

MEDIATING EFFECT OF SKILLS APPLICATION ON THE RELATIONSHIP BETWEEN LEARNING AND CONTINUOUS IMPROVEMENT

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Abstract:

Perceived urgency for upskilling of employees is rapidly increasing in prospects of political, social and economic institutions. This brings a danger that companies invest in training and development of employees without understanding its effects in order to enjoy the sustainable learning in workplace. This study explored the mediating role of skills application in the relationship between learning and continuous improvement in a knowledge-intensive company. An employee survey from 2015 with sample of 3,730 employees was utilized to perform mediation analysis with structural equation modeling through the bootstrapping method. The analysis confirmed that learning affects continuous improvement by affecting skills application. The investigated effects are statistically significant and positive. The results provide empirical support on the mediating role and the importance of skills application to see benefits of learning measures in workplace. This research is relevant for knowledge-intensive organizations to understand that learning activities in the workplace alone are not enough to influence continuous improvement of processes, products and better ways of working.

Keywords: human capital, in-company training, sustainable learning, continuous improvement