

The Impact of Cognitive Empowerment on Human Resources Development at Jordan Phosphate Mines Company

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Abstract: This study aims to investigate the Impact of Cognitive Empowerment on Human Resource Development among Employees at Jordan Phosphate Mines Company. Statistical Package for Social Sciences (SPSS) was used; a simple regression analysis was used to test the extent to which the dependent variable (human resource development) was affected by the independent variable (cognitive empowerment). The results of the hypothesis test showed that the effect of cognitive empowerment on human resource development was positive and statistically significant. Accordingly, cognitive empowerment has a significant role in the company; the study also suggested providing a suitable climate of employees to share the knowledge and increasing learning, taking care of the human resource development to increase the productivity by best maximizing exploitation of employees and flourish the tools to create responsibility.

Key words: cognitive empowerment, human resource development, Jordan Phosphate Mines Company.

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I. Introduction:

Human element is one of the most important elements absolutely, without this element, organizations will not be able to achieve their goals and objectives whatever capital size and technological advances, and whatever the size of other resources. Therefore, organizations must give this resource the greatest attention and make it a top priority and must harness all the potentials to make it unleash his ideas. In addition, using the best ways to release his creativity by giving a real support from organizations. All that is achieved by leaders who understand the nature of their work and are able to touch the needs of those who work with them.

Every organization needs a management practice of sharing information, rewards, and power with employees so that they can take initiative and make decisions to solve problems and improve service and performance.

Empowerment is based on the idea that giving employees skills, resources, authority, opportunity and motivation, in addition to holding them accountable and accountable for the results of their business, will contribute to their efficiency and satisfaction.

The empowered employee becomes "self-directed" and "self-controlled" It means making a person able to manage by himself, it focuses on employees to make use of their full potential.

The Study Problem:

The study problem is that human energies are wasted and are not properly exploited by organizations in general and by managers in particular. Whereas creative ideas lie in our time with individuals. This requires empowering them to be upgraded to a better position and to achieve an increase in their abilities. The problem is how to deal with them and give them the appropriate means to achieve the desired goal.

The study Question:

Is there an impact of cognitive empowerment on human resource development?

The Study Hypothesis:

There is no statistically significant effect at the level of ($\alpha \leq 0.05$) for cognitive empowerment on human resource development.

The study objectives:

1. This study seeks to know the role of cognitive empowerment in human resources development.
2. Show the reality of implementation of cognitive empowerment in business organizations.
3. Increasing the awareness of the management of organizations to the importance of cognitive empowerment in enriching human capacities.
4. Knowing the obstacles that stand in front of enabling knowledge.

Zimmerman considered the cognitive empowerment as one of the dimensions of psychological empowerment because he identifies it as a multidimensional construct contains three components:

Intrapersonal component (emotional empowerment): Refers to a person's ability to influence or engage in change within personal, political and social contexts. This is often measured through the SPCS-Y measure of youth, which examines perceived self-efficacy and leadership. (Lardier 2019)

Interactional component (cognitive empowerment): It indicates the individual's critical awareness and understanding of his social and political environments, as well as his functional ability to participate in change in any way. Cognitive empowerment includes critical awareness, decision-making, resource mobilization, and relational processes such as shaping ideologies and the power to bring about change through relationships. CE is often measured through the Cognitive Empowerment Scale (CES), which looks at ability through relationships, the nature of power, and the formation of ideologies. (Lardier 2019)

Behavioral component (behavioral empowerment): Refers to the behavior of individuals or groups to influence and change their social, political, economic and cultural conditions that affect their lives and their societies. This includes organization and community participation and is measured through the Community Engagement scale. (Lardier 2019)

Christens in 2012 argued for fourth integrated component; relational empowerment. Relational empowerment is defined as relational transactions and processes that allow the effective exercise of transformative power in the socio-political field. (Christens 2013)

Cognitive empowerment is seen as being associated with the personal component of personality in psychological empowerment, as part of the larger nominal network for building broader psychological empowerment in empowerment theory, More specifically, cognitive empowerment is part of a broader process, where the dimensions of psychological empowerment reinforce and predict each other, all of which are part of a larger whole. (Rodrigues et al. 2018).

