

## الملخص

هدفت الدراسة إلى بيان دور إدارة المعرفة Knowledge Management في تطوير الموارد البشرية. وقد ارتأى الباحث بأن تحول المنظمة من الإطار التقليدي إلى منظمة ساعية للتعلم Learning Organization هو الطريق الأفضل والأكفأ في تطوير الموارد البشرية من خلال كون المعرفة وإدارتها إحدى ميزات المنظمات الساعية للتعلم.

إن إدارة المعرفة تعني كعملية قيام المنظمة بجمع المعلومات والبيانات من كافة المصادر ومعالجتها ووضعها في بيانات قابلة للتحديث، وقابلة للنشر لكافة أعضاء المنظمة، حيث تعتبر المنظمة الساعية للتعلم بأن المعرفة مشتركة ومن صنع الجميع Shared Knowledge.

إن مصادر المعلومات التي تشكل المادة الخام للمعرفة، تأتي من خبرات العاملين ومعارفهم المتنوعة، ومن تبادل الخبرات مع الآخرين، ومتابعة كل ما هو جديد من تطور في الإجراءات والعمليات.

ثم قدمت الدراسة هيئة الأوراق المالية في الأردن بأجزائها الثلاثة وهي هيئة الأوراق المالية، ومراكز إيداع الأوراق المالية، والوسطاء في سوق عمان المالي كمنظمة ساعية للتعلم نظراً لقيامها بالإفادة من خبرات الآخرين، وقيامها بتبادل الخبرات مع الأسواق العربية والأجنبية. وقد أثبتت الدراسة بأن هيئة الأوراق المالية ومن خلال موقعها الإلكتروني تقدم المعرفة المحدثه لكافة المستخدمين وتحول بيانات الشركات الخام من مجرد أرقام إلى مقارنات ونسب يستفيد منها أي مستخدم سواء كان وسيط أم مستثمر أم محلل مالي أو غيرهم.

وخلاصة القول فإن هيئة الأوراق المالية في الأردن هي منظمة ساعية للتعلم Learning Organization اعتمدت على المعرفة وإدارتها من أجل أن يصبح موظفوها قادرين على اتخاذ القرار، والعمل بحرفية عالية المستوى، وبموجب أسلوب العمل الجماعي الذي يتيح الفرصة لتبادل المعارف والخبرات.

## **Abstract**

This study aimed to clarify the role of knowledge management in the administrative development of human resources. The research pointed out that transferring the organization to a learning organization is the practical approach to achieve this goal by focusing strongly on knowledge as a process includes data collection, analysis, storing, and dissemination the knowledge to all employees in the organization and external users, in this way knowledge becomes shared knowledge which means that it derived from the employees experiences, external expertise, and from exchanging experiences and information between the organization and others.

The study presented Jordan Securities Commission as a learning organization who depended on Knowledge management. In one click on the website of the organization the user can obtain any information he may need. Also JSC transfer the companies results to figures could be useful for many parties such as brokerage firms, investors, and financial analysts.

Also, JSC participates in many conferences about the stock markets in several locations in the world and adds the new information to its own knowledge. This makes the employees, work according to shared knowledge, and empower them to participate in decision making, and able to answer and face any need for the users.

Brokerage data analysis showed that the employees in JSC are learning employees, with high level in skills and they are always learn from the external experiences either by tanning inside and outside Jordan and by coordination with international markets such as Dow Jones and NYSE.

# **Knowledge Management and its Role in the Administrative Development of Human Resources**

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## **First: Introduction**

In this era, which characterized in rapidly changing, through the information and communication technology revolution, many organizations have persuaded to say “Our people are our most important asset” (Robbins and Coulter, 2005, p.282). Organization either in public or private sector owns several resources, and as we know, the nature of resources characterized by scarcity, that leads organizations to strive to get the best resources and to improve their goodness. Material resources, financial resources, and information resources and other resources have to be managed effectively by human resources, this means that the relationship between effective management and investing in resources depends on effective human resources. For that, human resources is the most important resources in an organization. Continuous improvement requires personnel involvement and satisfaction, because a satisfied employee can satisfy a customer.

