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)
 ()
 :
 :
 :
) ($0.01 \geq \alpha$) .1
) ($0.01 \geq \alpha$) .2
 ($0.01 \geq \alpha$) () .3
) () .4
 () .5
 :

(DeCenzo and Robbins, 2005) (Human Recourse Management)
 2009/12/23 2009/3/11

(Ngesu et al., 2008)

:

.(2008)

(Learning

Organization)

.(2009)

)

.(2008

.(2008)

:

.(2009)

(Senge, 1990)

(Fifth Discipline)

)

:

(Fortune)

(

" "

"

.(2002)

(Smith &. Smith,

2007)

-4

)
(Kamoche and Mueller, (2004
1998)

:

:

:

:

(2009)

:

:

:

:

:

:

-1

-2

-3

:

(580)

(421 2006)

(2006)

750

49

(600)

(234)

(2006)

(226)

(%38.96)

(580)

)

(2009

(13)

(176)

(163)

(%72.12)

(24-21) - :

(26-25) -

(28-27) -

(36-29) - :

(45-37) -)

(52-46) -) (52) : .(

(Likert
(Interval Scale)
(2006)
(1)

(5-1) -

(14-6) -

(20-15) -

(52-21) -

(Cronbach Alpha)

(1)

:(1)

()		
0.9344	()	52-1
0.8515	()	20-1
0.9072	()	52-21

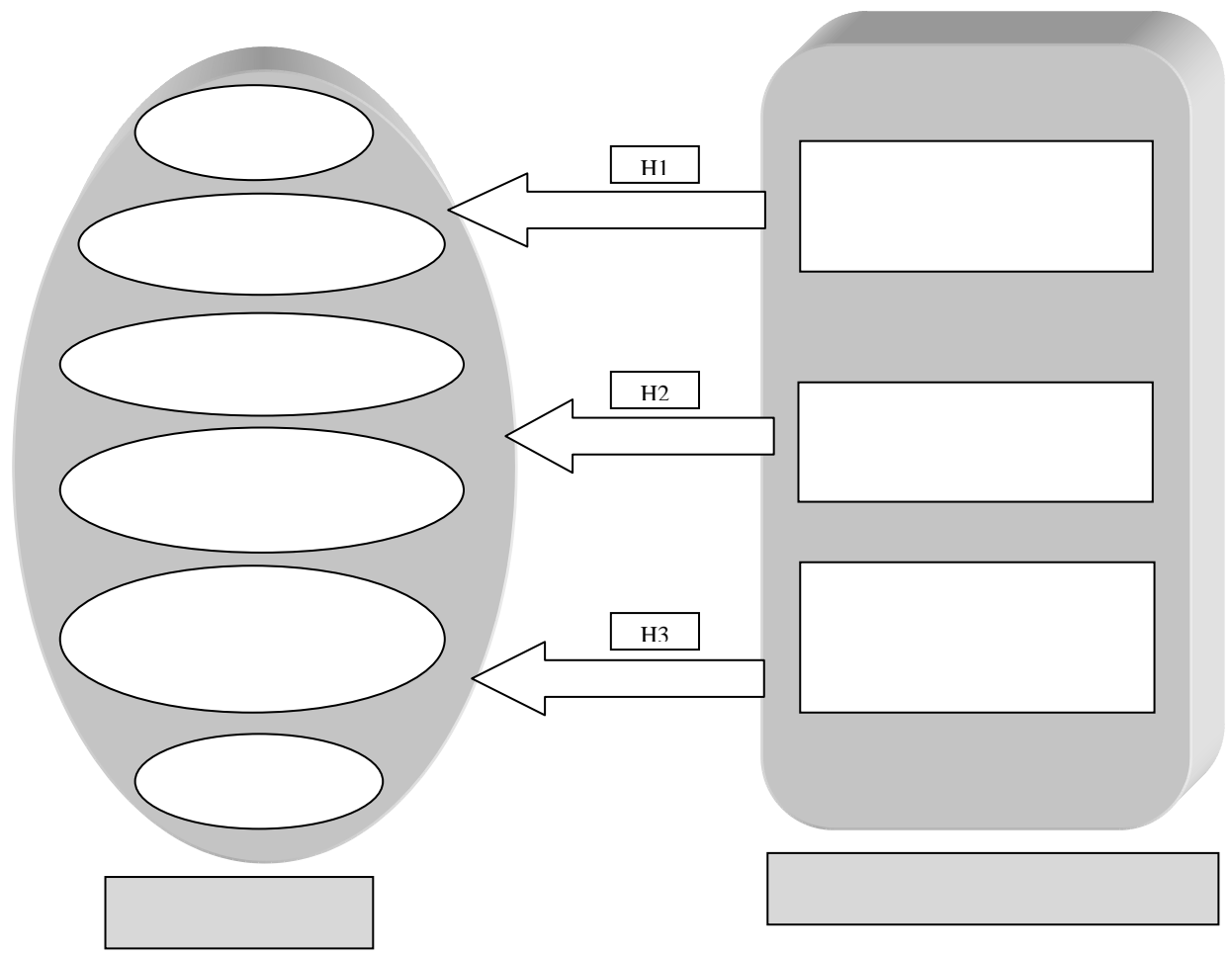
(SPSS)

