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**The impact of human resources management and its contribution to the development of administrative performance in the industrial companies in the Republic of Yemen**

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**Abstract:**

The purpose of the study is to know the extent of the impact of human resources management on administrative performance in medium industrial companies in the Republic of Yemen. It is the medium industrial companies in the Republic of Yemen. The study sample consisted of (9) medium industrial companies. Managers and employees in all departments and departments were targeted, as their number reached (153) individuals. The researcher used the descriptive and analytical approach to achieve the objectives of the study and test its hypotheses. A special questionnaire was developed consisting of a number of special axes in human resource management, represented in (selection, appointment, training, wages, incentives, and evaluation), as well as all axes and dimensions of administrative performance represented in (administrative performance efficiency, performance effectiveness). Administrative, quality of administrative performance) One of the results of the study is that the targeted medium industrial companies are interested in the human element and in rehabilitating and developing their capabilities and improving their performance, but there is sometimes nepotism in the selection and appointment process, and salaries and wages are good to some extent in the industrial companies under study, and the study recommended to There should be integrity and transparency in the selection and appointment process, increasing the qualification and training of employees in companies, in addition to the permanent and continuous evaluation of the administrative and institutional

performance process in companies for the sake of companies' prosperity and achieving all their goals and vision.

**Keywords:** Human Resource Management. Selection and appointment. Salaries and incentives. Training and evaluation. Administrative performance. Efficiency, effectiveness and quality of administrative performance. Medium industrial companies. Republic of Yemen.

### **Introduction:**

The contemporary world is aware of rapid changes, both on the economic and commercial level or on the human level, on the level of administrative performance, on the technological and knowledge level. The rapid and astonishing development that I have known and is familiar with is communications and the Internet and their uses in various economic fields. As a result of globalization and in light of this ruthless situation, a fundamental question arises: how can business organizations that are closed in on themselves, drowning in their problems and affected by an unsuitable economic environment, rely on their human resources to turn the situation around and enter the arena of conflict from its wide door and win the future bet? Achieving the desired goals and objectives Its importance lies in its influential role in raising the efficiency of the organization and its effectiveness in performing its tasks and activities as a final outcome of the efficiency and effectiveness of the organization itself and the extent of its ability to distinguish and compete internally and externally. Distinguished, qualified and trained competencies, then carefully plan, take care of them, maintain, maintain and develop them, establish a fair system for salaries, rewards and incentives, and adopt objectivity in promotion decisions according to fair considerations and criteria that are clear to all and with a degree of transparency. Hence, human resources management plays an influential role in fulfilling the requirements to achieve excellence, which has given human resources management special importance and vitality, which changed its nature and operations. The development of information technology led to an increase in demand for technical professions, which required unconventional qualifications for leadership positions in information management. Introducing modern technology and relying on it in the activities and tasks of human resources management such as planning, attracting, selecting, appointing and others. Human resource management has gained its importance through the fact that taking care of the human element is the main factor for increasing production, the increasing importance of human relations, motivating workers or satisfying their needs, and because the success and failure

of all organizations depends on the human element, in addition to the expenses incurred by organizations to cover workers' wages and compensation constitute A large part of its expenses, so the best investment should be directed to working individuals. And to benefit from human resources, as investing in them requires benefiting from them, making good use of them, maintaining them and working to constantly improve their performance. Therefore, a humane method must be adopted in dealing with human resources and satisfying their needs. In light of the foregoing, the main role played by the human resources department in organizations is to provide the necessary qualified and specialized manpower in addition to carrying out many tasks and responsibilities such as planning, attracting, rewarding, training and strengthening a fair system. Thus, the current study seeks to identify the impact and contribution of human resources management in developing administrative performance in major industrial companies in the Republic of Yemen.

### **Review of literature:**

Study (Hassan (2017) Organizational values and employee approach measurement were compared to human resource development techniques. Learning, training, promotion, evaluation / training, and performance and development directing were discovered to be positively related to organizational values such as creativity, quality, delegation, cooperation, delegation, human treatment, but performance evaluation, career planning, and context in the study. Confidence and inventiveness were adversely related with variables in the study. Study (Santosh Singh Paes (2021) "Human Resource Development (HRD) in the Insurance Sector - Study with Special Reference to Life Insurance Companies in India," according to the report. According to the study's findings, the country's true strength resides in the growth of the human intellect and body, a country's development is determined by its citizens. Capital and labor were primarily responsible for the growth of industrialized countries, according to empirical research. This was accomplished by investing in staff training, education, and assessment. As a result, the human person is regarded as the most precious resource . Study ( Benjamin Akinyemi (2021) In his paper, "Assessing the Climate for Human Resource Development in Private Sector Enterprises in Rwanda," he examines the influence of the human resource development climate in two different Rwandan telecom and insurance firms. The contrasts between the telecommunications and insurance industries in terms of the current development climate, as well as three aspects of human resource development, were

