

## The review of the learning organization elements with the personnel creativeness in the Mashhad Azad University

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**Abstract**—Present research has accomplished for the review of the learning organization elements with the personnel creativeness in the Mashhad Azad University. The research method is connective descriptive. Original statistical community of this research included all senior and middle and executive managers of the Mashhad Azad University. The sample made of 70 persons which 30 persons of them regarding Morgan chart. The secondary statistical community included all personnel of the Mashhad Azad university which number of them is 950 persons that 152 persons regarding Kakran chart. The measurement tool has been the Sengeh learning organization questionnaire. The questionnaires were reviewed by educational management specialists and Keronbakh factor was determined for each of them. The determination results showed that the learning organization questionnaire has got %91 and the creativeness questionnaire has got %97 which is showing efficiency of the both questionnaires. Library and researches ground has been used for the data collection and two methods of descriptive and inferential statistics has been used for the data analysis.

The research results showed that there are direct connections between the learning organization elements with the personnel creativeness of the Mashhad Azad University.

**Keywords**-learning; organizational learning; learning organization; individual abilities; mental models; joint aim; group learning; systematic thought; creativeness.

### I. INTRODUCTION

University as on impressive organization in social, economical, political improvement in any society, this research is studying and analyzing the relation between learning organization and creativity of Mashhad Azad University white collars.

In previous years we can see the number of writings and essays about learning organization. The reason of developing this model, Is the propriety of this model with this word wide business.

The property of learning organization model for some organization that in fact, wants to contend with. The organization is promising, and offer important aspects. (saivan , 2006 :337)

Since the learning organization theory is offered, specialists offered different definition about organizations. Here some are mentioned.

The learning organization is system, that it's members are trying to improve their ability to obtain their goals. In order to progress the attitude new models are promoted, there is a breeding ground to idealize in group, and ultimately it's an organization that it's members learn how to learn in group . (Bahram zadeh ,2001,25.)

Learning organization are kinds of organization that have systems mechanisms and date processor. continusely provide necessary abilities to their members to obtain their go be and do the best .

The learning organization is kinds of organizations that learns and encourage their members to learn. It causes the employees exchange their information more efficiently and also it produces more judicious white – collars.

In learning organization all the member trying to firs and so we the problems and by these means the organization can learn new experience, improve the situation and it's ability. The valve of learning organization is to solve the problem. It means that they are going to understand the customer's needs. Are to aforementioned we should accept that to being impressive organizations need to review the organizing and managing methods. And they should sue different ideas. The theory of learning organization is an attitude that it is propourd to solving problems at this time.

Peter Sangeh offered systems that help on organization to charges it's attitude structure and by following a new from work create a creative and active system. In fact trying to access a learning organization accounts as a competitive factor.

### II. RESEARCH METHOD

Now, according to subjects that is mentored in this chapter, the researcher provides a theoretical paradingm for research that is bosed on 5 learning organization factors introducad by sangeh and their relation with the creativity of Mashhad Azad university white – collors .

In this research age , sexuality , marital status , work back ground , named as interloper factor and different pairs of Mashhad Azad university named as controliny factor .

Wherever Times is specified, Times Roman or Times New Roman may be used. If neither is available on your word processor, please use the font closest in appearance to Times. Avoid using bit-mapped fonts if possible. True-Type 1 or Open Type fonts are preferred. Please embed symbol fonts, as well, for math, etc.

**A. Statistic society**

The main statistic society consists of senior managers. And common managers and executive managers. Of Mashhad Azad university that the total number of them are to people and the secondary statistic society is consists of all stuffs that the total of them is 950 people .

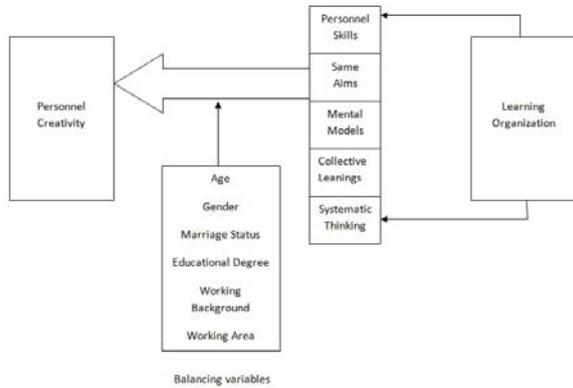


Figure 1. RESEARCH MODEL

**B. Statistic example and defining it's volume**

For this research due to the characters of statistics society, the two phases duster sampling method chose . At first 20 managers chose arbitrarily and all the employees order their govern , given a creativity question Iran .

And also, they want managers to complete the learning organization questionnaire .

Then they account the learning organization variance and it in formula .

$$\left\{ \begin{aligned} n_1 &= \frac{n^* s^*}{d^*} \\ n &= \frac{n_1}{1 + \frac{n_1}{N}} \end{aligned} \right.$$

In the recent formula :

N : total statistic society .

Z : 1.96 this number is related to the first failour .

