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# The Main Dimensions of Human Resource Management and its Role in the Efficiency and Development of Administrative Performance in Industrial and Productive Companies in the Republic of Yemen

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## **Abstract**

*The study aims to identify the role of the main dimensions of human resources in the administrative performance of medium-sized industrial companies in the Republic of Yemen. The researcher used the descriptive and analytical approaches to achieve the objectives of the study and to test its hypotheses in the main dimensions of human resource management (selection and appointment, training, salaries and incentives, and evaluation). A questionnaire was used on (3) related axes. The five-point Likert scale, the statistical package (SPSS) and other statistical methods (weighted mean, standard deviation, regression analysis) were used. The average number of industrial companies in the Republic of Yemen consisted of (7) medium industrial companies. The study sample was selected from human resources departments and their administrative units in industrial and production companies. A total of 153 employees (managers and workers in all departments) was targeted. The findings show that the targeted medium industrial companies are interested in the human element by rehabilitating, developing and improving their capabilities and their performance. However, there is sometimes a bias in the selection and appointment process while salaries and wages are fairly good in the industrial companies under study. The study recommended the need to follow integrity and transparency in the selection and appointment process and promote qualification and training of workers at the companies. In addition, permanent evaluation of employees performance process is required.*

**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 (Banmairuoy, W., (Kritjaroen, & Homsombat, 2022). As a result of globalization and in the 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? (Serenko, 2022). The importance lies in the 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 (Olan ,2022). Then carefully plan, take care of them, maintain, maintain and develop them, establish a fair system for salaries, ( Listiwikono, 2022). Rewards and incentives, adopt objectivity in promotion decisions according to fair considerations and criteria that are clear to all and with a degree of transparency (Orlando, 2022) are other crucial issues that should be considered.

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 (Shaturaev, 2022). The development of information technology led to an increase in demand for technical professions, which required unconventional qualifications for leadership positions in information management ( Dwivedi, ,2022) . The introduction of modern technology and reliance on it in the activities and tasks of human resources management, such as planning, polarization, selection, appointment and others, increases the efficiency and development of administrative performance, speed of completion, and saving time and cost for human resources management (Alizadeh, 2022). Human resource management has gained its

importance through the fact that taking care of the human element is the main factor for increasing production, (Mahapatro, 2022). The increasing importance of human relations between senior management and the board of directors on the one hand, and all employees on the other hand, in managing resources positively affects and motivates workers to achieve, and because the success and failure of all organizations depends on the human element, so it is assumed that close social and human relations between management and employees be established. 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 (Mahapatro, 2022) . Therefore, a humane method must be adopted in dealing with human resources and satisfying their needs (Halimah, 2022; Koteski, 2022). The primary role that the human resource department plays in organizations is to provide the necessary qualified and specialized manpower in addition to carrying out various tasks and responsibilities such as planning, attracting, rewarding, training and promoting a fair system (Ndohora, 2022). Through the foregoing, the current study seeks to identify the impact and contribution of human resources management on the development of administrative performance in the major industrial companies in the Republic of Yemen.

## Review of literature

In a study conducted by Hassan (2007) , human resource development strategies were compared to organizational values and employee approach measurement. According to the study, organizational values like creativity, quality, delegation, cooperation, and human treatment are positively correlated with learning, training, promotion, evaluation/training, performance and development directing, but not with performance evaluation, career planning, or context. Inventiveness and confidence have negative relationships with research variables. Another study by Al-Kahtani (2022) aimed to identify the role of financial management functions in developing financial performance in business organizations in the Republic of Yemen. Managers and employees in companies were targeted. The selected sample for the study consisted of 173 participants. The descriptive analytical approach was used to achieve the

