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Article

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ANALYSIS OF PETER SENGE'S FIVE COMMANDMENTS LEARNING IN ORGANIZATIONS AND ADHERENCE TO THE ISLAMIC AZAD UNIVERSITY STAFF OF ITS COMPONENTS

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Abstract: *To learn problem solving and the development of learning organizations has been added to the agenda; Therefore, organizational learning and ultimately, learning organizations, that meet the needs of current challenges such as environmental change, competition and quality are met. Peter Senge's five commands or discipline research and case study data, the compliance staff of Ardebil University defines these components. A descriptive study - a survey of the Islamic Azad University of Ardabil province were done in 2010. All statistics are community college employees that using stratified sampling 205 employees were selected as examples. Data collected by questionnaire in two parts with the scientific validity and reliability were 82%. By using SPSS research data were analyzed. The average amount of free functionality of the personal staff of employees with 10/18, The mental models with 92/17, the common cause against 87/16, after learning 94/16 and an average rate of systemic thinking employees with 14/17. Due to low compliance with the recommended five dimensions of learning organization mechanisms for universities to be respected by the authorities; to the staff of the University and the observed rate of learning will lead to the optimal level.*

Keywords: Learning organizations; Peter Senge's five commands; Staff; Islamic Azad University.
JEL Classification: I2, G00.

INTRODUCTION

Success, the computational preference and resistant permanence of organizations, is owing different managerial performances and the most important task may be to create a learning organization that today successful organizations of the world take that way (Najafbeigi, 2005). Today all managerial schools believe that an organization should be able to learn and that learning, is the base ability of the last decade of the 20th century and this thought is true in the 21st century as well (Dixon, 1992).

According to this need, some scientists like Olvin Tafler, Peter Der Aker, Jack Welch, Shushana Zablot, Charles Henry and Peter Senge, organize a modern paradigm through open mindedness about traditional management concepts and offer new ideas that eventually renamed as a learning organization

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(Iranzadeh, 2001). Among them, Peter Senge, define specific principles in 5 principles or command: developing individual abilities, mental models, common outlook, group learning, systematic thinking and providing executive fields to create these organizations (Senge, 2007). Also Peter Senge states that these 5 commands create these following new abilities:

First- enthusiasm. It means the ability to individual or group directing of tasks according to individual skill and creating common outlook.

Second -argument. It means the ability to talk (negotiate) in a thoughtful way, according to mental patterns and group learning.

Third- understanding the complication. It means the ability to watch patterns of contracting problems according to systematic thinking (Yari, 2006).

Industrial revolution occurrence was the opening of the period that its slogan was mass and cheap construction and gained it's altitude with expressing Tailer's opinion, the first who expand mechanizing thoughts with introducing scientific management. In these circumstances, they needed forces that could always work permanent and mass work like machine and live in accumulated community. To train these kinds of humans and to form training style out of the house and workplace, an educational system was needed to see all in a same way and execute standard cliché and a model for a large community of learners and for workers of factory, construct the same and homoshope construction. In this educational system an obvious program includes: instruction and conceal program includes 3 lessons, learning to be on time obedience and to work permanently (AbkenarNabi, 2007).

Many scientific references, organizational learning concepts and learning organization, have been used in a close usage. But a learning organization is an organization that organizes learning occurs there and in contrast to organization learning it includes specific organizational behavior that show and act in a learning organization. Learning organization is an observable reality and should have the ability to see the needs of in and out environment, but an organizational learning is a process and a set of measurements and is what the organization is and a learning organization is something that form an organization (Aggestam, 2006).

A learning organization is an organization that provides learning for its entire member and usually changes it. What is important in this definition is persisting on changing itself. An organization may oblige itself to education and development. But, it may be vulnerable, because it may not have the ability



to change itself in contrast to fast and sudden changes in environments out of itself (Peddler, 1997; Garvin, Edmondson, Gino, 2008). Also, these organizations have the ability to create, receive and exchange knowledge and modify their behavior in a way that reflects the knowledge and new opinions (Senge, 2007; Easterby, Lyles, 2003).

In this organization people increase their ability gradually to find intended conclusions. Learning organization is an organization that thought group argument. Finding opinion and new thought encourages in it. An organization that has enough capabilities to learn, to adapt and to change. Learning organization don't resist against changes. In contrary to traditional organizations that people have negative reactions toward each change. These organizations always try to be in change and evolution (Saemiyani, 2005; Lopez, Pean, Ordas, 2004). Mac Gil defines a learning organization as this: An organization that can reply to new information by setting different programs, so that information, analyze and evaluate through them (Tavakoli, 2001).

