

Determining the relationship between organizational learning and the employees' career job adaptability in Mahan-e-Sepahan steel company

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Abstract

The purpose of the present study was to determine the relationship between the organizational learning and the employees' job career adaptability in Mahan-Sepahan steel company. Research method was descriptive-correlational study and the population included all 291 employees of Mahan-e-Sepahan steel company. The statistical sample size through Kerjis and Morgan (1970) table was assessed 175; however, the returned questionnaires were 152 cases. In order to select the employees the method of stratified random sampling appropriate for male and female statistical population was applied. The measurement instruments included Savikas (2007) 20-items questionnaire of job career adaptability with the reliability coefficient between 0.86 to 0.80 and the reliability of 0.70, and Fross (2003) 16-item questionnaire of organizational learning with the validity and reliability coefficient of 0.80 and 0.83 respectively. In order to carry out the inferential data analysis the statistical methods of regression analysis, and correlation coefficient were applied. The observed "r" at $p \leq 0.05$ showed the significant positive correlation between the organizational learning and job career adaptability and the components of job career concerns, curiosity, trust in the employees' job career in Mahan-e-Sepahan steel company.

Keywords: organizational learning, job career adaptability, employees, Mahan-e-Sepahan steel company

1. Introduction

Organizational learning is the process wherein the improved results will be achieved through changing organizational rules and strategies and desirable outcomes are reached; in other words, the organizational learning is the process which leads to updating and altering common mental models (Dianne, 2009). The organizations can change their knowledge through organizational learning. There are two sources of direct experience and the use of others' experience, the organizations achieve knowledge and develop insight through acting and feedback in direct experience and through research and study activities in indirect experience (Fraehce, 2003).

Reinforcing organizational learning in the organizations will lead to the creation of stability and social visible as well as invisible bonds and it increases the sense of participation and trust among the employees, But lack of attention to the organizational learning is the impediment in the way of developing the organizational knowledge and the adaptation of the people with the job duties one of variables is the job career adaptability. Hearne (2007) defines the job career as "job career alleviates dealing with the changes." The change in working activities due to globalization, technology development, economic instability, altering demographic condition has a significant effect on today's working environment.

Therefore the adaptability of job career is the process which causes a kind of self-awareness evolution. People are aware of the skills, potentials, abilities, facilities, and the features of self-awareness and this self-awareness is a cycle which leads the individual to a satisfying job and it can be reinforced through organizational learning in the organization. However, the fact that how much the organizational learning can affect the employees' job career of Mahan-e-Sepahan steel company is the issue the present study works on.

2. Research methodology

The research method was descriptive-correlational and the statistical population included all 291 employees in

Mahan-e-Sepahan steel company. The statistical sample size was assessed 165 persons through Kerjis and Morgan (1970) table, but the number of returned questionnaires were 152. In order to select the employees the stratified random sampling appropriate for male and female statistical population was applied. The measurement instrument included Savikas (2007) 20-item questionnaire of job adaptability with the reliability coefficient between 0.86 to 0.80 and the validity of 0.70 and Fross (2003) 16-item questionnaire of organizational learning with the reliability and validity coefficient of 0.80 and 0.83. For inferential analysis of the data the methods of regression analysis and the correlation coefficient were used.

3. Findings

The basic research hypothesis: there is a relationship between organizational learning and job career adaptability of the employees in Mahan-e-Sepahan steel company.

According to the results, the observed r shows a significant positive correlation between organizational learning and job career adaptability of the employees in Mahan-e-Sepahan steel company at $p \leq 0.05$ level; in other words, the existence of the organizational learning in Mahan-e-Sepahan steel company causes the employees to have job career adaptability.

First research hypothesis: there is a relationship between the component of management commitment from organizational learning and job career adaptability of the employees in Mahan-e-Sepahan steel company.

According to the results, the observed r shows the significant positive correlation between management commitment and the components of job career concerns, curiosity, trust in job career of the employees in Mahan-e-Sepahan steel company at $p \leq 0.05$ level; in other words, the existence of commitment between the managers of Mahan-e-Sepahan steel company toward organizational learning causes the employees to understand more the components of their job career and go through this way. The determination coefficient indicates that the degree of effectiveness of the component of management commitment on the components of job career concerns, curiosity, and trust are 0.31, 0.46 and 0.29 respectively.

Second research hypothesis: there is a relationship between the component of systematic view from organizational learning and job career adaptability of the employees in Mahan-e-Sepahan steel company.

