"The Impact of Human Resources Practices in Achieving Organizational Development"
An Empirical Study on the Jordanian Industrial Companies

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This study was carried out to measure the impact of human resources (HR) practices in achieving organizational development (OD) in industrial companies of Jordan. Also the HR role in creating the atmosphere of the organizational development which can be improved by focusing on the activation of these practices in the organization, also its importance when planning for OD and keeping up with the modern administrative principles. This study has also been taking into consideration the personal characteristics role as an intermediate variable to discover its impact on the relationship between the variables of the study. The importance of human resources practices in the organization appears better if organizations exploited it in the development processes. This study also came to identify which more HR practices important in pushing and reinforcing the OD. This study has been carried out on the Jordanian pharmaceutical companies ((11) companies).

A random sample of 150 employees in total, was chosen where questionnaires were distributed to the (142) questionnaires were recovered and identified valid for analysis. The study showed a number of different results, the most important are: (1) there is a relationship between the practices of HR and the achievement of OD, (2) it is found that the most important of these practices are: motivating employees, labor relations, performance management, analysis and design work, and (3) there are significant differences of the impact of HR practices in achieving OD due to the individual experience and the functional-level.

Keywords: Human Resources Practices, Organizational Development.

1. INTRODUCTION
The rapid development in industrial and service aspects as well as changes in technology led to a clear and concrete change in the forms of organizational structures and design of business organizations in the different areas of its work. The industrial and service aspects are the only part of the urbanization organizations required to be ready for these changes. In addition, the variables at the global level, whether economic or social, as well as future trends, particularly those associated with the concepts and philosophies of modern management, in addition to those mentioned in the preceding paragraph, become a reality imposing itself on the world stage management. This world stage management was the most affected by the administrative practices and human resources management. This has resulted because the business organizations concerned with human resources consider it an important resource to prepare well through the development of their roles and practices in order to be ready to deal with the implications of these changes that are accelerating and has imposed itself on the business environment. The most important of these changes that are worth mentioning are: globalization, the cultural diversity of human resources, skill combination, total quality, continuous improvement, downsizing, restructuring, re-engineering, activities integration, enabling employees, quality teams and quality circles ... etc.

The challenges of the variables and concepts of modern management earlier had to be for business organizations to be aware of the importance of these words (content) and in line with the vision and the nature of its work. Business organizations have to then start using the tools of change, most important is human resources, in order to stimulate and support the operations of change and development in organizations. Achieving organizational goals cannot be achieved in the absence of the human element. Human resources is the goal of the development process and development was a tool home at one time, and especially that the individuals are the cornerstone of efforts to catch up with progress in a world of fast paced, multi-effects and complexity of components...
(Morsi, 2003) has given organizations the twenty-century atheist attaches great importance to human resources in the belief that these resources are the cornerstone of any activity in particular organizational change (Pichault & Schoenaers, 2003) and, last but not least, the success of any organization is due primarily to their existing human resources.

The achievement of organizational development in environments of business organizations in the present day, which are numerous in all types and forms of competition, as well as battlegrounds border spatial and temporal, requires them to (i.e., organizations) be able to deal with the various changes. It cannot be any organization that seeks to change without giving active role of human resources, and without a comprehensive strategy for their participation that prepares them for the concept of change and significance only through the human resource management practices. This study dealt with the impact of human resources management practices and their role in achieving organizational development in industrial companies in Jordan. It can be considered as an applied study and useful to determine the actual roles of the required human resources management to maintain the continuity of growth and development and access to the stated objectives. This study detecting the human resources management practices and their impact in achieving effective organizational development in the industrial organizations of Jordan.

2. PREVIOUS STUDIES

A Study of Khadija (2006), to investigate the impact of the functions of human resource management in achieving organizational change in the central ministries in Sultanate of Oman. the study problem was detection and management practices of human resources and instrumental is achieving organizational change and whether the variables of demographic and functional have a role in it. Also, it may be the study population of senior management and central staff in central ministries in the Sultanate of Oman, where 184 questionnaires were distributed to managers. The main findings of the study: (1) There is an effective impact of the functions of human resource management on achieving organizational change in the central ministries in the Sultanate of Oman. (2) No effect of the dimensions of the functions of human resource management on achieving organizational change. (3) No differences in the impact of the management functions of human resources on achieving organizational change. This is attributable to demographic characteristics and functional variables. Hayasat (2005) examined the relationship with the efficiency and effectiveness of strategic human resource management institutions in the performance of institutional Jordan Press”. The main findings of the study are: (1) There is a positive relationship between the efficiency and the effectiveness of human resources planning strategies valuable institutions, Jordan Press and institutional performance. (2) There is a positive relationship between the efficiency and the effectiveness of recruitment, selection strategies and institutional performance. (3) There is a positive relationship between the efficiency and the effectiveness of strategies for evaluating the performance of workers in the Jordanian press institutions and institutional performance. (4) There is a positive relationship between the efficiency and the effectiveness of the strategies, staff training and institutional performance.