objectives of the study and test its hypotheses. The study results revealed that business organizations in the Republic of Yemen do not commit much to the functions of financial management. (Al-Kahtani , 2021) carried out a study to identify the role of human resources management in medium industrial companies in the Republic of Yemen by citing Al-Shaibani Complex for Food Industries, Solidarity Companies, and Jouba Light Industries Company. That study tried to identify the role of human resources management in training, developing, and developing employees as well as its contribution to increasing rewards. Paes (2011) wrote a report entitled "Human Resource Development (HRD) in the Insurance Sector - Study with Particular Reference to Life Insurance Companies in India." The results show that a nation's actual power lies in the development of the human mind and body; a nation's progress is decided by its people. Empirical studies indicate that capital and labour were primarily responsible for the industrialised countries' growth. By making investments in employee development, education, and evaluation, this was made possible. The human being is therefore considered to be the most valuable resource. Al-kahtani, (2020) conducted a study to determine how entrepreneurship helps the Republic of Yemen's medium-sized industrial businesses grow and prosper. The study contributed to the body of literature by elucidating the impact of entrepreneurship on the performance, efficiency, and improvement of medium-sized industrial firms in the modern era, as well as their role in raising the standard, notoriety, and effectiveness of the products produced by the firm. Additionally, it supported institutional entrepreneurship by developing policies for human, financial, and material resources and rationalizing choices about employee growth, training, and performance evaluation. Akinyemi (2011) assessed the climate for human resource development in private sector enterprises in Rwanda. Akinyemi (2011) studied the impact of the human resource development climate in two distinct Rwandan telecom and insurance firms. That study compared the current development environments of the insurance and telecommunications industries, as well as three facets of human resource development. 87 respondents from the two businesses inside the two special

organizations' completed a self-administered, 38-item structured questionnaire for human resources to collect primary data. The questionnaire evaluated the general environment, the processes for developing human resources, and OCTAPAC (cooperation, authenticity, independence, trust, conflict, and openness). The results show that the primary human resource development facilities of both companies are suitable. However, the findings imply that the development atmosphere for the telecom company is superior to that of the insurance industry.

A study carried out by Solkhe and Chaudhary (2010) on human resource development which comprised responses from 71 junior and middle executives from various departments of a public sector project, they observed robust human resource development. The results show that the managers thought favourably of the organization's policies and practises for human resource development. They approved of the evolving policies by the executive management. Kuldeep (2004) studied the impact of human resource management practices on the company's perceived performance in India. A sample of (359) companies chosen from the BT-500 index, (82) companies were identified with a response rate of 22.84 percent. While perceived organizational success and market performance were used as dependent variables in the study, human resource practices were used as independent factors. The results show a negative and counterproductive effect on the company's perceived performance for two HR training strategies. The results show that among other HR methods, training, employee engagement, compensation, selection, and performance have a positive link. Eric, Ng, Chi and Hong (2012) examined the effects of effective human resource management practices, such as employee potential, compensation system evaluation, training and development, and so on, on human resource management retention in their study. 278 participants who completed a non-probabilistic subjective questionnaire with items on a 5-point Likert scale provided the core data for this study. The results show that one of the most crucial considerations in deciding whether to keep a professor at University Y is their compensation, training, and assessment; however, the potential is less relevant to the interests of the lecturers, which may be related to

Asian culture, which is known for having a higher level of power compliance. Masoud (2010) examined the influence 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. Finding out how employee performance (EP) mediates the relationship between actual and perceived HRM practices was another objective. The researcher obtained data on the organization's performance from experts in human resources from a range of fields as well as companies in five different industries: leasing, investing, insurance, banking, and speculating. The survey was utilized to gather first-hand information from (274) human resource management specialists from (129) companies. Secondary data was collected from publicly available financial records of companies listed on the Karachi Stock Exchange over a five-year period between 2004 and 2008 (KSE). The results showed that, while not all human resource management strategies were successful, there was a positive correlation between all HRM efforts and perceived employee performance as well as organizational performance. Khan (2010) measured the impact of Human Resource Management practices on organizational performance in 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. A study by Nzuve (1997) tackled the aims and objectives of the organizational activities. Human resource management, according to Armstrong (2009), is a strategy, an integrated and cohesive approach to the hiring, development, and well-being of people employed by businesses. The overarching goal of human resource management is to ensure that the

