

## The Impact of Organizational Capacity Building in Its Agility Working Forces through Organizational Learning in the Jordanian Commercial Banks

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### Abstract

The impact of organizational capacity building in its agility working forces through organizational learning in the Jordanian Commercial Banks The aim of this study was to analyze the impact of organizational capacity building on the strength of working forces through organizational learning in the Jordanian commercial banks. In order to achieve the objectives of the study, a questionnaire was developed for the purpose of collecting data and distributing it to (166). They were selected in a simple random sampling method. The study reached a number of results,

1. The organizational capacity building and the attractive working forces from the point of view of the employees of the Jordanian commercial banks came to a high degree.
2. The level of organizational learning from the point of view of the employees of the Jordanian commercial banks was high.
3. The existence of the impact of the dimensions of organizational capacity building in its labor forces, where it explains the amount (54%) of the variation in the agility of the working forces.

The study recommends that the dimensions of organizational capacity-building should be strengthened through the understanding of the Jordanian commercial banks of the importance of building the organizational capacities possessed by human resources in order to achieve its full potential.

**Keywords:** organizational capacity, variation, full potential, energy forces, growth, development.

### Introduction:

The organizational capacity building has become a topic of concern to organizations especially in the present century, after the success of the organizations that adopted it. It represents the diagnosis, identification and discovery of deficiencies and shortcomings in their performance in order to meet the challenges of the rapidly changing environment and to develop solutions to the problems and alternatives available to continuously improve their growth, , Continuously through its energy forces.

The organizational capacity building of the organizations should receive the greatest care and attention, in addition to focusing on developing integrated development mechanisms and plans to support them so that they can compete and keep pace with future developments and achieve the required level of flexibility to reach the required momentum. We will not be able to do so except through deep study, scientific analysis and an effective approach that addresses all modern methodologies and leading global applications and chooses the best and most appropriate method to build our human resource capabilities with care, credibility and qualification to maximize their potential.

Noe et al. (2006) focuses on the development of new concepts and practices for the management of organizations. The most important of these is organizational capacity-building. It focuses mainly on improving the organization's processes and also on making radical changes in some or all of the Organization's processes, with the aim of achieving substantial improvements in the light of basic performance standards.

Organizational capacity-building is a step towards finding more effective ways and means to address the problems of organizations. Experience gained from organizational capacity-building approaches provides those interested in improving the performance of organizations with new perspectives to address the situation of institutional deterioration.

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Improving performance and developing organizations is no longer optional. To the administration, or to be chosen by it, but has become a prerequisite for the survival and failure of the Organization (Olian, Durham, 2004).

Tippins and Sohi (2003) identified the organizations' focus on organizational capacity-building in their agility through organizational learning because of their importance to them through:

1. Organizations need ways and means to identify the obstacles they face when they arise.
2. Organizations need a means of gathering information, so that they can make important decisions about human resources (who needs to be promoted, from an altruistic, proactive and performance-oriented employee).
3. The Organization needs to develop its members on a continuous basis, whether managers or staff, so that they can make the Organization more distinguished in performance compared with the competing organizations.
4. The organization needs to provide the necessary skills to the decision maker, whether individual or group, and reflect on the sensitivity of the role played by and its importance in achieving creativity and excellence in organizations.

### **The study Problem:**

As the organizational capacity building strategies are important in increasing the employees' understanding of their role in achieving the objectives of the organization, developing the self-efficiency, increasing the level of job satisfaction among the employees, increasing the alignment between the needs of the institutions and the personal needs of the employees. Creativity and excellence in doing business. Recent developments in various fields have forced modern organizations to respond, adapt and change with these developments, to ensure their continuity and interaction with society and the environment, and all the surrounding factors. However, many organizations, including Jordanian commercial banks, have not accommodated the shift towards creating organizational capacity-building strategies that are working to achieve their agility through organizational learning. They have remained far from progress, success and continuous and accelerated change, making them more in need of enabling strategies. It is an urgent and special requirement for those organizations that seek to excel in performance and maintain their sustainability in a changing environment. They face renewed challenges that require senior management to adopt policies and strategies that adapt to these challenges. The objectives of the organization are to be successful, and given the rapid and renewed change in the work environment, senior management must provide opportunities for renewal and modernization of business processes. Therefore, the problem of study is by answering the following main question:

**What is the impact of organizational capacity building in its agility working forces through organizational learning in Jordanian commercial banks?**

### **Study Questions:**

This study aims to answer the following questions:

1. What is the level of perceptions of workers to build organizational capacities in Jordanian commercial banks?
2. What is the level of perceptions of the workers of the labor forces in Jordanian commercial banks?
3. What is the level of organizational learning in Jordanian commercial banks?

