

# The role of human resources management in improving the institutional performance of medium industrial companies in the Republic of Yemen

*Shaker M. Al-Kahtani*

Faculty of Management Science, Department of Business Administration

Albaydha University, Yemen

[E-mails: shakeralkahtane@yahoo.com](mailto:shakeralkahtane@yahoo.com)

[shakeralkhatani@gmail.com](mailto:shakeralkhatani@gmail.com)

DOI: <https://doi.org/10.56807/buj.v3i2.187>

## *Abstract:*

The purpose of the paper: To identify the role of human resources management in medium industrial companies in the Republic of Yemen by referring to Al-Shaibani Complex for Food Industries, Solidarity Companies and Jouba Light Industries Company in training, development and employee capabilities, and to know the role of human resources management in contributing to increasing wages, incentives and employee compensation, and knowing its role in Increase the efficiency of institutional performance in medium industrial companies in the Republic of Yemen,

The objective of the research: This paper tries to identify the role of human resources management in training, developing and developing employees and its contribution to increasing rewards, wages and incentives for employees and its role in increasing the efficiency of institutional performance in medium industrial companies in the Republic of Yemen by referring to Al-Shaibani Complex for Food Industries, Solidarity companies and Jouba Industries Company. Light. The researcher used the questionnaire and was designed based on the theoretical literature for the study, and after conducting a series of meetings with directors of departments, shareholders, shareholders and workers in companies, while the second part of the questionnaire included (30) questions divided into three axes and hypotheses for each axis and a hypothesis consisting of (10) research questions. The researcher has a statistical treatment that includes the statistical package for the social sciences program, reference analyzes (SPSS) to analyze the paragraphs and questions of the questionnaire, hypothesis testing and measures the degree of credibility and credibility, which is (97.7) Al-Tadamun Association and Juba Light Industries Company, and the number of respondents reached (96) employees from different departments, divisions and production units Shareholders and owners. The study allowed the researcher to study the role of human resources management in medium industrial companies in the Republic of Yemen by referring to Al-Shaibani Complex for Food Industries, Takaful companies and Jouba Light Industries Company. The sum of one of the results is the most important. The study proved through analysis that human resources management in medium industrial companies in the Republic of Yemen by referring to Al-Shaibani Complex for Food Industries and Solidarity companies and Jouba Light Industries Company do not carry out their tasks and tasks. Responsibilities are in front of the employees and does not care about scientific conferences related to his activities, work, and does not contribute to the development, training and development of employees. The study proved through analysis that there is no financial compensation for employees in the event that they are exposed to risks. Its objectives, along with the resources available in it and the goals in it, are not measurable and companies do not have a board of directors, but the owners are managers of companies that do not have community activities in companies with community and institutional development.

**Keywords:** Human Resources Department, Medium Industrial Companies, Al-Shaibani Food Industries Complex and Solidarity Companies, Jobah Light Industries Company, Institutional Performance, Republic of Yemen.

### **Introduction:**

Human resource management, in its modern sense, is the process by which institutions establish in order to control and control all the variables that their employees are exposed to, including plans for employment, training, evaluation, wage policies and other functions, as Hassoun a defines it as "the process of providing the organization with qualified human competencies and maintaining it, And motivating and developing it to achieve the highest levels of performance and achievement, and includes all activities related to obtaining human resources and providing a work environment

Suitable for her to provide her best and work to develop her skills and abilities to achieve the goals of the institution efficiently and effectively "However, it must be realized that there is a difference between them and the rest of the other departments in the organization in their performance, functions and goals, but they form administrative integration with them. The human resource department" differs from the rest of the other departments In the organization as it deals with the most important assets in it, and it is the only existence that cannot be imitated or found by other organizations, and it cannot be stored for a future period like the rest of the other assets that the organization owns. "Many studies have been concerned with the topic of human resource management, and researchers and scholars focused on emphasizing On the importance of the human resource and considering it as a strategic asset of the institution's assets and the main driver of the rest of its resources and directed to its performance, only the institution that has clear policies for

implementing the functions of human resource management can ensure a good investment in these resources, because these jobs work in their entirety and in an integrated manner to build an effective strategy that guarantees Controlling the living resource that affects and is affected by the variables that occur around it, whether internal or external, and this is AD By adopting clear policies for planning and developing attractiveness, as well as selection and appointment policies, training plans and programs, objective evaluation systems, in addition to rewards, wages and incentives policies, human resource management is closely related and influences its strategic planning practice, and this is evident as a complex and complex process. It can be performed as a whole unit unless it is divided into several sub-jobs, each job has a specific field in which it specializes. The challenge facing institutions today is to prove their presence in the society in which they are located, in the midst of many changing economic, political and social circumstances, and to search for ways to achieve their goals established in their strategies, relying on this on their human staff and their ability to invest all their qualifications in the exploitation of resources That it owns to embody the quality of its institutional performance by providing the products or services expected of it efficiently and effectively, and the concept of institutional performance refers to that work that the institution does through its working personnel and deployed to administrative units according to its organizational structure in light of internal and external environmental interactions, and accordingly the institutional

performance It consists of several parts of individual performance of employees and partial performances of the administrative units that form the institution, and according to this view the corporate performance philosophy is based, as "every level of performance in the organization (an individual or unit) is part of all and this is all part of every other. At a higher level, and this means that the hierarchy of performance levels benefits the overall institutional performance. The concept of institutional performance has been linked to many managerial concepts. In his opinion, it has been addressed in many studies and through which researchers tried to clarify the relationship between these concepts and improve the level of performance of the institutions in which the studies were conducted, the values of human resources management play a positive role in improving institutional performance in industrial and productive companies and strategic planning is positively related to the performance of institutions And companies, although these results and others indicate that the institutional performance can be improved through several approaches, including the adoption of concepts of human resource management and the application of strategic planning. On the other hand, the performance of employees has a clear impact on the performance of industrial and productive companies as institutions, and this result also indicates that the institutional performance is clearly affected by the performance of the employees and from it the general performance of the organization cannot be isolated from the performance of its members, but rather it must pay attention to its human resources and provide all appropriate conditions. For creativity and excellence in work in order to ensure the quality of its

