

drinż. Henryk Wyrębek,  
University of Natural Sciences and Humanities in Siedlce, Poland

## THE CONCEPT OF A LEARNING ORGANIZATION IN THE INTEGRATION OF MANAGEMENT SYSTEMS

Phenomena and problems in closer or further surrounded by forcing the company to rethink its position and to adapt to new conditions. Impulses from the environment mean that companies need to model their interior, and thus change the strategy and structure, integrate systems management. Integration of management systems provides comprehensive business management organization under a single cohesive system. The basic operation of the integrated management system is to strive for continuous improvement of the organization. The paper presents the possibilities of using the modern concept of a learning organization in the integration of management systems.

### Introduction

Integrated management is to understand and effectively target every aspect of the organization so that the needs and expectations of all stakeholders were satisfactorily met within the available financial resources, organizational and technical<sup>1</sup>.

The decision to integrate the management systems should be a strategic decision of the management. The decision to implement the system should be preceded by the formulation of the organization's objectives, expectations and future costs of the project. If a company already has one or more certificates, or do not adequately meet the essential requirements of the applicable standards, it becomes reasonably inefficient systems integration.

Increasing costs of accidents at work, non-compliance with environmental and stricter law are often sufficient reasons to decide on the implementation of the following systems or integration<sup>2</sup>. The integration of management systems in organizations can be realized with the use of modern management concepts and carrying out changes in organizations.

### Learning organization

Organization and management concept called learning organization was formed in the 90s. An organization formed as a result of adjusting to the new economic environment, associated with an increase in the level of competence and requirements of employees, with changes in technology and the need for optimal organization and management model<sup>3</sup>.

The company obtained a new image with its internal organization, as well as new processes to achieve important goals. In this organization, the following assumptions<sup>4</sup>:

1. The future of the organization depends on all of its participants,
2. Individuals can learn in different ways,
3. Employees are encouraged to learn, innovate and bring their contribution to the future of the organization,
4. Provides the conditions for the development of the employees.

At the heart of a learning organization is to change the way of thinking. "It is an organization in which members continually improve their ability to create what they want to create<sup>5</sup>, and the organization itself continuously developing their skills shape their future<sup>6</sup>. Learning organization is an organization that invests in staff development and involving people in the design and implementation of innovation. To determine the organization as a learning organization, certain conditions must be met: there must be an institution organized in a different way from the traditional organization and should take place in the consciously organized organizational learning processes. While managers should specifically focus their attention on these processes and effectively manage them.

For the characteristics of a learning organization are<sup>7</sup>:

- a flat organizational structure,
- effective information and communication system, set to the rapid distribution of information and knowledge,
- an atmosphere conducive to innovation and experimentation, systemic thinking, creative directing,
- focus on continuing education and staff development, and learning from others,
- collaborative forms of work organization, which are based on employee groups cooperating closely with each other and with a wider range of independence,
- collaborative learning, based on individual learning, meaning the process of the development direction of the team and its capacity to obtain maximum results.
- participation of employees in company management,
- systems thinking, which means a change of mind in the direction of approach to the multi-relations between sequences of events and processes (not single events, but processes);
- Personal mastery, related to the change in the mental models of the world's workers, the organization and themselves, (it can be done with the development of its own staff and learning, which leads to the expansion of knowledge and deepening personal vision for the future);
- a common vision of the future, built jointly by the members of the organization, in order to generate the full involvement and commitment among employees.

Collaborative learning assumes that if a group of employees in the organization is not able to learn, it will also teach the same organization. The concept of learning organization implies that the whole organization can learn, but only through the acquisition of

knowledge by individuals and teams employees. Learning to individuals, or in groups, but does not guarantee learning throughout the organization.

The company is becoming a learning organization when<sup>8</sup>:

1. Learn to increase knowledge, has mechanisms to promote the acquisition and dissemination of knowledge.
2. Considers any new activity as an opportunity to learn.
3. Learn to spread new ideas, practices, processes and procedures.
4. Learn to improve processes.
5. Learn to create better products.
6. Is sensitive to external phenomena.
7. Is open to the environment.

The concept of learning organization makes changes in business practice to look at the company. In the foreground is considered the effectiveness of the new management subsystems, which include knowledge management, the management of creativity, change, competence and talent, innovation and participatory, quality, and combining these elements together in information management and communication<sup>9</sup>.

## Summary

Since the organization's management system is expected to introduce clear rules on the strategic level, for example by providing the necessary resources and infrastructure, shaping the work environment, communication channels, external and internal, to acquire and analyze information about the functioning of the system and the introduction of mechanisms for continuous improvement. A particularly important issue is the formulation of the mission and goals of the organization, and then to create the conditions for their implementation. Many businesses operate without a vision of its place in the market in the future.

Management system tends to identify and describe all the processes in an organization. Are fixed points where processes intersect and interact each other. At the level of the quality management system processes leads to increased competitiveness of companies by improving the quality of our products and services and reduce unnecessary costs.

Benefits of implementation learning organization concepts in the process of integration of management systems in the organization:

a holistic approach to risk management by providing business - that are taken into account all the consequences of actions, including the way in which they influence each other, and the associated risks;

improve internal and external communication - using a single set of objectives developed a culture of teamwork and improve communication;

greater focus on the business - using a single system linked to the strategic objectives of the overall continual improvement of the organization;

better staff morale and motivation - the introduction of roles and responsibilities, and combining them with the objectives easier to make changes and implement initiatives, which in turn contribute to a more dynamic and successful company.

1. Z. Banaszek, Zintegrowane systemy zarządzania, PWE, Warszawa 2011, s. 67.
2. A. Kleniewski, Integracja systemów zarządzania jakością, środowiskiem, bezpieczeństwem i higieną pracy, «Problemy Jakości», 2004, s. 8.
3. B. Mikuła, Elementy nowoczesnego zarządzania. W kierunku organizacji inteligentnych. Antykwa, Kraków 2001, s. 28.
4. P. Lasse, Developing a Learning Organization, Kogan Page, London 1998, s. 2.
5. A. Baines, Exploiting Organizational Knowledge in the Learning Organization, «Work Study» 1997, nr 6, s. 202.
6. D. Smith, Developing People and Organisations, CIMA Publishing, London 1998, s. 90.
7. B. Mikuła, Elementy..., op. cit., s. 30-31.
8. M. Bratnicki, Transformacja przedsiębiorstwa, Akademia Ekonomiczna w Katowicach, Katowice 1998, s. 111.
9. B. Mikuła, Elementy..., op. cit., s. 33-38 oraz 49-77.

## BIBLIOGRAPHY:

1. Baines A., Exploiting Organizational Knowledge in the Learning Organization, «Work Study», nr 6/1997.
2. Banaszek Z., Zintegrowane systemy zarządzania, PWE, Warszawa 2011.
3. Bratnicki M., Transformacja przedsiębiorstwa, Akademia Ekonomiczna w Katowicach, Katowice 1998,.
4. Grudzewskiego W.M., Hejduk I.K. (red.) Przedsiębiorstwo przyszłości, Difin, Warszawa 2000.
5. Kleniewski A., Integracja systemów zarządzania jakością, środowiskiem, bezpieczeństwem i higieną pracy, «Problemy Jakości», 2004.
6. Lasse P., Developing a Learning Organization, Kogan Page, London 1998.
7. Mikuła B., Elementy nowoczesnego zarządzania. W kierunku organizacji inteligentnych, Antykwa, Kraków 2001.
8. Smith D., Developing People and Organisations, CIMA Publishing, London 1998.