

.(2005)

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:

(Senge, 1990)

(Mavrinac, 2005)

1990

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Devries and

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(Korokov,2007)

(2002)

(García-Morales and others,

)

2006)

(2005

(Karash)

(2002-1994)

(44-41)

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(18-17)

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(50-45)

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(23-19)

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-2

750

49

(29-24)

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-3

(34-30)

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-4

(2007

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:

(40-35)

-5

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 :
)
) (50) : (Likert (50) (579)
 (%50) (290)
 (64) (12)
 (52) (%9) (%18)
 (Cronbach Alpha)

:(1)

:(1)

()	()	
0.9561	()	50-1
0.7894	()	9-1
0.8600	()	18-10
0.9432	()	50-19

(1)

:

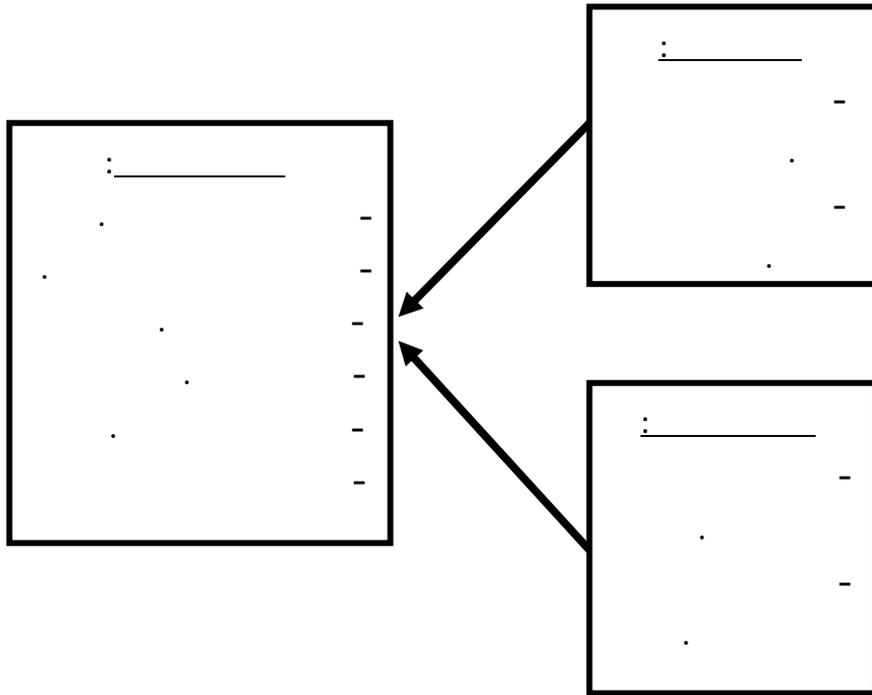
(SPSS 11)

:
(Descriptive
Statistical Measures) -1

(Simple Regression
Analysis) -2

(
(Variance (VIF)
Inflation Factor
(Tolerance) -3

(1) (Multicollinearity)
(Skewness) -4



: (1)

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(Karash, (2005)
1994-2002)
)
) (2005
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(Brooks, 1992) & (Mallet, 1995)
(.
(Rastogi, 1998)
(Knutson et al, 2005)
(Knutson, Miranda & Washell, 2005)
(Marsick & Watkins, 1994)
(Alexiou, 2005)
(2006)
(2005)

	:	-		:	
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	:			:	-
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- .5
- (Kanter, 1983)
- .6
- (Sundbo, 1996)
- .7
- (Vogt, 1997)
- (Geroy & Anderson, 1998)
- (Ang & Joseph, 1996)
- (McGill et al., 1992)
- (Bowen & Lawler, 1992)
- (Jarrar & Zairi, 2002)
- (Senge, 1990)
- (Double-loop learning)
- " "
- (Single-loop learning)
- (1996)(Malhotra)

(Dymock, 2003)
(Gardiner & Whiting, 1997)

(Nixon, 1994)

(Sundbo, 1999)

(Beach, 1996)

(Erstad, 1997)

(Rushmer et al., 2004)

(Piccolo & Colquitt, 2006)

(Bono & Judge, 2003;
Shamir, House & Arthur, 1993; Sosik, Avolio &
Kahai, 1997)

(Masood et al.,
2006)

(Atwater & Yammarino,
Avolio, 1994) 1993)

(Barbuto, Fritz & Marx, 2000)

(Bass & (Hunt, 1999)
Avolio, 1990)

(Barbuto &

Burbach, 2006)

:(Trofino, 2000)

.1 :

(2)

(%55.8)

(%44.2)

.2 :

25)

(30-26)

(

.3 :

5)

(

.4 :

(Knutson & Miranda, 2000)

:(2)