institutional performance, and this by shifting the focus of decision-makers and officials from focusing only on results and profits, but rather accessing them through their employees, says Andela (Director of Human Resources Management at MTN Company) (with the tremendous technological development that We are witnessing it today, the importance of the human element is increasing, considering human performance as a basic means in achieving the goals of the organization and developing its work to be a means of moving and activating the rest of the types of resources that the company depends on to achieve its goals, and the human element is what gives the competitiveness of any company in the long term. From a narrow angle to reduce it and not give it the necessary importance it needs, so that "human resources management should be considered a special approach to operational functions, not as a general name M to manage employees within a public service organization "or in particular" and many researches have proven the existence of a relationship between human resources management and improving the performance of the institutions on which studies were conducted. Therefore, the functions of human resources management positively affect the achievement of institutional excellence, because the application of these functions in any institution It will ensure that it is provided with an effective workforce and develop it in a development that follows their needs and desires, and thus the institution will be able to provide its services with high efficiency, and human resources were considered a source of outstanding performance in the economic, industrial and productive enterprise, by developing its stock of human capital by attracting competencies with high

capabilities and skills and excellent work. On its strategic management, institutional performance is linked efficiently and effectively with management functions Human resources management, and therefore the institution that seeks to improve its institutional performance will strive to choose the best human resources by following an advanced policy in selection and recruitment, and A systematic approach to qualification and training in order to achieve continuous professional development, and these results and others indicate that the institutional performance of any institution is closely related to its human resource management process and the extent of its officials' interest in it, as it is one of the administrative processes that cannot be dispensed with or even diminished. Institutional performance differs from one institution to another, according to its different types and the nature of the objectives of each of them. The performance of public institutions differs from private institutions, and industrial, commercial, agricultural or financial institutions differ from service institutions in the performance of each one of them.

#### **Literature Review:**

(Singh, Kuldeep, 2004) in a study entitled "The Impact of Human Resource Management Practices Related to Perceived Company Performance in India" examined the impact of human resources practices related to the company's perceived performance in India, identifying (82) companies from a sample of (359) companies selected from the index (BT-500) with a response ratio (22.84%). The study used different human resource practices as independent variables during the perceived organizational performance and market performance of the

dependent variables. The results indicated a statistically significant relationship between two human resources training processes ( $r = 0.37, 0.39$ ) and the compensation system ( $r = 0.41, 0.43$ ) and positive effects on overall performance and market performance, indicating an increase of (1) unit compensation that will increase by (0.41) In the company's performance and (0.43) the company's performance in the market. Adding (1) units in training will boost company performance (0.37) and (0.39) inches. Second: the Company's performance in the market. On the other hand, there are two types of practice, namely the job definition ( $r = -0.21$ ) and the career planning system ( $r = -0.15$ ) which have negative and unhelpful effect on the company's perceived performance. The result was highlighted by the positive correlation between various HR practices such as training, employee participation, compensation, selection, performance appraisal, and corporate performance with a correlation point ( $r = 0.32$ ). This study is significant because it was also conducted outside of the US context where most previous studies of this type had been conducted earlier. (Erik Ng Zhi Hong et al., 2012) in their study entitled "Human Effectiveness of Resource Management Practices in Retaining Human Resources in Higher Education Institute: - Regression analysis where effective human resources management policies are concerned with employee empowerment, compensation system evaluation, training and development, etc." Its effect on human retention resource management. In this study, primary data were collected using a self-administered non-probability questionnaire consisting of Likert scales consisting of (5) points. Questions from samples from (278) individuals. Using multiple regression

analysis, it was so I found the development, training, compensation and appraisal system important to me to retain human resources except to empower employees. Based on results, compensation and evaluation training is the primary consideration for the decision to keep lectures at Y University; While empowerment is less important, the interest of the lecturers can also be attributed to Asian culture, which is characterized by a higher compliance with authority. (Mir Muhammad Nur Absaro others, 2010) in their research entitled "The Impact of Human Resources." Practices related to organizational performance in Bangladesh, and generally discussing the impact of different human resource practices on organizational performance and data collection among a number of companies, fifty manufacturing companies in Bangladesh have reached the conclusion that human resource practices have a great importance associated with organizational performance. Among the many HR practices.

(Nhemachena,2007) Review HRD practices with valuable organizations and measure employee approaches. It was discovered in the study that human resource development practices are learning, training, promotion, appraisal / coaching, performance direction and development and were positively related to organizational values such as creativity, quality, delegation, cooperation and delegation, human therapy but performance evaluation, career planning and context. Variables The analysis was negatively related to confidence and creativity.(Santosh Singh,Pais,2011) conducted a paper entitled "Human Resource Development (Human Resource Development) in the Insurance Sector - A Study with Special Reference to a Life Insurance Company in India"

