

## **Manufacturing in Najran: Reality and Expectations 2000-2012**

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### **Abstract**

The current study aims to evaluate the manufacturing experience in Najran and its contribution to achieving local development. It also aims to identify the problems preventing its progress and development. It uses the historical and analytical descriptive approaches. The questionnaire is adopted as the main tool of collecting data. It was distributed to the senior administrators in the manufacturing enterprises that were randomly selected. The sample consisted of (17) factories, representing (53.13 %) of the total population that covered (32) factories. Validity and reliability of the questionnaire were verified by applying and estimating the values of Cronbach's Alpha. Results indicated that most of the studied enterprises in the region were small industrial ones with a clear future vision. They also fulfilled the required percentage of national manpower and provided social services to the region. It also proved that there were senior administrators and that the state greatly contributed to supporting the manufacturing enterprises in the area, indicating the inadequacy of the local market that had a negative effect on their competitive ability. Hence, many local producers motivated exporting. It could be concluded that the manufacturing experience in Najran was a successful industrial model in the Kingdom of Saudi Arabia, largely contributed to achieving the aspired development and played a major role in the local community. The study found lack of professional trained manpower, inadequacy of the local market and the competitive inability of products despite their quality. Thus, it recommends hiring trained professional manpower and performing continuous qualification and training of the present ones. It also recommends establishing a department of providing promotional, marketing and technical consultations and fixing prices. Hence, these enterprises are able to compete.

**Keywords:** Manufacturing, Najran, reality, expectations

### **1. Introduction**

For a long time, industry played an important role in developing the economic activity of any country because it was the basis of any free economy. Hence, its importance is clear in developing national economy. Industry directly contributes to the national income and the gross domestic product of the industrial countries. It also causes increasing the added value, contributing to supporting the balance of payments by reducing the import of goods and similar products and increasing exports. It also tries to make use of available raw materials. It is a key supporter of local and national economy. Consequently, its lack of development and support is a great obstacle on the way of enhancing its infrastructure and sustainable development. In all its forms, whether small, medium or large scale industry, it is one of the concerns of the current study because of its effective role in hiring manpower and national economic development, in general, and the local one, in particular.

Kingdom of Saudi Arabia is at the top of the countries that are clearly occupied with industry in all fields. It adopts the concept of industry according to various criteria, such as: the invested capital and number of employees. Therefore, the Saudi industrial sector has achieved great progress and it is qualified to contribute to the industrial development more effectively. Hence, the current study aims to identify the industrial condition of Najran, in particular, and its competition in local and national industries.

The author analyzes the condition of a number of industrial enterprises in Najran as a real example of the investigated area and an indicator of the industrial development according to the location, type of industries, evaluating the manufacturing experience and the extent of achieving local development.

## **2. Statement of the problem**

The problem of the current study lies in answering the following main questions:

1. Did the manufacturing experience in Najran achieve the required local development?
2. Did the manufacturing experience in Najran consolidate the social role?
3. What are the most significant problems that face manufacturing in Najran?

## **3. Hypotheses**

The study hypothesizes that:

1. The manufacturing experience in Najran contributed to achieving development and local adequacy.
2. The manufacturing experience in Najran consolidated the social role.
3. The manufacturing experience in Najran faced difficulties, e.g. lack of managerial and technical experiences and weakness of product's promotion.

## **4. Objectives**

The current study aimed to evaluate the manufacturing experience in Najran and its contribution to creating and achieving local development, and whether this experience achieved the required local development. It also seeks to identify the problems facing this experience and preventing its progress and development.

## **5. Methodology**

The author adopts the historical and analytical descriptive methods to deduce ideas and concepts that tackle manufacturing topics, in general, and particularly those of Najran. They also help in analyzing manufacturing experiences in Najran to handle whether there are problems in the investigated areas. In addition, various resources are used, e.g. books, references and papers. One of the tools used for collecting data is the questionnaire. Sampling is used to collect and analyze statistical information. In addition, detailed and comprehensive information of the participants are provided.

## **6. Review of Literature**

Although there is clear interest in literature in the industry of the Kingdom of Saudi Arabia and many areas, Najran is completely neglected. Therefore, the current study tackles Najran's industry. Here are pieces of literature review: Ibrahim, A. A. (1993) "Small and medium projects and their role in developing Riyadh's commerce". Ahmed, M. (1993) "Small industries in the Kingdom of Saudi Arabia." General Secretariat of Federation of the Gulf and Arabian Chambers of Commerce (1988) "Developing small and medium-sized enterprises in Gulf countries".

