

by the ways in which the person absorbs the external information and how this processes it to enhance the knowledge or skills.

The experiential learning theory, based on Kolb's learning cycle, accepts the idea that the individuals are able to learn from their own experiences, by living the actual experience, reflecting on it, finding the meaning of the experience and distinguishing between what can be applied to the future situations to obtain better results and what cannot be taken further and finally, applying effectively the learning into the real-life circumstances (Kolb and Kolb, 2018). Finally, the social learning theory is based on the idea that the individuals are learning from each other through the social interactions they have.

These theories help the management to understand the individual's behaviour and how this is affected or changed by learning, allowing them to tailor the learning methods to the needs of the employees, enhancing their efficiency and improving the organisational performance.

4. The learning organisations

4.1. A general approach to the learning organisations

The learning organisations is a broad concept including, according to Örtengren (2013), the learning at work, the organisational learning, the climate for learning and the learning structure. Clarke (2004) defines the learning organisations as those businesses possessing the following characteristics: encourage the teamwork and learning, foster a culture of cross-organisational working, create a system of shared objectives, goals and values, promote the experiential learning, are valuing the individuals, the teams and the organisational learning, encourage the development of new ideas, methods and processes, encourage the risk-taking, delegate the responsibilities and authority and support the employees to perform to their maximum capabilities.

This type of organisation is more flexible and supports the rapid adaptation of the unforeseen circumstances, providing the business with sustainable competitive advantage, due to promoting a continuous learning culture among the individuals which is developing their skills and competencies. The learning organisations are aligning the employees' personal goals with the organisational objectives and focus