Human resources are the efforts, knowledge, capabilities and committed behaviors which people contribute to a work. These behaviors with comprehensive management are pointed to be enablers to carry out work tasks in an organization and to continue its existence (Al- Damen, 2006, p.116).

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This paper will focus on developing human resources through knowledge management which is defined as, the process for optimizing the effective application of intellectual capital to achieve organizational objectives (Barquin and Others, 2001, p.520).

The development of human resources process in any organization may takes different actions such as training, acquiring skills, and motivation and incentive. But for the purpose of this study the researches, found that the transformation from traditional organization to a learning organization is more comprehensive approach than any other tool for developing the human resources, and because the knowledge and knowledge management are the main cornerstones in the potential development.

## **Second: The Study Importance**

Employees in a learning organization continuously attempt to learn new information and to use what they learn to improve product or service quality (Denisi and Griffin, 2005, p.323).

And because knowledge management (KM) aims to collect those new information in a database that available for all the workers in the organization, the importance of this study lays in employing knowledge management as a tool for learning which finally leads to employees development.

## **Third: The Study Objectives:**

This study aims to express the relationship between the development of the human resources and knowledge management through organizational transformation to a learning organization. From here, the main objectives of this study are:

1. The characteristics of a learning organization.
2. The role of knowledge management in transferring from traditional organization, to learning organization.
3. Benchmarking between traditional and learning organization in achieving development of human resources.

## **Fourth: The Study Problem and Questions**

The study problem takes the following form:

“Knowledge oligopoly is a barrier that faces organizations in their efforts to transfer to a learning organization in order to develop the human resources”.

The study will discuss this problem according to the following questions:

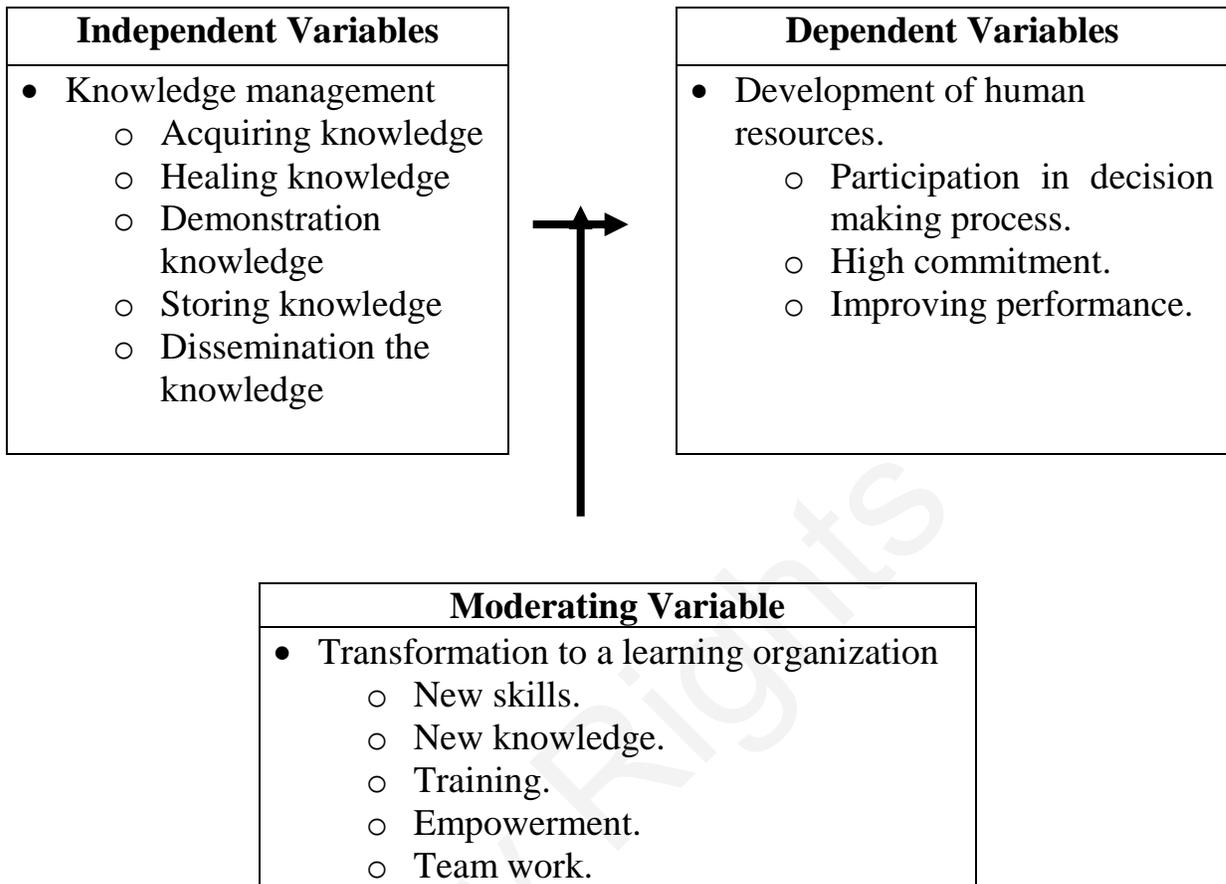
1. How can an organization transfer from traditional to a learning organization?