The importance of organizational capacity building is in the vanguard of working forces through organizational learning at the following points (Stengel, 2005):

- 1 - Organizational capacity building has been and continues to receive great attention from psychologists and education, as a method of learning better, because it provides each trainee with a learning commensurate with his abilities and speed of self-learning and depends on his motivation to learn.
- 2 - The trainee takes a positive and active role in the learning process.
3. Structured organizational capacity can be built from mastering the basic skills necessary to continue to train himself and continue with him for life.
4. The world is witnessing an ever-evolving cognitive explosion that is not absorbed by traditional development systems and methods, which necessitates a strategy that enables the trainee to master organizational capacity-building skills to continue learning with him for life.

The objectives of organizational capacity building can be crystallized in its working forces through organizational learning (Ayse, 2006):

- A - Individual objectives and functions: include deepening the confidence of the leader in himself, and enable him to develop methods of work, and improve relations with his subordinates and citizens, and develop skills to use information and communication networks.
- B. Objectives and institutional functions: The organizational and institutional objectives and gains that the development seeks to achieve, such as: addressing errors that may result from poor planning, organization or coordination between different security units, rationalizing the use of available resources, improving the reputation of the security services, Local.
- C) Community objectives and functions: It means serving security and community issues and implementing public policies.

Organizational capacity-building strategies are linked with the spirit of the working forces. Organizational capacity building contributes to increasing the level of participation of individuals, improving the level of performance of organizations and improving employee performance. Improving the level of employee performance is one of the fundamental issues that result from implementing the concept of organizational capacity building in management. , And the outcome of the task behind organizational capacity building programs, and the ambitious working forces through organizational learning being an effective impact on employee performance. Are essential inputs used by the staff member to produce their activities and outputs in the work environment.

### **The importance of studying :**

The importance of this study is that it deals with organizational capacity building and its importance in the rehabilitation of employees and enhancing their abilities to work and achieve and develop their functional abilities. In practical terms, the importance of the study is to analyze the role of organizational capacity building in its strong energies Which works through organizational learning in Jordanian commercial banks, which contributes to improving the performance of this institution in general.

This study draws on its importance by identifying the following:

1. Being one of the few studies - to the knowledge of the researcher - which is looking at the role of organizational capacity building in its energy working forces through organizational learning in Jordanian commercial banks.
2. It deals with one of the organizational concepts is organizational capacity building, which is one of the important topics in the modern administrative thought, as it is an important source of the survival and sustainability of the organization, especially in institutions that seek to adopt a modern management strategy that is interested in the enthusiasm of working forces through learning Organizational structure.
3. This study can also draw the attention of managers and decision-makers in Jordanian organizations to the importance of adopting the concept of organizational capacity building in order to strengthen it as it helps in achieving the rationality of working forces through organizational learning.
4. This study contributes to enriching the Arab library with a new subject that may be of interest to researchers and practitioners. It is considered as a starting point for other studies in the organizational capacity building strategy.

### **Objectives of the study:**

The objective of the study is to identify the impact of organizational capacity building in the rationalization of the working forces through organizational learning in Jordanian commercial banks.

1. The level of perceptions of respondents in Jordanian commercial banks is defined as the dimensions of organizational capacity building (organizational resources, organizational structure, systems and processes, and transformational leadership style).
2. Know the level of perceptions of the respondents in Jordanian commercial banks to the dimensions of their labor forces (ability to adapt to expected conditions, creativity in problem solving, professional flexibility, learning of work skills and procedures).
3. Know the level of perceptions of respondents in Jordanian commercial banks for organizational learning.

4. Try to reach a set of conclusions and recommendations that can be used by managers in Jordanian commercial banks and take into account the interest in strategies to build organizational capacity to improve the efficiency of working forces through organizational learning in Jordanian commercial banks.

### Hypotheses of the study

This study attempts to examine the following zero hypotheses:

**The first hypothesis:** There is no statistically important significant effect of respondents' perceptions at the level of significance ( $\alpha \leq 0.05$ ) of the organizational capacity building dimensions (organizational resources, organizational structure, systems and processes, transformational driving style) on the strength of the working forces (ability to adapt to expected conditions, Creativity in problem solving, professional flexibility, learning of work skills and procedures) in Jordanian commercial banks.

The following sub-assumptions emerge:

**First sub-hypothesis:** There is no statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) of organizational capacity building dimensions (organizational resources, organizational structure, systems and processes, transformative driving pattern) in adaptability to expected conditions as a dimension of energy efficiency Jordanian Commercial Banks.

The second sub-hypothesis: There is no statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) for the dimensions of organizational capacity building (organizational resources, organizational structure, systems and processes, and transformational leadership style) in creativity in solving problems as dimension of its effectiveness. Jordanian .

