Differences in organization learning (ol), learning organization (lo), and faster learning organization (flo) on nursing services

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DIFFERENCES IN ORGANIZATION LEARNING (OL), LEARNING ORGANIZATION (LO), AND FASTER LEARNING ORGANIZATION (FLO) ON NURSING SERVICES

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ABSTRACT

Introduction: The management of the organization is required as part of efforts to maintain the existence and continuity of the organization amid the global era and the era of competition. The hospital is one of the important health care network, laden with tasks, burdens, profession, problems and expectations of patients. The complexity of the problem of health care need to be followed by the management of health personnel in it. Hospital as an organization in a competitive era needs to maintain *sustainability* by ensuring that these organizations learn faster *(faster learning)*. Building a learning culture within the organization can begin with a true understanding of the organizational learning process and create a learning organization. The purpose of writing this article is to understand the difference between *organizational learning (OL), learning organization (LO)*, and *Faster learning organization (FLO)*. **Method:** The study used 17 Articles that met inclusion criteria. Those Articles retrieved 326 Articles from different databases for example Scince Direct, Google Scolar, Springer Link, Pro Quest, and Ebsco Host using search article strategy approach and different key words, such as knowledge, management, organization, learning, and Faster learning. **Result :** The fundamental difference between OL and OL, LO is that the emphasis on learning processes within the organization, while LO focuses on the condition of the organization as a place for learning. **Discussion:** These can not be separated between the process and the learning *context*. In OL needs to understand knowledge management (KM) and *single-double loop learning,* while at the LO is necessary to understand the organizational conditions for the process of OL and good KM.

Key words: knowledge, management, organization, learning, and learning faster

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INTRODUCTION

The quality of hospital services can be ascertained from hospital personnel professional appearance, efficiency and effectiveness of services and patient satisfaction. Overall satisfaction is determined by the patient's existing services, including nursing services. Nursing services is a service provided by the science and art simultaneously. Nursing services should be able to improve the health status of clients and helping clients to grow sebagimana healthy humans, it is necessary for a strong basic science and art of nursing performance (Walsh, Vandenbosch, and Boehm, 1989)

Nursing services performed is very important because the nurses as an integral part of health personnel at the hospital, the health personnel at the latest, and most close to the client.

Nursing is a profession with the largest number of groups and played a vital role in the health care system, so that nurses have an important contribution performance in determining the quality of a hospital (Marquis & Huston, 2000). Hospitals as health care organizations need to take strategic steps to improve service quality and patient satisfaction.Research on *knowledge management, organizational learning* and *performance* has been widely published (Aragon, Jimenez and Valle, 2013; Gorelick and Monsou, 2005). However, research on *Faster learning organization (FLO)* in improving the performance of nurses have not been done. Guns and Anandsen (1996) explains that the *sustainability* of an organization in this competitive era is to make sure that these organizations learn faster *(faster learning)*.

Learn faster in an organization or *Faster Learning Organization* (FLO) is a systems approach that focuses on the ability to learn

more quickly and precisely to take action. This is in line with the role and duties of a nurse who should be able to make a decision *(decision making)*, fast and precise in providing nursing services

METHOD
This literature review is conducted into Several stages beginning with formulating research question, implementing article search strategy, reviewing Articles, and then writing the results (Joan, 2007).

ARTICLE SEARCH STRATEGY
Based on the above formulation of research questions, researcher conducted article search strategy in Several electronic data bases that are Science Direct, Google Scholar, Springer Link, Pro Quest, and Ebsco Host by writing the keywords *mental health, illness, recovery, models, nursing intervention, developing countries.* Also Researcher keywords combined using Boolean logic is: and or and phrase searching. In addition, restricted Also researcher Articles based on year 2009-2013, and English. Using keywords developing countries, the results Obtained are very limited. Due to the limitation researcher expanded the keyword with the developed countries and high income countries then retrieved 326 articles. The Articles then included into 17 Articles based on inclusion criteria (Denise F Polit and Sally Northam, 2011). To gain an understanding of the recovery models in the recovery model, the researcher Provided the summary of the article.

RESULT AND DISCUSSION
Nursing care has to do with the basic knowledge and art is that deep and comprehensive to improve the quality of nursing services. Quality of care is necessary to ensure the existence of the hospital as a health care provider organization is able to sustain at competetive era. The nurse as one of the most health workers in hospitals need to have an understanding, awareness and active participation for the realization of quality of service. One of the factors that affect the quality of service is the performance of nurses, which can be enhanced through OL, organizational learning *(learning organization, and knwoledgment management (KM)* (Brockmand, 2003; Rhodes et al, 2008; Aragon, Jimenez, Valle, 2013). However, understanding about OL, LO, KM, and FLO to health care remains low. Briefly difference between OL, LO, KM and FLO shown in Table 1.