In business organizations, knowledge is not required for an intellectual luxury, but it is the urgent need to anticipate or solve organizational problems or in response to the pressure of development, where explicit knowledge is not sufficient for this purpose, so it continues to search for tacit knowledge and knows that it constitutes the largest part of human knowledge and the most valuable also , Harnessing everything necessary to enable that knowledge, whether by converting it into an implicit knowledge rooted in all corners of the organization, or turning it into an explicit knowledge stored in knowledge management systems with the permissible difficulties in dealing with human thought outside every frame. (Kahlat, 2013)

After modern organizations realized that their members are the most valuable and greatest force within their capabilities to achieve distinction and continuity, after that they took an active policy based on developing competencies, a policy that starts from the individual and his basic needs and opens him with it the field for giving and creativity in a way in which organizational practices can be changed to receive a new stage, it is the stage of knowledge.

We can identify cognitive empowerment as an attempt to find a way to make the latent knowledge that is difficult to access possible and available by creating a fostering organizational environment that encourages trust and shares knowledge and makes it accessible to all members of the organization.

The core of knowledge work is the sum of knowledge transformation processes, whether by employing the accumulated knowledge accumulated in the organization to form new knowledge, or to take advantage of the totality of knowledge interactions to generate new unprecedented knowledge.

Some researchers talked about dynamic organizational knowledge and they divided it to two stages; the first is "Socialization" process refers to the transformation of tacit knowledge from personal knowledge to shared knowledge while preserving its tacit form, and this depends on the extent of social interaction of individuals or teams at various levels through observation and tradition, exchange of experiences, participation in work experiences and the exercise of tasks and functions within an organizational context specific. The second process "Externalization" reflects the transformation of the tacit knowledge into an external explicit so that it can be described, measured, transmitted and shared, and this occurs through the generation of documents, e-mail, reports and notes, as well as oral guidance and advice during training and meetings or the creation of a new product or service.

Speer and Peterson's Empowerment Scale is the first of its kind to include cognitive empowerment in individual empowerment measurement. In it, cognitive empowerment consists of three branches: an understanding of power developed through relationships, political performance, and the formation of ideology. The power developed through relationships depends on the understanding that the source of strength in non-economic or community organizations is the power of interpersonal relationships within them. Political performance depends on understanding that those in power exercise this power by rewarding their friends and punishing their enemies. These rewards may be direct cash, such as bank loans, campaign contributions, and / or commissions and / or non-financial items such as assignment of territories, entry of VIPs to clubs or buildings,

and public support. The punishment is to withdraw these rewards. Finally, the formulation of ideology is based on an understanding that power is exercised by shaping society's interests and ideology.

In 1990 Thomas & Velthouse presents a cognitive model of empowerment; their model defines four perceptions (task assessments) as the basis for worker empowerment: sense of impact, competence, meaningfulness, and choice.

Also Camerini in 2012 proposed an empowerment model as a multidimensional concept, made up of four cognitive variables (or important assessments): impact (the degree to which behavior is perceived to "Make a difference") Effectiveness or Efficiency (the degree to which a person can skillfully do important activities), Meaning (the individual's fundamental interest in a particular task), Choice (Learning Identify a person's behavior as self-limiting).

When open and explicit communication is encouraged, employees will feel they are important members and staff of the small business team. They will be more likely to feel able to help solve problems and implement the new program.

Therefore, cognitive empowerment is the individual's critical awareness, making decisions, mobilizing resources and understanding their environment as well as their functional ability to participate in change in any way.

In our research, we will choose two dimensions of knowledge empowerment: innovation and creativity.

Innovation:

Barnett in 1953 simply explained the definition of innovation as innovation is offering something unique and new. Thompson in 1965 also determined innovation as generating something new by applying new ideas, methods, and procedures creates value.

In 1990 West & Farr explained innovation as the intended implementation of new technologies, ideas, methods, procedures and measures that will benefit individuals, groups and societies as a whole. The adoption of new ideas, processes, technologies and behaviors in the development of different products is referred to as innovation (Jiménez & Valle, 2011).

Then in 1996, Amabile et al. said that the successful implementation of new and creative ideas into actions is called innovation.

Emerging knowledge, competitive environment and technological advances have made innovation a key aspect of achieving competitiveness. To meet the requirements, demands and taste of customers, a successful organization is an organization that not only identifies the needs of the market but also meets those needs by deploying the best possible resources and innovation may be the factor in achieving this requirement (Neira et al., 2009).

