



Discussion on the Establishment of Learning Organization in Enterprises

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Abstract

Based on the theory of learning organization, this paper takes JZT enterprise as the research object, adopts the way of empirical research, discusses the problems faced in the practice of building learning organization, as well as the existing measures, and puts forward the specific implementation plan.

Keywords: Learning organization; Team learning; Enterprise development

1. Introduction

The change and utilization of knowledge has become an important driver of current social development. The competitiveness of enterprise development gradually turns to the reserve of talents. How to cultivate high-quality talents and complete the application of new knowledge and technology has become the key to the common development of organizations and employees. The theory of learning organization has sprung up in the United States. Scholars in the management field have constantly improved their research and understanding of it. Most enterprises have summed up successful experience through theory and practice. In recent years, the establishment of learning organization in domestic enterprises has been paid more and more attention, and the relevant practical research has gradually increased.

2. Organizational characteristics

2.1 Flattening of organizational structure

Learning organization requires to be able to quickly respond to environmental changes, and the simplification and organic of organizational structure is the premise of rapid response. The traditional organizational structure and management chain are cumbersome, and the constraints of system and level make the organization vulnerable to external environmental challenges and lack of self-regulation and optimization.

2.2 Have a stable continuous learning and innovation mechanism

Creative groups are an indispensable part of organizations, especially learning organizations need innovation. For enterprises, only by establishing a learning organization with continuous learning and innovation mechanism can they obtain survival opportunities in self innovation and improvement. Learning organizations establish a learning atmosphere of continuous communication and knowledge sharing among employees, deepen and update the knowledge among members, and increase the knowledge reserve of employees, so as to help enterprises grasp their own development direction in the changing environment.

2.3 Independent management

Learning organizations attach importance to the independent management of employees. The stimulation of employees' subjective initiative can greatly reduce the management cost of enterprises and improve the management efficiency of enterprises.[1]Employee self-management is based on full respect and recognition of employees and reflects the incentive and attention of the enterprise to employees. Only when the objectives of employees are consistent with the vision of the enterprise can we better promote the improvement of enterprise technology and management level and enhance the ability of the enterprise to deal with risks and solve emergencies.[2]

3. Necessity and feasibility of building a learning organization

3.1 Basic introduction

For better analysis, take JZT Logistics Co., Ltd. as an example. JZT was established on August 5, 2014 with a registered capital of 327894100 yuan. Its business scope includes air and land transportation, international cargo transportation agency business, domestic cargo (railway and air) transportation agency and general cargo transportation; Special transportation of goods (refrigeration and preservation); Refrigeration, frozen storage and distribution services; Warehousing lease; Warehousing services, logistics processing (packaging, sorting) services, loading and unloading services,

enterprise logistics supply chain management consulting, enterprise logistics general contracting services, etc.

3.2 Organizational structure of the company

In the organization and management of JZT enterprises, the organizational framework of the combination of the headquarters and various pharmaceutical stores is mainly adopted. The headquarters is the highest level organization with the functions of command and decision-making. Pharmaceutical stores are the basis of chain operation and the specific executive layer. Through the specialized and standardized operation of the headquarters, the operation of pharmaceutical stores is efficient. In the process of organizational structure simplification and reengineering, as shown in Figure 1.

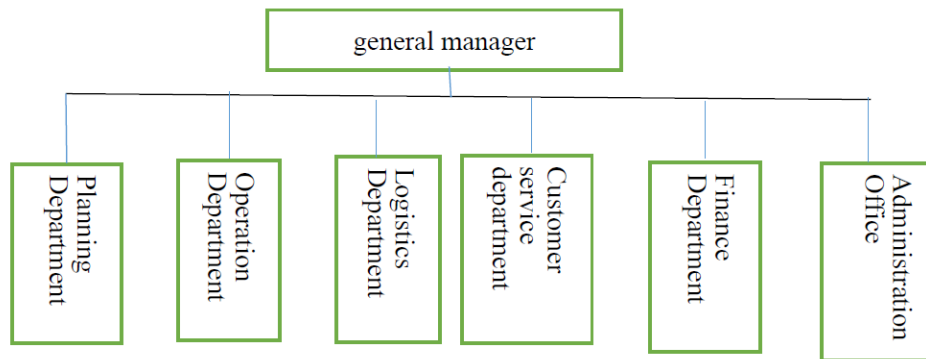


Figure 1 the Main Department structure

3.3 Hierarchical structure of the company's employees

In the age distribution of the employee development structure (as shown in Figure 2), grass-roots employees

tend to be young and managers tend to be middle-aged. Strict requirements for employees in terms of knowledge reserve. The young employees of the company are full of enthusiasm for their careers and accept new knowledge and technology quickly, providing a certain personnel reserve basis for building a learning organization.

