

## ***ANALYSIS OF LEARNING ORGANIZATION IN NURSES AT BOGOR ISLAMIC HOSPITAL***

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### **ABSTRAK**

Keberhasilan suatu organisasi sangat ditentukan oleh kemampuannya dalam mengembangkan institusinya menjadi organisasi pembelajar. Organisasi pembelajar akan mempengaruhi kinerja karyawan yang kemudian berdampak terhadap keunggulan bersaing organisasi, termasuk pada RS Islam Bogor. Penelitian ini bertujuan untuk mengetahui sejauh mana penerapan organisasi pembelajar pada perawat di RS Islam Bogor serta apa saja yang menjadi hambatan pelaksanaannya. Penelitian ini adalah penelitian deskriptif yang menggunakan metode analisis data *Fishbone* (TulangIkan) untuk mengetahui kondisi penerapan organisasi pembelajar pada perawat RS Islam Bogor. Data dikumpulkan menggunakan angket dan wawancara terhadap 37 perawat, serta dokumen laporan pelayanan rumah sakit selama kurun waktu 2 tahun. Hasil penelitian didapat bahwa hampir seluruh reponden perawat RS Islam Bogor setuju dengan konsep organisasi pembelajar. Namun masih banyak ditemukan hambatan pembelajaran sehingga penerapan organisasi pembelajar belum berjalan optimal. Melalui analisis *Fish bone*, ditemukan kendala penerapan organisasi pembelajar perawat RS Islam Bogor pada faktor kejelasan visi, peluang pembelajaran, kebijakan manajemen Sumber Daya Manusia (SDM), dukungan pimpinan serta dukungan Teknologi Informasi Komunikasi (TIK). Penerapan organisasi pembelajar khususnya pada perawat RS Islam Bogor yang belum berjalan optimal ini perlu segera menjadi perhatian dari pihak manajemen agar RS Islam Bogor mampu berkembang dan bersaing dengan rumah sakit lainnya.

**Kata kunci:** *Fish bone, Organisasi pembelajar, Perawat, Rumah Sakit.*

### **ABSTRACT**

*The success of an organization is largely determined by its ability to develop into a learning organization. Learning organization will affect employee performance which then impacts the organization's competitive advantage, including at the Bogor Islamic Hospital. This research aims to determine the implementation of learning organizations in nurses at Bogor Islamic Hospital and its obstacles. This research is descriptive research that uses the Fish Bone analysis method. The data were collected using questionnaires and interviews with 37 nurses, also from Bogor Islamic Hospital's report documents within 2 years. Almost all of the respondent (97%) agree with the concept of learning organization. But there are still found a lot of learning disabilities in nurses, which implements learning organizations not yet optimal. Through Fish bone analysis, it was found that the obstacles to implement in the learning organization were clarity of vision, learning opportunities, human resource management policies, leadership support, and information communication technology support. Implementing learning organization especially for nurses at the Bogor Islamic Hospital needs immediate attention from hospital management so that the Bogor Islamic Hospital can develop and compete with other hospitals.*

**Keywords:** *Fish Bone, Hospital, Learning Organization, Nurse.*

## INTRODUCTION

Hospitals have well received the concept of learning Organization in various countries around the world, including Asian countries such as Singapore, India, and Thailand. Those hospital not only focus on personnel, equipment, and health facilities but also on knowledge as one of the essential resources(1). The best hospitals in Indonesia are far behind when viewed based on the ranking released by Webometrics, which states that the best hospitals in Indonesia are only ranked at 3.858. Very far behind compared Singapore's hospitals, which have been included in the top 1000 in the world(2).

