



**International Journal of Biology, Pharmacy
and Allied Sciences (IJBPAS)**

'A Bridge Between Laboratory and Reader'

www.ijbpas.com

**STUDY THE RELATIONSHIP BETWEEN ORGANIZATIONAL LEARNING AND
QUALITY OF WORKING LIFE WITH PRODUCTIVITY OF EMPLOYEES OF
THE GENERAL DIRECTORATE OF EDUCATION IN TEHRAN**

NAJMEH HOBASGHARI¹, FATTAH NAZEM^{2*}

1, 2: Department of Education, College of Education and Counselling, Roudehen Branch,
Islamic Azad University, Iran

***Corresponding Author: E Mail: f_nazem@yahoo.com**

ABSTRACT

The primary aim of this study is to examine the relationship between organizational learning and quality of working life and productivity of staff of the Education Ministry in Tehran. The sample consisted of all employees of the General Directorate of Education in Tehran account for 630 people. Stage stratified random sampling method and 385 members of staff were recruited. Based on productivity measurement tools include standard questionnaires of Achieve Model, Walton Model quality of work life and Organizational Learning of Watkins and Marsick. Linear regression analysis showed that the variables of organizational learning and quality of working life in a total of about 0.63 percent of the variability in the productivity of staff in the General Directorate of Education in Tehran have to explain.

Key words: Organizational learning, quality of work life, productivity, staff.

INTRODUCTION

Many companies today are engaged in a complex business environment that require higher performance, efficiency and competitiveness based on innovation and knowledge[3]. All these things have broken the organizational learning in large companies, more than ever, be stressed the authors focus on how to instill this important office in the address .in other

words to find ways on how to build a learning organization to investigate them. Rapid changes in the environmental management of organizations have faced serious challenges. Organizations without learning from their experiences and others can not deal effectively with this situation. Today, for competition and competitive advantage in a fast deal with the challenges

of a new form of organization, particularly in rapidly changing industries is expanding that is a learning organization. Emphasis and focus on learning strategies for learning organizations face the challenges of the future is considered[4], Another modern management concepts in today's world has become a major social subject is the concept of quality of working life[9], While in past decades only personal (Non-working) was stressed. Proponents quality of working life in search of new systems to help staff to enable them between work life and personal life balance.

Beaudoin & Edgar know the Quality of working life in real terms and that the quality of work life and approach their work as employees feel special shows And includes a wide range of aspects of the learning and working environment that affect employee productivity[1], What would survive in the principles and the right way to do things, provides that organizations bound to focus on the competitive environment and implementation of their productivity. High productivity, raise living standards and social welfare of the real income, national competitiveness and quality of life. Revenues, with optimum use of the institutions (data) and produce more and more output increases and this makes more sense to increase production in order to be

successful in today's competitive world. This success thriving business, and to improve the quality of life in the society. This process but with the right attitude and increased productivity will not be available[6].

The subjects in this study to the relationship between organizational learning and quality of work life and productivity of education staff from Tehran reviewed.

MATERIALS AND METHODS

This research is based on the purpose of application and data gathering practices, a description of the type of correlation. The population of the research includes all staff of the Education Bureau in Tehran in 2014 which is equal to the acceptable sample size of 630 people and 385 people. Stratified sampling method was used to fit the questionnaires were used. Dimensions of Learning Organization Questionnaire DLOQ, this questionnaire by Watkins and Marzik, based on an integrated model of learning organization in 1996 has been prepared and its reliability is a-0.871. Walton used to measure the quality of working life of eight-component model is to prove its reliability 0.82. To evaluate the productivity of the questionnaire (Achieve model) by Hersey and Blanchard and Goldsmith in year (1980) to prove its reliability 0.79 respectively. The validity of

the questionnaire was confirmed by three professors.

RESULTS

Main question: is there any relation between organizational learning and quality of working life with productivity of employees of the General Directorate of Education in Tehran?

The results of the table show that: Multiple correlation coefficient equals to 0.79 and the Significant level given in the **table 2** according to F-value equal to 324.830, the level of significance is less than 0.05 As it is seen in the **table 3** multiple correlation between organizational learning and quality of working life and employee productivity showed that organizational learning explaining the dependent variable is the amount of beta 0.23 In other words, per one standard deviation increase in organizational learning 0.23 standard deviation increase in employee productivity occurs As well as the quality of working life with the beta 0.68, the dependent variable is explained in other words, per one standard deviation increase in the quality of working life, 0.68 SD increase in employee productivity occurs And other words of organizational learning and quality of working life and employee productivity is a significant relationship.

According to the analysis by regression equation is:

coefficient of determination 0.63 and the coefficient of determination adjusted to 0.62 calculated. (f-324.830, p-0.05). The ratio is determined by viewing the variables of organizational learning and quality of working life, we suggest that a total of about 0.63 percent of the dependent variable changes in employee productivity in the General Directorate of Education in Tehran have to explain.

confirming regression model is able to predict the dependent variable are independent variables.

$$\text{Quality of Working Life (0.624)} \\ + \text{Organizational Learning (0.140)} + (7.273) \\ = \text{Efficiency}$$

The first sub-question:

Is there any relation between organizational learning with employee productivity of the General Directorate of Education in Tehran?

