



## Organizational Learning Capacity and Equity Promotion

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**Abstract:** The purpose of this study is to investigate the correlation among the organizational learning capacity and equity in employees of Kerman medical science university on 2014. This study was conducted through descriptive studies and correlation method. The statistical society in this study included 950 of employees who are working in Kerman medical science university. 247 employees were selected randomly. Two questionnaires were used to gather data. The content validity coefficient of learning capacity questionnaire was 0.93 and the coefficient of equity questionnaire was 0.89. Both questionnaires were approved. Alpha Cronbach model was used to examine the reliability of the questionnaires. The reliability of organizational learning capacity questionnaire and equity questionnaire were respectively 0.76 and 0.87. Spearman and Pearson statistical tests were used to interpret the collected data. SPSS software was used to analyze the collected data. The results of test showed correlation between organizational learning capability (openness and empiricism, risk taking, interaction with the external environment, collaborative decision making and Systemic approach) and employee's equity. Finally, it is recommended to enhance the organizational learning capacity in the organization to see equity and fairness in the organization.

**Keywords:** Learning, Organizational Learning Capacity, Equity

### Introduction

Organizational learning capacity refers to creating and generalizing ideas effectively to deal with various organizational boundaries through innovation and special management practices. Importance of Organizational learning capacity is due to facilitating organizational learning. In this definition, capacity is the focus. This term emphasizes on what is doing really by managers and people (Gholami and Alizadeh; 2002). Sangeh states these capacities are not kinds of specialized capacities like accounting, but leads people toward new knowledge.

Above capacities namely learning capacities are set of skills. Individual promotes their capacities using these skills to produce important results (Sange et al, 1999:45)

Equity is one of human relationship foundations especially common life. Equity reinforces the base of life and social and family relationship. Inequity leads to discrediting and loose the relationships. Everyone loves equity and prefers fair behaviors and justice. Everyone suffers unfair behaviors. Although the effect of equity is clear, but is observed rarely. In fact, equity is a valuable jewels which has little genuine customer (Tahora, 2011)

In this study, first the problem statement is explained and then the importance of the matter is presented. Hypotheses, methodology, tools to gather data and data analysis method are explained and the results, conclusions and recommendations are provided.

### Problem Statement

Equity is one of positive behavioral factor in the job climate which has been focused and investigated little. Equity is one of the finest moral traits which mean justice between peoples and observing their rights. It means to ask good things for others and not to ask lose for others (Ansarian, 2003: 382)

Ralz believes equity is a rational approach to achieve justice principles and fair decision-making. If judgment is done free and impartial without prejudice and free from own beliefs only relying on the wisdom like original peoples, the used method is fair and the result of the judgment will be "justice" (Ansarian, 2003: 84).

Studies shows low equity and justice in organizations lead to Conflict, institutional instability, desertion, loss of motivation, unresolved rumors and strikes and holding up the organizational goals and should be paid attention. The evidences show that effectiveness, job and organizational commitment of human resource are low in public organizations and employees don't conduct their task well and have low motivation and job relationship. They are not satisfied and always thinking about changing and leaving their job (Danaei Fard et al, 2009: 60). The organizational learning capacity

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explains the capacity of creating and generalizing ideas effectively to deal with various organizational boundaries through special management models and innovations (Yang et al, 1999: 59)

Motivating and encouraging individuals and groups to learning is a main factor to learn, also the organizational structures should be provided. Learning ability is the main resource of competitive advantage. Learning is for changing; in other word learning should be converted to a positive habit in each organization. Successful organizations develop specific strategies in their economic activities to achieve their goals. Among these strategies, customer orientation and observing organizational culture are included. Today's, appropriate human resource management is so important and other management issues are in the next stages. A learner organization is needed to develop human resources (Mirshahi, 2009: 83)

In the study of organizational learning capability, an objective tool encounters to approach/ judgment Tools. Unfortunately, the creation of organizational learning and analysis is difficult directly and usually is examined through some comparisons (Luthans et al., 1995; quoted by Nadi and Sajadian, 2011: 106).