2. What is the role of knowledge in this transformation process?
3. What are the barriers that face an organization in its transformation to a learning organization?
4. Why learning organization is more qualified to achieve human resources development than traditional organization?

#### **Fifth: The Study Hypotheses**

1. There is no relationship between Knowledge management and transferring to a learning organization in Jordanian organizations.
2. There is no relationship between transferring to a learning organization and development of human resources in organizations, in Jordan.
3. There is no relationship between preventing employees from reaching the accurate knowledge and development of human resources in Jordanian organizations.

### Sixthly: The Study Model



Resources: (UMA, Sekaran, 2000) Research Methods for Business, p.100.

### Seventh: Theoretical Procedural Definition of the Study Variables

- **knowledge Management:**

To define knowledge management some authors suggested two definitions:

- a. High level definition of knowledge management: It is the discipline of managing the processes of knowledge creation, organizing and sharing in an organization.

- b. Working definition of knowledge management: It is a discipline whose objective is to systematically leverage expertise and information to improve organizational:
- Efficiency (by organizing resources to respond to threats and opportunities).
  - Competency (by managing knowledge transfer to improve employee skills).
  - Innovation (by bringing people together across time and geography to share ideas (Botha and others, 2008, p.41)).

These two definitions are acceptable to define all the independent variables of the study.

- **Learning Organization:**

An organization that has developed the capacity to continuously learn, adapt, and change.

After the definition of the moderating variable of the study, it becomes necessary to define the role of this variable in making linkage between the independent variables (Knowledge management and its elements) and the dependant variable (development of human resources and its features). This relationship can be described as “in a learning organization, employees practice knowledge management by continually acquiring and sharing new knowledge and are willing to apply that knowledge in making decisions or performing their work (Robbins and Coulter, 2005, p.248).

- **New Skills:**

Skills drive performance across all aspects of business, from operations to management, sales, customers service, etc. while a skills measurement strategy may deliver a positive impact on multiple facts of human capital management (Brainbench, 2003).

- **Training:**

It is a planned effort to facilitate the learning of job- related knowledge, skills, and behavior by employees.

### **Eighth: Previous Studies**

The management literature has many studies and researches in the subject of development of human resources, for the purpose of this study the researcher selected those who represent the relationship between the study's variables.

1. The study by: Areiqat, Ahmad (2008) under the title "Evaluating the Performance of the Islamic WAQF (Endowment) in Jordan by Implementing the Systems Approach and Identifying the Requirements of Transforming it to a Learning Organization".

The study aimed to evaluate the performance of the Islamic WAQF Institution in Jordan through the systems approach and to identify the requirements to transfer the institution to a learning organization.

The study results pointed out that the Islamic WAQF institution in Jordan is not a learning organization, because the top management does not facilitate and provide opportunities to the employees for learning and knowledge transferring among them or at least acquiring this knowledge from the external environment.

2. Study by: Fort and Voltero (2004) under the title; "Factors Affecting the Performance of Maternal Health Care Providers".