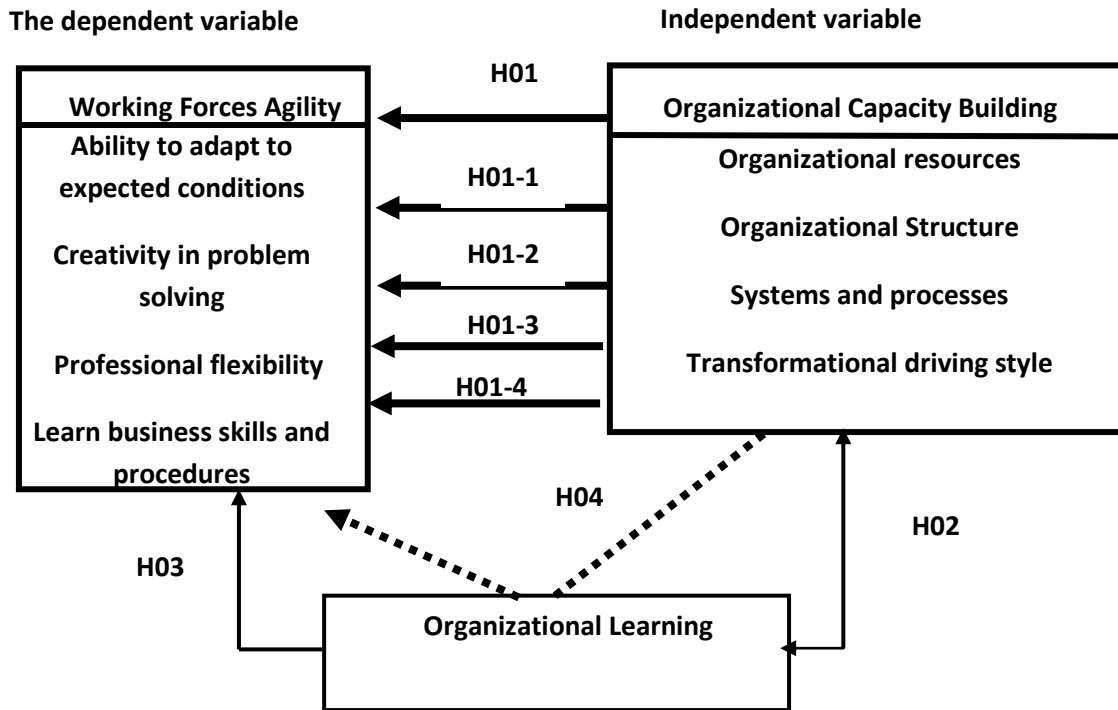
**Sub-hypothesis 3:** There is no statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) of the dimensions of organizational capacity building (organizational resources, organizational structure, systems and processes, and transformational leadership style) in professional flexibility as a dimension of its power to the Jordanian commercial banks.

**Sub-hypothesis 4:** There is no statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) for the dimensions of organizational capacity building (organizational resources, organizational structure, systems and processes, and transformative driving style) in learning business skills and procedures as a dimension of the entrepreneurial power of commercial banks Jordanian .

**The second hypothesis:** There is no statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) of the dimensions of organizational capacity building (organizational resources, organizational structure, systems, processes, and transformational leadership style) in organizational learning in Jordanian commercial banks.

**The third hypothesis:** There is no statistically significant effect at the level of ( $\alpha \leq 0.05$ ) of organizational learning in the labor force (the ability to adapt to the expected conditions, creativity in solving problems, professional flexibility, learning of work skills and procedures) in Jordanian commercial banks.

Study model:



Definitions:

**Independent Modulator: Organizational Capacity Building:** Organize the use of resources through training for skills development and institutional capacity development to enable them to identify and evaluate urban environment problems and to increase understanding and analysis of problems

**A. Organizational Resources:** All resources available to the Organization and available for use in the production process.

**B. Structure:** It is a matrix structure, or team structure that gives employees the freedom to experiment and innovate. As well as the adoption of a horizontal structure with fewer administrative levels, and decentralized decision-making. The absence of red tape, bureaucracy, official procedures, and tight control in the work environment. Working teams are close to and always in contact with decision-making centers.

**C. Systems and processes:** The process of activating the basic and daily operations carried out by the institution through the full coordination between the sub-units and the distribution of work between employees fairly and according to the competence and follow the methodology of continuous improvement of the quality of services by creating a work environment to help innovation and creativity and attention to information from the recipients of the service.

**D.. Transformational Leadership:** A leadership style that describes a process of human interaction between the leader and the subordinate that elevates each other to higher levels of ethics and motivation to transcend their individual concerns and achieve common organizational goals.

**The dependent variable: Agility Working Forces:** the ability to cope with changes in the business environment through the design of a strategic system with high flexibility for the company to respond quickly and to change and non-exposure

- 1. Ability to adapt to expected circumstances:** Gain experience and knowledge by sharing information among members of the organization of past successful experiences of the Organization, as well as benefiting from the experiences of other successful organizations and competing organizations and identifying their best management practices, All employees in the organization to benefit from in the field of practical application.
- 2. Creativity in Problem Solving:** It means the ability to arrive at the elements that make up composite objects, or the efficiency in analyzing the elements of objects, understanding the relationships between these elements, and

developing the new one that comes out of the circle of familiarity and takes different forms depending on the topic under consideration. Envelope.