The study of Reem (2005), identify the change in the management process in the organizational development of organizations of Syrian private and public sectors. This change occurred through knowledge of the existence of specific plans and the scientific principles underlying the process of change, as well as the necessary plans to address resistance to change and if there is a direction of prevailing the direction in the change of organizations in general. This study represents the population of the study which consists of all managers working in organizations in Damascus, Homs, and Hama in public and private sectors working in the textile and garment, food processing, chemical industries. The analysis consisted of (320 questionnaires. The main results of the study include: (1) A positive relationship between the variables of age, experience, and career center, and the resistance to change. (2) An effect of the training in the management of organizational development. (3) The existence of the importance of relationships to the variables of workers (formal and informal) in organizational development. (4) The results showed that there are some important variables such as job satisfaction, empowerment, compensation, bonuses and incentives in organizational development. Another study by Nawar (2005), to identify the problems facing the process of evaluating the performance of human resources in public facilities that limit their effectiveness. Also, the study identified the lack of qualified personnel to conduct the evaluation process, as well as the lack of coordination and cooperation between departments and the various departments concerned with the evaluation process, and therefore poor organizational development process for those organizations. The main results of the study are: (1) The textile companies in the Syrian coast Suffer from the problem concerning the selection, hiring and on merit and qualifications leading to positions lack the
important study showed the following results: (1) the implementation and human resources management the managers on the one hand and the degree of correlation between some of the characteristics of workers and therefore do not pay workers to make extra effort to get those rewards.

A study of Lubna (2004), investigate the reality of the practice of human resource planning in both public and private sectors of Jordan. This was done through the knowledge of the extent to which is to follow the set of activities and practices on the bases and the stages of planning of human resources in organizations in both sectors. Also, the study aimed to determine the extent of connectivity and integration between the organization’s strategy and human resources planning. The problem with the study is about asking whether there is a link between the process of planning of human resources in organizations public and private sectors and the Jordanian general strategy of the organization. The study sample consisted of human resources managers of departments in the study sample, which was the most important results of the study including the following: (1) Engaged in activities of human resources in organizations public and private sectors of Jordan and a medium degree. The results showed that the process of coordination, implementation and evaluation of human resources plans in the private sector further. (2) The linking and integration of the average between the Organization’s overall strategy and human resources planning in it. (3) The directors of human resources management organizations in both sectors and strong positive trends about the benefits of the practice of human resource planning effectively. Shatha (2003), examined the reality of strategy and human resources management functions in the banking sector of Jordan. This was in terms of the extent to which the banking sector of Jordan the process of strategic planning of the bank as a whole, as well as the extent of carrying out a strategic planning for human resources management. The degree of application and resource management functions of different human resources, and the bank’s ability to link strategic planning and management of its human resources and various functions. The most important study showed the following results: (1) the majority of Jordanian banks strategic planning process for the organization as a whole, while those banks do not have a plan documented and written. (2) The lack of correlation between some of the characteristics of the managers on the one hand and the degree of implementation and human resources management functions on the other. (3) The lack of correlation between some variables and the organizational characteristics of managers and the degree of linkage between human resource management and strategic planning on the other.