The results of the **table 4** showed that multiple correlation coefficient equal to 0.45 and the coefficient of determination 0.21 and the coefficient of determination adjusted to 20/0 is calculated. (F=102.201, P=0.05). The coefficient of determination can be concluded that organizational learning by observing a total of about 0.21% of the variability in employee productivity Office of Education has explained in Tehran.

Significant levels presented in the table according to F-value equal to 102.201, the level of significance is less than 0.05 As it is seen in the **table 7** multiple correlation between organizational learning and employee productivity showed that organizational learning explaining the dependent variable is the amount of beta 0.45 In other words, per one standard deviation increase in organizational learning, the 0.45 is the standard deviation increase in staff productivity.

The results of the **table 7** showed that multiple correlation coefficient equal to 0.76 and the coefficient of determination 0.58 and the coefficient of determination adjusted to 0.58 is calculated.(F=535.053,P=0.05). The coefficient of determination can be concluded that quality of working life by observing a total of about 0.58% of the variability in employee Efficiency Office of Education has explained in Tehran.

Significant level given in the table according to F-value equal to 535.053, Level is significantly less than 0.05 confirming regression model is able to

confirming regression model is able to predict changes in the dependent variable is the independent variable.

According to the analysis by regression equation is:

$$\text{Organizational Learning } (0.279)+(34.588)= \text{Efficiency}$$

The second sub-question:

Is there any relation between Quality of Working Life with employee Efficiency of the General Directorate of Education in Tehran?

predict changes in the dependent variable is the independent variable.

As it is seen in the **table 9** multiple correlation between the quality of work life and productivity of employees indicated that the quality of work life and the explanation of the dependent variable is the beta 0.76 In other words, per one standard deviation increase in the quality of working life 0.76, standard deviation increase in staff productivity occurs And other words, the quality of working life and employee productivity is a significant relationship.

Table 1: Summary regression analysis on the relationship between organizational learning and quality of work life and productivity

Multiple correlation coefficient	The coefficient of determination	Adjusted coefficient of determination	Standard error estimates
0.794	0.630	0.628	7.822

According to the analysis by regression equation is: Quality of Working Life (0.694)+16.674= Efficiency

Table 2: ANOVA table

	Total squares	Degree of freedom	Mean square	F	Significant level
Regression	39749.348	2	19874.674	324.830	0.000
Remaining	23372.642	382			0.000
Sum	63121.990		384		

Table 3: Variables related to the regression coefficients

Independent variable	Not standardized coefficients		Standardized coefficients	t	Significant level
	B	The standard error	Beta		
Constant	7.273	2.343	0.230	3.104	0.002
Organizational Learning	0.140	0.020	0.687	6.957	0.000
Quality of Work Life	0.624	0.030		20.793	0.000

Table 4. Summary regression analysis on the relationship between organizational learning and productivity

Multiple correlation coefficient	The coefficient of determination	Adjusted coefficient of determination	Standard error estimates
0.459	0.211	0.209	11.406

Table 5: ANOVA Table

	Total squares	Degree of freedom	Mean square	F	Significant level
Regression	13295.779	1	13295.779	102.201	0.000
Remaining	49826.210	383	130.095		
Sum	63121.990		384		

Table 6: The coefficients of the variables in the regression equation

Independent variable	Not standardized coefficients		Standardized coefficients	t	Significant level
	B	The standard error	Beta		
Constant	34.588	2.829	0.459	12.227	0.000
Organizational Learning	0.279	0.028		10.109	0.000

Table 7: summarizes the regression results on the relationship between quality of working life and productivity

Multiple correlation coefficient	The coefficient of determination	Adjusted coefficient of determination	Standard error estimates
0.763	0.583	0.582	8.292

Table 8: ANOVA Table

	Total squares	Degree of freedom	Mean square	F	Significant level
Regression	36788.306	1	36788.306	535.053	0.000
Remaining	26333.684	383	68.756		
Sum	63121.990		384		

Table 9

Independent variable	Not standardized coefficients		Standardized coefficients	t	Significant level
	B	The standard error	Beta		
Constant	16.674	2.029	0.763	8.218	0.000
Quality of Working Life	0.694	0.030		23.131	0.000

CONCLUSION

For answering the first sub-question that is there any relation between organizational learning with employee Efficiency of the General Directorate of Education in Tehran? It can be concluded that managers of organizations to promote learning in a considerable level of creativity and innovation in the first place can improve and enhance their employees' performance. In other words, the wider group of organizations working environment and proper information about their common goals more motivation to perform duties that increase the productivity of the organization will be established. The results of the answer to the question of subsection (1) is compatible with the research findings of Weldi and partners [13], Koodiba [7], Neefe [11], Shepard[12].

For answering the second sub-question that is there any relation between the quality of working life with employee Efficiency of the General Directorate of Education in Tehran?

The results of the second sub-answering relationship between quality of work life and productivity refers to can be concluded that The organization, according to the experience and skills of employees fair pay act and the possibility of growth and academic achievement can be given to employees, increasing productivity of

human resources was hopeful. In the workplace, managers and employees to respect the rules and instructions and understanding of organizational goals and objectives reasonable balance between personal life and work life, and have increased their motivation and organizational work. The sense of social responsibility and increasing employee organizational and psychosocial work environment and job security are acceptable the improved performance of employees and thus increase productivity in the organization.

These findings are consistent with the research of scholars such as Weldi and partners (2010), Dimok and partners [2], Kumar and partners [8], Harvey and partners [5].

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