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**The Development and Application of a Bespoke
Organisational Learning Competency Framework in a
Global Organisation**

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Abstract

Organisational Learning has been conceptualised and measured in various ways. The two studies reported in this thesis sought to take a new, bespoke approach to Organisational Learning in a global air transport company undergoing substantial organisational and strategic change. The research sought to develop a bespoke competency framework of Organisational Learning and apply it within the organisation to investigate employees' perceptions of the Organisational Learning climate. The research applied both qualitative and quantitative methods: semi-structured interviews and a 68-item self-completion questionnaire survey. Factor Analysis yielded a clear, conceptually sound six-factor solution. Organisational Learning climate perceptions were compared across occupational, departmental and geographical subgroups. The results indicated that there were no statistically significant occupational or geographical differences in perceptions of the Organisational Learning climate although some departmental differences were observed. The relationship between perceived Organisational Learning climate and organisational commitment was explored and a clear link between them was found.

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