

ABSTRACT

The learning organization may be the key to future success for organizations. Most companies would like to know how their ability rates against their industry trends, whether their learning ability is sufficient to remain competitive, if not what can be done to improve their learning ability.

This research is studying the levels of organizational learning in SOB School of Business. Attempts to assess learning organization characteristics in the organization - a business in education sector- using the Learning Company Questionnaire. A measurement process was needed to diagnose the current learning capability of the company. The instrument measures the management team perception of learning in their company toward 11 Characteristics of the Learning Company. Interview session with a very strategic management team was conducted to support the results obtained from measurement process.

Learning approach to strategy, participative policy-making, formative accounting and control, informing, internal exchange, reward flexibility, enabling structure, and self-development opportunities for all were SOB School of Business 's strengths as a learning organization. Meanwhile, SOB School of Business's weaknesses as a learning organization were on the characteristic of boundary worker as environmental scanner, inter-company learning, and learning climate. Following this assessment, the organization can then design a series of intervention strategies to increase the organization's learning capability.

SOB School of Business does not necessary commit itself to becoming a learning organization by signing up to a formal definition, but, by becoming a learning-orientated organization. The company needs to learn better and faster from their successes and failures to gain their competitive advantage.

Keyword: Learning Organization

INTISARI

Organisasi pembelajaran (*learning organization*) bisa jadi merupakan kunci sukses masa depan sebuah organisasi. Banyak perusahaan ingin mengetahui bagaimana kemampuan tingkat pembelajaran mereka terhadap perubahan lingkungan industri, apakah kemampuan belajar mereka masih cukup untuk tetap kompetitif, jika tidak, apa yang dapat dilakukan untuk meningkatkan kemampuan pembelajaran mereka.

Penelitian ini mempelajari tingkat pembelajaran organisasi di SOB School of Business. Berusaha menilai karakteristik organisasi pembelajaran pada perusahaan— sebuah bisnis di sektor pendidikan — menggunakan *the Learning Company Questionnaire*. Proses pengukuran diperlukan untuk mendiagnosa kemampuan belajar perusahaan saat ini. Instrumen mengukur sejauh mana tingkat pembelajaran yang dirasakan tim manajemen terhadap 11 karakteristik organisasi pembelajaran (*11 Characteristics of the Learning Company*). Sesi wawancara dengan tim manajemen dilakukan untuk mendukung hasil pengukuran.

Learning approach to strategy, participative policy-making, formative accounting and control, informing, internal exchange, reward flexibility, enabling structure, dan self-development opportunities for all adalah kekuatan-kekuatan SOB School of Business sebagai sebuah organisasi pembelajaran. Sementara kelemahan-kelemahan SOB School of Business sebagai sebuah organisasi pembelajaran adalah pada karakteristik *boundary workers as environmental scanner, inter-company learning, dan learning climate*. Dari hasil penilaian ini selanjutnya perusahaan dapat menyusun strategi-strategi intervensi untuk meningkatkan kemampuan pembelajaran.

SOB School of Business tidak perlu menjadi organisasi pembelajaran dengan membuat definisi secara formal, tetapi harus menjadi organisasi yang berorientasi pembelajaran. Perusahaan perlu belajar lebih baik dan lebih cepat dari keberhasilan dan kegagalan untuk meningkatkan keunggulan kompetitifnya.

Kata Kunci: Organisasi pembelajaran