investigated in this study. A self-administered 38-item structured questionnaire for human resource is used to obtain primary data from 87 respondents in the two firms. Within the two special organizations, the questionnaire assessed the general atmosphere, human resource development procedures, and OCTAPAC (cooperation, authenticity, independence, trust, conflict, and openness). According to the findings, both businesses' primary human resource development centers are adequate. However, the results suggest that the telecoms company's development climate is better than the insurance company's is. Study (Solkhe and Chaudhary (2020) they discovered strong human resource development in their research on human resource development, which included replies from 71 junior and middle executives from various departments of a public sector project. According to the findings, the managers had a favorable opinion about the organization's human resource development policies and procedures. They were pleased with the senior management's developing policies. Study (Singh Kuldeep (2014) The impact of human resource management practices on a company's perceived performance in India was investigated in a study titled "The Impact of Human Resource Management Practices on the Company's Perceived Performance in India," which identified (82) companies with a response rate of 22.84 percent from a sample of (359) companies selected from the BT-500 index. Human resource practices were utilized as independent factors in the study, whereas perceived organizational performance and market performance were used as dependent variables. The findings revealed a statistically significant link between two HR training techniques and a poor and counterproductive impact on the company's perceived performance. The findings revealed a favorable relationship between training, employee engagement, remuneration, selection, and performance, among other HR strategies. Study (Eric Ng Chi Hong et al. (2021) In their study, titled "Effectiveness of Human Resource Management Practices in HIHR Retention: - Regression Analysis," they looked at the impact of effective human resource management policies, such as employee potential, compensation system evaluation, training and development, and so on, on human resource management retention. The basic data for this study was obtained from 278 people utilizing a non-probabilistic subjective questionnaire with 5-point Likert scale items. According to the findings, remuneration training and assessment is one of the most important factors in deciding whether or not to keep a professor at University Y; nonetheless, The potential is less relevant to the lecturers' interests, which may be linked to Asian culture, which is characterized by a higher level of power compliance. Study (Taher Masoud (2018), The impact of various human resource management

practices (such as selection, recruitment, development, training, career planning, system and performance evaluation, compensation system, and employee engagement) on the perception of organizational performance is examined in a research paper titled "The Impact of Human Resource Management Practices" on Organizational Performance: A Mediating Role for Employee Performance." Another goal was to discover the function of the employee performance mediator (EP) in the relationship between perceived and actual HRM practices. Performance of the organization the researcher gathered information from human resources professionals in a variety of disciplines, as well as businesses in five industries: investing, insurance, banking, speculation, and leasing. The questionnaire was used to obtain primary data from (274) human resource management professionals from (129) businesses. For a five-year period from 2004 to 2008, secondary data was gathered from public financial reports of firms listed on the Karachi Stock Exchange (KSE). All HRM effort was favorably connected to both organizational performance and perceived employee performance, according to the findings while not everything, one human resource management strategy has proven to be beneficial to the organization's success. Study ( Muhammad Asif Khan (2018) To measure the impact of Human Resource Management practices on organizational performance in the Oil and Gas Industry in Pakistan, he conducted a study titled The Effects of Human Resource Management Practices on Organizational Performance - An Empirical Study of the Oil and Gas Industry in Pakistan. A self-reported questionnaire was used to collect data from (150) managers from (20) oil and gas firms. The questionnaire included five human resource management practices: selection, recruitment, development, training, and performance assessment. Reward, remuneration, employee relationships, and self-measures of organizational success are all factors to consider. Human resource management practices were defined using a practical analysis. The regression study revealed a favorable and substantial relationship between the practices mentioned above and organizational performance. The outcomes of the study will be used by management to improve performance. According to Study (Nzuve (1997), HR refers to the workers who help a company achieve its goals, i.e. the aims and objectives of the organization's organizational operations. According to Michael Armstrong (2019), human resource management is a strategy, an integrated and cohesive approach to the recruitment, development, and well-being of persons working in companies. Human resource management's overall objective is to guarantee that the organization's goals are met through its personnel. HRM is concerned with the advancement of an organization. Effectiveness and