According to the results, the observed r shows a significant positive correlation between the component of systematic view and the components of job career concerns, control and decision making, curiosity, trust in the employees' job career of Mahan-e-Sepahan steel company at $p \leq 0.05$ level; in other words, the existence of systematic view in Mahan-e-Sepahan steel company about organizational learning causes the employees to understand more the components of their job career and go through this way. The determination coefficient indicates that the degree of effectiveness of the component of systematic view on the components of job career concerns, control and decision making, curiosity and trust are 0.09, 0.07, 0.25 and 0.24 respectively.

Third research hypothesis: there is a relationship between the component of open space and experimentation from organizational learning and the component of the employees' job career adaptability in Mahan-e-Sepahan steel company

According to the results, the observed r shows a positive significant correlation between the component of open space and the experimentation with the components of job career, curiosity, trust in the employees' job career in Mahan-e-Sepahan steel company at $p \leq 0.05$ level; in other words, the existence of open space and experimentation in Mahan-e-Sepahan steel company from organizational learning causes the employees understand more their job career components and go through this way. The determination coefficient indicates that the degree of the effectiveness of the component of open space and experimentation on the components of job career concerns, curiosity, and trust are 0.31, 0.27 and 0.16 respectively.

Fourth research hypothesis: there is a relationship between the component of transfer and knowledge integration from organizational learning and the employees' job career adaptability in Mahan-e-Sepahan steel company.

According to the results the observed r shows a positive significant between the component of transfer and knowledge integration and the components of job career concerns, control, and decision making, curiosity, trust in the employees' job career in Mahan-e-Sepahan steel company at ≤ 0.05 level; in other words, the existence of

transfer and knowledge integration in Mahan-e-Sepahan steel company from organizational learning causes the employees understand more the components of job career and go through this way. The determination coefficient indicates that the degree of effectiveness of the component of transfer and knowledge integration on the components of job career concerns, control and decision making, and trust are 0.36, 0.37, 0.45 and 0.22 respectively.

4. Discussion and conclusion

The results gotten regarding the relationship between organizational learning and the employees' job career adaptability in Mahan-e-Sepahan company shows a positive significant correlation between organizational learning and the employees' job career adaptability in Mahan-e-Sepahan steel company.

Therefore, the organizational learning increases job and organizational adaptability and compatibility due to the increase of the person's job and organizational knowledge and prepares him/her to work more skillfully and with more ability. In addition, the above issue has been reported in the studies carried out by Kerchmer (2000), Ebervin et.al (2004), Saini (2004), Portinga (2005), Jerz-Gomez et.al. (2005), Kidorsky (2006), Fridman et.al (2004), Jonkel et.al (2010), Dagerti (2011), Chiva (2012), Bengar (2012), Taslimi et.al. (2006), Hejazi (2007), Moghadami (2008) and Asadi et.al (2009). In pointed out studies, too, the organizational learning has been introduced as a factor to raise job knowledge and consequently to increase job adaptability and compatibility with job and organizational responsibility.

The results regarding the relationship between the component of management commitment from organizational learning and the employees' job career adaptability in Mahan-e-Sepahan steel company showed a positive significant relationship between the component of management commitment and the components of the concerns of job career, curiosity, trust in the employees' job career in Mahan-e-Sepahan steel company.

So, systematic view will create a common organizational language among people in which they try to increase their job knowledge through the help of others and applying new teaching, and do the best regarding the manner of doing job and organizational duties; this process will lead to more job career adaptability of the employees. In addition, the above issue has been reported in the studies carried out by Kerchmer (2000), Ebervin et.al (2004), Saini (2004), Portinga (2005), Jerz-Gomez et.al. (2005), Kidorsky (2006), Fridman et.al (2004), Jonkel et.al (2010), Dagerti (2011), Chiva (2012), Bengar (2012), Taslimi et.al. (2006), Hejazi (2007), Moghadami (2008) and Asadi et.al (2009). In mentioned studies again the organizational learning has been introduced as a factor to increase job knowledge and consequently to increase job adaptability and compatibility with job and organizational duties.