In the recent past, researchers and practitioners have recognized innovation as a force for an organization.

Innovation can further be explained as adoption and application of new methods, procedures and systems to form productive outputs for an adoptive organization (Kamasak & Bulutlar, 2010).

Recently, some scholars identify innovation as a core business process that is concerned with renewing what the organization offers and the ways it creates and makes this offer, which is guided through large-scale change programs, the use of a suite of tools and a creative environment. It is a process, not a single event, which contribute continuously by managing and controlling in an enterprise's growth. (Tidd & Bessant, 2018)

Therefore, innovation is the process of knowledge where knowledge is created, adopted, absorbed, assembled and shared with the aim of developing something new in the form of products and services and adopting such ideas and procedures that appear new to the organization.

Intellectual capital (IC):

Intellectual capital is the intangible value of a company, which covers its employees (human capital), the value related to its relationships (relational capital), and all that remains when employees return home (structural capital).

Coleman in 1988 adopted this terminology "intellectual capital" due to its clear parallel to the concept of human capital, which includes the knowledge, skills and acquired capabilities that enable people to behave in new ways.

Stewart in 1991 said: the basic characterization of institutional intellectual capital is as follows: it is what the participants know about the organization and that gives the organization a competitive advantage relative to others in its market. In addition, he asserted on the importance of this issue because intellectual capital is rarely studied or understood. Indeed, managers and investors are obviously neglecting intellectual inputs and outputs, although they far exceed the assets that appear in the balance sheet.

Given its tangible presence (i.e. capital), intangible (i.e. intellectual) seminal roots, semantic dynamics, and metaphorical interpretations, and from the broad set of meanings associated with this concept in different organizational contexts, the concept of intellectual capital is ambiguous. (Bratianu&Orzea, 2013)

Measuring and managing intellectual capital is a basis for developing new business models that help an organization mobilize intangible assets and knowledge resources to be more innovative, creative, and proactive organizations. Management and assessment of knowledge assets support the organization's dominance not only by improving strategic planning, but also affecting organizational behavior. Intellectual capital management assists businessmen and key positions such as managers, executives and general managers to learn from experience in different contexts. For example, in terms of size, industry, location, nature of the industry, etc., companies need to identify and adopt the best possible business solutions to solve challenges and threats. (Khalique& Isa, 2019)

Intellectual capital (IC) is a broad concept that is related to the company's intangible assets. The term (IC) can be used in different meanings, depending on the field or background that the researchers are interested in. Focusing on the field of knowledge management rather than economics, we will follow Youndt et al. (2004) who defined IC as "the sum of knowledge that an organization can use to leverage in the business management process to gain a competitive advantage."

2- Human Resource Development:

Human resource development has many definitions. It is any process or activity, whether in the beginning or in the long term, that has the ability to develop knowledge, experience, productivity and employee-based satisfaction for the benefit of the organization.

The term human resource development is the combination of some functions of human resource management, so it is a relatively recent term as the best way to prepare employees and organize based on interconnected activities.

For competition and prosperity, many organizations include employee education, training, and development as an integral part of their organizational strategy. It is often said that the organization is only as good as its people.

Rao, a pioneer of Human Resources Development in 1999, defined Human Resource Development (HRD) as mainly consisting of three certificates: competencies, commitment and culture. The three are needed to make the organization work well. Without competencies, he explained, organizations cannot guarantee efficiency. Without the commitment of the organization, it faces slow growth. Organized culture supports long-term oxygen life.

HRD relies on the beliefs that organizations are man-made entities that rely on human expertise to define and achieve their goals and that HRD professionals are advocates of the individual and group, business processes and organizational integrity.(Hassan,2007)

Werner & Desimone in 2011 defined human resource development as a set of systematic and planned activities designed by the organization to provide its members with opportunities to learn the skills to meet current and future business requirements. Focusing more extensively, Human Resources Development seeks to develop people's knowledge, experience, productivity and satisfaction, whether for personal or collective gains / team, or for the benefit of an organization, community, nation or ultimately all of humanity.

Some researchers defined human resource development as a process of developing and unleashing human expertise through the development of organizations (OD), employee training, and development (T&D) in order to improve performance.

