

Research on the construction of learning organization based on the Knowledge Management

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Abstract. Knowledge management is a new management mode to meet the requirements of knowledge economy era. Knowledge has become the most important resource of enterprise organization development, and it is the key to the enterprise competition and economic development. Learning organization theory is a new organization theory developed at the end of last century. In the process of practice, the theory of learning organization and knowledge management are closely related. Learning organization is one of the carriers of knowledge management, and knowledge management is the core and essence of the learning organization. They promote each other, at the same time, they provide a strong impetus to the sustainable development of the organization.

Keywords: knowledge management; learning-type organization; five disciplines

1. THE CONCEPT OF KNOWLEDGE MANAGEMENT

The concept of knowledge management began in 1980s. It is a new theory that emerged with the development of knowledge economy. The content of knowledge management is very rich, Up to now, the academic community has not yet formed a consensus definition. Different scholars and organizations have different understanding and understanding of knowledge management. Representative views are: Horton, put forward the concept of knowledge management from the point of view of resource evolution. Skyrme stressed the importance of knowledge to increase the value of the business. He also proposed to attach importance to the network knowledge sharing between groups and organizations within the network knowledge economy. K.Wiig put forward the knowledge management organization is a system to fully explore and use of knowledge assets. Karl Erick Sveiby thinks that knowledge management is the art of creating value by using the intangible assets of knowledge. Marianne Broadbent believes that knowledge management is a kind of objective management process to excavate and organize the personal and related knowledge to improve the overall efficiency. Domestic scholars Wu Jiapei believes that knowledge management is the extension and development of information management. Information management is the basis of knowledge management. This definition emphasizes the origin of knowledge management and the relationship between knowledge management and information management. Ding Wei believes that knowledge management

is the management of information on the one hand, and it is the deepening and development of information management. On the one hand, it is the management of people, mining the hidden knowledge in the human brain, so that it can be fully shared. So as to improve the organization's competitiveness. From the above definition. We can conclude that knowledge management is more inclined to knowledge sharing, information system, organizational learning, intellectual capital management, performance management and strengthening.

2. THE COMBINATION MECHANISM OF KNOWLEDGE MANAGEMENT AND LEARNING ORGANIZATION

As a kind of theory, learning organization is not only a kind of management strategy, but also an organization formation and an ideal target. And knowledge management is a kind of management method to construct ideal organization form, they can be regarded as the relationship between the target and the method, and also can be regarded as two kinds of parallel relations.

2.1 The generality of knowledge management and learning organization

Attaching importance to the position and function of knowledge in the development of organization. Knowledge management is through the transformation of knowledge, innovation to value-added. However, the learning

organization emphasizes the importance of learning behavior to the organization.

Both knowledge management and learning organization will share and make use of knowledge in an important position, which is intended to improve the level of knowledge use of the organization and the ability to solve problems. Knowledge management is an advanced technology and a certain platform to facilitate the sharing of knowledge, and learning organization is through the individual learning or organizational learning to promote the flow of internal knowledge.

Both knowledge management and learning organization emphasize the flow of knowledge. Knowledge management reduces the distance of organization members to acquire knowledge through management mechanism. Learning organization is through the improvement of the structure, to cultivate enterprise culture. So as to establish good communication channels and promote the knowledge sharing among the members.

2.2 The difference between knowledge management and learning organization

Knowledge management emphasizes the sharing and innovation of knowledge, which is the starting point of knowledge management. However, Learning organization emphasizes learning and good learning atmosphere, and the standpoint is to adapt to the environment change by the change of environment. In the management mode, the knowledge management emphasizes the difference among the members, which can bring about the exchange of value. Learning organization emphasizes the tendency of understanding, the goal is to establish a common vision, the individual can actively adapt to the organizational environment.

3. AN ANALYSIS OF THE FACTORS INFLUENCING THE KNOWLEDGE MANAGEMENT MODEL OF LEARNING ORGANIZATION

3.1 External environmental factors analysis

External environment is an important condition for the survival and development of enterprises, which can provide resources and power for the sustainable development of enterprises. On the external environment for the overall judgment and analysis, the purpose is to explore the construction of a knowledge-based enterprise learning organization can accurately grasp the opportunity and threat. External environment can be divided into general external environment and specific external environment. General external environment, including economic, political, cultural,

technical, legal and so on. Usually when these factors change, the organization will also have a major change. The specific external environment includes elements that have a direct impact on the development of the organization, such as service objects, managers, suppliers, etc.