(1)

(Descriptive

.1
Statistical Measures)

(Multicollinearity)
(Skewness) .5
:
(
(1)
(Multiple Regression
Analysis) .2
(Stepwise
Multiple Regression Analysis) .3
(Variance (VIF)
Inflation Factory)
(Tolerance) .4



:(1)

(Knutson et al., 2005)		
(Senge, 1990)	:	
(Fifth Discipline)	1990	(Learning Organization)
:		
:(Mental Models)	▪	
:(Personal Mastery)	▪	-1
:(System Thinking)	▪	(Pedler et al., 1991)
:(Shared Vision)	▪	-2
:(Team Learning)	▪	(Senge, 1990)
:		-3
		(Garvin, 1993)

(DeCenzo and Robbins, 2005)
 (Jackson and Schuler, 2001) (Smith, 2001)

(Cymanow, 2000)

"Renew and Regenerate continually" -4

(Cindy, 2008)

"Use Nonfinancial measurement to supplement financial measurements" -5

:
(Jackson and Schuler, 2001)

:
"
(Hill et al., 1998)

(Learn)

:
(Jackson and Schuler, 2001)

"Leverage knowledge and learning to satisfy stakeholders" -1

Embed knowledge and learning into "all activities" -2

"Ensure that knowledge is Accessible and Accessed" -3

" (Cymanow, 2000)

"

.

:

-1

(Reece, 2004) -2

.

-3

:" (Lam, 2004)

"

" (Kuo et al., 2003)

:

"

)

) (

:" (Ibrahim, 2005) (

" (386)

(148)

" (Reece, 2004)

:

(Abu Khadra and Rawabdeh, 2006)

(Jamali and Sidani, 2008)

(41)

(Factor Analysis)

(Ngesu et al., 2008)

(2009)

(Chang et al., 2008)

(%31.9).

(25)

(40-36)

(30-26)

(%68.1)

(2)

:(2)

%68.1	111		
%31.9	52		
%22.1	36	25	
%37.4	61	30 - 26	
%25.2	41	35 - 31	
%9.8	16	40 - 36	
%3.7	6	50 - 41	
%1.8	3	50	
%47.3	77	5	
%29.4	48	10-6	
%23.3	38	11	
%7.4	12		
%1.8	3		
%73.0	119		
%15.3	25		
%2.5	4		
%6.2	10		
%14.7	24		
%79.1	129		

5)

(10-6) (

2.99-1	3.99-3	5-4

:

:

(4)

(3.99-3)

(3)

:

(1)	(2)	(3)	(4)	(5)

:

()

:(3)

	82200.0	4110.4		.1
	82522.0	2025.4		.2
	989380.	7239.3		.3
	804490.	0307.4		.4
	94885.0	1595.4		.5

(3)

()

() : (4)

	17869.1	3497.3		.6
	88540.9	5521.3		.7
	13398.1	2025.3		.8
	16651.1	6626.3		.9
	234951.	34973.		.10
	01089.1	12274.		.11
	978760.	8282.3		.12
	68011.0	8834.3		.13
	145981.	4960.3		.14

(4)

()

() : (5)

	761340.	2454.0		15
	952080.	03074.		16
	154311.	154313.		17
	02609.1	4663.3		18
	01631.0	83443.		19
	198631.	49693.		20

(5)

()

:

(6)

:(6)

	66617.0	8252.3		1
	58909.0	30374.		2
	66598.0	1595.4		3
	59257.0	9417.3		4
	52593.0	89433.		5
	62143.0	82653.		6

(6)

:

