

# The Role of Human Resource Planning, Promotion and Training in Human Resource Management Performance Evaluation of Soft Drink Manufacturing Industry in Sudan (2008-2013)

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**Abstract:** *This study deals with evaluating the performance of human resources management in soft drinks manufacturing in Sudan. It aims to study the role of manpower planning, promotion systems, and the role of training in evaluating the performance of human resources management in soft drinks manufacturing. The study followed the descriptive analytical method and the case study. Data were collected through questionnaires, which were designed for a sample of administrators, heads of departments, and a sample of workers. Also, information was collected through interviews and observation, and then processed statistically. The study found that human resources management in soft drinks manufacturing in Sudan does not follow manpower planning methods, and that the promotion systems are unfair, and do not satisfy the human element, the lack of controls for training programs, as well as targeting a specific group, many recommendations were made, the most important of which is the introduction With the concept of manpower planning, to estimate the needs of individuals with the required skills and specializations, and to eliminate or reduce the phenomena of disguised unemployment, and disability in some categories of workers, for the purpose of improving performance and reducing costs. Develop programs for promotion systems on a regular and objective basis, allocate budgets for the preparation and application of regular training programs, in a manner that achieves optimal use of human resources available at the enterprise level. Selecting highly qualified cadres to work in the Human Resources Department, or continuing efforts to find cadres by intensifying the specialized courses. Opening the door for more postgraduate studies and scientific research dealing with the subject of human resources management and working to implement the recommendations of the study.*

**Keywords:** human resources management-soft drinks-manpower planning descriptive analytical method-training programs-recommendations

## 1. Introduction

According to (Hanafi, 1998 AD), the views differ in defining a unified concept of human resources management, but it is possible to distinguish between two different points of views, which are the traditional and the modern, as those with the traditional view which sees that human resources management is nothing but a routine activity that includes keeping employees' files and records.

As for Al-Salami, 1995 AD, he supports the opinion of the modern viewpoint that human resources management is one of the basic functions in the facility and has the same importance as those other functions, production, marketing and finance. In light of the modern view of human resources management, whose main objective is to form a stable and effective workforce, it can be defined as "that administrative activity related to determining the needs of the facility from the workforce, providing them with specific preparation and competencies, and coordinating the utilization of this human wealth with the highest possible efficiency."

### 1.1 The Problems of the study

The soft drinks manufacturing in Sudan have specialized human resources departments, which carry out several activities represented in recruitment and selection, job and personnel analysis, performance measurement, planning, wages and compensation, training, promotions, industrial relations, security and safety, record keeping, and services.

Performing these activities in an optimal way makes it able to provide, develop and stabilize this human wealth, and adapt to the problems related to human resources, which is how to manage these activities in light of the rapid and successive changes that did not exist before, and from here the research problem becomes clear, as the successful response to challenges The ones facing these establishments will not be with technology or money, but rather with the human element. And if you do not rush to give these resources the utmost importance, they will flee to other competing establishments, which will add the knowledge and skills of these resources to their other competitive capabilities. The strategy on the other hand, by asking the following questions:

- 1) Does the human resources department in the soft drinks manufacturing sector establish and implement manpower planning plans?
- 2) Does the human resources department in the soft drinks manufacturing sector establish clear and regular programs for promotions?
- 3) Does the human resources department in the soft drinks manufacturing sector establish regular training programs?

### 1.2 Research Objectives

The purpose of this paper is to study the performance of human resources management in soft drinks manufacturing in Sudan, by explaining the following objectives:

- 1) Studying the role of manpower planning in the performance of human resources management in soft drinks manufacturing in Sudan.
- 2) Studying the role of promotion systems in the performance of human resources management in soft drinks manufacturing in Sudan.
- 3) Studying the role of the training program in the performance of human resources management in soft drink manufacturing in Sudan.

### 1.3 The study hypotheses

- 1) The failure to use manpower planning negatively affects the performance of human resources management.
- 2) The existence and application of clear and good programs for promotion systems that satisfies the human element, which leads to an increase in the effectiveness of the performance of human resources management.
- 3) The application of regular training programs to qualify the human element, which will positively reflect on the performance of the human resources department.

