
Studying the relationship between Learning organization (based on DLOQ model) and Quality of work life

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ABSTRACT

The current research aims at investigating the relationship between Learning organization (based on DLOQ model) and Quality of work life aliabad azad university. he research is descriptive, correlative, and also is a survey . After studying the related literature, factors and components influencing on information technology and organizational entrepreneurship in the general office of tax issues in Golestan province were extracted.in this direction, Learning organization (based on DLOQ model)and quality of working life considers based on Walton pattern.statistics society include of all official employees of aliabad azaduniversity based on 150 people.pattern volume determined by using kristy morgan table with 108 people.this research is applicable objectively and methodly measuring and correlation.to collecting data based on employee's looking to the learner's organization and guality of employee's working life,we used from two questionnaire that was used for determining of stability of questionnaire from alfa kornbakh coefficient (questionnaire of learner's organization 0/95and questionnaire of employee's quality of working life0/94)and to determining of questionnaire validity, we used from content validity.to analyzing the datas and informations-we used frequency and percent and table drawing and graphs in the descriptive statistics and pearson correlation coefficient in the inferential statistics. The results showed there is a significant relationship between Learning organization (based on DLOQ model) and Quality of work life .

Keywords: Learning organization - Quality of work life –organization- university

1. INTRODUCTION

Organizations should measure continually in the current changing environment to remaining and success with externall effects of environment.many of organization researchers attained to this point that learning ability of organizations is a only competition benefits and is a only way to remaining of this organizations in the stormy environment.senge advocated from learning ability creation in the improve of organizations to change of this into Learning organization from perspectives of peter senge (1990),beginner of Learning organization of

recommendation, organizations are a place that new patterns and comprehensive grows in it organizations are a site that society willings and inclinations are free in it and all of people learns continually and learns together (Lin Hsieny,2008).in the another way, learner organizations emphasized to learning personally, grouply and organizationally.learner's organization is an organization that persons increase his abilities continually and attains to results that they think about them where new thinking patterns grows, cumulative thoughts advanced and all of people learning together how to learn.marsick and watkinz, says learner's organization include seven dimentions:creation of continually learning opportunity-improve of exchange of views-learning grouply-establish of systems to attain and contribute of learners-increasing of people abilities to the cumulative views-link of organizations to the environment-support of organizational leaders from learning (Kelley et al, 2007) .learning organization is a organization with high effectiveness and competition so this has a ability to bring a new knowledge.and practiced very well, so this is a creative and can transfer knowledge to rapid solve of problems.dutiesof human resource management are.employee and support of knowledgebased employees(Marsick,2003).cultural spaces of ideas from quality of employees working life are essential ideas that managers should be try hardly from this point.when we speak about employee's support in a organization different and complex dimentions are necessary that brings all of willings and reluctant of person, group and organization and this differences are considering in the high quality of work conditions and they studies humans with all dimentions and about work and community .looking to humans as a system and a little components of a system bring this ideas that studied humans as a mechanical system while knowing unclear dimensions of human being is hart to support.and Walton (1973)describes quality of working life as a employee's reflection against of work especially essential results in working needs and spirit healths.by using from this description, quality of working life emphasized at the personal results, working experiences and how to improve working in order to omit needs and Walton sets a pattern to determining quality of working life that is include of:enough payment- healthy and secure working environment,bringing of improvement and ongoing security,respert to law in the organization-social relationships of working life-whole spaces of life,social solidity in the working organization and improve of human ability.university is a vital composition in improvement process of each nation, one composition that could facilitate economical, social,political and cultural improvement.main role of university are education and research.mutual relationship of this two section,secure stability and vitality of university.since university is a place to transfer and create new sciences to the society,pay attention to quality of working life in this composition should be essential for all high education managers.one of improuement of employee's quality of working life applying aspects of learner's organization in the university,so researchers are trying to find relations between this aspects, until they could help to ali abad azad university managers to improve of employee's working life and change this composition to the learning organization . (Walton.2008)