According to the results of the study, it can be interpreted that the actual strength of a country lies in the development of the human mind and body. Development is a country that depends on its people. Empirical studies that capital and employment were largely responsible for the development of developed countries. This was done by investing in employee education, training, and evaluation. Thus, the human being is considered the most valuable resource. (Benjamin,Akineme,2011) in his study entitled "Climate Assessment for Human Resource Development in the Private Sector in Rwanda" indicated that the impact of human resource development assesses the climate in two distinct telecommunications and insurance companies in Rwanda. This research examines the differences between the telecom industry and the insurance industry in relation to the existing development climate in addition to three dimensions.To develop human resources. Initial data from 87 respondents in two companies are collected through a self-structured 38-item Human Resource Development (HRDC) questionnaire developed by (Rao And Abraham, 1986). A questionnaire measuring the general climate, human resource development mechanisms, and OCTAPAC (cooperation, originality, independence, trust, confrontation and openness) within the two special organizations. According to the results, the predominant human resource development center in both organizations is adequate. However, the results show that the climate for the development of the company's communications is better than that of an insurance company. (Solke and Chaudhary,2010) in their research on human resource development collected responses of 71 junior and middle executives from various departments in

a public sector project, and found good human resource development. According to the results, managers showed a positive attitude towards human resources development policies and practices of the organization. They were satisfied with the developmental policies of the top management. It is found that performance appraisal has the greatest influence on organizing performance. (Taher Masoud,2010), in a research paper entitled "The Impact of Human Resources" Management Practices on Organizational Performance: The Role of the Employee Performance Mediator ", and examines the impact of various human resources management practices (such as selection, recruitment, development, training, career planning system, performance appraisal, compensation system, and staff) Participation) on perceived organizational performance (POP) and organizational financial performance. Another objective was to find out the role of mediating employee performance (EP) between HRM and organizational practices perceived to perform. The researcher collected data from HR professionals working in different companies from five industries. : Investment, insurance, banking, speculation and leasing. Preliminary data were collected from (274) specialists in human resources management from (129) companies that use the questionnaire. Secondary data were collected from the publication financial reports of companies listed on the Karachi Stock Exchange (KSE) for a period of five years starting from 2004 to 2008. The results determined that all HRM work was positively correlated with the observed organizational performance and perceived employee performance, while no human resource department showed YehPractices are an effective contribution to organizational financial

performance. Correlation and beta values for human resource management practices were important with persistent organic pollutants in the banking industry. Recruitment and selection ( $\beta = 662$ ,  $p < .001$ ) followed by employee participation ( $= .516$ ,  $p < .01$ ) showed significance in Insurance, ( $\beta = .343$ ,  $p < .001$ ) Performance evaluation in speculation, selection and work in the investment industry. Selection, recruitment, development, training, and compensation system contributed greatly to the percentage of MARS in the speculative industry. The compensation system in the insurance industry, performance appraisal, and the compensation system in the rental industry largely.

(Muhammad Asif Khan,2010) conducted a study entitled Effects of Human Resources Management Practices on Organizational Performance - An Empirical Study of Oil and Gas Industry in Pakistan, to measure the effect of HRM practices on the organization's performance in the oil and gas industry in Pakistan. Responses of (150) managers from (20) selected companies from the oil and gas industry were collected with the help of a self-reported questionnaire, which includes five human resource management practices, namely selection, recruitment, development, training and performance evaluation.

Reward, compensation, employee relationship with others, and subjective measures of organizational performance. A practical analysis was used to define human resource management practices. Regression analysis presented a positive and significant correlation between the above practices and organizational performance. Study progress results for management to use to achieve superior performance.

(Rhode, Lawler and Sundem, 2017, p. 16) The first requirement is a constraint that human resources certainly do not fulfill, as these resources are neither owned nor acquired. In fact, it has been legally, like as well as morally, unfit to possess other human beings for some time. On the other hand, it can be said that human resources are quasi-assets because in some sense, they are owned or controlled by the company or if the assets are to be under the control of the company then this control need not be absolute. For example, goodwill is currently an asset, but it is subject to many forces outside =Firm. (Edmunds & Rojo, 2018, p. 43) Her mason argues that there is a precedent in accounting practices that suggests it makes sense to consider human resources an asset. The issue, defined by her mason, is not the statutory rights involved but rather the “operating right of the company to “receive benefits” (Ebersberger, 2008). Thus, assets are something that possesses a utility or value. They are obtained not for their own benefit, but for what they can contribute in it the cash flow of the company. This definition avoids disputes over ownership and control and according to (Wright , 2001, p.52) in relation to people as a capital asset may cause managers to be more selective in investing in human resources Assets represent expected future economic benefits and acquired rights By the institution because of some current or previous transactions. It should own the assets acquired through a deal and it should have future economic benefits. The size of the person’s component of the entity is such that it is necessary for it to be properly recorded and understood through its perception as an asset and Inclusion in the financial statements. Definition by Generally Accepted Accounting So the practice may be more flexible to

accommodate the earlier advanced argument or a revised definition can be compiled (Otter, 2008, p. 5) .However, accountants have found ways to learn about human assets in particular circumstances, such as accounting for records of professional footballers (Szymanski & Kuypers: 1999:197), accounting for patents and copyrights and other intangible assets, within the framework of generally accepted accounting practice (Jim Otter, 2011, p. 6). The crux of the problem is to find and apply accounting like formulas to people. (Raju, Kumar, Sangita, 2004, p. 183).

### ***The study Problem:***

This study is concerned with the role of human resources management in medium industrial companies in the Republic of Yemen, and this study comes from the researcher's keenness to know the problems and obstacles that prevent the company from achieving its goals and carrying out tasks, activities, business and special operations in companies and from this standpoint the researcher will study the role of human resources management in companies The medium industrial complex in the Republic of Yemen, with reference to the Al-Shaibani Food Industries Complex Company, the solidarity companies, and the Jobah Light Industries Company in the Republic of Yemen. As well as knowing the role of human resource, management in medium industrial companies in the Republic of Yemen, hence the importance of this study. The problem of this study is addressed by answering a number of questions:

**The first question:** What is the role of the Human Resources Department in training, developing and developing employees in medium industrial companies in the Republic of Yemen, with reference to Al-Shaibani Food Industries Complex Company, Al-

Tadamuniya Company, and Jobah Light Industries Company?