### 1.4 The Importance of the study

The importance of this research lies in the role of human resources management as one of the functions of the contemporary facility in the management of the most important and most valuable assets, in addition to its complementary relationship with other departments in the facility. These resources are available in soft drinks manufacturing facilities in Sudan, and need more planning, training and organization which helps resource management human development.

The importance of the study also clarifies the importance of the soft drinks industry, which is considered as one of the leading industries in Sudan.

This study is organized into seven chapters:

Introduction: It contains the general framework of the research, the research problem, the questions, the objectives of the research, the research hypotheses, the importance of the research, the research methodology. The type of research, the research community, information sources, research tools, the method of analysis, organization of the research and finally the previous studies. The third chapter: deals with the development of research hypotheses, through the study of Madani Food Industries, one of the soft drink manufacturing. Chapter Four: deals with a historical overview of Sudanese soft drink manufacturing facilities, focusing on the practical practice of human resource management activities for each facility separately. Chapter Five: Clarifies the research methodology. Chapter Six: It includes data analysis. Chapter Seven: It includes results and recommendations.

### 1.5 Theoretical Framework and Previous Studies

(Refaat 1998 AD) the human resources department in the facility is entrusted with several activities that are

implemented in accordance with the methods and practices followed by the administration, while achieving the required amount of oversight to achieve the desired goals. These activities are summarized as follows:

#### Manpower Planning:

(Mohammed, Hamdi, 1988 AD) defined manpower planning as a set of integrated policies and procedures related to employment, which aim to determine and provide the numbers and qualities required of manpower, to perform certain work at specific times and at an appropriate cost of work, whether that facility is existing or under study or The establishment, and thus the manpower plan is an essential part of the operating plan of the facility.

#### The first stage: the demand for manpower:

Shawish (2004 AD) specified that the establishments that look at the long term do a careful analysis of their needs, and that the results of this analysis must provide the establishment with a timetable of the extent of its needs of individuals, in which it is determined:

- 1) The jobs for which the establishment needs new employees.
- 2) Skills needed by the incumbents of these jobs.
- 3) The capabilities to be available in the new employees in order to promote them in the future to higher positions.

Accordingly, the need (demand for manpower) in the facility is affected by factors such as:

First: Business Turnover:

It means the percentage of employees in the facility leaving their jobs and then appointing others to replace them. The turnover of work may be a result of forced quitting, resignation, dismissal or other reasons, or retirement. Also, some industrial establishments may resort to laying off (temporarily suspending) some of their workers due to circumstances that have reduced the volume of production in them. All this means an increase in the need (demand) for new labor.

Second: The nature and composition of the workforce:

Third: The rate of growth and development of the establishment:

After studying the previous factors, it is necessary to estimate the size and quality of the expected demand for manpower in the future within the facility, and this will be done by following the following:

- 1) Inventory of the number and types of work required.
- 2) Estimation of the Size and Quality of Manpower Required for the Work Required:

#### The second stage: manpower supply:

This part is considered mainly by studying and analyzing the manpower available to the establishment, as well as what is available in the labor markets in light of the needs that were identified in the previous part.

It is called the process of studying and analyzing what is currently available to the facility in terms of manpower and skill stock, with the intent of identifying the manpower

available to the facility in terms of quantity and specialization (type) by collecting information on those forces.

Sometimes the establishment finds itself able to satisfy its needs of manpower depending on its own resources, as there is no need for it to outsource, otherwise it has to study foreign labor markets to find out the possibility of relying on it to meet its manpower needs in the future.

The final decision to resort to one of the two sources depends on two main factors:

- 1) The ability to fulfill the needs of the enterprise.
- 2) The financial cost in light of the financial institution's conditions.

#### **The third stage: comparing the needs of the future facility with the expected supply of manpower:**

Here, the firm's demand for manpower is compared with the expected supply of this manpower. In light of the result of the comparison, a series of decisions and policies are taken to address the result of this comparison. If the needs are greater than the supply, then the facility resorts to filling the shortage of manpower by:

- 1) Recruitment of new workers (if possible).
- 2) Employing workers overtime.
- 3) Replacing machinery instead of manpower, if possible.
- 4) Recourse to external labour.
- 5) The last option in the event that the establishment is unable to provide the required manpower is to modify the establishment's objectives for expansion and growth in a manner consistent with the labor market.

In the event that the demand is less than the supply, the facility resorts to laying off workers, referring them to retirement, transferring workers from one job to another, retraining workers, reducing working hours, canceling overtime work, or opening relatively long vacations.

