Problems faced by Industries in Yemen in implementing Human Resource Management practices

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CHAPTER - SIX

PROBLEMS FACED BY INDUSTRIES IN YEMEN IN IMPLEMENTING HUMAN RESOURCE MANAGEMENT PRACTICES

1. Introduction:

The principles and concepts that accompanied industrial revolution were the fundament in transformation of society to industrial society. Organizations and institutions need some concepts which were necessary in that time. Where, the organizations went to building and developing the structures and laying the fundament for development of their performance.

By Global changes that occurring a sudden and sometimes rapidly exceeded the capacity of these organizations to adapt with reality. This led to its inability to continue to rate the performance as it resulted in activating the role of so-called powers for the customer, competition, complexity and change from other side. Emergence of conglomerations and global organizations as well as the tremendous revolution in information and communication in the other side led to rethink in concepts and principles that founded this organization, which was commensurate with the conditions of that time and the searching for fresh approaches commensurate with these changes to try access to the new market share. It's credit at the achievement of priorities competitive notably the primacy of quality but it not sufficient alone to achieve this trend but needs to be a modern trend and new current systems also. Perhaps the most prominent from these trends is human resource management which come in the forefront of managerial ideas that formed the new coffer is proportionate with those data and able to respond effectively.

The manufacturing is the backbone for economic development in the modern era. It is productive activity and is able to achieve a qualitative leap in the path of economic and social advancement because of the nature of the dialectical relationship interacting between the productive activity of industrial and urban development, economic, social and political in the society. Where there is no
difference on the importance and priority to rely on manufacturing in the process of comprehensive development. But difference will be in the quality of the industries that need to be starting out. Industrial sector is the most important in productive sectors of any country where it plays a key role with the rest of the production sectors in GDP increases and the absorption of workers on the one hand, and insure the local product rather than relying on imported goods from on the other hand, because of the economic importance for this and social on the country.

This sector is discursiveness by the various stages has its own characteristics and historical roots. Therefore the industries in Yemen are established newly. Where, this sector not seen any significant development since the beginning of the seventies. The private sector role is absence in the investment and development of this sector. As well as policies and actions which had taken by the government and protection of local industry also the policy of import substitution and imposition of restrictions on the import licensing system to support domestic industries and raising tariffs on imports to ensure the protection of local products to compete with foreign goods.

It was observed that, the emergence of republic of Yemen in 1990 and the integration of economic systems different and re-arrangement of the country during the transition period's, and country preoccupation these conditions until the year 1995. Was not accompanied by this sector any notable development because of those conditions. And after application of the financial reform program and administrative, the industrial sector starting influenced by this program from policies and procedures which focused on the liberalization of foreign trade and the abolition of import licensing system and reducing tariffs and the elimination of subsidies on the industrial sector and privatization.

Industries in Yemen is still in infancy and unable to compete with foreign goods. That impact negatively on the industrial organizations and led to declining performance in the industrial sector and reduced the growth rates as percentage of the contribution of this sector in the composition of GDP. Also,
it is forcing some organizations to industrial closures and layoffs because of
the inability to compete with those goods.

Where it witnessed the industrial sector during the period of (96-2003) a
modest development it focused in limited number of industrial activities as
food industries and construction. Despite the government's attention to this
sector as activity is able to attract private investment both domestic and
foreign. But this sector has faced many problems and difficulties that have
hampered his growth and development.

With technological development, globalization era and the competitive
situation which dominated on the market. All these are encouraged countries
to interest by competitiveness standards to support national products. Which
require to rising the efficiency and productivity of workers and development
of machinery and equipment also reducing production costs? In addition to the
commitment of the requirements of the global market, which require to
transfer the technology and modern methods of work and develop it according
to local conditions. As well as to insurance by the necessary legislation for the
protection of investments which are expected to flows?

6.2 Industrial Institutions in Yemen:

There is a major difficulty to put a uniform definition for these institutions and
be acceptable and satisfactory for the various economic trends. This is by
recognition of many researchers and specialists in international bodies and
organizations.

The difficulty of defining the concept for these institutions is mainly in
determining the fundamental differences between small, medium and large
enterprises because of the existing overlap among them, and can be summed
up the difficulty of establishing a definition as follows:
a- Multi-criteria which are used to distinguish between industrial small institutions, medium and large. The standards which used to measure the size of the organization are numerous and changeable, the proportional standards vary from sector to other. Also the difficulty of selection for criterion that will help us to identifying between institutions

b- The disproportionate developing to the forces of production in different countries. So the definition of small institutions, medium and large varies from country to other according to the degree of development in the country. Therefore, we will find the concept of small and medium enterprises in the United States of America is suitable for the concept of the large institutions in a country like Egypt or Yemen.

c- The concept of the small institutions and medium is changeable—from time to time. Because it is containable changing as a dynamic sector. So the conditions for economic and social growth may change from one stage to another. That leads to change the size of institutions; if the institutions that employ 100 workers are large institutions in a certain period may become a small or medium in a subsequent period.

d- In addition to that, the different activities which carried out by small and medium enterprises lead to a change in the average sizes of institutions in the various branches. The institutions which existent in the food industry will definitely differ from the trade sector.

In general, there is no uniform definition for small and medium institutions on the level of countries in the world because of the different stages of growth and the degree of technological progress and the different criteria which applied it and the varying abilities and economic and social conditions for these countries.

There are several criteria which depending on it to the definition of these institutions. According to the location and background of the group that adopts this standard in the process of definition? It is also very difficult to find a
clutch limit does not differentiate between the small institution and medium, although it is more pronounced between the medium and large institutions.