**The second question:** How does the Human Resources Department contribute to increasing compensation, wages and incentives for human resources in Al-Shaibani Food Industries Complex Company, Al-Tadamuniya Partnerships, and Jobah Light Industries Company?

**The third question:** To what extent does the Human Resources Department contribute to increasing the efficiency of institutional performance in medium industrial companies in the Republic of Yemen, with reference to Al-Shaibani Food Industries Complex Company, Al-Tadamuniya Company, and Jobah Light Industries Company?

**Study hypotheses:**

The research starts from three main hypotheses:

**The first main hypothesis:**

The Human Resources Department contributes to improving the institutional performance of human resources through training and development in medium industrial companies in the Republic of Yemen..

**The second main hypothesis:**

The Human Resources Department contributes to increasing compensation, wages and incentives for human resources in medium industrial companies in the Republic of Yemen.

**The third main hypothesis:**

Human resources management contributes to increasing the efficiency of institutional performance in medium industrial companies in the Republic of Yemen.

**Objectives of the study:**

**The first objective:**

Knowing the role of human resources management in training, developing and developing employees in medium industrial companies in the Republic of Yemen, by referring to Al-Shaibani

Food Industries Complex Company, Al-Tadamuniya Company, and Jawbah Light Industries Company.

**The second objective:**

To know the extent of the contribution of the Human Resources Department to increasing compensation, wages and incentives for human resources in medium industrial companies in the Republic of Yemen, by referring to the companies of the Al-Shaibani Food Industries Complex, the solidarity companies, and the Jobah Company for Light Industries.

**The third objective:**

To know the extent of the contribution of the Human Resources Department to increasing the efficiency of the institutional performance in the medium industrial companies in the Republic of Yemen by referring to the Al-Shaibani Food Industries Complex Company, the Tadamuniya Company, and the Jobah Company for Light Industries.

**Methodology:**

The importance of the study lies in the fact that it examines the role of human resources management in medium industrial companies in the Republic of Yemen, especially the role of human resources management in Al-Shaibani Food Industries Complex companies, solidarity companies, and Jobah companies for light food industry and trade in the Republic of Yemen. It is possible to deal and learn the role of human resources management in industrial companies In the remaining medium industrial companies, this study seeks to know the most important roles that human resources management plays in medium industrial companies in the Republic of Yemen. The researcher researches this paper. Knowing the role of human resources management in medium industrial companies, and knowing the contribution of human resources management in improving



performance in medium industrial companies in the Republic of Yemen. The human resources department contributes to increasing compensation, wages and incentives for human resources (employees) in the company. Human resources management contributes to increasing the efficiency of institutional performance in medium industrial companies in the Republic of Yemen. The analytical approach was used in this study, and comparison was used in this study to identify the direct perception of employees in companies regarding the role of human resources management in medium industrial companies. The questionnaire tool was used to collect data from the target group, and the questionnaire was designed based on the theoretical literature of the study and after conducting a series of meetings with owners, employees, and departmental managers in companies (grade, professional status, academic achievement), while the second part of the questionnaire consists of the axes, paragraphs and their number (30)

questions, a five-point Likert scale was used to answer a statement question (strongly agree, agree, neutral, reject, reject with (severity) the researcher used statistical treatment tools. The statistical package for the Social Sciences Program includes Statistical Analytics (SPSS). Percentages, averages, and standard deviations to answer study questions.

The community and the sample of the study, the study population is the medium industrial companies in the Republic of Yemen, and the respondents (the study sample) were employees and workers of the Industries Complex Company.

Al-Shaibani Food and its solidarity companies and Jawbah companies for the light food industry and trade in the Republic of Yemen.

**First main hypothesis analysis:**

The Human Resources Department contributes to improving the institutional performance of human resources through training and development in medium industrial companies in the Republic of Yemen.

**Table (1) Analysis of the first hypothesis paragraphs:**

Axis Question	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Mean	Standard Division	Arrange	Trend
	F	%	F	%	F	%	F	%	F	%				
Q1	7	7	18	19	31	32	19	20	21	22	3.30	2.21	1	Neutral
Q2	11	11	17	18	20	21	27	28	21	22	2.68	1.98	8	Disagree
Q3	6	6	11	12	23	24	26	27	30	31	2.34	1.91	10	Disagree
Q4	10	11	17	18	29	30	31	32	9	9	2.87	2.01	5	Disagree
Q5	18	19	16	17	22	23	30	31	10	10	3.02	2.14	2	Neutral
Q6	11	11	13	14	31	32	21	22	20	21	2.72	1.99	7	Disagree
Q7	14	15	19	20	28	29	23	24	12	12	3	2.11	3	Neutral
Q8	10	10	14	15	34	35	19	20	19	20	2.76	2.00	6	Disagree
Q9	8	8	9	9	24	25	30	31	25	26	2.42	1.59	9	Disagree
Q10	18	19	9	9	27	28	32	33	10	10	2.92	2.08	4	Disagree
Weighted Average											2.80			Disagree