But if the supply is equal to the demand for manpower, there is no problem, and then things will go their normal, natural course.

#### **Fourth stage: Evaluation and follow-up of the implementation of the workforce plan:**

At this stage, the implementation of the workforce plan is continuously and periodically evaluated and followed up, to correct deviations, which can result from the difference between the theoretical perception during planning and the practical reality during implementation.

As it is not possible to separate between planning and control as they complement each other, hence the importance of monitoring the implementation of the manpower plan. The following characteristics must be available in the control and evaluation system that they will follow in implementing the plan and addressing it. The control and evaluation of the manpower plan takes place in the light of supply and demand, and the change in both supply and demand takes place in light of the results of monitoring and evaluation for the moment.

#### **Training of the workforce:**

Training is one of the most important topics that has received and continues to receive great attention until the present time, due to the effective role that training plays in developing and developing the performance of all categories of the workforce in the facility. The training process, whether in the industrial or service sectors, is not a goal in itself, but rather a means to achieve a specific goal or objectives. Training is an administrative, technical, practical and scientific means that will reach the human performance at work to the maximum extent possible, in the required form that achieves the optimal use of the available human resources, at the level of society, or at the level of the facility (Mansour 1979 AD).

#### **Stages of the training process:**

##### **First: Determining the training needs:**

It is considered one of the basic elements in designing the training program, because it makes the training activity meaningful for the facility and the trainees, and we must bear in mind that the training process is continuous and necessary for new and old employees at all levels. Training needs are an expression of the individuals to be trained to face any of the situations. The training need means that there is a current or future diminution or difference between an existing situation and a desirable one. Training needs can be known by looking at the following:

- 1) Expansion plans for the facility in the future.
- 2) Results of job analysis and description.
- 3) Results of performance measurement and evaluation.
- 4) New work methods expected to be introduced to the facility.
- 5) New technical machines to be introduced for production.
- 6) The opinions of the employees themselves.
- 7) Procedures for employee tests to determine their level of performance.

##### **Second: Planning Training Programs:**

The process of planning the training program passes through several stages, as follows:

- a) Defining the objectives of the program:
- b) Determining the type of skills to be trained:
- c) Developing the training curriculum:
- d) Choosing a Training Method:

More than one method can be used in the training process, and its choice depends on a number of factors or criteria, namely the objective, nature of work, job level, previous background for participation, training material, available trainers, training period and costs (Omar, 1987).

##### **Third: Implementation of training programs:**

This is an important and dangerous stage, the success and failure of which will reflect positively or negatively on the next stage, and by ensuring the proper implementation of the program, it must take into account the following matters and aspects:

- 1) The timing of the program and includes the date and end of the program, the distribution of training work during the period and the coordination of the time sequence.
- 2) Training facilities and facilities, including location, design of seating, and identification of necessary supplies.

- 3) Preparing publications, including receiving publications from those who prepare them scientifically, printing and binding procedures, and procedures for distribution to trainees.
- 4) For the trainees (participants), it is necessary to ensure that invitations for participation are received and to prepare a list of their names, qualifications, jobs and addresses.
- 5) As for the trainers, they are contacted at the appropriate time to remind them of the appointments, provide the supplies requested by the trainer, present the trainer to the participants in appropriate and brief terms, intervene politely and politely in the course of the lecture and pay the allowances he deserves in a timely manner.
- 6) Opening the program after setting the appropriate time, explaining the objectives, identifying the expectations of participation and making a simple acquaintance ceremony (Al-Salmi: 1985 AD)

#### Fourth: Evaluation of Training Programs:

Evaluation of training programs and the results they have achieved is an essential part of the training activity, and evaluation can be defined as (those measures by which the efficiency of training programs and the extent of their success in achieving their set objectives are measured, and the efficiency of trainees and the extent of the change that training has succeeded in making in them, as well as It is measured by the efficiency of the trainers who carried out the training work (Abdul Bari, Al-Sabbagh, 1986 AD).

Omran (1987) explained that the methods that can be used to evaluate success in preparing and implementing the training program include a questionnaire, direct observation, and holding a meeting or closing ceremony attended by the trainees to evaluate the program.

