

Patterns of the Organizational Structure and its Impact in Meeting the Requirements of the Learn Organization: Applied Research in the Distribution Company of Oil Products in Basra

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***Abstract---** Modern business organizations strive to achieve the best performance, through the use of modern methods in management science. Hence, could achieve a position in the local and global markets in light of competition in the labor market. Furthermore, the organizational structure of business organizations is one of the most important pillars of them, which contribute to the distribution of powers and tasks; representation of authority; a nature of internal and external communication; and the vertical and horizontal expansion of routine procedures to facilitate work. Business organizations are currently seeking to reach their position as an educational institution based on modern management technologies to meet their needs, address their problems and achieve customer satisfaction. The current study results of found that there is a clear and positive correlation to the organizational structure and its various forms in achieving the requirements and aspirations of the educational institution.*

***Keywords---** Learning, Learning Styles, Organizational Structure, Learn Organization.*

I. INTRODUCTION

Some researchers argue that organizational learning is a process that develops over time and is associated with knowledge acquisition and performance improvement but differs in other issues, as others believe that behavioral change and new ways of thinking are a cornerstone of the learning process, and some also refer to information processing as a mechanism through which the learning process [1]. Others suggest common visions and organizational procedures that unite to achieve the primary goal of transforming the organization into an educated organization.

The learning organization is considered an organization skilled in creating, acquiring and transferring knowledge and modifying its behavior to reflect the new knowledge and visions of the company, this definition begins with a simple fact that new ideas are necessary if learning occurs, and sometimes they are created through flashes of insight or creativity and in other times they arrive from outside the organization [2]. Whatever the source of these ideas, it is considered the main driver of organizational improvement. But they cannot create an educational institution on their own without being accompanied by changes in the way tasks are accomplished, but only the possibility of improvement. This is a surprisingly important test as it excludes a number of clear candidates for educational

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institutions. Many universities fail to qualify, as are many consulting firms [3]. Even General Motors, despite its recent efforts to improve performance, desire was found.

All of these organizations have been effective in acquiring or creating new knowledge but are significantly less successful in applying this knowledge to their own activities. Total quality management, for example, is now taught in many business schools, yet the number you use to guide their decision-making is very small. Organizational consultants advise clients about the social dynamics and behavior of small groups, but they are famous for their internal and factional fighting.

II. METHODS

Scientific research requires a framework for the research methodology to clarify the scientific and intellectual basis on which the research was based, and the methodology represents the general framework that clarifies the direction of research to achieve the objectives set for it. In this light, the research methodology can be presented as follows:

A. The Problem of Research

We can say that the organizational structure in business organizations is of great importance, which increased the need to study in depth this subject as long as the shape of the organizational structure in the business organizations it has negative or positive effects that affect the performance of the organization and achieve its requirements directly or indirectly. From above, the research problem can be explained by the following questions:

1. Is there a role for organizational structure patterns in meeting the requirements of a learn organization?
2. To any extent does the form and patterns of the organizational structure affect the achievement of the requirements of the learn organization?
3. Does the company show the importance required to measure its performance regularly?
4. How much flexibility in the organizational structure of the researched company, and is proportional to the changes that occur in the internal and external business environment of a company?

B. The Significance of Research

The research relies on two fundamental variables for business organizations, the independent variable (organizational structure) which is the backbone of the organization and the dependent variable (the learn organization) through which business organizations can create creativity, innovation and market competition. Accordingly, the importance of research can be described as follows:

1. The organizational structure patterns and their alignment with the activities of the Organization are an effective tool to enable organizations to meet the learning requirements of the Organization.
2. Optimal investment of available resources to achieve the best performance of the Organization.
3. Research represents the contribution of researchers to frame and enrich the scientific and academic contributions in the field of research variables.
4. Statement of the relationship and the impact of patterns of the organizational structure in achieving the requirements of the learning organization of the researched company.

