

## The Study of Relationship Learning Organizations with Manager Efficiency

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**Abstract:** Subject of this present research is inspection of copula of learning organizations with efficiency of directors done in high schools of bojnord. Goal of this research is inspection of copula of learning organization with efficiency of directors. For this reason, learning organizations as independent variable and efficiency of directors as dependent variable is being inspected. This research as goal is among application researches and method is descriptive and of solidarity kind. Statistical society includes all bojnourd high school. Sizes of sample based on Kersey's Morgan's table are 44 people which by use of random sample taking are picked. For collecting in formations (Z) two methods library and field are used.

**Key words:** Learning organizations • Efficiency • High school • Evolution

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### INTRODUCTION

In present world, more than any other time this matter is important that creation and innovation must be brought. This means we must think about new ways and must see the world in a totally different way [1].

Learning organization, is resultant of struggles which has been taken place in development and organizing explanation, Ms we entered last century, we started a new age in life evolution and organizing structure. Main changes economic field which happened by globalization and technology, has forced organizations to bring important changes to match and survive in this new world. Successful global organizations, to absorb and keep talents, have introduced learning as a touchable method to their new employees.

This evolution is not accidentally perhaps from experience of daily work and "learning about learning" of operational and performance of directors is expanding which are aware of importance of learning and insist on application expansion.

Presenting learning organization theory, is start of new chapter in individual and organizational life which has brought a new looking to human, different from past thoughts and showed displays of futures human [2,3].

Today's world is full of questions and problems and hidden and manifest contortions, organizational world which in fact can be called management world. Today's

world that prediction and logical overcome with them, directors and programmers are faced with plenty problems and put conditions in front of them that to overcome to these contortions have no way other fundamental change in knowledge and insight directional skills that finally makes them old and abolished.

It seems that it is time that for promotion of benefit in organizations must abstain from advice of directors and employees and instead of this move towards presenting direct and efficient guide. In present situations we need to make learning and strong organizations, that can be solution to overcome problems for organizational structures.

Therefore, directors and employees are always learning and obtaining new skills because the power of organization is proportional with size of education of directors and employees.

**Necessity of Research:** In full of motion present world that organizations field have special uncertainty and twists also have very fast changes, only organizations can survive that can get more knowledge from their around field and match themselves with changes in fields and here the meaning of learning organizations will be shown.

Learning organizations are organizations that can find out their field needs and prepare necessary tools to match with field so they will be able to survive [4,5].

On the other success and efficiency of educational directors attentive to mentioned problems, are the topics that in recent years have drawn the attentions of many officials of educational system, in different research and educational gathering will be tried to find and present suitable solutions to increase efficiency and success of directors so to prevent waste of intellectual and material capitals.

Man lives in a time that must always up to date his knowledge or move faster than the speed of change.

Draker in importance of organization's directors says directors are most have and yet most valuable capitals of organizations. If directors of country that work in any field are equipped to systematic thoughts and change their organizations to learning organization, routine and with less work and trust less ness to humanity and move to form bans and organizational groups, financial miss use will go away from their origons.

Need of organizations to learn and change is grown. If an organizations gradually fends to learn from it's around field is sentenced to vanish. There for all present organizations must be learning kind. So, means of learning can only be said to organizations that their learning organization is well [6]. Learning organizations will encourage their employees to improve individual and group skills and quality of their works. People will be admired by skills and valves of their works and of their suggestions and believes will be respected.

**Why Organize Learning Is Important ?:** In the beginning of 1990's number of organizations that were obligated to become learning organization increased, spread attention to fifth basis (peter sengeh) and special articles about learning organizations Harvard, business and... caused that many of other organizations to investigate transition and changing themselves to learning organizations.

In creasing changes of 21<sup>st</sup> century, made learning organizations more important Learning organizations are the ones that strongly and in groups learn and always are changing. Learning organization is a system of thought and philosophy.

These organizations are the ones that in finding knowledge, creation, absorb and mix and transfer and also in reradiate of this knowledge and new reveal to products, decisions and acts have skills [7, 8].

Many of organizations to become "learning organization" try. But many other ones yet don't know the importance of learning or its real acting how [9].