Secretariat General of the Gulf Cooperation Council (1990), "Ways of promoting small and medium industries in the states of the council". Elkharef, R. M. (1997) Geographical distribution and growth rates of the Kingdom of Saudi Arabia's population (1974-1992). Kuwait: Kuwait University and Kuwait geographic society. Saudi House for consulting services (1993) "A paper on small and medium industries and their role in the industrial development in the Kingdom of Saudi Arabia, submitted to the symposium of industrial investment in Saudi, Jeddah. Saudi House for consulting services (1991) "Small industries"

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## **7. The concept of industry**

In its broad sense, industry means changing the form of raw materials to increase their value and make them more appropriate to the individuals needs and requirements (Spencer, 1989). Its importance is highlighted in its ability to enhance people's living due the money made, and the luxury provided with the various properties. It is also an important means of recruiting manpower that are excessive to the actual need of agriculture and other services. Additionally, it contributes to developing other economic activities, e.g. agriculture, commerce and transportation by providing key products, such as fertilizers, agricultural machinery, power materials and modern means of transportation.

### *7.1 Categories:*

It can be divided into primitive, simple and modern industries. The most significant assets are capital, raw materials, power materials, manpower, transportation means and markets.

### *7.2 Industry in the Kingdom of Saudi Arabia:*

#### *7.2.1. Modern industry in Saudi Arabia:*

Capital is one of the most important available industrial assets in the Kingdom of Saudi Arabia. It is used to buy machinery and equipments and conduct various industrial projects. In addition, Saudi has minerals, such as petrol that is used in refining oil and some petrochemical industries. Oil, copper, phosphate and gold are also available. Furthermore, it has some agricultural raw materials, e.g. wheat, vegetables and wheat and some animal raw materials, such as leather, milk and dairy products (Elsalea, A. H., 1998).

Saudi Arabia suffers from the shortage of manpower in the field of industry and relies on hiring what it needs from the Arab countries and others (Elsobiehain, A. A., 1998).

### *7.2.2 Sectors of industry in Saudi Arabia:*

It comprises two sectors:

#### *I. The public sector:*

#### *II. The private sector:*

It covers industries owned or incorporated by the largest part of capital by individuals, such as: the industries of medicine and pharmaceuticals, food, leather, paper, ceramic and pottery, construction materials and metallurgical ...etc. (Ahmed, M., 1993).

#### *III. Saudi strategy of industrial development*

The Kingdom of Saudi Arabia was almost exporting all its needs but it made a plan and a strategy to develop industry and industrial development. All concerned authorities contributed and the private sector that had and planned successful experience, greatly contributed. The Kingdom of Saudi Arabia sought to achieve this plan by 2020 to be one of the advanced countries, to multiply its national income and to be the pioneer in economy, especially after creating authorities concerned with implementing this strategy, such as the national program to develop industrial clusters where steel, automotive, plastic, power and household industries are operating. This strategy includes working on developing cities and industrial communities, qualifying national young cadres and guiding them to work in this field and consolidating small and medium investments. (The Saudi industrial development fund, 2013)

#### *IV. Governmental support to industry*

Saudi industry is greatly supported by the government that provides facilities to factories' owners to support their activities and to contribute to develop industries. This includes providing interest-free loans to industrial projects, imposing protectionism on local products that are preferred by the government, exempting machinery and raw materials from customs dues, establishing vocational and technical schools and colleges and establishing large industrial cities that had the basic facilities of developing industry. The Saudi government supported and guided all economic sectors, especially the industrial one. Consequently, a great role in balanced development and establishing logistic services that support industry is played. (The Saudi industrial development fund, 2013)

### *7.3. The industrial experience in Najran:*

#### *7.3.1. Traditional industry:*

In Najran, there are many traditional handicrafts, e.g. making pottery in its various forms that still popular, daggers and leather, that are obtained by local residents and tourists because of their quality and simplicity. Thus, they are an important tourist attraction (The economic report, Najran chamber of commerce and industry, 2013)

