Untangling the Knot of Organisational Learning Climate: On its Definition, Role and Effects

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Abstract

The aim of this literature review is to unravel and clarify the learning climate concept and to understand how learning climate differs from other related concepts, such as learning environment and learning culture. In addition, the determining, moderating and mediating role of learning culture is reviewed. In other words, the first part reviews definitions and theoretical explanations of the learning climate concept, while the second part focuses on a review of the empirical studies that investigated the predictive or the moderating/mediating role of learning climate. For the first part 47 articles (conceptual and empirical studies) were selected, for the second part, only the 25 empirical studies fulfilled the criteria for inclusion. Our research has shown that the learning climate is a factor worth improving if the overall and individual knowledge of workers is targeted and if higher innovation and job performance need to be achieved. However, in professions that include high-risk decision-making learning culture might have negative consequences on employees' mental health and setting safety priorities. This study clarifies the organisational learning climate concept and highlights gaps in literature, for example, how learning climate relates to other concepts in the literature, such as organisational climate or learning culture. Next, it gives an overview of determinants, moderators and mediators by looking into studies that were conducted in more than one organization.

References