According to the table one simply explained that the difference can be seen from the definition OL and LO. Vera and Crossan (2005) defines that the OL as a process of shared learning activities through submission of thought and action, which is influenced by organizational climate. Instead Senge (1990) defines that the LO as a place where people with continuing to develop the ability of creating results where the thinking patterns expanded and maintained, which aspires freely shared, and people continue sailed to learn. Genc and Iyigun (2011) also explained clearly about the differences between OL and LO. Generally, there are similarities between the OL and LO that is the *knowledge transfer* and *learning* within the organization to increase organizational performance

Table 1 Differences Organizational Learning (OL), Organizational Learning (LO)

ASPECT	OL	LO
Aim	Build theory (Theory building)	Improve organizational performance (Increasing the organizational performance)
Focus	*Organization Process*	*Organization form*
Approach	Deskriptive	Normative
existence	Exists naturally, neutral	Needs activity, preferable
The key question	*How does an organizational learn?*	*How should an organizational learn?*
The target group / target	*Academics*	*Practitioners / consultants*
Results of the study	*Potential behavior change*	*Existing behavior change*
Learning-performance relationship	*Positive or negative*	*Expected to be positive*

Learning-related constructs	*Knowledge acquisition* *information distribution* *information interpretation* *Organizational memory*	*system thinking* *Personal mastery* *mental models* *shared vision* *Team learning* (Senge, 2004)

Source: Modified from Ortenblad, 1995; Koc, 2009; Senge (2004); Vera and Crossan (2005); Genc and Iyigun (2011)

Table 2. Differences between Organizational Learning (LO) and Knowledge Management (KM)

ASPECT	LO	KM
Aim	Increasing the organizational performance	organizational change through improved knowledge
Focus	Organization form	process knowledge
Approach	Normative	set process
existence	Needs activity, preferable	results of knowledge
The key question	How should an organizational learn?	How is the order of process knowledge in the organization?
The target group / target	Practitioners / consultants	Individuals and groups of organizations
Results of the study	Existing behavior change	Changes in the pattern of organization
Learning-performance relationship	Expected to be positive	Positive
Learning-related constructs	1. *system thinking* 2. *Personal mastery* 3. *mental models* 4. *shared vision* 5. *Team learning* (Senge, 2004)	1. *Acquisition* 2. *Creation* 3. *Storage and retrieval* 4. *Knowledge transfer and utilization*

Source: Modified from Ortenblad, 1995; Koc, 2009; Senge (2004); Vera and Crossan (2005); Genc and Iyigun (2011)

DIFERENCES LO AND FLO

Faster Learning Organization (FLO) is a ways more simple, concise, and efficient way to learn more emphasis on opportunities in order to increase continuously. The focus of the learning organization is completing the job better. Learning is an excellent way to raise the organization's performance in the long term (Guns, B and Anandsen, K, 1996).

Table 3. Difference between Organizational Learning (LO) and Faster Learning Organization (FLO)

ASPECT	LO	FLO
Aim	Increasing the organizational performance	Strategy development of employee capabilities
Focus	Organization form	maintain/ winning the competition
Approach	Normative	Comprehensive
existence	Needs activity, preferable	Participation of all employees / elements of the company
The key question	How should an organizational learn?	How is how to develop the skills of employees in order to win the competition?
The target group / target	Practitioners / consultants	Executives, HR, leaders and members
Results of the study	Existing behavior change	Winning the competition
Learning-performance relationship	Expected to be positive	*Positive and long time*
Learning-related constructs	system thinking Personal mastery mental models shared vision Team learning (Senge, 2004)	openess to learning challenge of change stimulating leadership. (Guns and Anandsen, 1996).

Source: Modified from Ortenblad, 1995; Koc, 2009; Senge (2004); Vera and Crossan (2005); Genc and Iyigun (2011); and (Guns, B and Anundsen, K, 1996).

According to the table 2 explained that the FLO concept of Bob Guns and Kristina Anundsan (1996) using a comprehensive approach to improve overall employee started at executive level to the executive level *(Surge*

strategy, Cultivate strategy, and Transform strategy)

CONCLUSION AND RECOMMENDATION

Associated with the process and transformation of *knowledge,* there are linkages between KM with OL and LO is: LO had to do with the mechanism of contextual to transform *external knowledge* to *internal knowledge,* while OL is all about the learning process that transforms the local or *individual knowledge* into *collective knowledge* (Huysman, 2000; Song et al. 2009).The focus of the learning organization in the FLO is to complete the job better. Learning is an excellent way to raise the organization's performance in the long term (Guns, B and Anandsen, K, 1996).

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