The learning capacity in the general level or macro-level of the organization explains the foundation of organizational learning. Given the learning is started for individual and group learning level, encouraging and motivating individual and groups should be increased in the learning as well as organizational structures should be provided. Learning ability is the source of competitive advantage. Learning is for changing; in other word learning should be converted to a positive habit in each organization. Successful organizations develop specific strategies in their economic activities to achieve their goals. Among these strategies, customer orientation and observing organizational culture are included. Today's, appropriate human resource management is so important and other management issues are in the next stages. A learner organization is needed to develop human resources (Mirshahi, 2009: 83)

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### **The Importance and Necessity of the Study**

Increasing the organizational learning commensurate with competitive position is a strategic orientation to survive the competitive advantage of the company (Molahosseini et al., 2009: 1). Senge (1990) stated individual in the organizations are promoting their capacities to create desirable results, so innovative thought, collaborative spirit and free learning are occurred. Dibbela et al (1996) define learning capacities as formal informal processes, appropriate structures, acquisition, apply and share knowledge and skills in the organizations. In other hand, they stated the organizational learning capacity as manager's capacity in the organization to produce and generalize the ideas. In the learning process, skills and learning capacities cause to create innovation in the individual's belief. These capacities create interaction and innovation in the individuals and are divided in three capacities like developing goal, feedback and conceptualization. Developing goal is a capacity in which individual, group and organizations lead to a certain and important subject. Feedback capacity promote individual ability to encounter basic hypotheses and behavioral patterns and conceptualization is a capacity in which individual enables to find bigger systems (Yeung et al, 1999: 23)

Equity is one of most important subjects which influences on the health in the society. People tolerate economic pressures and life difficulties, but they can't tolerate inequity, Sociality and discrimination (Kachoei, 2008)

Observing equity in the human life contains some stages and everyone should observe equity in any situation. Not observing equity destroys the human life at the moment and in the future. Equity should be observed in the judgment (Seyed Razi, 2008: 53). Equity is one of most important issues in the Islamic region and Prophet counted equity as one of hallmarks of a real believer. Everyone who forgives part of their property to poor people and observes equity is a real believer. The relationship between nature and human is based on Domination and conquest. The relationship between God and human is based on servitude and slavery and the relationship between human being and people is based on equity. Imam Ali stated equity as one of superior traits in the human which reinforces relationships and friendship (Kachoei, 2008). Therefore, determine the factors caused to increase equity are so important.

The organizational learning capacity is one of factors which should be focused. Development is a mental process; it means the mind has been changed before development. In other work, development is defined as ability to crease innovation and innovation is source of learning. In this regard, successful organizations maintain their market through employee's innovation. In short sentence, innovation and learning is needed to survive organizations (Reyes, 2012: 320) The results of the study are important to provide opportunities to motivate employees and develop equity in the organization. Observing equity in the organizations is a key and administrative system will be destroyed without equity. The results of the study are important to specify the organizational learning capacity and equity among employees in Kerman medical science university and the relationship between these variables should be investigated.

### **The Study Hypotheses**

Main hypothesis

1-There is correlation among the learning capacity and equity in employees of Kerman medical science university.

### **Subsidiary Hypotheses**

- 1-There is correlation among the Openness and empiricism and equity in employees of Kerman medical science university.
- 2-There is correlation among the systemic approach and equity in employees of Kerman medical science university.
- 3- There is correlation among the risk taking and equity in employees of Kerman medical science university.
- 4-There is correlation among the collaborative decision-making and equity in employees of Kerman medical science university.
- 5-There is correlation among the external interaction and equity in employees of Kerman medical science university.

### **The Methodology**

This study is applicative in term purpose and descriptive in term of method and nature. Data was gathered through field methods. The statistical society included all employees who were working in the Kerman medical science university and they were 950 employees. 247 employees were selected by Morgan table as statistical samples.

### **Data Gathering Tool**

In this study, two questionnaires were used to gather data.

