Comparison of Human Resource Management practices between Public and Private Sector Industries in Yemen

- Introduction.
- Comparison between Human Resource Management in Public Sector and Human Resource Management in Private Sector:
  - Legislations & Laws
  - HRM Functions
  - Manpower Planning
  - Recruitment & Selection
  - Training & Development
  - Industrial Relations
  - Employees Evaluation
  - Employees Motivation
  - Services System for Employees
  - Educational Level of Employees
5.1 Introduction:

The meaning of human resources term is: all permanent labors and temporary workers for the organization, and other words "the Employment" refers to the organizational leaders and heads of organizational units' at all organizational levels.

From this standpoint, the infrastructure of any organization is the human element, and during the past centuries was the main concern for researchers and practitioners in the field of management is to look for how to maximize use of resources to achieve human happiness, the human is the starting point and ending, he is the main component of the organization, so it is logical that the human element is one of the cornerstones in organizational performance excellence.

When the organization get the human resources, that means it has the knowledge and skill, than we can said the organization has a stockpile of human resources, and the organization must maintain on:

1 - There are individuals own preparations when the organization do developing their skills properly and reasonable to ensure their ability to efficiently achieve the objectives.

2 - By these skills, knowledge and aptitudes of individuals, those individuals become in a position to achieve their personal goals and satisfaction in job and self-realization, the individual who feels by satisfaction and self-realization can contribute actively in achieving the objectives of the organization, which affect the performance of the individual and the organization's effectiveness.
Today the reality of human resources management especially in the advanced industrial countries very different from the past, with increased attention for human element, and was followed by an increase in interest in a human resources management, which have the special status to care for This element, these management have become is responsible for the protection and rehabilitation and Regulating the relationship of human element in work within the organization, it's also responsible for all stimulus financial or moral, to increase the connection and loyalty, and she is also responsible for solving problems, and create the appropriate environment and climate ripe to work .... It's play very difficult role, because It's deals with the human element, different degrees in thinking and multicultural, and appreciation of things.

In an era of intense competition and variable growing and enormous technological developments, the organizations becomes in difficult situations, the normal performance is not enough to face the change and competition and increased expectations of customers and it is clear that any institution cannot regardless of the potential or capacity to maintain its competitive position by return to the same level of performance and to rely on the same traditional methods and this is pushing them to improve their performance to the high degree which insure competition, because the performance of the institution always knows by the basis of improving the competitive ability of any improved results.

Economic organizations face many challenges, as a result of what is happening in the business world from the fast development in several areas, whether economic, social, political, it's reflected more or less on the organizations and make them in permanent conflict with the environment which is characterized by strong competition, not necessarily to achieve progress and prosperity but often in order to insure its survival.

The results of that competitive environment or known as globalization that set organizations (companies, institutions ...) in all countries of the world in economic, financial environments and legal, which have large and fast change,
it's make a vast world as small village, there were no restrictions that had been
imposed by the countries to protect their industries local, and the free
movement and circulation of goods and services becomes much greater than
it was in the past, which sparked intense competition between the
organizations and companies global and local and regional levels.

These results and conditions, environmental changes have been imposed
contrary to the reality that prevailed in the past, imposed on the organizations
to speed to deal and cope with it, and not to interfere it..! These organizations
took adapt its overall strategy, its departments and strategies, and practices in
all areas of action; whether the productivity areas or human resources or
marketing or selling or the administrative decision, or in the functional
structures ... etc. with these internal and external environmental changes.

It was one of the areas of work within organizations, which need to change the
comprehensive and conditioning - the work field of the human resources
management, was not possible to continue the role of "individuals
management" as they were called before the year 1980, the major universities
replaced that old concept under the new name is "Human Resource
Management", The change not only for named, but extended the change to the
content and roles as well, and human resources management became owner of
strategy, which fused in the overall strategy of the organization, and is an
integral part to her, as well as integration and co-ordinance with it, the human
resources management strategy plays an important role in achieving the
objectives of the overall strategy.

The strategy of the Human Resource Management is working to understand
the internal environment of the organization, and requirements and the basic
variables and influential; in terms of: its mission, goals, and administrative
methods, organizational culture, and the requirements of the work, as well as
the understanding of the external environment surrounding the organization,
and taken all the variables, and laws and affecting trends that may affect the
work of the Organization and its activities, and this understanding of the
internal environment and external for the organization, it's give human resource management almightiness to develop its strategy successfully and it's can harmonization between the practices and human resource management activities, and the changes and challenges that in the Internal and external environment of the organization.