Haitham (2005), aimed to identify the impact of human resources functions related to training, motivation, Polarization, appointment, performance evaluation and planning for human resources. These factors were demographical and functional over the application of TQM in public institutions, independent, where the study was applied to social security institutions, institution Radio and TV, Jordan Telecom, JSC, and Royal Jordanian. The most important results of the study include: (1) There is no trace of human resource management functions in the application of total quality due to variables such as sex, qualification and administrative level, while there are traces of variable experience. (2) There is a positive relationship between the variables of the study which are human resources planning, motivation, performance evaluation, Polarization, and recruitment and the application of TQM in the autonomous public institutions. (3) There is a positive trend towards the application of total quality by working in senior management and central autonomous public institutions. Nankervis, et. al. (2002) identified how to practice human resource management strategies from the perspective of senior management in organizations, medium and small sized enterprises in Australia and its impact on business development (OD) and workers in the organizations included in the study. The most important findings of the study were: (1) the process of building the organization’s strategy and industry tends to lead to non-participation of managers of human resources management in this process, and focuses on the preparation and formulation of strategies in the hands of senior management. (2) The study shows that 86% of the organizations included in the study contain a special section on human resources management, while 20% of these organizations do not exercise the functions of human resource management at a strategic level, but look at this administration on the basis of traditional. (3) The study showed that organizations that do not have special sections for human resources management as well as organizations that do not exercise the functions of human resources at a strategic level have a weakness in the organizational development process associated with their strategies.

A study of Bae & Lawler, (2006) investigated the effect of the values of senior management to manage human resources as a source of the scarcity of competitive performance of organizations, where the focused problem of the study was to determine the role
of senior management representative of the values which it believes do have an impact on the functions of human resources and thus on the development of organizational performance. It also helped achieve competitive advantage through its internal organization, which included the study 138 Korean organization. The most important findings of the study were: (1) There is a positive relationship between the values of senior management to human resources management as a source of competitive advantage, and the absorption (Ingmar) Management of human resources development strategy for private functions. (2) There is a positive relationship between the values of senior management to human resources management as a source of competitive advantage and organizational development and thus the performance of the organization as a whole. (3) There is a positive relationship between the values of senior management to human resources management as a source of competitive advantage and organizational development and thus the performance of the organization as a whole. (3) There is a positive relationship between the values of senior management to human resources management as a source of competitive advantage and organizational development and thus the performance of the organization as a whole.

Hawthorne (2004) identified the role of integration of HR functions in the processes of organizational development in organizations. The study assumed that this role is expanding within the rules of management and operations to include more strategic responsibilities. This change needs to adopt new changes to the human resource managers and new types of trends within the sections of organizational development, to include the redesign of business and jobs, and systems development, and the role of management, change management, design and rebuilding organizations. This gave an assumption to the study that there are four strategies for the integration of human resource management namely: organizational development, job analysis (roles), team-building, and change management, has concluded a set of results including: (1) Weakness of the strategic planning of human resources. (2) Failure to look at organizational development as a process, ongoing and long-term, and resistance to change, lack of qualified personnel in the departments of human resources. Pichault & Schoenaers, (2003) clarified the correlation between human resource management practices and organizational change. It has been the adoption of a model for human resources management systems as part of what he clarified the organization model of return to (Mintzberg), then the researchers developed a perspective on the issues of human resources management focusing on Some facts related to the regulatory environment in business organizations. This affected the views of the directors (governance), which show the force influential leaders and managers in executive positions, which have a direct impact on the roles of human resources in the organization. Based on the proposed model, it has to give a new perspective to the concept of the regulatory environment and role in the process of change and organizational development in the food industry has concluded the study to the fact that: (1) The practices and functions of human resource management play an important role and prominent in bringing about change and organizational development in contemporary organizations. (2) The organizations business modern human element to give the utmost importance as a cornerstone in the process of organizational change.

A study of Stavrou-Costea, (2002) identified some of the practices of human resources management and its role in the development of contemporary organizations, and included in these functions are: human resources planning, training, and professional development, administrative, and labor flexibility. The study was based Cyprus as a case study by examining the practices followed by the business organizations of Cyprus and compared with their counterparts from organizations in the European Union. The study concluded through the comparison between my sample study indicated that the development processes, and organizational change cannot be done successfully within the goals that you want to achieve organizations through this change without preparation and the involvement of human resources It is necessary to exercise the functions of human resources management and renewable visions within the
contemporary business organizations, business organizations in order to achieve its goals of development processes. Li, (2004) in his study to examine the relationships between human resource management practices and the perceptions of job performance based on the information questionnaire of national institutions for the year (1996-1997). The study aimed to understand aspects of human resource management performance. The study also evaluated the relationship between human resource management practices and measures of cognitive - perceptual performance career, as well as it tested the impact of collaboration within the human resource management practices in performance, and adopted the study the following practices: recruitment, training, enrichment, career enhancement, motivation, the complaint procedure, the horizontal organization. The main results of the study were: (1) The interaction of training and recruitment methods of a clear impact in improving the performance of employees. (2) The existence of the effect of the interaction of human resource management practices in support of the relative performance at the level of the organization.