%55.8	29		
%44.2	23		
%42.3	22	25	
%36.5	19	30 - 26	
%11.5	6	35 - 31	
%3.8	2	40 - 36	
%3.8	2	50 - 41	

%1.9	1	50	
%76.92	40	5	
%11.54	6	10-6	
%11.54	6	11	
%7.7	4		
%3.8	2		
%71.2	37		
%9.6	5		
%7.7	4		
%9.6	5		
%5.8	3		
%84.6	44		

:

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

:

3	3.99 -3	5-4

(4)

(3.99-3)

(3)

(3)

(3)

()

() : (3)

	1.0754	3.5192			.1
	1.0485	4.1923			.2
	0.9473	4.3462			.3
	0.8718	3.8462			.4
	1.0484	3.6346			.5
	1.0839	4.0385			.6
	1.1924	3.9038			.7
	1.1247	3.5962			.8
	1.3141	3.1923			.9

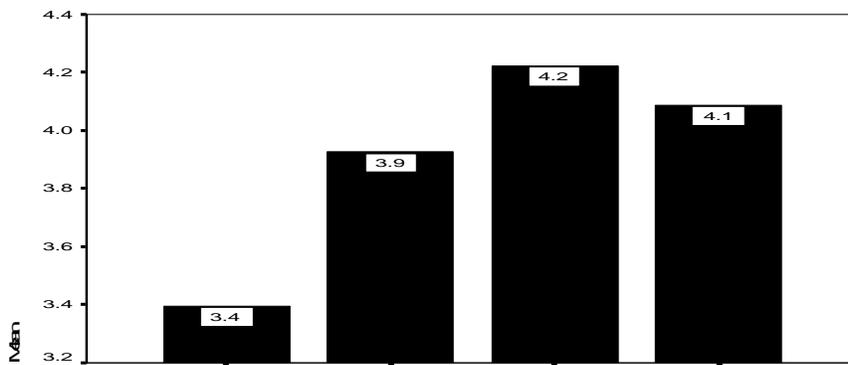
- () () -

() : (4)

	0.7478	4.5962			.1
	0.9670	4.0769			.2

	0.5654	4.6154			.3
	0.7930	4.1923			.4
	1.0030	3.8846			.5
	0.8097	4.1731			.6
	0.8964	4.0192			.7
	1.0368	4.0577			.8
	1.0030	4.1154			.9

(2)



: (2)

(5)

(21)

:(5)

	0.8964	4.0192		19
	0.8708	4.2885		20
	1.0783	3.8846		21
	0.9280	3.9615		22
	1.0260	3.9231		23

(6)

:(6)

	1.0839	4.0385		24
	.99072	4.1346		25
	1.1207	3.8654		26
	.92884	4.0000		27
	1.0266	3.7500		28
	1.0641	3.7500	()	29

)

(

:(7)

	0.9343	3.5962		30
	1.0177	3.9423		31
	1.1773	3.4231		32
	1.1907	3.6154		33
	0.9505	3.8077		34

:(8)

	0.8550	3.8846		35
	0.8392	3.9615		36
	0.8372	4.2500		37
	0.9375	4.0577		38
	1.0507	3.6154		39
	0.7930	3.8077		40

(9)

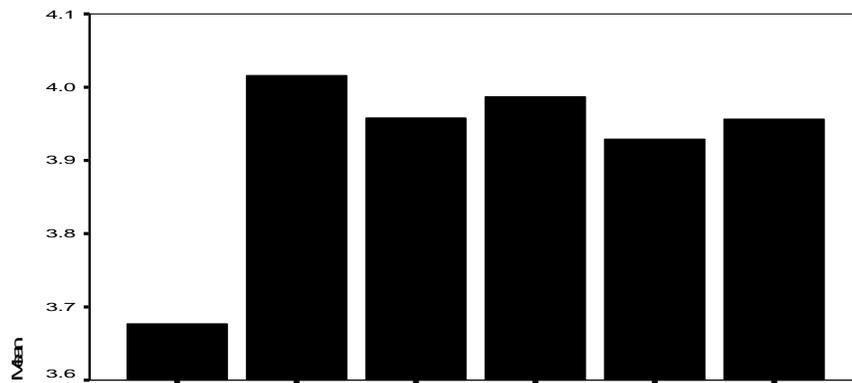
: (9)

	.92945	3.8654		41
	.92884	4.0000		42
	.95031	3.8654		43
	.90499	4.3462		44

: (10)

	0.8690	4.0962		45
	1.1121	3.6923		46
	0.9014	3.6731		47
	0.8913	4.0962		48
	1.0043	3.8269		49
	0.6712	4.5192		50

(10)



() : (3)

(3)

:(11)

	0.6881	3.807	()
	0.6072	4.188	()
	0.5824	3.923	()

:

(11)

()
()
()

(Multicollinearity)

(Tolerance)

(VIF)

(10) (VIF)