Although the absence of the agreed international definition for the small and medium institutions. There is agreement on the basic criteria which let us give the definition according to different sizes for these institutions, and more common standards include the following:

1- **Definition based on the standard number of employees:**

   Is one of the most basic criteria of the definition and the most common for easy measurement and comparison of statistics in industrial productivity? But the disadvantages of this definition differ from country to other. It does not take into account the disparity in the level of technology which used in production. According to this method, the classification for capital-intensive institutions is (the ratio of investment to the number of employees high) as small institutions due to lack of staff. And can have economic importance of these institutions to exploit large amounts of capital and modern technology does not require a lot of manpower. It is difficult to compare statistics between the country and other because of the different definitions. Advantages of this criterion, simplicity, ease of comparison, relative stability and availability of data. Disadvantages include the fact that employees are not only main element; modern technology is reducing the employees and how to deal with temporary employment.

2- **Definition based on the standard capital that invested:**

   The capital that invested (without land and buildings) of great importance to these institutions because of depending on own resources derived from the mobilization of individual savings. The dependence upon this standard varies according to time and place from one country to another.
3- **Definition based on the standard volume of production / sales volume:**

The sale gives picture for the size of the productive activity for the institution and its ability on the competitiveness in the markets. Blemish of this criterion, when the markets fell and lower sales for reasons beyond the control of the institution, will not be possible to configure a true picture for the size and potential and energies of the institution which be disabled, in addition to change and volatility more from the volatility of the number of workers and size of the investment that referred to it in earlier.

4- **Definition based on other criteria:**

There are many other criteria which are desirable the referring about it, although it less common than the above-mentioned criteria, and did not receive much attention from researchers, because of the lack of accuracy and efficiency in the development of correct concepts, like:

- The investment intensity (the ratio of investment to the number of employees)
- The share of the institution in the market or the degree of importance.
- The value (cost) of fixed assets or fixed capital.
- The level of technology which used.

We could say that the issue of the existence of more than a definition for these institutions in both sides local and Arabic is lead to inconsistencies and the negative impact on the reality of activities and technical services which presented from these the organizations. And not assist in developing a general framework for the coordination of efforts and legal proceedings and financial development and the development of this sector as it is prevalent in advanced industrial countries and the European Community in particular.
The manufacturing industry in Yemen is considered one of the most important sectors which driving the development process that contribute significantly to the increase of production and national income, and it also generate work opportunities for the population.

**Therefore, the industrial institutions in Yemen are divided into three types:**

1 - Small institutions where the number of workers ranging from 1 to 4 workers.

2 - Medium industrial institutions where the number of workers ranging from 5 to 9 workers.

3 - Large industrial institutions where the number of workers more than 10 workers.

Through this classification for the industrial establishments and the number of employees, we find largely often affluence the small and medium institutions.

These institutions (small size) although are created the job opportunities for a number of job seekers. But it remains limited in the fact for the income of workers they often are themselves the owners for these small or medium institutions.

Human resource management department is not available in small and medium institutions, which the work in it is need to limited number of individuals. That makes it easier for employers to identify needs of individuals without a specialized section and it is often be the employer is the director for all the functions of the departments due to lack of workers.

Therefore, the samples of the study are the large industrial institutions in public & private sector where there are more than 10 workers and also there is human resource management department.

### 6.3 New Global Business System:

The new global businesses systems are characterized by features which are different radically than what it was (the business conditions and transactions between organizations) before that. And the importance for features is emerged as follows:
1. Opening of markets and the collapse of barriers between them as a result of the application of the GATT and WTO, purpose to remove the barriers and customhouse restrictions and non-customhouse through the international trade in goods and services.

2. Transition of the markets to manipulate through the Internet World Wide Web. And the spread of electronic commerce as a basis for interaction between organizations. As well as dealing with individual consumers in different areas of goods and services.

3. Escalation of the movement of strategic alliances between organizations from different nationalities and in the most important production sectors in the world. And the tendency to focus on the control of the vital productive sectors in the vicinity from these alliances, which turns practically to a giant monopolies. And the global pharmaceutical industries and the cars industry faced that phenomenon. Both of the industries are concentrated in a handful of global giants. Some of them going to strategic alliances.

4. The high speed is the most important of characteristics for transactions in the current era as a result of impressive and ongoing developments in information technology and communications. And many of the organizations are practiced the work through the Internet or their internal networks linking branches and departments and allow network users to deal with all the files on computers in accordance with the powers which allowed for each of them, or the external network that connects organizations with its customers and suppliers and other external parties with the special relationship by transactions of the organization allowing transactions immediate among them.

5. The transactions characterized in the sectors of banks and financial institutions, major developments as a result of deepening the use of
information and communication technologies. That allows for customers to conduct transactions with them electronically from the headquarters of their business without having to resort to the staff of institutions. As well as speed in transactions across the world and around the clock.

A reflection for these attributes, the business organizations are going toward the globalizing, and the features of the new globalizing are began to the emergence [relative to the globalization] in the depth as follows:

1. Many organizations are taken to review their organizational positions and search for ways to reduce the factors which restrict movement and slow decision-making. Then the movement began to the shift from hierarchical structures for several organizational levels which had spacing between the levels of the supreme administrative which is propertied the powers of resolution and most relevant by the market and customers which is closest to the sense of competition and its effects, to flexible structures which based on the information and the work of the team.

2. In order to ensure the speed of movement and immediate response whenever possible to changes of markets and customer preferences. Many organizations have tended to divide it into strategic business units. Each of them has small freedom of movement and relative autonomy to deal in the market and as a stand-alone organization.

