



How to Build Learning Organization

องค์การแห่งการเรียนรู้สามารถเกิดขึ้นได้อย่างไร

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Abstract

The purpose of this article is to provide understanding and apply the concept of learning organization for the high productivity improving. The initial ideas is to eventually explore how people learn and create knowledge, together through interaction and practices by applying the model that could increase learner's consciousness about knowledge creation and knowledge sharing processes. Some virtual modern organizations intellectually can create and transform how to develop the human resources in the learning organization. The contributions of this article are fourfold. **First**, what the definition of learning organization is, type, and level of learning. **Second**, describe the subset of learning organization. **Third**, describe the core fifth disciplines of learning organization, and six actions for implementation. **Fourth**, People with learning, Organization with learning, and comparison between traditional and modern organization is demonstrated.

Keyword: Learning Organization, Knowledge Management, Explicit Knowledge, Implicit Knowledge

บทคัดย่อ

บทความนี้มีวัตถุประสงค์เพื่อให้ผู้อ่านเข้าใจเรื่ององค์การแห่งการเรียนรู้และสามารถนำแนวคิดในการสร้างองค์การแห่งการเรียนรู้ไปปรับปรุงพัฒนาคุณภาพและผลิตภาพขององค์การให้สูงขึ้น โดยเริ่มจากการศึกษากระบวนการการเรียนรู้และการพัฒนาความรู้ของพนักงาน รวมถึงการทำงานร่วมกันของฝ่ายต่างๆในองค์การ ซึ่งการสร้างองค์การแห่งการเรียนรู้สามารถทำได้โดยการนำรูปแบบของทฤษฎีองค์การแห่งการเรียนรู้ไปประยุกต์ใช้ให้เกิดความต้องการเรียนรู้ การพัฒนาความรู้ และกระบวนการในการถ่ายทอดความรู้ระหว่างกันของพนักงานในองค์การ ซึ่งองค์การสมัยใหม่ต่างส่งเสริมการพัฒนาทรัพยากรบุคคล และปลูกฝังให้บุคลากรของตนรักในการเรียนรู้เพื่อพัฒนาตนเองและเปลี่ยนองค์การของตนให้เป็นองค์การแห่งการเรียนรู้ที่สมบูรณ์แบบ บทความนี้แบ่งออกเป็นสี่ส่วนที่สำคัญอันได้แก่

1. คำนิยามขององค์การแห่งการเรียนรู้ ประเภท และการจัดการองค์ความรู้ตลอดจนระดับของการเรียนรู้
2. อธิบายองค์ประกอบขององค์การแห่งการเรียนรู้
3. อธิบายวินัยทั้งห้าของการสร้างองค์การแห่งการเรียนรู้ รวมถึงหกขั้นตอนที่สำคัญในการทำให้้องค์การเป็นองค์การแห่งการเรียนรู้ที่สมบูรณ์
4. การเรียนรู้ในระดับบุคคล การเรียนรู้ในระดับองค์การ และเปรียบเทียบองค์การแบบดั้งเดิมกับองค์การสมัยใหม่

คำสำคัญ: องค์การแห่งการเรียนรู้ การจัดการเรียนรู้ ความรู้ประจักษ์ ความรู้แอบแฝง

Introduction

World business today is highly competitive. Businesses need to develop good relationships with their employees and customers. Employees' knowledge issues also influence the degree to which businesses are able to build good relationship with shareholders, customers, and stakeholders. However, most of Thai businesses have less business experience, technology, and fund. An important features of the firm both public and private organization in

Thailand must adjust their businesses for surviving and prosperity in the severely dynamics environmental business. Recently, some local and joint venture firms bankrupted or sold out their business. One of the most important reasons for surviving is to reduce the exposure to risk associated with the development of new products, process, technologies, and cope with the crisis economics situation nationwide. Thailand has created more opportunities and favorable

conditions for exploiting the internal and external development factors, supporting human resources learning, developing high technology, sharing vision, working team, including encouraging investments of different forms, especially joint venture as one of the most important cooperatives strategies for companies to enter and win this rigorously competitive emerging market. It is also focusing on assessing the learning organization's performances with the best practices to sustainable means of achieving competitive advantage. In today's rapidly changing business environment, the ability of the organization to adapt is considered to be the main factor in its survival and competitive success. Yet, adaptation to current problems and change is unlikely to prove sufficient, it is now suggested that company's need to develop proactive strategies, attempt to search the external outsourcing, generate training courses, or manage knowledge to develop their learning organizations so that future trends and environmental conditions can be predictors and continuous modifications made.