3. **Learn the work skills and procedures:** and indicate the keenness of the employees to perform their duties and responsibilities without difficulty and accept any additional responsibilities for the work required of them, taking into account their suitability to their performance capabilities
4. **Professional flexibility:** The organization's ability to change or respond to low-return, time, effort, cost or performance risks.

**Intermediate variable:** Organizational learning: It is the state in which knowledge, information and experience are shared between employees irrespective of their functional level, meaning that everyone works according to a common vision and a plan of action that provides individuals with the energy needed to learn.

#### Previous studies:

A number of studies have been conducted that relate to the building of organizational capacity and the enthusiasm of the working forces. These topics have been dealt with from different entrances. The results of the survey of literature and previous studies indicated that there are no studies to the knowledge of the researcher looking directly at the impact of organizational capacity building Through the study of organizational in Jordanian commercial banks, so this study tried to employ the previous studies as much as possible and these studies include:

In a study conducted by Haniyeh (2016) on the extent of the exercise of strategic fitness and its relation to the excellence of the institutional performance in the food industry sector in the Gaza Strip, the study aimed to identify the extent of the exercise of strategic fitness and its relation to the excellence of institutional performance in the food industry sector in the Gaza Strip, The strategic agility was strategic (sensitivity, visibility, core competencies, strategic choice of objectives, shared responsibility, response speed), and the dimensions of institutional performance were used in "leadership, human resources, customer satisfaction" from the point of view of the company The researcher used the descriptive analytical method. The researcher used the comprehensive inventory method in conducting the field study.

The study population was confined to the food industry companies registered as a member of the Federation of Food Industries in the Gaza Strip, (76) companies, but the distribution of (104) question on (55) companies, for the refusal of (4) companies fill the questionnaire and the presence of (8) closed companies do not work. The study found that the level of exercise of strategic fitness and excellence in institutional performance in the food industry companies was strong for both variables. There is a strong correlation between the exercise of strategic fitness and the excellence in the institutional performance of the food industry in the Gaza Strip.

Study (Dow, Lund, 2016) Impact of strategic leadership capabilities in strategic investment decisions. The aim of the study was to determine the impact of the organizational capabilities of the strategic leadership in the strategic investment decisions. In order to reach this goal, 46 companies from the construction sector were selected in Dahuk governorate as a sample for the current research. The researchers adopted the questionnaire method as the main tool for collecting data through the distribution of the forms to the managers of the surveyed companies. (60) forms were distributed (46) were valid for analysis.

The study reached a number of results, Strategic investment, and the existence of a significant influence of the organizational strategic leadership blocks in strategic investment decisions.

Study (Al jazeie, 2016) entitled Organizational Capacity Building and its Impact on Organizational Effectiveness A Field Study in the Jordanian Government Universities in the Region of Southern Jordan The study aimed to identify organizational capacity building and its impact on organizational effectiveness in the Jordanian government universities in the Southern Jordan Region. The sample of the study consisted of a comprehensive survey in the study society. Thus, the study population represents its sample. A questionnaire was designed and developed to collect the data, distributed to (192) individual leaders, and retrieved (133) questionnaire , Accounted for (69.8%) of the study population. The study questions and hypotheses were tested using statistical analysis techniques and the use of the statistical package (SPSS.16). The study reached a number of results. (Organizational resources, organizational structure, systems, processes, and transformational leadership style) in organizational effectiveness in terms of their dimensions (achievement of objectives, Resource recruitment, academic leadership satisfaction, and self-development).

Study (Lacap ,2014) entitled *Competitiveness and Sustainability of the Hotel Industry: The Case of Hotels in Pampanga* aimed at exploring the level of competitiveness and sustainability of the hotel industry, as well as analyzing the factors affecting the development of the hotel industry. The study was conducted in the Philippines and the analytical method was used. The results of the study showed that despite the Philippine interest in the future of the hotel sector, there are problems and challenges that directly and indirectly affect the hotel industry, which is the weakness of competitiveness. Ensuring the continuity of hotel performance and improving the quality of its services is closely linked to the development of competitiveness.

The study was conducted in Kenya, and the analytical approach was used to investigate the role of talent management and its impact on the organizational performance of companies listed on the Nairobi Stock Exchange (Lyria, 2013), entitled *"Role of Talent Management on Organization Performance in Companies Listed in Nabob Security Exchange"* The results of the study showed that talent management is of great importance and an important role in improving the organizational performance in companies. Talent management is highly dependent on the recruitment strategy based on placing the right person in the right place, to combine the talents of employees with the general performance in companies, For the public or private sector Talent management is keen to retain talented employees and develop their abilities, and the results of the study indicate that more research is needed to identify the real and actual effects of talent management in companies.