The first paragraph: The study proved that the Human Resources Department does not work to define the training needs of its employees in an accurate

and organized manner, and this indicates the absence of studies in which the Human Resources Department determines the training

needs of employees and this is confirmed by most of the answers directed towards neutrality and disagreement with an average of (3.30), meaning that companies It does not work to define the training needs of its employees in an accurate and organized manner. The second paragraph shows through the answers that the Human Resources Department does not encourage employees to participate in scientific conferences related to its activities because of the absence of a department interested in this. It is clear that most of the answers tend to disagree with an average of (2.68) With regard to the third paragraph, which states that the Human Resources Department encourages its employees to discuss scientific cases derived from the reality of their work and practices, it is clear that most of the answers are directed towards disapproval with an average of (2.34) that is, the company does not do so, as for the responses of the respondents On the fourth paragraph, which states that the Human Resources Department allows experienced employees to transfer their expertise to their colleagues and benefit from it, Most of the answers tend to disagree with an average of (2.87), meaning that the Human Resources Department does not allow experienced employees to transfer their expertise to their colleagues and benefit from it, the fifth paragraph which states that the Human Resources Department sends employees to conferences and external missions to see successful experiences to benefit from them at work It is clear that most of the answers are directed towards impartiality, with an average of (3.02), meaning that companies do not send employees to conferences and external missions to see successful experiences to benefit from them at work, and the sixth paragraph confirms that the responses of the respondents to

this paragraph, which states that the Human Resources Department urges its employees to Improving knowledge and special skills at each job level, it is noticed through the responses of the respondents Cherali that there is an average disapproval of (2.72), meaning that companies do not urge their employees to improve their knowledge and skills, while the seventh paragraph stipulates that the Human Resources Department provides its employees with equal opportunities of training and development, It is clear that most of the answers tend to be neutral with an average of (3) that is, there is no training and development in companies for human resources, the eighth paragraph Mabah answers And on this paragraph, which states that the human resources department trains new employees by teaching them basic skills to perform their jobs, it is clear that the answers tend to disagree with an average (2.76), that companies do not train new employees, the ninth paragraph which provides for organizing management Human resources have sufficient specialized training programs for employees to acquire the necessary intellectual, technical and behavioral skills. Most of the answers are directed towards disapproval with an average of (2.42) meaning that companies do not care about them, the tenth paragraph which states that the Human Resources Department is responsible for analyzing problems related to human resource planning and finding solutions to them . It is clear that the answers tend to disagree with an average (2.92). It is observed through the answers that companies do not analyze problems related to human resources planning and find solutions to them.

**Through the analysis of the paragraphs of the first hypothesis, the following became clear**

We notice from the above table that the weighted average of all the paragraphs that represent the first hypothesis was (2.80). This indicates that the respondents' answers indicate that all the paragraphs in the first hypothesis are not approved, and they indicate the disagreement, meaning that they do not agree with the answers of the paragraphs of the first hypothesis, which states that (Human resources management contributes to increasing performance efficiency in medium industrial companies through training and development. And the development of employees) while the standard deviation of these paragraphs ranged between (2.21-1.59), which indicates the homogeneity of the responses of the respondents on this axis, which is their disagreement with the answers of the paragraphs of the first hypothesis, which states that the human resource management contributes to increasing the efficiency of performance in medium industrial companies through training The development and development of employees.

Through the previous results, we confirm that the respondents do not agree with these paragraphs of the first

hypothesis, which stipulates that human resources management contribute to increasing performance efficiency in medium industrial companies through training, development and development for employees in the Republic of Yemen. Through the foregoing, the first hypothesis (H1) was denied, which states (the human resource management contributes to increasing the efficiency of performance in medium industrial companies through training, development and development for employees) and accepting the alternative hypothesis (H0) which states that (the human resource management does not contribute to Increasing performance efficiency in medium industrial companies through training, development and development for employees.

**Analysis of the second main hypothesis:**

*The Human Resources Department contributes to increasing compensation, wages and incentives for human resources in medium industrial companies in the Republic of Yemen.*

**Table (2) Analysis of the second hypothesis paragraphs:**

Axis Question	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Mean	Standard Division	Arrange	Trend
	F	%	F	%	F	%	F	%	F	%				
Q1	9	9	13	14	39	40	21	22	14	15	2.81	1.84	6	Disagree
Q2	11	11	18	19	25	26	29	30	13	14	2.84	1.85	5	Disagree
Q3	12	13	20	21	21	22	28	29	15	16	2.85	1.85	4	Disagree
Q4	19	21	17	18	29	30	30	31	1	1	3.23	2.64	1	Disagree
Q5	7	7	13	14	22	23	34	35	20	21	2.51	1.77	8	Disagree
Q6	11	11	16	17	23	24	31	32	15	16	2.76	1.80	7	Disagree
Q7	15	16	13	14	24	25	34	35	10	10	2.88	1.89	3	Disagree
Q8	16	17	16	17	27	28	28	29	9	9	3.02	2.14	2	Neutral
Q9	4	4	12	13	23	24	35	36	22	23	2.38	1.45	10	Disagree
Q10	8	8	12	13	18	19	32	33	26	27	2.41	1.47	9	Disagree
Weighted Average											2.52		Disagree	

The first paragraph: The study proved that the human resources department in the companies under study does not have a clear form of financial compensation and social security, and this indicates a lack of interest in employees and it has been proven through the respondents' answers to the lack of agreement with an average of (2.81) to the paragraph, the second paragraph shows through The answers are that there are no incentive pay levels to attract competencies from outside the company, as most answers tend to disagree with an average (2.84), with regard to the third paragraph that states that there is equal remuneration compared with the efforts made at work, it is clear that most of the answers are directed towards non Approval with an average of (2.85), that is, the company does not pay wages and incentives for the many work in which the employees do. As for the responses of the respondents to the fourth paragraph, which states that labor laws usually specify the minimum wage and the number of daily working hours, it is clear that most answers tend to be neutral with an average (3.23) That is, the human resources department in companies does not usually specify the minimum wage, the fifth paragraph which states that the company's human resources department makes proposals for Regarding the level of wages to maintain the employee's purchasing power, it is clear that most of the answers are directed towards disapproval with an average of (2.51), meaning that companies do not submit proposals about the level of wages to maintain the employee's purchasing power, and the sixth paragraph affirms that the respondents' responses to this paragraph which states cover wages The basic cost of living in addition to covering part of the welfare costs that the employee aspires to. It is noticed

through the responses of the respondents Chirali that the average disapproval is (2.76), meaning that companies do not give salaries and incentives that cover the basic living costs in addition to covering part of the welfare costs that the employee aspires to. The seventh paragraph, which states that there is respect for legal considerations in granting wages to employees, it is clear that most of the answers tend to be neutral with an average of (2.88), meaning that there is no respect for legal considerations in granting wages to employees, the eighth paragraph of the respondents' answers to this paragraph which states that Human resources management by analyzing the factors affecting wages, it is clear that the answers tend to be neutral with an average of (3.02), meaning that companies do not do so. As it states that the wages of human resources management employees coincide with the wages of employees participating in other sectors of the public service, most of the answers go towards disapproval with an average of (2.38), meaning that companies do not care about them, the tenth paragraph which states that there are appropriate wages, incentives and rewards in companies. It is clear that the answers tend to disagree with an average of (2.41). It is observed through the answers that companies do not have appropriate wages, incentives and rewards.

