

Achieving organizational learning through human resource management "Case Study"

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Abstract:

The study aims to examine the role of human resource management in achieving Organizational learning in the assurance organizations in Algeria. The descriptive analytical methods were used; the research community included all the administrative managers. A sample random of 34 employees was selected to represent the research community. The primary data were collected using a questionnaire. The questionnaire's validity and reliability ascertained. The findings shows that there is statistically significant impact of human resource management dimensions on Organizational learning. The study recommends giving more importance to compensation and rewards.

Keywords: Human Resource Management, Organizational learning, Recruitment and Selection, Training.

JEL classifications codes : M12, M14, D83, J 24

1. Introduction

Organizational learning is a contemporary concept in management sciences and organizational sociology, describing the process through which organizations acquire knowledge and experience, enhance their ability to adapt to environmental changes, and improve their long-term performance. This concept focuses on how organizations gather, analyze, and utilize information to inform decision-making and optimize internal processes. Organizational learning is based on the idea that organizations are more than just the sum of their individual members; rather, they are capable of collective learning through the sharing of knowledge and experiences, applying lessons learned to prevent past mistakes and foster innovation. Learning within organizations occurs at various levels, including individual, group, and organizational levels. The significance of organizational learning lies in its capacity to help organizations survive and evolve in dynamic environments, improve efficiency, strengthen competitiveness, enhance organizational culture, and promote innovation and continuous development.

Human resources are considered one of the most valuable and critical assets within an organization, serving as the essential resource for the efficient utilization of all other organizational resources. They are fundamental to ensuring the smooth operation of all activities and processes. Given the importance of this resource in achieving high levels of efficiency and effectiveness, business organizations place significant emphasis on managing human resources. They continuously seek to develop and implement effective management practices and strategies that ensure the attraction, development, and retention of top talent and competencies, thereby guaranteeing performance excellence. This is crucial for organizational success, particularly in light of the significant changes occurring in today's business environment.

Based on this context, the central research question is:

What role does human resource management play in achieving organizational learning in assurance organizations in Algeria?

In order to answer the problem of the study, the following hypotheses were relied on:

Main Hypothesis: There is a statistically significant relationship between human resource management and organizational learning in assurance organizations in Algeria.

Branching out from the main hypothesis are the following sub-hypotheses:

Sub-H01: There is a statistically significant relationship between recruitment and selection and organizational learning in assurance organizations in Algeria.

Sub-H02: There is a statistically significant relationship between training and organizational learning in assurance organizations in Algeria

Sub-H03: There is a statistically significant relationship between compensation and rewards and organizational learning in assurance organizations in Algeria

Sub-H04: There is a statistically significant relationship between career development and organizational learning in assurance organizations in Algeria

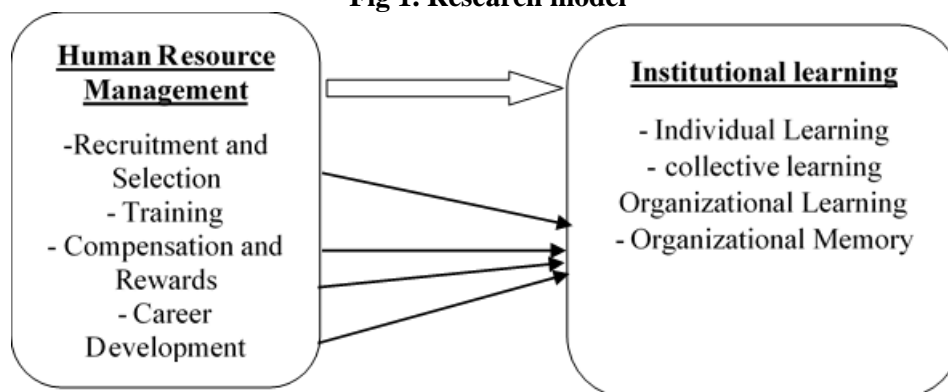
Objectives of the Study: The study aims to

- Understand the theoretical aspects of human resource management and organizational learning.
- Identifying the level of importance of human resource management and organizational learning in the organizations under study.
- Identifying the contribution of human resource management (recruitment and selection, training, compensation and rewards, career development) in organizational learning.

