



## Enhancing the human resources quality by adopting an adventure learning method in their development

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### Abstract

The research aims to identify how to enhance the human resources quality, focusing on four dimensions (efficiency, effectiveness, flexibility, and reliability), by adopting an adventure learning method that combines theoretical and applied aspects at the same time, when developing human resources and is applied using information technology, and that Through its dimensions, which are (cooperation, interaction, communication, and understanding), as the research problem indicated a clear deficiency in the cognitive perception of the mechanism of employing adventure learning dimensions in enhancing human resources quality, so the importance of research was to present treatments and proposals to reduce this problem. To achieve the goals of the research, the descriptive analytical approach was adopted. The researcher used the questionnaire as a main tool to collect data. As for the research sample, it consisted of (25) individuals from managerial positions in the General Company for Iraqi vegetable oils. Among the most prominent results that the research came out with are the significance of the correlation and influence relationships between the variables discussed, and here the researcher was able to achieve the scientific implications of the research in proposing a set of solutions to address the problems that the researched organization suffers to the extent of correlation with the researched variables, while the added value and scientific originality of the research was represented by a collection Contemporary variables in the field of human resources management in research, to enrich the academic library with contemporary sources and vital concepts. As for the research findings, they were represented by the presence of the variables discussed within the organization in the field of application without clearly identifying them. Therefore, the researcher recommended the need to review the experiences of successful organizations in developed countries and transfer their effects to the local environment.

**Key words:** adventure learning, HR quality, development, organizations.

## Introduction

Adventure learning represents one of the training directions adopted by organizations, to develop the skills and capabilities of their human resources using information technology technologies, especially the Internet and the Internet, by combining theoretical and applied reality at the same time. That is, to allow the trainee to live the real world of the job and assume all responsibility, to prepare for future employment in all its details. The enhancement of the human resources quality represents one of the contemporary trends adopted by the organization to make its human resources eligible to meet international quality standards and requirements and ISO, to ensure the maintenance of its competitive position and enhance its reputation in the sector in which it operates. Hence the main idea emerged for the research in an attempt to identify how to enhance the human resources quality, by adopting an adventure learning method in developing their capabilities and knowledge. In order to achieve the goals of the research, it was divided into four parts. The first part focused on clarifying the methodological foundations of the research. As for the second part, the researcher tried to discuss the theoretical ideas of a number of previous researchers, while the third part was devoted to diagnosing the researched variables and testing the research hypotheses. Finally, the fourth part came To present the most important research findings. The research problem is summarized in the low cognitive awareness of the importance of applying adventure learning in enhancing the human resources quality within the researched organization. as such The importance of research is highlighted in the variables that he is trying to study, which is one of the main engines to help the organization develop its human resources, making it eligible to assume future tasks and functions in it on the one hand, and to meet global standards and indicators, which are preceded by quality specifically on the other hand. In addition to the practical importance that the researcher attempts to diagnose these variables in one of the successful Iraqi companies, using a set of foreign measures after adapting them to suit the Iraqi environment, to come out with a set of proposals that represent mechanisms to address the problems facing our organizations in the field of adventure learning, and enhance the quality of resources Humanity. and The research aims to Discussing the intellectual trends of a number of foreign studies, to provide a modest addition to the Iraqi and Arab library modestly by the researcher, and to the extent that the matter relates to research variables. and Diagnosing the nature of knowledge awareness of the researched organization of the importance of applying an adventure learning method to develop their human resource skills. and the importance of enhancing the quality of its human resources, and Knowing the degree of the contribution of adventure learning programs to enhancing the human resources quality by identifying the interrelationships and influence among them. The research model summarizes its idea in employing learning programs with adventure (the explanatory variable), in enhancing the human resources quality (the response variable). As an extension of the idea of the hypothetical model of research, the researcher formulated two main hypotheses, namely: The first main hypothesis stated: (There is a statistically significant correlation between adventure learning and enhancing the human resources quality in the researched organization). The second main hypothesis: a reference to (there is a statistically significant effect

between adventure learning and enhancing the human resources quality in the researched organization).