#### Promotions:

Ashour (1987 AD) defined promotion as the process of reallocating an individual to a job of a higher rank, and the job to which the individual is promoted usually enjoys a higher position with all the various manifestations that accompany it, such as a greater office, the amount of powers granted, a more important job title, greater freedom of movement within The facility and work under general supervision.

#### Promotion Objectives:

Ashour set the objectives of the promotion as follows:

- 1) Meet the establishment's needs of working individuals in terms of number and type, as the existence of a well-known and planned system for promotions in the facility depends on objective bases and criteria.
- 2) Ensuring the survival of a sufficient number of the current workforce that has acquired technical and administrative skills in the field of performing the tasks and tasks assigned to them. And then choose from them.
- 3) Creating a strong incentive for workers to make more efforts and make workers feel reassured as a result of achieving continuous progress in their jobs and thus their livelihood without the need to change the workplace.
- 4) Achieving a high level of satisfaction among working individuals

- 5) Achieving the desired true fit between the objectives of the individuals and the objectives of the establishment.
- 6) Providing opportunities for promotion and advancement to the hardworking workers, which leads to improving their morale and increasing their loyalty and belonging to the establishment in which they work.

#### Systems and Foundations of Promotion:

There are three bases for promotion as follows:

Seniority means the length of service an individual has taken into consideration when he is promoted to a job higher than his current job. Accordingly, the individual who has spent his current job will have a longer period than that of his colleagues. Priority for promotion to the highest vacancy. (Hanafi, 1998 AD).

#### Second: The System of Promotion Based on Efficiency:

He explained (Refaat 988) that promotion on the basis of efficiency is considered a reward for an active productive individual with sound behavior, and this is done based on the results of measuring and evaluating performance. Or by conducting a test or tests for the candidate for promotion to determine his competence.

#### Third: The System of Promotion Based on Seniority and Efficiency:

The combination of seniority and aptitude is a sound basis for the promotion system, but there are limits to this combination, as shown by the following:

- a) In senior positions, promotion must be made on the basis of competence alone, given that these positions require managerial abilities and skills that are not necessarily available to all candidates on the basis of seniority alone. However, if the qualifications of the candidates for promotion are equal, the oldest of them shall be separated.
- b) At the lower job levels, it is preferable to combine the factors of seniority and competence. And another percentage for promotion based on seniority at each job level. The percentage of seniority should increase over the efficiency ratio in lower jobs, then the percentage of seniority gradually decreases as the job level rises until it disappears completely at the level of higher jobs (Shaush 2004).

#### Problems of Promotion Systems

There are many problems that arise when making promotions to higher positions, including administrative problems and others related to human relations that the management of the facility wants to remain good among its employees. The supervisor abandons the subordinate because of the urgent need for his work and the unequal opportunities for promotion (Omar, 1989).

## 2. Previous Studies

### (1) Al-Suwaiqi study (2007 AD) entitled The Role of Human Resources Management in the Development of Saudi Airlines:

The study aims to highlight the modern concept of human resource management, the factors affecting now and in the future on human resource management, then the practices to be followed by the human resource department to achieve

the process of building and developing a capable and distinguished human element in performing its duties, reviewing the efforts of human resource management and identifying its various activities, according to of recent trends in this field.

The methodology of the study is to rely on the descriptive analytical method.

The study concluded that the senior management did not realize and support the efforts of the Human Resources Department and activate it to reflect positively on the development of the human element. The actual practices of the activities of the Human Resources Department are not taken into account in the care of the human element and work on its stability, and it is not keen on best practices, especially attention to human resource planning and is not characterized The function of training and development of individuals is continuity, effectiveness and modernity, and that training programs are not determined according to actual needs, in addition to not following scientific methods when systems for promotions, selection and appointment.

The study recommended the need to pay attention to human resources and create conditions and ways of working that contribute to the needs of satisfying the needs of individuals, which leads them to achieve a good level of performance, while recognizing the creative and intellectual skills and abilities of individuals and allowing them to express ideas and creativity, and that there is complete care to fulfill those needs. And that the human resources department's interest in the human element remains the real resource that generates latent energies and creates, thinks and manages other assets.

#### **(2) Shabeer's study (2006 AD) entitled The Reality of Human Resources Management in Non-Governmental Institutions:**

The study aims to analyze the reality of human resources management in non-governmental institutions and ways to develop it, and to identify the reasons for the weakness and slowness of the process of developing, managing and developing human resources in these institutions.