**Through the analysis of the paragraphs of the second hypothesis, the following became clear:**

We note from the above table that the weighted average of all the paragraphs that represent the second hypothesis was (2.52). This indicates that the respondents' answers indicate that all the paragraphs in the second hypothesis are not approved, and they indicate the disagreement, meaning that they do not agree with the answers

of the second hypothesis paragraphs, which states that (the human resources management contributes to increasing compensation, wages and incentives for human resources (employees) in the company. While the standard deviation of these paragraphs ranged between (2.64-1.45), which indicates the homogeneity of the responses of the respondents on this axis, which is their disagreement with the answers of the second hypothesis paragraphs, which states that the human resources department contributes to increasing compensation, wages and incentives for human resources (employees) in the company.

Through the previous results, we confirm that the respondents do not agree with these paragraphs of the second hypothesis, which stipulates that the Human Resources Department contributes to increasing

compensation, wages and incentives for human resources (employees) in the company.

Through the foregoing, the second hypothesis (H2) has been denied, which states (the human resources management contributes to increasing compensation, wages and incentives for human resources (employees) in the company) and accepting the alternative hypothesis (H0), which states that (the human resources management does not contribute to increasing compensation And wages and incentives for human resources (employees) in the company.

**Analysis of the third main hypothesis:**  
*Human resources management contributes to increasing the efficiency of institutional performance in medium industrial companies in the Republic of Yemen*

**Table (3) Analysis of the third hypothesis paragraphs:**

Axis Question	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Mean	Standard Division	Arrange	Trend
	F	%	F	%	F	%	F	%	F	%				
Q1	14	15	18	19	22	23	39	40	3	3	3.01	2.54	2	Neutral
Q2	9	9	12	13	18	19	27	28	30	31	2.40	1.32	8	Disagree
Q3	8	8	11	12	27	28	26	27	24	25	2.51	1.40	7	Disagree
Q4	13	13	14	15	20	21	31	32	18	19	2.71	1.86	4	Disagree
Q5	12	12	21	22	17	18	27	28	19	20	2.79	1.89	3	Disagree
Q6	14	15	8	8	19	20	28	29	27	28	2.52	1.40	6	Disagree
Q7	10	10	9	9	14	15	38	40	25	26	2.38	1.33	9	Disagree
Q8	14	15	13	13	26	27	29	30	14	15	3.02	2.54	1	Neutral
Q9	6	6	11	12	21	22	27	28	31	32	2.31	1.31	10	Disagree
Q10	12	12	13	13	22	23	30	31	19	20	2.67	1.83	5	Disagree
Weighted Average											2.63			Disagree

The first paragraph: The philosophy, mission, and goals of the company are compatible with the available resources through the respondents' answers to neutrality with an average of (3.01). This indicates a lack of proportionality of the philosophy, mission and goals of the company with the available resources. The second paragraph shows through the answers

that the company does not use the mission and goals in planning activities and operations. As most of the answers tend to disagree with an average of (2.40), with regard to the third paragraph which states that the company is keen on formulating measurable goals, it is clear that most of the answers are directed towards disapproval with an average of (2.51),

meaning the company is not keen on formulating measurable goals. As for the respondents' answers to the fourth paragraph, which states that the board of directors shall work to define policies and supervise their implementation, it becomes clear that most of the answers tend not to agree with an average of (2.71), meaning that the board of directors does not work to define policies and supervise their implementation, the fifth paragraph which states The company has the necessary technical competencies in its main service areas, it is clear that most of the answers are directed towards disapproval with an average of (2.79), meaning that the companies do not have the necessary technical competencies. The company has an organizational structure that shows the most important units and functions in the institution, according to the sixth paragraph. It is noticed through the responses of the respondents Chirali that there is no agreement with an average of (2.52), meaning that the companies do not have an organizational structure that shows the most important units and functions in the organization, while the seventh paragraph states that the organizational structure in the company is distinguished by clarity of roles and responsibilities, it is clear that most of the answers tend to be lack of Approval with an average of (2.38), meaning that there is no organizational structure in the company that clarifies the roles and responsibilities, the eighth paragraph of the respondents' answers to this paragraph, which states that the company defines the institutional goals of the program and the means to achieve these goals accurately. It is clear that the answers tend to be neutral with an average of (3.02) that is. That company do not do this, the ninth paragraph which states that the company provides the

appropriate technical means for administrative and institutional programs. Most of the answers are directed towards disapproval with an average of (2.31), meaning that companies do not care about it, the tenth paragraph which states that community activities in the company contribute to community development. And institutional. It is clear that the answers tend to disagree with an average of (2.67). It is observed through the answers that companies do not contribute to the societal activities in the company through community and institutional development.