Capability - an organization's capacity to fulfil its objectives by making the best use of the resources available to it. Study (Collins & Clark, 2013 )The goal of the study was to determine the link between human resource practices and institutional performance. Its goal was to demonstrate the link between human resource strategies based on networks. A total of (72) high-tech businesses were included in the study sample. According to the findings, there is a statistically significant relationship between human resource management practices and institutional performance in terms of sales growth and stock return growth, as well as a statistically significant relationship between human resource management practices and institutional performance when networks are present as an intermediate variable. Study (Siu Chow, 2018 ) The goal of the study was to determine the link between human resource practices and high-performing work systems. The study sample included (248) people from Hong Kong-based businesses who have human resource management systems in place to help them perform better. The investigation discovered a link between the two. Statistical examination of human resource procedures and the study sample organizations' excellent performance. Study (Kuvaas, 2018)The study's goal was to see how the quality of an organization's connection with its workers influences the relationship between employee perceptions of human resource procedures and employee results. The study sample included (593) employees from Norway's 64 local banks. The study discovered a number of findings, the most notable of which is that there is a direct and negative relationship between the perception of improving human resource procedures and turnover rates. Study (Chen & Huang, 2019)The goal of the research was to see how knowledge management skills influenced the link between human resource practices and creative performance. There were (146) firms in the research sample that were based in the United States of America. The study found a number of interesting findings, the most notable of which is that there is a link between strategic human resource practices, knowledge management capacity, and creative performance. Study (Vlachos, 2019)The study's goal was to determine the extent to which human resource practices contributed to the organization's success. Plus to demonstrate the link between human resource practices and the organization's performance. The study sample included seventy-one (71) human resources managers from Romanian food firms. The research yielded a number of conclusions. The fact that compensation policy is favorably associated with sales growth and that there is a linkage is very noteworthy. Except for job security, none of the human resource management techniques are beneficial for corporate growth. Study (Peris-Ortiz, 2019 ) The goal of the research was to create an analytical model for

human resource management and organizational returns. The study looked back at prior research on the topic of human resource management. Based on the prior theoretical presentation on human resource management, the study developed an analytical model. Study (Chang Yang & Yeh-Yun Lin, 2019 ) The goal of the research was to determine the role of intellectual capital as a mediating variable in the nature of the link between human resource management practices and organizational performance in Taiwan's health-care sector. The study came up with a number of conclusions, the most important of which is that intellectual capital has an influence on the link between human resource management techniques and organizational performance. Study (Kim, 2018)The goal of the study was to determine the impact of four elements on institutional performance that influence workers' expectations about the competitive environment. Salaries, perks, prospects, and organizational norms are all things to consider. A total of (60) employees from III-NASP were included in the research. The study yielded a number of findings, the most notable of which was the presence of a significant impact of employees' expectations about the competitive climate on their institution's performance. Study (Edralin, 2018 ) Its goal was to evaluate the extent to which human resource management techniques encourage leadership in large Philippine firms, as well as to identify which human resource management functions are most directive to the organization's leadership. A total of (300) employee from 11 big firms in the Philippines were included in the study. The study found that the firms in the study sample employ a variety of human resource approaches. These practices are linked to human resource management functions such as employee interactions, training, and development. Recruitment and selection play an equal role in achieving leadership for these firms' activities. A study (Baqla) entitled The reality of human resources application in Jordanian public and private sector organizations .purpose of the study was to determine the reality of human resource planning practice in Jordanian public and private sector organizations by determining the extent to which a set of activities and practices related to the foundations and stages of human resource planning are followed in both sectors' organizations and comparing them. It also intended to determine the availability of human resources planning information, its degree of correctness, and its use in the department or division responsible for human resources planning. The study sample included (115) human resource managers from both public and private sector companies. The study found that activities and practices related to the foundations and stages of human resource planning in public and private sector organizations differed to a moderate degree, as well as the existence of



differences in these activities and practices between public and private sector organizations, with the exception of the last stage related to the organization.

### **The study Problem:**

The great interest in human resources and their management in various organizations, companies and sectors, especially medium industrial companies, and translating them into work mechanisms that serve them, foremost of which is the interest in the human element, rehabilitation, training, development, preservation and good management in order to improve and develop administrative and functional performance in companies and business organizations and achieve their goals in knowledge creation, production and dissemination And community service, as human resources management is one of the most important departments in companies. The modern era has been able to make a qualitative leap in the performance level of business organizations and various companies, especially industrial companies. There is a kind of coherence and harmony between human resource management, its activities and the effectiveness of business organizations and different companies, and there is a degree of congruence between the practical concept of human resources and the mechanisms of administrative and functional performance in business organizations. The study problem was formulated by the following main question:

To what extent does human resource management contribute to developing and improving administrative performance in medium-sized industrial companies in the Republic of Yemen?