Need appearance to learning organizations. One of the learning organizations pioneer names [10] points that: learning inside of organization must be equal or more than changes out of organization. Other wise this organization dies.

Organizations that learn faster match themselves faster with field conditions and as a result will obtain strategic benefits in the world of job and business[11].

A learning organization is an organization that has skills in following fields, "establishment, obtain and knowledge transfer and decrease in behavior for reflecting stand point, insight and new knowledge. Learning must not be limited only to personal expetiences. One person can learn too much subject from in and out of organization and others. What is learned must be put in share. Individuals or groups must be urged to give their special knowledge to other publish it via organization canal. Only getting knowledge is not enough, a new idea or stand point must take place. If behavior doesn't change, can't claim that because of struggle and creation of learning organization any thing is obtained [12]. In countries like England, learning idea in national level to reach to a learning society has been set forth. They believe that learning expenses will eampensate but it needs that in learning society fundamental of learning, learning thought to become current for all the times. In instruction and education basis of thought must be this that we want to have learning society as a real meaning [13].

Instructional society and nation at economy. We can't wait for new constant situations to be constant all through our lives. We must learn to understand, guide and affect and manage these changes and have the capacity of receipting them in our selves and our organizations [14].

**Efficiency:** Efficiency implicitly means more, better, faster and cheaper and in other word means as doing every matter without decay and loss.

Necessity of director's efficiency is to be expert and knowing and proficiency in work and this task causes bringing solution for director and organization individuals.

### **Director's Efficiency**

**Directors Ability and Talents of Employees:** Improvement and pride of a dynamic society depends on its human power. Today's management must know a lot more that past that how to use the expert human power to teach organization goals.

The art of laddering is that the leader can force ordinary people to do great things and make maximum use of their abilities to reach the marked goals [15].

Good directors help employees to reach fulfillment of short and long time goals and also help them about the things they must do in direction of organization growth. Assessment of revenue is a high tool to start changes and strategies of organization. [16].

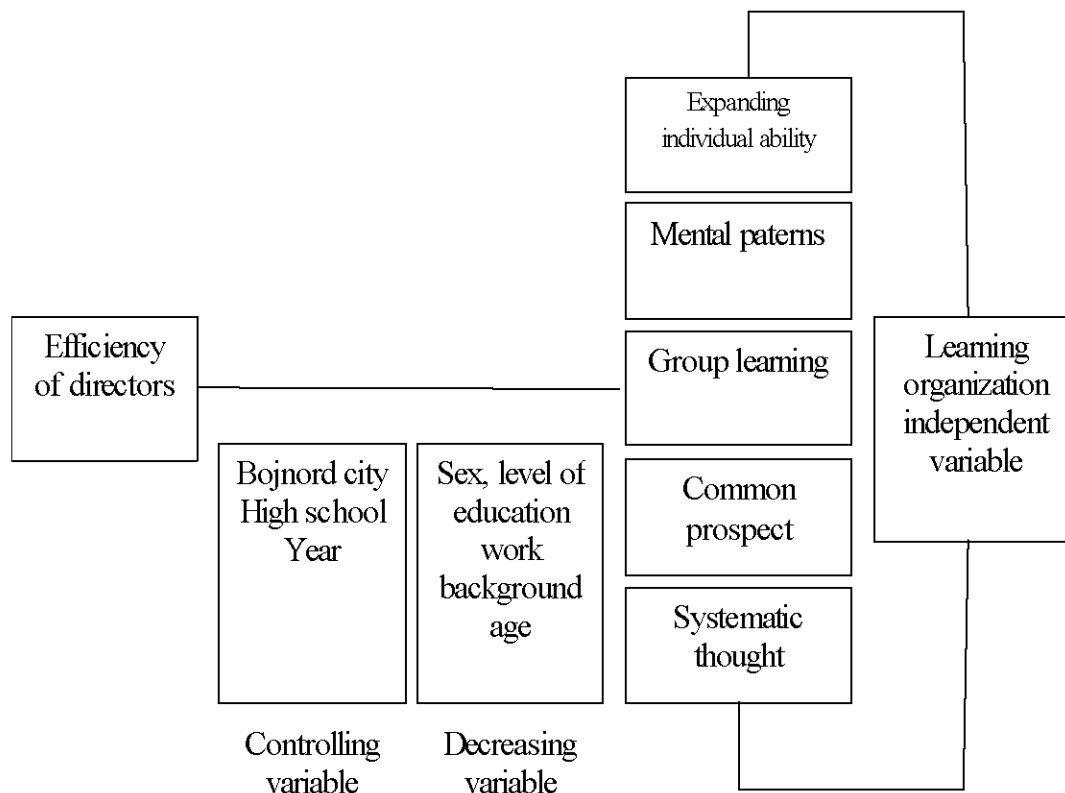
Directors allocate much less time to them selves and generally are involved in different social ties [17]. Believe the employees and trust to their ideas is the only guarantee of efficiency [18].