2. Literature Review

2-1- Learning organization

So many management scholars saying as"knowledge age"to the third thousandth and substitute knowledge based economy to the brainware and believe that knowledge is a wealth

and value creation extensively for government and minutely for organizations. Consider of education in organizations show that in the middle of 1940 to improve of actions from determining disabilities and create of decreases or omit of working educations (Susana et al, 2009). Experts of organization improvement discussed about organizational education (personal and grouply) from different dimensions and describe them as an essential and confidential way to continual development and improvement of organizations that doing educations as an essential subject in all human resource management programs. This meaning tend to create of another meanings (learning organization) that planed first times by March (1963). Learning organization could know continuously improvement process and show of organization growth of knowledge, insight and employee's skills that lead to organization skilled to receive on purposes. Meaning of learning organizations for increase and change to "learning organizations". This meaning point to this type of organizations that educated by passing of time, change and change to from of actions in this organizations that their actions improve and correct by understanding and knowing. (Falconer, 2006)

2-2-Descriptions of learning organizations:

Learning organizations is organization that people continuously increase his abilities for attain to results. Personal and group thoughts increase and persons knowing how to know. -all components are link together in learning organizations. As Peter Daker says that this organizations like to the orchestra and in this, everyone says own thought, but all players are follower and connect with orchestra's leader. Result is rhythmical music. Today's nature of learning organization suggest that with so many works and with different cultures, they are improving and acting (Dodgson, 2007). Senge (1990) describe learning organization as all organizations that are not necessary to educate anything in it, because learning injected to the organizational texture. Learning organization is a group of people that increase his own capacity. One organization with continuous philosophy to participate and reaction for changing complexities and unknown points. Dodgson (1993) says learning organization as a creation of structure and strategies for help of learning organization improvement. Garvin (1993) believes that learning organization have an ability to create and transfer of knowledge and decrease his own behaviors that lead to reflect of knowledge and new perspectives. Markout (1996), in his own book "building of learning organization" shows good and best descriptions: "in systematic descriptions, learning organization is an organization that learn powerly and grouply and change himself continuously and could collect, manage and used purpose of successful of organizations as a good points. (Senge, 1990)

2-3-learning organization dimensions:

1-personal domination: each person should be an expert in one dimension and different points.

2-mental models: peoples should have positive mental models. mental model determines how to thinking and act of each person.

3- team learning: team learning is an essential and vital cause. because teams and noone of peoples in base learning units are in the new organizations.

4-unique insight: insight of mental pictures are clear. insight as a durniph's meaning have a ideal pictures. in their words, insights is one mental results in the future that each person or organization tend to earn in one times and with same conditions. Organizational insights should be based on personal insights of members and means that in the learning organization, insights should not be create by organization leaders. insight should build by act

and react of persons, purpose and personal landscape and organizational backgrounds should be same.

5-systematic thinking: nowadays, to understanding resources and resolves of modern problems of line thinking and mechanical should give his places to nonlinear thinking that describe this as a systematic thinking. one way of thinking that confirm priority of whole to slight. (Neefe, 2001)

2-4-quality of working life:

"Quality of working life" (Q.W.L) initiated first times in Europe and in the 50th decade (1950-59) and formed based on Eric Trist researches and colleagues in the human relations in college of Tavistock in London. this researches considers both of technical dimension and human dimension and consider how to relate between them and how to create technical social systems that related to work plan and nowadays United States covers most actions about Q.w.L. Initial experts of Q.W.L. in British, Ireland, Norway, and Sweden exist work plans to better harmonize and uniqueness of technology and employees. Q.W.L activities making with helping of unions and managers in work plan and this lead to exist of plans that gave to employees higher levels of esteem, working diversity and feedback of data related to the results. probably famous Q.W.L specialities appears and improve of working groups as a new form of plans. and this groups formed of employees with different skills that had a data and independent acting for planning and doing own works. (Royuela et al, 2007) "Quality of work life" in 1960s received to United States. and type of Q.W.L in Europe was complex and for unique way and insight, they used different ways. From this way, initial actions of Robert Ford in the AT&T company lead to exist and applying of high action in private and public areas. main purpose of this actions, improve of employee's motives by showing of abnormal works. this means that works with high esteem, gives work diversity and data feedbacks in the results. gradually Q.W.L was higher than personal works and include of group work forms and conditions of efficient environmental work based on satisfaction and to enjoy employees from reward systems, work movement, management methods and physical environment of work. this widespread view resulted to wide points in contrast to limit points in initial levels of Q.W.L and attention to one by one employees are in the most conditions. In other words, improvement of Q.W.L programs added organizational actions to the dimensions of human relationships. (Ngahi and Nasle, 2009)

