

# ORGANIZATIONAL LEARNING AND ITS IMPACT ON ORGANIZATIONAL CREATIVITY AN ANALYTICAL EXPLORATORY STUDY OF THE INVESTMENT AUTHORITY IN THI QAR GOVERNORATE

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## ABSTRACT

*The current research seeks to study the impact of organizational learning on organizational creativity and to study the relationship between the two variables whose extent is reflected at the level of application in organizations. To achieve the goal of the current research, a model was built that explains and explains the relationship and the consequent effect between the two variables (organizational learning and organizational creativity), and in order to test research hypotheses. A sample of the employees of the Dhi Qar Investment Commission was selected and a questionnaire form prepared for this purpose was relied upon. The researcher distributed (50) questionnaires from which (40) questionnaires were retrieved, which were approved for statistical analysis, and the data were analyzed using a number of statistical methods through the use of a program (SPSS) V.26 and (SMART PLS V. 3.3.8) program to reach the required results, which came to results that confirm the hypothesis of the research, which affects organizational learning and its dimensions on organizational creativity a positive moral effect on the organization under study.*

**Keywords:** Organizational learning, Organizational creativity.

## INTRODUCTION

In response to the developments surrounding the contemporary organizational environment, the managerial concepts that accompany this acceleration in the pace of administrative work have evolved in response to two important concepts at the application level, namely (organizational learning and organizational creativity), which are the focus of our current research to find out the link and impact between these two concepts. The current research is concerned with studying these two terms and knowing the extent of their presence in the Dhi Qar Investment Commission being one of the important bodies in the governorate that was established in 2008 after the issuance of the Iraqi Investment Law in force and showing its level and studying the impact of organizational learning through five dimensions (systemic thinking - personal excellence - mental models - Building a common vision - group learning) in developing and forming the concept of organizational creativity represented in five dimensions as well, namely (ability to make decisions - ability to communicate - spirit of risk and risk - ability to creative change - encouraging creativity) at the level of the researched organization.

## Research Problem

The research problem can be summarized by asking the following questions:

1. What is the level of organizational learning and its dimensions in the researched organization?
2. What is the level of organizational creativity and its dimensions in the researched organization?
3. What is the role of organizational learning in developing and promoting the application of organizational creativity in the researched organization?

### **The Importance of Research**

The importance of the current research is highlighted in the following:

1. The importance of the two variables at the application level, as they are among the important concepts facing the contemporary competitive business environment and its dynamic, variable character
2. The lack of research that dealt with the two concepts at the level of application in the organization in question, according to the researcher's knowledge.
3. Determine the extent to which the research community realizes the dimensions of both organizational learning and organizational creativity in the organization.

### **Research Objectives**

The current research seeks to achieve the following objectives:

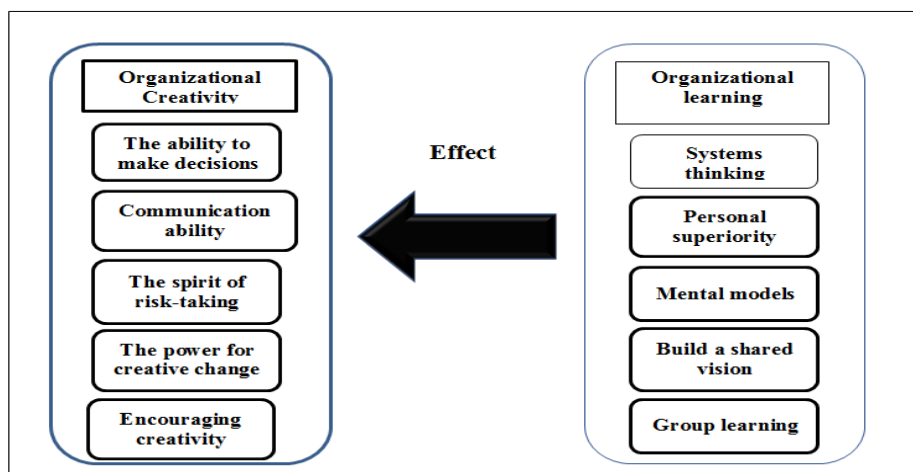
1. Determine the level of organizational learning and organizational creativity in the Dhi Qar Investment Authority
2. Knowing the impact of organizational learning with its combined dimensions on organizational creativity in its combined dimensions
3. Encouraging the organization in applying the concepts of organizational learning and organizational creativity to enhance investment opportunities in the governorate.
4. Coming out with a set of conclusions and recommendations that enhance the adoption and application of the concept of organizational learning by the researched organization to support and achieve organizational creativity.