The results regarding the relationship of the component of open space and experimentation from organizational learning and the employees' job career adaptability in Mahan-e-Sepahan steel company showed that there was a positive significant correlation between the component of open space and experimentation and the components of job career concerns, curiosity, and trust in the employees' job career in Mahan-e-Sepahan steel company. The existence of open space and experimentation in Mahan-e-Sepahan steel company which leads to reach organizational learning through research and experiment is the factor for the employees to understand more their components of job career and go through this way. The determination coefficient indicates that the degree of effectiveness of the component of open space and experimentation on the components of job career concerns, curiosity and trust are 0.31, 0.27 and 0.16 respectively. The open space and experimentation causes inside-organization and outside-organization new ideas to be experimented which is a necessary aspect for creative learning, since this method is seeking for creative and flexible ways to solve the present and future problems through modern methods and procedures. In addition, the above issue has been reported in the studies carried out by Kerchmer (2000), Ebervin et.al (2004), Saini (2004), Portinga (2005), Jerz-Gomez et.al. (2005), Kidorsky (2006), Fridman et.al (2004), Jonkel et.al (2010), Dagerti (2011), Chiva (2012), Bengar (2012), Taslimi et.al. (2006), Hejazi (2007), Moghadami (2008) and Asadi et.al (2009). In these studies, too, the organizational learning has been introduced as a factor to increase job knowledge and consecutively to increase job adaptability and compatibility with job and organizational duties.

The findings regarding the relationship between the component of transfer and knowledge integration from organizational learning and the employees' job career adaptability in Mahan-e-Sepahan steel company has indicated that there was a positive significant correlation between the component of transfer and knowledge integration with the components of job career concerns, control and decision making, curiosity, trust in the

employees' job career in Mahan-e-Sepahan steel company. Therefore the organizational learning causes the person to have more adaptability with their job career, since gaining job and organizational knowledge are continually encouraged and supported by managers. In addition, the above issue has been reported in the studies carried out by Kerchmer (2000), Ebervin et.al (2004), Saini (2004), Portinga (2005), Jerz-Gomez et.al. (2005), Kidorsky (2006), Fridman et.al (2004), Jonkel et.al (2010), Dagerti (2011), Chiva (2012), Bengar (2012), Taslimi et.al. (2006), Hejazi (2007), Moghadami (2008) and Asadi et.al (2009). In the above mentioned studies again the organizational learning has been introduced as a factor to increase job knowledge and consequently to increase job adaptability and compatibility with job and organizational duties.

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Table 1. the results of Pearson correlation coefficient, the relationship between organizational learning and job career adaptability of Mahan-e-Sepahan steel company

Significance	Effect coefficient	r	Frequency	Source
0/001	0/50	0/71	152	The organizational learning with the employees job career adaptability

Table 2: the results of Pearson correlation coefficient, the relationship between the components of management commitment and the components of job career of the employees in Mahan-e-Sepahan steel company

Significance level	Determination coefficient	r	Frequency	Source
0/001	0/31	0/56	152	The component of management commitment with the concerns of job career
0/08	0/02	0/14	152	The component of management commitment with control and decision making
0/001	0/46	0/68	152	The component of management commitment with curiosity
0/001	0/29	0/54	152	The component of management commitment with trust

Table 3: the results of Pearson correlation coefficient, the relationship between the component of systematic view and the components of job career of the employees in Mahan-e-Sepahan steel company

Significance level	Determination coefficient	r	Frequency	Resource
0/001	0/09	0/30	152	The component of systematic view with job career concerns
0/001	0/07	0/27	152	The component of systematic view with the control and decision making
0/001	0/25	0/50	152	The component of systematic view with curiosity
0/001	0/24	0/49	152	The component of systematic view with the trust

Table 4: the results of Pearson correlation coefficient, the relationship between the component of open space as well as experimentation and the components of the employees' job career in Mahan-e-Sepahan company

Significance level	Determination effect	r	Frequency	Resource
0/011	0/31	0/56	152	The component of open space and experimentation with the concerns of job career
0/10	0/003	0/09	152	The component of open space and experimentation with control and decision making
0/001	0/27	0/52	152	The component of open space and experimentation with curiosity
0/001	0/16	0/40	152	The component of open space and experimentation with trust

Table 5: the results of Pearson correlation coefficient, the relationship between the component of transfer and knowledge integration and the components of the employees' job career in Mahan-e-Sepahan steel company

Significance level	Determination coefficient	r	Frequency	Resource
0/001	0/36	0/60	152	The component of transfer and knowledge integration with the concerns of job career
0/10	0/37	0/62	152	The component of transfer and knowledge integration with control and decision making
0/001	0/45	0/67	152	The component of transfer and knowledge integration with curiosity
0/001	0/22	0/47	152	The component of transfer and knowledge integration with trust

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