### **Study hypotheses:**

The first hypothesis: The impact of human resource management (selection, appointment and training) on the development of administrative performance in medium-sized industrial companies in the Republic of Yemen?

The second hypothesis: The impact of human resource management (salaries, incentives, and evaluation) on the development of administrative performance in medium-sized industrial companies in the Republic of Yemen?

The third hypothesis: The Human Resources Department contributes to the development of administrative performance represented in (the efficiency, effectiveness and quality of administrative performance) in medium-sized industrial companies in the Republic of Yemen.

Fourth Hypothesis: Is there a statistically significant relationship between human resources management and the development of administrative performance in medium industrial companies in the Republic of Yemen?

**Objectives of the study:**

To identify the contribution of selection and appointment to the development of administrative performance in medium industrial companies in the Republic of Yemen.

To identify the contribution of training to the development of administrative performance in medium industrial companies in the Republic of Yemen.

To identify the contribution of salaries and incentives to the development of administrative performance in medium industrial companies in the Republic of Yemen

To identify the contribution of evaluation to the development of administrative performance in medium industrial companies in the Republic of Yemen.

Knowing the relationship between human resource management and the development of administrative performance in medium industrial companies in the Republic of Yemen.

**Methodology:**

The study dealt with the subject of human resource management in medium-sized industrial companies in the Republic of Yemen, which is one of the most prominent and most important modern administrations in modern companies and business organizations that seek to create an effective human element capable of performing the tasks and duties assigned to it efficiently and effectively, and among the most prominent factors that made the researcher search In this field is the lack of a study based on the researcher's knowledge in the medium industrial companies of the Republic of Yemen, which is concerned with the field of human resource management, and it is hoped that this study will be a qualitative addition to a scientific study aimed at the field of human resource management and open horizons for researchers to conduct other studies in the field of resource management Human resources and their applications in medium industrial companies in the Republic of Yemen, and it is hoped that the results of this study will help those in charge of human resources in the Republic of Yemen by describing the strengths and weaknesses in the application of human resources management in medium industrial companies. This study works

to strengthen strengths, address weaknesses, and help find solutions to some of the difficulties faced by the companies under study in taking care of human resources management. It is expected that this study will provide many results and recommendations for the managers of human resources departments in the companies under study, which may contribute to developing the impact and contribution of human resources management in developing administrative performance in medium-sized companies in the Republic of Yemen, and discovering the difficulties facing human resources management in the application of resource management. The study sample was a number of medium industrial companies in the Republic of Yemen, this study was carried out in the second quarter of 2021, and the number of respondents reached (153) individuals distributed over (9) Medium industrial companies, and the researcher used the descriptive and analytical approach, and a special questionnaire was developed consisting of a number of axes and dimensions of human resources management, represented in: (selection and appointment, training, evaluation of human resources) as well as the dimensions of administrative performance, namely (the effectiveness of administrative performance, efficiency of administrative performance The quality of administrative performance) and a total number of (26) items from the questionnaire's questions, the items were distributed among (16) items related to resource management Human and (10) special items in the administrative performance and Likert scale was used, the following statistical package (SPSS) program and statistical methods were used to process the data: (percentages, frequency, weighted mean, standard deviation, Alpha Cornbrash lab, T test, validity test and test Hypotheses, access to a set of results, and recommendations for the community and study sample.

**Table (1) Study sample: names of companies and total respondents:**

| Number companies | company names                                       | Total respondents | %  |
|------------------|---|-------------------|----|
| 1                | Al-Wathari Industry Company                         | 34                | 23 |
| 2                | Yemeni Company for Plastic Industry                 | 28                | 18 |
| 3                | Yemeni company for the manufacture of raw materials | 26                | 17 |
| 4                | International Pharmaceutical Industries             | 14                | 9  |

|       |  |     |      |
|-------|--|-----|------|
| 5     | Afnan Food Industries                          | 16  | 10   |
| 6     | Fastec Food Products Manufacturing Company     | 22  | 14   |
| 7     | Al-Mihdhar Food Products Manufacturing Company | 13  | 9    |
| Total | 7  | 153 | %100 |