### **The Hypothetical Research Model**

Figure (1) shows the hypothetical research model, which explains the relationships between the research variables, as the research consists of two variables.

**The (Independent) Explanatory Variable:** Organizational learning, which is measured through (systemic thinking, personal excellence, mental models, building a shared vision, group learning).

**Response Variable (Adopted):** Organizational creativity, which is measured by (the ability to make decisions, the ability to communicate, the spirit of risk and risk, the ability to creative change, encourage creativity).



**FIGURE 1  
HYPOTHESIS RESEARCH MODEL**

**The Third Topic:**

The Practical Side

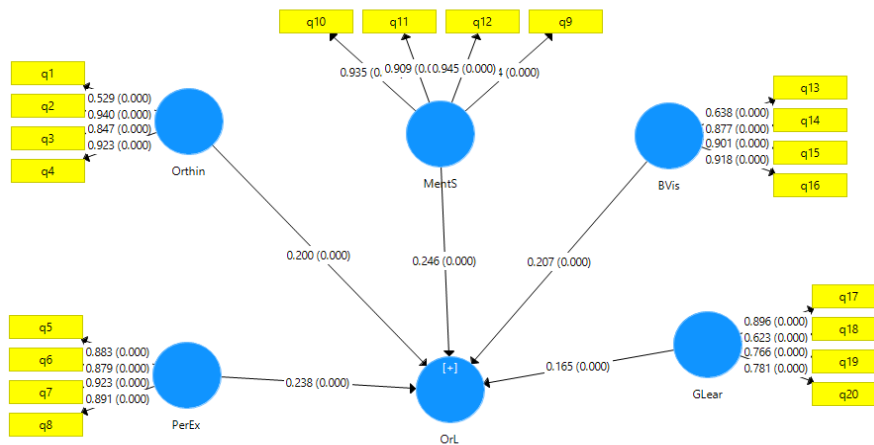
First: The Measuring Instrument Tests

The researcher conducted the adequacy of the sample size test (KMO), the exploratory and confirmatory factor analysis, as well as the stability test, so the value of the Kaiser-Mayer-Olsen test was (0.701), and the value of the Bartlett test was (423.182) at the level of significance (0.000) and the degree of freedom (55).

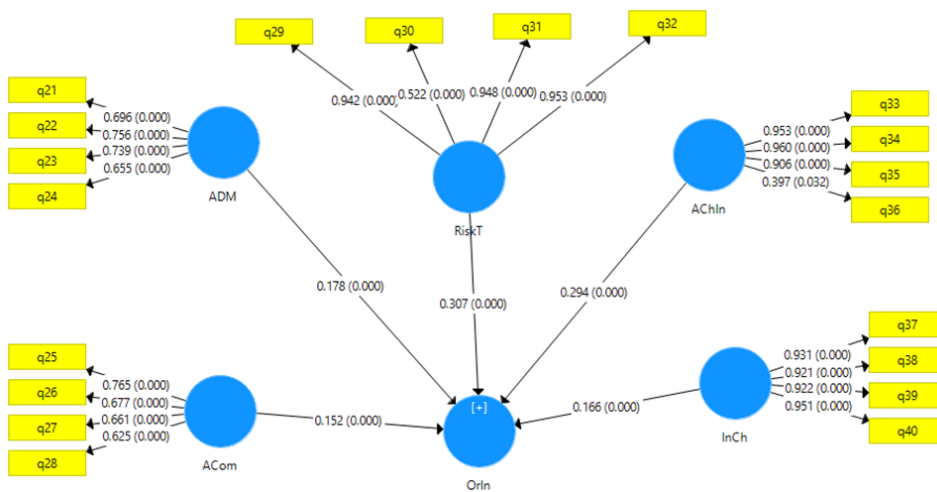
The resolution in its ten dimensions obtained a latent root (5.139), and an explanatory discrepancy value (63.748%), while the saturation values ranged from (0.898-0.401) for the components of the rotation matrix, while the value of the stability factor was high for the resolution in general (0.892). The researcher employed the method Statistical half-segmentation coefficient for (40) paragraphs, individual paragraphs (20) items received a correlation coefficient (0.869), while marital items (20) items received a coefficient of alpha-Cronbach (0.852), while the correlation strength of the two halves of the questionnaire was a correlation coefficient ( 0.691) is strong, with the value of Spearman Brown's coefficient (0.890), and Cottman's segmentation coefficient (0.872), in addition to all the composite stability values exceeding (0.70), and the mean deviation of the variance is greater than (0.50), and that all the values of the paragraph saturation are significant, as shown Results of Table (1).