What is the Learning Organization?

This article attempts to identify the attributes of the learning organization in Thailand relation to knowledge management. Learning organization has been defined as "organizations where people continually expand their capacity

to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to learn together" (Senge, 2006). Learning organization has been defined as "ability to think crucially and creativity, the ability to communicate ideas and concepts, and the ability to cooperate with other human beings in the process of inquiry and action" (Navran Associates Newsletter, 1993). Learning organizations foster an environment wherein people can "create the results they truly desire", and where they can learn to learn together for the betterment of the whole (Rheem, 1995). "The essence of the organizational learning is the organization's ability to use the amazing mental capacity of all its member to create the kind of processes that will improve its own" (Dixon, 1994). "A Learning Company is an organization that facilitates the learning of all its members and continually transform itself" (Pedler Burgoyne, and Boydell, 1991: 52). The author do agree with Watkins and Marsick that learning organization are characterized by total employee involvement in a process of collaboratively conducted, collectively accountable change directed towards shared valued or principles (Watkins and Marsick, 1992).

Type of Learning

There are 4 types of learning that are:

Type 1 Learning facts, knowledge, process,

and procedures (applied to known situations where changes are minor). There are 2 types of knowledge:

1.1 Tacit knowledge: subjective knowledge, personal and context specific.

1.2 Explicit knowledge: objective knowledge, codified system, formal and easy to communicate.

Type 2 Learning new jobs skills that is transferable to others (applied to new situations where existing responses need to be changed, bring outside expertise is a useful tool here).

Type 3 Learning to adapt (applied to dynamics situations where the solution need developing, experimentation, and lesson is the model of learning here).

Type 4 Learning to learn (work for creativity and innovation, design the future rather than merely adapting to it).

(David Skyrme Associates, 2008)

Subset of learning organization

Marquardt (2006) mentions that there are five dependent subsets of learning organization, details were shown in figure 1.

1. Learning: It can be categories into 3 levels are:

Level 1 Individual learning

Level 2 Group/team learning

Level 3 Organizational learning

(Marquardt, 2006).

2. Organization: These characteristics of the

organization are specialization, standardization, formalization, centralization, configuration, and flexibility. At least the organization consists of 4 dimensions; vision, culture, strategy, and structure (Takhumthong, 2007).

3. People: Not only employees get involve in or get the benefits from learning process, but managers, customers, partner, alliances, suppliers, and community did well.

4. Knowledge: knowledge is the power to drive the job done. Knowledge management (KM) consists of 6 steps (David Skyrme Associates, 2008).

4.1 Acquisition: the process in searching, and collecting the internal and external information.

4.2 Creation: the process in creative thinking, research, or innovating new information or existing information reasonably apply with the context.

4.3 Storage: the process in coding the useful information in order to increase the accessibility.

4.4 Analysis and Data Mining: the process in deeply analyze information structure (knowledge), build knowledge inventory, matching, grouping data for availability.

4.5 Transfer and Dissemination: the process is distribute the knowledge through any tool, techniques, network, or communication.

4.6 Application and Validation: the process is evaluate the knowledge, and continuous

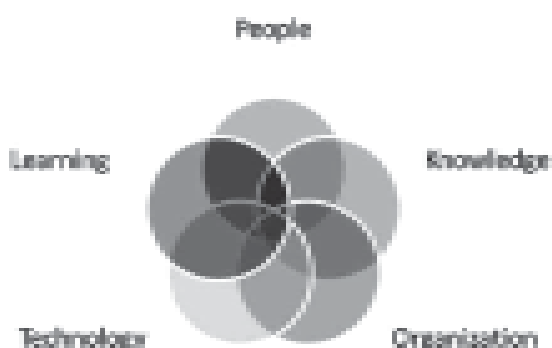
apply the valued knowledge by people within the workplace for development.

5. Technology: We can divide technology using into 2 dimensions (Nonaka and Takeuchi, 1995).

5.1 For technology management - in order to provide the right knowledge at right place and just in right time.

5.2 For technology enhancement via simulation, computer conferencing, computer based system and so on.

All subsystems is the root to build learning organization but how completed is depended on your interdependent (these subsystems) with your business characteristics. Established aim(s) before you design the shape of your organization, what picture or atmosphere in workplace you want to see it.