3. This has been accompanied by regulatory changes to the idea of small organization and benefit from the advantages of small size as a result of reduced numbers of workers and the divided into units of a strategy. Then the trend towards decentralization and the distribution of decision-making powers to be closer to markets and customers.
4. Contemporary organizations focused on deepen the use of information and communication technologies. And strengthen their capacity to science and the continuing evolution to become a modern organization and benefit from the collection of ideas, information and experience which accumulated with it. And in climate that around it to produce such higher levels of knowledge which invested in the production of products and services continuously renewed.

5. The trend towards "globalization" becomes an important feature for contemporary business organizations, not matter the difference in the size and area of activity. Internet technology contributed to achieve this goal for the organizations which are suffer from difficulty of fast access and low-cost to the market and clients all over the world, round the clock.

6. Investment and reducing in the time that is spent in performance, is other attribute for contemporary organization. Because of the real competition now is how you save time and speed to access to markets and customers. Therefore the management of contemporary organizations is focused to insure all reasons which help to achieve this speed and employing time positively. Organizations can do that by deepen use of information technologies and advanced communications or modify, develop, refine their operations and reduce all the time-consuming.

7. These traits are not available in an governmental organizations and public sector companies which felt by the pinch of competition and their need to take data and save the time. Because of that, the privatization process and the transfer of ownership of public sector units to the private sector emerged. Government institutions took the same methods and ideas of management in private companies in order to improve the performance and increase productivity including
position to deal with the new situation efficiently. This trend was expression about "government re-structuring".

8. TQM became one of the main features of contemporary organizations and an endeavor to confirm the superiority and excellence quality of all its operations and products to achieve customer satisfaction.

9. Contemporary organizations are characterized by intense use of technologies which based on computers to achieve its high levels from flexibility in shaping their products and respond to the wishes of the customer and adding between the specificity of the design and advantages of mass production. As well as disposal the traditional flawed styles and techniques as high cost, low productivity and more workers.

6.4 Basic Model for Strategic Human Resource Management:

This requires from us to know the basic model for strategic human resource management that may help industrial plants or business organizations to keep pace with the changes which taking place today in the work market as a result of the new world order for the business market.

"Strategic" is a comprehensive master plan that specifies how the organization achieves its purpose and objectives through any organizing that it has its advantages and minimize the suffering from the disadvantages.

Strategic management is managerial style for the distinctive look to the organization and an overview in an attempt to maximize the competitive advantage that allows for excellence in the market and the occupation of competitive position is strong. By taking strategic decisions which look the opportunities and the current problems, and focusing on looking to the future and prepare to deal with it.

The strategy human resource management is working to achieve the goals and vision of organization, through the translation of the overall strategy of the
organization to the detailed strategy and specialized in human resources issues and it include the following:

1. Human resource management try to achieve it through dealing with the human element in the organization.
2. The vision which set by the management should be practiced in the field of human resources.
3. Specific strategic objectives should be achieved in the areas of configuration, operation, development and care of human resources.
4. The policies that governs the human resources management in decision-making and trade-offs between alternatives should be helps to achieve the objectives of the strategy.
5. Strategic planning for necessary resources which available is helps to access by human resources performance to the achieved levels for the objectives and targets.
6. Monitoring and evaluation criteria which adopted by organization to verify from the implementation of the strategy should help to access to specific achievements.

Organizations are moving today to prepare an overall strategy for human resources include goals, policies and the main orientations which adopted by the management in the areas of human resources. Moving should be reflector for the suitable choices of the overall strategic directions of the organization.

Strategic directions should integrate with areas of working: marketing, production, financial, technical and other activities in the organization.

Organization has full set of sub-strategies, which originate from the overall strategy for human resources. Each one of them is responsible for one of the specialized areas by special interest. Should be the existence of the following strategies:

- Strategy to attract and composition of human resources.
- Performance management strategy of human resources.
- Strategy of training and human resources development.
- Strategy of compensation and reward for human resources.

In all cases, the preparation of the appropriate strategy in light of the information and analysis available, according to the renewable information which produced by the information system is adopted.

It is important to point out the need to integrate the three stages in the construction and activation the strategies. First stage is setting, design and implementation. Second stage is follow-up phase, evaluation. Third stage is redesign.

The existence of human resources strategies does not mean they have achieved their goals. But more importantly from that is activating those strategies by existence of administrative mechanisms and human and technical resources.

Management insisting is necessary to going on the work in the areas of human resources according to the strategies which adopted.

6.5 Procedures of creating the Human Resources Strategy:

The strategic human resource management is practicing the following actions to build a viable and effective strategy for implementation:

1- Analysis of external environment
   
   Intended by analysis of external environment is the exact knowledge and active follow-up for the elements of environment and its components and changes. To observed the market trends and development in these elements and the expectation of early changes that could affect the environment in order to assess their impact on the management work. The external environment is includes all what
surrounds the organization like institutions, entities and communities are relevant to their work directly or indirectly.

The essential adjective of the components of the external environment is varying degrees outside the scope of control and the direct impact of strategic human resource management. The external environmental factors can influence by different degrees in the directions, methods and opportunities to human resource management to achieve strategic objectives.

The advantage of the analysis of external environment for the strategic human resource management to knows the opportunities or potential risks or threats existing or anticipated it.