C. Research Objectives

The objectives of the research are to achieve the following:

1. To show the forms and types of organizational structures in business organizations and their suitability in the activities of the organization.
2. Providing a theoretical framework for the two research variables.
3. Statement of the relationship between correlation and influence between the two variables of research in the researched company.
4. Demonstrate the suitability of the organizational structure of the company and its role in achieving the requirements of the learn organization.
5. Opening new horizons for new researchers to expand the study of research variables in other dimensions to enrich scientific and intellectual contributions.

D. Research Hypotheses

1. There is a significant correlation between organizational structure patterns and the requirements of the learn organization.
2. There is a significant influence relationship between organizational structure patterns and the requirements of the learn organization.
3. To what extent does the pattern of the organizational structure affect the requirements of the learn organization.

III. ORGANIZATIONAL STRUCTURE

The organizational structure clarifies the relationship between the general components of the organization; an authorized organizational structure is the framework for the relationships between jobs, systems, operations, individuals, and groups that make efforts to achieve the goals of an organization [1].

An organizational structure is a set of methods that divide tasks into specific duties and then coordinate them [2]. Organizations create structures for the purpose of coordinating work factor activities and controlling member behavior [3]. It also depicts the sub-units, organization and division that perform the various activities and procedures necessary to achieve the goals of the organization. It indicates the way to identifying the flow of information and communication networks between different administrative levels in an organization [4].

Organizational structure refers to the distribution of powers and division among individuals according to their efficiency, which leads to better achieve the organizational goal and make it [5]. And organizational structure is the official mechanism which is managed by an organization by making a clear view of the lines of communication and authority between the subordinate and the superior [6]. Organizational structure is a structural form that determines the internal structure of the relationships in the organization. This is in addition to specifying the types and forms of existing networks of relations and communication. [7].

A. Stages of Building the Organizational Structure

Stages of building the organizational structure must be follow the following steps that [8][9]:

Stage 1: Define the objectives and number of functions (activities) of the Directorate required to achieve this goal.

Stage 2: Preparation of the detailed list of the activities required to achieve the objectives of the Directorate.

Stage 3: the third step deals with integrating similar activities together and positioning them in the administrative department.

Stage 4: After the formation of administrative units, then identification of organizational relationships. These units must be connected to each other by identifying the appropriate relationships between workers at different levels of the administration.

Stage 5: determination of the link between the administrative units such as: human resource management, production management, finance management, and marketing management must all be done in order to allow free exchange of data and information.

Stage 6: Selection for the human element, and that's in order to clarify the tasks implement of the administrative units immediately after completion. In this step, the process of selecting individuals to fill existing positions begins in the organizational structure.

Stage 7: Drawing a map in the form of organizational chart. The scope of the supervision per person, the dependency and the size of the organizational structure are shown by the organizational chart.

Stage 8: Preparation of the organizational guide, the stages comprises a summary in form of booklet containing the name of the organization, its title, objectives, policies and organizational structure with its main and subsidiary procedures and divisions.

Stage 9: this stage permanently and continuously monitors the organizational process and adjustments are appropriately done when needed.

B. Factors affecting the Design of the Organizational Structure

The selection and design of the organizational structure is influenced by a set of factors: [10]:

- a. The size of the organization: dividing and identifying activities is always difficult for small organizations unlike the large organizations.
- b. The organization's life cycle: creation is the beginning of the life cycle of any organization .When it reaches the growth period, it continues to mature and finally reach the regression period.
- c. The organization's geographical location: Through several geographical locations, the organization performs many activities; the organization requires different structure from operating in another geographical area.

- d. Degree of Specialization: The organizational structure of the organization is affected by the degree of specialization in the tasks and activities .The structure becomes simple and vice versa when the degree of specialization in the work is low.
- e. Human Capabilities: The organizational structure becomes simple when the human capabilities required are simple and uncomplicated in terms of specialization, experience and skills.
- f. Technology: the more complex the organizational structure, the more complex the technology used in the organization.
- g. Centralization and Decentralization: Centralization means the senior management takes fully control of every decision-making while the degree of delegation of decision-making authority to the lowest level is called the decentralization. The design of the organizational structure is affected by the extent of decentralization.