Dynamic aeration in director's out look. Directors with dynamic and new out look must change form of their mental modals proportional with condition and specialty of mixing systems which in that case they will be able to change the world beyond organizations with its past and instead of following the old basis put their activities based on assumptions that shows models for from dynamic and constant balance will bring the success of organization [19].

Directors them selves are also part at this change. Instead of planning and control in traditional form they must think about fluent making of process [20, 21].

- Shefaie in year 1980 in his/her master expert thesis with title of "obstacles creating learning organization in Iran" inspects the obstacles of creating learning organization in Iran.
- Massoume babaie ahmad Abad in her master expert thesis with title of "inspecting the affect of supervising method on teachers teaching to expand learning school from teachers stand point" to investigate form of educational supervision and knowing the weak and strong points to
- Pirooz in a research under title of affects of management educations of management education center in efficiency of directors has reached to this result that disposing director's education courses increases efficiency of information skill on time and experiences from one side and from other side keeps the organization firm and dynamic.

Another research by sabbaghian in year 1979 about affect of education while serving on increasing efficiency and luck of directors in Tehran, education in cities of shahriar, cohom and shahrerey, in district efficiency goal of directors and organization is being done.



**Theoretic Pattern of Research:** In this pattern the how of learning organization's connection with director's efficiency in high schools is shown. As you see in this pattern learning organization on theory basis of peter sengeh is divided to five complied (expanding individual ability, mental patterns, group learning, common prospect, systematic thought) which each of these complied of learning organization can be in connection with directors efficiency. (Sub theoretical research) in learning organization research is as a dependent variable (predicting) and director's efficiency as dependent variable (scale).

Society and statistical sample statistical society of this research are all directors of boy and girl high schools in bojnord city, including profit and non profit and shahed schools in educating years 87-88 which had official notice and number of individuals are 49 students took place.

**Method:** The present study is in applied form. It is regarded as descriptive - surveying- correlative forms due to its nature and the method of the research. In this research each of girl high schools of bojnord city is as an individual sample taking which these high schools are being investigated on basis of Alfa formula of kronbakh.

Capacity of sample on basis of kerjesy morgan table were 44 people that by use of simple random sample taking without replacing are picked.

To analyze information spss soft wear and deceptive method is being used [22].

**Sample and Capacity of Sample:** To determine sample capacity of present research kerjesy morgan's table is used. As mentioned table from 49 directors 44 persons random sampling method has been chosen.

#### Information Gathering Method

**To Collect Needed Information Two Following Methods Are Used:**

**Literary Method:** This method to investigate and study the theory basis of research subject, uses background of research and reaching the primary information with use of book. Thesis, local and foreign publication and also internet.

**Data Gathering Tools:** With study of done researches in this field and data gathering tools inspection in former researches, researcher also used questionnaire tool to

collect data and doing this means with use of two questionnaire was possible which, one is learning organization questionnaire and other one is efficiency questionnaire.

Recognizer branch of questionnaire (general information) comprises sex, age, education document and background of serving.

**Learning Organization Questionnaire:** This certain made questionnaire on basis of five complied of peter sengeh's theory about learning organization is focused as following:

- Expanding individual capability
- Mental patterns
- Common prospect
- Group learning
- Systematic thought.

Too much	Very	Almost	Little	Very little	Option
5	4	3	2	1	Bonus

This questionnaire as an answering pack on basis of liker's degrees spectrum is set. In this form that questions 1-8 are about first complied (expanding individual capabilities).