2- Analysis of internal environment

The internal environment of the organization is a human elements, physical and moral which interact in order to achieve the objectives for any organization. The internal climate includes the following:

- The individuals [human resource] by their various categories and levels, skills and careers.
- The works [functions] which doing by these individuals on different grades of importance and the complexities and tangles.
- Equipment and supplies and material resources [funds] that use by individuals in the performance of the functions.
- Systems, procedures and methods which used for the performance of the works.
- Predominant technical in the organization and the level of technical progress in business performance.
- The information available which used in decision-making directly and working of the various works.
- Human relations between members of the organization and what distinguishes it from the positivity [cooperation] or negative [Conflicts].
• Organizational relationships that define roles, tasks, responsibilities and powers to each of the Parties in the organization, as reflected it the "organizational structure" [formal organization], or as reflected in the actual relations between the parties [unformal organization].

The internal environment is combining between what the organization is enjoying by it from the abilities of the employed in achieving its objectives. These include the constraints and parameters that emerging the true potential or actual for organization which can depend it.

The elements of management which are characterized, namely, the strategic human resources management can influence those elements through its different effectiveness positively and negatively, and can direct them and allure to implementation which is helps to achieve the organization objectives.

The analysis of the elements of internal environment is a joint action and cooperative to accomplishing the various departments in the organization its objectives and according to their needs. And in the following offer are the most important areas for analysis of internal environment which concern by the strategic human resource management:

• Goals and destinations of the organization and its success extent in achieving it.
• The general strategies of organization's and sectorial strategies and functional for the various departments of the Organization [of production, marketing, finance, technical development, productions development ...] and the activated requirements and the extent of success in the application.
• Organizational structure for the organization and the rules of the distribution of tasks and coordination of organizational relationships, and the structure of power and authority to make decisions, criteria for judging on the organizational efficiency. Where the organizational
structure is the dynamic framework that helps human resources to doing its effectiveness by it. So the careful analysis and continuously for various aspects of the organizing is one of the basics of effective human resource management strategy in the development and activation of human resources strategies.

- Analysis of human resources is including the actual structure of the human resources in terms of numbers and qualifications, experience, skill levels and efficiency. As well as the analysis of age structure, quality of human resources, productivity, performance indicators and its behavioral.

- Analysis of techniques which used and its requirements from the human resources.

- Analysis of systems and information flows and the role of human information in activating and investing it efficiently in the performance.

- Analysis of organizational culture that distinguishes the organization than other is: the total of the values, attitudes and level of knowledge in the organization, which represents decisions, policies and administrative practices. And as a result of human relations, organizational, and the reflection of the characteristics and qualities of the human beings are employees and clients. The organization's culture a key element in determining the efficiency of performance and achievement of objectives. May be it positive catalyst and impetus to the achievement and intonation in performance? May be a negative factor obstructing the performance and an obstacle to development and modernization. So, the strategic human resources management interested to identify the components and factors influencing them to invest it to influence on the efficiency of human resources and activate plans and programs in this regard.

One of the most general features for the culture of organization which the strategic human resource management is interested by it, is degree of open-mindedness which dominates the organization and the extent to accept the new
ideas, technological developments which are renewable, method of understanding the change, the ability to discover opportunities, avoid the obstacles and risks and how to encourage the innovation among the members of the organization. Also is interesting by prevalence of trust and cooperation among members of the organization.

Crystallize the results of internal environment analysis procedure to identify the strengths points and sources of excellence in the organization and points of weaknesses and sources of backwardness which are experiencing it.

As well as the relative arrangement of the strengths points and weaknesses, and the reasons and factors which are suffering from it. Therefore the strategic human resource management can manage planning and scheduling of corrective actions necessary to confirm the investment of strengths points, and avoid the causes of vulnerability, and identify priorities for sound managerial intervention in these areas.

The strategic human resource management can a estimate cost associated with the treatment of administrative procedures and the expected returner for this cost. In all cases, the results of internal climate analysis are important source of information to building the human resource strategies and other functional strategies for the organization.

3- Determining the strategic direction of human resources

The third step in building the human resources strategy is to identify the main directions which the organization is looking for it and its senior management in the areas of human resources.

The main directions refer to the broad contours for the human resource management practices which are in line with the orientations of the organization itself and contribute to achieving its strategic objectives. These trends are deal with main issues in the affairs of human resources for example: the issues of polarization, selection and differentiation between the internal sources and external to obtain the required
elements. Or the issue of diversity in nationalities and the extent of management's acceptance for diversity in the nationalities of the employees or social assets and cultural and the issue of the fundamental basis in compensation of workers for their efforts and whether in the form of salaries fixed regardless of achievement or calculated on the basis of performance and results which achieved, and other core issues. The identification of strategic destinations is located within the authority of senior management with consultation and coordination with the responsible leaders of the organization, and taking into account the views of the Advisory group for the human resource management and who may be employed by the organization and external advisers. The identification of the main directions for strategic human resource management is helps to building the strategy, plans and detailed programs in this vital area. And help to identify main activities and core areas for the contributions of human resources. After this, determine the types and numbers of individuals and their minute specifications which are apropos with the requirements of those activities.

It’s based on extrapolation of strategic directions for the issues which related to investing in the development of human resources systems. It’s based on the extent of need for capacity-building training self-organization and the limits of available funding to implement programs for the technical development of the performance of units of strategic human resources management. It’s based on other details relating to aspects of the work of the management.

4- **Identification of strategic objectives in field of human resources**

Goals are the final results of the planned activities of the organization. Therefore, the next logical step to determine the strategic directions is determining the goals. That means the results that want management to
access to it in the end of the activities which covered by the plans and strategies of human resources.