C. Organizational Structure Types

1) Hierarchical Structure

The hierarchy usually comprises an individual group of authority at the top with subsequent executive levels below it. Communication between members of hierarchical organizational structures occurs mainly with their direct boss and with their immediate subordinates. Structuring organizations in this way is beneficial because it can reduce communication costs by limiting the flow of information.

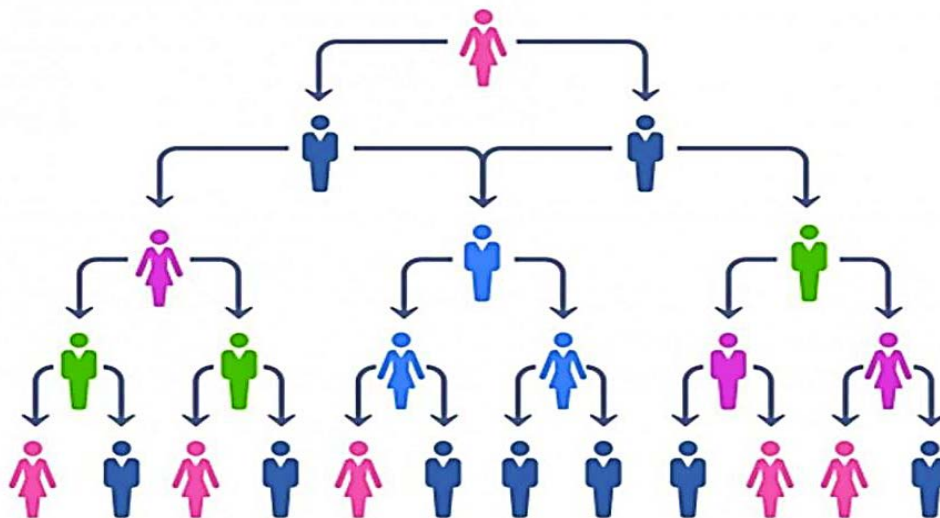


Figure 1: Hierarchical Structure

2) Matrix Structure

In a matrix structure, relationships are set up as either a matrix or a grid instead of the traditional hierarchy. This type of organizational management brings together people with similar skills to do the job, resulting in more than one reporting manager. Therefore, some engineers may have to work with multiple managers depending on their job or operational role. [12]