The study aimed to measure the quality of performance of the organizations that funded by donations and aid, through the inputs of these organizations which are; feed back about performance, organizational climate, and knowledge and skills. The study findings were:

- a. There is a significant impact for knowledge and skills on the performance improvement.
  - b. There is a significant impact to the organizational climate and the internal environment on the performance improvement because it includes changing in organizational culture which leads to changing in employees, behavior.
3. Study by: Abu Tayeh and Al- Khawaldeh (2004) under the title "Quality Management Indicators, and their Impact on Performance in Jordanian Industrial Firms".

The study aimed to identify the relationship between quality management indicators and financial performance measures in industrial cooperation in Jordan. Results indicated that there is a positive relationship between quality management indicators (strategic integration, customer focus, planning, innovation, benchmarking, continuous improvement, and involvement), and financial performance measures (return on equity, return on assets, and labor productivity).

### **Ninthly: Theoretical Background**

This section is designed to discuss the study objectives through three subjects:

- **Learning organization and its role in the administrative development of human resources:**

Peter Senge, the God father of learning organization defined it as "Organization where people continually expand their capacity to create the results they truly desire, where new an expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together" (Senge, 1994, p.4).

Organizations are working now in the age of information, the wide spread of information makes it easier to obtain it in anytime, and in any place. From such information, organization can build up its knowledge, that considered in this era as the most important product in most organizations, and the fundamental building material of a modern organization (Botha, 2008, p.42).

Consequently, organizations are seeking to create systematic ways to identify and convert individual expertise, skills, and experiences into organizational knowledge. Knowledge in its two kinds tacit knowledge, and explicit knowledge have to be managed as any other asset owned by the organization. Researchers and marketers found that the knowledge management (K.M) is growing rapidly and will continue to evolve and expand over the next five years as KM becomes a core element of corporate information technology (IT) strategies (Barquin and Others, 2001, p.127). The question now is: what is the role of knowledge management in the process of changing an organization to be a learning organization.

The learning organization is that organization who encourages learning through its all administrative levels, and its cultural context to renewal ability for learning and adoption and change, and increasing its abilities to forecast and adaptation with its environment (Ariqatt, 2008, p.13).

Also the learning organization depends on team learning, tends to improve its efficiency toward knowledge employment, and empower its people (Marquardt, 2003, p.2).

The answer for the previous question lays in the requirements of transformation process from traditional organization to a learning organization;

1. Applying the systems thinking in addressing problems and cases (Waring, 2000, p.21).

2. Acquiring a shared vision between the management and the workers towards the mission and the targets of the organization.
3. Applying team- work in performing tasks.
4. Mergence organizational learning behavior to the organizational culture.
5. Workers participation in decision making process, and improving, and motivating them.
6. Orientation the resources to fit the organization needs (Marquardt, 2006, pp.4-5).
7. Adoption a flexible structure design that able to understand the needs through learning the workers to implement the tasks efficiently (Hodge and others, 2003, p.122).

These characteristics and requirements are making the learning process a significant part of the employees daily life, and making knowledge the delicious plate for them, because they will compete each other in picking up new ideas, information, working systems, expertise, and experiences in order to apply them in the work place management, through motivation and incentives will ensure a successful race between the employees.

And this will be clear through distinguishing the learning organization and traditional one. The table below shows the main differences between them.

Table No. 1: Differences between learning and traditional organization

<b>Traditional Organization (Focus on)</b>	<b>Learning Organization (Focus on)</b>
Productivity	Performance
Work place	Learning environment
Controlling	Encourage, empowerment
Training to improve performance	Continuous learning to change.
The Worker	The teacher
Supervisor/ Manager	Coacher, learner
Adherence	Opportunity to learn.

Source: Marquardt, M, 2006, Building Learning Organization, pp.3-5.

The researcher suggests another addendum to these differences which is that the traditional organization management view human resource as a high cost, but in a learning organization they are an intellectual capital.