## **Theoretical literature review**

### **Adventure learning**

Adventurous learning is one of the methods used by organizations in training their human resources, so it represents one of the applied concepts more than a philosophical or theoretical concept, and here the difficulty lies in finding a specific concept for it, given the complexity of the applied fields that can be seen through. The first person to know adventure learning was (Aaron Doring), a professor at the University of Minnesota who won the Tech Awards in 2008 (Badau el at , 2014 : 548). He defined it as: "One of the contemporary trends that enhance learning situations among members of work teams, to enhance their level of performance and effectiveness in achieving the goals of the organization." ( Doering, 2006 : 199), We find that this definition emphasized the importance of cooperation between members of work teams when learning or participating in training programs, and with a focus on the technology and electronics side, it was known that: "One of the methods of e-learning that emphasizes the importance of sharing between the trainee and the trainer, and practicing the job in its real world to enhance the chance of success in future jobs." (Doering, 2007 : 3), In about the same direction, he was defined as: "It is an introduction to hybrid distance learning, which provides human resources with the opportunity to explore issues as they are in the real world, by combining virtual experiences and original learning models cooperatively." (Doering & Veletsianos, 2008 : 137). From a developmental point of view, adventure learning is defined as: "One of the developmental approaches that enables human resources, to actually practice the expected job using information technology." (Veletsianos & Eliadou, 2009 : 63), It was also known as: "The activities that combine the theoretical and practical side at the same time when training human resources." (Extremera el at , 2012 : 370), This definition shows the importance of combining practical and theoretical aspects when implementing adventure learning programs. By focusing on the importance of adventure learning to enhance the soft skills of human resources within the organization, he is known as: "a series of activities carried out by the organization, to enhance the soft skills of its human resources, and then deepen the degree of their participation in determining its future destiny." (Roos el at , 2016 :198), From a purely administrative point of view, he was known as: "one of the contemporary administrative directions adopted by the organization, to strengthen the confidence of its human resources in their ability to carry out the activities assigned to them, especially the difficult ones in light of the exceptional circumstances at work." (Caizzi el at, 2018 :5), Focusing on the most important advantages of adventure learning, it was defined as: "One of the contemporary directions of training that enhances the skill of human resources, in planning, adaptation, problem solving, time management, communication, leadership, and cooperation within the team spirit." (Setambah el at, 2019 :8). After identifying the most important philosophical pillars on which researchers relied in their definition of learning to adventure, it can be procedurally defined for the purposes of this research from the researcher's point of view that: "One of the contemporary methods adopted by the organization, to develop its human

resource skills using the Internet, by enhancing cooperation behaviors and interaction between them, And the processes of communication and knowledge sharing, in a way that deepens understanding situations within the organization, when implementing the activities and tasks assigned to them to achieve their goals and objectives." With regard to the importance of adventure learning, it plays an important role in investing the resources available to the organization, in implementing its activities and tasks as complete as possible, as well as its role in supporting and enhancing the effectiveness of work teams working within its borders (Doering, 2006 : 200), It also combines the benefits of formal and informal education, to allow the opportunity to develop human resource skills working within the organization without the need to leave their jobs, but rather using contemporary technologies via the Internet and social networks (Veletsianos & Eliadou, 2009 : 66), Hence, a number of researchers have confirmed that it contributes to enhancing the confidence of human resources, their capabilities and strengthening their ability to manage themselves, especially in the critical and exceptional situations facing them at work (Caizzi el at, 2018 :6). There are a set of factors that contribute to the success of adventure learning , perhaps the most prominent of which is the presence of advanced Internet and Internet networks, and the rule of culture within the organization that encourages cooperation and interaction between human resources, in addition to encouraging higher management to share information between all organizational levels (Doering & Veletsianos, 2008 : 138). As for the most prominent stages that adventure learning goes through if it is to succeed, it is represented by: 1- The identification phase: in which the nature of the problem that human resources must be trained to tackle through adventure learning programs is defined, 2- The identification phase: in which experts and academics are identified Which can be used to develop human resource skills to solve the problem, 3- Development: here begins the stage of designing educational programs and developing the appropriate environment for its success using the Internet. 4- Exploration: All the data necessary for the success of adventure learning activities and in a manner that is compatible with their environment and design is provided. 5- Participation: Here the implementation phase begins with the sharing of information between the trainer and the trainee. 6- Cooperation: It is the last stage in which all participants in adventure learning programs discuss the experiment in order to transfer it to practice (Veletsianos , 2010 : 94-95). There are a set of components that must be available in adventure learning programs, which will be adopted as dimensions in the applied aspect of this research, based on a model (Setambah el at, 2019) : And that consists of the first component (cooperation): it is a mechanism through which a group of human resources unifies its intellectual and physical efforts to achieve common goals, away from any competition between them, but on the contrary, it favors the interest of the group at the expense of the individual interest (Veletsianos & Eliadou, 2009 : 67). The second component (interaction): This dimension indicates the positive relationships between the human resources that occur within the organization, which contribute to enhancing the degree of their loyalty and adherence to them, which motivates them to make the utmost effort to achieve their goals (Badau el at , 2014 : 547). he third component (communication): is the process by which a message is sent from one human resource to another, and the receipt of a bounce