#### *7.3.2 Transformational industries*

Najran's manufacturing industry is one of the emerging industries although it is clearly rich in natural resources that can be manufactured. There are four industrial groups in Najran:

- A. Non-metallic industries (construction materials),
- B. Plastic industries,
- C. Metallic industries
- D. Food industries. (The economic report, Najran chamber of commerce and industry, 2014)

### *7.3.3. Industrial development in Najran:*

The industrial development in Najran has been significantly developed. In 2010, 21 factories were established and they increased to 32 in 2011. Its total industrial investments were 1686 million SR (less than 0.35 % of the total finance of Saudi working factories of 473.322 million SR) (General authority for statistics, 2016). It holds an industrial city under construction of 6,5million m<sup>2</sup>. It is supervised in construction and administration by the Saudi industrial property authority. It is divided into four stages, where the first one covers 750, 000 m<sup>2</sup> under development (Saudi industrial property authority, 2015). They do not differ from raw materials, such as granite that is used in construction materials. Work is in progress to provide the city's infrastructure, supporting services, governmental services, e.g. road and electricity, telecommunication and public hygiene and rain drainage. In addition, industrial security services are also available. It is worth noticing that the annual value of renting industrial lands begins at (1) SR a meter. However, it costs (5 SR) to be prepared for renting that is paid once.

Investors also enjoy many incentives. For example, they can obtain financial facilities and governmental loans up to 75%. They can also obtain customs' exemption of machinery, equipments, raw materials and electric industrial subsidized tariff. In addition, lands are handed over a short time of the electronic application on the authority's website (Saudi industrial property authority, 2015). Recently, it has announced allowing the establishment of 20 factories, under study, in Najran industrial city to be added to other 13 ones under construction to consolidate the development of low-developed areas. This attitude achieves its objectives and generates employment opportunities outside main cities. According to the most recent data, (35) factories were established. They mainly focused on construction materials. They are expected to grow because of the large areas to be customized in the industrial city. (Saudi industrial property authority, 2015).

### *7.3.4 Products of Najran factories:*

Najran factories produce consumer products, such as food industries, e.g. dairy products, healthy water and juice. Chemical and plastic products, such as: plastic bags, shampoo, liquid detergents and houseware. Non-metallic products (construction materials), such as: block, fabricated concrete, cement and various forms of ceramic. Metal industries, such as iron, aluminum, wood, steel doors, prefabricated houses and warehouses. (The Saudi industrial development fund, 2014)

## **8. Field study**

### *8.1 Population and sampling:*

The current study covered all operating factories numbered (32) in Najran. Its sample, covering (17) factories (53.13 %), was randomly selected. It covered Najran cement company, Najran dairy, Najran water company, Naba Najran factory for healthy water, Alqahs pre-mixed concrete factory, Al-Jazeera metal, Al Masaad concrete & block company, Alfares steel products, Bin-gair steel doors, Alfarees Aluminum, Dar Aljazeera Aluminum, Alfarees for wood, Ibn-gair prefabricated houses, Najran for chemical and plastic products and Naba Najran for chemical and plastic products.

To collect data, the study focused on senior administrators due to their awareness, administrative experience and ability to response. In addition, only males were selected because they are only hired in industry. Only the private sector was covered because there is not a general one.

### *8.2. Tool of the Study:*

The questionnaire is used as the key tool of data collection. Participants were free to give responses according to Five-point Likert scale, including (strongly agree, agree, neutral, disagree and strongly disagree) levels. The questionnaires were presented to a number of managers, head of departments (senior administrators and those with administrative experience). A number of (68) questionnaires was

distributed; (4) to each factory. Only (63) were obtained, of which (7) were invalid. Therefore, (56) questionnaires were valid for statistical analysis.

8.2.1 Validity and reliability of the tool:

External validity

To assure its external validity and reliability, the questionnaire was reviewed by a number of specialized referees. Then, modifications were made.

Statistical reliability

To test the paragraphs' reliability, a reliability test of a pilot sample using, Cronbach's alpha, was conducted. Results obtained are shown in table (1). Cronbach's alpha indicted high reliability of all paragraphs, suggesting validity and reliability. Thus, it is valid to collect data.