Goals should reflect as quantitative results can be measured in order to be a guide for work and a guide for management in decisions making. Goals should be available for each area from strategic human resource management areas. In the sense that specify the intended outcomes of each activity practiced by the strategic human resources management. Those goals should be interpreter for implementation and follow-up assessment of achievements at the detailed level.

5- composition and formulation of strategies

The composition of strategy means the building of long-term plans and comprehensive for the various areas in the organization to capitalize on the opportunities in environment and dealing with the risks which are existing or potential. As well as the exploitation of resources and capabilities [sources of power] and avoid [or neutralize the] weaknesses in the organization.

Strategy is a general plan for organization that determine the ways and approaches to achieve the objectives of the organization and the choices which were for the stability of alternative ways that can reach to those goals.

In particular define the strategy how to use possibilities of human resources, in any manner, at any time until it achieves the possible highest returner.

6- Implementation of the strategy

Implementation of various strategies by translating them in the form of plans, programs and budgets reflect the respective activities to be implemented, and resources allocated to each other and the exact timing of the performance and standards of acceptable performance.
The plans, programs and budgets are varying in terms of the timeframe that covered [long-term, medium-term, short-term], and the degree of coverage [the level of the organization, branch or sector, unit or function ...].

The proper implementation of the strategies depends on the safety and efficiency of the organization which was entrusted to doing it.

As needed to review and re-regulation to ensure efficiency, ease of flow of activities and processes which achieve the strategy.

For human resources strategy implementation should be linked to the degree of central or decentralized in the strategic human resource management functions.

Where is the central pattern, the central management for the human resources is implemented a strategy and supervision on the commitment of various sectors in the organization taking into account what imposed by the strategy.

In organizations that follow the pattern the decentralized in the strategic human resource management are all units of the organization responsible for implementing of its own in the human resources strategy.

7- **Following up the implementation and evaluation of strategic results**

The base in the process of monitoring and evaluation is to produce a continuous and regular flow of sound information in a timely manner reveals about the following from implementing of the strategy:

1- Actual performance in different strategic areas which interpreted in appropriate units for measurement and agreed upon.

2- Actual performance compared to planned levels [target] for the performance and statement of deviations between achievements and plans. Also to research about the causes and sources.
3- Development of alternative solutions to reach the target level of required implementation.

Monitoring the strategy implementation on the level of strategic oversight is to ensure the safety of the strategic direction for the strategic human resource management. Also monitoring the tactical level of control is to ensure the application of the strategic plan and implementation of medium-term programs. Finally, control over the level of operations for the follow-up of detailed activities on executive level of short-term.

6.6 Characteristics of New Human Resources which accorder with the Requirements of the Competitiveness:

1. Ability to dealing in an open market is characterized by the volatile and sudden.

2. Flexibility and ability which rid from the rigid stereotypes in the work methods to the variable methods and non-rigid to keep pace with the movement of the variables inside and outside of the organization.

3. Freedom from the captivating of past experiences and the limits of professionalism practical and the ability to move towards areas of work and disciplines and the markets and group of the customers which are constantly changing.

4. Attention to the acquisition of new knowledge and renewing the knowledge and self-development to continue in the branches of knowledge and the experience which more coinciding with the work requirements. While given a flexible area from the experience and knowledge which are supporting.

5. Accepting the change and the willingness to bear the risks of the work in new areas.

6. Ability to take responsibility and exercise the powers and insuring a sufficient degree of independence and not rely on
others as sources of guidance and counseling for the length of time and in all circumstances.

7. Acceptance of diversity and to take responsibility burdens. Whether the diversity in the members of working groups that collaborates with them or with the clients or in the areas of work and responsibilities.

8. High capacity to work in teams is not necessarily to be on the basis of personal confrontation, but primarily recognize the value of joint action by the logic of the team even in cases of spacing of individuals in remote locations.

9. Innovative and creative capacity. Investment of intellectual energies in the presenting of ideas, proposals and solutions to problems. And inventing new methods and techniques, and look at things from the renewing corners.

10. The ability to free thinking and modernist from the concepts of traditional formulas.

11. Ability to withstand the shocks and accept a failure not as the end of the work or to consider it as a disaster.

12. Ambition and aspiration to a better future constantly. And not to submit to accept to what the individual has achieved from success, but constantly strive to do better and better for both individual and organization.

13. Accepting the challenges and difficult tasks and minding it as opportunities may not be repeated to prove the self and to achieve excellence.

14. Dealing with different situations by appropriate flexibility. The ability to modify the patterns of the dealing in accordance with the requirements of each position.

In general, in order to the human resources is contribute in the success and the superiority of an organization, must have the following characteristics:
1. Be rare in the sense that it is not available with competitors.
2. Those human resources are able to produce values.
3. Make it harder for competitors to mimic human resource excellence, either by training and qualifying or withdrawal from the organization.

Application of the concepts and techniques of the strategic human resource management is the way to achieve the very organization in the formation and development of human resources which are contribute to the unique construction and development and recruitment of high competitive abilities.

As for the basic conditions for the successful operation for these resources can be summarized in a group of distinct requirements as the following:

1) Careful selection of candidates’ elements for functions positions which are contribute to the issue of building and development. And employment of competitiveness abilities, and make sure from the configuration of intellectual, psychological, social and cognitive development of the nominated persons with the demands of these jobs.

2) Ensuring the work assignments and tasks going to proper individuals. Avoid common mistakes of using these individuals they have excellence in works far below their abilities and thinking levels.

3) Ensuring that, these distinguished individuals involved in the formulation and the formation of detailed tasks which are doing it. Leaving a good area of flexibility and freedom of movement for them and re-drafting in the light of executive conditions and the movement of the variables.