- **Knowledge Management and its role in transferring the organization to learning one in order to develop human resources:**

As mentioned earlier, knowledge management is the process for optimizing the effective application of intellectual capital to achieve organizational objectives. This definition leads organizations to build a knowledge strategy which presents a description of:

1. How knowledge will contribute to the organizations competitive advantage?
2. Important knowledge categories that need to be created and shared.
3. A plan for acquiring and using knowledge that addresses people, process, and technological issues.

Since the organization is engaging to a knowledge management system which aims to facilitate communications and knowledge- sharing within an

organization. And the system must be able to acquire, store, and deliver knowledge and experience to knowledge workers.

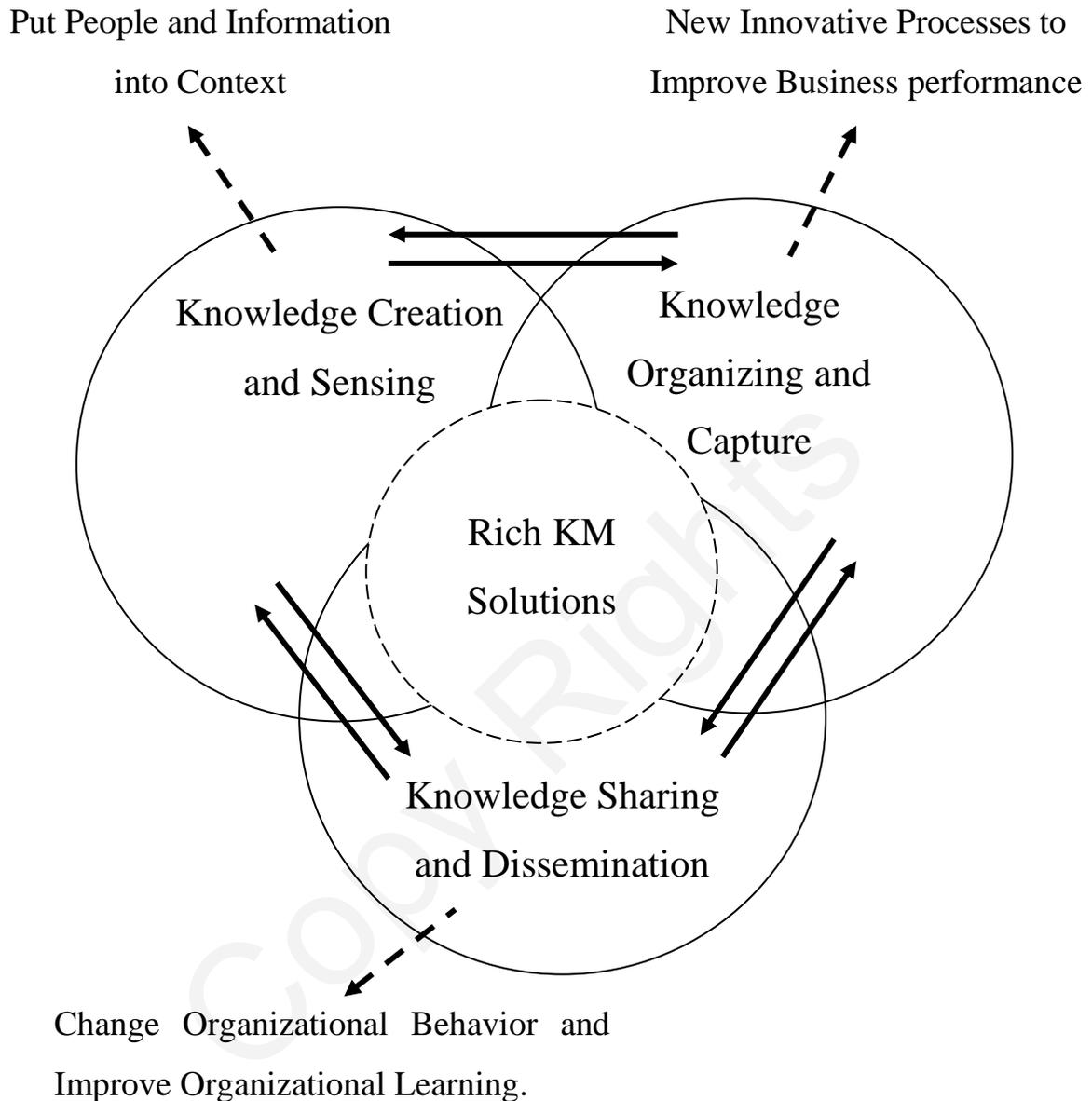
(Barquin, and Others, 2001, pp.520-521).