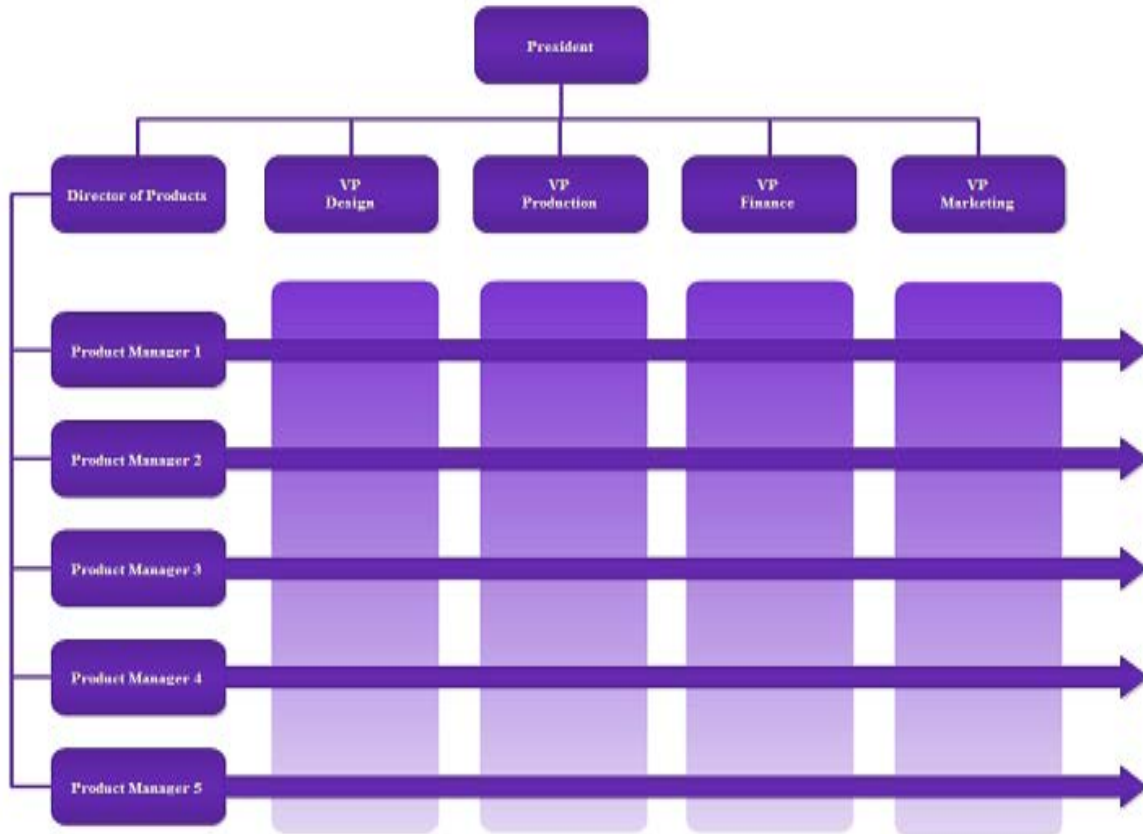


Figure 2: Matrix Structure

3) *Horizontal (Flat) Structure*

The most important thing in this structure is the elimination of many levels of middle departments; this enables employees to make decisions quickly and independently. Flat organizations are often small organizations and have following characteristics: [13]

- a. The principle of decentralized management.
- b. Low levels of management.
- c. Has a horizontal career path that cuts across other jobs.
- d. It has flexibility between functions and units.

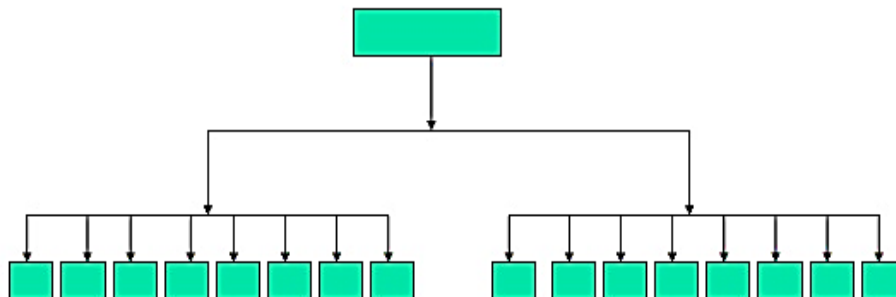


Figure 3: Horizontal/Flat Structure

4) Network Structure

The idea behind the network structure depends on social networks, and its structure depends on open communication and reliable partners, whether in the internal or external environment. The following example illustrates the fast connection between entities. [14][15].



Figure 4: Network Structure

5) Divisional Structure

Within this division, each organizational function has its own division which corresponds to any of the products or geographical regions. The main advantage of this structure is independent operating flow, and the failure of a company does not threaten the existence of others. [13].