An organization that intends to be as a learning organization should have the ability to offer new opinions and think about new unexperimented resolve for the problems of the organization and all together to be creative. Although for an organization to be learning, creativity is not enough. A learning organization should react to new offered opinions and investigate the opinions and reject unsuitable ways. An organization that has these ideas, don't have the readiness to change in behavior. We should have in our mind that learning organization is an organization that is in contrast to its environments permanently and respond to an environment that react in that (Daft Rechar, 1988). Managers should learn that there's just a model of reality with themselves that were selected and formed based on theory and if not, they don't have the ability to gain a comprehensive picture of their environments (Zali, 2000).

Today in developed countries that care the role of organizational learning and learning organization, this though is governed that learning is not a selecting measurement from managers, but it's a necessity and this cause that some of pundits say that the aim of attempt to be a learning organization is necessary for the survival of the organization. It's revealed from the researches that, the leadership of the organization or the high manager of each institute has a crucial role in creating learning strategy in an organization and this task is because of the existence of opinion and obvious obligation all over the organization toward the object and the importance of organizational learning (Schein, 1993; Akgun, Keskin, Gunsul, 2007).



Deton has a research on 5 successful institutes in the world to find out that how these institutes can lead their organization to organizational learning. Of course he intends to reveal that which factors are the contact movement forces toward senior management level (Denton, 1998).

In this research we try not only to repeat the importance of learning organization and its role in creativity and the development of the organization, but also to investigate 5 commands or disciplines of Peter Sange and determine the amount of the adherence of the employees of an educational organization in Ardabil Province.

1. METHODOLOGY

The present research is a descriptive survey research that has been done in 2011 with the aim of investigating the amount of the obedience of the faculties of Islamic Azad University of Ardabil from components of learning organization from an employee. The Population of the present research is the employees of Ardabil Azad University that the amount of all employees based on giving statistics are 430 people. The method of sampling is traditional class and Murgan table was used to determine the amount of samples. Eventually 205 employees were selected as research samples (table 1). The Data collection tool was 2-part questionnaire. By investigating librarian references, scientific text and searching authentic web 5 effective factors in 30 questions designed individual abilities, mental models, common object, team learning and systematic thinking. The reliability of questionnaire calculated through Cronbach alpha was 82 percent.

To analyze the data, the SPSS Software (version 16) has been used. In this analysis descriptive and driving statistics methods has been used. In descriptive part, the table has been used to describe data and in analysis part, the first research question from comparison the average, variance and standard deviation have been used to analyze data and test of the question. In all of these procedures the restriction that the researcher has, was about lack of coordination of official and employees in easy accessibility of research samples.

Table 1 - The population of people community and employees sample in different unit

The name of unit	Ardabil	Bile Savar	Pars Abad	Khalkhal	Garmi	Meshkin Shahr	Total
The Population of Community	214	12	52	85	37	30	430
The Percentage of People	49.77	2.79	12.1	19.76	8.6	6.98	100
Samples	102	6	25	40	18	14	205

Source: Survey

2. RESULTS

According to the result of table No 2, the average of dimension of learning organization of Islamic Azad University of Ardabil province, was 103 that highest amount of learning was 141 and the lowest amount was 65. Because requiring criterion is getting the amount of more than 90 from 150 of the components and the average of this component is more than average extent, so the universities have the characteristics of learning organization very well at the employee's point of view.

The calculated average shows 18.10 that an employee's point of view the effect intensity agent of individual abilities in learning organization more than 16. 50% of respondent find out this agent more than 18.25% more than 21.

The calculated average shows 17.92 that an employee's point of view the intensity of the effect of agent of mental models in learning organization is at requiring extensive. 75% of respondents find the effect of the agent of mental models in learning organization more than 16. 50% of respondents find this agent more than 17 and 25% more than 21.

The calculate average shows 16.87 in respondents point of view that the intensity of the effect of common objective agent in a learning organization is lower than requiring extensive because requiring criterion is getting a score higher than 18 from 30. According to each component, this component is required. 75% of respondents find out the effect of the common objective agent of learning organization more than 14. 50% of respondents find this agent more than 15 and 25% more than 21.

The calculate average shows 16.94 that in respondents point of view the intensity of the effect of team learning agents in a learning organization is lower than acquired. 75% of respondents find out the effect of team learning agents in learning organization more than 14. 50% of respondents find this agent more than 16 and 25% more than 20.



The calculate average shows 17.14 in respondents point of view that the intensity of the effect of systematic thinking agent in a learning organization is lower than requiring extensive because requiring criterion is getting a score higher than 18 from 30 relating to each component, this component is required. 75% of respondents find out the effect of systematic thinking agent of learning organization more than 13. 50% of respondents find this agent more than 17 and 25% more than 21.