3.2 Internal environmental factors analysis

Internal environment includes enterprise's organization, management system, technical condition, human resource and so on. Compared with the external environment, the internal environment is relatively easy to control. This will be more comprehensive and effective to establish a learning oriented organizational objectives. For example, the management system is mainly the combination of management mechanism and institutional norms. This is conducive to help learning organizations to achieve specific knowledge management activities.

4. THE PROBLEMS EXISTING IN THE CURRENT CHINESE ENTERPRISES TO CREATE LEARNING ORGANIZATION

4.1 The integration of knowledge management and learning organization is not enough

Currently about knowledge management and learning organization theory research continues to deepen, but in practice, knowledge management and learning organization create activities are still separation, so that is not conducive to effective integration of enterprise resources and sustainable development.

4.2 Lack of learning oriented enterprise culture support

Learning enterprise culture is a kind of organizational culture in the process of the development of enterprise culture, which leads to the development of the enterprise as a kind of organizational culture. The culture of learning type enterprise attaches great importance to the human factors, especially the overall quality of the people. Focus on the coordinated development of enterprises and employees, is the embodiment of the highest level of human management.

Learning oriented corporate culture is a kind of learning which encourages the members of enterprises to actively carry out individual and team learning, and emphasizes the cooperation among members. It improves the level of knowledge and professional skills of the organization by learning new knowledge and new results. At present, however, In most enterprises, it is often confined by some systems and lack of common values and systems.

4.3 learning effectiveness is not strong

First of all, the awareness of the staff is not in place, but also the lack of initiative and awareness. Secondly, team cooperation is weak and lack of top-down source power. In the process of creating a learning organization, the members of the organization are only concerned about their own ability to work due to their own professional professional and limited ability. This will be difficult to strengthen the organization and cooperation, let alone to create a high level of cooperation team.

5. THE COUNTERMEASURES AND SUGGESTIONS FOR ENTERPRISES TO CREATE LEARNING ORGANIZATION BASED ON KNOWLEDGE MANAGEMENT

5.1 Setting up the value of learning organization

The establishment of learning oriented organizational values can make all the members of the enterprise organization form a continuous learning value and guide their learning behavior. The famous management scholar Peter Senge made in "the fifth discipline" establishing learning type organization that brings together the five disciplines or skills: first practice is to transcend; the second practice is improving mental models; the third practice is to establish a common desire; the four disciplines is learning group; the fifth discipline is systems thinking. The concept of learning organization should be specific to the specific production practice of the organization, including the development of strategic objectives and management practices. In addition, whether it is an organization or an employee, there should be a lifelong learning value concept. Only continuous learning, So as to promote their own development and make greater contributions to the organization.

5.2 Construction of learning organization structure

Learning organization should be a flat organizational structure and enterprise members should be able to fully carry out the exchange of learning and knowledge activities. Due to the rigidity of the organizational structure of some enterprises, the establishment of learning organization has been restricted, which leads to the weak perception ability of the internal and external environment, and is not conducive to the development of the enterprise. Enterprises to create learning organizations should simplify the management level of a wide range of organizations, broaden the range of management, reduce the loss of the information in the transmission process. So as to improve the time and efficiency of information and knowledge transfer in the organization, and the organization can quickly respond to changes in the external environment

and decision-making.

5.3 Construction of learning organization incentive mechanism

The motivation mechanism of the establishment of learning organization can give full play to the initiative and enthusiasm of the members. First of all enterprises should be fully affirmed and appropriate incentives for the construction of learning oriented organizations contribute to the members, so that employees can enhance the internal power to participate in the construction activities.

5.4 Information system construction of learning organization

At present, many well-known large companies in the world have their own knowledge management system. Enterprise organization in the establishment of knowledge management system should be based on the enterprise network and the development of information technology, Can promote the enterprise's knowledge resources to be able to transfer and share between the Department and the staff. In addition, the enterprise information construction should pay attention to the human, financial, material resources and the integration of information technology investment. Because the integration of enterprise information technology can guarantee the enterprise's material flow and capital flow in the whole organization, it is conducive to the realization of the optimal allocation of resources within the organization.

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