organization's goals are achieved through its workforce. HRM is focused with an organization's growth. An organization's capacity to achieve its goals by making the best use of the resources at its disposal is known as effectiveness and capability. Collins and Clark (2003) conducted a useful study. Its objective was to show how network-based human resource strategies are related to one another. In all, 72 high-tech companies were represented in the study sample. The results show a statistically significant relationship between human resource management practices and institutional performance in terms of sales growth and stock return growth. They also show a statistically significant relationship between human resource management practices and institutional performance when networks are present as an intermediate variable. Siu Chow (2008) studied high-performing work systems. (248) participants from Hong Kong-based companies with effective human resource management systems made up the study sample. A connection between them was found during the investigation. An analysis using statistics of human resource practices and the outstanding results of the research sample firms. Kuvaas (2008) carried out a study to examine the relationship between employee views of human resource practices and employee performance in order to determine how well a firm connects with its workforce. (593) workers from Norway's 64 local banks made up the study sample. The study comes to a number of conclusions, the most prominent of which is that there is a direct and unfavorable correlation between turnover rates and the perception of improved human resource practices. Chen and Huang (2009) addressed the relationship between creative performance and human resource practices. The sample included (146) companies that have their headquarters there. The study comes to a number of intriguing conclusions, the most significant of which is that there is an association between creative performance, knowledge management capability, and strategic human resource practices. Vlachos (2009) showed how a company is influenced by its human resource policies and how human resource practices and business performance are related. Seventy-one (71) human resources managers from Romanian food companies made up the study sample. The study produced a number of findings. It is



extremely significant that there is a link between compensation policy and sales growth and that these two factors are positively correlated. None of the human resource management strategies, aside from job security, are helpful for company expansion. Peris-Ortiz (2009) conducted a study 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. A study by Yang and Yeh-Yun Lin (2009) aimed to identify intellectual capital's function as a mediating factor in the relationship between organizational performance and human resource management methods in Taiwan's healthcare industry. The most significant of the study's findings is that intellectual capital affects the relationship between human resource management strategies and organizational performance. Kim (2010) conducted a study to ascertain how four factors, which affect institutional performance and affect workers' expectations about the competitive environment, affect those expectations. Considerations include pay, benefits, prospects, and organizational standards. The study involved (60) III-NASP employees altogether. The most striking of the study's findings was the existence of a significant impact of employees' expectations about the competitive climate on the performance of their organization. Edralin (2010) carried out a study to assess the degree to which human resource management strategies support leadership in large Philippine companies and to determine which human resource management duties are most important to the leadership of the organization. The survey comprised a total of (300) employees from 11 significant Philippine businesses. The study discovered that the study sample companies use a range of human resource management strategies. Human resource management activities including employee interactions, training, and development are connected to these strategies. Equally important roles are played by recruitment and selection in achieving leadership for these firms' operations.

### **The study Problem**

The great interest in human resources and their management in various organizations, companies, and sectors, especially medium industrial companies, and converting them into

working 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 organizations and business and achieve their goals. The performance level of businesses organizations and diverse corporations, particularly industrial companies, has improved significantly in the modern period. There is a degree of congruence between the practical concept of human resources and the mechanisms of administrative and functional performance in business organizations and there is a kind of coherence and harmony between human resource management, its activities, and the effectiveness of business organizations and different companies. The following primary query served as the basis for the study problem leading to the question:

What is the role of human resources management dimensions in the efficiency and development of administrative performance in medium-sized industrial and production companies in the Republic of Yemen?

### **Study hypotheses**

To answer the study question, the following hypotheses were developed:

Hypothesis 1: Selection and appointment contribute to the development of administrative performance in medium-sized industrial companies in the Republic of Yemen.