Source: Marquardt. Building the Learning Organization, 2006: 50

Figure 1 Subset of learning organization

The core fifth disciplines for Learning Organization

The conceptual of the learning organization is increasingly relevant to twenty-first century management because of the increasing complexity, uncertainly and rapidly of change of the environmental organization. It is therefore important to understand what a learning organization is, what its characteristics are and how it relates to the emerging topic of knowledge management. It is widely accepted that firms which consciously invest in the creation of new knowledge through research and development activities or through more informal learning processes tend to do better than those that ride on the coat-tails of knowledge created by others. Learning does not mean acquiring more information, but expanding the ability to produce the results we truly want in life. It is lifelong generative learning. Learning organization is not possible unless they have people at every level who practice it (Senge, 2006).

Fifth disciplines in building the learning organization are personal mastery, mental models, team learning, shared vision, and systems thinking (Senge et al., 1994).

Personal Mastery applied to individual learner, and organizations cannot learn until their members begins to learn. Individual learning does not guarantee organizational learning. But

without it no organizational learning occurs. Thus, if any firm wants to be learning organization, it has to encourage their people to be the active learners. Personal Mastery composed of 2 components.

First, one must find "what one is trying to achieve a goal" (where one is currently functioning, what is important to us). We often spend so much time coping with problems along our path that we forget why we are on that path in the first place. We have to set the objective(s) before we start to take the actions.

Second, one must have a true measure of how close is to the goal (where one wants to be is referred to as creative tension, emotion tension, structural conflict). This tension means the difference between the objectives and the current reality. How can we achieve our goals? The essence of personal mastery is learning how to generate and sustain creative tension in our lives. Creative tension will drive the firm toward its goals, especially: integrating reason (objective) and intuition (subjective); continually seeing more of our connectedness to their whole performances in workplace.

Thus, personal mastery is a process of continually focusing and refocusing on what one truly wants, and how to success on one's vision. Furthermore, wheels of learning consists of 4 quadrants; questions, ideas, tests, and reflection (Faerman, 1996). Quadrant one: we have the doubt, or question, so that why we

would like to find out the data. Quadrant two: after we found the answer from quadrant one. Quadrant three: we have to check or prove for the information, or the fact. The last quadrant: we have to mirror or share these learning for others. The metaphor of the wheel makes one think of something moving in workplace (think out of the box). The job of the top manager in the learning organization is to be the teacher or coach who helps unleash the creative energy in each individual. Organizations learn through the synergy of the individual learners (Senge, 2006).

Mental Models is the second discipline for the learning organization. The way of looking at the world and it is the framework for the cognitive processes of our mind such as attitude, thinking pattern, believing, emotional quotient (EQ). How we think and act the ability of individual to make the right decision, understand the situation clearly, mental ability to cope with the crisis or dynamics environment in globalization. Mental models determined not only how we make sense of the world, but how we take action. Practice is the essences of the discipline of mental models. For managers this requires both business skills and interpersonal skills. Managers are inherently pragmatic through training their employees in "mental modeling". Without the interpersonal and business learning skills, learning is not generative. Generative learning requires people at all levels that can

surface and challenge their mental models before external circumstances compel people to do so (Argyris, 2006). Mental models will not only be improving our mental models (what we think) but altering our ways of thinking and shifting from mental models dominated by events to mental models that recognize longer-term patterns of change and the underlying structures producing those patterns.

Nowadays, mental models used for critical decision because these experiences, generative ideas, believing, attitudes, norms, collected value. Continued practicing nourished the learners can understand, see the views, categorized any type of important events, arrange their own ideas for the right process, including decide to act in any situation appropriately. The learning organization of the future will make key decisions based on shared understandings of interrelationships and pattern of change. If the organizations are to develop a capacity to work with mental models then it will be necessary for people to learn new skills and develop new competency and capability, and for their organizational changes that foster such dynamics.

Shared vision is a vivid mental image in the future (Senge, 2006). Generating vision should answer these 3 questions: What, Why, and How? What's the picture we want to see the organization in the future? Why do we run

this business? How do we do our business to success toward our shared visions of the organization?