<b>Table 1 RELIABILITY TEST FOR THE SEARCH SCALE</b>				
<b>Variables</b>	<b>Cronbach's Alpha Laboratories</b>	<b>Compound Stability</b>	<b>Coefficient of Internal Consistency</b>	<b>Average Contrast</b>
Organizational Thinking	0.903	0.892	0.835	0.683
Personal Superiority	0.919	0.941	0.916	0.800
Mental Models	0.931	0.947	0.925	0.818
Build a Shared Vision	0.897	0.905	0.858	0.708
Group Learning	0.830	0.854	0.769	0.597
Organizational Learning	0.977	0.972	0.968	0.645
Communication Ability	0.921	0.812	0.901	0.701

The Spirit of Risk-Taking	0.904	0.889	0.876	0.603
The Ability to Change Creatively	0.943	0.897	0.836	0.702
Encouraging Creativity	0.949	0.903	0.949	0.867
Organizational Creativity	0.965	0.946	0.936	0.518
The Overall Explanation for the Variance	64.234%			
Latent Root	5.139			
Kaiser-Mayer-Olsen Test	0.701			
Bartlett Test	423.182			
Degree of Freedom	55			
The Significance of the Test	0.000			



**FIGURE 1**  
**CONFIRMATORY FACTOR ANALYSIS OF ORGANIZATIONAL LEARNING DATA**



**FIGURE 2**  
**CONFIRMATORY FACTOR ANALYSIS OF ORGANIZATIONAL LEARNING DATA**

**Descriptive Statistics of the Research**

The level of the research sample answers about the two studied variables, as well as their dimensions, as shown in the results of Table (4), were analysed and diagnosed through the arithmetic mean, standard deviation, coefficient of variation, relative weight, and variance, in addition to the arrangement of dimensions and variables according to the coefficient of relative difference and variance of the main variables. And its dimensions, the results of the descriptive statistical analysis were as follows:

<b>Variables</b>	<b>Mean</b>	<b>St. D</b>	<b>C. V</b>	<b>R.W</b>	<b>V.</b>	<b>Arrangement</b>
Systems thinking	3.94	.803	.203	.788	.646	The third
Personal superiority	3.65	.845	.231	.730	.714	The fifth
Mental models	3.79	.833	.219	.758	.694	The fourth
Building a common narrative	3.80	.705	.185	.760	.497	The second
Group learning	4.16	.468	.113	.832	.220	The first
Organizational learning	3.87	.695	.179	.774	.483	The second
Decision-making ability	4.23	.355	.083	.846	.126	The first
Communication ability	4.10	.403	.098	.820	.163	The second
The spirit of risk	3.96	.769	.194	.792	.592	The fourth
The capacity for creative change	3.78	.747	.197	.756	.559	The third
Encouraging creativity	3.80	.876	.230	.760	.768	Fifth
Organizational creativity	3.98	.575	.144	.796	.332	The first

### **Discussing the Results under the Descriptive Analysis of the Data of the Research Variables:**

Organizational learning, as a whole, obtained an arithmetic medium (3.87) available, and it is practiced with relative interest (77.4%) through the possession of the Dhi Qar Investment Commission the ability to acquire knowledge, skills and job merit, with the aim of investing it in bringing about positive change in the behavioral aspects at the individual, group and organizational levels. And as it gives it the ability to compete and provide innovative services continuously, the organizational learning achieved the agreement of the sample, with a standard deviation (0.695) and a relative coefficient of difference (17.9%), which indicates the convergence of the sample answers, in light of the variance (0.483), which made it receive the second order At the primary level, concern and practice.