Now the effective human resource management strategy, organization depended it for her future strategy, where it availability and meet the needs of other departments which is ingredient of the organization, of adequate human resources and trained and qualified, and stimulating well, by training programs, educational policies, which human resource management put it to raise and develop the capacity of these human resources, and from through it we can give each department or function, the strategic objectives within the organization, then the organization can verify strategic objectives.

The responsibility of human resource management became very large, and the required from her constantly, and the required from her constantly, create and adapt its strategy and its activities and its practices with the changes and environmental challenges internal and external factors which affecting the organization's strategy in general.

Human resource management like any department or another sector, needs to create the appropriate environment and favorable conditions with the nature of their work to be able to implement what is required of them and thus achieve success and excellence, otherwise will be doomed to failure and will cause a loss in time and money and effort and Then come back to the zero point, the administration is the daughter of her environment affect and is affected by all elements of the surrounding environment and interact with all elements; political, economic, social, cultural and technological.

In this chapter will be compared with all human resource management practices in the public sector and human resource management practices in the private sector, to enable us to know aspects of excellence and the palaces and
similarities and differences of human resources management in the public and private sector, and will rely on the results of the previous analysis, which was mentioned in chapter III and IV.

The comparison will be as follows:

1- **Legislations and laws:**

   We will know the vulnerability percentage for human resource management practices in the public and private sector, and an effect by legal environment surrounding it.

2- **Human resource management functions:**

   We will compare all the human resource management practices in public and private sector according to HRM functions and how they using it in the work in both sectors. Also to know similarities, differences, features and flaws of human resource management practices in the public and private sector.

3- **Instructive level of the employee:**

   We will compare the educational level of employees in human resource management in the public and private sector, to identify the extent of education quality impact of employee on human resource management practices in the public and private sector.


5.2.1 **Legislations and Laws:**

The administrative legislation of work for the public and private sector comes in the top of legislations in the country. The legislation interest by public and private sector is reflected positively on the other administrative bodies of
country in the performance and progress or reflect negatively on the rest of the administrative bodies of the country in the performance by the lack of attention.

The country is working hard to develop legislation the administrative apparatus for public and private sector to find legal legitimacy which give practicability to public and private sector towards the achievement of an important element of management development elements. Any legislation introduced in the administrative bodies of the country does not take into account this element cannot succeed and survive. Legislations and laws contribute to gives the employee a good place a distinct help to improve the living conditions such as increasing salaries and incentives that will provide him some kind of stability and reassurance of physical, social, psychological. Employee is the active ingredient in the factors of production. And this is what leads to improvement and raise the performance level and increase of production then this employee is translates the country's policy in the process of comprehensive development in the country.

Legislation means the creation of legal norms and built it in the special form according to the exact rules which need for the organizing the behavior of individuals and groups on the binding manner.

The importance of legislation in building the legal system in the country are clearly visible by functions which taken from the legal rules in the organizing of relations in the society and its ability to evolve and adapt with all variables that surround it. And this importance is dictating on the makers of legislation to necessity given the legislative drafting process the bulk of attention by insuring the needs and requirements necessary for the formulation of legislation which reflect objectives and values of society.

The formalizing of the legislations are of great importance in improving the legal system in the country, purified it from impurities and abducting it from state of instability.
The law defines as "a set of rules which apply in a particular society in a particular time and shall be compulsory on members of the society by law force."

The starts of the importance of law is being as basic need to regulate the behavior of individuals in society as dictating and regulate relations among themselves on the one hand and between them and the public authority on the other hand in addition to the need to regulate relations among countries and groups.

The set of legal rules in the country are to expressing the extent of comporting this country with international standards. The legal system in the country is reflects the country's strategy and determine their economic, social and political pledges to society and the world around them.

Organization where it can find; whether in the public or private sector it's affected by the law of the country; it has effect on all departments inside organization from those departments is human resources management.

It’s necessary for us in this comparison to trace all components of the legal aspect surrounding the management of human resources.

This will enable us to see similarities and differences as well as the advantages and disadvantages for human resources management in both public and private sector.

Comparison between the human resource management practices in public sector and human resource management practices in private sector as the following:

1 – Organizing

The word of “organizing” refers to many of the most important meanings: arranging of the situation and determine the relationships and the distribution
of authorities and responsibilities and the development of organizational structures and delegation of authority.