- Questions 9-14 connected to second complied (mental patterns)
- Questions 15-20 connected to third complied (common prospect)
- Questions 21-27 connected to fourth complied (group learning)
- Questions 28-33 connected to fourth complied (systematic thought)

In this questionnaire, questions 26, 30 and 32 designed as opposite form and the value of all questions are supposed to be even.  
Efficiency questionnaire.

Too much	Very	Almost	Little	Very little	Option
5	4	3	2	1	Bonus

This questionnaire as an answering pack on basis of liker 5 degrees spectrum is set Admissibility of director's questionnaire Admissibility points to the goal of exam "any exam has admissibility which for measuring what is on the mind is suitable The importance of admissibility is

Table 1-3-4: Coefficient of solidarity between schools learning ness and directors efficiency.

	Schools learning ness	Directors efficiency
Schools learning ness Pearson correlation Sig.(z-tailed) N	1 44	.713 .000 44
Directors efficiency Pearson correlation Sig.(z-tailed) N	.713 .000 44	1 44

Table 2-3-4: Solidarity coefficient between individual capabilities and directors efficiency

		Expanding individual capabilities	Directors efficiency
Expanding individual capabilities	Persons solidority coefficient level of meaning ness total	1	.403 .007
	Total	44	44
Directors efficiency	Persons solidarity coefficient level of meaning ness total	.403	.007 1
	Total	44	44

from that side which insufficient and unsuitable measurements can make any scientific research value less and inadmissible.

In this research with notice to nature of subject content of Admissibility is used, noting that used questionnaires are both standards are taken from following scientific sources and texts:

- Measuring questionnaire of learning organization peter sengeh .
- Measuring questionnaire of efficiency.

Both questionnaires are used in master degree the sis. There for they have enough and necessary admissibility. Yet, in order to reach wanted admissibility of questionnaires and for more attention of measuring tools, guidance of respected masters, experts and clear sighted are used.

## Findings

**Main Theory:** There is connection between learning organization and director's efficiency.

Above table shows solidarity exam's results of Pearson between variables of school learning ness and directors efficiency. With attention to 2 exams table amplitude and solidarity coefficient is 71%. Because meaning's level of confirm percentage guarantee is (%<%95 zero assumption is refused and suppose of research with %5 is 5) exam becomes smaller "between school learning ness and directors efficiency there is a tie. Investigating of findings show schools with attention to

structural specialty, managing and their management which are affected from structure of cantered managing in Iran in conformity with basis of learning organization have little distance.

- "Between school learning ness and directors efficiency there is a tie.
- Between individual capabilities and directors efficiency there are ties.

The above table show's solidarity exam's results of person between variables of expanding individual capabilities amid directors efficiency. With attention to exams table amplitude

Amid solidarity coefficient of Pearson is %40. Because exams meaning ness evil is smaller tear %5 (%007<%5) zero assumption is refused amid suppose of research with 95 percent of guarantee is confirmed.show that expiation of individual capabilities in learner organization as on mind don't exist in schools.

**Second Sub Theory:** There are ties between mental patterns and directors efficiency. between variables of mental patterns and directors efficiency. With attention to dates of exam table amplitudes and solidarity coefficient is 65%. Because meaning ness level of exam is smaller than 5%, (%< 5%) zero assumption is refused and suppose of research with 95 percent of guava tee is confirmed. There are ties between mental patterns and directors efficiency. Reaserches show that there is not enough attention to mental patterns in schools.

Table 4-3-4: Solidarity coefficient between common prospect and directors efficiency.

		Common prospect	Directors efficiency
Common Prospect	Person solidarity coefficient	1	0.718
	Level of meaning ness sum	44	.000
			44
Directors Efficiency	Pearson solidarity coefficient	0.718	1
	Level of meaning ness sum	0.00	
		44	44

Table 5-3-4: Solidarity coefficient between group learning and directors efficiency.