- **The Relationship Between; knowledge management, learning organization, and Human resources development:**

By focusing on the previous statement "deliver knowledge and experience to knowledge workers" and by recalling the characteristics of the employees in a learning organization which is "in a learning organization, employees practice knowledge management by continually acquiring and sharing new knowledge and are willing to apply that knowledge in making decisions or performing their work"

We can recognize this interrelationship between the three factors. The figure below shows this relationship.

Figure No. 1: Knowledge Management Model



Source: Antonie, Botha and Derrick, Kourie and Retha, Snyman, 2008, Coping with Continuous Change in the Business Environment, Knowledge management and Knowledge Management Technology.

This knowledge management model comprised of the three knowledge processes that enhance knowledge usage:

- Knowledge creation and sensing.
- Knowledge sharing and dissemination.
- Knowledge organization.

Organizations can use one or more of the following ways to achieve knowledge transfer:

- **Education:** Education from an expert. Effective transfer of knowledge is dependent on factors such as the trainer and the learners abilities as well as the relationship between them.
- **Sharing:** people can share ideas and knowledge with other people either formally or informally on a regular basis. Learning organizations focus on promoting knowledge sharing and reward those that do.
- **Story telling:** Although it is an ancient technique of transmitting multiple dimensions of knowledge, but successful organizations have develop it to be beneficial for knowledge dissemination.
- **Writing and Publishing:** The skill of writing in a way that encourages the reader while maximizing understanding is a key success for knowledge transfer.
- **Exposing:** Creating the appropriate environment to expose knowledge workers to high- quality sources of knowledge, making it easy to find high- quality knowledge sources and expertise when needed, should be focus areas for knowledge dissemination (Botha, and others, 2008, pp.48-49).

From here we can say that the human resources are the main beneficiary of organizational knowledge, which improve the employees performance and exploit this knowledge to accomplish the organizations goals.

### **Tenth: Methodology**

The study type: this study is descriptive quantitative one for obtaining data that influence the relationship between the study main variables.

### **Eleventh: The Study Population and Sample:**

The study population is Jordan securities commission as a public sector organization, to examine its transferring to a learning organization through knowledge management.

The other population is the brokerage firms, these firms counted about 90 firms, the sample will form 10% from this firms.

### **Twelfth: Data Collection**

For the Jordan securities commission, the needed data has collected from the website which includes all the needed information for the study purposes. For the brokerage firms which are the main users of the website. A questionnaire is used to collect data related to knowledge acquiring organizing, and dissemination between the securities commission and the brokerage firms.

### **Jordan Securities Commission:**

By opening the website, the user can simply note that the commission is a learning organization through its highly focusing on knowledge

management. The website represents a modern data base for the following aspects.

- Available in Arabic and English languages.
- News area which contains updated news such as; non-Jordanian investments at the ASE during the last month, The role of the financial markets in tackling the global financial crisis, and the companies, first quarter reports for the year 2009, and ASE participates in the conference of the Mena Markets held in NYSE/ Euro next. This means that new information had been stored and updated to be a shared knowledge.
- Daily summery which includes, trading value for the same day, information about the companies shares that traded in the last day, and the names of the companies as top five gainers and top five losers. Then these information analyzed to represent each sector (General, financial, services, and industrial) with the number of points for each sector and its percentage.

This means, a healing process for the information to transfer it to knowledge, and publishing this knowledge reflects KM practices.

The website also involves other important knowledge through the following items:

1. Amman stock Exchange (Our mission, About us, Board of Directors).
2. Broker Member involves the names and phones numbers, websites, faxes for all the brokerage firms, also a profile for each member.
3. Laws and Regulations: such as; fees, disclosure, securities law and more.
4. Listed Securities: Equities, Bonds to help the investor to select his broker and to select where he can invest his money.