Hypothesis 2: Training and development contribute to the development of administrative performance in medium-sized industrial companies in the Republic of Yemen.

Hypothesis 3: Incentives and compensation contribute to the development of administrative performance in medium-sized industrial companies in the Republic of Yemen.

Hypothesis 4: Performance assessment contributes to the development of administrative performance in medium-sized industrial companies in the Republic of Yemen.

### **Objectives of the study**

Identifying the role of selection and appointment in developing administrative performance in medium industrial companies in the Republic of Yemen.

Identifying the role of training and development in developing administrative performance in

medium industrial companies in the Republic of Yemen.

Identifying the role of incentives and compensation in developing administrative performance in medium industrial companies in the Republic of Yemen.

Identifying the role of performance assessment in developing administrative performance in medium industrial companies in the Republic of Yemen.

#### **Rationale and significance**

The study focused on the key aspects of human resource management in medium-sized industrial and production companies in the Republic of Yemen. This is one of the most visible and crucial modern departments in businesses and commercial establishments that aim to build an effective human element capable of carrying out the tasks and duties assigned to it effectively. Lack of research in this area, coupled with the researcher's understanding of the medium industrial enterprises in the Republic of Yemen, motivated the researcher to pursue it: It is focused on the area of human resource management, and it is hoped that this study would add a qualitative component to a scientific study that is directed towards that subject, as well as offer up new avenues for scholars to conduct additional research in that area. And its applications in medium industrial businesses in the Republic of Yemen. It is hoped that the findings of this study will assist those in the Republic of Yemen who rely on human resources by outlining the advantages and disadvantages of using human resources management in medium industrial businesses. This study aims to improve areas of strength, address areas of weakness, and offer assistance

in addressing some of the challenges that the firms under investigation are now experiencing with regard to human resources management. It is anticipated that this study will yield a wealth of findings and suggestions for the human resources department managers in the companies under investigation, which may help to further develop the impact and contribution of human resources management in improving administrative performance in medium-sized businesses in the Republic. Yemen and the realization of the challenges facing resource management in the use of human resources.

#### **Methodology**

This is a descriptive analytical study in which the Republic of Yemen's medium-sized businesses made up the study population. (153) respondents were split across (7) medium-sized industrial businesses. A questionnaire made up of three human resources management axes and dimensions, including those related to administrative performance and the selection, appointment, training, and evaluation of human resources (effectiveness of administrative performance, efficiency of administrative performance) was administered. There is a total of (26) items out of which (16) were devoted to human resources management and (10) dealt with administrative performance and the quality of administrative performance. It was administered during the second quarter of 2021–2022.

The five-point Likert scale, the statistical package (SPSS) and other statistical methods which include regression analysis, weighted mean, standard deviation, Kornbrush alpha lab, T-test, validity test, and test hypotheses were used.

**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 Industries	28	18
3	Yemeni company for the manufacturing 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

**Analysis of the results:**

**Table (2) The items of selection and appointment**

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	4	Neutral
Q2	29	19	63	41	16	10	27	18	18	12	3.37	0.78	3	Neutral
Q3	36	24	67	44	27	18	19	12	4	2	3.73	1.03	1	Neutral
Q4	30	20	69	45	34	22	18	12	2	1	3.50	0.87	2	Neutral
Weighted Average											3.455			Neutral

From the table it is clear that the study established through analysis that medium businesses in the Republic of Yemen do not thoroughly analyzes and design jobs when choosing and appointing candidates for vacant jobs. The study sample's responses to this item were neutral, with an average score of (3.22), indicating that medium businesses do not do this. The response was to the second item, which states that the job applicant is subject to a number of tests and interviews before choosing a job, which indicates that there is sometimes favoritism and mediation in selection and appointment, as it is evident that most of the answers tend to be neutral with an average of (3.73). The study also confirm through analysis that training and staff development needs are determined through a regular annual plan with an average of (3.50). By analyzing the items of the first hypothesis, the following became clear: it is noted from the above table that the weighted average of all the paragraphs representing the hypothesis is (3.455), and this indicates that the respondents' answers are neutral, that is, they do