		Systematic thought	Directors efficiency
Group learning	Person solidarity coefficient	1	.466
	level of meaning ness sum	44	.001
			44
		Mental patterns	Irectors efficiency
Mental Patterns	Pearson solidarity coefficient meaning ness level	1	659
	Total.		0
		44	44
Directors efficiency	Pearson solidority coefficient meaning ness level	659	1
	Total.	0	
		44	44
		Mental patterns	Irectors efficiency
Mental Patterns	Pearson solidority coefficient meaning ness level	1	659
	Total.		0
		44	44
Directors efficiency	Pearson solidority coefficient meaning ness level	659	1
	Total.	0	
		44	44
		Mental patterns	Irectors efficiency
M ental Patterns	Pearson solidority coefficient meaning ness level	1	659
	Total.		0
		44	44
Directors efficiency	Pearson solidority coefficient meaning ness level	659	1
	Total.	0	
		44	44
		Mental patterns	Irectors efficiency
M ental Patterns	Pearson solidority coefficient meaning ness level	1	659
	Total.		0
		44	44
Directors efficiency	Pearson solidority coefficient meaning ness level	659	1
	Total.	0	
		44	44
		Mental patterns	Irectors efficiency
Me ntal Patterns	Pearson solidority coefficient meaning ness level	1	659
	Total.		0
		44	44
Directors efficiency	Pearson solidority coefficient meaning ness level	659	1
	Total.	0	
		44	44

Table: 6-3-4: Solidarity coefficient between systematic thought and directors efficiency.

		Systematic thought	Directors efficiency
Systematic Thought	Person solidarity coefficient	1	.583
	Level of meaning ness sum	44	.000
			44
Directors Efficiency	Pearson solidarity coefficient	.583	44
	Level of meaning ness sum	.000	1
			44

**Third Sub Theory:** Between common prospect and directors efficiency there is connection.

Upper table shows the result of pearson's solidarity exam between variables of common prospect and directors efficiency. With attention to datas of exam table, two amplitudes and solidarity coefficient is %71. Because level of exam's meaning ness is smaller than %5(%< %5) suppose of zero is rejected and reaserch suppose with 95 percent of confidence is guaranteed. Between common prospect and directors efficiency there is connection investigation and analysis of datas syas that complied of common aim as learning organizations specialty partially exist in schools.

**Fourth Sub Theory:** There is connection between group learning and directors efficiency.

Upper table shows the results of pearson's solidarity exam between variables of group learning and directors efficiency. With attention to datas of exam table, two amplitudes and solidarity coefficient is %46. Because level of exam's meaning ness is smaller than %5 (%001<%5) suppose of zero is rejected and reaserch suppose with 95 percent of confidence is guaranteed. Between expansion of individual capabilities and directors efficiency there is connection. Investigation and analysis of datas says that complied of common aim as learning organization's specialty a little bit is noticed in schools.

**Fifth Sub Theory:** There is connection between systematic thought and directors efficiency.

Upper table shows the results of pearson's solidarity exam between variables of systematic thought and directors efficiency. With attention datas of exam table, two amplitudes and solidarity coefficient is %58. Because level of exam's meaning ness is smaller than %5 (%< %5) suppose of zero rejected and research suppose with 95 percent of confidence is guaranted. Between systematic thought and directors efficiency there is connection. Investigating systematic thought grades indirectors questionnaire confirm that this complied is not attentioned much in schools.

### Result on Research Findings Basis

**Main Theory:** There is connection between learning organizations and directors efficiency in high schools.

**Result:** With attention to datas of tables (1-3-4) between learning organizations and directors efficiency in high schools on basis of pearson's solidarity coefficient as much as %61 there is connection and because meaning ness level of exam is smaller than %5 suppose of research with %95 of confidence is guaranteed. This means that between learning organizations in high schools there is a meaning full connection.

**Discussion and Analysis:** Investigation of findings show that schools with attention to specialtysof structural, managemental and meaning that is affected from structure of focused management in iran, have some little distance in conformity with principles of learning organization.

For reaching creative education and instruction and in result to help forming learning schools, agents of schools education with correction of their believes about school must pick common stand point about school and its rols.

A stand point that has different look to training and learning of all school members. Such a stand point, to human and training as basis of group and crowd activity, not only in class limitation and for students but in all schools and for all elements, must put it under attention.