**Through the analysis of the paragraphs of the third hypothesis, the following became clear .**We note from the above table that the weighted average of all the paragraphs that represent the third hypothesis was the weighted average of all the paragraphs of the hypothesis (2.63). This indicates that the responses of the respondents indicate that all the paragraphs in the third hypothesis are not approved, which refer to the disagreement, meaning that they do not agree with the answers to the paragraphs of the third hypothesis, which states that (Human resources management contributes to increasing the efficiency of institutional performance in medium industrial companies in the Republic of Yemen. While the standard deviation of these paragraphs ranged between (2.54-1.31), which indicates the homogeneity of the responses of the respondents on this axis, which is their disagreement with the answers of the third paragraphs of the hypothesis, which states that human resources management contributes to increasing the efficiency of institutional performance in medium industrial companies in the Republic of Yemen. Through the previous results, we confirm that the respondents do not agree with these paragraphs of the

third hypothesis, which states that human resources management contributes to increasing the efficiency of institutional performance in medium industrial companies in the Republic of Yemen.

Through the foregoing, the third hypothesis (H3) has been denied, which states (the human resource management contributes to increasing the efficiency of institutional performance in medium industrial companies in the Republic of Yemen) and accepts the alternative hypothesis (H0) which states that (the human resource management does not contribute to the increase Efficiency of institutional performance in medium industrial companies in the Republic of Yemen).

**Through the respondents' answers to the questionnaire's paragraphs for the three hypotheses**, it became clear that most of their answers indicate disagreement, with very few answers indicating impartiality, while there are no answers indicating strongly or agreeing with, and this is evidence of the non-participation of the human resources department in medium industrial companies with reference to a company Al-Shaibani Food Industries Complex, Al-Tadamuniya Company and Joubah Light Industries Company in the Republic of Yemen in training, developing and developing human resources in the industrial companies that were targeted by the study, and the study also proved that the human resources department in the medium industrial companies that were targeted by the study does not defend the rights of employees to increase salaries, wages and incentives And the rewards and giving them financial or material compensation, as the study proved that the human resources department in the medium industrial companies by referring to the Al-Shaibani Food

Industries Complex Company, the solidarity companies and the Jobah Company for Light Industries that were targeted by the study does not contribute to the increase and efficiency of institutional performance in industrial companies.

Where all the arithmetic weighted averages of the three hypotheses were as follows:

The total weighted average for the first hypothesis (2.80) and the total weighted average for the second hypothesis (2.52). The total weighted average for the third hypothesis is (2.63), while the total weighted averages for the three hypotheses are (2.65). This indicates disagreement with all three hypotheses and all paragraphs of the questionnaire are complete. That is, the three hypotheses were denied and the alternative hypothesis was proven.

By comparing the calculated value of (T), which amounted to (1.604) with Table (T) at the level of significance (5%), equivalent to (1.95), we reject the first hypothesis (H1) which states (Human resources management contributes to increasing the efficiency of institutional performance In medium industrial companies by referring to Al-Shaibani Food Industries Complex Company, solidarity companies, and Jobah Light Industries Company through training, development and development for employees. Al-Shaibani, Al-Tadamuniya Partnerships and Jobah Light Industries Company through training, development and development for employees).

By comparing the calculated value of (T), which amounted to (1.604) with Table (T) at the level of significance (5%), which is equivalent to (1.95), we reject the second hypothesis (H2), which states (Human resources management in medium industrial companies contributes with reference To the Al-Shaibani Food Industries

Complex Company, the solidarity companies and the Jobah Light Industries Company to increase compensation, wages and incentives for human resources in companies) and we accept the alternative hypothesis which states (The Human Resources Department does not contribute to increasing compensation, wages and incentives for human resources in medium industrial companies by referring to Al-Shaibani Food Industries Complex Company And the solidarity companies and the Jobah Company for Light Industries)..

By comparing the calculated value of (T), which amounted to (1.604) with Table (T) at the level of significance (5%), equivalent to (1.95), we reject the third hypothesis (H3) which states (Human resources management contributes to increasing the efficiency of institutional performance In the medium industrial companies in the Republic of Yemen by referring to the Al-Shaibani Food Industries Complex Company, the solidarity companies and the Jobah Light Industries Company (and we accept the alternative hypothesis which states) The human resource management does not contribute to increasing the efficiency of the institutional performance in the medium industrial companies in the Republic of Yemen by referring to the Industries Complex Company Al-Shaibani Food, Solidarity Companies, and Jobah Light Industries Company).

The validity and reliability test using the Cronbach Alpha test also indicates the strength of the questionnaire results, which reached (97.7).

#### **Conclusion:**

Through the analysis and the use of (SPSS) programs in the analysis of the questionnaire's paragraphs and all the axes, hypotheses and (c) tests, the following results were reached:

The study proved through the analysis that the Human Resources Department does not carry out its functions, tasks and responsibilities in front of the employees, as the training needs of the employees in the medium industrial companies are not determined with reference to the Al-Shaibani Food Industries Complex Company, the solidarity companies and the Jobah Company for Light Industries in the Republic of Yemen, which is the sample of the study. Industrial, represented by the Human Resources Department, is not interested in scientific conferences related to its activities and work, nor does it contribute to discussing scientific issues derived from the reality of its work and practices, and companies represented in the Human Resources Department do not urge their employees to improve their knowledge and skills at every job level in companies and do not contribute to the development and training And employee development. It was concluded that the Human Resources Department does not organize sufficient specialized training programs for employees and is not responsible for analyzing problems related to human resource planning.

The study proved through the analysis that there is no financial compensation for employees in the event that they are exposed to risks, and there is no encouragement and incentives to attract competencies from outside the companies, and that the wages and incentives are less than the work and tasks that the employees carry out, and there are no additional compensation for overtime work. The purchasing power of the employee and the cost of living in the face of the high prices of goods, services and basic living costs. There is no respect for the legal considerations in granting wages to



employees, and the wages, incentives and bonuses are inappropriate..

The study proved through analysis that companies are represented in human resources management.