1-organizational learning capacity questionnaire: this questionnaire is related to organizational learning capacity. The organizational learning capacity has five components based on Chiva (2007) model. These five components include openness and empiricism, risk taking, external interaction, collaborative decision-making and systemic approach. The participants should reply the questions using Likert scale (strongly agree, agree, somewhat agree, disagree or totally disagree). Ranking the question respectively 5, 4, 3, 2 and 1 is strongly agree, agree, somewhat agree, disagree or totally disagree

2- Employee's equity questionnaire: in this study, equity in speech, equity in action and equity in judgment was used to evaluate the equity. This questionnaire contains 16 questions with five options like strongly agree, agree, somewhat agree, disagree or totally disagree. The ranking of the options were respectively 1, 2, 3, 4 and 5 for strongly agree, agree, somewhat agree, disagree or totally disagree.

### **Data Analysis Methods**

In this study, all kinds of statistical indicators like abundance and all kinds of table and diagrams were used to explain the collected data. Spearman and Pearson correlation test were used to determine the correlation. Also, Kolmogorov–Smirnov test was used to examine the normality of the tests. SPSS application was used to analyze data.

### **The Findings of the Study**

1- There is correlation among the organizational learning and equity in employees of Kerman medical science university. The results of Pearson and Spearman correlation test show significant correlation among the organizational learning and equity in employees of Kerman medical science university. (Significant level is less than 0.05 and Pearson and Spearman correlation respectively 0.349 and 0.319). This correlation is in direct and middle level; it means employee's equity in Kerman medical science university is increased by enhancing the organizational learning.

2- There is correlation among Openness and empiricism and equity in employees of Kerman medical science university. The results of Pearson and Spearman correlation test show significant correlation among the Openness and empiricism and equity in employees of Kerman medical science university. (Significant level is less than 0.05 and Pearson and Spearman correlation respectively 0.304 and 0.295). This correlation is in direct and middle level; it means employee's equity in Kerman medical science university is increased by enhancing the Openness and empiricism.

3- There is correlation among risk taking and equity in employees of Kerman medical science university. The results of Pearson and Spearman correlation test show significant correlation among the risk taking and equity in employees of Kerman medical science university. (Significant level is less than 0.05 and Pearson and Spearman correlation respectively 0.328 and 0.316). This correlation is in direct and middle level; it means employee's equity in Kerman medical science university is increased by enhancing the risk taking.

4- There is correlation among external interaction and equity in employees of Kerman medical science university. The results of Pearson and Spearman correlation test show significant correlation among the external interaction and equity in employees of Kerman medical science university. (Significant level is less than 0.05 and Pearson and Spearman correlation respectively 0.269 and 0.240). This correlation is in direct and weak level; it means employee's equity in Kerman medical science university is increased by enhancing the external interaction.

5- There is correlation among collaborative decision-making and equity in employees of Kerman medical science university. The results of Pearson and Spearman correlation test show significant correlation among the collaborative decision-making and equity in employees of Kerman medical science university. (Significant level is less than 0.05 and Pearson and Spearman correlation respectively 0.247 and 0.229). This correlation is in direct and weak level; it means employee's equity in Kerman medical science university is increased by enhancing the collaborative decision-making.

6- There is correlation among systemic approach and equity in employees of Kerman medical science university. The results of Pearson and Spearman correlation test show significant correlation among the systemic approach and equity in

employees of Kerman medical science university. (Significant level is less than 0.05 and Pearson and Spearman correlation respectively 0.226 and 0.191). This correlation is in direct and weak level; it means employee's equity in Kerman medical science university is increased by enhancing the systemic approach.

### **Discussion and Conclusion**

1- There is correlation among the organizational learning and equity in employees of Kerman medical science university. The obtained results of the study are consistent to the results of Fry (2003), Matherly and Fry (2003) and Yomachi (2004). Fry (2003), Matherly and Fry (2005) founded the organizational learning lead to create equity in the organization. Matherly and Fry (2005) showed significant correlation among organizational learning capacity and equity; it means justice and equity are increased by enhancing learning in the organization. Kraytner (2001) founded correlation among the organizational learning and the justice understanding in the organization. Yomachi (2004) approved the correlation among learning and equity. Positive behavior among employees is increased by training and learning, so they can understand equity and justice and try to remove inequity in the organization.

2- There is correlation among Openness and empiricism and equity in employees of Kerman medical science university. The obtained results of the study are consistent to the results of Borkhart (2002). Borkhart (2002) stated empiricism as a factor to understand the equity and believes individuals behave as their experiences of equity and justice in the organization. Understanding equity and justice by employees lead to rise of justice and equity in the organization, so empiricism cause to understand equity.