Every people have his own vision in working. Organization also has its own vision, but it does not work effective if the process begins with its own self reflection, or individual's vision does not agree with organization's vision. Therefore, the organizational vision must build from the interaction among employees, or emerge from the organization's strategy planning process rather than dictated by the leader. The strong willed leaders need to be the good speaker, but before they can be the good speaker, they should be the good listener with defined well concentration, openness, think positive, and also challenging with the variety of opinions. The learning organization need to activate individual to share and reflected their own vision, compromise between the individual vision and improved them into a common direction for employees. Since we should encourage everyone understand the internal situation, agree in the organization common long term vision together, frame our ideas pattern into the same shape, and attempt to make it real in order to initiate the new learning, creative thinking ideas, direct aimed to the same destination of the organization. In addition, we should proactive encourage human resource both ones' truly committed and unity. Sharing vision is very important for the learning organization

because it (sharing vision) is the energy for learning. We can say that the main task of the leader is to design and nurture the vision of the company because shared vision is also the potential sources of the energy drive and foster a commitment to the long term.

Team learning is "the process of aligning and developing the capacities of a team to create the results its member truly desire" (Senge, 2006). Team learning is not only the exchanging and sharing process in internal and external information, new and innovated knowledge, and various kinds of experiences such as succession, failure, or competition, but also diffusing these information and knowledge to each other. We can mention that team work, or team skill is the main tool to build the modern organization. If we learn how to bring one's competency, performances, and experiences connect with others in order to increase continuously effectiveness and efficiency of the organization, it would be the way to develop for creating the satisfied or attained the end results as well. Open communication gears toward the learning through discussing and initiating brainstorm for many ideas and knowledge sharing occurring continuously is the way to innovated many organizations to be the learning organizations in Thailand. We can facilitate our large team work via technology or network system; allow all level management,

including employees to contribute their own capability to develop their performances. In rewards system, we active to response their strong performances with group rewards rather than individual reward. "We" act instead of "I" act in any activities, including group cohesiveness, decentralized decision making, authority sharing, empowerment, and clear responsibility.

System thinking is ability to understand the internal and external environmental business, and we can interrelate each single business unit (SBU) to the whole picture of the organization, and also cope with these external situations. We can forecast or predict the cause-effects assumptions in the workplace and global business in various dimensions such as economics, politic philosophy, international trading, and foreign exchange rates, cross cultural management, and so on. When the whole pattern was changed, we tend to know in isolated part(s) of the system. No wondering which part is the source of the problem(s), and understands how to arrange the crucial sequence of the events as well. Furthermore, this concept is very important because it includes the ability of carefully consider thinking pattern in term of framework, strategy planning, contingency planning, short term and long term proactive or reactive of the implementation, be alert in any information receiving, recognized in opportunity, competitors, SWOT analysis, determine the

practical solutions for the future. We can say that system thinking is the process to seek the interdependence among many things, arrange and focus them in total system rather than subsystem.

Watkins and Marsick (1992) explained that organizations can implement learning organization in Six Actions as the following:

1. *Create continuous Learning Opportunities* consisted of effective planning of informal learning how to learn, and just in time learning.
2. *Promote Inquiry and Dialogue* consisted of dialogue in which people is mutually explored ideas, questions, and potential action.
3. *Encourage Systems to Capture and Share Learning* consisted of medium for moving new knowledge throughout the organization.
4. *Establish Systems to Capture and Share Learning* consisted of building organizational capacity for new thinking embedded and shared with others.
5. *Empower people Toward a Collective Vision* consisted of participation of individual in a collective vision
6. *Connect the Organization to its Environment* consisted of interdependencies between the organization and its internal and external environment are acknowledged and worked through.

The author views that learning can occur every level in the organization. Especially, group/team learning level would bridge the gap

between individual and organizational learning through six actions framework in different environmental conditions.

People with Learning

"Put the right person into the right job at the right time and the right place"

Many people always heard this sentence when we talk about recruitment process of human resources department. If we consider the number of the person who has high competency on his own job, how many percentages of these people will be in the workplace. Since the organization started to open for the job vacancies, how they screen these candidates. Human resources department attempt to hire the accountable, and competencies person to be the key person who set the process, or produce the products, or services response our customer satisfaction as much as they can. Today many organizations really recognized on the importance of **People as a Capital** of the firm because people are the valued factor of production, people as the root (source) of many activities, and the determinants who set the direction(s) and future of the organization. So far, we open for the new position that we called "Management Trainee". This position is to provide the learning opportunities for many employees to test or bring out their hide diverse abilities through rotating in different functions within the organization such as Coca Cola Co., Ltd.; Johnson & Johnson Co.,

Ltd., and P&G Co., Ltd. including multinational corporations (MNCs) in Thailand. Purpose(s) is to develop their technical, human and conceptual skills, to be assured employees' competencies suit with their positions. Some companies initiated launched the policies on human resources screening in many process such as large invested in testing system, cross questions interviewed, probation monitoring, including terminated policies, and so on. We strong believed that unlearned person seem as the high fix cost of the organization.