Study (Al-Abidi, 2012), conducted a study entitled *"Organizational Agility: A Strategic Approach in the Process of Enhancing the Employment of Employees (An Experimental Study for a Sample of Industrial Sector Companies in the Ministry of Industry and Minerals) "* In organizations operating in the industrial sector as a research sample. In the changing and dynamic work environment, there is a need for agile organizations that have a role in enhancing the employment of employees through its dimensions (cognitive absorption, emotional absorption, The study data were collected from (100) employees in (5) companies affiliated to the Ministry of Industry and Minerals, and were based on international standards for measurement of organizational agility and employment by means of a questionnaire Data collection and analysis questionnaire The study concluded that the sample of the study that organizational agility directly affect the dimensions of employment and enhance the process of absorption of workers in the companies sample research.

A study entitled *"Availability of Dimensions of the Educated Organization at Al-Aqsa University from the Employees' Perspective"* was conducted by (Abu Hashish and Murtaji in 2011). The study aimed at identifying the availability of dimensions of the educated organization at Al-Aqsa University from the point of view of its employees, The study sample consisted of 150 administrative and academic staff.

All dimensions of the scale were obtained on a medium degree, The study revealed no differences in favor The study revealed that there were no differences according to the variable of years of service on all dimensions of the questionnaire except for the fourth dimension, *"Establishing systems for knowledge sharing and learning"*, where differences were found in favor of the years of service. More than 10 years and the sixth dimension, *"linking the organization to the external environment"*, where there were differences in favor of years of service less than 5 years. The study revealed that there are no statistically significant differences according to the nature of work except for the first dimension *"finding opportunities for continuous learning"*.

Study (Al-Ayyash, 2010), conducted a study entitled *"The Impact of Transformational Leadership on Organizational Learning. An Empirical Study on the Iraqi Ministry of Electricity and its Administrations from the Central Administration's Perspective."* This study aimed to identify the effect of transformational leadership style on organizational learning in the Ministry of Electricity and the affiliated administrations. In order to achieve this goal, the survey-questionnaire tool was developed and distributed to the study sample which reached (590) questionnaire, constituting 79.6% of the distributed questionnaires.

The statistical package for social sciences has been used in data processing. The most important findings of the study are the following: The impact of the transformational leadership style in its dimensions (individual considerations, inspirational motivation, intellectual stimulation) on organizational learning.

In (Daniel's,2009) study, *"A frame work and Methodology for linking Individual and Organizational Learning: Application in TQM and production Development"*, a work structure and methodology were developed to link organizational and individual learning to application in total quality management and production development. The study concluded that there is an impact of individual learning and organizational learning in quality management.

The study showed that there is an impact of individual learning on organizational learning, how to use total quality in production development and the role of production development managers as a team to transfer individual learning to organizational learning. Overall.

In a study conducted by (Al-Khashali and Al-Tamimi, 2008), entitled "The Impact of Leadership Methods in Organizational Learning, A Field Study in the Jordanian Industrial Sector Companies", it aimed to test the effect of leadership methods, ) In organizational learning in both adaptive and constructional types. The study was conducted on a sample of (128) managers working in 16 companies operating in the Jordanian industrial companies. The study found that there is a significant effect of the procedural and transformational leadership methods in the organizational learning in both the adaptive and the structural types.

A study by (Konidari and Abernot, 2006) entitled "From TQM to Learning Organization: Another Way for Quality Management in Educational Institutions", this study aimed to highlight organizational learning as another way to develop the managerial skills of school principals in Eastern Greece, Of total quality management (457). The study found that school principals have positive perceptions of organizational learning and create an educated organization. And that the commitment to the implementation of TQM contributes effectively to the transformation of schools into learning organizations.

Study (Gorelik, 2005), entitled "Organizational Learning vs. the Learning Organization: A Conversation with a Practitioner", presented a theoretical framework in which the aim was to identify the importance of organizational learning and to provide appropriate definitions of organizational learning, The study concluded that organizational learning contributes to the creation of an educated organization. The study also concluded that the learning process is effective if the learning cycle is first understood and the management strategies identified second, F Are the conditions and environment of the organization that contribute to the building of an educated organization.

#### **What distinguishes this study:**

The previous presentation shows that despite the growing interest in organizational capacity-building, the concept of organizational capacity building in its workforce through organizational learning still faces many challenges, both theoretical and applied, and that its use in strategic management is new , And studies on this area are few. The review of previous studies has helped to shed light on the concept of organizational capacity building and its dimensions, the factors that have a positive or negative impact on it and its impact on the agility of the working forces through organizational learning. This study is intended to fill the gaps in this field.