**Table (2) the first hypothesis: The impact of human resource management (selection, appointment and training) on the development of administrative performance in medium-sized industrial companies in the Republic of Yemen?**

| Axis Question    | Strongly agree |    | Agree |    | Neutral |    | Disagree |    | Strongly disagree |    | Mean | Standard Division | Arrange | Trend   |
|------------------|----------------|----|-------|----|---------|----|----------|----|-------------------|----|------|-------------------|---------|---------|
|                  | F              | %  | F     | %  | F       | %  | F        | %  | F                 | %  |      |                   |         |         |
| Q1               | 23             | 15 | 51    | 33 | 33      | 21 | 29       | 19 | 17                | 12 | 3.22 | 0.66              | 8       | Neutral |
| Q2               | 29             | 19 | 63    | 41 | 16      | 10 | 27       | 18 | 18                | 12 | 3.37 | 0.78              | 7       | Neutral |
| Q3               | 36             | 24 | 67    | 44 | 27      | 18 | 19       | 12 | 4                 | 2  | 3.73 | 1.03              | 3       | Neutral |
| Q4               | 30             | 20 | 69    | 45 | 34      | 22 | 18       | 12 | 2                 | 1  | 3.50 | 0.87              | 6       | Neutral |
| Q5               | 41             | 27 | 53    | 35 | 31      | 20 | 22       | 14 | 6                 | 4  | 3.66 | 0.97              | 4       | Neutral |
| Q6               | 51             | 33 | 47    | 31 | 23      | 15 | 16       | 11 | 16                | 10 | 3.66 | 0.97              | 5       | Neutral |
| Q7               | 43             | 28 | 72    | 47 | 31      | 21 | 5        | 3  | 2                 | 1  | 4.00 | 1.25              | 2       | Agree   |
| Q8               | 52             | 34 | 64    | 42 | 27      | 18 | 6        | 4  | 4                 | 2  | 4.01 | 1.26              | 1       | Agree   |
| Weighted Average |                |    |       |    |         |    |          |    |                   |    |      | 3.64              | Neutral |         |

**From the table it is clear that:**

The study proved through analysis that medium companies in the Republic of Yemen do not analyze and design jobs when selecting and appointing candidates for vacant jobs well, as the answers of the study sample for this paragraph were neutral and with an average of (3.22) and this indicates that medium companies do not do this, and the answer was The second paragraph, which states that the job applicant is subject to a number of tests and interviews before choosing a job,

where the answers of the study sample for this paragraph were (3.37), which is a neutral answer, meaning that sometimes companies do not care about tests and interviews before selecting the applicant for the job, and the answers clarify the third paragraph, which states that There is favoritism and mediation in selection and appointment, and it is clear that most of the answers tend to be neutral with an average of (3.73), meaning that there is sometimes favoritism and mediation in selection and appointment, and the study confirmed through the analysis also that training and staff development needs are determined through a regular annual plan with an average of (3.50), and the study indicates that the respondents' answers to the paragraph, which states that training programs are designed to develop skills and abilities and extend According to the requirements of each work, the study indicated that the average response rate was (3.66), meaning that companies are working on designing training programs to develop skills and capabilities and develop them according to the requirements of each work. The programs are simple and clear for the employees, and the study confirmed through the analysis that there is an evaluation of the impact of the training programs on the trainees through feedback to judge the effectiveness of these programs with an average of (4.00), meaning that the impact of the training programs on the trainees is evaluated, as the respondents' answer to this paragraph is Approval, and the analysis in the study of the paragraph that states placing the right person in the right place in the job indicated that companies are interested in this, with the average index (4.01) from the respondents' answers. By analyzing the paragraphs of the first hypothesis, the following became clear: We note from the above table that the weighted average of all the paragraphs representing the hypothesis was (3.64), and this indicates that the respondents' answers to them are neutral, that is, they do not agree with the answers to the hypothesis in which they were mentioned (the management of Human resources (selection, appointment and training) on the development of administrative performance in medium-sized industrial companies in the Republic of Yemen) and the standard deviation of these expressions ranged between (0.66-1.26), which indicates the homogeneity of the respondents' answers to this hypothesis with neutral. The axis provides selection, appointment and training for human resources in medium industrial companies. Through the previous results, we confirm that the respondents do not agree with these statements from the first hypothesis which states that human resource management (selection, appointment and training) affects the development of administrative performance in medium-sized industrial companies, because all the answers are on the neutral side and disagreement, which is the dispute. Through the above, the first hypothesis

was denied, which states (human resource management (selection, appointment and training) affects the development of administrative performance in medium industrial companies) and the alternative hypothesis was proven, which states (human resource management (selection, appointment and training) does not affect the development of administrative performance in Medium-sized industrial companies in the Republic of Yemen.