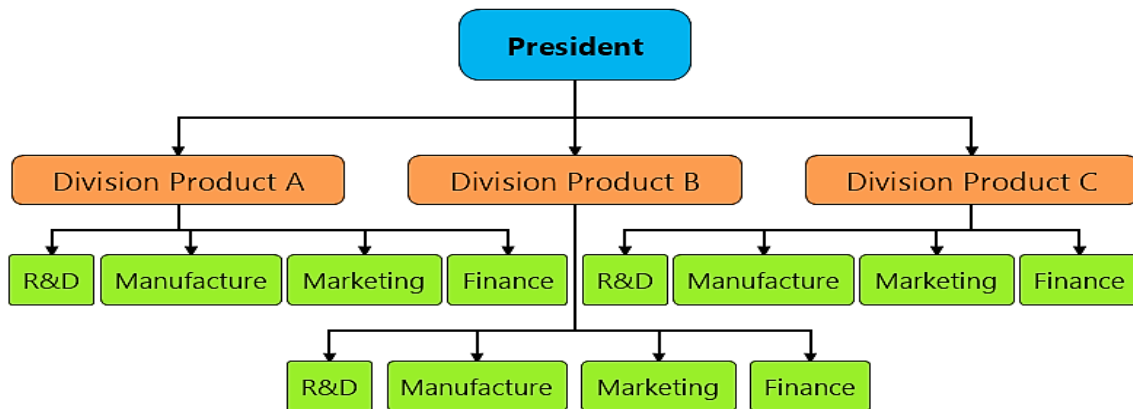


Figure 5: Divisional Structure

6) Team-based Organizational Structure

This type of team consists of achieving a common goal while working on their individual tasks. They are less hierarchical and have flexible structures that enhance and contribute to problem solving, decision making, and teamwork. [16][17].



Figure 6: Team-based Organizational Structure

D. Learning Organization

The organization becomes educated by gaining understanding, knowledge, skills, etc. to expand its information base [18], The learning organization is the place where individuals apply their capabilities continuously, and are able to achieve their real goals [19]. A definition of a learning organization can be summarized, that the organizational ability to learn is the potential of an organization which [20]:

- A. Expect and face changes in a proactive way, which happen in the surrounded environment of the company.
- B. Proves and keeps up the resulted flexibility by personal contribution.
- C. Identifies and develop or rather selective change these mechanisms on its own.

The learning organization can be classified as an open system, as it is linked to reciprocal relations with its surroundings and works to deliver information the institution system [21].

1. Characteristics of learning organizations:

Proposed (Peter Senge) in his book *The Fifth Discipline* the following five characteristics:

- a. Systems thinking: Educational institutions follow this method when they have information systems that measure the overall performance of the organization and also measure its various parts [22]. This term focuses on the fact that all characteristics and goals must be clear and planned in the organization in order to become an educational organization. Moreover, these characteristics must be achieved gradually, instead of achieving them simultaneously [23].
- b. Personal mastery: The characteristic mastery feature indicates the method of concentration and the ability to objectively interpret reality, Character mastery helps to achieve many positive results such as the development of individual performance, self-motivation and self-efficacy, as well as a sense of responsibility, commitment and patience with a focus on issues related to work success, and finally the balance between work and other life activities [24].
- c. Mental models: Personal mental models describe what people can or cannot discover [26]. Individuals tend to adopt theories, which they intend to follow, and the theories in use, which they do [27].
- d. Shared vision: The development of a shared vision is very important in motivating employees to learn, as it creates common factors that contribute to focus and energy for learning [25].

- e. Group learning: Educational organizations have structures that facilitate team learning in a number of ways such as crossing borders and openness, Team members can learn a great deal by focusing on dialogue, exchange of opinions, interests, response and harmony [26].



Figure 7: The Five Characteristics of Learning Organization

2. Benefits of Learning Organizations

The main benefit of the educational organization is achieving a competitive advantage for the company. This competitive advantage is based on different strategies obtained through organizational learning. [28]. another benefit of the learning organization is: [29]

- a. Maintain levels of innovation, survival and competition.
- b. Possessing knowledge and developing resources to better meet customer needs.
- c. Improving the quality of outputs at all levels and improving their efficiency.
- d. Improve the company's image to be more people-oriented.

3. Challenges Facing a Learning Organization

Organizations face many obstacles to transforming themselves into an educational organization, including that the organization does not have enough time to achieve this, And for the organization to be able to learn and change, it needs to know the steps necessary to solve The difficulties you face, and it is necessary to have a trainer or teacher who is well versed in the concept of the educational institution [30].

A strategy must be built that contributes to identifying the problems and obstacles you face before entering the transformation process. The training should also be related to the nature of the work required, so that employees can easily link training with daily work. Among the challenges facing organizations is the lack of focus on personal development and focus mainly on professional development, which is likely to have a direct contribution to the performance of the organization while positive results for personal development appear more in the long term [31].

IV. RESULT AND DISCUSSION

This chapter examines the answers of the research sample to each questionnaire form for the two research variables, the independent variable [organizational structure] and the dependent variable [the learn organization]. The research sample answers for the nature of the relationship between the two variables. We extract the mean, the

standard deviation, the coefficient of variation, and the relative importance of each research variable separately.