not agree with the hypothesis mentioned (Human Resources Department (Selection, appointment and training) about the development of administrative performance in medium-sized industrial companies in the Republic of Yemen) and the standard deviation of these items ranges between (0.66-1.03), which indicates the homogeneity of the respondents' answers to this hypothesis with neutrality and disagreement. The axis provides selection and appointment for human resources in medium-sized industrial companies. The first hypothesis, which states that selection and appointment "contribute to the development of administrative performance in medium-sized industrial companies in the Republic of Yemen," is rejected due to the previous results, which show that the respondents did not concur with these assertions. All of the responses are on the side of neutrality or disagreement (selection and appointment do not contribute to the development of administrative performance in medium-sized industrial companies size in the Republic of Yemen).

**Table (3). The items of training and development**

Axis Question	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Mean	Standard Division	Arrange	Trend
	F	%	F	%	F	%	F	%	F	%				
Q1	41	27	53	35	31	20	22	14	6	4	3.66	0.98	4	Neutral
Q2	51	33	47	31	23	15	16	11	16	10	3.66	0.97	3	Neutral
Q3	43	28	72	47	31	21	5	3	2	1	4.00	1.25	2	Agree
Q4	52	34	64	42	27	18	6	4	4	2	4.01	1.26	1	Agree
Weighted Average											3.833			Neutral

From the table it is clear that the average response rate of the respondents' responses to the item, which states that training programmers are designed to develop skills and abilities and extend according to the requirements of each work is 3.66. This indicates that businesses are working to design training programmers to develop skills and capabilities and extend according to the requirements of each work. The programmers are straightforward and

understandable for the employee and the analysis in the study of the item that states 'putting the right person in the right place in the job' indicates that there is an evaluation of the impact of the training programmers on the trainees through feedback to judge the effectiveness of these programmers with an average score of (4.00), indicating that the impact of the training programmers on the trainees is evaluated.



By analyzing the items of the second hypothesis, the following became clear: it is noted from the above table that the weighted average of all the items representing the hypothesis is (3.833), and this indicates that the respondents' answers are neutral to the hypothesis in which they are mentioned (training and development contribute to the development of administrative performance in industrial companies The average size in the Republic of Yemen and the standard deviation of these items range between (0.98-

1.26), which indicates the homogeneity of the respondents' answers to this hypothesis, which is neutrality. Through the previous results, it is confirmed that the respondents do not agree with the statements of the second hypothesis because all answers are neutral so that it is rejected and the alternative hypothesis which states that (training and development do not contribute to the development of administrative performance in medium-sized industrial companies in the Republic of Yemen was proven.

**Table (4). The items of incentives and compensation**

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	4	Neutral
Q3	48	31	69	46	22	14	9	6	5	3	4.00	1.55	3	Agree
Q4	50	33	67	44	27	17	6	4	3	2	4.01	1.56	2	Agree
Weighted Average											3.807			Agree

The answers of the study sample to this item show agreement with an average of (4.13) and this indicates that medium companies are fair and equitable in granting wages and incentives. This also demonstrates that medium companies in the Republic of Yemen have a policy that is fair and equitable. Regarding the second item, which claims that the employer's compensation and incentive programme helps employees do jobs more effectively, the study sample's responses show agreement with an average score of (3.09), indicating that this statement is true and the responses clarify the third item, which specifies that all employees receive salaries and rewards. The majority of the responses clearly seem to agree with an average of (4.00), which means that payment and beneficial incentives are given to all employees in accordance with exceptional performance in order to increase the interests and achieve the aims of organization. The study confirms that the employee performance appraisal system, with an average score of (4.01), serves as a suitable data basis for formulating and establishing human resources-related policies. The following has been made evident by examining the third hypothesis's items. The weighted average of all the items that