4) Enables excellent individuals and giving them the powers of decision-making in regard to the regulation and activation of resources that allocated to implement the tasks which assigned to them. And the application of the principle of accountability about the results, accountability according to the achievements not on the basis of compliance with the rules and systems of work and ignoring of the results.
5) Realizations of systems for integrated assessment for the performance of these distinguished individuals. They take into account all elements and components of performance and its impacts on the overall organization's position and its future.

6) Compensation of the gnostic effort of workers according to performance results. And providing them with opportunities to participate in the barriers of their intellectual production by application of participation systems in profits and distribution of bonus shares.

7) Planning of the training process and continuous development for excellent workers and provide them the opportunities to participate in conferences and scientific potencies.

8) As well as facilitating opportunities for specialized postgraduate studies with tolerance of expenses for them from the organization.

6.7 Critical factors in formation and developing the Competitive Abilities:

The most critical factors in building and activating the competitiveness abilities is in the three crucial factors are: best technique, the excellent human resources, and the conscious administrative leadership.

The contemporary organizations are interested in their quest to enter in the courtyard of global competitiveness and local. Also this interesting is to adopt the concepts of human resource management strategy, and change the approach to the human element. As one from factors of production result in specific actions to meet specific financial compensation in the form of salaries and certain advantages, and replaced this traditional concept of negative by a positive concept of an integrated view in human resources in the most important and valuable assets which owned by any organization, the real source of added value.
6.8 Basic Features of Contemporary Organizations:

Main features of the contemporary organization are:

a. Took by the forms of administrative decentralization to the fullest. And investment of technical information and communications technologies to achieve linkage and coordination between those decentralization departments.

b. To give high degree of flexibility on organizational structures and care to adapt structures to adapt and cope with internal and external variables. And then the process of development and modernization of organizational structures is taking great care from the new administration.

c. Dependence on the configuration of an integrated work teams instead of departments and sections are separate and divergent. The contemporary organization supports its abilities to achieve common goals, and confirm the interdependence of performance and accountability on the results, and the development of community spirit in the achievement and reward [or punishment]. Creating and dedication of work method of the team is integrated from the basics of success in the face of rising competition and rapid changes locally and globally.

d. To follow the regulations and policies which achieve the opportunities for personnel to participate actively in the planning and preparation for work and determine the objectives and selection of implementation methods and tools. As an important means to create a convincing by the importance of the work that done by individuals and then accept the responsibility and strengthen their serious desire to give and provide their expertise to serve the objectives of the organization. On the other hand, comes evidence of this trend on the administration's desire to benefit from the bounty of these individuals and their abilities.
e. Developing and investing in intellectual and creative capacity for the individuals. And provide opportunities for the excellent from them to experiment with creative ideas and projects. The most successful companies in the developed world is trying to make everyone of the "businessman" in itself and not just an employee will working a routine work, it is should to think and creating and participate in the responsibility and bear the risks, as well as participate in the returner.

f. Perhaps the most important features of the organization of contemporary absorbed and devoted the concept of "total quality and comprehensive" as the attention to quality is no longer limited to care for manufacturing goods and confirmation of its suitability for use and conformity to specifications. But also extended to become a comprehensive concept for quality in all stages of the work and performance levels in any project or company. Thus, means the entering to the concept of total quality that every part and every area from work areas should be subject to careful review and re-design and organizing to the exclusion of all forms and causes of poor performance and low quality. As well as the involvement of staff at various levels in the continuous system to discuss ways to develop and improve the quality of production, marketing and administration and all the work places is becoming the real guarantee to continue and continuity to achieve the levels of transcendent quality.

g. In the contemporary organizations there is a careful attention by issues of financial planning and put the funding policies which are daring to raise the financing needs of companies in light of the high cost of borrowing for higher interest rates. The challenges of dealing in money markets for the development of sources of funding and management of securities portfolios, and the restructuring of assets to get rid of those are less productive and re-composition of the structure of investments and other issues which affecting the economies of the organization and the prospects of returner that earned from its investments.
h. One of the hallmarks of the organizations contemporary clear tendency towards integration and alliance with other organizations to achieve the goals and objectives are limited the potential of each organization for access to it. As in the case of cooperation in matters of common interest, but it needs to finance cannot any of them to bear alone such as projects of research and development, studies and technical development, or campaigns of invade foreign markets and promote products.

i. The important feature for the contemporary organization for tendency to minimize size and reduce the number of employees by concentrating on the limited number for owners of super-knowledge experience. That helps the contemporary organization to achievement the great achieved despite its small size and what it is now available from information technology, telecommunications and other high-tech. And the transformation of the importance of capital in its traditional meaning to the emergence of the real importance of intellectual capital. As well as opportunities for attribution to others and other mechanisms which are achieving for the small organization an extension to the outside and rely on the resources available in other organizations?

The trends of the new management and features of contemporary organizations reflected at the end about an important fact is the emergence of the active role and the dominant influence of human resources as a source of knowledge and the owner of the capacity to achieve the goals.

6.9 Features of Human Resource Management in Industrial Sector in Yemen:

1) Separation and isolation of human resources management from the strategic areas of work in important industrial organizations. The low perception for it as one of the least important activities.
2) Low regulatory site for human resource management. Then the relatively low administrative level for employee of that function to the assistant of the director-general.

3) The rules and regulations governing the affairs of human resources only in the legal and contractual matters relating to rights of employers.

4) Dominance of the procedural aspect on the interests and activities of the human resource management and the lack of planning and development project in those departments.