Garrant first used the term of learning organization in 1987, stemming in part from the "In Search of Excellence" movement in Europe (3). Peter Senge then popularized learning organization in his book *The Fifth Discipline* in 1990. According to Peter Senge, a learning organization is an organization that works as a whole where everyone involved works together to create innovative solutions and constantly develops themselves to create a better future. So that the success of an organization is primarily determined by its ability to develop itself into a learning organization. Senge proposed five disciplines of a learning organization: personal mastery, mental models, shared vision, team learning, and system thinking(4). These five disciplines must be present together in the organization to improve the quality of human resources (5). These five disciplines must also be possessed by each individual employee if the organization wants to grow and develop into learning organization, and as an effort to survive in rapidly changing business environment(6). Peter Senge also mentions that an organization will not last long because of seven learning disabilities. The seven learning disabilities are : I am my position, the enemy is out there, the illusion of taking charge, the fixation on events, the parable of the boiled frog, the delusion of learning from experience, and the myth of the management team. he cure for these learning disabilities is to apply the five disciplines of learning organization (4). Learning organization is an organization that is skilled in creating, acquiring, transferring knowledge, and modifying behavior to reflect new knowledge and insight (7). Learning organization will affect the performance of employees in the company which then impacts competitive advantage(8). Various studies show that learning organization positively affects employee performance (9). And in general, a survey of the impact of learning organization to employee performance shows that its in the category of strong influence (10).

Bogor Islamic Hospital is a private hospital in Bogor established on May 12, 1991(11). Bogor Islamic Hospital is experiencing problems optimizing hospital services, which can be seen from the declining trend of emergency room patient visits, outpatient visits, and Bed Occupation Rate (BOR) in 2020 - 2021. And from the customer satisfaction questionnaire data in 2021, it was found that there was a tendency to decrease customer satisfaction in the nurse's performance. Bogor Islamic Hospital has made various efforts to improve nurse performance quality through external and internal training related

to scientific improvement and hospitality. Efforts to increase work motivation have also been carried out by providing incentives and holding the best nurse competition.

Nurses are professional workers in hospitals with the most significant number. Nurses are also health workers who interact with the patient the most often and for the longest time. The performance of nurses is necessary so that the existence of hospital as health service provider can survive in the era of competition (12). This research aims to determine the implementation of learning organizations in nurses at Bogor Islamic Hospital and its obstacles.

## METHOD

This research is descriptive, using the Fishbone analysis method. Fishbone or Ishikawa analysis is a structured approach that allows more detailed analysis to be carried out to find the cause of a problem, discrepancies, and existing gap (13). Fishbone diagram forms branches to the source of the existing situation (14). In this case, the researcher chose 5 factors as a source of problems in the application of learning organizations.

This research was conducted at Bogor Islamic Hospital using primary data from interviews and questionnaires with 37 nurses at Bogor Islamic Hospital over almost 2 months, from May 1 to June 15, 2022. Researchers also used secondary data in the form of report documents in the medical services field during this period of 2 years, 2020-2021.

## RESULTS AND DISCUSSION

Based on the five disciplines of Learning organizations proposed by Peter Senge, the research results are as follows :

### 1. Personal Mastery

Personal mastery is a discipline always to develop the best from individual members of the organization to deepen unique vision continuously, focus energy, build awareness and see reality objectively (15). Personal mastery can be seen in the education of nurses at the Bogor Islamic Hospital. Data on the distribution of nurses at the Bogor Islamic Hospital can be seen in table 1.:

**Table 1. Distribution of Nurse Education at The Bogor Islamic Hospital in 2022**

<b>Education</b>	<b>Amount of Nurses</b>	<b>Percentage (%)</b>
D3 Keperawatan	92	89
S1 Keperawatan	4	4
S1 Keperawatan Profesi / Ners	7	7
Total	103	100

Only 7% of nurses have continued their undergraduate nursing education (S1 Keperawatan), and only 2 out of 11 ward principals have continued their professional nursing undergraduate education. 4% of nurses have continued their undergraduate nursing education but have not

taken professional education (S1 Keperawatan Profesi/Nurses), so they still use their D3 nursing education in licensing work. Based on the result of questionnaire and interviews with 37 nurses at the Bogor Islamic Hospital, all of them agreed on the importance of nurses personal mastery in increasing self creativity so that the hospital could accept the results. However, limited funds and family time are why nurses have not taken higher education. Bogor Islamic Hospital supports nurses to continue their formal nursing education, as indicated by the ease with which nurses can get school permits and the existence of a soft loan program, also tolerance for working time for nurses who continue their education. But nurses feel that the career path obtained at the Bogor Islamic Hospital after finishing school is still lacking.