make up the hypothesis is (3.807), as seen in the table above, and this suggests that the respondents' responses are neutral, which means that the responses to the hypothesis that states 'incentives and compensation contribute to the development of administrative performance in medium-sized industrial companies in the Republic of Yemen'. The homogeneity of the respondents' responses to this hypothesis with neutrality and disagreement is indicated by the standard deviation of these items, which range between (1.50 and 1.93). In medium-sized industrial businesses, human resources are provided via the axis of incentives and remuneration. Because all responses are neutral and not definitive, the previous findings confirm that respondents do not concur with the third hypothesis's assertion that "incentives and compensation contribute to the development of administrative performance in medium-sized industrial companies in the Republic of Yemen". This is approved by demonstrating that the alternative hypothesis which claimed that "incentives and remuneration contribute to the development of administrative performance in medium-sized industrial businesses in the Republic of Yemen" is rejected.

**Table (5). The items of performance assessment**

Axis Question	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Mean	Standard Division	Arrange	Trend
	F	%	F	%	F	%	F	%	F	%				
Q1	57	37	66	43	21	14	6	4	3	2	4.09	1.84	1	Agree
Q2	53	34	71	46	16	11	9	6	4	3	4.04	1.66	3	Agree

Q3	51	33	72	47	21	14	6	4	3	2	4.05	1.67	2	Agree
Q4	49	32	75	49	18	12	5	3	6	4	4.01	1.56	4	Agree
Weighted Average											4.047		Agree	

From the table it is clear that the respondents' responses to the first item, which claims that they rely on performance evaluation methods based on objective models appropriate to the nature of the task, are consistent with this. According to the analysis, the average response is 4.09, which supports the claim. With an average of (4.04), the study determines through analysis that the company's performance evaluation system complies with international standards. Additionally, the study determines through analysis that the company offers training to all employees who conduct the performance evaluation process in order to help them avoid common mistakes. The item claiming that the organization compensates highly skilled and committed human resources with financial and moral rewards was the subject of the analysis. The respondents' responses, is with an average of (4.01). The weighted average of all the items

supporting the second hypothesis is (4.047), as seen in the table above, and this shows that respondents' responses were in agreement. They concur with the conclusions of the hypothesis that states "performance evaluation contributes to the development of administrative performance in medium-sized industrial companies in the Republic of Yemen". The homogeneity of the respondents' responses to this hypothesis with approbation is indicated by the standard deviation of these items, which range from 1.56 to 1.84. Because all the solutions are on the permission side, developing administrative performance in medium-sized industrial businesses in the Republic of Yemen. Performance evaluation doesn't help medium-sized industrial enterprises in the Republic of Yemen develop their administrative performance.

**Table (6) The third hypothesis: The 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	Agree
Q2	50	33	70	46	29	19	2	1	2	1	4.07	1.87	5	Agree
Q3	59	39	67	44	23	15	2	1	2	1	4.16	1.93	2	Agree
Q4	60	39	69	45	20	13	3	2	1	1	4.20	1.99	1	Agree
Q5	43	28	81	53	15	9	11	8	3	2	4.00	1.79	9	Agree
Q6	58	38	59	39	29	19	3	2	4	2	4.07	1.87	4	Agree
Q7	55	36	76	50	15	10	5	3	2	1	4.15	1.92	3	Agree
Q8	48	31	74	49	21	14	5	3	5	3	4.01	1.80	7	Agree
Q9	51	33	70	46	22	15	6	4	4	2	4.03	1.84	6	Agree
Q10	47	31	78	51	16	10	7	5	5	3	4.01	1.80	8	Agree
Weighted Average											4.07		Strongly agree	