(12) (1) (Skewness) .(0.05) (Tolerance) (Normal Distribution)

:(12)

Skewness	Tolerance	VIF
-0.782	0.612	1.633
-0.540	0.666	1.502
-0.504	0.291	3.440
-0.954	0.305	3.278

(Analysis of (VIF) - 1.50) (10) .(3.44)
 .variances) (Tolerance) (0.66 - 0.29)
 (13) (0.05) (0.66 - 0.29)
 (F) (Multicollinearity)
 (0.01 ≥ α) (7.31) (50.1) (1) (Skewness)
 .(Simple Regression Analysis)

(Analysis of variances) :(13)

	(R)	R ²	F	F
	0.62	0.38	0.000	31.07
	0.48	0.23	0.000	15.10
	0.70	0.48	0.000	45.15
	0.64	0.41	0.000	34.08

(0.01 ≥ α) *

.7.31 =(50) (0.01 ≥ α) F

(Simple Regression Analysis) : (14)
()

T	T	Beta		B	
0.000	*5.57	0.62	0.09	0.51	

(0.01= α) *

. 2.6778 = (50) (0.01 \geq α) (T)

(0.38 0.62) R2

(14)

()

(T) ()

(2.6778) (5.57)

(50) (0.01 \geq α)

(Lemken et al, 2000;

.Rastogi, 1998))

(Brink, (Senge, 1999) .() (

2003)

R

(Simple Regression Analysis) :(15)
()

T	T	Beta		B	
0.000	*3.89	0.48	0.06	0.25	

(0.01= α) *

2.6778 = (50) (0.01 \geq α) (T)

() () (15)

(5.57) (T))

(0.01 ≥ α) (2.6778)
(50)

()
()
(%23) R2

(Thejendra, 2007; Deloitte, 2004;
Nash, 2000)

(Simple Regression Analysis) : (16)

T	T	Beta		B	
0.000	* 6.72	0.69	0.11	0.73	

(0.01= α) *

2.6778 = (50) (0.01 ≥ α) (T)

(16)

()
(0.01 ≥ α) ()

(Wah, 2000; Stoddart, 2001)

((Yanga and Wan, 2004; Hult et al., 2004

(%38)

(Kohn, 1993

(Bock and Kim, 2002)

(Simple Regression Analysis)

:(17)

()

T	T	Beta		B	
0.000	* 5.83	0.64	0.07	0.40	

(0.01= α)

*

2.6778 = (50)

(0.01 $\geq \alpha$)

(T)

-1

(17)

)

(
(%41)

-2

(Henderson, 1990)

(Davenport et al.,

.2000)

-3

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-6

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(Generative Learning)
(Adaptive Learning)

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Alexiou, A .2005. A tale of the field: reading power and gender in the learning organization, *Studies in Continuing Education*, 27 (1): 17-31.

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The Impact of Empowerment Culture and Transformational Leadership on The Learning Organization:

Mohammed M. Al-Kasasbeh, Abeer H. Al-Faori and Kefayah M. T. Abdullah

ABSTRACT

The purpose of this study is to determine the impact of empowerment culture (technical and managerial empowerment) and transformational leadership (physical and morale requirements for transformation) on the learning organization at the companies of Abu-Ghazaleh Group in Jordan. The importance of the study stems from the combination of transformational leadership influence as an individualist characteristic and empowerment culture as an organizational characteristic on the learning organization, therefore an integrated approach was adapted to investigate the impact of both leaders and followers on the learning organization rather than parochial focus on one dimension. A questionnaire was developed to collect the needed data from the study sample in order to achieve the objectives of this study, and to test its following two main hypotheses and their sub hypotheses:

1. There is no significant influence between the independent variable (empowerment culture) and dependent variable (the learning organization).
2. There is no significant influence between the independent variable (transformational leadership) and the dependent variable (the learning organization).

The findings of this study indicated that:

1. There is a significant influence at (1) percent level of significance between independent variable (empowerment culture) and dependent variable (the learning organization).
2. There is a significant influence at (1) percent level of significance between the independent variable (transformational leadership) and the dependent variable (the learning organization).

Based on these results a set of recommendations were proposed in order to enhance building Abu- Ghazaleh International Group as a learning organization. Encouraging empowerment culture on both the technical and managerial dimensions by widening forgiveness space, and delegating more authorities was one of these recommendations. On the other hand, the researchers recommend that, leaders should focus on human resource management by building a partnership culture between employees and management, encouraging employees to make decisions and solve problems based on facts and knowledge. The combination between staffing and promotion systems on the one side and acquiring specialized knowledge is also recommended.

KEYWORDS: Learning Organizations, Empowerment Culture, Technical Empowerment, Managerial Empowerment, Transformational Leadership, Physical Requirements for Transformation, Morale Requirements for Transformation, Abu- Ghazaleh International Group.