A. Practical aspect of Research (Independent Variable)

The results of the organizational structure variable (independent variable) for the research are calculated as listed in table 1.

A. 1. Discussion of the Obtained Results

We can see from Table (1) that the questions of the independent variable (organizational structure) and according to the answers of the research sample, and will explain the results of the answers according to the sequence of questions.

1. The first question obtained an arithmetic mean (4.11) and a standard deviation (0.81), and the hypothetical mean according to the scale of the Lecart is number(3) , which indicates to the researchers that the company has sufficient capacity and flexibility in adjusting its organizational structure according to environmental variables.
2. The second question obtained a mean(4.52) and standard deviation(0.53) , and the fact that the arithmetic mean is higher than the hypothetical mean, which indicates to the researchers that the administrative levels in the company have the necessary powers to conduct routine work.
3. The third question obtained a mean (4.48) and standard deviation (0.70); this indicates that the top management of the company shows its employees the objectives and tasks that would increase the chances of creativity.
4. The fourth question obtained a mean (4.05) and standard deviation (0.88); this indicates that the company follows clear and written procedures.
5. The fifth question obtained a mean (3.84) and standard deviation (0.93),this indicates that the division of administrative levels within the organizational structure suitable for all administrative levels.
6. The sixth question obtained a mean (4.34) and standard deviation (0.79),this shows that the company needs more flexibility in its organizational structure to accommodate internal and external environmental variables.
7. The seventh question obtained a mean (3.39) and standard deviation (0.98), this indicates that the organizational structure pattern of the company is suitable with slightly higher than average limits.
8. The Eighth question obtained a mean (3.21) and standard deviation (0.99), the values of the mean and the standard deviation indicate that the company follows the system of centralization and decentralization in its management.
9. The Ninth question obtained a mean (4.08) and standard deviation (0.89); this indicates that organizational communication between the administrative levels within the organizational structure is effective.
10. The tenth question obtained a mean (3.08) and standard deviation (0.91); this indicates that there is a delegation of authority and powers to the lower administrations for easy walking of work matters.
11. The eleventh question obtained a mean (4.08) and standard deviation (0.89); this indicates that the organizational structure of the company helps delegate authority to the lower administrative levels.

12. The twelfth question obtained a mean (3.24) and standard deviation (1.15); this indicates that the multiple levels of management within the organizational structure of the company on average.
13. The Thirteenth question obtained a mean (4.37) and standard deviation (0.77), this demonstrates that the organizational structure needs some flexibility and reduces excess routine to speed up the work.
14. The Fourteenth question obtained a mean (4.13) and standard deviation (0.69); this indicates that the regulations and instructions are clear and written for each job.
15. The Fifteenth question obtained a mean (3.60) and standard deviation (1.08), this indicates that there is a hierarchy in the organizational structure of the company and achieves compatibility with the nature of the tasks.
16. The sixteenth question obtained a mean (3.92) and standard deviation (1.12); this shows that workers are literally committed to carrying out clear and written work tasks.

Table 1: Shows the Results of the Organizational Structure Variable (Independent Variable) for the Research