From the table it is proved through the analysis that the medium companies in the Republic of Yemen indicated that their 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 to this item show agreement with an average of (4.00). This indicates that the employees have a great deal of experience in companies, as for the second item, which states that employees show great interest in improving their administrative performance, where the answers of the study sample to this item are OK with an average of (4.07), which

means that employees are always interested in improving their administrative performance. The answers clarify the third item, which states that the company's employees are qualified and are able to perform the tasks assigned to them effectively as most of the answers tend to agree with an average of (4.16). the study confirm through the analysis also that the companies achieve a high percentage of outputs commensurate with the inputs average (4.20). The study indicates that the respondents' answers to the fifth item, which states that the company provides new and distinct services using the least

amount possible resources, comprise an average of (4.00), which means that companies do this. The study concludes through the analysis that the companies achieve tangible success in benefiting from all available resources with an average of (4.07). The study also confirm, 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). The respondents agree with approval with an average of (4.01), and the study confirm through the analysis that the companies realize the factor of immediate response to the customer's request. The respondents' answers show approval with an average of (4.03), and they clarify the tenth item which states that " the customer feels safe when dealing with the company from a distance". As a result, the companies provide advanced security systems The results of the study confirm this with an average of (4.01), which means that the customer feels safe when dealing with a company from a distance as a result of the company's availability of advanced security systems. By analyzing the items of the third hypothesis, the following became clear: it is noted 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. The standard deviation of these items range between (1.79-1.99), which indicates

the homogeneity of the respondents' answers to this hypothesis to agree that all dimensions affect the development of administrative performance in medium-sized industrial companies. Through the third hypothesis above it is proven and it contributes to human resources management in the development of administrative performance in medium-sized industrial companies. This leads to rejecting of the alternative hypothesis which states that " The Human Resources Department contributes to the development of administrative performance in medium-sized industrial companies in the Yemeni Republic". By analyzing the items of the first, second and third hypotheses, it becomes 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, which states "there is a statistically significant relationship between human resource management and administrative performance in medium industrial companies in the Republic of Yemen" that has been proven.

**Multiple regression analysis:**

**Table (7) The results of multiple regression analysis**

Transactions					Model Indicators					independent variables
Sig t	T	SE	B	Constant	Sig f	F	adjusted R2	R2	R	
0.002	6.354	-051	0.182	1.621	0.000	29.06	0.237	0.248	0.442	selection and appointment
0.000	10.345	0.46	0.248							training and development
0.005	5.022	0.52	0.164							incentives and compensation
0.004	3.092	0.53	0.123							Performance evaluation

To test the hypotheses of the study, a multiple regression analysis was performed. As shown in Table (7), the hypotheses (H1, H2, H3) were rejected and the fourth hypothesis was accepted, as the results showed the significant effect of each hypothesis.

Table (7) shows that the regression model of the main dimensions in human resource management

(choice And appointment, training and development, incentives and compensation, performance evaluation) on developing administrative performance in medium-sized industrial companies in the Republic of Yemen is statistically acceptable (the value of the significance level of the f-test is less than (0.05), where the value of the relationship between the

independent and dependent variables is (0.442). It indicates a good and acceptable relationship. The value of R<sup>2</sup> expresses the value of the coefficient of determination calculated for the regression model used, that is, it expresses the amount of variance or difference in the values of the dependent variable that is attributed to (or due to) the independent variable. Usually, the larger value indicates a better value so that the highest value it can reach is one true, and this value is reported for this model in the form of a percentage (0.248). Also, the value of the modified coefficient of determination refers to the percentage of variance that can be explained if the analysis was done on the data of the population represented for the study, where this value reaches (0.237) and it is noted that the difference between it and the value of R<sup>2</sup> is very simple (0.9), which indicates the ability of the variables that was accepted in the model to predict the values of the dependent variable. By reviewing the effect values of each of the representative dimensions (component) of the independent variable, it turns out that they reach (0.182) with a significance level of (0.002) for the selection and appointment variable, and it reaches (0.248) with a significance level of (0.000) for the training and development variable, and it reaches (0.164) with a significance level of (0.005) for the incentives and compensation variable, and it reaches (0.123) with a significance level (0.004) for the performance evaluation variable, where it is noted that all values of the indicated significance level are less than what indicates its statistical significance at this level and that the largest effect value has been achieved through the training and development variable (0.248). Also, the indicated effect values are all positive. With this result and based on the significance level off of (0.000), the study hypothesis is rejected and the alternative null hypothesis is accepted, a hypothesis that does not affect any evidence that there is no impact of human resources management with its dimensions (polarization and appointment, training and development, incentives and compensation, performance evaluation) on the development of Administrative performance in medium-sized industrial companies in the Republic of Yemen.