5) Confined the management practices in most often in matters relating to employment. The calculation of salaries and entitlements, and follow-up statement of the leaves and others.

6) In industrial institutions that rely on external human resources, the works of human resource management are focusing in matters of recruitment and follow-up issues for residence and entry visas and exit, and executing the instructions of the department of passports and nationality.

7) Performance of the functions of human resource management is fragmentation and separatism. There is no integrated system for the coherence between the various tasks to maximize the returner from it.

8) The most of the human resource managements are suffering from lack of the future vision to needs. Then confined the planning works to meet the urgent needs during the annual budget. Rarely are finding out the organization in Arab business have the clear vision and thoughtful about the structure of human resources in the future periods for five years or ten years, for example.

9) Still the human resource management in many industrial institutions relies on traditional methods in keeping records and personnel data. In a few cases is available information systems for human resources based on information technology and computers.

10) There is no due diligence for process of polarization and selection and do not exist in most organizations. The studies of the labor market or
wage and salary levels. The method of polarization comes often in newspaper ads. Selection process is conducted primarily through personal interviews hasty and not designed carefully.

11) The most of organizations suffering from lack of the basic administrative structure that is based on it the strategic human resource management. The most important for that is the systems of performance management and systems of information performance. As well as the basic requirements to regulate the performance of human resources.

12) Absence of strategies and clear policies and pledges, which are be the basis of practice in all activities of the human resources management. Then the performance of human resource management often by personal effort of the employees.

13) There is no care from many of the industrial enterprises with an investment of period of probation to be the period of preparation and the creation of the individual and reveal their real potentials and prospects for success in direct action. In most cases the individual's newly appointed is not found any guidance during the period of testing, or supervision, but usually assigned to an old employee is to take his occupancy, and then missing the sound source to find out the correct information about the work and organization. The appointment decisions of these will be laid off mostly on personal impressions for the decision-makers.

14) The systems of the efficiency and performance evaluation have a high degree of formality and lack of objectivity. Which lose their value in many organizations, and become a routine tradition usually not give significant results.

15) Lack of adequate care of planning and the development of human resources development process where the prevailing practice of non-positive, as the following:
• Confined the activities and interests of human resources development in the training process in its traditional form.
• Wasted the training systems at work and left it to the supervisors whom exercised without an approved methodology or the preparation and creation of their abilities in this scope.
• Neglecting important forms of capacity development of skills, such as recycling work, scholarships to foreign organizations which are advanced in this scope. Or give new assignments again under the supervision of experts, the team building an integrated action of the owners of multiple skills. And using traditional training and not modern training.
• Spacing from universities and higher institutes. Do not interact with them enough to clarify the needs of the organizations for the human resources which have appropriate characteristics and features for work requirements.
• Weakness of demand on the use of abilities of training and consultive are available in universities and the specialized institutes for the preparation of systems and programs developed to improve the performance and development of human capacity to modern production techniques.

6.10 Human Resources and Challenges of New Technologies:

The most important challenges facing business organizations and industrial enterprises are back to the following causes which are depending on the implications of the emergence of new global business system:

1) Rapid technological developments in the developed Western world and the inability of most business organizations and industrial establishments on the prosecution.

2) Technical limitation than the business organizations and industrial enterprises to the inability to keep pace with global technological developments from side. The small size of domestic markets and weak
absorptive capacity. This makes investment in high technologies non-viable economically.

3) Increased competitive pressures associated with the movement of globalization and liberalization of international trade. And the escalation of the power of alliances between global giants and their control over markets. As well as the pressures of monopoly power in the advanced industries.

4) Threat posed by the GATT agreement and the convention on intellectual property associated with it. The weak capacity of business organizations and industrial enterprises to meet the requirements for implementation of those conventions.

5) Imperatives of improving productivity and quality to meet the demands of the Association Agreements with the European Union entered into by the Arab countries and Yemen are still seeking for that.

6) Imperatives of development of production systems and the application of total quality management techniques to comply with the requirements of international standard.

7) The risks which are arising from the collapse of the resources efficiency and of local services because of the unplanned consumption. The absence of strategic plans for the maintenance and development of those resources and the search for alternatives in the event of force or the collapse of efficiency.

8) Lack of effective coordination and integration between sectors of the national production. The absence of strategic direction to enter into the alliances and national coalitions to facing the foreign competitive pressures.

On the other hand, there is a weakness of subjective factors in business organizations - especially in the industries - has doubling for its problems in facing the challenges of modern technology:
a. Weakness of the competitiveness abilities for the industrial institutions by impact of the protection factors and support which have arisen in its premises and enjoyed its benefits for a long time.

b. Lack of contact with the global market as a result of isolation in the domestic market for many years.

c. Lack of scientific and technical basis for many production units and the relative distancing itself from the centers of scientific research and technological development, national and global.

d. Lack of industry Yemeni sources of support and support of scientific, technical and systematic development of renewable products and improve performance and productivity.

e. The weakness of the local basis in the design and development of production projects because of the spread of method "give the key" from foreign sources.

f. Disruption of the financing structures and the cost is not commensurate with the levels of quality.

6.11 Human Resources Role in facing the Challenges of Modern Technologies:

There is no doubt that, the decisive factor in the development of productive capacities and activating in the facing of the challenges is to build and sharpen competitiveness abilities.

Planning and preparation and ongoing work may lead to improvement and development in all areas of production activity.

The main source of competitiveness abilities is the human work which determines the level and extent of continuity.
Development and activation of human resources abilities results in helping business organizations and industrial establishments to get rid of its defects and weaknesses in their productive capacities.