Administrative organizing as a function, it like a "dynamo" and the engine of the organization where he works to identify the roles and relationships inside and outside the organization and identify the authorities and responsibilities in order to translate the goals of the organization on the ground and achieve them.

Effective organizing working to transform the institution into a kind of regulatory cells that are interconnected together in order to achieve the objectives.

The organizing known as: "the constituting of effective relations of authority between science, people and places of work for the purpose of enabling the group to work with each other efficiently" (George Terry).

It is also known as: "the process of identifying and compiling the work which should be done with the identifying and delegating of responsibility and authority and establishing relationships for the purpose of enabling people to work most effectively to achieve objectives" (Lewis Allen).

We can define the organizing by simplified phrase famous: "put the right man in the right place" as a basis for the success of the work and the arrangement of the institution.

a- Principles of organizing:
Management scientists agreed on the existence of several principles for organizing for the inference by those to know the elements of good organizing and effective, these principles are:

i. Objective: The objectives of the institution vary depending on its nature and circumstances surrounding it.
ii. Specialization and division of labor: this principle depends on his advantages which insure specialization as the increase in productivity and reduction of costs and division of labor contributes to the performance of work efficiently and effectively.

iii. Unit Leadership: this principle is based upon the hypothesis that it must be one leader for subordinate to taken the directions and instructions because a variety of lead sources given confusion and lack of a subordinate's ability to perform work efficiently.

iv. Authority and responsibility: the success of the organization depends on the amount of authority which granting to the managers and the accuracy of the implementation of the subordinates to work. This authority and responsibility are the fabric that makes a coherent organizing united and consistent. This principle includes a number of subsidiary principles that complement and show its importance. So the adjudge principle of authority and responsibility of many variables which affecting the regulatory process, namely: "sublimation of authority and responsibility, the hierarchy of authority, limit the line of authority, delegation of authority, centralization and decentralization and scope of supervision."

v. Balance: this principle depends on the balancing in the distribution the workload on the departments that are doing some of parts of different work; depend on the hypothesis of equality in the work between the various sections.

vi. Flexibility: that means the organizing is rigid flexible and adaptable that it could meet internal and external variables that deal with the successive organizations without making radical changes require reorganization.

As are components of the organization is three basic things are: organizational structure, job descriptions and patterns of leadership. Through analysis of the data we found the human resources management in the public sector is suffer from the lack of a clarities in the system that governing the procedures of work
because of the limited powers which granted to Human resources management in the public sector.

This led to a deficit of human resource management in the public sector to adducing the good practices which reflect the work nature which is required from it.

The relationship has negative correlation between the lack of clarities of the system of work procedures and the powers which granted to the human resource management in the public sector.

To the contrary, human resource management in the private sector has a clear system is regulates the procedures of work and be able to perform the role is required from them.

2- Laws which governs the human resource management

It is recognized that each institution - no matter how small in size - can not working without legal rules governing its affairs, identifying relationships between individuals, and their relationships with the senior management, and governing sectors and parts of the organization in terms of the composition, powers and relations among them, as well as regulating the relationship between the institution And other institutions.

Importance of administrative law is increased and it has numerous rules and principles with the increase in the terms of reference and privileges of the administrative authority in the modern era as a result of inflation and the breadth and complexity of the tasks and functions which the country is carried out it.

Now the country has sophisticated functions better than traditional functions, which limited its mission to defend the territory of the country and achieve security and justice for its members... To the administrative country; which is striving for the welfare and prosperity of citizens in various areas, which led her to taken new tasks in the areas of economic, social and cultural rights?
All of this led to the increasing importance of the role of administrative law in the modern country.

Accordingly, "each institution by virtue of its reality, its environment and its leadership has regulatory framework, which determine her organizational structure, activities, tasks, duties, powers, responsibilities, job descriptions and choosing the right people to right place to take over the responsibilities and coordination programs of functional relations. In institutions that are led by an effective, efficient and regulatory environment consistent with the norms, traditions and good practices; we find everyone is working of them knows his duties, responsibilities, objectives and he is working to achieve them.

On the other hand when be the institution leadership and the regulatory environment not specific and disjointed; we find it has an inconsistent traditions and practices, and the employees working on the sidelines and do not realize the objectives because the administrative performance in such institutions has the lack of clarity in vision.