2-5-Description of Quality of work life:

In past two decades, word of quality of work life comes repeatedly in magazines and newspapers. one standard description and successful for quality of work life didn't bring in the scientific and skilled literature. although there isn't same description from this meaning, but this words release for every thing form researchers that lead to improve of conditions. quality of work life is a process that all of organizational members involve in the decisions affecting to jobs and working environments from open relations and reluctant relations and in the result, partnership and satisfactions of them is high from his works and nervous pressures decrease in this works. in fact, quality of work life shows a type of organizational culture or management style that employees based on owner feeling, self-esteem, responsibility and self-confident. (Che Rose et al, 2008)

3. RESEARCH METHODOLOGY

Current research form collecting of datas are descriptive-measurable and correlated. descriptive is a findings that at the same way collected and without handling described and relationship between considered variables and relationship between independent variables and dependent variables was measuring. since this datas attains as a chance pattern form main society, measurable dimensions received from this consideration.

3-1-Statistic subsequences:

All of this Statistics of current research is a official employers of Ali abad azad university that are 150peoples and from this 108people with attention to Korjesy and Morgan tables selected. selection way is simply chancy.

3-2-Data collecting tools:

to collecting data, we used form two questionnaire. first questionnaire, standard questionnaire of learning organization based on DLOQ and to measuring of quality of work life, we used from standard questionnaire based on Walton model. stability of both questionnaires affects with expert views. to validity of this questionnaires, we used from Kornbakh Alfa that stability of coefficient from two questionnaires is 0.95 and 0.94 . also to analyse of this data, we used from descriptive statistics and inferential statistics of pearson correlation by statistic software spss19.

4. THE FINDING OF RESEARCH

First hypothesis: there is a meaningful relationship between existing of continous learning options and quality of work life of Ali abad azad university.

- H0:** there is no meaningful relationship between continous learning options and quality of work life of employees.
- H1:** there is a meaningful relationship between continous learning options and quality of work life of employees

existing of continous learning options	quality of work life	
.440	1.000	quality of work life
.000	.	Sig
108	108	n
1.000	.440	existing of continous learning options
	.000	Sig
108	108	n

Fig. 1 the results of testing 1 hypothesis using

Such As a upper table, numerical amount of earning for correlation rate, first hypothesis is 0.440 and as a numerical amount, level of meaning is sig=0.000 in this testand because of (sig< α) and $\alpha=0.05$, showing of two variables and hypothesis of

H0 is rejected and H1 confirmed and earning coefficient correlation attains %95 and since correlation coefficient was positive, relationship between continuous learning options and quality of work life of Ali abad azad university is a direct.

Second hypothesis:there is a meaningful relationship between increase of insight exchanges and quality of work life of Ali abad azad university.

H0: there is no meaningful relationship between increase of insight exchanges and quality of employee's work life.

H1: there is a meaningful relationship between increase of insight exchanges and quality of employee's work life.

increase of insight exchanges	quality of work life	
.459	1.000	quality of work life
.000	.	Sig
108	108	n
1.000	.459	increase of insight exchanges
.	.000	Sig
108	108	n

Fig. 2 the results of testing 2 hypothesis using

Such As upper table, numerical amount of earning for correlation rate of first hypothesis was 0.459 and such as numerical amount of meaningful level in this test is $\text{sig}=0.000$ and this is ($\text{sig}<\alpha$) and $\alpha=0.05$, show that there is a relationship between two variables and H0 hypothesis rejected and H1 confirmed and correlation coefficient determined %95 and since their correlation coefficient are positive, there are direct relation between increasing of insight exchange and quality of employee's work life of Ali abad azad university.

Third hypothesis:there is a meaningful relationship between learning grouply and employee's quality of work life of Ali abad azad university

H0: there is no meaningful relationship between learning grouply and employee's quality of work life.