1.1. Study methodology:

The study use the descriptive analytical approach-using questionnaire to collect data, the community of the study included all the administrative managers of the assurance organizations in Algeria. In this study, 42 questionnaires were distributed. The total valid returned questionnaires were 34, **which the number of the study sample**. The data were analyzed by (SPSS) version 25. The validity and reliability of the questionnaire were confirmed by Cronbach's Alpha coefficient. The results indicates that Cronbach's Alpha for all variable was equal to 0.959. the normality of the distribution was also confirmed by Kolmogorov- Smirnov test. The results indicate that the test was equal to 0.148, which is significant at the level of significance 0.05.

Fig 1. Research model



1.2. Previous studies:

- (Aburummana, Salleha, Omara, & Abadib, 2020), *the impact of human resource management and career satisfaction on employee's turnover intention*. The study aims to examine the impact of human resource practices (compensations, performance appraisal, promotion, training and development) on employee's turnover intention and the mediating role

of career satisfaction and the mediating role of career satisfaction, the study adopted the quantitative research method based on survey questionnaire. The questionnaire gathered from 394 employees located in 25 banks in Jordan. The study used the PLS-SEM to get results and teste the hypotheses. The study found that human HRM practices negatively impact employees turnover, and career satisfaction partially mediated the relationship between HRM practices and employees turnover intention.

- **(Al-Abbadi, 2018), *impact of human resource management practices on organizational commitment of the employees of commercial banks in Jordan*.** The study aims to examine the impact of human resource management practices on organizational commitment of the employees of commercial banks in Jordan. The study was based on questionnaire as a data collection tool, sample of 425 employees were selected to represent the study population. The study used SPSS to achieve its objectives and teste hypotheses. The study results showed that human resource management practices (staffing, training and development, compensation, and performance appraisal) had a significant and positive effect on the employees' commitment of commercial banks in Jordan.
- **(Chen & Zheng, 2022) *Influence of Organizational Learning and Dynamic Capability on Organizational Performance of Human Resource Service Enterprises: Moderation Effect of Technology Environment and Market Environment*.** This study explored how organizational learning (along with dynamic capabilities) affects the performance of human resource service enterprises, with the role of technology and market environments as moderating factors. The findings confirmed that organizational learning plays a significant role in enhancing organizational performance
- **(Alsabbagh & AL Khalil, 2017) *The Impact of Organizational Learning on Innovativeness (An Empirical Study on the Education Sector in Damascus City)*.** This study aimed to measure the impact of organizational learning on innovation in universities (education sector) in Damascus. A sample of 383 academic and administrative staff was surveyed, and results showed that all dimensions of organizational learning had a positive and statistically significant effect on innovation

2. Human resource management

Human resources represent a critical function within any organization, overseeing the management of the organization's human capital. This function is responsible for recruiting qualified individuals, providing training opportunities, and ensuring optimal performance. Additionally, human resources play a pivotal role in establishing systems that foster long-term, productive relationships between employees and the organization. (Arbab & Mahdi, 2018, pp. 10-11)

2.1. Human resource management definition

Due to its critical role within organizations, human resource management has become increasingly important as one of the key functions of any organization. The ongoing developments in this field, coupled with the varying perspectives among researchers, have made it challenging to establish a universally accepted definition of human resource management. Nevertheless, it can generally be understood as the practice of managing people, a responsibility that all organizations must undertake, regardless of their size or industry. (Atkinson, Lupton, Kynighou, & Val, 2021, p. 451)

Table 1 represents some definitions of human resource management

Table 1. Human resource management definition

Author	Definition
Mahapatro 2010	Human resource management is a process that aligns the interests of individuals with those of the organization to ensure mutual goal achievement. As an integral component of the management process, it focuses on effectively managing human capital within the organization. Its primary aim is to maximize employee performance and secure their full cooperation, thereby fostering a productive and harmonious work environment (Mahapatro, 2010, p. 03).
Fong 2011	The effective utilization of human resources to attain the organization's strategic business objectives. (Fong, Ooi, Rahman, & Chong, 2011, p. 705).
Newman 2014	The strategic alignment of human resource practices with the management and development of employees (Newman & Sheikh , 2014, p. 414).
Yeganegi 2018	It is the process of collaborating with individuals in a manner that enables both the employees and the organization to reach their full potential, even in the face of change, the acquisition of new skills, the acceptance of new responsibilities, and the development of new forms of relationships. (Yeganegi & Tajdani, 2018, p. 25).
Chong 2020	It is a strategic approach to managing employment relations that emphasizes the importance of leveraging individuals' capabilities as a key factor in gaining a competitive advantage (Chong, Ngolob, & . Palaoag, 2020, p. 121).

Source: Prepared by the Authors.