The Descriptive Analytical Method was used.

The study concluded that there are no approved and written plans for the development and management of human resources, with financial and professional problems that impede the application of plans and programs for development and management of human resources. The and training programs are not implemented continuously, and that non-governmental organizations do not practice manpower planning within a complete and clear methodology.

#### **(3) Al-Hiyasat study (2006 AD) entitled The Efficiency and Effectiveness of Human Resource Management Strategies:**

The study aimed to identify the efficiency and effectiveness of human resources management activities, represented in

manpower planning, selection and appointment, performance evaluation, and training of employees and their relationship to institutional performance.

The methodology of the study is to use the descriptive analytical method.

The study concluded that the efficiency and effectiveness of the performance of human resources management has a positive relationship with the strategy of manpower planning, selection and appointment, performance evaluation, employee training and promotion systems, which is reflected positively on institutional performance.

The study recommended working on analyzing and exploiting strengths and avoiding weaknesses of the internal environment, opportunities and threats to the external environment, with job analysis, description, description and classification on organizational structures.

#### **(4) The Muslim study (2006 AD) entitled Obstacles to Academic Promotion for Members During their Career Path:**

The researcher seeks to achieve many goals represented in diagnosing the phenomenon of delaying the promotion of faculty members, and identifying the reasons behind this, especially when they conduct academic research, while arranging the reasons according to the degree of their impact on the phenomenon.

The researcher relied on the descriptive analytical method.

The researcher recommended that, the allocating of a budget to fund research, especially those that serve the mission of colleges in community service, and trying to set controls for job promotion and linking them to academic promotion to urge a member of the training staff to develop himself and have the motivation and incentive to conduct promotion research, and to hold extensive seminars for members of the training staff to recommend the spirit of research to them. And not to make family and organizational obstacles a reason to prevent their promotion, and that the proper management of time stems from its good distribution between the family bond and the academic side, with the reformulation of some articles in the regulations governing the affairs of university staff members, related to academic sabbaticals and promotion, and facilitating the necessary procedures for obtaining promotion.

#### **Soft Drinks Manufacturing in Sudan**

The soft drinks industry in Sudan began in 1937 with the filling of natural lemon juice, and the state's encouragement to develop modern industries had an impact on the massive spread of facilities working in this field until the number of facilities in Sudan reached (11) eleven facilities in 2002, working on the manufacture of commodity mixture in packages Different, whether returned (glass) or not (plastic/cans CANS). Table No. (1) shows the facilities of the soft drink manufacturing sector in Sudan.

**Table 1:** Establishments manufacturing soft drinks in Sudan

No	Name of the establishment	Date of incorporation	Location
1	Al-Bazianos Company for Food and Beverages	1953	Khartoum North
2	Al Furat Company	1978	Al-Hasahisa
3	Arak Group for Food Industries	1983	Khartoum North
4	Mamoon Al-Barer Food Products Company	1983	Khartoum North
5	Nile Company for soda water and juices	1985	Omdurman
6	winning company	1996	Omdurman
7	King Cola	1996	Khartoum (production stopped)
8	Dal Group for Food Industries	2002	Khartoum North

**Research Tools:** The study data were collected by using the questionnaire, interview and observation method.

### Designing the Questionnaires

With regard to the design of the questionnaires, a consultation was held with specialists in statistics from the professors of the University of Gezira, where a number of (35) thirty-five respondents were taken (preliminary survey) for each group and to find out the extent to which the results match the research hypotheses and the reliability of the questionnaires. to the final design that complies with the hypotheses.