The set of legal rules prevail in any management declaring the comporting extent of this management with the rest of the components of the institution or lack of comporting. The legal system in the department reflects the organization's strategy and identifies their economic programs and social which declared to its society.

The human resource management in the public sector suffered greatly from the weakness of laws governs it, especially in the regulations of implementing and organizing.

While the private sector benefited from the independence to issuance of regulations of implementing and organizing to help it to achieve goals.

Therefore, human resource management in the private sector not suffers from weakness in internal laws.
3- The main objectives of the organization

Vary in institution's objectives is depending on its nature and circumstances surrounding it. Organizational goals are: purposes or intentions that the open management system directed to it.

Regulatory inputs (factors of production / organization resources) the processes and outputs all of these help for access to organizational goals.

As we have said it is the creating of organizations or institutions for different purposes and thus have different types of goals we are seeks to achieve them.

There is great importance for organizational goals because gives to managers and other members in the organization an important guidance to work in multiple areas.

The knowing of goals help the managers to move the organization to right direction then should pour all administrative decisions in this direction.

The specific objectives help guide the organization's resources and use them in activities that contribute to the achievement of top objectives.

Goals used as a guide in coordinating all activities of the organization towards achieving the goals without any conflict or duplication in the activities and on the level of individuals and departments and the organization as a whole.

The organizational goals are standard in the basis of evaluating the performance of the organization and its employees. Goals become regulatory standards.

We note here that human resources management in the public sector as well as human resources management in the private sector suffers from the ambiguity in the knowledge of the organizational goals of the organization or institution.

Thus reflected negatively on the human resources management in public and private sector and become performance unoriented and lacks many of the
instructions is the fact because organizational goals are not clear in both public and private sector.

4 - The powers of Human Resource Management

The organizational structure means the edifice of formal decision by the management of the institution so that it shows all activities and operations and coordinating the various tasks entrusted by the members of the organization.

Hence, every increase in the volume of business and activities required by the projects are usually followed by changes in the structures and sometimes a change in the design. Single owner does not need to restructure the management because he can do all the managerial works which regarded by the activities in his projects whether production or marketing or financial. But with the increased volume of projects and production quantities and employees the employer cannot lead alone the administrative functions. Here began to think seriously about the challenge to creation of personnel management and determine the location of the organizational structure for the institution. As a result of the development of management institutions and the multiplicity of types of institutions and the increasing size and the multiplicity of owners and their deployment in every place. And then accompanied this development for the human resources management, development in the terms of reference and was among the objectives to support the departments through providing them by adequate human resource and is able to achieve the desired goals.

Most structural divisions are interdependent specialty in industrial institutions and productive is the functional organizing on the basis of the operations or activities for one specialty or similar disciplines.

Accordingly each department is practicing his assigned in activities and specific terms of reference. It can exercise the required role of it and also works to achieve the desired goals.
The lack of overlap in the disciplines has major positive impact in the completion of the work as long as there was a mandate is given to human resource management for help in achieving the required role from her.

Here, we will review the human resource management practices in public sector and human resource management practices in private sector, and the extent of the impact of legislations and laws on those practices.

5.2.1.1 Legislation & Laws in Public and Private Sector
Industries in Yemen:

![Figure No.1]

The picture about availability of laws in human resource management in public sector emerges from figure No.1.

1- The most significant finding revealed by employees of HRM department that, the human resource management in public sector suffers from a weakness of laws which governs it. In many cases be legislation existent but it is outdated and does not meet the needs of evolving work. The rate of internal laws helps of human resource management in its work 39%. This means that the human resource
management in public sector needs to 61% from the modern laws that help them to carry its required tasks.

Employees in HRM department verified that, the Human resource management in private sector suffers from absence of the laws by the rate of 84%. Current laws in human resource management in private sector help by the rate of 16%.

2- Department employees in public sector approved that, the human resource management in public sector also suffers from a lack of clarity in organizational goals by the rate of 71%.

Organizational goals are available in human resource management in public sector only by rate of 19%, because lack of transparency in work policy.

Respondents in human resource management in private sector ferried that, there is slight improvement in availability and clarity of organizational goals in private sector by rate of 30%. This represents a preference on human resource management in public sector by rate of 11%. Human resource management in private sector still needs to provide by clear organizational goals by rate of 70%.

3- Powers or authority of human resource management in public sector is available by rate of 29%. That means the human resource management in public sector needs more powers by rate of 71% to be able to exercise its functions properly.

