

The Impact of Organizational Learning and Knowledge Management on Trainees Satisfaction in the N.T.C (National Training Center)

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Abstract:

This research deals with an IDF training unit that trains army reserve troops on a periodical basis.

The Unit Purpose – to increase the skills and disciplines of the customers (army reserve troops) through apprenticeship, training and logistic support.

The problem in the organization – After reviewing the survey answers a problem was found with trainee satisfaction with many of the services received from the unit. In a discussion held by the unit's commander and the organizational consultant it was conjectured that the organizational dynamics which are characterized by rapid personnel changes and the lack of organizational learning processes cause rapid change in the approach towards training which harm the quality of training and trainee satisfaction.

The purpose of the research – to test the effects of the implementation of learning and knowledge management processes in the unit on customer satisfaction: in what way did the implementation of said processes in the unit effect those outputs of the unit which are of value to the customers. The base assumption of this research is that the environmental factors in the unit have not changed between the time of the first survey (before the implementation of the changes – T1) and the time of the second survey (after the

implementation of said processes – T2). In light of this assumption it can be deduced that the factors that effect customer satisfaction are the introduction of learning and knowledge management processes to the training unit.

In light of the base assumption the following conjectures were made:

The research conjectures –

A. There is a positive connection between the introduction of congruence procedures in the training unit and trainee satisfaction.

B. There is a positive connection between the formation and institutionalization of learning processes and knowledge management in the logistic areas and trainee satisfaction from logistic services.

C. There is a positive connection between internal knowledge management among the tutors and trainee satisfaction from the quality of apprenticeship.

In addition the effects of the outputs were tested on trainee and skills.

A major part of "knowledge management" is defined by the ability of an organization to test its knowledge, the effects of its development on its customers and its importance to said customers (ROOS 1996), and therefore to allow an approach to knowledge as an organizational asset. In accordance with this outlook the research was conducted using a customer survey composed of 4 parts and including 24 closed set questions forming an ordinal range of 1 to 5 by the Licart scale. As a basis for comparison data from a previous survey (using the same questionnaire) which was conducted before the implementation of the changes (T1) was used.

The research conjectures were tested on 100 examinees, which form a representative sample of the trainee population. The examined population was composed of officers and NCOs, regular customers which are serviced periodically.

The research results indicate a statistically significant increase in customer satisfaction from the quality of training, apprenticeship and logistic services in comparison to the period before the implementation of the organizational processes.

These results can be attributed to the effect of the implementation of learning and knowledge management processes in the training unit.

In a further test of the effects of the outputs on trainee skills, a connection was found between trainee satisfaction from the logistic services and trainee skill level. These results indicate that an increase in customer satisfaction as a result of the institutional changes increases the level of trainee skills.

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