Human resource development is the process of monitoring, planning, acting and reviewing the management of the knowledge capabilities, capabilities and behaviors necessary to enable and improve individual, collective and organizational performance in work organizations. Observing while assessing the needs of human resource development at work at different levels in different ways. Planning, by setting goals for human resource development in work interventions to achieve specific types of outcomes. Action, in providing a professional human resource development at work using a range of techniques. And review, through an evaluation of the experiences and results of human resources development, from testing what learners learned to assessing costs and benefits. Therefore, this cycle of activities constitutes the process of human resource development. Gibb (2013)

Presently, many authors have used the term human resource development (HRD) to refer to training, career development and organizational development as an investment by an organization in the learning of its personnel as part of a human resource management approach (Vinesh, 2014).

Human Resource Management (HRM) can be defined as the effective selection and use of employees to best achieve the goals and strategies of the organization, as well as the goals and needs of employees.

Human resource development is a set of skills and activities to enrich employees with knowledge and experience (performance improvement) to meet current and future needs to achieve goals. The human resources

development process at work is an integral part of the comprehensive management of enterprise performance. In order to be effective, HRD professionals must have a number of competencies and must be able to work in a number of roles. These roles will help the HRD specialist face the challenges facing organizations in this new century. These challenges include increasing the diversity of the workforce, competition in the global economy, eliminating the skills gap, meeting the need for lifelong learning to become an educational organization, and addressing ethical dilemmas.

In 2011 Werner & Desimone emphasized three key functions of human resource development: (1) training and development, (2) organizational development, and (3) career development. Training and development (often referred to as T&D) focuses on changing or improving individual knowledge, skills, and attitudes. Training usually involves providing employees with the knowledge and skills needed to perform a specific application or job. On the other hand, the long-term development activities focus on preparing for future work responsibilities while increasing the capabilities of employees to perform their current jobs. OD development is defined as the process of enhancing the effectiveness of the organization and the well-being of its members through planned interventions that apply behavioral science concepts. OD emphasizes both macro and micro organizational changes: the overall changes aim to improve the effectiveness of the organization as a whole, while partial changes are directed to individuals, small groups, and teams. Career development is an ongoing process that individuals progress through a series of stages. Each stage is characterized by a unique set of issues, topics, and tasks. Career development includes two distinct processes: career planning and professional management. Job planning involves the activities of an individual, often with the help of counselors and others, to assess their skills and abilities in order to develop a realistic career plan. Professional management includes taking the steps necessary to achieve that plan, and generally focuses on what the organization can do to enhance employee career development.

There are three dimensions of human resource development: cognitive capacity, capability and behavior; cognitive abilities: "brain functions" are the foundations of intelligence, conceived as processing and possessing information in the brain and its higher-level neurological capabilities. Capabilities: The practical capabilities involved in work roles, either rooted in the person or developed through required practice. Behaviors: From motivation to social skills, empowerment of social interaction, by emotional mediation; it can be visualized differently such as attitudes, values, or emotional intelligence. Gibb (2013)

In our research, we will use five dimensions of HRD: eligibility, effectiveness, motivation, training, and compensations.

Eligibility:describing the state of being qualified for or worthy of something, meeting the stipulated requirements, as to participate, compete, or work; qualified. Someone who is eligible to do something is qualified or able to do it.

Effectiveness:the ability to produce the desired result or the ability to produce the desired outputs. When something is considered effective, it means that it has an intended or expected result, or results in a deep and sharp impression.

Also, it is the degree to objectives are achieved & the extent to which targeted problems are solved.

Motivation: Motivation: It is the word derived from the word "motivation" which means needs, desires, desires or drives within individuals. It is the process of motivating people to take action to achieve goals.

In the work goal context, the psychological factors stimulating the people's behavior can be desire for money, success, recognition, job-satisfaction or team work. One of the most important management functions is to create a willingness among employees to perform to their best potential.

Training:It is education, or development in oneself or others, that is, skills, knowledge or fitness associated with specific beneficial competencies. Training has specific goals to improve an individual's ability, capability, productivity and performance.

Compensations:is the total cash and non-cash payments that you give to an employee in exchange for the work they do for your business. it is more than an employee's regular paid wages. It also includes many other types of wages and benefits.

Previous studies:

Adel's Study (2016) Knowledge management and its role in achieving innovation in business organizations.