The Dhi Qar Investment Commission showed that it relied on group learning in the first order to enhance organizational learning as a whole. The highest agreement shown by the sample was a relative coefficient of difference (11.3%), and with relative interest (83.2%) in focusing on group thinking that supports multiple viewpoints and guides the culture of the organization. To support the method of learning and group growth and encourage results at the group and individual level, while the second order of priority for the independent dimension was building a shared vision with relative interest (76%), and with a relative coefficient of difference (18.5%) about spreading a common vision that expresses the sharing of the mental image of the desired future. And finding a platform for harmonizing ideas at all administrative levels and achieving immediate and future goals. As for systemic thinking, it was ranked third in terms of agreement with a coefficient of relative difference (20.3%) about

the body's relative interest (78.8%) in adopting a style of thinking that enhances cooperation between different administrative levels. And reduce the severity of problems, overcome the challenges of work, and emphasize the idea of its members absorbing the changes in response to the dynamic complexity surrounding the work environment, while the fourth order of priority was to adopt the mental models body, and the body's members' knowledge of reality, contemplation, inquiry and departure from the usual stereotypical thinking, by encouraging it to acquire experience, skill and knowledge, that allow the required openness, and coming up with methods, patterns and methods of thinking, so its relative interest in it was (75.8%) good, and by agreement with a relative difference coefficient Finally, personal excellence was the subject of the authority's relative concern (73%) through the sample agreement and the convergence of its answers, with a relative difference coefficient (23.1%) on focusing the individual energies of the body's members in deepening the vision of reality, as well as working patiently and deliberately, and encouraging Personal growth, by creating an atmosphere compatible with its orientation towards learning and personal excellence, and as shown by the results of Table (3).

Organizational creativity as a dependent variable was ranked first in the level of availability, interest and practice by the Dhi Qar Investment Commission, with an arithmetic mean (3.98) available, with a standard deviation (0.575), with a relative coefficient of variation (14.4%), and with a variance at the general level (0.332) This indicates agreement, consistency and convergence in the level of the sample responses about the relative interest (79.6%) of the good of the authority in adopting and practicing all activities and processes that generate new (ideas, products, behavior) that result in a positive change in the outputs of the Dhi Qar Investment Commission.

As for the level of the five dimensions by which organizational creativity was measured, after the ability to make decisions, the highest agreement among members of the sample was obtained, with a relative difference coefficient (8.3%), and a high relative interest (84.6%) in enhancing the skills of its managers in diagnosing problems and identifying their causes. Depending on their creativity, by employing the elected solutions to efficiently and successfully manage their activities and work, while the second order in terms of priority and relative interest (82%) was good in expanding capabilities and skills at the individual and collective level for effective communication, and working on exchanging ideas with specialists inside and outside the authority. With the aim of developing their creative abilities and providing them with effective and renewable solutions, with the agreement of the sample and with a relative coefficient of difference (9.8%). As for the priority of risk and the adoption of risk, it was among the priorities of the authority in the third order, with a relative factor of difference (19.4%), and a relative interest (79.2%) good in adopting The Authority's managers for the spirit of entrepreneurship based on risk, confronting risks, solving chronic problems, and facing emergency ones, with creative methods and methods compatible with environmental changes and developments taking place in them. R Dhi Qar adopted it and its interest in the ability of creative change in the fourth order with a relative difference coefficient (19.7%), and practiced with relative interest (75.6%) good in the ability of its managers to introduce radical changes commensurate with development, investing energies at the individual and collective level, and achieving creative change that gives the organization priority Competitiveness in its business sector, and finally, it was the fifth ranking after encouraging creativity with a relative factor of difference (23%), and a relative interest (76%) good in encouraging the Authority's managers for new ideas, attracting creative talent and maintaining them functionally, and enhancing their contribution through continuous competition in the presentation of ideas New and creative methods developed for the Authority to achieve its.