Human resource management in private sector has powers by rate of 30%. Powers deficit in human resource management in private sector is 70%.

4- Human resource management in public sector suffers from conflict of powers in the organization by rate of 59%. This is because of the weakness of legislations and lack of legal provisions guaranteeing the right to human resource management in practicing its functions. That leads often to disputes between different departments in same
institution. In contrast, human resource management operates with full knowledge to its powers and without interference by rate of 41%. While, human resource management in private sector has clear powers by rate of 52%. The rate of conflicts of powers in private sector is 48%. Accordingly, the rate of conflict of the authorities reduced in the private sector by rate of 11% than the rate of conflict on the authorities in human resource management in public sector.

5- Business strategy unavailable for human resource management in public sector by rate of 22%. This means there is negative impact for lack of legal texts on strategy of human resource management in public sector by rate of 78%.

The positive impact of the legal texts and legislations improve in human resource management in private sector to develop its strategy by rate of 36%. However this does not mean that the negative impact of legislations and laws is low but on the contrary still high 64%.

This is what makes the difference between the percentage for the positive impact of business strategy is simple between human resource management in public and private sector by rate of 14%.

In general, the percentage of the negative impact of legislations and legal texts on the performance of human resource management in public sector is 70%. That means the legislations and legal texts does not help human resource management in public sector on the required performance by rate of 30%.

The rate of the negative impact of legislations and legal texts on the performance of human resource management in private sector is 67%. That means the legislations and legal texts does not help human resource management in private sector on the required performance by rate of 33%.

We noted that, the human resource management in private sector takes advantage of legislations and existing laws to improve its performance better than human resource management in public sector by rate of 3%.
That means the human resource management in public sector suffer from the weakness in its powers, where most of the powers is monopolist from the senior management. As for human resource management in private sector has good powers but still suffers from some of the interventions in the application of those powers. These interventions represent an obstacle in front of human resource management in private sector.

5.2.2 Human Resource Management Functions:

Human resource management is one of the main departments in organizations and companies that take the thinking of contemporary administrative and concentrated its work on all human resources which working within the organization or company. It is interested in everything related to human resources before joining the work in terms of planning for the specifications and since the start of joining work till the service end..

The human resource management in the organization working to achieve the better use - if not the best - of human resources working in organization...Through the strategy that includes the vision and objectives and policies. All of this is in the general strategy of organization or company.

Therefore, the human resource management today is one of the most important administrative functions in any organization. It is not less importance than the rest of the other functions: such as marketing, production, finance. That emerged because of the importance of the human race and its impact on the productive efficiency of the organization. Also the expanded concept of human resource management to include multiple main activities as analysis and job descriptions, human resource planning, attracting human resources, stimulate on human resources development and training of human resources, in addition to the traditional activity on the affairs of human resources management inside the organization.
The general framework of the functions of human resource management includes many functions that are being in the area of human resource management work inside the organization or company.

The most important of these functions the following:

5.2.2.1 Manpower Planning:

Planning is an inherent feature in human life today. If was in the complex form or simple, the human being is regulated his life and priorities of its work according to a certain perception of puts it to himself and walking it according to his financial circumstances and social. The planning is not an modern fad in the fields of reform but it is indispensable as a method and approach in improving the lives of societies particularly undeveloping. Accordingly, developing countries have taken early the methodology of planning.

The organization or institution is part from components of the country, whether in public or private sector. And has the burden of great to help the country in creating new job opportunities. As well as supplying much of the country financial resources through the achievement of its objectives.

Any organization needs to human resources to do the activity which is required. So must be organization identified its needs from the numbers and types of various human resources. Selecting the appropriate numbers of employees is ensuring exercising requirable activities by lowest cost.

Planning is generally an essential element of the administrative process. The efficient management for general apparatuses requires planning of all resources that need it to achieve its objectives.

The planning stages often begin with as the following:

1 - Job description

Here, we should define the meanings of these words:
A) function (position)
Is a set of duties performed by an individual and have the status of repetition and symmetry have the status and needs to be homogeneity in knowledge and skills.

B) Job

It describes the work of one or two nearly identical. For example: when ten of the leading scribes nearly are doing the same one work. We can say about this work is one work.

C) The duty and task

Duty is important part in work parts, can be distinguish from other different duties, and can be described in one short phrase.