In it there is no effective institutional performance and the philosophy, mission and goals of the company are not commensurate with the resources available therein, there is no clear message and goals in the companies that are commensurate with their activities and operations, and the goals in them are not measurable and the companies do not have a board of directors, but the owners are the managers and the company does not have the separation of ownership On management, the organizational structure is not appropriate and is not characterized by clarity of roles and responsibilities, and the institutional goals of the program are not known to the employees, and there are no community activities in companies in companies with community and institutional development..

#### **Recommendations:**

By analyzing the questionnaire's paragraphs, all axes and hypotheses, and testing (T) and arriving at the results, the researcher recommends the following.

Recommendations for medium industrial companies with reference to Al-Shaibani Food Industries Complex companies, solidarity companies, and Jobah Light Industries Company in the Republic of Yemen.

Paying attention to human resources and carrying out their functions, tasks and responsibilities in front of employees, and determining the training needs of employees in medium industrial companies.

Paying attention to scientific conferences related to its activities and work, and to contribute to discussing scientific issues derived from the reality of its work and practices, and to

urge its employees to improve their knowledge and skills at every job level in companies.

Contribute to the development, training and development of employees and analyze problems related to human resource planning.

Encouragement and incentives to attract competencies from outside the companies and maintain the purchasing power of the employee 5 - Respect the legal considerations in awarding wages to employees.

Paying attention to effective institutional performance that is consistent with the company's philosophy, mission, goals and resources.

Clarity of mission, goals, activities and processes in medium industrial companies

That the goals are measurable.

That the companies have a board of directors' independent of the owners and shareholders.

Existence of an appropriate organizational structure that is characterized by clear roles and responsibilities.

Clarity of the program's institutional goals for companies.

The necessity for companies to participate in community activities that contribute to societal and institutional development.

#### **References:**

Singh, K. (2004). *Impact of HR practices on perceived firm performance in India. Asia Pacific Journal of Human Resources*, 42(3), 301-317.

Bayat, V., Thiffault, I., Jaiswal, M., Tetreault, M., Donti, T., Sasarman, F., & Vanasse, M. (2012). *Mutations in the mitochondrial methionyl-tRNA synthetase cause a neurodegenerative phenotype in flies and a recessive ataxia (ARSAL) in humans. PLoS Biol*, 10(3), e1001288.

- Yanhaona, M. N., Bayzid, M. S., & Rahman, M. S. (2010). Discovering pairwise compatibility graphs. *Discrete Mathematics, Algorithms and Applications*, 2(04), 607-623.
- Nhemachena, C., & Hassan, R. (2007). Micro-level analysis of farmers adaption to climate change in Southern Africa. *Intl Food Policy Res Inst.*
- Venugopal, K. R., & Patnaik, L. M. (Eds.). (2011). *Computer Networks and Intelligent Computing: 5th International Conference on Information Processing, ICIP 2011, Bangalore, India, August 5-7, 2011. Proceedings (Vol. 157)*. Springer.
- Mosca, L., Benjamin, E. J., Berra, K., Bezanson, J. L., Dolor, R. J., Lloyd-Jones, D. M., & Zhao, D. (2011). Effectiveness-based guidelines for the prevention of cardiovascular disease in women—2011 update: a guideline from the American Heart Association. *Journal of the American College of Cardiology*, 57(12), 1404-1423.
- Rao, T. V., & Abraham, E. (1986). *Human resource development: Practices in Indian industries: A trend report*. Management & Labour Studies.
- Solkhe, A., & Chaudhary, N. (2010). HRD Climate and Organizational Performance with focus on Job Satisfaction as a Correlate: Exploratory Analysis. *Technia Journal of Management Studies*, 5(1), 47-63.
- Barzegar, S., Rosita, A., Pourpak, Z., Bemanian, M. H., Shokouhi, R., Mansouri, M., & Mirsaedghazi, B. (2010). Common causes of anaphylaxis in children: the first report of anaphylaxis registry in Iran. *World Allergy Organization Journal*, 3(1), 9-13.
- Khan, M. A. (2010). Effects of human resource management practices on organizational performance—an empirical study of oil and gas industry in Pakistan. *European Journal of Economics, Finance and Administrative Sciences*, 24(157-174), 6.
- RHODE, J. G., III, E. E. L., & Sundem, G. L. (2017). Human resource accounting: a critical assessment. *Industrial Relations: A Journal of Economy and Society*, 15(1), 13-25.
- Amores, M., Baker, P. J., Cussen, E. J., & Corr, S. A. (2018). Na 1.5 La 1.5 TeO 6: Na<sup>+</sup> conduction in a novel Na-rich double perovskite. *Chemical Communications*, 54(72), 10040-10043.
- Ebersberger, S. A. (2008). HUMAN-RESOURCES ACCOUNTING-CAN WE AFFORD IT. *Training and Development Journal*, 35(8), 37-40.
- Wright, P., Mukherji, A., & Kroll, M. J. (2001). A reexamination of agency theory assumptions: extensions and extrapolations. *The Journal of Socio-Economics*, 30(5), 413-429.
- Wilson, R., & Anagnostopoulos, C. *Sport, Business and Management: An International Journal. International Journal*, 7(2), 114-120.
- Pickles, R. S. A., Groombridge, J. J., Rojas, V. Z., Van Damme, P., Gottelli, D., Kundu, S., ... & Jordan, W. C. (2011). Evolutionary history and identification of conservation units in the giant otter, *Pteronura brasiliensis*. *Molecular phylogenetics and evolution*, 61(3), 616-627.
- Ganguly, S., Panjagari, N. R., & Raman, R. K. Flaxseed (*Linum usitatissimum*). In *Oilseeds: Health Attributes and Food Applications* (pp. 253-283). Springer, Singapore.