#### **Fourth: Inferential Statistics and Testing the Main Research Hypothesis (Organizational Learning and its Dimensions Affect Organizational Creativity Positively).**

Systems thinking affects organizational creativity positively table (5) indicates that the statistical value of the regression equation (f) hit (255.407) at the level of significance (0.000), which is greater than the statistical value of the tabular (f) (3.841) at the same level of significance (0.05) , and it is greater than the tabular (f) (3.841) at the level of significance (0.05), while the value of the correlation coefficient was (0.933) and accordingly Acceptance of the first sub-hypothesis of the main hypothesis (systemic thinking affects organizational creativity a moral effect), as this result indicates the existence of a clear effect, especially when the systemic thinking explains through (coefficient of determination ( $R^2=0.870$ )) the changes that occur on creativity in the form of Dhi Qar investment, indicating that the systemic thinking explained what percentage (87%) of the changes that occur to the organizational creativity of the authority, while the remaining percentage (13%) of the impact is attributed to other factors that did not enter the research model, and the value of the marginal tendency was (the standard beta) (= 0.933), that is, an increase in the authority's interest in systemic thinking for one unit would trigger a change in the automatic interest by it in organizational creativity by (93.3%), as the value of the marginal tendency was (the standard beta) (=0.933), At the degree of importance, it is greater than its tabular value (1.96) (0.05).

$$\text{Organizational creativity (Y)} = 1.342 + 0.933 * (\text{systems thinking})$$

#### **Personal Excellence Affects Organizational Creativity**

The researcher discovers from the results of Table (5) that the statistical value of the regression equation (f) reached (220.221) with a significance level (0.000), which is greater than (f) tabular (3.841) at the level of significance (0.05), while the correlation coefficient was (0.923), thereby accepting the second sub-hypothesis of the main hypothesis (personal superiority affects organizational creativity a moral effect), as this result indicates a clear effect, particularly when personal superiority is explained by (coefficient of determination)  $R^2 = 0.853$  changes in the Dhi Qar Investment Authority, indicating that personal excellence explained (85.3 percent ) of the changes that occur to the authority's organizational creativity, while the remaining percentage (14.7 percent ) meaning that an improvement in the authority's interest in personal excellence for one unit would result in an increase in the authority's automatic interest in operational ingenuity by (92.3 percent), since the measured value of (t) is set for the marginal propensity ( 14.840) the importance of the consequence, which is greater than its tabular value (1.96) at the level of significance (0.05).

$$\text{Organizational Creativity (Y)} = 1.682 + 0.923 * (\text{Personal Excellence})$$

#### **Mental Models Influence Organizational Creativity**

The researcher discovers from the results of Table (5) that the statistical value of the regression equation (f) reached (220.221) with a significance level (0.000), which is greater than the tabular (f) (3.841) at the level of significance (0.05), while the value of the correlation coefficient was (0.924), implying acceptance of the third sub-hypothesis of the main hypothesis (mental models affect). Changes in creativity in the Dhi Qar Investment Commission, indicating that mental models explained (85.3 percent ) of the changes in the authority's organizational creativity, while the remaining percentage (14.7 percent ) of the

impact is attributed to other factors not included in the research model, and the value of the marginal tendency (the standard beta) (92.4%) as the measured value of (t) for the marginal trend (14.851) proves the effect's importance, which is greater than its tabular value (1.96) at the level of significance (0.05).

$$\text{Organizational Creativity (Y)} = 1.561 + 0.924 * (\text{mental models})$$

### **Adopting a Common Vision has a Moral Effect on Organizational Creativity**

The researcher discovers from the findings of Table (5) that the statistical importance of the regression equation (f) hit (174.546) with a significance amount (0.000), which is greater than the tabular (f) (3.841) at the level of significance (0.05), while the correlation coefficient value was (0.906). Therefore, the fourth sub-hypothesis of the main hypothesis is accepted (building a common vision affects organizational creativity), as this result indicates the existence of a clear effect, especially when it explains the construction of a shared vision with a parameter of determination  $R^2 = 0.821$ ) changes that occur on creativity in Dhi Qar Investment Commission, referring to building a common vision, explained the rate (82.1%) of the changes that occur to the organizational creativity of the authority, while the remaining percentage (17.9%) of the impact is attributed to other factors not included in the research model, and the value of the marginal slope (the standard beta) (=0.906), that is, an increase in the authority's interest in building a common vision for one unit would trigger a change in the automatic interest by it in organizational creativity by (90.6%), as the value of the marginal slope (the standard beta) (0.05).

