

## ABSTRACT

Learning in organizations is a phenomenon that has yet to be studied in-depth and explored further so as to create effective organization development interventions to enable organizations to grow and develop. For this sustaining learning at the individual, group, and organization levels in an organization is essential.

This study provides an insight into the influence of individual motivation to learn, team dynamics, and organization cultural practices on organization learning sustainability in Thai-based international nonprofit organizations. Prevalent individual motivation to learn reasons, team dynamics, and organization cultural practices are identified in this study. The study also examines the relationships that exist between the aforementioned variables while simultaneously examining their influence on organization learning sustainability. For this, qualitative and quantitative research methods were adopted which includes the use of in-depth interviews and a questionnaire designed specifically to attain pertinent data to conduct the essential analyses. Phenomenological Analysis was adopted to analyze data gained from the in-depth interviews while Statistical Tests including Reliability Analysis, Descriptive Analysis, Pearson Correlation, and Multiple Regression Analysis were adopted to analyze quantitative data collected from the questionnaires distributed. Two hundred and fifty-seven sample respondents were drawn from five international nonprofit organizations operating in Thailand. Respondents were deemed to have substantial experience and knowledge about their organizations, the nonprofit sector, and the researcher's subject matter and were therefore contributive to the context of the study and the findings of the research.

Findings of this study indicate that there is an influence of individual motivation to learn, team dynamics, and organization cultural practices on organization learning sustainability in Thai-based international nonprofit organizations. Moreover, organization

cultural practices seem to have the most influence, followed by individual motivation to learn, and finally team dynamics. Furthermore it was clear that individuals in Thai-based international nonprofit organizations learn in order to solve and master their problems while team expertise was most prevalent when they worked in teams. Having a learning supportive mission and a learning facilitative structure were also found to be prevalent. These findings are depicted in a model (A Systemic Process towards Organization Learning Sustainability) that enables the appreciation of the importance of whole brain thinking to an organization's own learning and how an organization can sustain its learning by engaging in synchronized processes at the individual, team, and organization learning levels that allow it to think holistically. Findings also suggested positive correlations between all the variables with organization cultural practices having the highest correlation with organization learning sustainability. These findings are useful to consider when designing and implementing organization development interventions in Thai-based international nonprofit organizations as well as organizations in other industries. Finally, these findings are also useful to future research endeavors that hope to add and create more knowledge in the field of Organization Development and also in the area of Organization Learning.