**Table (3) The second hypothesis: The impact of human resource management (salaries, incentives, and evaluation) on the development of administrative performance in medium-sized industrial companies in the Republic of Yemen?**

| Axis Question    | Strongly agree |    | Agree |    | Neutral |    | Disagree |    | Strongly disagree |   | Mean | Standard Division | Arrange | Trend |
|------------------|----------------|----|-------|----|---------|----|----------|----|-------------------|---|------|-------------------|---------|-------|
|                  | F              | %  | F     | %  | F       | %  | F        | %  | F                 | % |      |                   |         |       |
| Q1               | 57             | 37 | 66    | 43 | 26      | 18 | 2        | 1  | 2                 | 1 | 4.13 | 1.93              | 1       | Agree |
| Q2               | 43             | 28 | 71    | 46 | 19      | 12 | 16       | 11 | 4                 | 3 | 3.09 | 1.50              | 8       | Agree |
| Q3               | 48             | 31 | 69    | 46 | 22      | 14 | 9        | 6  | 5                 | 3 | 4.00 | 1.55              | 7       | Agree |
| Q4               | 50             | 33 | 67    | 44 | 27      | 17 | 6        | 4  | 3                 | 2 | 4.01 | 1.56              | 6       | Agree |
| Q5               | 57             | 37 | 66    | 43 | 21      | 14 | 6        | 4  | 3                 | 2 | 4.09 | 1.84              | 2       | Agree |
| Q6               | 53             | 34 | 71    | 46 | 16      | 11 | 9        | 6  | 4                 | 3 | 4.04 | 1.66              | 4       | Agree |
| Q7               | 51             | 33 | 72    | 47 | 21      | 14 | 6        | 4  | 3                 | 2 | 4.05 | 1.67              | 3       | Agree |
| Q8               | 49             | 32 | 75    | 49 | 18      | 12 | 5        | 3  | 6                 | 4 | 4.01 | 1.56              | 5       | Agree |
| Weighted Average |                |    |       |    |         |    |          |    |                   |   | 4.00 |                   |         | Agree |

**From the table it is clear that:**

The study proved through the analysis that medium companies in the Republic of Yemen that the company's policy in granting wages and incentives is fair and equitable, as the answers of the study sample for this paragraph were in agreement with an average of (4.13) and this indicates that medium companies are fair and equitable in granting wages and incentives, as for the second paragraph Which states that the company's wages and incentives system contributes to improving job performance, where the answers of the study sample for this paragraph were in agreement with an average of (3.09), meaning that the company's wages and incentives system contributes to

improving job performance, and the answers explain the third paragraph, which states that wages and positive incentives are granted to all employees According to the outstanding performance in order to achieve the interests and goals of the company, and it is clear that most of the answers tend to agree with an average of (4.00) that is, wages and positive incentives are given to all employees according to the outstanding performance, and the study confirmed through the analysis that the employee performance appraisal system provides a useful information base in Drawing and setting policies related to human resources with an average of (4.01), and the study indicates that the respondents' answers to the fifth paragraph, which states that they depend on Methods of performance appraisal on objective models commensurate with the nature of the work The study indicated that the average response was (4.09), meaning that companies rely on performance evaluation methods on objective models commensurate with the nature of work, and the study concluded through the analysis that the company has a performance evaluation system that complies with the standards International standards with an average of (4.04), meaning that the company has a performance evaluation system that complies with international standards, and the study confirmed through the analysis that the company provides training for all employees who perform the performance evaluation process to avoid common mistakes with an average of (4.05), as the respondents' answer to this paragraph is approval The analysis in the study referred to the paragraph that states that the company grants financial and moral rewards to highly qualified and dedicated human resources. The respondents' answers confirmed approval with an average of (4.01). By analyzing 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 is (4.00), and this indicates that the respondents' answers to them are approval, that is, they agree with the answers to the hypothesis in which they were mentioned (the management of Human resources (salaries, incentives, and evaluation) on the development of administrative performance in medium-sized industrial companies in the Republic of Yemen. The standard deviation of these expressions ranged between (1.50-1.93), which indicates the homogeneity of the respondents' answers to this hypothesis with approval. The axis provides salaries, incentives, and evaluation for human resources in medium-sized industrial companies. Through the previous results, we confirm that the respondents agree with these statements from the second hypothesis which states that human resource management (salaries, incentives and evaluation) affect the development of administrative performance in medium-sized industrial companies, because all the

answers are on the side of approval, through the above the hypothesis has been proven The second, which states (human resources management (salaries, incentives and evaluation) affects the development of administrative performance in medium-sized industrial companies) and the negation of the alternative hypothesis which states (human resources management (salaries, incentives and evaluation) does not affect the development of administrative performance in medium-sized industrial companies in the Republic of Yemen ).