3- There is correlation among risk taking and equity in employees of Kerman medical science university. There is no study in this regard. Risk taking is defined as intendency to conduct important thoughts for opportunities with rational chance to fail. Seems, employees don't interest to fail in the organization especially in equity. They can't tolerate inequity. Understanding equity is outside of controllable factor by someone who believes chance.

4- There is correlation among external interaction and equity in employees of Kerman medical science university. The obtained results of this study are consistent to Gill et al (2013) and Mosadeq Rad (2003), but are not consistent to Haghhigh Rezvani (2005) results. Gill (2013) founded the environmental factor is a main factor to increase justice in the job climate. Mosadeq Rad (2003) founded the external interaction cause to understand equity and inequity by employees. Rezavani (2005) stated the external interaction cause to promote mental development and increase expectations and perceptions of injustice. Interaction to external climate causes to understand injustice in the work climate and will be unsatisfied. In the second state, interaction with external climate provides equity in the organization.

There is correlation among collaborative decision-making and equity in employees of Kerman medical science university. The results of the study are consistent to Mahmoodi et al (2009), Lisloc (2001), Muuss and Proton (1995). Mahmodi et al (2009) founded the collaborative decision-making cause to create equity in the employees and integrates their action and speech. Also, Lisloc (2001) stated the collaborative decision-making influences on employee's equity. Muuss and Proton (1998) founded equity and fair behaviors are increased by providing collaborative decisions among employees. When employees participate in decision-making processes and their speech and actions be integrated, then equity is increased in the organization.

6- There is correlation among systemic approach and equity in employees of Kerman medical science university. The results of the study are consistent to Simon (1989) results. Simon (1989) stated the systemic and holistic view caused to judge generally and observe equity. Equity is increased by holistic view without prejudice.

### **The recommendations of the Study**

1- The results of the test showed significant correlation among the organizational learning and equity in employees of Kerman medical science university, so it is recommended to provide learning through idea creation and specific management innovation to motivate employees. In this regard, employees represent more equity in their behaviors.

2- The results of the test showed significant correlation among openness and empiricism and equity in employees of Kerman medical science university, so it is recommended to support new ideas of employees and respond their actions. Also, it is better to apply foreign consultant experiences and provide appropriate situation for employees to behave in equity manner.

3- The results of the test showed significant correlation among risk taking and equity in employees of Kerman medical science university, so it is recommended to provide necessary knowledge and information to employees. It is recommended to provide situation to collaborate all departments and individuals to achieve organizational goals and promote a situation to develop equity and fair behaviors among employees.

4- The results of the test showed significant correlation among external interaction and equity in employees of Kerman medical science university, so it is recommended to collect external data by employees and distribute the data between employees to understand external environment and move toward equity and fair behavior.

5- The results of the test showed significant correlation among collaborative decision-making and equity in employees of Kerman medical science university, so it is recommend to employees to participate in collaborative decision-making and their ideas should be focused. When employees feel to engage in the main decisions, the equity is increased too.

6- The results of the test showed significant correlation among systemic approach and equity in employees of Kerman medical science university, so it is recommend fostering holistic and general view in the organization. It is better to reveal interactions; therefore, equity is increased.

#### **Applicative recommendations**

- 1-it is recommended to provide a situation to promote employees in the organization to remove moral vices and increase equity in the organization
- 2- It is recommended to provide moral presentation in the organization to increase justice and equity.
- 3- It is recommended to teach risk-taking in the organization to increase effectiveness, motivation and commitment of the employees to achieve the organizational goals.

#### **Recommendations to Future Study**

Here, there are some recommendations to future researchers

- 1- In this study, the relationship among the organizational learning capacity and work equity was examined in Kerman medical science employees. It is recommended to study other mediating variables roles like work attitude, stress, spiritual intelligence, organizational structure and organizational culture in the future.
- 2- Examine the relationship among the organizational learning capacity and work spirit and job success.
- 3- Examine the relationship among job equity, organizational justice and organizational health
- 4- Examine the relationship among the employee's equity and learning capacity on information technology and ignoring organizational knowledge

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