Necessity of creating this method of education and instruction are put in country's developmentig programs but mental and practical fields to be done in schools were not much under attention.

**First Sub Theory:** Between development of individuals capabilities and directors efficiency in high schools there is connection.

**Result:** On basis of pearson's solidarity coefficient, there is connection as much as %40.

**Discussion and Analysis:** Investigation and data analysis shows that development of individual capabilities as are noticed in learning organization do not exist in schools.

In our schools as directors say, teachers in general think that what they have learnt during their educating time is enough to teach and there is no need to new learning. This look is based on basis of an old thought about life that is divided to 3 stages:

Education and learning time working and use of what is learnt time rest and retirement time and now that they find themselves is working stage think that what they have learnt during being school, high school and university students as constant and stable matters are enough for them to do their duties.

**Second Sub Theory:** Between mental patterns and directors efficiency in high schools there is connection.

**Result:** On basis of Pearson's solidarity coefficient there is connection as much as % 65.

Investigations show that there is not enough attention to mental patterns in schools and it affects member's activities. In organizational life of all mental patterns' members must have the right to reveal and exam and organization should make situations for members so they can put their mental patterns into exam. In schools directors always act in methods that think are the best ways and pay less attention to other's stand points. This method of management is the same way that in traditional organizations is operated on basis of hierarchy.

Dates investigation of this research shows, directors with being familiar from "defending method" that means the same ordinary habits of ones to defend themselves against blame of others, that is an obstacle for reaching the individuals mental patterns, must in first stage know and offset their defending methods, directors must know that "they don't have the whole reality" so they must create a space until all school members tell their ideas about different matters frankly and yet be paid attention to and be respected.

**Third Sub Theory:** Between common prospect and directors efficiency in high schools there is connection.

**Result:** On basis of Pearson's solidarity efficient, there is connection as much as %71.

**Discussion and Analysis:** Investigation and analysis of data's say that complied of common goal same as learning organization specialty exists partially in schools.

Common goal is a picture that exists in organization and among members, a common feeling that is spread in an organization and forms the activities of members.

With existence of common goal form and contents of individual's connections in school is changed and belonging feeling inside individuals is grown and problem will be endurable. In our schools, activities of members are based of manual orders and methodic orders that are issued and communicated from head office. This method leads to languid of members and routine in works. Now actually goal can cause happiness and fresh ness in school members and urge them to be more active and save the organization from routine affliction.

**Fourth Sub Theory:** Between group learning and directors efficiency in high schools, there is connection.

**Result:** On basis of Pearson's solidarity coefficient, there is connection as much as %46.

**Discussion and Analysis:** Investigation and analysis of data's say that complied of group learning same as learning organization specialty in schools are not mentioned so much.

Must accept that even though group gathering is being formed in our schools. But these sessions either are placed under shadows of doing the official letters of because of existence of problems that solving them are out of pow of director.

Now actually that group sessions in learning organization toutinly and receipt and activity field of organization is palaces and trying to reach capabilities that individuals are not able to reach only by themselves.

Reaching group learning needs exercise, endurance and practice, school directors must with attention to capabilities of creating working group in schools must prepare forming of these teams and open the doors of discussion and dialogue in their schools in the group sessions in schools beside regarding basic conditions of dialogue, individuals must practice the art of dialogue and expand the needed capabilities.

**Fifth Sub Theory:** Between systematic thought and director's efficiency in high schools, there is connection.

**Result:** On basis of Pearson's solidarity coefficient there is a connection as much as %58.

**Discussio and Analysis:** Investigation of systematic thought in director's questionnaire confirms that this complied in schools in not much under attention.



Must accept because other managing organizations have I affection of analytical thought. It is on this basis that teachers and directors believe, to teach to a successful school it only needs that every single of members must do their part correctly. Systematic thought teaches members of school that instead of seeing things and processec, separately notic to see connections between parts and problems that exist in schools just opposite of teachers and directors without sending tied it to outer factor and others, search it inside the organization and weak design of system. Systematic thought teaches the individuals that there is nothing out side and individuals themselves to cause of their problems are parts of a system.

To reach systematic thought in schools, having a philosophic mental for its members as Philip smith recomands in “philosophical mental in nature of official education” can be very use full.