3. STUDY HYPOTHESES

• First: “There is no effect of human resource management practices on achieving organizational development”

The following sub-hypotheses fall under this hypothesis:

H11 : “There is no effect of the work analysis and design on the achievement of organizational development.”

H12 : “There is no effect of the action planning on the achievement of organizational development.”

H13 : “There is no effect of procurement on the achievement of organizational development.”

H14 : “There is no effect of the selection on the achievement of organizational development.”

H15 : “There is no effect of the training on achieving organizational development.”

H16 : “There is no effect of the incentives on the achievement of organizational development.”

H17 : “There is no effect of the employee’s relationships on the achievement of organizational development.”

H18 : “There is no impact on performance management of human resources in achieving organizational development.”

• Second: “There is no statistically significant difference of the impact of human resources management practices on organizational development related to the personal variables”

The following sub-hypotheses fall under this hypothesis:

H21 : “There are no statistically significant differences of the impact of human resources practices on the achievement of organizational development due to gender.”

H22 : “There is no statistically significant differences of the impact of human resources practices on the achievement of organizational development that are due to age.”

H23 : “There are no statistically significant differences of the impact of human resources practices on the achievement of organizational development that are attributed to the level of education.”

H24 : “There are no statistically significant differences of the impact of human resources functions on the achievement of organizational development that are attributed to experience.”

H25 : “There are no statistically significant differences of the impact of the functions of human resources in achieving organizational change that are attributable to the managerial level.”

Study Model

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources Practices</td>
<td>Organizational Development</td>
</tr>
<tr>
<td>- Work analysis and design</td>
<td></td>
</tr>
<tr>
<td>- Human resource planning</td>
<td></td>
</tr>
<tr>
<td>- Performance</td>
<td></td>
</tr>
<tr>
<td>- Structure</td>
<td></td>
</tr>
<tr>
<td>- Training and development</td>
<td></td>
</tr>
<tr>
<td>- Incentives</td>
<td></td>
</tr>
<tr>
<td>- Employee's Relations</td>
<td></td>
</tr>
</tbody>
</table>

Intermediate Variables

- Age
- Sex
- Experience
- Education
- Job Level
4. METHODOLOGY

The study relied on a descriptive analytical method for the purposes of data analysis and access to information required in order to reach results. Statistical program (SPSS) was also used for analysis of these data and tested, with the use of methods of descriptive analysis to describe the study sample and find out their characteristics. The extraction percentages and frequencies, means and standard deviation were put under analysis, in addition to the use of analysis of simple linear regression and analysis of slope gradient.

4.1. Study Population & Sample

The study population contains all employees in pharmaceutical companies in the upper, middle and supervision levels of management. The number of companies are (eleven), and the number of employees in these companies are approximately (1500). Due to the large size of the study population that was selected, a sample representing the study population based on the equation of statistical (2000, Sekaran), have been distributed into a count of (150) questionnaires on pharmaceutical companies of Jordan that have been adopted for the purposes of this study. (148) questionnaires were recovered from six companies where (6) questionnaires were excluded since they are not valid for the purposes of analysis. Thus, the total number of questionnaires suitable for statistical analysis turned out to be (142), which represents (95%) of the total questionnaires distributed. This total number counted is considered acceptable for statistical-analysis.

4.2. Sample Characteristics

The Characteristics of the study sample included demographic variables of the study which include: gender, age, educational qualification, job title, work experience, and the Table 1. It shows the distribution of study sample according to demographic variables.

5. DATA ANALYSIS

This section deals with a description of the methodology of the study in terms of the study population and the selected sample of it. It also deals with a study tool used to collect data associated with telling the truth and reliability, as well as describe the procedures for the study and statistical treatment that was used to answer its questions.

An analysis of sample answers: The purpose of the statistical indicators preliminary is to know the directions to answer for the respondents on the variables that have been adopted to measure “the impact of human resources management practices to the achievement of organizational development.” It was calculated in circular calculations and standard deviations for each dimension separately so that it covered all after all the variables in it, and the rank of paragraph within the one-dimensional and the relative importance of them, as follows:

First, study variables: Table 2 shows the description and evaluation of the independent variables and those are the human resource management practices and the dependent variable and organizational development in terms of the value of alpha and mean and standard deviation of the description, grade and the relative importance of the evaluation.

6. HYPOTHESES TEST

The first major hypothesis: “There is no effect of human resource management practices on achieving organizational development”.