This study aimed to know the role of knowledge management in achieving innovation in business organizations to achieve the best performance that distinguishes the organization from others. To achieve the objectives of this study, the researcher addressed three axes: the study of the theoretical rooting of knowledge management, the innovation process; and the relationship of knowledge management with innovation. The researcher used the questionnaire as a tool for the study. The study concluded that knowledge has a great and importance role on the efficiency and effectiveness of the activities in the business organizations. The study recommended the need to pay attention to the knowledge resource by business organizations and pay attention

to individual and group creativity. Adel's study (2016) agreed with the current study in the independent variable and differed in the dependent variable.

The study of Bou-Douda (2016): The impact of administrative empowerment of employees as an input to qualify human resources on improving the comprehensive performance of institutions

This study aimed to highlight the impact of administrative empowerment of employees as an input to qualify human resources on improving the overall performance of institutions. The researcher used the questionnaire as a study tool. The study showed that the absence of an effective incentive system and the ineffectiveness of the formative policy of institutions had a significant impact on the increase of work accidents due to lack of empowerment of workers. The study recommended that institutions should endeavor to enhance the level of empowerment of their employees by granting them greater freedom and independence and to establish the values of participation and work teams. Bou-Douda study (2016) agreed with the current study in the dependent variable and differed in the independent variable where cognitive empowerment would be studied.

Jessica (2013) Critical Hopefulness: A person – centered Analysis of the Intersection of cognitive and emotional empowerment.

This study aimed to develop awareness of social issues and know the impact of psychological and emotional empowerment. The researcher used an analytical approach that focuses on the person according to the cognitive and emotional components. The study concluded that there is a link between social capital and empowerment, and there is a complexity in the empowerment process and it need to work continuously. The study recommended the need to benefit from knowledge-intensive organizations such as universities and to consolidate all ways to disseminate and exploit them in the best ways and create a good atmosphere in the business environment to raise the employee's morale and benefit from their experience. Jessica study (2013) agreed with the current study in the independent variable and disagreed with the dependent variable.

Ozaralli (2003) Effect of Transformational Leadership on Empowerment and Team Effectiveness.

This study aimed to achieve the role of transformational leadership through empowerment and team effectiveness as part of the integrated leadership model, the researcher used the questionnaire as a study tool. The study showed that transformational leadership contributes to the prediction of empowering subordinates who rely on themselves and whenever the experience of the team members increased, effectiveness increased. The study recommended the need to build strong work teams and give them the ability to carry out their work alone because of the benefit achieved by the organizations. Ozaralli Study (2003) agreed with this study in the independent variable and differed in the dependent variable.

Lardier et al. (2019) The Examination of Cognitive Empowerment Dimensions on Intrapersonal Psychological Empowerment, Psychological Sense of Community, and Ethnic Identity Among Urban Youth of Color.

The purpose of this paper is to examine heterogeneity and membership with subgroups of cognitive empowerment among youth of color. Within this heterogeneity, this study identify the relationship each of these subgroups of youth have with conceptually related variables including intrapersonal psychological empowerment, psychological sense of community (SOC), and ethnic identity. The participants were 383 urban youth of color in grades 9 through 12. The results showed significant variation between profile groups of youth and the association higher levels of cognitive empowerment have with intrapersonal psychological empowerment, psychological SOC, and ethnic identity; albeit, some variation was present. This study is explorative in nature and an effort to highlight the complexity of empowerment and cognitive empowerment. Findings are significant as these outcomes provide valuable insight into the intricacies of cognitive empowerment and highlight the importance of youth experiencing high levels of cognitive empowerment on domains related to civic engagement and critical awareness. Lardier Study (2019) agreed with this study in the independent variable and differed in the dependent variable.

What distinguishes this study from other studies?

1. This study, according to the researcher's knowledge, is one of the few studies conducted in the Arab environment in general and the Jordanian environment in particular, which dealt with the direct impact of cognitive empowerment on human resource development.
2. This study, according to the researcher's knowledge, is one of the few studies that will examine cognitive empowerment directly and independently of other types of empowerment.
3. This study will be a platform for researchers to make other studies on cognitive empowerment and its impact on other variables such as: Total Quality Management.