H1: there is a meaningful relationship between learning grouply and employee's quality of work life.

learning grouply	quality of work life	
.519	1.000	quality of work life
.000	.	Sig
108	108	n
1.000	.519	learning grouply
.	.000	Sig
108	108	n

Fig. 3 the results of testing 3 hypothesis using

Such As upper table, earning numerical amount for correlation rate of first hypothesis was 0.519 and such as numerical amount of meaningful level in this test is $\text{sig}=0.000$ and this shows that they ($\text{sig}<\alpha$) and $\alpha=0.05$, there is a relationship between two variables and H0 hypothesis rejected and H1 confirmed and earning correlation coefficient determined %95 and since their correlation coefficient are positive, there are direct relation between increasing of learning grouply and employee's quality of work life of Ali abad azad university.

fourth hypothesis: there is a meaningful relationship between established of systems for earning and shared of learning and employee's quality of work life of Ali abad azad university

H0: there is no meaningful relationship between established of systems for learning and shared of learning and employee's quality of work life.

H1: there is a meaningful relationship between established of systems for learning and shared of learning and employee's quality of work life.

established of systems for learning and shared of learning	quality of work life	
.411	1.000	quality of work life
.000 108	.	Sig n
1.000	.411	established of systems for learning and shared of learning
.	.000	Sig
108	108	n

Fig. 4 the results of testing 4 hypothesis using

Such As upper tables, earning numerical amount for correlation rate of first hypothesis was 0.411 and such as numerical amount of meaningful level in this test is $\text{sig}=0.000$ and this shows that they ($\text{sig}<\alpha$) and $\alpha=0.05$, there is a relationship between two variables and H0 hypothesis rejected and H1 confirmed and earning correlation coefficient determined %95 and since their correlation coefficient are positive, there are direct relation between established of systems for earning and shared of learning and employee's quality of work life of Ali abad azad university.

fifth hypothesis: there is a meaningful relationship between employee's abilities on the group perspectives and employee's quality of work life of Ali abad azad university.

H0: there is no meaningful relationship between employee's abilities on the group perspectives and employee's quality of work life.

H1: there is meaningful relationship between employee's abilities on the group perspectives and employee's quality of work life.

employee's abilities on the group perspectives	quality of work life	
.522 .000 108	1.000 . 108	quality of work life Sig n
1.000 . 108	.522 .000 108	employee's abilities on the group perspectives Sig n

Fig. 5 the results of testing 5 hypothesis using

Such As upper tables, earning numerical amount for correlation rate of first hypothesis was 0.522 and such as numerical amount of meaningful level in this test is sig=0.000 and this shows that they (sig< α)and $\alpha=0.05$, there is a relationship between two variables and H0 hypothesis rejected and H1 confirmed and earning correlation coefficient determined %95 and since their correlation coefficient are positive,there are direct relation between employee's abilities on the group perspectives and employee's quality of work life of Ali abad azad university.

sixth hypothesis:there is a meaningful relationship between organizational linking with environment and employee's quality of work life of Ali abad azad university.

H0: there is no meaningful relationship between organizational linking with environment and employee's quality of work life.

H1: there is meaningful relationship between organizational linking with environment and employee's quality of work life

organizational linking with environment	quality of work life	
.513 .000 108	1.000 . 108	quality of work life Sig n
1.000 . 108	.513 .000 108	organizational linking with environment Sig n

Fig. 6 the results of testing 6 hypothesis using

Such As tables, earning numerical amount for correlation rate of first hypothesis was 0.513 and such as numerical amount of meaningful level in this test is sig=0.000 and this shows that they (sig< α)and $\alpha=0.05$, there is a relationship between two variables and H0 hypothesis rejected and H1 confirmed and earning correlation coefficient determined %95 and since their correlation coefficient are positive,there is direct relations between organizational linking with environment and employee's quality of work life of Ali abad azad university

Seventh hypothesis: there is meaningful relationship between support of organizational leaders from learning and employee's quality of work life of Ali abad azad university.

H0: there is no meaningful relation between support of organizational leaders from learning and employee's quality of work life.