message from it represents a source of decision or directive to implement a specific function within the organization (Roos et al., 2016 :199). The fourth component (understanding): the ability of human resources to determine the motives and determinants behind their own and others' behaviors, to avoid wrong judgment on them, but to take decisions that achieve the desired results from these relationships (Caizzi et al., 2018 :8).

### **Human resources quality**

The concept of human resource quality emerged as an applied concept rather than a theoretical concept, due to its relationship with the most important resources of the organization on the one hand, and the most important contemporary trends for its management on the other hand, so the directions and approaches adopted in its definition varied. By focusing on the efficiency side, the human resources quality was defined as: "The efficiency of human resources in managing negotiations with parties related to their operations, and the operations of their organization in order to enhance their position in the sector in which they work." (Ayuso et al., 2007 : 49), There is the importance of the human resources quality in persuasion and negotiation processes inside and outside the organization, and from a strategic competitive viewpoint that has been defined as: "A series of indicators that enhance the contribution of human resources in achieving the organization's strategy, and strengthening its competitive position in the environment in which it operates." (Bowen & Lawler, 2006 : 31), According to the education curriculum, it has been defined as: "The ability of human resources to invest the results of formal and informal education, in developing their skills, capabilities and knowledge, in order to consolidate their career positions and establish their feet within it." (Anand et al., 2008 : 1775). As for the approach to continuous improvement, it expressed the human resources quality by defining them as: "One of the directions of continuous improvement that focuses on developing human resource skills, in a way that it can respond to the challenges of globalization and adapting to changes and rapid innovations." (Waiganjo et al., 2012 :64), In about the same direction, it was defined as: "a set of standards that the human resources working within the organization are committed to achieving, in order to enhance their creativity within it." (Ojebiyi & Amos, 2013 :2), Focusing on the investment aspect in the field of human resources management, she was known as: "The ability of human resources to invest their energies and the resources available to them, to carry out their jobs as efficiently as possible." (Alami et al., 2015 : 254). According to the behavioral approach, the human resources quality has been defined as: "Human resource behaviors that conform to the quality standards that the organization adopts when providing its services and products to its customers." (Ekwoaba et al., 2015 : 25), By focusing on the commitment side, it was defined as: "The degree to which human resources adhere to the policies and procedures of work within the organization, when carrying out their tasks and managing their relationships with others." (Arulrajah, 2017: 425), From my information point of view, it was defined as: "The ability of human resources to exchange information among them, to deepen knowledge accumulation within their organization, which enhances the practices of decentralization within it" (Hamid et al., 2017 : 3). After discussing the ideas of the previous researchers, and identifying the most important approaches they