5. Market Information: Capital market profile, trading information and others.
6. Trading Information: Daily Bulletin, Weekly bulletin, monthly bulletin, and yearly bulletin, times of transactions, and historical Quotes.

The annual report for the year 2008, indicated that the JSC was selected as a member in the higher committee in order to face the effects of the global financial crisis, that means that JSC and other members used their experiences in this order.

The annual report indicated also that ASE started establishing its new website, which allows investors and interested parties to have a quick and easy access to information.

In 2008 and in cooperation with Dow Jones, the ASE launched the DOW Jones ASE- 100 index. The ASE also published the price index weighted by market capitalization at free float shares. This simply means acquiring and dissemination knowledge. Further more ASE signed a cooperation agreement with Yarmouk University with the aim of creating a simulation room and providing training on the trading system operated at the ASE.

**Brokerage Data Analysis showed the Following Results:**

Table (1)  
Descriptive Statistics  
Means and stander division for questioners

	<b>mean</b>	Std. Deviation
<b>Q1</b>	<b>4.7333</b>	<b>1.04166</b>
<b>Q2</b>	<b>4.8910</b>	<b>1.0943</b>
<b>Q3</b>	<b>4.0667</b>	<b>1.5389</b>
<b>Q4</b>	<b>4.3564</b>	<b>.8490</b>
<b>Q5</b>	<b>4.0000</b>	<b>.9782</b>
<b>Q6</b>	<b>3.6667</b>	<b>1.60648</b>
<b>Q7</b>	<b>3.3313</b>	<b>.90972</b>
<b>Q8</b>	<b>4.0667</b>	<b>.71116</b>
<b>Q9</b>	<b>4.2667</b>	<b>.80230</b>
<b>Q10</b>	<b>4.5333</b>	<b>.69149</b>
<b>Q11</b>	<b>4.3333</b>	<b>1.04166</b>
<b>Q12</b>	<b>4.2667</b>	<b>1.02833</b>
<b>Q13</b>	<b>4.6667</b>	<b>1.08066</b>
<b>Q14</b>	<b>4.2000</b>	<b>.95893</b>
<b>Q15</b>	<b>4.6000</b>	<b>.92476</b>
<b>Q16</b>	<b>4.8000</b>	<b>.72397</b>
<b>Q17</b>	<b>4.4667</b>	<b>1.12648</b>

Table (1). shows that Q2 had the highest mean (4.64) and SD (1.09), the lowest mean was for the Q7 (3.3) and SD (.90).

## Hypotheses testing

### The first Hypotheses

Ho: there is no relationship between knowledge management and transferring to a learning organization in Jordanian organizations

To answer the question the research used one way ANOVA and the following table shows the result

### **ANOVA**

one way ANOVA between knowledge management and transferring to a learning organization in Jordanian organizations

	Sum of Squares	df	Mean Square	F	Sig.
<b>Between Groups</b>	2.756	2	1.378	5.636	.042
<b>Within Groups</b>	1.467	6	.244		
<b>Total</b>	4.222	8			

From the table we notice that one way ANOVA between knowledge management and transferring to a learning organization in Jordanian organizations (f) value was (.042) and it was significant at less than 0.05, so that we accepted the hypotheses there is a relationship between knowledge management and transferring to a learning organization in Jordanian organizations

The second hypothesis:

Ho: there is no relationship between transferring to a learning organization and development of human resources in organization Jordan.

To answer the question the research used one way ANOVA and the following table shows the result

### ANOVA

One way ANOVA between transferring to a learning organization and development of human resources in organization Jordan

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.083	2	.042	.028	.023
Within Groups	7.417	5	1.483		
Total	7.500	7			

From the table we notice that one way ANOVA between transferring to a learning organization and development of human resources in organization Jordan (f) value was (.023) and it was significant at less than 0.05, so that we accepted the hypotheses there is a relationship between transferring to a learning organization and development of human resources in organization Jordan.

The third hypothesis :

Ho : there is no relationship between preventing employees from reaching the accurate knowledge and development of human resources in Jordan organization.