**Total Resulting:** With attention to obtained result in this research can come to this result that?

Between learning organizations and directors efficiency in high schools of bojnurd city there is connection.

**Also:**

- Between expansion of individual capabilities and directors efficiency in high schools of bojnurd city there is connection.
- Between comman propects and directors efficiency in high schools of bojnurd city there is connection.
- Between systematic thought and directors efficiency in high schools of bojnurd city there is connection.

**Limitations: Research Limitations:** Not being able to generalize the results to other societies due to differences of social and cultural of individuals of this society with other societies.

The results of this research is allocated to bojnurd city and its high schools and is not generalizable. because the questionnaires are distributed between directors it is possible to direct the answers. Suggestions on basis of research findings.

Main theory (learning organization with director’s efficiency) with attention to confirm of research main theory it is suggested that governors and planners in country’s education system perform a correct guide and inspect system over education system of country. Attention to partner ship system and new managing

subjects, increasing uncentered management and passing the rights and show creations and changes in organizing structures can also open a way to reach an ideal teaching and education.

Here now directors of education and schools must appear in their instructing role and correct the prospect of teachers and school members about present facts and

By drawing of what they want and what must exist create a drought in direction of advancing and creation of teachers that is called creative drought. First sub theory (expantion of individual capabilities with director’s efficiency)

With attention to confirm of research first sub theory it is suggested that directors, direct them selves to an unknown future that to over come in this waving way also depends on their abilities on incarnation and comprehension of the world around. Because we can not pick a single method to encounter with all directional problems, it is needed that directors know different problems they face in organization and lead and control correctly the act of the organization. Also suggest to ones in charge to use directors with background and well working experience about educational management.

Second sub theory (mental patterns with directors efficiency) findings show that there is not enough attention to mental patterns in schools, there for suggested that directors have well relation with employees and colleagues and individuals in working field and fondition of success and comprehend and knowing and ideal information transfer is of that and also they must comprehend the situations of field and mental and characteristic specialties of addresses and in proportion, design and use methods of presenting informations and reasoning. The directors which must be origine of change and development of organization, between mental patterns and directors efficiency in high schools of bojnurd city there is connection.

Have come from values and cultural out looks existing in society and besides, they bring special ways of thinking to working field.

Third sub theory (common prospect with directors efficiency\_ investigations say that complied of common goal as learning organization’s specialties partially exist in schools.

There for it is suggested that directors in aimed form use the skills of leader ship and expand suitable methods of learning and harmonize leadering method with success and work with individuals, will be able to obtain the maximum benefits of their teams.

Fourth sub theory (group learning with directors efficiency) with attention to confirm this theory, it is suggested that directors in process of organizing take part groups, make ready the employees to take part, because agreement between group increases the affects of taking part. Also learning group is more effective when each member has done its duties and this depends of addepting responsibilities of group members.

Fifth sub theory (systematic thought with directors efficiency) with attention to confirm of theory it is suggested that the ones in charge of systematic thought bring in their programs because thought is an inner and coded process that leads to a knowing field and giving depth to creative management needs new ways of out looks. One of these new out looks can be paying attention to chains and mets of creation. Also it is suggested to ones in charge to perform management educational courses for directors.

#### **Suggestion to Other Researchers:**

- It is suggested that this subject in more expanded statistical societies like cultural societies official, industry and even national to take place until the results of this research in driving goals of society maybe more affected.
- Investigating chalanges in front of school directors for doing the taking part management in schools of province.
- Investigating the affectsof age and sex and learning methods in director's behaviour all over province.
- Investigating effective factors on efficiency and ways of making motive.
- Doing similar researches in other sections and compare it with result of this research.
- Investigating diverse dimentions of schools on basis of indicators of learning schools using quality research method.
- Investigating each of learning organization complides in educational units separately.

**Applicational Suggestion:** To advisers, specialists and top directors of organizations it is suggested on basis of sengeh model draw the profile of their learning organization in fire dmentions until they become aware of learning ness of their organization and detect the connection of it with directors efficiency and in term of creation, amplifying and education, suggest or cimmit change in employers.

Seasonal letter, connection between management stratejies of directors encounter with level of teacher's job stress.

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