### Table 1

<table>
<thead>
<tr>
<th>#</th>
<th>Var</th>
<th>Category</th>
<th>Freq.</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sex</td>
<td>Male</td>
<td>75</td>
<td>52.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Female</td>
<td>67</td>
<td>47.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>142</td>
<td>100.0</td>
</tr>
<tr>
<td>2</td>
<td>Age</td>
<td>Less than 25</td>
<td>29</td>
<td>20.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>35-26</td>
<td>64</td>
<td>45.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>45-36</td>
<td>36</td>
<td>25.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>55-46</td>
<td>13</td>
<td>9.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>142</td>
<td>100.0</td>
</tr>
<tr>
<td>3</td>
<td>Qualification</td>
<td>M.A or PhD</td>
<td>17</td>
<td>12.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>B.A</td>
<td>96</td>
<td>67.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Diploma</td>
<td>29</td>
<td>20.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>142</td>
<td>100.0</td>
</tr>
<tr>
<td>4</td>
<td>Job Title</td>
<td>GM</td>
<td>2</td>
<td>1.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Deputy GM</td>
<td>2</td>
<td>1.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Assist. GM</td>
<td>4</td>
<td>2.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Head of Dept.</td>
<td>34</td>
<td>6.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Head of Section</td>
<td>9</td>
<td>33.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Managerial level</td>
<td>47</td>
<td>23.9</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other</td>
<td>44</td>
<td>31.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>142</td>
<td>100.0</td>
</tr>
<tr>
<td>5</td>
<td>Experience</td>
<td>Less than 5 years</td>
<td>46</td>
<td>32.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5-10 years</td>
<td>52</td>
<td>36.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>more than 11</td>
<td>44</td>
<td>31.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>142</td>
<td>100.0</td>
</tr>
</tbody>
</table>
To test this hypothesis, it has been fragmented into eight sub-hypotheses for each dimension of the practices of human resources management, namely:

1. "There is no effect of the analysis and design work on the achievement of organizational development."

2. "There is no effect of human resources planning on the achievement of organizational development."

3. "There is no impact to attract human resources on the achievement of organizational development."

4. "There is no impact for the selection of human resources on the achievement of organizational development."

5. "There is no trace of the training of human resources on achieving organizational development."

6. "There is no impact to motivate human resources on the achievement of organizational development."

7. "There is no impact on performance management of human resources in achieving organizational development."

8. "There is no trace of the relationships of employees on the achievement of organizational development."

To test the hypothesis, multiple regression analysis were first used in a manner that gradually declined, where the dependent variable in all of which is an organizational development, while the independent variables are HRM practices, according to the hypothesis and the test results as they appear in the Table 4. The following terms have been excluded factors that influence it in a weak manner, the adoption of the following form, which shows the factors that have a direct and strong on the dependent-variable:

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>Standardized beta</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation</td>
<td>.328</td>
<td>6.686</td>
<td>.000</td>
</tr>
<tr>
<td>Employees Relations</td>
<td>.177</td>
<td>2.931</td>
<td>.004</td>
</tr>
<tr>
<td>Performance</td>
<td>.141</td>
<td>2.636</td>
<td>.009</td>
</tr>
<tr>
<td>Job Design</td>
<td>.095</td>
<td>2.040</td>
<td>.043</td>
</tr>
</tbody>
</table>

Notes: $R^2 = 0.721; R = 0.849; \text{Sig. F = 0.000; F-value = 88.423;}$ dependent variable, organizational development; $p < 0.05.$

The results of the analysis in the Table 3 show the presence of four models. I was introduced to the independent variable most closely linked variable’s in the model (organizational change) which is the variable “stimulating human resources” and in model II the variable “relations workers” was added to the variable in the first model. Notes showed the improved value of the coefficient of determination ($R^2$), then added a variable “performance management” to become a value interpreted by the independent variables of the three per (71.2%) of the differences in organizational change, and the last step was to add variable analysis and design work, with added improved value of the coefficient interpretation of the four variables of the differences in the values of organizational change to become (72.1%), and it has been explained by the adoption of the fourth model for analysis and study, which appears in the independent variable factors that have a greater impact force in the dependent variable.2. The second major hypothesis:

"There is no statistically significant differences of the impact of the functions of human resources management in organizational development are attributable to the personal and functional properties."

"For the selection of this hypothesis has been fragmented into five sub-hypotheses, each one has an effect management of human resources:

1. "There are no statistically significant differences between the impact of human resources functions to the achievement of Organizational development due to gender."