$$\text{Organizational creativity (Y)} = 1.167 + 0.906 * (\text{build a shared vision})$$

Collective learning influences corporate imagination and has a spiritual effect. The researcher discovers from the findings of Table (3) that the predictive importance of the regression equation (f) surpassed (106.509) with a significance level (0.000), which is greater than (f) tabular (3.841) at the level of significance (0.05). Although the correlation coefficient was (0.859), the fifth sub-hypothesis (group learning has a major impact on organizational creativity) was adopted from the main hypothesis, as this finding suggests a strong effect, particularly when group learning is clarified by its deciding factor  $R^2=0.737$ ). Changes that occur on the creativity of the Dhi Qar Investment Authority, as mutual learning clarified (73.7%) of the changes that occur on the authority's organizational creativity, while the remaining proportion (26.3%) of the effect is due to other causes that did not join the study model, and the importance of the trend was The median (standard beta) (=0.859), which means that an improvement in the organization's interest in community learning for one unit would result in an increase in the organization's automatic interest in organizational innovation by (85.9%), since the estimated value of (t) is set for the marginal tendency. (The significance of the effect was 10.320, which was greater than its tabular value (1.96) for D level of significance (0.05).

$$\text{Organizational creativity (Y)} = 0.412 + 0.859 * (\text{group learning})$$

### **Organizational Learning Generally affects Organizational Creativity**

Table (5) indicates that the statistical importance of the regression equation (f) reached (464.909) at the level of significance (0.000), which is greater than the tabular (f) (3.841) at the level of significance (0.05), whereas the correlation coefficient value was (0.961) Accept the key hypothesis of the study (organizational learning has a moral impact on



organizational creativity), since this finding shows that organizational learning has a significant influence on creativity.

Explanation of organizational learning as a whole through (coefficient of determination ( $R^2=0.924$ )), as it indicates that the independent variable organizational learning explains (92.4%) of the changes that occur in organizational creativity, while the remaining percentage (7.6%) is attributed For other factors that were not tested by the research model, while the value of the marginal slope, That is to say, the increase of the interest of the authority in organizational learning of a unit would lead to the automatic interest of it in organizational creativity changing by (96.1%) as calculated by value of (t) for the marginal slope (21,562) the significance that is greater than the effect's tabular value (1.96) is confirmed at the marginal slope. that is more significant in that effect (0.05).

$$\text{Organizational Creativity (Y)} = 0.897 + 0.961 * (\text{Organizational Learning})$$

Variables	Organizational Creativity (Y)							DF
	R <sup>2</sup>	R	F	T	Sig	β	α	
Systems thinking	0.870	0.933	255.407	15.981	0.000	0.933	1.342	1, 38, 39
Personal superiority	0.853	0.923	220.221	14.840	0.000	0.923	1.682	
Mental models	0.853	0.924	220.562	14.851	0.000	0.924	1.561	
Build a shared vision	0.821	0.906	174.546	13.212	0.000	0.906	1.167	
Group learning	0.737	0.859	106.509	10.320	0.000	0.859	0.412	
Organizational learning	0.924	0.961	464.909	21.562	0.000	0.961	0.897	

The researcher employed multiple regression by the (Enter) method, with the aim of identifying any dimensions of organizational learning represented by (systemic thinking, personal excellence, mental models, building a shared vision, group learning) an impact on organizational creativity, and as shown by the results of Table (6), the effect of thinking was The systemic level alone and the rest of the dimensions were not effective, so the value of the standard marginal tendency of systemic thinking was (0.379) and with a significant level (0.005) which is less than the level of significance (0.05), and with the value of (T) calculated (3.033), as this result indicates the resort of an investment body Dhi Qar is a thinking style that enhances its interest in the cooperation of its individuals, divisions, and organizational units at various administrative levels, with the aim of reducing problems and overcoming work difficulties as much as possible, as well as its keenness to accommodate its members to cases of change in structures, strategy, technology, culture and processes in a manner that adapts to the dynamic complexity in its work environment. This approach is aimed at improving the form of organizational practices and processes that integrate with each other to create new business ideas, introduce a product, or adopt a behavior that will result in positive change and renewal in the Its outputs satisfy its audience and stakeholders.