Table (1) Summary of coefficients of Cronbach's alpha

Items	Reliability	Validity
I.	.801	.895
II.	.792	.889
III.	.808	.898
Total	.815	.903

Source: Prepared by the author from the field study, 2016

8.3 Characteristics of the sample:

Table (2) Distributing the sample based on age, years of experience and capital

Distributing the sample based on age, years of experience and capital						
	From 50 years and more	From 40 to less than 50 years	From 30 to less than 40 years	From 25 to less than 30 years		Age
56	17	22	15	2	Number	
100	30.4	39.3	26.8	3.6	Percentage %	
Total		From 10 years and more	From 5 to less than 10 years	Less than 5 years	Scale	Years of experience
56		32	15	9	Number	
100		57.1	26.8	16.1	Percentage %	
		From 22.5 million SR and more	From 7.5 million to less than 22.5 million SR	Less than 7.5 million SR		Capital size
56		6	18	32	Number	
100		10.7	32.1	57.1	Percentage %	

Source: Prepared by the author from the field study, 2016

Here is a detailed description of the sample based on the characteristics of the participants:

1. Age groups Table (2) and figure (1) illustrate frequency distribution of the participants according to age. The age groups are from 25 to less than 35, from 35 to less than 45, from 45 to less than 55, and more than (55) years.

The majority of the participants aged (40 to less than 50 years). They were (22) participants (39.3%). Those aged (50) years and more were (17) participants (30.4%). Those aged (30 to less than 40 years) were (15) participants (26.8%). Those aged (25 to less than 30 years) were (2) participants (3.6%).

2. Years of experience Table (2) and figure (1) illustrate that participants have experiences (from less than 5 to 10 years). Those with more than (10) years of experience were (32) participants (57.1%). Those with experience from (5) to (10) years were (15) participants (26.8%) and those with experience less than (5) years were (9) participants (16.1%).

3. Capital size: Table (2) illustrates that the majority of the participants affiliated to enterprises with a capital less than 7.5 million SR were (32) ones rated (57.1 %). Participants affiliated to enterprises with a capital from 7.5 to less than 22.5 million SR were (18) rated (32.1 %). Participants affiliated to enterprises with a capital from 22.5 million SR and more were (6) rated (10.7 %).

4. Type of activity: enterprises investigated were divided into four groups according to the type of activity as shown in table (3):

Table (3) Distribution of domains according to the type of activity

Type of activity	Number	Percentage
Food industries (Healthy water- milk- juice)	12	21.4
Plastics industries: (Chemical and plastic products)	7	12.5
Non-metallics industry (construction materials) block-concrete and cement	13	23.2
Metal industries: (Iron- Aluminum-wood- steel doors)	24	42.9
Total	56	100.0

Source: Prepared by the author from the field study, 2016

Table (3) and figure (2) illustrate that most of the participants are affiliated to enterprises where metal industries are active. They are (24) participants representing (42.9 %). Then followed by those who are affiliated to enterprises where non-metallic mineral products are active. They are (13) participants rated (23.2 %). Those affiliated to food industry are (12) rated (21.4 %) and those of plastic industry are (7) rated (12.5 %).

## 9. Results

After assuring its validity and reliability, the questionnaire was distributed to the sample (68 participants). Then, data and information were dumped in tables prepared by the researcher, where (strongly agree, agree, neutral, disagree and strongly disagree) labels changed into quantitative ones (1, 2, 3, 4 and 5), respectively.

Table (4) Distribution of participants' responses to the items of the first domain (Production of the enterprise)

Items of the first section	Scale	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
The enterprise has a clear future vision of the area's productive need.	Number	37	19	0	0	0	56
	Percentage	66.1	33.9	0	0	0	100%
The institution provides the amount needed by the residents	Number	31	25	0	0	0	56
	Percentage	55.4	44.6	0	0	0	100%
The National manpower of the enterprise fulfills the required percentage.	Number	35	19	1	1	0	56
	Percentage	62.5	33.9	1.8	1.8	0	100%
Most production inputs are local.	Number	9	5	3	25	14	56
	Percentage	16.1	8.9	5.4	44.6	25	100%
The enterprise has modern production techniques.	Number	22	32	1	0	1	56
	Percentage	39.3	57.1	1.8	0	1.8	100%

Table (4) indicates that (37) participants rated (66.1%) are strongly agreed that the investigated enterprises have a clear future vision of the area's productive need. Participants numbered (19) rated (33.9%) also agreed. Hence, this item was fully (100 %) approved. In addition, (31) participants rated (55.4%) strongly agreed that the investigated enterprises provided the amount of products that meet the residents' need. Participants (25) rated (44.6%) agreed. Hence, this item was fully (100 %) approved. Thus, there is a productive abundance, meeting the area's need.