**Table (4) The third hypothesis: The Human Resources Department contributes to the development of administrative performance represented in (the efficiency, effectiveness and quality of administrative performance) in medium-sized industrial companies in the Republic of Yemen.**

| Axis Question    | Strongly agree |    | Agree |    | Neutral |    | Disagree |   | Strongly disagree |   | Mean | Standard Division | Arrange | Trend    |
|------------------|----------------|----|-------|----|---------|----|----------|---|-------------------|---|------|-------------------|---------|----------|
|                  | F              | %  | F     | %  | F       | %  | F        | % | F                 | % |      |                   |         |          |
| Q1               | 47             | 31 | 73    | 48 | 17      | 11 | 10       | 6 | 6                 | 4 | 4.00 | 1.79              | 10      | Disagree |
| Q2               | 50             | 33 | 70    | 46 | 29      | 19 | 2        | 1 | 2                 | 1 | 4.07 | 1.87              | 5       | Disagree |
| Q3               | 59             | 39 | 67    | 44 | 23      | 15 | 2        | 1 | 2                 | 1 | 4.16 | 1.93              | 2       | Disagree |
| Q4               | 60             | 39 | 69    | 45 | 20      | 13 | 3        | 2 | 1                 | 1 | 4.20 | 1.99              | 1       | Disagree |
| Q5               | 43             | 28 | 81    | 53 | 15      | 9  | 11       | 8 | 3                 | 2 | 4.00 | 1.79              | 9       | Disagree |
| Q6               | 58             | 38 | 59    | 39 | 29      | 19 | 3        | 2 | 4                 | 2 | 4.07 | 1.87              | 4       | Disagree |
| Q7               | 55             | 36 | 76    | 50 | 15      | 10 | 5        | 3 | 2                 | 1 | 4.15 | 1.92              | 3       | Disagree |
| Q8               | 48             | 31 | 74    | 49 | 21      | 14 | 5        | 3 | 5                 | 3 | 4.01 | 1.80              | 7       | Disagree |
| Q9               | 51             | 33 | 70    | 46 | 22      | 15 | 6        | 4 | 4                 | 2 | 4.03 | 1.84              | 6       | Disagree |
| Q10              | 47             | 31 | 78    | 51 | 16      | 10 | 7        | 5 | 5                 | 3 | 4.01 | 1.80              | 8       | Disagree |
| Weighted Average |                |    |       |    |         |    |          |   |                   |   | 5.08 |                   |         | Disagree |

**From the table it is clear that:** The study proved through the analysis that the medium companies in the Republic of Yemen indicated that the employees have a great deal of experience to deal with all the situations that the company is exposed to, where the answers of the study sample for this paragraph were in agreement with an average of (4.00), and this indicates that the employees have



a great deal of Experience in companies, as for the second paragraph, which states that employees show great interest in improving their administrative performance, where the answers of the study sample for this paragraph were OK with an average of (4.07), meaning that employees are always interested in improving their administrative performance, and the answers clarify the third paragraph, which states that the company's employees are qualified They are able to perform the tasks assigned to them effectively, and it is clear that most of the answers tend to agree with an average of (4.16), meaning that the company's employees are qualified and able to perform the tasks assigned to it effectively, and the study confirmed through the analysis also that the company achieves a high percentage of outputs commensurate with The inputs average (4.20), and the study indicates that the respondents' answers to the fifth paragraph, which states that the company provides new and distinct services using the least amount possible Resources The study indicated that the average response rate was (4.00), meaning that companies do this, and the study concluded through the analysis that the company is achieving tangible success in benefiting from all available resources with an average of (4.07), meaning that the company is achieving tangible success in benefiting from all available resources The study also confirmed, through the analysis, that the employees are well aware of their duties so that they can contribute to the implementation of its objectives with an average of (4.15), as the respondents' answer to this paragraph is approval, and the analysis in the study referred to the paragraph that states supports the company's follow-up of transactions with accuracy and complete confidentiality. Respondents agreed with approval with an average of (4.01), and the study confirmed through the analysis that the company realizes the factor of immediate response to the customer's request. The respondents' answers were approval and with an average of (4.03), and the answers clarify the tenth paragraph which states that the customer feels safe when dealing with the company from a distance as a result The company provides advanced security systems The results of the study confirmed this with an average of (4.01), meaning that the customer feels safe when dealing with the company from a distance as a result of the company's availability of advanced security systems. By analyzing the paragraphs of the third hypothesis, the following became clear: We note from the above table that the weighted average of all the paragraphs representing the third hypothesis is (4.01), and this indicates that the answers of the respondents are in agreement. That is, they agree with the answers to the hypothesis in which they presented (human resources management contributes to the development of administrative performance represented in (the efficiency, effectiveness and quality of