The most important results are:

1- To improve productivity and performance in accordance with the specifications.
2- To improve the quality of processes and products and improve the use of the means of production, and to reduce or prevent defects.
3- To lower production costs, and rationalize the cost of maintenance, repair and restart the faulty products.
4- Products development and diversification of areas of use and reduce the cost of operation and maintenance by users.
5- Innovation of products, methods and means of production is always pullulant.

6.12 Role of Human Resource Management in Industrial Sector:

Industrial institutions in the public sector and private sector are endeavoring to activate the role of human resource management. Their importance in the development and business development especially in the competitive environment that surrounds all industrial establishments in the public sector and private sector, where is expected to contribute for human resource management as the following:

1) Human resource management is contributing to effectiveness as it works to develop ways to help managers and those responsible for the performance of their subordinates in their fields. Performance of human resource management to assist managers to implement the objectives of the organization not only for achieve its objectives in particular, but by its success in moving the goals of all departments in the organization will contribute to the achievement of organizational goals in general.
2) To be able the departments and various sections of the province on levels suitable for the requirements of the organization. Must provide them with human resource management needs and quality of personnel and resources available. Where will lose its value and will be affected by operation and take advantage of them if the human resources management did not manage its functions, starting from human resources planning and the recruitment and selection of personnel and the appointment, and analyzing and describe the various functions or even to provide services and benefits for workers with the end of their careers.

3) Human resource management is working to achieve the set of social objectives and ethical as response for the requirements and priorities of needs and social challenges. Here the human resource management is seeking to curb the negative effects and environmental constraints which facing the organization as the failure of the organization to use its resources to achieve the advantages which give the benefits to the society. Taking into account ethical ways in the dealing, will result in many of the problems and constraints of the organization is no need for existence. The human resource management has been pushing hard towards commitment by the labor laws and legislation and meets the requirements of trade unions, subject to the rules of security and safety and other areas which are interest it by the society.

4) The human resources management is working to achieve personal goals for workers. Which are help to protect them and maintain them and develop their abilities and their survival and maintain their enthusiasm for work and production? The satisfying the personal needs of workers and achieve the functional satisfaction and follow-up for their career paths, no doubt it needs a fair amount of attention to human resources.
6.13 Problems faced by Industrial Sector in activating the Role of Human Resource Management:

1- The legal build is unsupportive

Industrial establishments in public and private sector are suffering from the lack of legalizations in executive regulations. This drawback is not because of lack of legislation only but also the old legislation which does not meet the needs of the evolving work.

Add to that the industrial establishments in the public and private sector suffer from lack of clarity for organizational goals.

In many cases, we find the powers which given to the human resource management in public or private sector is very limited, especially in private industrial institutions.

There is also a lack of confidence in the human resource management in industrial institutions, this clearly through showing interventions and conflict of powers within the industrial establishments.

2- Lack of government support

The words of support not translated to the economic establishments. Still it word in the several development strategies in the Republic of Yemen. There is no exempting for small institutions and the medium from the tax. The drafting of regulations is not in line with the needs of these institutions, not to mention the lack of funding programs which available to them. Moreover, the prolonged absence for any policy is to encourage research and development of local products of Yemen.

Without a realistic date from the supporting for the economic establishments, it becomes very difficult to direct these institutions during any development activities which will reflect negatively on management in general within the industrial institutions and especially on the human resource management in public sector which still looking for her strong support for the exercise of its functions and activities and
which seeks to achieve the objectives of industrial establishments and this is what happens in the private sector.

3- **Trammels of the private sector**

A large number of Yemeni industrial enterprises in the private sector are usually managing by people with limited educational level. And funded by family savings (low levels of capital), which generally contributes in low levels of worker productivity (measured by rate of workers compensation to the value-added). These restrictions limit the work of the human resource management as required and stop as strong barrier in to apply human resource management strategy that meets business needs.

4- **Placing of Yemeni industrial enterprises with regard to human resource management suffers from problems, can be summarized as follows:**

- About 76% of industrial enterprises in the Republic of Yemen do not apply the human resource management system. The industrial institutions are aiming through the application of human resource management system to expand opportunities for competition and ensure a profit, and sees the industrial institutions that access to human resource management as an appropriate method to ensure the discipline of the administrative process, as well as to meet the requirements of the market and customers.

- Yemeni industrial enterprises in the private sector facing difficulties impeding the application for the human resource management functions and the most important for that as follows:
  - Lack of awareness among the industrial establishments on the importance of human resource management and its role in the development of industrial institutions.
- Lack of awareness of local investors on the importance of human resource management to achieve higher profitability.
- Lack of the employee awareness by the importance of human resource management to protect his financial rights, health and environment.

5- **Weakness of Educational Process Outcomes**

The industrial establishments are rarely to find the specialized personnel in human resource management are helping to carry out management tasks and do their job professionally to achieve the objectives of industrial enterprises in the public or private sector.

6- **Financial Difficulties**

On top of these constraints the problem of required funding for the work of the human resource management and beset by difficulties affecting the work. This situation has been reflected in the low work in human resource management because of inadequate financial resources which required by the human resource management to exercise its functions to the fullest in terms of:

- Selection and appointment.
- Training.
- Evaluation of performance.
- Stimulation.
- Polarization.
- Reduce costs and achieve the highest possible profit.
- Protecting the rights of the organization and the employee.

Works in its entirety and through it the human resource management is seeks in industrial plants to achieve the objectives of those institutions, whether in public or private sector while maintaining the staff or the human element, which represents at the present time the capital of many industrial institutions in various countries around the world.