As the model correlation coefficient was (0.963), the value of the multiple regression coefficients (0.928), the value of (F) calculated for the model (87.938), and the value of the modified interpretation coefficient (0.918), which indicates that the independent variable of systemic thinking has interpreted its percentage (91.8%) One of the changes occurring in the organizational creativity of the Dhi Qar Investment Authority, noting that the value of the test (D.W=2.057), while the constant value was (0.892), at the level of significance (0.004), and the value of (T) calculated (3.053), either The other four dimensions of the tested model were disrupted at the overall level, given that the significance of the effect is greater than (0.05),

and its calculated T-test value is less than the tabular value (1.96) at the level of significance (0.05).

The Sample	Moral	T value	Standard Error	Impact Treatment	The Independent		Dependent
0.40	0.005	3.033	0.089	0.379	Systems thinking	→	Organizational creativity
	0.147	1.482	0.091	0.197	Personal superiority	→	
	0.389	.872	0.102	0.129	Mental models	→	
	0.134	1.533	0.102	0.192	Shared vision	→	
	0.235	1.208	0.118	0.116	Group learning	→	
AR <sup>2</sup>	R <sup>2</sup>	R	$\alpha$		Sig		F
.918	.928	.963	0.893		0.000		87.938
DF(5,34,39)			T=3.053		D.W (2.057)		

$$\text{Organizational creativity (Y)} = 0.892 + 0.379 * (\text{systems thinking})$$

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

1. It is clear that the research sample is a male sample, and that the Commission relies on it greatly, in light of a bunch of ages with experience and skill, but it suffers from higher and elementary degrees.
2. The Dhi Qar Investment Commission has demonstrated its adoption of organizational learning well, and strengthens it through its interest and eagerness to collectively learn, adopt a common vision, and systems thinking, as well as a relative interest in mental models and personal superiority.
3. The Dhi Qar Investment Authority is interested in organizational innovation and gives it priority at the expense of other organizational variables, especially when it supports it by enhancing the capabilities of its managers in decision-making, improving their ability to communicate, encouraging cases of creativity, as well as adopting risk and taking risks in some of the activities it provides, and encouraging cases of creativity .
4. The Dhi Qar Investment Commission employs organizational learning to continuously improve the level of creativity that it aspires to attain. This is evidenced by systems thinking, adopting mental models, resorting to personal excellence, building a common vision, and employing collective learning individually, but in fact it employs Systems thinking when you resort to working at the maximum power of the combined dimensions, which suggests disrupting the other dimensions.

### Recommendations

1. The Dhi Qar Investment Commission should be open to both types of the workforce, especially when recruitment and polarization are based on competence, merit and

- knowledge, and openness to university competencies, especially since investment needs essential skills, knowledge and competencies.
2. The necessity for the authority to give more attention to organizational learning by focusing on personal excellence, mental models, and systems thinking, and unifying vision and collective learning through:
    - A. Reliance on advanced tools and knowledge sharing to provide the Authority's personnel with work skills that is compatible with the change in the investment environment.
    - B. Providing material and moral support to individuals who have creative initiatives.
    - C. Supporting the body's personnel with training programs that raise the level of skills and knowledge, and accept feedback.
    - D. The tendency to work in the method of group thinking being more inclusive, participatory and applied.
  3. The Dhi Qar Investment Commission should enhance organizational creativity, with more attention to encouraging creativity, working with risk-taking and risk-taking initiatives, enhancing creative change capabilities, as well as creating a modern communication system compatible with the size of changes in the environment, and granting its managers powers to help them develop their capabilities to Make decision.
  4. It is imperative that the Investment Authority of Dhi Qar continuously employ organizational learning, in order to reach higher levels of organizational creativity, especially through additional interest in systems thinking, activating individual relationships for personal excellence, mental models, adopting a common vision, and group learning.

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