## 2. Mental Models

Mental models include a set of norms, rules, values, data, and information that together form theories, perceptions, assumptions, and frames of reference in one's mind that will determine how one views and interprets the world. And then implements it into organizational life that takes the form of attitudes, beliefs, actions, and behavior (16). Based on the results of questionnaires and interviews with 37 nurses, it was found that all of them agreed on the importance of taking the best action resulting from assumptions for the Hospital's progress. But the lack of supervision and the absence of punishment and reward make nurses sometimes lazy to do it.

## 3. Shared Vision

Shared vision, namely the skills to explore a picture of the organization's future together, will foster genuine commitment and self-awareness of its members. Based on the results of the questionnaires and interviews, there was still 1 nurse who disagreed because they did not understand the importance of having a shared vision and exploring personal mastery for the benefit of the unit where he worked. Even though only 1 nurse did not understand the shared vision, this shows that the vision of the Bogor Islamic Hospital is still poorly understood by nurses, so it has not been fully applied in work. The distribution of the shared vision can be seen in table 2.

**Table 2. Shared Vision**

<b>Shared Vision</b>	<b>Amount of Nurses</b>	<b>Percentage (%)</b>
Agree	36	97
Not Agree	1	3

## 4. Team Learning

Team learning is the ability of organizational members to hold onto each other's assumptions and to think freely together as an organization. Team learning involves dialogue between members of an organization and the habit of expressing ideas freely and openly for the organization's interest. Based on the results of questionnaires and interviews with 37 nurses, it

was found that all of them agreed that it was important that the ideas generated from the nurses' thoughts were united in thinking together with other co-workers to achieve a goal. The family culture at Bogor Islamic Hospital facilitates this discipline's implementation.

#### 5. System Thinking

System thinking is the organization as a whole rather than as separate components. Organizations consist of units that must work together to produce optimal performance. The success of an organization is primarily determined by the organization's ability to do work synergistically. The ability to build this synergistic relationship will only be possessed if all unit members understand each other's work and the impact on the performance of the unit where he works on other teams. Based on the results of the questionnaire and interviews, it was found 1 nurse who disagreed because did not understand the importance of systems thinking. The nurse only saw the impact of problem on the unit where he worked. The distribution of systems thinking can be seen in table 3.

**Table 3. System Thinking**

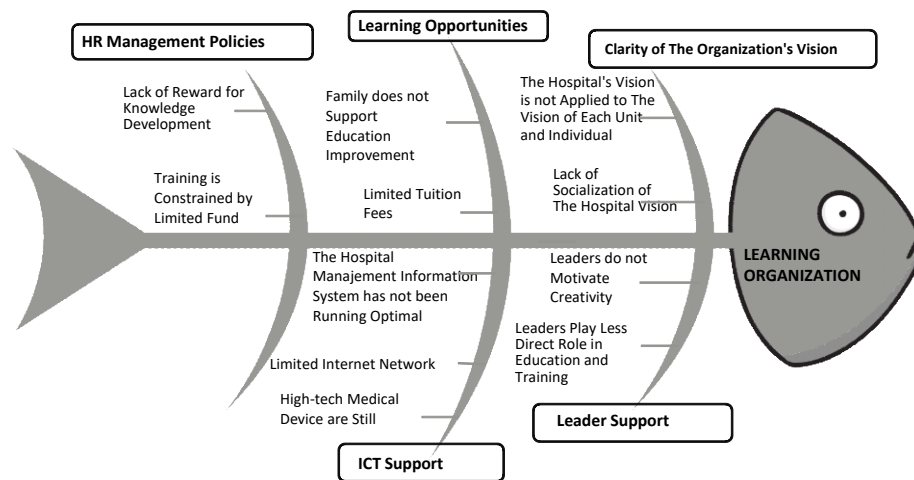
<b>System Thinking</b>	<b>Amount of Nurses</b>	<b>Percentage (%)</b>
Agree	36	97
Not Agree	1	3