Based on the aforementioned definitions, human resource management can be defined as a collection of administrative decisions and processes aimed at ensuring the organization's human resource needs are met in terms of both quantity and quality, at the appropriate time. It also plays a pivotal role in shaping the nature of the relationship between the organization and its employees, with the ultimate goal of optimizing resource utilization and achieving the organization's diverse objectives.

2.2. The Importance of Human Resource Management

Among all the assets within an organization, human resources are the most valuable and crucial, as they are essential for the effective functioning of all other organizational resources (Fenech, Baguant, & Ivanov, 2019, p. 2) The significance of human resource management for an organization can be encapsulated in the following key points:

- Human resource management serves as a strategic asset for organizations, significantly contributing to the company's competitive advantage (Fenech, Baguant, & Ivanov, 2019, p. 2)
- Human resource management has the capacity to influence employee organizational behavior, thereby ensuring the achievement of corporate objectives.
- Human resource management positively impacts firm performance, which in turn fosters organizational (Mehwish, Abeera, Tania, & Aideed, 2019, p. 01)
- Investing in human resource management can yield long-term financial benefits for organizations, as motivated employees are more likely to remain with the company rather than seek opportunities with competitors (Chong, Ngolob, & . Palaoag, 2020, p. 121)

2.3. Human resource management practices

Human resource management practices are defined as a series of distinct yet interconnected activities, functions, and processes aimed at attracting, developing, and retaining (or releasing) a company's human resources (Aburummana, Salleha, Omara, & Abadib, 2020, p. 643). Human resource practices are the primary tools through which organizations can influence and shape the skills, attitudes, and behaviors of individuals in order to achieve organizational objectives. (Al-Abbadi, 2018, p. 12) Through the processes of hiring, socializing, and developing the organization's workforce (Fong, Ooi, Rahman, & Chong, 2011, p. 706) Human resource management practices in many organizations primarily focus on operational tasks, system implementation, and addressing key issues such as compensation, individual development, and recruitment. (Aburummana, Salleha, Omara, & Abadib, 2020, p. 643)

Table.2 represents the most important practices of human resource management

Table 2. Human resource management practices.

Practice	Definition
Recruitment and selection	Recruitment is the process of identifying, selecting, and hiring the most qualified candidates for a given position. (Pshdar, et al., 2021, p. 01) Selection is the process of assessing and interviewing candidates for a specific position in order to identify the most suitable individuals who can effectively perform the required tasks. (Pshdar, et al., 2021, p. 02)
Training	It aims to equip individuals with specialized professional knowledge and best-practice methods related to their work, thereby enhancing their skills and capabilities..(Arbab & Mahdi, 2018, p. 14)
Compensation and rewards	It is a performance-based, variable pay system that integrates both individual and team performance, thereby enabling the organization to achieve multiple benefits (Gope, Elia, & Passiante, 2018, p. 662)
Career development	Career development is an organizational activity that assists employees in planning their future careers within the company, enabling both the employees and the organization to achieve optimal growth and development. (Niati, Siregar, & Prayoga, 2021, p. 2386)

Source: prepared by the researchers.

3. The concept of organizational learning

Despite extensive research in this area, reaching a consensus on a single definition or concept of organizational learning remains challenging. This difficulty can be attributed to several factors, the most significant of which are: (Vajiheh & Saadatb, 2016, p. 220)

- Organizational learning is recognized as a multidisciplinary concept, resulting in the development of diverse theories and models, each aligned with its specific field of study.
- The application of organizational learning spans multiple domains, including information processing, product innovation, organizational change, organizational culture, and others.
- The concept operates across multiple levels of analysis, from the individual level to the broader organizational level.
- .

Table No. 01: Definition of Organizational Learning

reference	Definition
(Dixon, 1991, p. 31)	It is the process through which knowledge about an organization's operations and resources is developed, as well as its interaction with the surrounding environment.
(Schulz, 2002, p. 415)	Organizational learning refers to the changes in an organization's knowledge that result from the enhancement and transformation of its knowledge base and accumulated experiences.
(Abbasi, Akbari, & Tajeddini, 2015, p. 120)	It involves the development and acquisition of new knowledge and skills in response to internal and external stimuli, resulting in lasting changes in collective behavior and improving the organization's efficiency and effectiveness..
(Uddin, Fan, & Das, 2016, p. 44)	It is a continuously evolving process focused on generating new knowledge and transferring it to areas where it can be applied effectively. This process, in turn, facilitates the creation of additional knowledge, which can be leveraged as needed.
(Asabbagh & AL Khalil, 2017, p. 536)	It refers to the acquisition of new knowledge by individuals who possess both the ability and willingness to apply it in decision-making and to influence others within the organization.
(Argot, Lee, & Park, 2020, p. 5402)	It is the process by which experience gained from performing a specific task is transformed into knowledge, subsequently driving organizational change and improving future performance..
(Bates & Khasawneh, 2005, p. 98)	Organizational learning includes all managerial activities involved in collecting, distributing, and interpreting information, which exert both tangible and intangible effects on the organization's culture and philosophy.
(Chiva, Ghauri, & Alegre, 2014, p. 689)	Organizational learning is the process by which an organization alters or adapts its mental models, rules, processes, and knowledge, while simultaneously sustaining and enhancing its overall performance.