However, it may be necessary to study methods of work performance and work force and streamlining of work and this thing is interest of analyst in management.

The analyst must focus when it analyzes the work of the purposes of evaluation on the essential duties instead of focusing on individual tasks at work.

2 - Internal and External Resources

Human resource management is a specialize by management and all matters related to the human element in organizations from where: search for sources of manpower and selection, classification and training to create interest appropriate that would be paid to make the maximum potential in organizations.

Human resources in organizations represent the most important resource of the organization and originally from the most important assets which owned in organization.
It is important to pay attention to these resources and investment in the development of skills, in order to be able to achieve the objectives of organization effectively and to cope with environmental changes facing organizations.

3 - Scientific plans

Planning is a pillar of the progress for the nations and the peoples. Planning is a set of adopted measures, decisions and scientific procedures to explore the future.

Planning is working on achieving the main objectives. In order to be well planning should consider all the demands and needs of the organization. Perfect planning based on previous experience and studying alternatives and choices. Its build on the scientific method does not impose on the group but request the cooperation of its members. it allows them to thinking about the scientific sense to the amendment and change to solve the problems which faced institutions in the public sector or private sector.

The process of scientific planning is described as:

- Organization process and objectively.

- The process looks to the future.

- Comprehensive process covering the needs of the whole organization.

- An iterative process of each period of time.

- Process covering the key dimensions of workforce quantity (numbers) and qualitative (brands).

- The process takes into account the circumstances and needs of the organization, as well as circumstances and market conditions of the society.
5.2.2.1.1 Manpower Planning in Human Resource Management Department in Public and Private Sector:

Figure No.2 shows the following:

1 - Manpower planning is the first function of human resource management department. Employees in HRM department were revealed that, the human resource management in public sector suffers from difficulties in performing this function because of absence of organizational structures by rate of 68%.

That means the organizational structures available in human resource management in public sector by rate of 32%.

Human resource management in private sector suffers from difficulties in performing this function because of absence of organizational structures by rate of 73%.
That means the organizational structures available in human resource management in private sector by rate of 27%.

Here, we note the preference for the public sector in the presence of organizational structures by rate of 5% than what existed in the private sector.

2- It was observed that, the human resource management in public sector suffers from lack of job design system by rate of 15%. This means the human resource management in public sector needs the system of job design by rate 85%. Human resource management in private sector has the system of job design by rate of 23%. That indicates the private sector needs to the system of job design by rate of 77%.

We noted here that, the system of job design is available in human resource management in private sector best than human resource management in public sector by rate of 8%.

3 - Human resource management in public sector does not identifying sources quality for the workforce which is required to working in institutions in public sector. The rate of deficit reached till 88%. That means the human resource management in public sector determines good sources of manpower to meet the Institutions needs by rate of 12%.

Human resource management in private sector is identifying the good sources for the workforce to meet the needs of their institutions by rate of 24%. This means the human resource management in private sector still needs to develop capabilities in order to be able to exercise the required role of them to determining the good sources of workforce by rate of 76%.

It was found that, the human resource management in private sector identifying good sources of workforce better than human resource management in public sector by rate of 12%.

4- Human resource management in public sector able to using the scientific plans to know the needs of the organization from the required workforce for
the future by rate of 26%. This indicates that, the knowledge of the needs in public sector institutions to the workforce is not in accordance with scientific plans. Where, the rate of the random work is 74%.

Human resource management in private sector is putting scientific plans to know the needs of the organization from the required workforce for the future by rate 25%, this indicates that the knowledge of the needs of the private sector of the workforce is not in accordance with scientific plans, where the proportion of the random work is 75%.

It was found that, human resource management in public sector using the scientific planning to know the needs of the institutions to the workforce better than human resource management in private sector by rate of 1%.

5-Public sector institutions suffer from high inflation in the workforce surplus by rate of 78%. This confirms that the actual workforce in public sector institutions 22%.

Surplus workforce in the private sector is 20%. This confirms that the actual workforce in the private sector is 80%.

Here we are sure that, the workforce surplus in private sector is very low than workforce surplus in public sector by rate of 58%. In general we were found that, the human resource management in public sector exercises the planning function of the workforce by rate of 21%. The percentage for lack of practicing of this function is 79%.

In human resource management in private sector has reached the proportion of the practice of the workforce planning function till 36%. The percentage for lack of practicing of this function is 64%.

