation culminating in the creation. It is amazing transits century.

In the words of Bill Gates, "tools of the industrial age have come to help muscles and post-industrial era tool contribute brain. Those organizations that used post-industrial era tool (or digital) well in their organization, have maximum benefit from their intellectual capital and still are the pioneers and market leaders in the coming years. (Iranzadeh, 2013, p. 123)

If we name the characteristics of the 1980s, approach to quality and 1990s re-engineering era, the last decade periods can be called acceleration era. During this period, the principles we obtained in management science and in the course of running an organization, become rapidly obsolete and

inefficient and relying on old methods in the management of the future is a big mistake because the speed of development in the surrounding environment of organizations is so that managers always need for new understanding of the implications of organization management.

Today, knowledge is a strategic factor for the success of individuals, organizations and society and is the only source that its value is in its application. Teaching and learning are not something that is special and appropriate for advanced and developed societies but are a matter that are essential for the survival and sustainability of any organization in today's competitive world.

In societies that achieving a healthier and more successful organizational status, is considered one of the main objectives of the organization and teaching and learning are part of daily practice and try to institutionalize it, creating a learning organization and institutionalization of organizational learning is one of the essential needs of today's world.

References:

Abzari, M.,Abbasi, A., (2005), an analytical article on the new organizations of third millennium: learning and instructor organizations, m.abzari@hotmail.com

Alvani, M., (2000), Public Administration, Tehran: Nei Publications.

Alvani, S.M., (1999), today's successful organizations, institutions of learning and knowledge creation, management theory, the third set, Public Administration Training Centre.

Alvani, SM, (2003), model learning, Journal of Management and Development, 16, 36, 61

Iranzadeh, S., (2013), adaptive management in the context of new Paradigms, Tehran: Ofogh danesh publications

Badgisu, M., (2006) creating learning organization paper, one hundred and four automotive industry publications, version 104.

Daft, R., (1999), the foundations of the theory and organization design, 1st publication, translation by Parsian, A. and Arabi, M., Tehran: Office of Cultural Research .

Jashni, Sh., (2008), paper of learning organization or knowledge management, Tehran: Tadbir Monthly, No. 198.

Senge, P., (2001), fifth command, creating an inclusive organization, Third Edition, translated by Kamal hedayat, H. and Roshan, M., Tehran: Industrial Management publication.

Senge, P. (2005), fifth command, fifth edition, the translation of Kamal hedayat, H. and Roshan, M., Tehran, Industrial Management Institute publication.

Ghahremani, M., (2004) ,learning organization: unique product of management century, organizational knowledge management monthly, the first issue.

Nurbakhsh, M., and Tavakoli, S.S., 2011, the paper of identification of intra organizational model of creating learning organization based on the theory of Peter Senge, mehdi2322@yahoo.com and samanehtvkl@yahoo.com

Niyazazari, K., (2007), behavioral approaches in educational systems, Tehran: Shiveh Publication .

Curado .m,ramos.knowledge management in organization: A new proposal, European conference on knowledge management. Portugal ,pp:323-333

Brito.E,cordoso.l,ramasho .c.knowledge management in local government sector. European conference on intellectual capital role .portugal ,pp:127-166

Chao –hong jon .(2006) . knowledge management in the learning organization. the leadership and organization development journal 1999;20(4)pp:207-215

Tsange.w.k.organizational learning and learning Organization: a dichotomy between descriptive and prescriptive research.human relations ,50.(1) (1997) . pp:73-890.

Sange .peter .m.the leaders , new work; : building learning organization . sloan management review .(1990) .pp: 729-749