S<sup>2</sup> : this is the learning organization variance .

n: the number of examples that is heeded to reseach .

d: the limitation of toleront faiture .

In this research the variance for learning organization is 130,734 . And also the population . are 70 managers and the limitation of tolerant failure are calculated by these formula .

So by choosing so people of manager statistic society arbitrary . we can achive the goal .since 20 people are choosed arbitrary so the other 10 people also choosed arbitrary and then it done like previous method . ultimately 30 manager and 152 employee answered the questionnaire.

**C. Tools to gather information:**

Due to the goals of research the best way to gather information is the questionnaire . after various studies and interview with spaciaists a questionnaire prepared. This research has two questionnaire and each has two forms.

Form1:

It is shared in two questionnaire . and consist of 7 questions they are employ men statue sexually marital statue age education work background and working part.

Form 2:

Manager questionnaire: learning organization questionnaire consists of 30 question and 5 odd questions according licret scale any question is scored from 1 to 5.

TABLE I. ANSWERS TO THE LEARNING ORGANIZATION QUESTIONNAIRE

Very High	high	To Sum extent	Low	very Low
5	4	3	2	1

Although questions related to each learning organization head likes are described in table 2:

TABLE II. QUESTIONS RELATED TO LEARNING ORGANIZATION HEADLINES.

Number	Question	Question Number
1	Personal Mastery	1,2,7,12,18,24
2	Mental models	3,8,9,13,19,25
3	shared vision	4,14,15,20,26,27
4	team learning	5,10,16,21,22,28
5	personal creativeness	6,11,17,23,29,30

b) employee's creativity questionnaire. That the answer of each question is consists of 5 choice. Scoring is like as: questions 1,2,3,4,5,8,9,10,11,12,13,14,16,17,19,21,22,23,25,26,27,28,31,32,35,36,41,42,43,44,45,49.

- If we calculate the scores of 50 question s then creativity will be like as:
- If yours score is between to 100 you will be very creative.
- If your score is between 60 to 79 you will be more than medicate creative
- If your score is between 40 to 59 you will be medicate.
- If your score is between 20 to 39 you be less than medicate.
- If your score is between 19 to 100 you aren't creative.

**D. Admissibility of questionnaire:**

Admissibility means that the scale and the content of tools .or questions in the tools manager exactly the subject of study .the admissibility and credit of this questionnaire is driven from. Study of spacialist's ideas and also it driven from standard questionnaire .

*E. Conversation of questionnaires:*

One of methods to account the reliability is the alpha koronbakh method.

This method is used to calculate the amount of similarity of management tools like questionnaire or tests that measures different characters though the reliability of questionnaire that used in this research is measured by Koronbakh method, so for any question the coefficient of alpha Koronbakh is measured. That is mentioned in table 3.

TABLE III. THE COEFFICIENT OF ALPHA KORONBAKH FOR LEARNING ORGANIZATION AND CREATIVITY OF WHITE COLLARS.

Number	Question	Koronbakh
1	Personal Mastery	0.63
2	Mental models	0.71
3	shared vision	0.77
4	team learning	0.64
5	Systematic thinking	0.65
6	Learning organization	0.91
7	Personnel creativeness	0.97

Due to alpha koronbakh scores the realibility of internal measuring tools are confirmed.

Results based on research findings:

*1) The main question:*

Is there relation between learning organization factors and the creativity of Mashhad Azad university . white collars

TABLE IV. PERSON CONVERSION TEST

Number	Exams statistics	Amount
1	Number	30
2	Conversion efficiency	0.415
3	Level of sensibility	0.023

To answer this question we used person conversion method. As it is mentioned in table 4 the conversion coefficient to two factor are 45% and the level of serseability is 23% that is less than 5% , so we can regect the hypothesis zero and accept one . it means there is a relection between learning organization factors and the creativity of university employees.

*2) Argument:*

By the obtained results and due to confirmation of main question we can concloued . that there is a direct relation between learning organization factors and the creativity of employees.

Any organization prove the learning organization goals by its employees infact the nessary term in any learning organization is it'smanagersand employees.

In learning organization employees have chance to improve their abalities and maketheir like more efficient.

Since anyone has an indrediable creativity if an organization can find them and improve them it would enjoy it.

In fact the learning organizations are creative . in this kind of organization it considered that all the members are creative.

So, hyzmen lefires a learning organization as on organization that provides necessary situation for learning that leds to valuable conclusion like creativity and long lasting competition .

So , all the organization should care this point that to continue and compite with their rivals they should have flexible and creative employees. And always looking for learning and exacting new ways in their organizations and alsothey should care that the creativity of employees are impressed by learning.

To take care of learning in organizations causes that the creativity continues in the organization. and mad it able to face the changes and solve problems . and by impressing this changes and make it favourable.

*Firs secondary question:*

Is there a relation between personal capability and the creativity of employees?

TABLE V. PERSON conversion test about first question .

Number	Exams statistics	Amount
1	Number	30
2	Conversion efficiency	0.078
3	Level of sensibility	0.683

To answer this question we used person conversion test as mentioned in table 5 , person conversion efficient between two factors 78% and the level of sensibility is 83% that is more than 05% so we accept zero hyrothesis . it means there is no relation between personal skill and the creativity of employees.