NO	Questions	Arithmetic mean	standard deviation	Relative importance	Order of importance	Direction of importance	Coefficient of variation
1	The company has the ability to change its organizational structure to accommodate environmental changes.	4.11	0.81	82.2	Sixth	agreement	19.70
2	The administrative levels of the company are empowered to perform its duties.	4.52	0.54	90.4	First	agreement	11.94
3	The senior management clarifies to its employees the objectives and tasks related to creativity and their responsibilities towards it.	4.48	0.70	89.6	Second	agreement	15.62
4	Documenting the rules and procedures of the company clearly and in writing.	4.05	0.88	81.0	Ninth	agreement	21.72
5	Division of administrative levels within the organizational structure appropriately for all departments.	3.89	0.93	77.8	eleventh	agreement	23.90
6	The organizational structure needs more flexibility to accommodate the requirements of the internal and external environment of the company.	4.34	0.79	86.8	fourth	agreement	18.20
7	The organizational structure pattern fits the requirements of the company.	3.39	0.98	79.8	Fourteenth	agreement	28.90
8	The degree of centralization in the organizational structure does not oppose business execution.	3.21	0.99	64.2	Sixteen	agreement	30.83
9	Organizational communication within the organizational structure is active between all administrative levels.	4.08	0.89	81.6	Eighth	agreement	21.81
10	The routine decision is made without consulting the senior official for ease of conducting the business.	3.65	0.91	73.0	Twelfth	agreement	20.93
11	The organizational structure of the company helps in the proper delegation of authority.	4.08	0.89	81.6	Seventh	agreement	21.81
12	Multiple levels of management in the organizational structure of the company to suit its requirements.	3.24	1.15	64.8	Fifteenth	agreement	35.49
13	The organizational structure needs more flexibility to speed up the work.	4.37	0.77	87.4	Third	agreement	17.62
14	There are clear and written regulations and instructions for job descriptions for each profession.	4.13	0.69	82.6	Fifth	agreement	16.70
15	The hierarchy of authority corresponds to the nature of the tasks and activities performed by the company.	3.60	1.08	72.0	Thirteenth	agreement	30.00
16	Commitment literally to perform business tasks regulations and instructions.	3.92	1.12	78.4	Tenth	agreement	28.57

B. Practical Aspect of Research (Dependent Variable)

The results of the research sample answers to the dependent variable (learning organization) are calculated as listed in table 2.

Table 2: Shows the Results of the Research Sample Answers to the Dependent Variable (Learning Organization)

NO	Questions	Arithmetic mean	standard deviation	Relative importance	Order of importance	Direction of importance	Coefficient of variation
1	The company is interested in meeting the requirements of an learn organization	3.68	0.98	73.6	Ninth	agreement	26.63
2	The company continuously redesigns its operations to improve the quality and quantity.	4.00	0.96	80.0	Seventh	agreement	24.00
3	Does the company provide a suitable working environment for employees?	2.92	1.18	58.4	Fourteenth	Disagreement	40.41
4	The company has several strategies to keep up with the requirements of the learn organization.	2.81	1.20	56.2	Fifteenth	Disagreement	42.70
5	The company seeks to increase its market share by offering quality products compared to competitors.	2.34	0.90	46.8	Sixteen	Disagreement	38.46
6	The company works on adopting modern technologies instyle of work.	3.03	1.14	60.6	Thirteenth	agreement	37.62
7	The company relies on preventive maintenance measures to minimize downtime.	4.29	0.99	58.8	Third	agreement	23.07
8	The top management in the company provides a suitable working environment for employees.	4.13	0.69	82.6	Sixth	agreement	16.08
9	The company continuously re-evaluates its employees to meet the training requirements.	4.21	1.01	84.2	Fifth	agreement	23.99
10	The company is working to improve and develop its internal processes to achieve the best use of resources.	3.50	1.16	70.0	Tenth	agreement	33.14
11	The company's management is working to improve productivity by developing its staff and attracting new expertise.	3.24	1.38	64.8	Eleventh	agreement	42.59
12	The company supports continuing education and training activities to develop the skills of its employees.	3.92	0.93	78.4	Eighth	agreement	32.72
13	The Company recognizes individual differences between employees when they are assigned to work.	4.56	0.59	91.2	First	agreement	12.93
14	The company works on regular meetings with employees to solve work problems.	4.52	0.56	90.4	Second	agreement	14.38
15	The company is looking to diagnose problems with quality improvement.	3.10	1.13	62.0	Twelfth	agreement	36.45
16	Top management rewards employees based on good performance.	4.29	0.88	85.8	Forth	agreement	20.51

B.1 Discussion of the obtained Results

We can see from Table (2) that the questions of the independent variable (learn organization) and according to the answers of the research sample, and will explain the results of the answers according to the sequence of questions.