**Methodology of the study:** The descriptive approach was adopted for its purposes for the purposes of the study. In terms of the descriptive approach, the study relied on the literature and references that dealt with the subject of the study. A tool was prepared to suit the purpose of the study to measure the organizational capacity building and its effect in achieving regulatory framework.

**Study Society:** The study population consists of the total number of employees in Jordanian commercial banks (1160), according to official statistics issued on 15/1/2019 (Jordanian Commercial Banks, 2019).

**The study sample:** A simple random sample of 20% of all employees in the human resources department was taken in Jordanian commercial banks. 232 questionnaires were distributed to the study sample, 166 were retrieved, 16 were excluded for invalidity Of the study sample, and (12.93%) of the study population, which is acceptable for the purposes of scientific research.

**Study tool:** The questionnaire was developed based on the theoretical framework and previous studies on the subject. The questionnaire consisted of three parts: Appendix A,

The first part includes information about the characteristics of the sample of the study, according to the demographic variables (age, qualification, experience, and level of employment).

Part II: Independent Study Variable Organizational Capacity Building, and this section was also developed based on (Dow, Lawund, 2016).

The third part is the variable of the study of the work force. This section was also developed based on the study (Haniyeh, 2016).

Part 4: Organizational Learning



### Statistical processing:

The descriptive statistical methods (frequencies, percentages, computational averages, standard deviations), analytical (variance amplitude, tolerant variance, multiple regression analysis, and multigrade gradient analysis) were used to answer the study questions and to test their hypothesis validity using the SPSS.16 ). The following are the statistical methods that will be used:

Descriptive Statistic Measures to describe the characteristics of the study sample members, based on frequency and percentages, to describe the characteristics of the sample of the study, the arithmetic averages, and the standard deviations to understand the perceptions of the employees of Jordanian commercial banks towards human resources information systems, .

2. The Variance Inflation Factory (VIF) test and Tolerance test were used to ensure that there was no high correlation between the independent variables and the Skewness test to ensure that the data followed normal distributions. The four regression conditions (moderate distribution, mean 0, constant variation, error independence) were used. Multiple regression analysis was used to test the validity of the study models, the effect of the independent variable and its dimensions on the dependent variable and its dimensions, and the Stepwise Multiple Regression Analysis Independent variables in the equation of the dependent variable prediction.

### Results:

Table (1): Results of analysis of variance to verify the validity of the model to test the hypotheses of the study.

The dependent variable	Source	R <sup>2</sup>	Sum of Squares	Mean Square	F value	Sig
Working forces agility	Regression	0.54	376.088	75.218	*128.965	0.000
	Error		320.198	0.583		
Adaptability	Regression	0.443	382.105	76.421	*87.279	0.000
	Error		480.646	0.875		
Creativity in problem solving	Regression	0.424	374.281	74.856	*80.815	0.000
	Error		508.519	0.926		
Professional flexibility	Regression	0.437	391.265	78.253	*85.217	0.000
	Error		504.135	0.918		
Learn business skills and procedures	Regression	0.411	372.382	74.476	*76.503	0.000
	Error		534.453	0.974		

\* significance at the level (0.05)

Table (1) shows the validity of the test hypothesis model and the high value of (F) calculated from its tabular value at the level of ( $\alpha \leq 0.05$ ). The organizational capacity building explains 54% of the variance in the total dependent variable (42.4%) of the variance in the dimension (creative in problem solving), and explained the dimensions of organizational capacity building (43.7%).

It also explains the 44.3% (41.1%) of the variation in distance (learning of work skills and procedures), all of which underline the role and impact of building the In the interpretation of the organizational capacity of the learner manpower dimensions. Accordingly, we can test the hypotheses of the study.

The main hypothesis is that there is no statistically significant effect at the level of ( $\alpha \leq 0.05$ ) of organizational capacity building (the organizational resources, and the organizational structure, the systems and processes, and transformational leadership style) Adaptability, creativity in problem solving, professional flexibility, learning of work skills and procedures).

**Table (2): Results of multi - regression analysis to test the impact of organizational capacity - building in its various dimensions in its agility working forces**

Organizational Capacity Building	B	Std. Error	Beta	T value	Sig
Organizational resources	0.296	0.065	0.148	*4.552	0.000
Organizational Structure	0.268	0.100	0.232	*2.667	0.008
Systems and processes	0.271	0.085	0.249	*3.190	0.002
Transformational driving style	0.450	0.102	0.391	*4.423	0.000

\* significance at the level (0.05)

The following table shows the following sub-dimensions (organizational resources, the organizational structure, systems and processes, the pattern of transformational leadership), which have an impact on the agility of the labor force. The values of (t) were calculated as (4.552, 2.667, 3.910, and 4.423) respectively, which are significant values at the level of ( $\alpha \leq 0.05$ ), and the values of Beta (0.148, 0.232, 0.249, 0.391) and standard error , 0.100, 0.085, 0.102) and values (B) (0.296, 0.286, 0.271, 0.450). It is necessary to reject the null hypothesis that there is no significant effect in terms of statistical changes in organizational capacity building (the organizational resources, and the organizational structure, the systems and processes, and transformational leadership style) in the energy of the working forces.