Organization with Learning

We can't refuse that today we run the business and face the dynamics changing (globalization) all around us. To continued thrive as a valued business, the organization must think ahead, ready for tomorrow, learn to understand the trends, live for lifelong learning, high accessible in community response to the professional needs of individual, group, and organization level. Such many global and local firms in Thailand are aware of human resources developments which lead to the effective organizations for example Electric (GE) Co, Ltd (Imagination at work): large organization's vision that Our People are GE's greatest asset, as the company campaign **"We are GE"**. GE uses the tools of research in developing to create the learning organization and invested over \$ 1 billion every year on training and development

education programs for the people of GE. Education is pervasive at all levels in workplace such as entry level program for college students. Experiences Leadership program offered intensive on the job development in the areas of Corporate Audit, Human resources and Sales and Marketing, Jack Welch Leadership Development Center established in 1956 served as a powerful organization force for all level employees with an important concept "Never Stop learning" (General Electric Company, 2009). GE gets to know in making GE the world-class's most effective business people. Although it is difficult to find out the acknowledged people, the organizations have to wait and invest for their recruitment process. Until the organizations meet the right candidates, how much the cost it is. The organization should be pleased to compensate for hiring these competencies as well. On the other hands, many human resources departments urgently accept these mismatch candidates with their job descriptions. Low productivity and high Turn over rate (TOR) was the troublesome end results of unplanned selection process of HR function.

In addition, Jack Welt also consisted in his policy to cut, or sold out any business unit that did not make the profit or be the cost of his organization, including the unable employees, or inactive people. GE Company monitors their people with 360 degree evaluate from many partners to assure in quality of task, moral, and

so on. Recently, Forbes magazine ranked the top 10 fierce boss of U.S.A; he was one among these leaders. Jack Welt believed in his ideas likely to hire talented person with the expensive salary, but he will not hold or handle the unperformed or unneeded person with low cost. Many large organizations prefer to hire few workers with high salary because they thought that these people as the capital of the organization to made or created the great ideas, and potential performances produce the high productivity and profit into the organizations instead. Hiring few but right people with very high salary better than hire many inactive people with low salary. From GE's top management level; thus, in currently, we can say that learning or modern organization expect to hire talented person mystery, invest with these people to develop their competency, shared visions, including knowledge dissemination with others. Learning organization viewed that these few human capital will drive and increase the effectiveness of the organizations, therefore, GE Company pleased to treat his capital (loyalty employees) in good corporate culture. The author thought that the good organization should be training school for their people to learn and develop their competencies as well. Presently, some companies use Corporate Social Responsibility (CSR) as a strategic to gain public support for their presence in global markets, helping them sustain a competitive

advantage by using their social contributions to provide a subconscious level of advertising (Meiners, 1986).

Especially, Corporate Social Responsibility (CSR) is the deliberate inclusion of public interest into corporate decision-making, and the honoring of a triple bottom line: People, Planet, and Profit. An approach for CSR that is becoming more widely accepted is community-based development projects. For example, GE is the organization focusing on the passionate about making life's better with new ideas and technologies by giving back to our community in more than 140 countries nationwide. In Thailand, GE Money also create "Healthymagination" project. Its aim to change the way and approach healthcare with over 1,000 innovations all focused on addressing 3 critical needs: lowering costs, touching more lives, and improving quality (General Electric Company, 2009).