It was observed that, the human resource management in private sector practicing this function better than human resource management in public sector by rate of 15%.
5.2.2.2 Recruitment and Selection:

The central task of recruitment is to “generate a sufficient pool of applicants to ensure that there are enough people available with the necessary skills and requirements to fill positions as they arise”.

Recruitment refers to process of searching for and obtaining applicants for job, from among whom the right people can be selected.

The general purpose of recruitment is to provide a pool of potentially qualified job candidates. Specifically, the purposes are to:

1- Determine the present and future requirements of the firm in conjunction with its personnel-planning and job-analysis activities.
2- Increase the pool of job candidates at minimum cost.
3- Help increase the success rate of the selection process by reducing the number of visibly underqualified or overqualified job applicant.
4- Help reduce the probability that job applicants, once recruited and selected, will leave the organization only after a short period of time.
5- Meet the organization’s legal and social obligations regarding the composition of its workforce.
6- Begin identifying and preparing potential job applicants who will be appropriate candidates.
7- Increase organizational and individual effectiveness in the short term and long term.
8- Evaluate the effectiveness of various recruiting techniques and sources for all types of job applicants.

a. Recruitment sources:

Despite the diversity of sources to obtaining human resources, the researchers classified these sources to the two main sources: the internal sources and external sources.
b. Internal sources:

Intended by internal sources is the organization depending on human resources available in it and that meet the conditions and requirements of the job. This is done through several ways, like:

1 - Upgrade 2 – functional transport 3 - Internal declaration 4 - Knowledge and friends

The advantages of this type are:

1 - Raise the morale for the employees. (A thereby achieving loyalty and job stability this in turn helps to achieve the desired objectives).
2 - This source is insuring workforce having expertise in the work. (This in turn reduces the training costs).
3 - To maintain on the workforce in the organization from going away in the case of promotion.
4 - To maintain on the confidentiality, especially if the job required it.
5 - To motivate employees and increase their abilities in order to get the upgrade.

Demerits of this type of employment:

1 - Block the experiences and new working methods which can be obtained from external.

2- Might be a bad choice in the case of upgrade of workers.

3 - Number of applicants for job will be limited and relatively small.

4 - May not have internal resources with the required efficiency.

c. External sources:

It is forcing the organization to search for external sources, as follow:

1  Submit job applications and CVs directly:
Where people progress by requests for employment or send resumes by mail or via the Internet and e-mail.

2  Through advertising:
   Advertising in newspapers, radio and television as well as in magazines.
3 Employment offices (Consulting): It is a specialized offices in the process of employment in coordination for the specific organization, where become the method from the recruitment methods effective in at this time.

4 Educational institutions: The universities, colleges and technical institutes are playing the active role in the recruitment for graduates, it's emerged as a close relationship between universities, colleges and technical institutes with the organizations so as to attract graduates, especially what they have excelling in order to work for these organizations and this method requires development of effective training programs.

5 - Trade unions:
Where the working of these unions to secure the work for individuals and help to reduce unemployment.

**Selection:**

The main purpose of the selection process is to choose individuals who will work in organization. The selection process is concerned with identifying the best candidate or candidates for jobs from the group of qualified applicants developed during the recruitment process.

Selection process represents a natural extension for human resources planning in the organization. Consequences for the planning process do not come out from two cases: there is a deficit or surplus in human resources. Thus requires taking decisions according to these results.
Source: Adapted from Personnel—The Management of Human Resources by Wayne Mondy and Rebert M. Noe III, p. 156.
Figure No.3 presents the following:

**Preliminary Interview:**

Applicants would be subject to scrutiny to select qualified and to eliminate unqualified applicants. This usually followed by a preliminary interview.

**Selection Tests:**

Generally, tests used to determine the applicant's ability, aptitude and personality.

**Types of Tests:**

1 - Abilities Test:
This kind of tests is measuring the ability of applicant to work on remembrance and expression and innovation.

2 - Personality tests:
The aim of this tests type to detect aspects of the personality of the individual to determine the appropriate job. And normally it is difficult to known or predicting accurately the personal aspects such as: honesty ... etc.

3 - IQ Tests:
These tests measure the mental capacity, intelligence and way of thinking of the individual to face problems to identify the intelligence level of the individual and compare it with the required level for the job.

4 - Performance tests:
This tests type used to measuring the person ability to perform the work and his experience in the arts of his profession.