1. The first question obtained an arithmetic mean (3.68) and a standard deviation (0.98), and the hypothetical mean according to the scale of the Lecrt is number(3) was: is the company strives to meet the requirements of an learn organization ?
2. The second question obtained a mean (4.0) and standard deviation (0.96) was: is the fact that the arithmetic this means that the company continuously evaluates its operations to improve productivity in quantity and quality?
3. The third question obtained a mean (2.92) and standard deviation (1.18) was: is this means that the work environment in the company is not the level required for employees?
4. The fourth question obtained a mean (2.81) and standard deviation (1.20) was: is this means that the company does not have several strategies to meet the requirements of the learning organization?
5. The fifth question obtained a mean (2.34) and standard deviation (0.90) was: is the company does not have several products and high quality to compete?
6. The sixth question obtained a mean (3.03) and standard deviation (1.14) was: arethe methods and techniques of working in the company in the middle?
7. The seventh question obtained a mean (4.29) and standard deviation (0.99) was: is it means that the company follows the system of periodic preventive maintenance to prevent interruptions in production lines?
8. The Eighth question obtained a mean (4.13) and standard deviation (0.69) was: is the company provides a suitable working environment for employees?
9. The Ninth question obtained a mean (4.21) and standard deviation (1.01) was: is the company follows the system of re-evaluation and training of its employees?
10. 10 - The tenth question obtained a mean (3.50) and standard deviation (1.16) was: is the company is redesigning its internal processes to an acceptable level.
11. The eleventh question obtained a mean (3.24) and standard deviation (1.38) was: is the company seeks to improve its productivity and attract expertise in the middle?
12. The twelfth question obtained a mean (3.92) and standard deviation (0.93) was: is the company stimulates continuing education and training in the company?
13. The Thirteenth question obtained a mean (4.56) and standard deviation (0.59) was: is means that the company takes into account the individual differences between the workers when assigned to work?
14. The Fourteenth question obtained a mean (4.52) and standard deviation (0.65) was: is the company is in constant communication with its workers to diagnose business problems to find ways to solve them?
15. The Fifteenth question obtained a mean (3.10) and standard deviation (1.13) was: is the company is working to diagnose problems to raise the level of quality in the middle?

16. The sixteenth question obtained a mean (4.29) and standard deviation (0.88) was: is this means that the company has a reward system according to the good performance of employees?

B.2. Test the Research Hypotheses

To determine the correlation and affectivity between the independent variable (organizational structure) and the dependent variable (the learning organization), the Spearman correlation coefficient as well as the T- test were used to test the correlation coefficient between the two search variables.

- Test the first hypothesis: a correlation between the organizational structure and the learn organization.

<i>The Significance</i>	<i>T-test</i>	<i>R</i>
Significance	4.91	0.59

We can see from the table a significant correlation between the organizational structure and the learning organization, the more flexible the organizational structure, the greater the rate of meeting the requirements of the learning organization.

- To test the second hypothesis: There is an impact relationship between the organizational structure and organizational performance.

<i>Significance</i>	<i>F</i>	<i>R²</i>
effectiveness	24.76	0.34

We note from the table that there is a positive impact of the organizational structure in meeting the requirements of the learning organization as the value of the coefficient of determination (0.34) This means that the change of one unit of the organizational structure will be explained by (0.34)% of the learning organization.

V. CONCLUSIONS

The most important conclusions can be addressed.

1. There is an impact of the organizational structure and its forms in meeting the requirements of the organization.
2. The company was not able to compete.
3. The work environment in the company is not suitable for workers, as the work environment is not provided for the appropriate workers.
4. The company did not have the appropriate strategies.
5. The technology used in the production processes was intermediate.
6. Loss of communication between department managers and the rest of the employees, which negatively affected the exchange of knowledge and experience.

VI. RECOMMENDATIONS

1. The company should strive to provide new products of the quality required to compete with the imported product.
2. The company must update the technology in production and administrative work.
3. Research team in the inherited travel and Tourism Company in the United Kingdom.

4. Establishing the concept of the learn organization for department officials and employees through holding specialized courses and workshops.
5. Supporting social communication between individuals considering that these networks are an important source of knowledge.

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