Def. of Jordan phosphate mines company

Jordan Phosphate Mines Co. is a public shareholding limited company, founded in 1949. Its current capital is JOD 82.5 million. The Company aims at mining and processing phosphate ore in Jordan. During the last six decades, the Company has assumed its pioneering position among the international companies in the fields of mining and producing fertilizers. It has become a major component of the Jordanian economic structure and exports. The activities of the Jordan Phosphate Mines Company can be classified under two complementary sectors: mining sector and phosphate fertilizer manufacturing sector.

Why we choose JPMC as case study

We choose JPMC for these reasons:

- 1- Availability of requirements of the study (easy data collection).
- 2- JPMC is one of the biggest industrial companies in Jordan; it has long history and extensive experience with continual improvement & innovation and focusing on the human capital.
- 3- This is the first study on JPMC regarding to impact of CE on HRD inside it.

Measure

The total of 300 questionnaires were distributed among employees at Jordan Phosphate Mines company(JPMC) which included two part:

The first part consisted of the personal and functional characteristics of the research sample which included: number of years of service, academic level, gender, job description and age.

The second part included questions which measure the independent factor (CE) and dependent factor (HRD), table 1 shows that the 5-points Likert scale was used. The Cronbach's Alpha was 0.93 which indicate a high reliability, data are subject to normal distribution based on normality test. The data was collected and analyzed by SPSS software, the descriptive analysis, f-distribution test, ANOVA test, skewness measurement and regression were applied.

Table (1) Likert scale

1	2	3	4	5
Strongly agree	Agree	Neutral	Disagree	Strongly disagree

III. Results and Discussion

Descriptive Analysis

The study was conducted to examine the impact of CE on HRD, the descriptive analysis show that most employees are male because of the nature of tasks and activities, the most frequencies age is (30-50) years which indicates that the company has strengthened its human resources with young and large age groups that can be relied upon in the implementation and realization of its strategic plans for the coming years with the presence of experts, the majority married and have bachelor's degree which indicates that the company depends on the employees with the primary education because the majority of its work and activities are operational and the most frequency experience is more than 15 years.

F- Distribution

The distribution of F is one of the most important distributions used in applied statistics (Fisher.A.R) was first described in 1920. One of the most important uses of the F distribution is giving the extent and strength of the relationship between the variables of the problem by obtaining the level of (important and above) and table (2) shows the F distributed values.

	CE			HRD		
	Questions	MeaN		Importance index	Questions	Mean
	A7	1.799331	35.98662207	A29	1.698997	33.97993311
	A8	1.979933	39.59866221	A30	1.90301	38.06020067
	A9	1.963211	39.26421405	A31	1.859532	37.19063545
	A10	2.123746	42.47491639	A32	1.983278	39.66555184
	A11	1.943144	38.86287625	A33	1.732441	34.64882943
	A12	2.321107	46.42140468	A34	1.685619	33.71237458
	A13	2.086957	41.73913043	A35	1.608696	32.17391304
	A14	2.123746	42.47491639	A36	1.769231	35.38461538
	A15	2.183946	43.67892977	A37	1.58194	31.63879599
	A16	2.254181	45.08361204	A38	1.809365	36.18729097
	A17	2.177258	43.5451505	A39	1.719064	34.3812709
	A18	2.130435	42.60869565	A40	1.789298	35.78595318
	A19	2.314381	46.28762542	A41	1.769231	35.38461538
	A20	2.471572	49.43143813	A42	2.086957	41.73913043

A21	2.695652	53.91304348	A43	2.020067	40.40133779
A22	2.294314	45.88628763	A44	1.90301	38.06020067
A23	1.555184	31.10367893	A45	1.434783	28.69565217
A24	1.966555	39.33110368	The most respond of the questions indicate that there is a (agree- strongly agree) answers so the importance of CE is very high to organization to improve the HRD. Which indicate there are a strong impact of CE on HRD.		
A25	1.959866	39.19732441			
A26	2.16388	43.27759197			
A27	2.086957	41.73913043			
A28	2.12709	42.54180602			

Table (2) F- Distribution Results

In this study the dimension of CE defined as innovation and intellectual capital, the questions (A7-A28) study the CE dimensions, the 33% of answers were strongly agree and about 67.7% were agree that means the company strategy focuses on improving the CE between employees inside the company and employees themselves. The questions (A29-A45) study the HRD the results show that 89% were strongly agree with HRD dimensions and 11% agree, which indicates that the employees have a good awareness and skills which help in improving the HRD such as its dimensions (eligibility, effectiveness, motivation, compensation, training). The results show that the most dimensions of CE affects on HRD are questions A12, A19, A20 and A21. The most dimension of HDR which is affected by CE are questions A32, A42 and A43.