adopted in defining the human resources quality, it can be defined procedurally for the purposes of this research as: "The efficiency of human resources in investing their energies to manage the resources available to them, and harnessing them in implementing their jobs and tasks with the required effectiveness, through their enjoyment of flexibility Sufficient to adapt to the developments facing them at work, to enhance the reliability and quality within the organization and thus maintain their career positions". Regarding the importance of human resources quality, the two researchers indicated (Lam & Reshef , 1999 : 729) It contributes to enhancing their ability to carry out their duties in the best possible way, by enhancing their ability to invest their energies and the resources available to them, and in particular time as required. There are three theories that emphasized the importance of human resources quality by focusing on the relationship between human resources information systems and organizational performance, namely: 1 - a holistic theory: which indicates the existence of a set of practices carried out by human resources throughout the organization to enhance its performance, 2 - the situational theory: which Explains the importance of human resources in achieving consistency between the decisions of the organization, and the different positions it faces when implementing activities and its tasks. 3- Configuration theory: reflects the role that human resources play in achieving compatibility between the internal and external variables of the organization, to achieve strategic success and strengthen its competitive position (Waiganjo el at, 2012 :64-66), In addition to its importance in enhancing their confidence in their capabilities and the interest of the organization in developing them, as for the organization, it contributes to deepening its insight into the future and "negotiating with external parties, managing partnerships, leadership and integrity, efficiency, response, and expertise" to enhance its compatibility between its internal trends and the external environment (Ojebiyi & Amos, 2013 :4), The studies carried out by researchers also confirmed that the low human resources quality is directly related to the decrease in their efficiency in investing their energies, to implement the activities and dreams assigned to them with the required effectiveness (Alami el at , 2015 : 254). There are a set of features that characterize the human resources quality, the most prominent of which are: "Willingness to share responsibility and rewards, focus on customer and co-worker satisfaction, improve productivity quality, share information, develop skills through various training programs, solve problems and make decisions on their own" (Kumar , 2012 : 15-16). With regard to the most important dimensions that can be relied upon in the study of human resource quality, the two researchers (Ojebiyi & Amos, 2013) have been accredited in identifying them: the first dimension (flexibility): it refers to the ability of human resources to modify their behaviors, and to adapt their capabilities, skills and knowledge , In line with developments in their current and future jobs (Gudermann, 2012: 6). The second dimension (efficiency): It is the ability of human resources to invest their energies, in a form that enables them to utilize the resources available to them, with the maximum degree of utilization and the lowest rate of losses (Ojebiyi & Amos, 2013: 3). The third dimension (reliability): It reflects the ability of human resources to assume responsibility, accept powers and use them to achieve the interest of the organization, in a way that deepens the degree of trust and has a direction of

loyalty and commitment to implementing its policies and procedures (Ekwoaba et al, 2015: 27). The fourth dimension (effectiveness): it stands out in the ability of human resources to carry out the activities and tasks assigned to them in the right way, in order to achieve their goals and the goals of their organization, in line with what the plans were made for (Arulrajah, 2017: 424). After reviewing the intellectual premises of the researched variables and their philosophical underpinnings, it becomes clear to the researcher that learning by venturing contributes through cooperation and interaction, in enhancing the efficiency of human resources to invest their energies and the resources available to them, in implementing the activities and tasks assigned to them with the required effectiveness, and the dimensions of learning through adventure represented by communication and understanding enhances The human resources quality related to resilience by providing the information necessary to take adaptive measures with external developments, which in turn will contribute to strengthening the reliability of human resources within their organizations, and therefore the scientific foundations upon which the researcher relied on formulating his main and subsidiary research hypotheses have become clear.