The first sub-hypothesis: There is no statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) organizational capacity building dimension (after the organizational resources, after the organizational structure, after the systems and processes, and after the pattern of transformational leadership) in adaptability as a dimension of working forces agility in Jordanian commercial banks..

**Table (3): Results of multiple regression analysis to test the impact of organizational capacity building with its different dimensions in adaptive capacity.**

Organizational Capacity Building	B	Std. Error	Beta	T value	Sig
Organizational resources	0.397	0.080	0.080	*4.958	0.000
Organizational Structure	0.272	0.123	0.123	*2.213	0.027
Systems and processes	0.237	0.104	0.104	*2.280	0.023
Transformational driving style	0.599	0.125	0.125	*4.802	0.000

\* Significance at the level (0.05)

From the statistical results in Table 3, from the follow-up to the t-test values, the following sub-dimensions (after organizational resources, after the organizational structure, after systems and processes, and after the pattern of transformational leadership) have an impact on adaptive capacity, where The calculated values of (4.958, 2.213, 2.280, 4.802), respectively, were significant values at the level (0.05), and the values of Beta (0.178, 0.196, 0.468) and the standard error (0.080, 0.104) , 0.125) and the values of (B) (0.397, 0.237, 0.599, 0.356). It is also necessary to: reject the null hypothesis that there is no significant impact in terms of statistical capacity building variables Hydrates (the organizational resources, and the organizational structure, the systems and processes, and transformational leadership style) in the ability to adapt.

The second sub-hypothesis: There is no statistically significant effect at the level (0.05), organizational capacity building dimension (the organizational resources, and the organizational structure, the systems and processes, and transformational leadership style) in creative problem solving as a dimension of working forces agility in Jordanian commercial banks.

**Table (4): Results of multiple regression analysis to test the impact of organizational capacity building in its different dimensions in creativity in solving problems**

Organizational Capacity Building	B	Std. Error	Beta	T value	Sig
Organizational resources	0.413	0.082	0.183	*5.010	0.000
Organizational Structure	0.254	0.127	0.196	*2.011	0.045
Systems and processes	0.276	0.107	0.226	*2.583	0.010
Transformational driving style	0.539	0.128	0.416	*4.197	0.000

\* significance at the level (0.05)

The following table shows the following sub-dimensions (the organizational resources, and the organizational structure, the systems and processes, and transformational leadership style) have an impact on creative problem solving, The values of (t) were calculated (5,010, 2,011, 2,583, and 4.197), respectively, which are significant values at the level of  $\alpha$  (0.05). (0, 0.127, 0.107, 0.128) and (B) (0.413, 0.24, 0.276, 0.539). It is necessary to: reject the null hypothesis that there is no significant impact in terms of statistical changes in organizational capacity building (organizational resources, organizational structure, systems and processes, and transformational leadership style) in creative in solving problems.

Sub-Hypothesis 3: There is no statistically significant effect at the level (0.05), organizational capacity building dimension (the organizational resources, and the organizational structure, the systems and processes, and transformational leadership style) in professional flexibility as a dimension of its labor force Jordanian Commercial Banks.

**Table (5): Results of multiple regression analysis to test the impact of organizational capacity building with its various dimensions in professional flexibility.**

Organizational Capacity Building	B	Std. Error	Beta	T value	Sig
Organizational resources	0.449	0.082	0.197	*5.476	0.000
Organizational Structure	0.281	0.126	0.215	*2.228	0.026
Systems and processes	0.285	0.106	0.232	*2.681	0.008
Transformational driving style	0.592	0.128	0.454	*4.635	0.000

\* significance at the level (0.05)

The following table shows the following sub-variables (the organizational resources, and the organizational structure, the systems and processes, and transformational leadership style), which have an impact on professional flexibility, The values of (t) were calculated at (5.476, 2.228, 2.681, and 4.635), respectively, which are significant values at the level of  $\alpha$  (0.05), and the values of Beta (0.197, 0.215, 0.232, 0.454) 0.166, 0.106, 0.128) and the values of (B) (0.449, 0.281, 0.285, 0.592). It is necessary to reject the null hypothesis that there is no statistically significant effect on organizational flexibility (organizational resources, organizational structure, systems and processes, transformational leadership style).

Sub-Hypothesis 4: There is no statistically significant effect at the level (0.05). Organizational capacity building in its dimensions (organizational resources, organizational structure, systems and processes, transformational leadership style) in learning the work skills and procedures as a dimension of efficiency Jordanian Business.

