

# Quantitative Indicators Characterizing a Self-Learning Organization

I.A. Kul'kova<sup>1</sup>, FSBEI HE Ural State University of Economics, Prof. Dr., i.a.koulikova@mail.ru

E.A. Kuryachaya<sup>2</sup>, FSBEI HE Ural State Medical University, eakuryachaya@mail.ru

<sup>1</sup> Professor, Management and Entrepreneurship Department, Ekaterinburg, Russia

<sup>2</sup> Senior Lecturer, Ekaterinburg, Russia

**Citation:** Kul'kova I.A., Kuryachaya E.A. Quantitative Indicators Characterizing a Self-Learning Organization, *Kompetentnost' / Competency (Russia)*, 2020, no. 8, pp. 34–37.  
DOI: 10.24411/1993-8780-2020-10804

## key words

human resource management,  
organizational learning,  
self-learning organization  
characteristics,  
half-life of competencies

We presented the theoretical aspects of transforming a traditional organization into a self-learning one. Based on the study of term self-learning organization various definitions and its characteristics available in the scientific literature, we have determined that there is no single self-learning organization concept, universal tools for its practical activities and generally accepted terminology. In addition, all the available self-learning organization sticks are only of a qualitative nature. The article identifies the key differences between a traditional organization and a self-learning organization, with an emphasis on organizational learning and effective human resource management. The quantitative indicators characterizing a self-learning organization are highlighted for the first time, which make it possible to determine whether a firm is a self-learning organization on the basis of statistical indicators, and to compare various organizations according to the degree of these characteristics' development.

Based on the obtained research data, we have clarified the self-learning organization concept using quantitative indicators.

## References

1. Senge P. M. Fifth Discipline: The Art and Practice of the Learning Organization, NY, *Doubleday*, 2013.
2. Kuznetsov Yu.V. Menedzhment [Management], Moscow, *Yurayt*, 2020.
3. Gareev T.F. Upravlenie znaniyami samoobuchayushcheyasya organizatsii: Prakticheskoe rukovodstvo [Knowledge management of a self-learning organization], Moscow, *Izdatel'skie resheniya*, 2016.
4. Azeez A., Alnidawi B. Learning Organization Impact on Internal Intellectual Capital Risks: An Empirical Study in the Jordanian Pharmaceutical Industry Companies, *International Business Research*, 2016, vol. 9, no. 10, pp.176–185.
5. Stepanova N.V. Otkrytaya samoobuchayushchayasya organizatsiya: osnovnye ponyatiya i organizatsiya deyatel'nosti [Open self-learning organization: basic concepts and organization of activity], Kurgan, *GAOU DPO IROST*, 2015, pp.12–13.
6. Kuryachaya E.A. Organizatsionnoe obucheniye — metod dolgosrochnykh investitsiy v chelovecheskie resursy pri modifikatsii traditsionnoy ierarkhicheskoy organizatsionnoy struktury upravleniya v samoobuchayushchuyasya organizatsiyu [Organizational learning is a method of long-term investment in human resources when modifying the traditional hierarchical organizational structure of management into a self-learning organization], *Human Progress*, 2018, vol. 4, no. 1, 4 P.
7. Korotkov E.M. Menedzhment [Management], Moscow, *Yurayt*, 2020.
8. Merriam S. B. Learning in Adulthood: A Comprehensive Guide, *John Wiley & Sons*, 2020.
9. Pozolotina E.I. Primenimost' kompetentnostnogo podkhoda v razlichnykh kontseptsyakh upravleniya personalom [Applicability of the competence-based approach in various concepts of personnel management], *Human Progress*, 2017, vol. 3, no. 11, 4 P.
10. Rad'ko S.G. Formirovaniye kompetentnostnoy modeli na osnove komponentov trudovogo potentsiala [Formation of a competence model based on the components of labor potential], *International scientific journal Theoretical & Applied Science*, 2019, vol. 75, no. 7(75), pp. 314–321. DOI: 10.15863/TAS.2019.07.75.49.
11. Armstrong M. Praktika upravleniya chelovecheskimi resursami [Practice of human resource management], St. Petersburg, *Piter*, 2009.
12. Ivashchenko N.S. Samoobuchayushchiesya organizatsii kak faktor ustoychivogo razvitiya organizatsii [Self-learning organizations as a factor of sustainable development of an organization], *Perspektivy razvitiya nauki i obrazovaniya: tezisy doklada Mezhd. konf.*, Lyubertsy, 2017, pp. 70–72.