To answer the question the research used one way ANOVA and the following g table shows the result

**ANOVA**

One way ANOVA between preventing employees from reaching the accurate knowledge and development of human resources in Jordan organization

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.022	2	3.511	2.926	.013
Within Groups	7.200	6	1.200		
Total	14.222	8			

From the table we notice that one way ANOVA between preventing employees from reaching the accurate knowledge and development of human resources in Jordan organization (f) value was (.0130) and it was significant at less than 0.05, so that we accepted the hypotheses there is a relationship between preventing employees from reaching the accurate knowledge and development of human resources in Jordan organization.

### **Thirteen: Recommendations:**

#### **The study presents the following recommendations:**

1. The necessity to transfer the Jordanian Public Sector Organizations to learning Organizations.
2. Human Resources Development reflects the transformation of the organization because through this transformation, organizations can conduct employees empowerment, new skills, and transferring experiences in the work place.
3. The executives in the public sector organizations have to support the knowledge transformation for each employee and user to make it shared knowledge.

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الرقم	العبارة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
<b>إدارة المعرفة</b>						
1.	تستخدم هيئة الأوراق المالية في الأردن قاعدة بيانات الكترونية تحتوي على كافة المعلومات اللازمة لتنفيذ أعمالنا كوسطاء.					
2.	لا تقوم هيئة الأوراق المالية بتخزين معلومات الشركات إلا بعد تحليلها وتحويلها إلى نسب مئوية لتشكل أساسا للمعرفة.					
3.	تصدر هيئة الأوراق المالية تصاميم ونشرات تحتوي على كل ما هو جديد من أخبار وقوانين.					
4.	إن كافة المتطلبات الفنية والقانونية المحدثة متاحة على الموقع الإلكتروني لهيئة الأوراق المالية وتحت عناوين مفهومة وواضحة تتضمن ما نريد معرفته كوسطاء.					
5.	تحرص هيئة الأوراق المالية على التعاون مع الأسواق المالية في دول أخرى من أجل إكتساب المزيد من الخبرة.					
6.	تقوم هيئة الأوراق المالية بتبادل الخبرات مع العديد من الدول العربية والأجنبية.					
<b>المنظمة الساعية للتعليم</b>						
1.	من خلال تعاملنا مع هيئة الأوراق المالية وسوق عمان المالي نلمس بأن موظفي الهيئة لديهم المهارات الفائقة اللازمة لأداء عملهم.					
2.	تحرص هيئة الأوراق المالية على تزويد العاملين بأحدث المعارف المتعلقة بعمل الأسواق المالية عن طريق الدورات التدريبية الداخلية والخارجية.					

					3. إن المعلومات والمعرفة المنشورة في الموقع الإلكتروني للهيئة متاحة باللغتين العربية والإنجليزية.
					4. تؤمن هيئة الأوراق المالية باللامركزية في الإدارة ويتجلى ذلك من خلال تمكين العاملين لديها.
					5. لدى الهيئة شبكة اتصالات رفيعة المستوى تمكنها من التواصل مع كافة الأطراف الخاضعة لها.
					6. من خلال التعامل مع هيئة الأوراق المالية وسوق عمان المالي نجد أن الموظفين متعاونين ويعملون على شكل فريق.
					7. تحرص هيئة الأوراق المالية على تزويد موظفيها وشركات الوساطة بكل ما هو جديد على شكل معرفة متعلقة بالأوراق المالية وأسواقها.
<b>تطوير الموارد البشرية في هيئة الأوراق المالية في الأردن</b>					
					1. لا يتم اعتماد الموظفين كوسطاء إلا بعد دورة تدريبية يعقبها امتحان يجب اجتيازه بنجاح.
					2. إن المشاركة في المؤتمرات الإقتصادية سواء المحلية أم الخارجية ليست مقصورة على أعضاء الإدارة العليا فقط.
					3. يلتزم العاملون في سوق عمان المالي بالمحافظة على أوقات الدوام الرسمي لما فيه مصلحة المستثمرين.
					4. يتم تشجيع العاملين سواء في الهيئة أو في السوق على تقديم الإقتراحات البناءة من أجل العمل وفقها.