2. "There are no statistically significant differences between the impact of human
resources functions to the achievement of organizational development are due to age.”

(3) “There are no statistically significant differences of the impact of human resources functions to the achievement of organizational development attributed to the level of education.”

(4) “There are no statistically significant differences of the impact of human resources functions to the achievement of organizational development attributed to the experience.”

(5) “There are no statistically significant differences of the impact of human resources functions to the achievement of organizational development attributed to the functional level.”

Table 4
Analysis of Variance of the Impact of Human Resources Functions to the Achievement of Organizational Development Attributed to Personal Characteristics and Functional

<table>
<thead>
<tr>
<th>Variation as a source</th>
<th>F-Value</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender * and human resources functions</td>
<td>.502</td>
<td>0.681</td>
</tr>
<tr>
<td>Age * and human resources functions</td>
<td>.865</td>
<td>0.523</td>
</tr>
<tr>
<td>Level of education * and human resources functions</td>
<td>1.467</td>
<td>0.646</td>
</tr>
<tr>
<td>Experience * and human resources functions</td>
<td>1.327</td>
<td>0.025</td>
</tr>
<tr>
<td>Career Level * HR functions</td>
<td>1.467</td>
<td>0.016</td>
</tr>
</tbody>
</table>

The results of Table 4 showed that there were no significant statistical differences of the impact of human resources functions on the achievement of organizational development due to gender (F = 0.502) when compared with (Sig = 0.681> 0.05), and therefore accept the null hypothesis the first sub. As indicated in the results of Table 4, there were no significant statistical differences of the impact of human resources functions on the achievement of organizational development is attributable to the level of age (F = 0.865) when compared with (Sig = 0.523> 0.05), and therefore accept the null hypothesis the second tier. The results of the same table as well as to the absence of significant statistical differences of the impact of human resources functions to the achievement of organizational development attributed to the level of education (F = 1.467) when compared with (Sig = 0.646> 0.05), and therefore accept the null hypothesis third tier. The results of Table 4 to the existence of significant statistical differences of the impact of human resources functions to the achievement of organizational development is due to experience (F = 1.327) when compared with (Sig = 0.025> 0.05), and therefore accept the alternative hypothesis Sub-fourth.

7. FINDINGS

Data was analyzed after the study, and it was concluded that the results can be summarized as follows:

1. There is a statistically significant effect of the functions of various human resource managements on achieving organizational development. It was found that fulfilling the practices of human resource management in its various aspects leading to the achievement of organizational development, with a variation in the effect between these functions.

2. No significant effect of motivating employees on achieve organizational development, it was found that this factor has a high degree of attention.

3. No significant effect of the relations of employees on achieving organizational development. It was found that the working relationship (formal and informal) built on the basis of trust, participation, communication and exchange of ideas and information.

4. No significant effect for the management performance by the organization on achieving organizational development, where the order of this factor is the third in terms of impact strength.

5. No significant effect for the analysis and design work to achieve organizational development, by showing the existence of a clear vision for the process of analysis and design work by those responsible for this process in organizations.

6. No statistically significant differences of the practices of human resources on achieving organizational development attributable to the personal and functional properties of the following, namely: age, gender, and educational level.

7. There are significant differences of the practices of human resources in achieving organizational development attributed to the personal and functional properties of the
following: the experience of the individual process, and the functional level, it was found that the experience of the individual process and the functional level a positive impact in advancing the process of organizational development.

8. RECOMMENDATIONS

The following recommendations were concluded following the above results:

1. To activate all the human resources practices, which appeared in the study and practice to ensure payment of the organizational development process?

2. Activate the intensives factor working within the development plans of administrative and organizational development as it has a strong impact on workers and encourage them toward these processes (OD), whether this stimulus was physically or morally.

3. Interest in labor relations and workers of formal and informal, direct and make them part of the identity of the organization, and using them when preparing for organizational development programs.

4. Lay the foundations and fundamentals are clear for those working in various administrative matters concerning the performance, as well as analysis and design work performed in addition to the processes of rehabilitation and training.

5. Ongoing studies related to the administrative aspects of the organizations in order to keep pace with the modern regulatory and administrative methods of the new flexible for adoption in the management of organizations.

6. The involvement of experienced workers in the preparation of plans for organizational development in order to take advantage of their experience and competence, taking into account the functional level for these workers.

References