They also illustrate that (35) participants (62.5%) strongly agreed that the investigated enterprises provide the manpower needed. Participants numbered (19) rated (33.9%) agreed. Hence, this item was fully (100 %) approved. While (1) participant (1.8%) is neutral, (1) participant rated (1.8%) disagreed. Consequently, this item was approved by (96.4 %) of the participants. This suggests that the required percentage of the national manpower of the enterprise was fulfilled. Most of the participants disagreed on "most production inputs are local" item. While (25) participants (44.6%) disagreed, (14) (25%) strongly disagreed. (9) Participants rated (16.1%) strongly agreed, (5) (8.9%) agreed and (3) (5.4%) were neutral. That is, it was disapproved by (69.6 %) of the participants. Consequently, most of the production inputs were not local.

Regarding the item: "The enterprise has modern production techniques", on one hand, (22) participants (39.3%) strongly agreed and (32) participants (57.1%) agreed. On the other, (1) participant (1.8%) was neutral and another one (1.8%) disagreed. In total, it was approved by (96.4 %) of the participants. Hence, the investigated enterprises had modern production techniques. In general, items of the first domain proved that the manufacturing experience in Najran contributed to achieving the desired development of the area and local community. Hence, the first hypothesis is proved.

Table (5) responses of the participants on the items of the second domain (Societal responsibility of the enterprise)

Items of the second section	Scale	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
The enterprise is interested in the cooperative training of higher education students.	Number	25	25	6	0	0	56
	Percentage	44.6	44.6	10.8	0	0	100%
The enterprise hires a part of the trainee students.	Number	23	32	1	0	0	56
	Percentage	41.1	57.1	1.8	0	0	100%
The enterprise supports youth centers that are interested in human development.	Number	4	17	34	1	0	56
	Percentage	7.1	30.4	60.7	1.8	0	100%
The enterprise provides the area with social services.	Number	12	30	13	1	0	56
	Percentage	21.4	53.6	23.2	1.8	0	100%
The enterprise gives families in need of supplies	Number	20	24	12	0	0	56
	Percentage	35.7	42.9	21.4	0	0	100%

Source: Prepared by the author from the field study, 2016

Table (5) showed that (25) participants rated (44.6%) strongly agreed that the investigated enterprises participated in the cooperative training of higher education students. On the other hand, (6) participants rated (10.7%) were neutral. Totally, the first item was approved by (89.2 %) of the participants. Results indicated that enterprises participated in the cooperative training of higher education students. They also illustrate that (23) participants (41.1%) strongly agreed that the investigated enterprises provided the manpower needed. 32 participants rated (57.1%) also agreed. Hence, this item was fully (98.2 %) approved. Thus, industrial enterprises in Najran hire a large number of trainee students. While (4) participants rated (7.1%) strongly agreed that they supported youth centers that are interested in human development, (17) ones rated (30.4%) agreed and (34) participants rated (60.7%) were neutral. Only (1) participant rated (1.8%) disagreed. Consequently, this item was approved by (37.5 %) of the participants. This indicates that the percent of supporting youth centers interested in human development by the investigated enterprises was small. 12 participants rated (21.4%) strongly agreed that "the enterprise provides the area with social services" and (30) participants rated (53.6%) agreed. On the other hand, (13) participants rated (23.2%) were neutral and (1) participant rated (1.8%) disagreed. In total, it was approved by (75 %) of the participants. Hence, most of the investigated enterprise did not provide the area with social services.

Regarding the item "The enterprise gives families in need of supplies", (20) participants rated (35.7%) strongly agreed and (24) participants (42.9%) agreed. On the other hand, (12) participants (21.4%) were neutral. Thus, it was approved by (78.6 %) of the participants. Consequently, the investigated enterprises gave families in need of supplies. In total, items of the second domain approved the validity of the second hypothesis.