In his book, Peter Senge mentions that organizations cannot survive long due to learning disability, where the cure is to apply the five disciplines of learning organizations. So that the existence of learning disabilities shows that the application of learning organizations is not optimal. Based on questionnaires and interviews with 37 nurses, the study's results were as follows: 1) I am in my position. There were still 15 nurses who said they agreed to work according to their position and the job description given at work. These nurses are not motivated to do their duties due to lack of rewards; 2) The enemy is out there. There was 1 nurse stated that she blamed others more than self-introspection; 3) The illusion of taking charge. Seven nurses said they often decide something quickly without much consideration in solving a problem; 4) The fixation on events. Twenty-four (24) nurses stated that they acted based on circumstances, without thinking much about the root of the problems; 5) The boiled frog parable. Only 1 person agrees with delaying or diverting problem-solving with something easy so that the problem eventually enlarges; 6) The delusion of learning from experience. Almost all respondents, namely 36 nurses, agree with the concept that the best solution to problems is to learn from experience, and 7) The myth of the management team. Two (2) nurses agree with the idea of a solid management team to cover up the mistakes in their team. The distribution of learning barriers can be seen in table 4.

**Table 4. Learning Disability**

No	Learning Disability	Agree		Not Agree	
		Amount	Percentage (%)	Amount	Percentage (%)
1	I am my position	15	40	22	60
2	The enemy is out there	1	3	36	97
3	The illusion of taking charge	7	19	30	81
4	The fixation on events	24	65	13	35
5	The parable of the boiled frog	1	3	36	97
6	The delusion of learning from experience	36	97	1	3
7	The myth of the management team	2	5	35	95

Table 4 shows that the most learning barriers found in respondents were delusions of learning from experience. Further, the fishbone analysis describes the barriers to a learning organization. The results of the study show several factors can be seen as necessary conditions for organizational learning to occur. These factors are 1) Clarity of the organization's vision, 2) Learning opportunities, 3) Human Resource (HR) management policies, 4) Leadership support, and 5) Information and Communication Technology (ICT) support (17). Based on these 5 factors, the Fish Bone diagram can be obtained as follows:



**Picture 1. Fish Bone Diagram of Learning Organization**

Fish Bone analysis shows that there are several obstacles in the implementation of learning organizations, including:

1. Clarity of organizational vision: The hospital's vision has not been broken down to be applied to a per unit and per individual vision, so it isn't easy to implement it. In addition, socialization activities to understand all employees' vision of the hospital are still lacking, so there are still employees who do not understand the hospital's vision.
2. Learning opportunities: The high cost of education is an obstacle for many nurses who have not progressed to S1 Professional Nursing. Even though it can be paid in installments, it will still

be a burden on expenses, while the rewards and career paths obtained after continuing education are felt lacking. Family support for nurses, especially those already married, is also an obstacle to continuing their education. They prioritize the cost and time used by the family.

3. Human Resources management policy: Limited education and training funds do not allow funding for formal nurse education and can only provide soft loan programs for education. Even then, the amount is limited. Reward or increase in income after nurses carry out education or training is felt lacking, so it does not motivate nurses to develop knowledge.
4. Leadership support, in this case, does not play a direct role in providing education and training, such as being a mentor or coach from the training unit. Leaders do not motivate the creativity of their subordinates and have not cultivated a typical dialogue to get the best problem-solving.
5. Information and Communication Technology (ICT) support, including the integrated Hospital Information System (SIM RS), has just started to run, so it is still not optimal. Internet network support in hospitals is still lacking and not evenly distributed in each unit, and many high-tech medical devices are still unavailable.

## **CONCLUSIONS AND SUGGESTIONS**

The application of learning organizations to nurses at the Bogor Islamic Hospital has not run optimally. Although the results of the interviews almost all agree with the concept of the five disciplines of learning organizations offered by Senge, it has not been appropriately implemented, and there are still many learning barriers for nurses. The most common learning barriers found were delusions of learning from experience. The application of learning organizations to nurses that have not been optimal is likely to be one of the reasons for the lack of nurse performance. From the results of the Fishbone analysis, it was found that the cause of the implementation of learning organizations was not optimal for nurses because several obstacles were encountered in aspects of vision clarity, learning opportunities, HR policies, leadership support, and ICT support.

Researchers suggest that Islamic hospitals can develop and compete with other hospitals, but the performance of employees, especially nurses, needs to be improved by implementing an optimal learning organization.

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