## **data analysis and discussion of results**

### **Research tools and sample**

The researcher adopted the descriptive analytical approach in carrying out the research, as it corresponds to its main objectives, as the questionnaire was adopted as a major tool in data collection, and the researchers' ideas (Setambah et al, 2019) were adopted in designing the part about adventure learning, Whereas, the human resources quality section was designed using the researchers' ideas (Ojebiyi & Amos, 2013). In order to adapt the questionnaire to be compatible with the nature of the Iraqi environment, the researcher applied honesty and consistency tests to it, as it was presented to (9) arbitrators in the field of business administration, and after downloading their observations and opinions on the questionnaire, many of its paragraphs were reformulated, and it also got The percentage of agreement between them reached (92%), which is an excellent rate. As for the stability of the questionnaire, it was measured using the (Cronbach-Alpha) coefficient on the data obtained, by distributing the questionnaire to the same sample twice during two periods separated between them (14) days. The stability ratio reached (87%), which is a very good percentage and reflects The ability of the scale to produce the same results, if it was distributed to the same sample in separate periods. The researcher also found the value of the empirical factor analysis, which reflects the quality of building the scale and its ability in collecting data capable of achieving the goals of the research, as all its values were higher than (0.05), and accordingly, the research scale corresponds to its model and hypotheses. In order to achieve the main objectives of the research, and in line with its main and subsidiary hypotheses, four statistical tools were used to diagnose the cognitive perception of the researched organization regarding the researched variables: "agreement ratio, arithmetic mean, standard deviation, and coefficient of difference", and the relative importance was determined based on To the value of the mean. As for testing the research hypotheses, the Spearman correlation coefficient was adopted because the data was descriptive and tracked the normal distribution.

The simple linear regression coefficient was used. Note that the program (SPSS.V21) was adopted to enter and process data. The industrial sector has been tested as a field of application, as the General Company for Vegetable Oil was chosen as a research community, and the main reason for its selection is that it is one of the successful companies in Iraq and continued to work despite the exceptional circumstances that it faced due to the surrounding environment, in addition to being certified in quality and ISO . While the research sample consisted of (25) department manager and division official in the company referred to above, and it constitutes (29%) of the group of administrative positions in the company, and it is one of the accepted percentages in administrative and social studies, but the reason for choosing this sample is due to their One of the influential groups in terms of defining development programs and enhancing their quality and the quality of the human resources responsible for managing them. The percentage of males (82%) of the research sample, compared to (18%) of females, and this gives a clear indication of the dependence of the researched company on males in carrying out its tasks, just as all members of the sample have a university degree, while for years of service, the majority of the proportion is (79) % They have a service of more than ten years, which enhances their conviction when answering the questionnaire paragraphs.

#### Diagnosing the reality of the researched variables

Table (1) shows the results of diagnosing the reality of the variables discussed, to determine their relative importance within the framework of the answers of the research sample, as follows:

Table (1) the results of diagnosing the reality of the variables discussed and their relative importance

The dimension	Agreement rate	Arithmetic mean	standard deviation	Coefficient of difference	The level of importance
Cooperation	%91	4.1	0.63	0.15	2
Interaction.	%93	4.3	0.59	0.14	1
Communication.	%89	3.8	0.71	0.19	4
Understanding.	%90	4	0.65	0.16	3
Adventure learning	%91	4.1	0.65	0.16	1
Effectiveness	%89	3.8	0.71	0.19	2
Efficiency	%87	3.7	0.74	0.20	3
Flexibility	%91	4.1	0.63	0.15	1
Reliability	%85	3.5	0.78	0.22	4
Human resources quality	%88	3.8	0.72	0.19	2

Source: Prepared by the researcher, 2020.

It is clear from Table (1) that the adventure learning variable was measured within four dimensions. It has achieved an agreement rate of (91%), which is an excellent and higher ratio than the standard ratio for the agreement, and indicates with clear indication that there is support by management in the

research organization in the necessity of adopting adventure learning when developing the capabilities and knowledge of its human resources, in a manner that occurs their skills in a manner compatible with contemporary developments. The value of the arithmetic mean was consistent with that of (4.1) and reflects by statistical significance the presence of this variable at a high level within the organization in the field of application, while the value of the standard deviation was (0.65) and it confirms that there is a statistically acceptable harmony between the answers of the research sample, and what confirms that It is the value of the coefficient of variation that reached (0.16), as it reflects the low dispersion between these answers, and with regard to the relative importance, this variable came first, The relative importance of the sub-dimensions of adventure learning, which was determined based on the value of the coefficient of difference, came after the interaction in the first place, while it came after cooperation in the second place, but after understanding it ranked third, and finally came after the Communication . We note from table (1) that the human resources quality was also measured through four dimensions, and it achieved an agreement rate of (88%), which is a very good percentage and is higher than the standard percentage of the agreement, and indicates in clear terms the interest of the researched organization in strengthening The quality of its human resources through the development and training programs that it implements, in a manner consistent with international indicators and standards, and the value of the arithmetic mean reached (3.8) which is higher than the hypothetical medium, and confirms that there is a human resources quality in the researched organization with a high degree, while the value of the standard deviation has confirmed There is a high harmony between the answers of the members of the research sample, as its value reached (0.72), and what confirms the lack of dispersion between the answers is the value of the difference coefficient, which amounted to (0.19). In terms of relative importance, the human resources quality ranked second. With regard to the relative importance of diminishing the human resources quality, which was calculated based on the value of the coefficient of difference, it came after flexibility in the first place, and after effectiveness it ranked second, As for after efficiency ranked third, While reliability ranked last.