### Procedures for Applying the Study

- 1) The study hypotheses were developed through a specific methodology, which is a description of the activities of human resources management in Madani Food Industries (one of the soft drinks manufacturing facilities in Sudan) and discussed with the conceptual framework and previous studies to arrive at hypotheses that are studied in the soft drinks manufacturing facilities in Sudan.
- 2) Preparing a number of (2) questionnaires, one for the directors and heads of departments and another one is prepared for workers to study the performance evaluation of the human resources management of soft drinks manufacturing facilities in Sudan.
- 3) The approval of the establishments under study was obtained, and the questionnaires are to be distributed.
- 4) Questionnaires were distributed to the exploratory sample in (5) establishments. The survey sample included (70) respondents with an average of (35) respondents from each group with the aim of examining the validity of the tool through the statistic of alpha kronabah, where its value was (.85 0), which indicates consistency Questionnaires.
- 5) Questionnaires were distributed to the members of the community under study during the month of March 2012 AD by the directors of human resources departments in each facility. The questionnaires were distributed to (469) respondents, including (82) questionnaires for the society of managers and heads of departments according to the comprehensive inventory method. (387) questionnaires were distributed to the workers in the sector according to the stratified random sample method to urge them to answer the paragraphs of the questionnaire.
- 6) After selecting the stratified random sample for the rest of the workforce in the establishments, which turned out to be (387) respondents. The sample members were identified in each facility.

- 7) The respondents were identified in each facility separately, divided into two groups: the first group, managers and heads of departments, and the second group of workers in the sector.
- 8) Despite obtaining the approval of the establishments under study, there are difficulties in collecting the required information through (personal interviews or distributing and collecting questionnaires) considering that these establishments operate in perfect competition, and their information is considered confidential and works to preserve it, so as not to leak to the competitor.
- 9) These difficulties were overcome by personal relationships and the use of observational method to extract all the required information.
- 10) Questionnaires were collected from the members of the community under study with the help of some colleagues, as (469) questionnaires were retrieved, and no questionnaire was excluded from the analysis due to its lack of validity or the failure to complete the filling of the paragraphs by the respondents, and accordingly the number of valid questionnaires that were analyzed reached (469) A questionnaire, i. e. a recovery rate of (100%).

### Analyze Information

Information analyzing includes a detailed analysis of the information and a presentation of the results through the statistical treatments carried out on the two study samples, and then the analysis and discussion of the results and the determination of the extent of the statistical significance.

### Studying the Role of Manpower Planning in Evaluating the Performance of Human Resources Management:

The study questioned samples of administrators and heads of departments regarding the fact that the Human Resources Department does not have a systematic method in applying the methods of manpower planning. And this is supported by the question posed to the same sample regarding the work of these facilities on the stability and effectiveness of the human element.

## 3. Conclusions and Recommendations

Based on what was covered in the theoretical framework and previous studies and what was collected and analyzed from the practical reality data in the soft drinks manufacturing facilities in Sudan.

## 4. Findings from the Study

- 1) The implementation of training programs in soft drinks manufacturing facilities in Sudan is not carried out according to scientific foundations, while training is focused on a specific category and in addition to not thinking seriously about training, which negatively affects the performance of human resources management.
- 2) The absence of the role of using manpower planning methods in soft drink manufacturing facilities in Sudan, as well as the managers' lack of interest in its importance, negatively affect the performance of human resources management.
- 3) The adoption of soft drinks manufacturing facilities in Sudan to develop and implement clear and good programs for promotion systems that satisfies the human element, achieving an increase in the effectiveness of human resources management performance.
- 4) The human resources department in soft drinks manufacturing facilities in Sudan did not respond to the negative comments that resulted from applying the promotion systems (foundations).
- 5) Human resources management in soft drinks manufacturing facilities in Sudan, when developing and implementing programs for promotion systems, first, the seniority system, secondly, the efficiency system, and finally the two systems together.

## 5. The Recommendations of the Study

Based on the previous results, the study recommends the following:

- 1) The human resources department in soft drinks manufacturing facilities in Sudan must adopt the concept of manpower planning to estimate the needs of individuals with the required skills and specializations and to eliminate or reduce the phenomena of disguised unemployment and disability in some categories of workers in order to improve performance and reduce costs.
- 2) The human resources department of soft drinks manufacturing facilities in Sudan must set programs for the promotion systems, on a regular and objective basis.
- 3) The facilities manufacturing soft drinks in Sudan should allocate large budgets to develop and implement regular training programs in a manner that achieves the optimal use of human resources available at the facility level and reflects positively on the performance of human resources.
- 4) The facilities manufacturing soft drinks in Sudan must select highly qualified cadres to work in the Human Resources Department, or continue their efforts to create cadres by intensifying specialized courses.
- 5) Opening the way for more postgraduate studies and scientific research dealing with the subject of human resource management, as it did not capture the attention and thinking of many researchers, according to the researcher's knowledge, and work to implement the recommendations of those studies and research.

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