ANALYSIS OF HUMAN RESOURCES OF A LEARNING ORGANIZATION

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The key success factor of any organization is intellectual leadership. This leadership will be shared by those organizations that will understand technological, demographic, political and lifestyle tendencies better than their competitors. Apart from presenting key issues underpinning a learning organization, the paper outlines how to apply a multi-criteria analysis in measurement of major organizational domains with regard to the level of transfer and use of any already acquired knowledge. The essence of the management process is constant directing of changes and constant adaptation to changing environmental conditions. The main strength of every company is innovation, and an organization's success is determined by its employees.

Keywords: personnel management, quality of human resources, learning organization, post-industrial economy.

Introduction

In the era of the growing market competition, every organization that wants to grow rapidly must ensure that their employees' qualifications are improving. In order to stay on the market and be competitive, it is necessary to have well prepared, motivated and educated personnel, who can accomplish the company's goals without problems. Learning organization id widely used in many applications (Batorski, 1999; Miller, 1998; Nogalski, 1998, etc.).

The ultimate goal is a situation when the entire organization and its different members are thoroughly prepared and able to change constantly by learning. Management of organizational culture transformation in this direction must be supported by information about the enterprise itself, its organizational structure, but first of all about its employees - their potential, openness to change, flexibility, motivation (Jones, 1998). The aim of the work is to diagnose the organization’s learning capability. The object of the investigation – post-industrial enterprises. The subject of investigation – human resources development in learning organizations.

Investigation methods – the learning organization concept appeared as a response to questions for ways how competitive advantage can be attained and maintained in an increasingly volatile environment. Creating an organization that supports learning of all its members and constantly transforms itself is perceived as a strategic goal, which responds to more and more rapid changes. The answer to the question – how can we know an enterprise is already a learning organization – is INVEST method developed by M. Pearn, C. Roderick, Ch. Mulrooney (Batorski, 1999). It is used to diagnose the organization's learning capability and determine the organization's present stage in the learning process.
Investigations

The post-industrial economy has created favourable conditions for expanding the spheres affected by management. However, participants in organizational processes must understand that in the era of post-industrial economy only few can be successful, based only on their own feeling and skill – because success is built by people, while their competences - knowledge, experience and attitude – determine business performance. In the light of the so-defined reality, it becomes necessary to create organizations that have greater capacities for adaptation, and react to changes occurring in the environment. A way to do that is to follow the learning organization concept. Common ideas about the learning organization refer to the following behaviour: "In a learning organization, all, regardless of age, education, position, are involved in the process of continuous acquisition of new skills and sharing knowledge, and constant search for new and creative solutions becomes a natural method of conduct” (Sidor-Rządkowska, 1998). A learning enterprise acquires knowledge and experience through interactions within the enterprise itself and the interaction with the environment. The enterprise's organizational units must communicate between themselves and the external world, thus they must continuously analyse information needs of the enterprise's different functional areas. As the management model is transformed, changes are necessary in the organizational culture. Specific characteristics of a "learning enterprise's" culture include (Kline…, 1995): participative decision making process; courage; observation and communication; creativity, perfecting, innovations; motivation; error handling; mutual assistance, employee activity in implementing improvements. Management of organizational culture transformation must be supported by information about the enterprise, first of all about its employees - their potential, openness to change, flexibility, motivation. The Invest method can be used to obtain information about how each of the six-area learning organization model, operates: area 1 learning orientation, area 2 culture fostering growth and development; area 3 learning vision; area 4 learning support; area 5 supporting management; area 6 organizational structure fostering change.

As the main source of information is provided by identification and ranking of various human attitudes, a questionnaire is used. An average is calculated from the scores, being an individual assessment of the area. Scores for different areas are put on a web diagram to produce the profile chart of the organization as a system capable of learning.

Conclusions

The following conclusions can be drawn from the observation of how post-industrial era enterprises transform into learning organizations:
1. Building a learning organization is perceived as a strategic decision, being a reaction to the speed of technological, economic and social change.

2. Changes in production processes must be integrated with changes in organization and management, which involve flattening of structures and elimination of many intermediate hierarchy levels, building organizations based on core processes, apart from current divisions within the existing functional structure.

3. Before relations can be developed in a learning organization, a thorough survey must be conducted of the quality of human resources, and this can be assisted by the Invest method.

References


ŽMOGIŠKŲ JŲ IŠTEKLIŲ ANALIZĖ BESIMOKANČIOJOSE ORGANIZACIJOSE

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Raktiniai žodžiai: personalo vadyba, žmogiškųjų išteklių kokybė, besimokančiojo organizacija.