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

To test the hypotheses of the study, a T-test for the average items of the questionnaire was

performed. The value (T) is equal to (-2.58) with a confidence level (96%), and a significant level (2.04) is obtained by comparing the obtained value (T) with the tabular value (T). (19) Moral level (5%). It can be said that the hypothesis (H<sub>4</sub>) is accepted whereas the first, second and third hypotheses are rejected, the alternative hypotheses are accepted, the fourth hypothesis is accepted, and the alternative hypothesis is rejected. 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 becomes clear that there are statistically significant differences between the answers of the target group. That is, all the answers are not uniform, are neutral, agree and strongly agree, as indicated by the overall mean of the answers which were respectively (3.455, 3.833, 3.807, 4.047, 4.07, ). The sum of all means is (3.8404), which is an inevitable evidence that the answers agree with all items of the questionnaire.

#### **Conclusion**

The study analysis demonstrated that medium-sized industrial enterprises in the Republic of Yemen do not carefully pick and appoint individuals for open positions nor do they care about exams or interviews before making their hiring decisions. According to the report, selection and appointment processes are mediated and show favoritism. Through analysis, the needs for staff development and training are determined through a regular annual plan and the impact of training programmers on the trainees is evaluated through feedback to determine the efficacy of these programmes. The study also demonstrated the fairness and equity of the companies compensation and incentive policies and the system's ability to improve job performance in line with exceptional performance in order to advance the interests and objectives of the business. The study confirmed that organizations rely on performance evaluation methods based on objective models appropriate to the nature of work, and that organizations use employee performance appraisal systems as a beneficial information basis in developing and formulating policies connected to human resources. Its performance appraisal system complies with international standards, and the study found that all employees who conduct performance appraisals receive



training from the organization to help them avoid typical blunders. The study findings showed that the business rewards highly skilled and devoted people resources with financial and moral rewards. The study also demonstrated that staff members are constantly looking for methods to enhance their administrative performance and have extensive expertise with all of the circumstances to which the organization is subjected. Additionally, it is demonstrated that the organization recognizes the importance of responding quickly to client requests and that the employees are aware of their responsibilities in order to contribute to the achievement of the study's goals. The study revealed that because the company has cutting-edge security solutions available, customers feel secure doing business with them online.

### Recommendations

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

When choosing and appointing candidates for open positions in the companies under review, good job design is a must.

Selecting workers who are competent, experienced, and specialized and avoiding bias, negotiation, and random selection.

Using a regular annual and monthly strategy to focus on training and staff development.

Paying attention to trainee training programmers and understanding how to capitalize on their efficacy.

Distributing pay, incentives, and promotions in accordance with the tenets of seniority, expertise, experience, and specialization rather than favoritism, kinship, or friendship.

Observation of regional and global norms in organizational and institutional performance.

Encouraging, rehabilitating, and educating staff on how to handle emergency scenarios that the business may face.

Encouraging, rehabilitating, and teaching staff to increase their efficiency in management.

Encouraging, rehabilitating, and teaching staff to increase their efficiency in handling administrative tasks.

Employees should be informed of their responsibilities so they can contribute to the completion of tasks and the realization of the objectives and vision of the organization.

Evaluation of every employee in the organization on a permanent, ongoing, and periodic basis in order to enhance performance and productivity.

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