**Table (6): Results of multiple regression analysis to test the impact of organizational capacity building in its various dimensions in learning work skills and procedures.**

Organizational Capacity Building	B	Std. Error	Beta	T value	Sig
Organizational resources	0.397	0.084	0.173	*4.702	0.000
Organizational Structure	0.274	0.130	0.208	*2.115	0.035
Systems and processes	0.304	0.110	0.245	*2.769	0.006
Transformational driving style	0.503	0.132	0.383	*3.825	0.000

\* significance at the level (0.05)

From the statistical results in Table 6, following the t-test values, the following sub-dimensions (the organizational resources, and the organizational structure, the systems and processes, and transformational leadership style) have an impact on learning business skills and procedures, (0,173, 0.208, 0.245, 0.383) and the standard error (0.084, 0.108, 0.245, 0.383) and the values of (t) 0.130, 0.110, 0.132) and the values of (B) (0.397, 0.274, 0.304, 0.503, 0.342). It is also necessary to reject the null hypothesis that there is no significant effect in terms of Organizational capacity (the organizational resources, and the organizational structure, the systems and processes, and transformational leadership style) in learning business skills and procedures.

**The second main hypothesis: There is no statistically significant effect at the level (0.05) of the dimensions of organizational capacity building (organizational resources, organizational structure, systems and processes, and transformational leadership style) in organizational learning in Jordanian commercial banks.**

**Table (7): Results of Multiple Regression Analysis to Examine the Impact of Organizational Capacity Building on Organizational Learning in Jordanian Commercial Banks**

Organizational Capacity Building	B	Std. Error	Beta	T value	Sig
Organizational resources	0.183	0.063	0.179	*2.911	0.004
Organizational Structure	0.138	0.050	0.118	*2.745	0.006
Systems and processes	0.268	0.087	0.265	*3.081	0.002
Transformational driving style	0.388	0.070	0.382	*5.572	0.000

\* significance at the level (0.05)

The statistical results in Table 7 and the follow-up of beta and t-tests show that the dimensions of the independent variable (organizational resources, organizational structure, systems and processes, and transformational driving style) respectively have a statistically significant effect on the dependent variable (I) in the previous table (0.05) and the statistically significant influence of Beta values. It is necessary to reject the null hypothesis that there is no significant impact in terms of statistical significance of organizational capacity-building variables (organizational resources, organizational structure, systems and processes, transformational leadership style) in organizational learning.

The third hypothesis: There is no statistically significant effect at the level (0.05) of organizational learning in its labor forces (ability to adapt to expected conditions, problem solving creativity, professional flexibility, learning of work skills and procedures) in Jordanian commercial banks.

**Table (8): The results of multiple regression analysis to test the impact of organizational learning in its agility of working forces in Jordanian commercial banks**

Moderator Variable	Working forces agility	B	Std. Error	Beta	T value	Sig
Organizational Learning	Adaptability	0.113	0.076	0.120	1.497	0.135
	Creativity in problem solving	0.149	0.061	0.139	*2.463	0.014
	Professional flexibility	0.420	0.105	0.450	*4.006	0.000
	Learn business skills and procedures	0.084	0.084	0.090	1.007	0.314

\* significance at the level (0.05)

The statistical results in Table 8 and the follow-up of beta and t-tests show that the dimensions of the intermediate variable (organizational learning) respectively have a statistically significant effect on variables (problem solving creativity, professional flexibility) t) calculated in the previous table at level (0.05). The results in the above table indicated that there was no statistically significant effect of the variable (organizational learning) on the variables (adaptability, learning of work skills and procedures).

### Recommendations:

Based on previous findings and statistical analysis, the study recommends that:

A. The results show that organizational capacity building is high. Accordingly, Jordanian commercial banks must develop the awareness of the administrative leadership about the need to adopt the change management approach as an input to the development of their departments through holding seminars and scientific lectures to introduce the concept of change and awareness of its importance through:

1. Change some regulations and instructions that focus power in the hands of senior management to give the opportunity to lower levels of participation in administrative and executive decisions.
2. Activating teamwork by finding formal and informal working groups in the administration.
3. To provide support for the change programs adopted by the Foundation

B. The results showed that the strength of the working forces was high, so the commercial banks of Jordan to enhance the dimensions of energy work forces to keep them high through the following mechanisms:

1. Encourage employees to commit themselves to new ideas.
2. Provide the information needed by workers to solve work problems.
3. Giving material and moral incentives to the owners of new ideas.

C. Emphasizing the dissemination of organizational learning culture and adopting the vision of the educated organization by creating an organizational environment within the Jordanian commercial banks for the importance of organizational learning and setting procedures and plans in order to improve the efficiency of the working forces.

D. The need to enhance and develop learning dynamics within Jordanian commercial banks in order to enhance organizational capacity building by helping those who develop their abilities and themselves and continuously train them on how to learn.

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