### **Search hypothesis testing**

The summarizes Table (2) the results of the correlations between the adventure learning in the vertical axis, and the human resources quality in the horizontal axis, on which he relied on the first major research hypothesis test:

Table (2) results of correlations

		Effectiveness	Efficiency	Flexibility	Reliability	Human resources quality	Moral relationships	
							the number	Relative importance
Cooperation		*0.43	**0.61	**0.47	*0.42	**0.49	5	%100
Interaction.		**0.54	*0.45	**0.63	*0.44	**0.52	5	%100
Communication.		*0.42	**0.58	**0.56	*0.45	**0.51	5	%100
Understanding.		**0.51	*0.41	**0.65	**0.63	**0.55	5	%100
Adventure learning		**0.48	**0.51	**0.58	**0.49	**0.52	5	%100
al relationships	the number	5	5	5	5	5	25	%100
	Relative importance	%100	%100	%100	%100	%100		

Source: Prepared by the researcher, 2020.

Through the results shown in Table (2), it is possible to identify the correlation between adventure learning and the human resources quality, which has a value of (0.52 \*\*) which is a strong and positive relationship at the level of significance (0.01) from the statistical point of view, and confirms that adventure learning play a role Its mission is to enhance the human resources quality within the researched organization, and since the sub-dimensions of adventure learning have achieved (25) statistically and correlational relationships with the human resources quality and its exclusion, that is, what constitutes (100%) of the linking relationships, then there is a statistical justification To accept the main hypothesis of the research that stated: " There is a statistically significant correlation between adventure learning and enhancing the human resources quality in the researched organization .". It is also possible through the table (3) to clarify the results of the effect of adventure learning on the human resources quality:

Table (3) the effect of adventure learning on the human resources quality

	$\beta$	a	R <sup>2</sup>	F	Moral	Relative importance
Cooperation	0.42	0.87	0.24	22.5	0.001	%100
Interaction.	0.39	0.91	0.27	25.6	0.001	%100
Communication.	0.43	0.85	0.26	23.9	0.001	%100
Understanding.	0.37	0.93	0.30	27.8	0.001	%100
Adventure learning	0.40	0.89	0.27	24.95	0.001	%100

Source: Prepared by the researcher, 2020.

To determine the effect of total learning about adventure on the human resources quality, we can refer to Table (3), which shows that the calculated (f) amounted to (24.95) which is greater than its tabular value, at a significant level (0.01) and with confidence limits (99%), and these results It reflects the existence of a moral and statistical impact of learning about adventure in the human resources quality, while the value of the constant (0.40a =) it reflects the presence of human resource quality by (0.40), and even if learning about adventure is equal to zero, the value of (0.89B =) indicates that Changing adventure learning is one unit, leading to a change in the human resources quality by (0.89), while

the value of (R<sup>2</sup>) which amounted to (0.27) confirms that (27%) of the variance in the human resources quality is explained by the action of adventure learning , and that ( 73%) is explained by other factors that are not included in the current regression model, and since the number of regression models have a significant effect on the human resources quality amounted to (4) out of (4), i.e. what constitutes (100%) of the total relationships with significant effect, as The total learning of adventure has achieved a significant effect on the human resources quality as well. There is a statistical logic that the researcher can rely on to accept the main hypothesis : "there is a statistically significant effect between adventure learning and enhancing the human resources quality in the researched organization".