Source: prepared by the authors

Based on the aforementioned definitions, organizational learning can be characterized by the following key features:

- Organizational learning focuses on adapting the organization's processes through targeted activities (Templeton, Lewis, & Snyder , 2002)
- Organizational learning provides numerous economic advantages by enhancing the organization's ability to effectively apply its skills in response to various external changes. (Hoe & McShane, 2010, p. 364)⁹. Conversely, neglecting organizational learning diminishes the organization's likelihood of success, reduces efficiency and productivity, and hinders organizational development. (Ahakwa, Yong, Tackie, Odai, & Dartey, 2021, p. 2100).
- A learning organization is one that facilitates the continuous learning of its members and implements necessary changes to maintain competitiveness. Organizational learning is viewed as an ongoing process that relies on learning as a core value to achieve competitive advantages, enabling the organization to survive and withstand competitive pressures. In the knowledge economy, organizational success is no longer solely determined by the quantity of resources accumulated; instead, emphasis has shifted toward fostering learning, accumulating knowledge, and leveraging it effectively. This transition marks a significant shift from merely maximizing wealth to prioritizing knowledge and learning as critical drivers of organizational growth, survival, and competitiveness. (Tan & Olaore, 2021, p. 110)

3.1. Organizational Learning processes

It refers to a set of processes designed to integrate the knowledge acquired by individuals and groups into the organization's operations and activities through knowledge acquisition, information dissemination, interpretation, and the maintenance of organizational memory.

- **Knowledge acquisition**

"It refers to the process of extracting, organizing, and structuring knowledge from various sources by individuals. This process necessitates encouraging and motivating individuals to acquire new insights and engage in continuous learning. Consequently, knowledge acquisition largely depends on individuals' willingness and motivation to share their knowledge with others, making effective communication a critical mechanism for achieving this goal (Ravikumar, et al., 2022, p. 828)“

It can also be viewed as the process of developing the skills, ideas, and relationships necessary for acquiring knowledge. Examples of this include engaging in discussions with competitors at trade fairs, maintaining regular communication with customers, and conducting market research. (Hoe & McShane, 2010, p. 365)

- **Knowledge dissemination :**

It is the process by which knowledge is shared and disseminated across the organization. Examples of this include discussions among employees regarding work plans and methods, organized meetings to address employee needs, and other similar activities. (Hoe & McShane, 2010, p. 365)

The concept of knowledge dissemination differs from that of knowledge transfer and exchange, although these terms are often used interchangeably. While knowledge exchange refers to the sharing of acquired knowledge sources, knowledge transfer specifically describes the movement of knowledge between different units, departments, or organizations. Despite its close relationship with communication, knowledge transfer cannot be equated with it. (Zheng, 2017, p. 52)

- **2.3. Knowledge utilization:**

It refers to the process of directing and applying knowledge within various organizational processes. This involves the practical use of knowledge to guide the organization's strategic direction, solve problems, and enhance overall efficiency. (Turulja & Bajgorić, 2018, p. 03)

This phase begins when knowledge is applied within the business context, making it widely accessible. It is then utilized by members of the organization to deepen their understanding of the work and to make well-informed, accurate decisions. (Hoe & McShane, 2010, p. 365)

3.2 Levels of Organizational Learning

The concept of organizational learning is multidimensional, occurring at various levels, from the individual to the group. It involves a series of processes that transform available data and information into knowledge, which is then stored at the organizational level for future use. According to the existing literature, organizational learning is typically categorized into three main levels: individual learning, team learning, and collective or organizational-level learning.

