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Organizational Learning as a Key Role of Organizational Success

Vajiheh Saadat^{a,*}, Zeynab Saadat^b

^a M.A in public management- human resources, Central Tehran Branch, Islamic Azad University, Tehran, Iran

^b M.A student in training management, Imam Hossein University, Tehran, Iran

Abstract

Knowledge is a critical source for various organizations in recent years within competitive context of business. Organizational learning as a strategic tool has been proposed in the field of modern management for gaining competitive advantage and stabilizing organizational success. The aim of learning is not only enhancing employee's knowledge and skills but also developing and growth of the organization and building flexible dynamic learning organization. Given the strategic role of organizational learning in establishing knowledge management and promoting the main goals of organization, the present paper attempted to review the representative literature pertinent to learning, organizational learning, its main objectives, barriers, and benefits. Finally, this study presented a new perspective to today's organizational managers to enhance their organizations' efficiency.

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1. Introduction

In the third millennium, which is called the science era, science and learning are not observed as a commercial gesture for managers or/and a trendy word anymore, but continuous developing of leaning programs in all the organization levels has been changed to the profound anxiety of management. Today's managers, in an extensive try to achieve a constant development and production, has fairly found that financial sources and technology cannot be relied on purely anymore and improvement and development should be searched in humans' brains and thoughts. Management intelligentsia believes "organizational science should be observed as a strategic property in an organization and it should be managed in a way that it can improve competitive situation and performance of the

* Corresponding author. Tel.:

E-mail address: va.saadat15@yahoo.com

organization” (Allameh & Moghaddami, 2000). Hence, in modern organizational approaches, the necessity of organizational learning and the evolution of an organization by means of the learning organization’s doctrine have been explained among main supplies for more performance and efficiency of the staff and finally of the organization.

2. Definition and Concept of Learning

All persons are born with the ability of learning, and this learning makes them ready to adapt to changes and growth of environment. Learning leads to new intuitions and concepts in human, and it often happens that we are affected by actions, and identify and correct mistakes (Argyris & Schon, 1978). Kolb(1984) : Learning is a process through which science is created by the change in experience (Gholipoor, 2010).

Altogether, it can be said that learning means making useful concepts either individually or multiplexed.

3. Definition and concept of organizational learning

In spite of diverse researches on conceptualizing, management, development and using organizational learning, a general agreement on concept, definition and the theory of organizational learning has not been made yet. Lack of experts’ agreement in this area can be because of the following reasons: First, because organizational learning is multidisciplinary, the experts of the fields like sociology, psychology, management and industrial economy, each according to their field, have developed relevant theories and concepts of organizational learning (Yeung, Ulrich, Nason Stephen, & Von Glinow, 1999). Second, using organizational learning in various fields like information processing, product innovation, organizational change, organizational culture and strategy implementation has made concept variety in organizational learning (Crossan, Lane, & White, 1999). Third, the multilevel analysis of the learning concept from the individual level to organizational makes this variety (Templeton, Lewis, & Snyder, 2002).

Some definitions of this strategic concept are as follow:

- Organizational learning explains the development capability of thought and productivity, through commitment to which for continuous improvement in the organization, is obtained (Marquardt, 2002).
- Garcia Moralez et al, define organizational learning an organizational capability to keep and improve the performance based on the previous experiences and know this capability an ability of achieving and productivity from vivid and implicit science to sharing science and using science in the organization (Crossan, Lane, & White, 1999).
- Chris Argyris (1977) interpreted organizational learning as a process of discovering and correcting mistakes (Malek-poor Gol Sefidi, 2006).
- Organizational learning consists of all the methods, mechanisms and processes which are used in an organization in order to achieve learning (Mayo, 1994).
- Organizational learning is the process of finding errors and mistakes, and resolving and correcting them. It is a process, which happens by achieving science and improving the performance during the time (Alvani, 2008).

4. Organizational Learning Importance and Necessity

Organizational learning has been discussed for about half a century and it is growing increasingly now. Since plentiful changes and challenges of the present world require that an organization form by power of learning and updating itself to be able to synchronize itself to quick evolutions, answer environmental stimuli, and survive by achieving science and knowledge in organizational optimizing and developing in a widespread, dynamic and live way. Organizational learning, also, is one of the vital sources in order to achieve competitive advantage in strategic management (Allameh & Moghaddami, 2010). In order to survive in the competition, organizations are more successful, which learn sooner, faster, and better than their competitors do.

Today, traditional structures do not have necessary ability and inflection for alignment with fast environmental changes and in order to survive, they have to change their structure or equip themselves with tools to achieve the

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