Table (6) responses of the participants to the items of the third domain (problems of manufacturing in the enterprise)

Items of the third section	Scale	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
Rarity of administrative experiences	Number	3	18	2	22	11	56
	Percentage %	5.4	32.1	3.6	39.3	19.6	100%
Shortage of technical trained manpower.	Number	13	18	3	15	7	56
	Percentage	23.2	32.1	5.4	26.8	12.5	100%
Difficulty of bank financing	Number	0	21	5	21	9	56
	Percentage %	0	37.5	8.9	37.5	16.1	100%
Unavailability of governmental funding	Number	0	3	11	27	15	56
	Percentage %	0	5.4	19.6	48.2	26.8	100%
Limitedness of the loans	Number	4	19	10	17	6	56
	Percentage %	7.1	33.9	17.9	30.4	10.7	100%
Local market is limited.	Number	17	18	0	11	10	56
	Percentage %	30.4	32.1	0	19.6	17.9	100%
Unequal competition between the local and exported products.	Number	28	4	3	13	8	56
	Percentage %	50	7.1	5.4	23.2	14.3	100%

Source: Prepared by the author from the field study, 2016

Table (6) pointed out that (3) participants (5.4%) strongly agreed that "rarity of administrative experiences is one of the problems that face the investigated enterprises" and (18) participants (32.1%) agreed. In addition, (2) participants (3.6%) were neutral. However, (22) participants (39.3%) disagreed and (11) ones (19.6%) strongly disagreed. In total, it was approved by (37.5 %) and disapproved by (58.9 %) of the participants. This suggests that there were no problems concerning the administrative experiences. 13 participants rated (23.2%) strongly agreed that there was "shortage of technical trained manpower in the investigated enterprises" and (18) participants rated (32.1%) agreed. In addition, (3) participants rated (5.4%) were neutral. However, (15) rated participants (26.8%) disagreed and (7) ones rated (12.5%) strongly disagreed. In total, it was approved by (55.3 %) and disapproved by (58.9 %) of the participants. This suggests that there was a clear shortage of the trained technical manpower. 21 participants (37.5%) agreed that there was "difficulty of bank financing" and (5) ones (8.9%) were neutral. In addition, (21) participants (37.5%) disagreed and (9) participants (16.1%) strongly disagreed. It was disapproved by (53.6 %) of the participants. Hence, it isn't difficult for obtaining bank financing by these enterprises.

Only (3) participants rated (5.4%) agreed that there was "unavailability of governmental funding" and (11) participants (19.6%) were neutral. Furthermore, (27) participants (48.2%) disagreed and (15) ones (26.8%) strongly disagreed. In total, it was disapproved by (75 %) of the participants. This suggests that the government funded these enterprises. Only (4) participants (7.1%) strongly agreed on "the limitedness of the loans", (19) participants (33.9%) agreed, (10) participants (17.9%) were neutral, (17) participants (30.4%) disagreed and (6) participants (10.7%) strongly disagreed.

Hence, it was approved by (41 %) and was disapproved by (41.1 %) of the participants. So, the investigated enterprises had modern production techniques. Only (17) participants rated (30.4%) strongly agreed on "local market is limited" and (18) participants rated (32.1%) agreed. However, (11) participants (19.6%) strongly disagreed and (10) participants rated (17.9%) disagreed. It was approved in total by (62.5 %) and was disapproved by (37.5 %) of the participants. This suggests that the local market of the investigated enterprises was limited. Only (28) participants rated (50%) strongly agreed that there was "unequal competition between the local and exported products" and (4) participants rated (7.1%) agreed. However, (13) participants rated (23.2%) strongly disagreed to this item, (8) participants rated (14.3%) disagreed and (3) participants rated (5.4%) were neutral. Consequently, it was approved by (57.1 %) of the participants and was disapproved by (37.5 %). This suggests that the competition between the local and exported products was greatly unequal.

Items of the third domain proved "the efficacy of administrative experience and that there was a significant shortage of the professional trained manpower. It also suggested that there was a governmental funding and that the local market was limited. Hence, promotional items were poor.

## Conclusion

It can be concluded that the manufacturing experience in Najran was a successful industrial model in the Kingdom of Saudi Arabia. It largely contributed to achieving the desired development and played a major role in the local community. The study showed the lack of professional trained manpower, limitedness or inadequacy of the local market and the competitive inability of local products despite their quality.

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