- **Individual Learning**

Individual learning results from the accumulation of information and the acquisition of new knowledge related to one's environment, along with the understanding, interpretation, and experience of that knowledge. This process leads to the enhancement and modification of the individual's behavior. Individual learning plays a critical role within the broader context of organizational learning. It is not simply a collection of isolated individual learning processes, but rather an interactive exchange between

individuals within the organization, between the organization and other external entities, and between the organization and its culture. (Wang & Ahmed, 2003, p. 15)

- **collective learning/ group learning**

Group-level learning occurs when individuals interact and share the knowledge they have acquired at the individual level with others. Through this collaboration, they collectively interpret the knowledge to form shared assumptions, which subsequently enhances and directs the group's behavior..

- **Organizational Learning**

Organizational learning takes place when groups share their knowledge through communication, and this knowledge is then transformed into guidelines or practices that are adopted by all members of the organization and made accessible to those who require it. (Odor, 2018, p. 04)

What underscores the importance of organizational learning is its crucial role in driving and facilitating the change process necessary for adapting effectively to emerging changes. It enables the organization to gain a competitive advantage by allowing it to adapt its products, structures, or strategies more swiftly and effectively than its competitors. (Rerup & Levinthal, p. 35)

- **Organizational Memory**

"It refers to the process of storing, retaining, and retrieving knowledge for future use. Organizational memory plays three key roles within the organization: an informational role (storing data for future decision-making), a regulatory role (minimizing transaction costs for new decision-making), and a political role (utilizing information to maintain and enhance the organization's competitiveness). New knowledge holds significant value for the organization, and its integration with existing knowledge can provide a competitive edge. This integration allows the organization to outperform competitors, particularly in identifying and seizing new opportunities. (Bloodgood, 2019, p. 46)

4. Finding

4.1. The Relative Importance of the Study Variables Dimensions

To achieve the first objective of the study, which is to identify the relative importance of the study variables, the arithmetical average, the standard deviation and the relative importance of respondent's responses were calculated for all the dimensions of human resource management and organizational learning as shown the following two tables

Table 4. Dimensions of human resource management.

Dimensions of human resource management	Arithmetical Average	Standard Deviation	Relative importance	ranking	level
Recruitment and Selection	3.6756	0.93559	72.912%	2	High
Training	3.6824	0.80621	73.648%	1	High
Compensation and Rewards	3.2500	1.13429	65.000%	4	High
Career Development	3.4338	0.88828	68.676%	3	High

Source: Prepared by authors based on SPSS.25.

Table 4 shows the arithmetical average, standard deviation and relative importance of the dimensions of human resource management. The arithmetical average ranging between 3.25 and 3.8624, while the standard deviation ranging between 0.67237 and 0.74959, the relative importance ranging between 67.176% and 74.118%, and the level is high for all dimensions, but to varying degrees, where they were in the following order: training, recruitment and selection, career development, compensation and rewards.

Table 5. Dimensions of institutional excellence

Dimensions of organizational learning	Arithmetical Average	Standard Deviation	Relative importance	ranking	Level
Individual Learning	3.4657	0.71277	69.314%	3	High
collective learning	3.6059	0.67237	72.118%	2	High
Organizational Learning	3.3588	0.74959	67.176%	4	High
Organizational Memory	3.7059	0.7403	74.118%	1	High

Source: Prepared by authors based on SPSS.25.

Table 5 shows the arithmetical average, standard deviation and relative importance of the dimensions of organizational learning. The arithmetical average ranging between 3.3588 and 3.7059, while the standard deviation ranging between 0.67237 and 0.74959, the relative importance ranging between 67.176% and 74.118%, and the level is high for all dimensions, but to varying degrees, where they were in following order: Organizational Memory, collective learning, Individual Learning, Organizational Learning.

4.2. Correlation Between the Dimensions of Human Resource Management and organizational learning

To achieve the third objective of the study, person coefficient was calculated between the dimensions of human resource management and institutional excellence as shown the following table.

Table 6. Correlation between organizational learning and dimensions of human resource management

	Dimensions of Human Resource Management				
	Recruitment and Selection	Training	Compensations and rewards	Career development	Total
organizational learning	0.581**	0.646**	0.603**	0.784**	0.724**

Source: prepared by authors based on SPSS.25.

Table 6 shows the correlation between organizational learning and the dimensions of human resource management. The correlation between the total degree of organizational learning and the dimensions of human resource management (recruitment and selection, training, compensations and rewards, career development) is in order 0.581, 0.646, 0.603, 0.748, which are statistically significant at the level of

significance 0.01. And the correlation between the total degree of human resource management and the total degree of organizational learning is 0.724, which is significant at the level of significance 0.01.