### **Conclusions**

In this paragraph, the researcher tries to present a set of conclusions that he reached, within the framework of the results of the analysis that were previously discussed in the previous topic, as the administration in the researched organization wishes to adopt an adventure learning method to develop and update the capabilities, skills, and knowledge of its human resources, as there is a degree Accepted by the cooperation between the human resources working within the researched organization, when practicing their activities and tasks, especially in exceptional situations, as they interact with each other, when making decisions to confront problems that hinder their progress towards the goals they seek, so the administration in the researched organization supports Communication operations at different organizational levels, to ensure the availability of the necessary information for its human resources in a timely manner, as the results of the analysis showed that human resources within the researched organization understand each other, directly about the most important course of action and how to deal with them to ensure that things are done in the required manner. The researched organization is also concerned with strengthening the quality of its human resources, through the adoption of a set of international indicators and standards in their development and empowerment at the same time, as the human resources in the researched organization possess the necessary knowledge, on how to carry out the tasks assigned to them, to achieve their goals and objectives of the organization with the required effectiveness, capabilities and capabilities Necessary to invest the resources available to them with the least percentage of loss or damage, as human resources within the researched organization are distinguished by their ability to adapt to contemporary and successive developments witnessed by the surrounding environment through their flexibility, and there is a positive consideration by the higher management of the researched organization about the possession of their human resources , To exercise all that is required of them and they are trustworthy. In addition, there is an important role for learning adventure learning in enhancing the human resources quality.

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## تعزيز جودة الموارد البشرية باعتماد اسلوب التعلم بالمغامرة في تطويرهم

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### مستخلص البحث:

يهدف البحث الى التعرف على كيفية تعزيز جودة الموارد البشرية، بالتركيز على اربعة ابعاد وهي (الكفاءة، الفاعلية، المرونة، والموثوقية)، باعتماد اسلوب التعلم بالمغامرة الذي يجمع بين الجوانب النظرية والتطبيقية في ذات الوقت، عند تطوير الموارد البشرية ويطبق باستخدام تكنولوجيا المعلومات، وذلك من خلال ابعاده وهي (التعاون، التفاعل، الاتصال، والتفاهم)، اذ اشارت مشكلة البحث الى وجود قصور واضح في الادراك المعرفي الخاص بألية توظيف ابعاد التعلم بالمغامرة في تعزيز جودة الموارد البشرية، لذا تمثلت اهمية البحث في تقديم المعالجات والمقترحات لتقليل هذه المشكلة. ولتحقيق اهداف البحث اعتمد المنهج الوصفي التحليلي، اذ استخدم الباحث الاستبانة كأداة رئيسة لجمع البيانات، اما عينة البحث فقد تألفت من (25) فرداً من اصحاب المناصب الادارية في الشركة العامة للزيوت النباتية العراقية. ومن ابرز النتائج التي خرج بها البحث هي معنوية علاقات الارتباط والتأثير بين المتغيرات المبحوثة، وهنا تمكن الباحث من تحقيق الأثار العلمية للبحث في اقتراح مجموعة من الحلول لمعالجة المشكلات التي تعاني منها المنظمة المبحوثة وبقدر الارتباط بالمتغيرات المبحوثة، اما القيمة المضافة والاصالة العلمية للبحث فقد تمثلت بجمع متغيرات معاصرة في مجال ادارة الموارد البشرية في بحث، لإغناء المكتبة الاكاديمية بالمصادر المعاصرة والمفاهيم الحيوية. اما استنتاجات البحث فقد تمثلت بوجود المتغيرات المبحوثة داخل المنظمة ميدان التطبيق دون المعرفة بها بصورة واضحة، لذا اوصى الباحث بضرورة الاطلاع على تجارب المنظمات الناجحة في الدول المتقدمة ونقل آثارها الى البيئة المحلية.

**المصطلحات الرئيسية للبحث:** التعلم بالمغامرة، جودة الموارد البشرية، التطوير، المنظمات.