ANOVA Test

Cuevas et al (2004) stated that the ANOVA test is a way to find out the relationship between independent and dependent variables. In other words, it helps you know if you need to reject the null hypothesis or accept an alternative hypothesis. Basically, different groups are tested to see if there is a difference between them. The following table describe the ANOVA test results:

Table (3) ANOVA Results

S.O.V	Sum of Squares SS	df	Mean Square MS	F	Sig.
Between Groups (combined)	37.695	57	.661	3.299	.001
Within Groups	48.306	241	.200		
Total	86.001	298			

The results of ANOVA test show that the p-value equal $.001 < .005$ that means reject the null hypothesis and accept alternative hypothesis so the analysis prove that there is a good relationship and impact of cognitive empowerment on the human resource development among employees at JPMC, that mean the management should focus on CE strategy to improve HRD.

Skewness measurement

According to doane and seward (2011) stated that Skewness measure used to study the value of the frequency distribution curve and the direction of the accumulation of frequencies, which gives an indication of the existence of the relationship between the variables, skewness may be positive twisting to the right or negative twisting to the left. In this study the skewness measure for (CE) is equal 0.678 and for (HRD) is equal to 1.367 which mean both of (CE) and (HRD) have a positive and same direction and high skewed, so there are an impact of CE on HRD at JPMC.

Regression test

The regression test used to determine the relationship between two variables and investigate the correlation level between these variables.

The following table (4) shows the results of regression analysis, the table shows there is a positive relationship between CE and HRD. The adjusted R square value equal to 22.1% that mean the CE variables explain the 22.1% of the changes in the HRD variable or the 22.1% of the changes that occur in HRD due to CE variable and 78.9% due to other factors.

Table (4) The Regression Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.473 ^a	.223	.221	.47424	1.638

a. Predictors: (Constant):CE

b. Dependent: Variable: HRD

Table (5) describes the relationship between independent variable (CE) and dependent variable (HRD):

Table (5) Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.915	0.098		9.330	.001
	CE	0.391	0.042	0.473	9.241	.000

IV. Conclusions:

The study aims to investigate the impact of cognitive empowerment on human resource development at Jordan Phosphate Mines Company; the study reached a number of conclusions:

- The results of the study showed a significant impact of the cognitive empowerment on the human resource development. This confirms that cognitive empowerment is an appropriate independent variable for human resource development cases.
- The results of the study showed that there is a positive trend among the respondents about the variables of cognitive empowerment which indicates the company's interest in cognitive empowerment by providing a suitable environment for exchanging knowledge and experiences among employees, caring for the employee and providing help and assistance to solve their problems.
- The field study found that there is a behavior to learn more and more and sharing the knowledge to others and overcoming obstacles that indicate resource development has taken on an active role.
- The high level of importance index for independent variable CE and dependent variable HRD at JPMC because most of questionnaire answers between (strongly agree- agree).

V. Recommendation:

Based on the results of the study, it is appropriate to provide a set of proposals that help and strengthen the company to adopt the cognitive empowerment to ensure its position and success. The proposals are as follows:

- Stimulate employees and enhance their skills, knowledge and behavior by following the incentive system.
- Provide a number of training courses to create an interactive and participatory environment among employees, which contributes to building personal and functional relationships between them.
- Cognitive empowerment must consider to be one of the main factors in the organization's mission. Knowledge is the leader and guide for all organizational activities, which necessitates developing many potentials and mobilizing capacities and translating them into policies and programs to overcome obstacles that hinder organizational development.
- Encourage increased organizational attention to promotion the human resources while providing an appropriate and moral environment that encourages them to conduct organizational advancement.
- To take care of the media to spreading the culture of cognitive empowerment in the company, which creates responsibility, self-control and high performance of the tasks entrusted to them.
- Format the required organizational structure to strengthen the relationship between management and employees to achieve effective communication for the sustainability of activities and reduce problems.

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