*3) Argument:*

If employees have high personal skills they will dominate more and will creat new thing and they will be more responsible and will learn sooner organizations that don't care to roll of this issue they will failed gradually so the managers of Mashhad Azad University should accept that they are responsible about their employees.

*4) Second question:*

Is there a relation between mental models and creativity of employees?

TABLE VI. PERSON'S CONVERSION TEST .TO ANSWER THIS QUESTION

Number	Exams statistics	Amount
1	Number	30
2	Conversion efficiency	0.381
3	Level of sensibility	0.038

We used person's conversion test as we can see on table 6. The person's conversion efficiency for two factors is 381% and the level of sensibility in person's conversion test

is 038% that is less than 05% so we reject the zero and accept the one Hypothesis. it means there is a relation between mental model and creativity of employees.

5) *Argument:*

According obtained results and to verifying the second question . we can conclud that there is a relation between mental models and the creativity of employees.

Organizations to improve themselves need to know evaluate and complete their mental models , because when we use mental models it prevents to creat superficial understanding of obtained information and make it more efficient.

There is nothing more dangerous than an inflatable mental model for any organization.

6) *Third question:*

Is there a relation between shared goal and the creativity of employees?

TABLE VII. PERSON’S CONVERSION TEST ABOUT THIRD QUESTION.

Number	Exams statistics	Amount
1	Number	30
2	Conversion efficiency	0.413
3	Level of sensibility	0.018

To answer this question we use person’s conversion test. as we cansee in table 7 the person’s conversion efficiency for two factors is 413% and the level of sensibility is 018% that is less than 05% so we reject zero and accept hypothesis one. it means there is a relation between shared goal and creativity of employees.

7) *Argument:*

According obtained results and due to verifying the third question we can conclud that there is a relation between shared goal and the creativity of employees.

A shared goal to creat a learning organization is a vital factor. Because it provides necessary energy to learn. Merely we can find an organization that is successful without any shared and accepted goal. When there is a shared goal in an organization people try to learn it they want themselves to learn.

8) *Fourth question:*

Is there a relation between team learning and creativity of employees?

TABLE VIII. PERSON’S CONVERSION TEST ABOUT THIRD QUESTION

Number	Exams statistics	Amount
1	Number	30
2	Conversion efficiency	0.491
3	Level of sensibility	0.006

To answer this question we used person’s conversion as we can see in table 8 , the person’s conversion efficiency for two factors is 491% and the level of sensibility is 006% that

is less than 05% , so we reject zero and accept hypothesis one. It means there is a relation between team learning and creativity of employees.

9) *Argument:*

According obtained results and due to verifying the fourth question. we can conclud that there is a relation between team learning factor and the creativity of employees. in organizations that there are team learning people are able to offer reasons and due to a shared mental model can choose a best way . we should not consider that there is no contrast between members of a team learner but as the mental models of people are the same they are to argue . logically and accept other soon.

10) *Sub question 5*

Is there any relationship between the staff’s creativity and systematic thinking?

TABLE IX. PERSON EXAM FOR SUB QUESTION 5

Number	Eram’s statistics	amount
1	number	30
2	Conversion efficiency	0.375
3	Level of sensibility	0.041

Person conversion efficiency equation is used to respond to this question. As you can see in table 9 person conversion efficiency between two varietires used to 375% as well as equal to 41% is less them 05% so the nation of zero is rejectedand and the nation of 1 is accepted. It means that there is a direct relationship between the staff’s creativity and systematic thinking.

III. ANALYSIS & DESCRIPTION

According to the outcomes and the approval of sub question 5, it is possible to conclude that there is a direct relationship between systematic thinking factor in Mashhad Azad University and the staff’s creativity.

Systematic thinking is the basis for other leaner organization factors being skillful in the issue will assist the university staff in analyzing the issues to not only use the other learner organization factors but also consider different issues in relation with all the organization and environment.

Sangeh believes that systematic thinking is a disposition which coordinates other regulations and combines them in a coordinated structure of theoretical and practical approaches.

In organizations in which systematic thinking is predominant it would cause that whenever a problem interferes with the organization problem elements are ignored but the existence of the problem is observed and the process of an issue as a whole is considered not the elements or parts of it

A. *General conclusion*

1-there is a relationship between learner organization factors and the staff’s creativity

2-there is no relationship between the staff’s creativity and individual skills

3-there is a relationship between the staff's creativity and mental models

4-there is a relationship between the staff's creativity and their shared goal

5- there is a relationship between the staff's creativity and systematic thinking

#### B. Research restrictions

1-lack of sources in relation to learner organization & creativity

2-lack of similar researches done in other local or foreign organizations

3-being limited to Mashhad Azad University, generalization of the consequences to other organizations & institutes is possible just through careful watch dog

4-being limited to Mashhad generalization of the consequences to other cities of the country is possible just through careful watch dog.

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