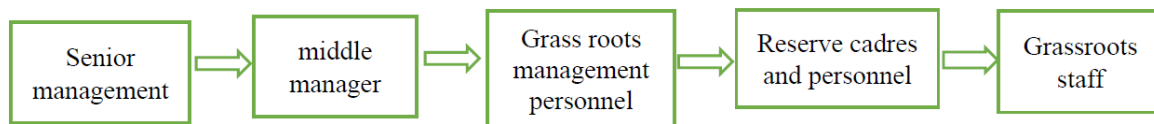


Figure 2 Hierarchical structure of the company's employees

4. Analysis of the necessity of building a learning organization

4.1 Similar markets overlap and industry competition intensifies

At present, many enterprises in similar markets have entered the stage of diversified development, with mature operation and management and high overlap of development markets, which intensifies the industry competition.

4.2 Staff quality needs to be further improved

According to the talent training and introduction schemes of various cities, the educational background of enterprise employees is different, and the quality of employees is uneven. Some employees have not yet accepted the learning of professional knowledge and skills. They lack practical experience when entering the job, and they are unable to quickly apply new knowledge and ideas to the enterprise.

4.3 Employees' work enthusiasm needs to be stimulated

Learning organization requires employees to realize independent management, actively combine their own vision with the enterprise vision, and realize the enterprise and individual value more efficiently. However, there are still deficiencies in the self-management of enterprises and the communication between employees. Although the competitive promotion mechanism has been established, in the closed working environment, the ideology of employees has not been rapidly improved, and the incentive mechanism of enterprises has not achieved the best effect.

5. An effective way to build a learning organization

5.1 Ideas

Combined with the current situation of learning organization construction in domestic logistics industry, there is no completely consistent reference case at present. Therefore, it is necessary to learn from the relevant concepts of other related industries, learn from successful experience, and combine the actual situation of enterprises to guide the construction of learning organization of logistics enterprises. Through the analysis of the construction principles, we can see that the application of

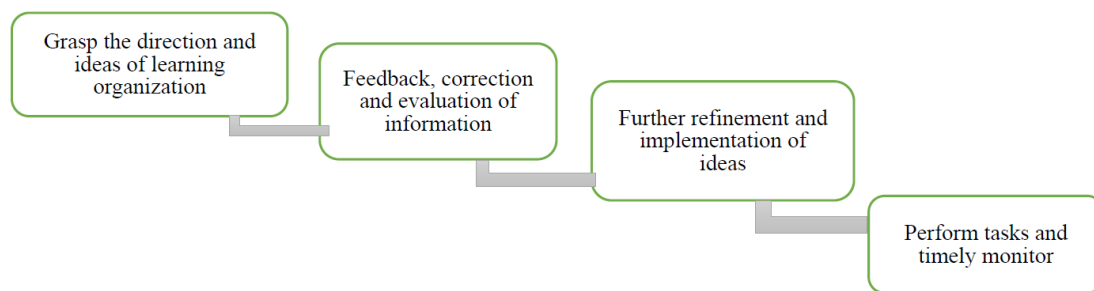


Figure 3 Hierarchical division of labor in building a learning organization

5.3 Building a learning organization system

When building a learning organization, we should pay attention to the career development planning of each employee, and establish a supporting career development planning system and evaluation system to stimulate employees' work enthusiasm and achieve self transcendence. When establishing the career development system, it should be implemented in different stages. Firstly, it should fully communicate with new employees to understand their personal vision and career ideals. Secondly, it should formulate personalized career development plans in combination with their personal needs. Finally, after the setting of employee career planning, we should constantly pay attention to the feedback of employee development and learning, and

Peter Shengji's five cultivation model theory has provided successful theoretical support for many enterprises. Therefore, we can make a comprehensive plan for the organization and its members by mastering the five systematic and comprehensive characteristics of cultivation, so as to ensure the operability of the construction of learning organization.