H1: there is meaningful relation between support of organizational leaders from learning and employee's quality of work life.

support of organizational leaders from learning	quality of work life	
.713	1.000	quality of work life
.000	.	Sig
108	108	n
1.000	.713	support of organizational leaders from learning
.	.000	Sig
108	108	n

Fig. 7 the results of testing 7 hypothesis using

Such As tables, earning numerical amount for correlation rate of first hypothesis was 0.713 and such as numerical amount of meaningful level in this test is sig=0.000 and this shows that they (sig< α) and $\alpha=0.05$, there is a relationship between two variables and H0 hypothesis rejected and H1 confirmed and earning correlation coefficient determined %95 and since their correlation coefficient are positive, there is direct relations between support of organizational leaders from learning and employee's quality of work life of Ali abad azad university

8. Conclusion and Suggestions

Based on earning results from this researches, we could say that all of learning organization dimensions had a direct and positive relation with quality of work life. one of ways to improve employee's quality of work life of university, applying compiled of learning organization in the university. imagination of each cultural spaces from quality of work life, is a special imagination that managers should try to knowing them. when we spoke about support of employees in the organization, we need to pay attention to different and complex dimension of need and this brings personal, group and organizational inclinations and personal and grouply differences considers in the work with high quality conditions and we studied human beings in all dimensions related to work and social life. looking to the humans as a system or component of working system brings something that we could study humans as a mechanical systems: while knowing nontangible human dimensions make hard support of them. LUtus (1998) believes that pay attention to human elements in organizations, especially educational organizations, are options that considers as science of human resource management. such as researches doing by hallojen and others, we consider to problems comes from complex human elements as a quality of work life and this considers real conditions related to work and work

environment at the organizations. results of research hypothesis test shows that there is meaningful relation between learning organization compiled and employee's quality of work life of Ali abad azad university and between this compiled, support of organizational leaders from others play a role more than other compiled in comment quality of employee's work life and could participate rate of quality of work life.

Since everything shows in this research, there are meaningful and positive relations between compiled of learning organization and official employee's quality of work life, so such as research hypothesis, we suggest following things:

1-what events could be done in the developing of continuous learning options in the Ali abad azad university? nowadays there is successful organizations that could be up to data own employees and had attained to all employee's willing informations, in this directions Ali abad azad university need to the internal organization data and external organization data for receive success and high efficacy, until made of scientific and reasonable decisions.

2-what strategies doing in the improvement of insight exchange of Ali abad azad university? some of strategies suggested for Ali abad azad university that include of: provide of suitable conditions for reciprocal conversation between employee, discussion, partnership in decision and clearness of Ali abad azad university purposes.

3-what works could do in azad university group learning? Ali abad azad university brings basis, suitable culture and tools and they take action in widespread of group actions and provide some conditions that Ali abad azad university employees used from partnership system in doing duties. in this connection, formation of meeting and provide of periods and educational work places are most significant.

4-in connection of established systems to earning and shared learning of Ali abad azad university, what things suggests? they should be forward to move to the learning organization and changes hardware (structure and equipment and...), and in the software, organizations (programs, employee's knowledge) should be change programming to provide in the Ali abad azad university.

5-what things suggests employee's abilities of Ali abad azad university?

Ali abad azad university should bring a same perspective from future and provide special conditions to use potential motives to improve the organization. to bring of same perspectives, Ali abad azad university could from programs with purposes and universal values and informed to employees from profits in roles and direct move of university with personal purposes. to earning learning organization, we should bring managers of Ali abad azad university away from do not fear for abilities of other employees and needing information of employers that could conduct better own set; because of this things, noweday some managers are successful that employees have good abilities. in this connection, we suggest one strong managerial information system and one of scientific things to do and plan in Ali abad azad university.

6-what suggests gives on support of organizational leaders from learning to Ali abad azad university managers? we consider to this compiled based on rate of roles in clearance of quality of work life ratings and suitable connections to doing this compiled and changing this university to learning organization.

7-what things could do in order to improvement of learning culture in Ali abad azad university?they should determine suitable training period and interim education for employees in order to their improvement and abilities and they gave knowledges to each organizational posts that exist better learning culture in this university and continous learning contain of responsibility and duty of employee's Ali abad azad university.

8-what things suggests in connection to team working to Ali abad azad university managers ?to bring of unanimity and cooperation between employees in the university are organizing and service system plans to success for team

9. ACKNOWLEDGMENTS

We would like to thank the cooperation of all managers and Employee's whose assistance and comments were instrumental in the development of this study.

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