administrative performance) in medium industrial companies in the Republic of Yemen and the standard deviation of these phrases ranged between (1.79-1.99), which indicates the homogeneity of The respondents' answers to this hypothesis agree on all dimensions, which is the efficiency, effectiveness and quality of administrative performance in medium-sized industrial companies. and evaluation,) affect the development of administrative performance in medium-sized industrial companies, because all the answers are on the approval side, through the third hypothesis above was proven and it contributes to human resources management in the development of administrative performance in medium-sized industrial companies and the negation of the alternative hypothesis which states that (no The Human Resources Department contributes to the development of administrative performance in medium-sized industrial companies in the Yemeni Republic. By analyzing the paragraphs of the first, second and third hypotheses, it became clear that there is a positive relationship and statistical significance between human resources management with its various dimensions represented in (selection, appointment, training, salaries, incentives, evaluation) and between administrative performance and its dimensions represented in (efficiency of administrative performance, and effectiveness of administrative performance). and management performance). It is the fourth hypothesis that has been proven, which states (there is a statistically significant relationship between human resource management and administrative performance in medium industrial companies in the Republic of Yemen.

#### **Test (T):**

To test the hypotheses of the study, a T-test was performed for the average items of the questionnaire. The value (T) is equal to (-2.58) with a confidence level (96%), and a significant level (2.04) was obtained by comparing the obtained value (T) with the tabular value (T). (19) Moral level (5%) It can be said that the hypotheses (H1, H2, H3, H4) have been accepted, the first, second, third and fourth hypotheses were accepted and the alternative hypotheses were denied. When comparing the weighted average of all the answers in the medium industrial companies under study by the target group of employees, department managers and heads of departments, it became clear from the results that there are statistically significant differences between the answers of the target group. Meaning that all the answers are not uniform, which is neutral, agree and strongly agree, as indicated by the overall average of the answers which were respectively (5.08,

4.00, 3.64) while the overall answer was. The sum for all averages was (4.42), which is an inevitable evidence that the answers do agree with all items of the questionnaire.

### **Conclusion:**

#### **Through the analysis, the researcher reached the following conclusions:**

The study proved through analysis that medium-sized industrial companies in the Republic of Yemen do not analyze and design jobs well when selecting and appointing candidates for vacant jobs, and that companies sometimes do not care about tests and interviews before selecting an applicant for a job. The study proved that there is sometimes favoritism and mediation in selection and appointment. The study also confirmed, through analysis, that training and employee development needs are determined through a regular annual plan with an average of The study confirmed through the analysis that there is an evaluation of the impact of the training programs on the trainees through feedback to judge the effectiveness of these programs. The study also proved that the company's policy in granting wages and incentives is fair and equitable, and that The company's wages and incentives system contributes to improving job performance according to outstanding performance in order to achieve interests and goals. In the company, the study confirmed through analysis that the employee performance appraisal system provides a useful information base in drawing and setting policies related to human resources and that companies rely on performance appraisal methods on objective models commensurate with the nature of work, and that companies have a performance appraisal system that complies with the standards of international standards. The study confirmed through the analysis that the company provides training for all employees who carry out the performance appraisal process to avoid common mistakes. The analysis indicated in the study that the company grants financial and moral rewards to highly qualified and dedicated human resources. The study also proved that the employees have great experience in dealing with all the situations that the company is exposed to, and that the employees are always interested in improving their administrative performance. The analysis also shows that the company achieves a high percentage of outputs commensurate with the average inputs and the company offers new and distinct services using the least amount of possible resources. The study also confirmed through the analysis that the employees are well aware of their duties so that they can contribute to the implementation of its goals, and the study confirmed through the analysis that the company realizes the factor of immediate response to the customer's

request. The study confirmed that the customer feels safe when dealing with the company from a distance as a result of the company's availability of advanced security systems.

**Recommendations:**

**After statistical analysis and reaching a set of results, the study came up with the following recommendations:**

Pay attention to the analysis and design of jobs well when selecting and appointing candidates for vacant jobs in the companies under study.

Choosing qualified, experienced and specialized employees and avoiding favoritism, mediation and random selection.

Paying attention to training and staff development through a regular annual and monthly plan.

Paying attention to training programs for trainees and knowing how to benefit from the effectiveness of those programs.

Granting wages, salaries, incentives, and promotions according to the principle of seniority, qualification, experience and specialization and not on favoritism, family kinship and friendship.

Attention to local and international standards in administrative and institutional performance.

Encouraging, rehabilitating and training employees on how to deal with critical situations facing the company.

Encouraging, rehabilitating and training employees to improve their administrative performance.

Instruct employees on their duties so that they can contribute to the implementation of activities and works and achieve the company's goals and vision.

Permanent, continuous and periodic evaluation of all employees in the company in order to develop and improve their performance and increase their efficiency

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