(7)

(7):

	%80.88	0.63168	4.0442	()
	%72.11	0.66221	3.6053	()
	%73.37	0.64230	3.6687) (
	%78.49	0.48706	3.9248	()

(Tolerance) (Multicollinearity) (VIF) (7) ()
 (10) (VIF) () ()
 .(0.05) (Tolerance) () ()
 (Normal Distribution) :
 (Skewness)
 (8) .(1)

(8):

Skewness	Tolerance	VIF	
- 0.692	0.745	1.343	
- 0.302	0.560	1.786	
0.146	0.611	1.635	

(Analysis of (VIF) (10) (1.343)
 .Variances) (Tolerance) (0.05) (0.560 - 0.745)
 (9) (0.01 ≥ α) (Multicollinearity)
 (159) .(6.85) (1) (Skewness)

(Analysis of Variances) : (9)

(R)	R ²	F	F				
0.766	0.586	* 0.000	75.16	7.513 0.100	3 159 162	22.538 15.893 38.431	1

(0.01 ≥ α) *
6.85 = (159) (0.01 ≥ α) F

(4.028) (T) (Beta) (%58.6)
≥ α (2.5758) (159) (0.01)

) () (Multiple Regression Analysis)
.(

(10)

()
()

(Multiple Regression Analysis) : (10)
()

T	T	Beta	B	Model
* 0.000	7.159		0.184 1.315	Constant 1
* 0.000	4.028	0.238	0.046 0.184	
* 0.000	5.450	0.371	0.050 0.273	
* 0.000	4.865	0.317	0.049 0.241	

(0.01= α) *
2.5758 = (159) (0.01 ≥ α) (T)

(159)

:

() (10) ()
 (Beta) ()
 (5.450) (T)
 (0.01 ≥ α) (2.5758)
 (Reece, 2004) (159)

()
 .()

(DeCenzo and Robbins, 2005)

:

(Jackson and Schuler, 2001)

(Cymanow, 2000) (10) ()
 (T) (Beta) ()
 (4.865)
 (0.01 ≥ α) (2.5758)

) (Stepwise Multiple Regression) :(11)

	Adjusted R ²	R ²	(R)	
0.35793	0.460	0.463	0.681	-1
0.33086	0.539	0.544	0.738	-2
0.31616	0.579	0.586	0.766	-3

)
 (
 ()

(11)

(Smith & Smith,

2007)

.3

:

.1

.4

.2

- (2004)
- " (2009) : 2
- " : (2002)
- .45-19 :(1)5 .(: (2009)
- (2009) : (2006)
- http://www.tagorg.com : 4
- .2009 27: : (2008)
- : 2
- (2008)
- : 2
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The Role of Human Resource Management Functions in the Learning Organization: A Case Study on the Companies of Abu-Ghazaleh Group in Jordan

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ABSTRACT

The purpose of this study is to determine the impact of Human Resource Management Functions on the learning organization at the companies of Abu-Ghazaleh Group in Jordan. And this study tried to measure the level of implementing these variables in researched companies group.

1. A questionnaire was developed to collect the needed data from study's sample in order to achieve the objectives of this study, and to test the following three hypotheses:
2. There is no significant influence between independent variable (recruitment and selection) and dependent variable (the learning organization).
3. There is no significant influence between independent variable (training and development) and dependent variable (the learning organization).
4. There is no significant influence between independent variable (human resource maintenance) and dependent variable (the learning organization).
5. The findings of this study indicated that:
6. There is a significant influence at (1) percent level of significance between independent variable (recruitment and selection) and dependent variable (the learning organization).
7. There is a significant influence at (1) percent level of significance between independent variable (training and development) and dependent variable (the learning organization).
8. There is a significant influence at (1) percent level of significance between independent variable (human resource maintenance) and dependent variable (the learning organization).
9. The employees' perceptions level of implementing human resource management functions (training and development, human resource maintenance) in the companies of Abu-Ghazaleh Group was moderate, while their level of perceptions for implementing recruitment and selection function was high.
10. The employees' perceptions level of implementing the learning organization concept in the companies of Abu-Ghazaleh Group was moderate.

Based upon these results a set of recommendations was proposed in order to enhance building Abu- Ghazaleh International Group as a learning organization.

KEYWORDS: Human Resource Management Functions, Recruitment and Selection, Training and Development, Human Resource Maintenance, Learning Organization, Abu- Ghazaleh International Group.