# Exploring the Relationship Between Organizational Socialization and Organizational Learning in the Canadian Armed Forces

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## Context

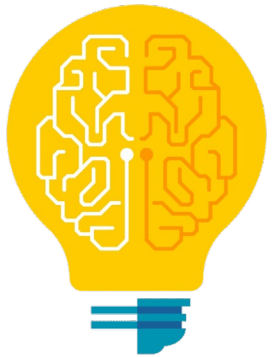
The Canadian Armed Forces (CAF) is an organization which exhibits many characteristics of a rigid bureaucracy and adheres to strong traditions and decision-making processes.

## Methodology

The study will follow a phased approach using an explanatory sequential mixed method design. The first phase will conduct a quantitative study, data collection will be done through electronically distributed surveys. In phase two, the qualitative phase, data collection will be done through interviews using phase one data to direct the inquiry and a thematic analysis will be conducted.

## Problem

The CAF requires agile and innovative forces to operate in volatile and complex environments. The CAF is currently struggling to meet this requirement. One of the potential factors impeding this can be attributed to a lack of organizational learning.



Organizational Learning: A process by which an organization increases the knowledge created by individuals in an organized way and transforms this knowledge into the organization's systems.

Socialization: A process by which newcomers adjust to work changes due to learning to perform in the job and being accepted as a member of the organization.

Organizational Socialization: A process which aims to mould employees to fit and perform.

## Questions

What is the relationship between organizational socialization and organizational learning in the CAF?

- 1a) Is the Canadian Army a learning organization?
- 1b) What organizational socialization dimensions mediate organizational learning in the Canadian Army?
- 2) How does organizational socialization mediate organizational learning in the Canadian Army?

## Objectives

The proposed study aims to understand the relationships between organizational learning and organizational socialization in a CAF sub-population in order to support organizational learning in the CAF.

## Theoretical Frameworks

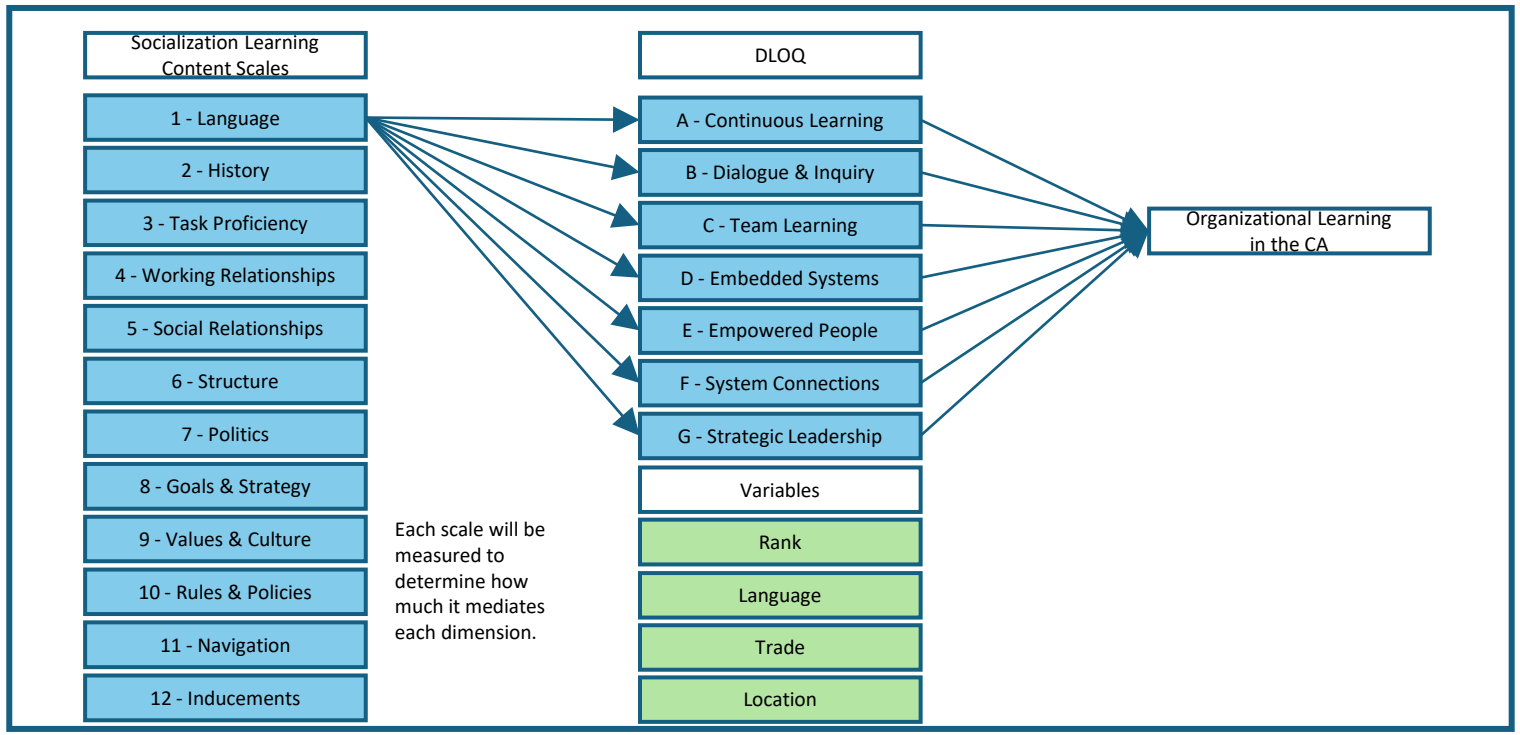
**Organizational Learning**

The foundation of the organizational learning inquiry is the Dimensions of a Learning Organization Questionnaire (DLOQ) (Marsick & Watkins, 2003), which examines seven dimensions to determine if an organization can be identified as a learning organization.

**Organizational Socialization**

For organizational socialization, the scales developed by Klein and Heuser (2008) will be utilized which is comprised of 12 dimensions.

## Quantitative Design (1a & 1b)

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