4.3. Hypothesis Testing

The simple linear regression was used for testing the research hypothesis; the simple linear regression shows the impact of human resource management, recruitment and selection, training, compensations and reward, career development on institutional excellence, as shown the following table.

Table 8. Hypotheses testing.

Main Hypothesis							
Variance source	Total Squares	Freedom Degree	Ave. Squares	R	R2	Test value F	Sig F
Regression	6.487	1	6.487	0.724	0.524	35.244	.000
Residual	5.890	32	0.184				
total	12.337	33					
Sub-H01							
Variance source	Total Squares	Freedom Degree	Ave. Squares	R	R2	Test value F	Sig F
Regression	4.175	1	4.175	0.581	0.337	16.289	.000
Residual	8.202	32	0.256				
total	12.337	33					
Sub-H02							
Variance source	Total Squares	Freedom Degree	Ave. Squares	R	R2	Test value F	Sig F
Regression	5.163	1	5.163	0.646	0.417	22,900	.000
Residual	7.214	32	0.225				
total	12.337	33					
Sub-H03							
Variance source	Total Squares	Freedom Degree	Ave. Squares	R	R2	Test value F	Sig F
Regression	4.494	1	4.494	0.603	0,363	18,243	0.000
Residual	7,883	32	0.296				
total	12.337	33					
Sub-H04							
Variance source	Total Squares	Freedom Degree	Ave. Squares	R	R2	Test value F	Sig F
Regression	6,929	1	6,929	0.748	0.560	40.703	0.000
Residual	5.448	32	0,170				
total	12.337	33					

Source: prepared by authors based on SPSS.25.

Main Hypothesis: the table shows a high value of calculated F equal to 35.244, which is significant at the level of significance 0.01, and confirmed by the value of coefficient of determination $R^2 = 0.524$, the variation in **human resource management** explain 52.4% of the variation in **organizational learning**, and therefore the main hypothesis is accepted.

Sub-H01: the table shows a high value of calculated F equal to 16.289, which is significant at the level of significance 0.01, and confirmed by the value of coefficient of determination $R^2 = 0.337$, the variation in **recruitment and selection** explain 33.7% of the variation in **organizational learning**, and therefore the hypothesis 01 is accepted.

Sub-H02: the table shows a high value of calculated F equal to 22.900, which is significant at the level of significance 0.01, and confirmed by the value of coefficient of determination $R^2 = 0.417$, the variation in **training** explain 41.7% of the variation in **organizational learning**, and therefore the hypothesis 01 is accepted.

Sub-03: the table shows a high value of calculated F equal to 18.243, which is significant at the level of significance 0.01, and confirmed by the value of coefficient of determination $R^2 = 0.363$, the variation in **compensations and rewards** explain 36.3% of the variation in **organizational learning**, and therefore the hypothesis 03 is accepted.

Sub-04: the table shows a high value of calculated F equal to 40.703, which is significant at the level of significance 0.01, and confirmed by the value of coefficient of determination $R^2 = 0.560$, the variation in **career development** explain 56% of the variation in **organizational learning**, and therefore the hypothesis 04 is accepted.

5. Conclusion

The purpose of the study is to examine the role of human resource management in achieving organizational learning in assurance organizations in algeria. The finding related to employees perceptions toward human resource management dimensions indicated that, all the dimension of human resource management including recruitment and selection, training, compensation and rewards, career development got high level of respondents' responses. The finding related to employees' perceptions toward organizational learning dimensions indicated that, all dimensions of organizational learning also got high level of respondents' responses. The finding showed also that there is a positive and strong statically significant correlation between the total degree of human resource management and organizational learning, and a positive strong statistically significant correlation between training, compensation & rewards, career development and organizational learning, and a positive moderate statistically significant correlation between recruitment & selection and organizational learning. Further regarding the impact of the dimensions of human resource management on organizational learning, the simple linear regression showed that there is a moderate statistically significant impact of the total degree of human resource management, training, career development on institutional excellence, and a weak statically significant impact of recruitment and selection, compensation and rewards on organizational learning. Therefore, all the hypotheses of the study were accepted.

Based on the foregoing we conclude that human resource management plays an important role in achieving organizational learning. Accordingly, the study recommends the necessity of reconciliation between the various human resource management practices to achieve a high degree of organizational learning, and giving more importance to compensation and rewards, by linking the types of compensation and rewards to the actual performance, and updating the annual compensation and rewards plan in line with the competitive environment. The study also recommends that all employees should have equal opportunities for promotion in positions and ranks.

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