Table 2 - Distribution the amount of indicator of Islamic Azad Universities of Ardabil Province in employees' point of view

	Dimension of Learning Organization	Individual Abilities	Mental Models	Common objective Agent	Team Learning Agent	Systematic Thinking
Average	103	18.1	17.92	16.87	16.94	17.14
Standard Deviation	18.82	3.17	3.34	4.23	3.84	14.4
Minimum	65	11	13	9	10	9
Maximum	141	25	25	24	25	25

Source: own processing

3. DISCUSSION

Descriptive statistic results show that the average amount of dimensions of learning organization in universities in employee's point of view was 103 that the highest amount was 141 and the lowest amount was 65. Because requiring criterion is getting a source higher than 90 from 150 about 5 components that the average of this researching question is more than the average extent. In this respect Moghaddam (Rastehmoghadam, 2005) does the research of study of Allame Tabatabaie University as learning organization from the manager's point of view and concluded that Allame Tabatabaie University has all the characteristics of a learning organization that has aligned with this research. Haj Ali Akbari (Haj aliAkbari, 2006) in a research titled explanation and designing of the model of the learning organization in the Azad Zanzan University concluded that dimensions of the learning organization are not at requiring extensive and do not have alignment with this research.

Result from organization show that the average amount of the individual abilities of employees of the province Azad University in employee's point of view is 18.10, the minimum amount is 11 and maximum one is 25. Since acquiring extensively in this research is getting a source of 18 from 30 for each component that actually the extent of individual abilities in Azad University of Ardabil province is



at acquiring extent. According to these results Haj Ali Akbari (Haj aliAkbari, 2006) concludes that individual abilities in that university is not appropriate and is far from learning organizations and do not have alignment with the present research. Also Moghaddam (Rastehmoghdam, 2005) in this research concludes that Allame Tabatabaie University has all characteristics of learning organizations and has alignment with opinion and viewpoint of the research employees.

For the status of Ardabil Province Azad University based on the dimension of mental models according to taken information, the average amount of mental models among employees are 17.92 that the minimum amount is 13 and the maximum amount is 25. Of course, the amount of mental models in the province Azad Universities about employees is lower than acquiring extent. According to Haj Ali Akbari (Haj aliAkbari, 2006) in this research, he resulted that mental models in that university aren't appropriate and is far from learning organization, but it has an alignment with the present research employees. Also Moghaddam (Rastehmoghdam, 2005) in his research resulted that Allame Tabatabaie has all characteristics of a learning organization that has an alignment with the opinion and viewpoint of the research professors.

For the status of Ardabil province Islamic Azad University according to the dimension for common objective based on giving information, we can see that the average extent of universities common objectives the from the employee's point of view, is 16.87 that the minimum extent is 9 and the maximum extent is 24. It can be said that the extent of common objective in Ardabil Province Islamic Azad University from the employees' point of view is lower than acquiring extent and is acquiring from the professor point of view. Result from Haj Ali Akbari (Haj aliAkbari, 2006) in the study shows that common objective is not appropriate in that university and is far from learning organization, but it is in alignment with the present research. Also Moghaddam (Rastehmoghdam, 2005) in his research concluded that Allame Tabatabaie University have all characteristics of a learning organization and has an alignment with opinion and viewpoint of professor of the present research.

For the status of Ardabil Province Islamic Azad Universities according to the dimension of team learning according to the given information, the average extent of team learning universities is 16.94 based on employees 'point of view that the minimum extent is 10 and the maximum one is 25. It can be concluded that team learning in mentioned university is not appropriate and is far from learning organization that has an alignment with the employees of the present research. Also Moghaddam



(Rastehmoghadam, 2005) in his research concluded that Allame Tabatabaie University has all characteristics that have an alignment with the opinion and viewpoint of the professor of this research.

For the status of Ardabil Islamic Azad Universities according to systematic thinking dimension based on giving information of the present research. We can see that the average extent of systematic thinking of employee's is 17.14 that the minimum extent is 9 and the maximum extent is 25 and the extent of systematic thinking in the Islamic Azad Universities of Ardabil Province is lower than the acquired extent from the employee's point of view. According to the above results, Haj Ali Akbari (Haj aliAkbari, 2006) in his research concluded that systematic thinking is not an appropriate in mentioned university and is far from learning organizations and has an alignment with the employees of the present research. Also Moghaddam (Rastehmoghadam, 2005) in his research concluded that Allame Tabatabaie University has all the characteristics of learning organizations and has an alignment with the professor of the present research.

CONCLUSIONS

According to the results of this research about employees as it can see that in the 4 components of learning organization; it means, mental models, common objective, team learning and systematic thinking, taken averages are lower than acquired extensive. So it's suggested that honorable officials try to find its reason or reason. Because systematic thinking component has the lowest effect intensity, it is suggested to create and reinforce systematic thinking among employees.

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