Another example, SHIN Corporation in Thailand is one of the private holding firms to be recognized on the important of learning by connecting people's visions, organization's visions, personal mystery, team working, system thinking, and mental models of human resources, through technology management, and technology enhancement, and knowledge sharing (implicit and explicit knowledge) within the firm. SHIN Corp hires few people (less than 70 people), but screen high competencies people

only. SHIN Corp still concentrated on the quality of staff and management through promotion within the firm first in order to keep the talented people who understand the culture of the organization well by using ALPC model for selecting (Attitude, Learn ability, Performances, and Potential), including the decision making, leadership, problem solving, future forward looking, and task evaluation form and questionnaire to ask their people well being (quality of work life balances) every 6 months. Not only talented person they want to hire, but also moral or ethical person they did. Consistently, SHIN Corp concept remain the same, they want to hire both high IQ, and E.Q. person via some knowledge sharing activities from reading the interesting books, public journals, traveling storyteller, or guest speaker invitation for discussion our views altogether. Moreover, SHIN Corp also care and responsible to the society especially some rural students who lack of the good opportunity in learning both in distance schools, or limit budget to develop the community.

Lastly, there are many profit and learning organizations such as PTT Public Co., Ltd.; Siam Cement Group (Thailand) Co., Ltd.; Advanced Infor Service Co., Ltd.; Toyota Motors (Thailand) Co., Ltd.; Honda Automobile (Thailand) Co., Ltd.; Thai Beverage Public Co., Ltd.; Singha Corporation Co., Ltd.; Siam Commercial Bank Ltd.; Kasikorn Bank Ltd., and so on to spend a lot of

time and allocate the resources to continue Corporate Social Responsibility (CSR) projects for the youth in Thailand both in education fields, arts and literature fields, and global warming environment fields. CSR should go along with the business whatever, wherever, or however they did, they should concern the health of the society by sharing the profit through the sincere commitment continuing to the society. Currently, the author strongly agrees toward the completed modern organization have to govern with the sustainable CSR activities and 5 disciplines of learning organization. (Fifth Disciplines: Personal Mystery, Shared Vision, Team Work, System Thinking and Mental Model) for the competitive advantages. It would be demonstrated the organization revolutions developed from the information era (tradition organization) to the knowledge-based society (modern organization) was shown in table 1. Briefly, Good Health Learning Organizations is necessary to live and cultivate in the Good Health Society as well.

Table 1 Differences between the traditional and modern organization (Stephen, Robbins, and Mary, 1999: 198)

Traditional organization	Modern organization
Inflexibility	Flexibility
Focus on employees	Focus on skill, and performances
Quality improvement	Process innovation
Learning from seminar session	on the job training
Focus on R&D department	Focus on outsource training
Be trainee	be learner
Control management	Empowerment
Job position based	Job description based
Individual based	Team work based
Job stable	Job dynamics
Job Directing	Job participation
Manager decision making	Employee involvement in decision making
Regulation based	Customers based
Similarity labor	Diversity labor
Vertical organization structure	Horizontal or Network organization structure
Think local	Think global

Source: Stephen, Robbins, and Mary. Management, (1999): 198.

Conclusion

In presently, learning organization has become an important concept of the way to develop organization. Basically, the organization's vision was to gain the profit, or to be the leader in the industry, they attempted to create competitive advantages their competitors with any strategies to increase their market shares only. But according to the changing dynamics environmental business, intense

competitiveness, or globalization effects, we tended to deeply consider our strategies again. We found out that in the past we are so concern with money rather than cared man power's skills, performances, and happiness in workplace. That's a big mistake! Because no any other organizations can't grow up without talented people work in. It's becoming evident that organizational learning is more developing. A significant moving is learning manpower

undertaken to put the learning organization (LO) occurring. We can summarize that the components of LO are people, organization, knowledge management, technology, and learning was generated with fifth rules: personal mystery, shared vision, team building, mental model, and system thinking. Hence, building LO will highly influence the inevitable internal operation. It consisted of six actions framework to complements; first: create learning opportunity, second: promote inquiry and dialogue, third: urge team learning, fourth: share learning, fifth: empower people, and sixth connect organization with surrounding. Moreover, the crucial aspect of learning organization should come with corporate social responsibility (CSR) activities which to contribute the benefits back to the community as well. Likely, many modern organizations gear toward their own organizations with this LO framework and CSR is ongoing continuously, to support the well being in the healthy society, to help organizations identify their capacities to learn and share knowledge about evident-based practices innovations. The KM and LO model will need further validation and improvement through its organizational setting and to be able to align in the challenging future. Such the modern organization needs to embrace this changing, not as the traditional organization for centralized top management with bureaucratic, but as the flexible empowerment with skilled,

competent, and satisfied people instead.

Think Globally, Act Locally based on your business. It may be applied well with the modern learning organization that better suits the needs of your people.

High Prosperous Learning Organization will come with Good Quality of Work Life Balances.

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