OVERVIEW ON THE IMPORTANCE OF ORGANIZATIONAL LEARNING AND LEARNING ORGANIZATION

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Abstract
Given that there is the dynamics of environmental changes in the present time, manager of modern organizations is a something very complex and ways that was used to manage organizations in the past, have lost their effectiveness. Thus to deal with this issue in the management field, we are always seeing new ideas. Necessary to implement such ideas, this is that organizations create basic changes in their management and learning methods that always ready to learning and new ideas embrace for adapt with changes. One of the ideas of modern management is called learning organization that emphasis on learning and adaptation is continuous.

Keyword: Learning, Learning Styles, Organizational Learning and Learning Organization

Introduction

Learn is the main, key and requirement factors of organization that wants remain in the economic modern world and competitive environment. Thus, organizations must be prepared people through constantly learning, for deal with changes and to have the ability to adapt with conditions changes and challenges moderns, must be able to institutionalize learning within the organization. In other words, become to a learning organization. Learning organizations are bold and powerful organizations that their foundation are based on learning and the best way to improve performance in the long run, consider learning. (Sharifi & Eslamieh 2008)

Previous research

Hashemi (2006) to investigate effective factors on organizational learning Concluded that have been identified 9 main factors in organizational learning. These factors include Systems thinking, team learning, mental models, ideal and vision commons , skill and domination personals, experimenting with new approaches, learn from past experiences, learning from others, and transfer of knowledge
Also Lemsa 2008, Lee and Choi 2003, Gah Guan Gan 2006, Mgdady 2005, Kenny 2006, and Thomas 2006 obtained Similar results
"Identification and reviews characteristics of work teams in creation organization knowledge" was performed by Ali KhanBabaei in 2007. In this study, the researcher meanwhile according to knowledge as a source for gaining of sustainable competitive

advantage believes that for achieve of organizations to this advantage must knowledge creation and its management nota bene as a new opportunity.

History

Nearly half a century ago for the first time Kanjelious and Dale argris raised the concept of learning organization.

Senge believes that over the years thinking and activities of management has undergone a massive transformation due to theories and factors numerous, but no doubt can be claimed that lasting effect of Argrys and Shawn with name organizational learning created a basic idea flow and has basically affected thinking and activities managements.

Definition of Learning

Wake expressed learning as change in the ability for responding to the demand of the task or environmental pressure using different methods, as a result of more quickly respond to same task, or as a result of other related interventions experiences. Generally learning involves knowledge acquisition, knowledge sharing, knowledge utilization and also new success. (Gumusluoglu 2009)

Learning Styles

About the concept of learning styles has been raised   numerous theories. one of the theories is Kolb's theory of experiential learning. Based on this theory, each learning situation in different individuals can create four modes that this four modes set in two side and are on the two vectors. Modes of concrete experience (CE) versus abstract conceptualization (AC) on vector of received and mode of Reflects Observation (RO) versus active experimentation (AE) on vector of processor. (Safavi et al. 2010)

Attitudes to learning and creativity

Eysenck and Keane (1995), believes that creativity is one of the highest expressions of human thought. When we do not have sufficient knowledge to solve problems is activated creativity. Wallas (1926) proposed a model of four-stage to the creativity process, that include

1) **Preparation :** Once the problem is formulated in an initial attempts to its solve
2) **Latent period :** Once the problem be pretermit to work on other tasks
3) **Clarification :** Once a solution suddenly occurs to solve of problem
4) **Overview :** Once problem solver will ensure that desired solution, is effective

 (Osterberg 2004)

Lead and learning skills

Actually, leadership skills refers to attitude of the leaders company to support of learning. The role of leader includes common vision, providing needed resources, delegating and honor of success to learning. Practices of organizational learning requires that leaders create an environment that all members of the organization as Learners, teachers and leaders flourish for increase of what they choose, they do and have the ability.

Appelbaumn and Reichards (1998) believe that leaders have a significant impact on successful learning. Leaders who sees knowledge as a valuable resource, have a positive approach to organizational learning

Mills and Friesen (1992) Showed that leaders committed to learning will Employment people who to bring new and usefulness knowledges to the organization and be able to disseminate of knowledge. (Pham & Swierczek 2006)

Style of Lead encourages learning

Popper (2000) believe that leading is factor to affects on organizational learning. Leaders can make organizational structure, shape organizational culture and   through   affairs and measures varieties   can be caused a of different effects. Thus the leadership influences on organizational learning. Lead and organizational learning are correlated On the each other to many. Also Lead can to improved process and result of organizational learning activities.