The specific idea is to promote the construction of learning organization from five dimensions: self transcendence, mental model, common vision, team learning and systematic thinking. Specifically: set up special departments to further implement the promotion from high-level to low-level; Promote "self transcendence" of members through the improvement of post promotion mechanism; Adopt training mode, opinion management, democratic management and other forms to change the "mental model" of employees; On this basis, further promote the establishment of "common vision" and encourage the overall "team learning", so as to realize "systematic thinking" and improve the learning mechanism of the organization.[3]

5.2 Improve the existing organization

Combined with the current general organizational structure of logistics enterprises and the conceptual requirements of building a learning organization, the organizational structure needs to be further improved. In short, the expected structure is shown in Figure 3.

improve employees' personal knowledge and ability through performance appraisal and analysis, so as to speed up employees' self-development.[4]

The construction of learning organization requires employees to have the awareness of self-management, encourage employees to actively participate in work and establish the awareness of continuous learning, enhance employees' innovative awareness in work, constantly innovate working methods and establish an innovative corporate culture. At the same time, enterprises can also create a strong learning atmosphere through competitive incentives.[5]

5.4 Improve the mental model of enterprise employees

Mental model determines the cognition of organization members to the external world. Different mental models will lead to the differences of organization members in psychology, behavior and other aspects. Therefore, creating a good learning atmosphere and improving the mental model of employees will further promote the construction of learning organization.

Members and managers in the organization are often affected by work habits in their actual work. Therefore, it is very necessary to carry out awareness education and self-improvement. Through awareness education, employees can learn self-examination and reflection, think in an alternative position in the organization, coordinate and balance the relationship between members, and gradually form a more comprehensive, open and inclusive attitude, so as to improve themselves and promote the development of the organization.

At the same time, in order to avoid the current situation that each department may benefit from its own interests, there is less communication between employees and departments. It is necessary to "de departmental" in the organization, strengthen internal consensus, break through the constraints between various departments, implement the "job rotation system", cultivate all-round talents, and promote communication among department members, so that different teams can achieve common internal goals and form common values.

5.5 Building a shared vision

When enterprises formulate their work vision, they often focus on the top of the enterprise. The senior management of the enterprise formulates the enterprise management vision through various forms, and then transmits it to the enterprise employees. This form often requires senior managers to have an overall understanding of the enterprise and fully understand the internal and external needs of the enterprise. However, it also brings great challenges to senior managers of enterprises. The realization of enterprise organizational structure makes the transmission of information from bottom to top slow, and it is difficult to fully know the real needs of enterprise employees. Therefore, only by paying attention to the joint participation of each employee can we truly understand the needs of employees and establish a vision consistent with their work objectives. In the process of adopting this working method, it is necessary for the superior and subordinate personnel to communicate and discuss, integrate various views, pay attention to the feedback and sorting of information, and help the enterprise further modify and identify the formulation of the common vision. In this process, and constantly improve the centripetal force of employees within the

enterprise, find their own sense of belonging, and promote the learning of the whole team.

Employees' participation in organizational decision-making can not only enhance employees' sense of belonging, but also stimulate employees' potential. It is an important incentive method in the development of enterprises. Therefore, we can enhance the two-way interaction between managers and employees, give play to employees' creativity and guide employees to pay attention to the development of the enterprise. In the changeable competitive environment, the joint force of employees to help the development of the enterprise has become an important force for the development of the enterprise. Zhang Zhongjing pharmacy company should try its best to improve the mechanism of employees' participation in management and provide continuous intellectual support for the development of the company.

In addition, we should also pay attention to promoting the implementation of corporate culture, especially in the corporate system culture, we need to clarify the constraints of management system on employees and adhere to the development concept of the enterprise. Then carry out various forms of spiritual culture training. As the core of corporate culture, spiritual culture can edify internal employees through example learning and combined with the company's current official website

6. Conclusion

Through the study of specific cases, under the guidance of the theoretical basis of the fifth discipline, combined with the current situation of enterprise development and the successful cases of relevant enterprises, this paper puts forward to improve the organizational mechanism and promote self transcendence; Pay attention to consciousness education and improve mental model; Establish a common vision and promote team learning; Realize the specific implementation frame of systematic thinking and improve the learning mechanism. Due to the lack of test in practice, the implementation framework needs to be further verified and explored.

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