Leaders   can through move their   insights and   create of learning opportunities for subordinates, improve and increase Capacity and capability of organizational   learning and thus organizational learning.

(Javaheri Kamel & Kosarneshan 2009)

Organizational Learning

The simplest definition provided by "Yuki" that is expressed, learning that is provided by a set of organizational members. (Hagen 2010)

Argris an Skan expressed to 4 linear stages as result and proofs of organizational learning. These include discovery, invention, production, and generalizes of total results. (Khatri 2010)

Organizational learning is a set of organizational actions such as knowledge acquisition, information distribution, information interpretation, and memory that consciously or unconsciously affect on positive development of organizational. (Sharifi & Eslamieh 2008)

The purpose of learning is tendency of organizations to behave in participatory method for the use of learning opportunities. The purpose of learning is to determine the extent that organizations can learn. (Huang 2010)

Process of Organizational learning

Process of organizational learning is shown in the following diagram
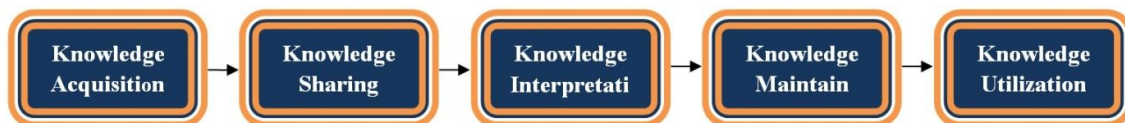
 These steps have been mutually influenced each other. (Huang 2010)

Mechanisms of Organizational learning

Infrastructure that provides the context for improved of learning opportunities, are called mechanisms of organizational learning.

Mechanisms of organizational learning are structural and cultural aspects that facilitate the development and revision of a learning organization

Cultural aspects includes a set of common values, beliefs, norms, attitudes, roles, assumptions and behaviors provide possible to true learning.

Aspects of structural are institutionalized arrangements of   structural and procedural   that allow organizations that systematically to perform collection, analysis, storage, distribution and use of information that are related with organizations effectiveness.

Both aspects structural and cultural are affected on learning in different levels of an organizations including individuals, teams and entire organizations.

Mechanisms of organizational learning are includes the following elements :
1) Learning Environment
2) Identify of learning and development needs
3) Implementation of learned knowledge in practice
4) Fulfilling of learning and development needs

(Riahi 2009)

Organizational Learning and Learning Organization

Organizational learning and learning organization are two different concepts. Organizational learning refers to particular activities (processes) within a organizations while the learning organization is a special type of organization. The systematic definition, a Learning organization is an organization that learns powerfully and collectively and constantly alter his that can better data collecting, management and use with aim of the organizational set success. In fact Learning organization is an organization that helps to promote of organizational learning through structures and strategies creates. With regard to this means learning organizational is a dimension or elements of a learning organization. (Marquardt 1995)

Characteristics of a learning organization

Characteristics of a learning organization introduced with Fundamental characteristics the following :
1) In Learning organization "information" runs smoothly at all levels of the organization
2) Learning is done simultaneously at four levels of individual, group, intergroup, and organizational
3) Staff due to continuous training and delegating that be given to them, with creating of numerous teams and doing group discussions to pay their information and ability improves.
4) Learning organization has bright and consensus visions about the future, growth and development of the organization and the employees.
5) Learning organization is types of reflective thinking and insights about people, organization and management.

(Sery 2004)

Creating a learning organization utilizes human resource management

Human resource management must provide learning environment for the improve of human resources by the following factors :
1) Creation of challenge job : Include job enrichment, job development and job rotation
2) Change of available perception patterns : Required to transfer of Knowledge concepts through teaching, sharing and self-study.
3) Change of the thinking habits : Change of mental models through teaching, sharing and self-study.
4) Allowing the separation in production and its valuing : Provides shape a creative culture in which employees would be willing change their thinking and understanding habits. (Hong 1999)

Barriers to Infrastructure of learning organizations create

In order to create of a learning organization must overcome on these challenges :
1) Challenge of moving start

2) Challenges of moving impulses sustaining

3) Challenges of redesigning and rethinking in level of organizational

(senge et al. 2007)

Conclusion

Learning involves knowledge acquisition, knowledge sharing, knowledge utilization and also new success. Organizational is learning, learning that provided through set of organizational members. Lead can improve process and outcome of organizational learning activities. In organizational learning, leaders must create an environment that all organizational members as learners, teachers and leaders flourishing to increase what they choose, they do and have ability. Organizational learning and Learning organization are two different concepts, organizational learning is only one dimension or element of learning organization. In fact Learning organization is an organization that helps to enhance organizational learning by creating of structures and strategies.

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