**Employment Interview:**

Generally, Interview is a formal, in-depth conversation conducted to evaluate the applicant's acceptability.
Goals of the interview:

1 - Is the candidate ready for the job?
2 - Does the candidate's have motivation to continue the work for a long time?
3 - Can the employee melt in the organization?

Reference and Background Checks:

Recruitment sections request names, addresses and telephone numbers or references for the purpose of verifying information and perhaps gaining additional background information on an applicant. Although listed on the application form, references are not usually checked until an applicant has successfully reached the fourth stage of a sequential selection process. When the labour market is very tight, firms sometimes hire applicants before checking references.

Selection Decision:

After subjecting the group of candidates to the organization’s selection system, one individual must be selected for the job. In some cases the decision may be relatively simple.

The responsibility for making the final selection decision is assigned to different levels of management in different organizations. In many organizations, the HRM department handles the completion of application forms, conducts preliminary interviews, testing, and reference checking, and arranges for physical exams.

The interview or final selection decision is usually left to the manager of the department with the job opening. In other organizations, the HRM staff handles all of the steps up to the final decision.
Physical Examination:

Before the job offer is made, the candidate is required to undergo a physical fitness test. Obviously, main reason for a physical test is to detect if the applicant carries any infectious diseases.

Job Offer:

Job offer is made through a letter of appointment. Such a letter generally contains a date by which the appointee must report on duty.

Contracts of Employment:

After the job offer have been made the candidates accept the offers, certain documents need to be executed by the managers of human resource management department and the candidates.

5.2.2.2.1 Recruitment and Selection in Human Resource Management Department in Public and Private Sector:

![Recruitment and Selection Chart](image-url)
The picture about recruitment and selection function in human resource management department in public & private sector emerges from figure No.4.

1 – Employees of human resource management department in public and private sector were declared that, the human resource management in public sector uses scientific elements in selection process by rate of 49%. While the percentage of negative practice of selection process in human resource management in public sector is 51%.

Human resource management in private sector uses scientific elements in selection process by rate of 48%. The negative practices of selection process in human resource management in private sector are 52%.

It was found that, human resource management in public sector is realizing simple progress in the practicing of selection process than human resource management in private sector by rate of 1%.

2 – Human resource management in public sector is trying to absorb a large number of employment seekers, where the percentage of employment in public sector is 74%. But human resource management in public sector is not practicing the recruitment process as professional administration by rate 26%.

Human resource management in private sector is applying the recruitment procedures by rate of 74%. That means the human resource management in private sector lacks the proper procedures in recruitment process by rate 26%.

3 – Public sector institutions trying to attract the rare skills and experiences which may help to achieve the desired goals and raises the level of performance. Human resource management in public sector is trying to do that by rate 56%. This attempt still needs to make more effort especially with the high rate of failure 44%.
Human resource management in private sector is practicing the polarization process by rate of 65%. That means the human resource management in private sector is needy to high effort in practicing the polarization process by the modern scientific methods by rate 36%.

It was observed that, human resource management in private sector practicing the polarization function better than human resource management in public sector by rate 9%.

4 – Human resource management in public sector practicing the appointment procedures by rate 54%. That means the human resource management in public sector is not practicing the appointment procedures by rate 46%.

Human resource management in private sector is practicing the appointment procedures by rate of 65%. That means the human resource management in private sector is not practicing the appointment procedures by rate of 35%.

It was revealed that, human resource management in private sector practicing the appointment procedures best than human resource management in public sector by rate 11%.

5 – Recruitment process in the human resource management in public sector is not according to the requirements of work by rate 59%. That means the human resource management in public sector practicing the recruitment process according to the requirements of work by rate of 41%.

Human resource management in private sector practicing the recruitment processes according to the requirements of work by rate 51%. That means the human resource management in private sector is not practicing the recruitment processes according to the requirements of work by rate 49%.

It was seen that, human resource management in private sector is practicing the recruitment process according to the requirements of work better than human resource management in public sector by rate 10%.
In general, human resource management in public sector depends on the work requirements in recruitment process by rate of 55%. So, the employment rate that is not depends on the work requirements is 45%.

Human resource management in private sector is depends on the work requirements in the recruitment process by rate of 61%. That means the human resource management in private sector is not depends on the work requirements in the recruitment process by rate 39%.

It was found that, human resource management in private sector is practicing the recruitment process better than human resource management in public sector by rate of 6%.

5.2.2.3 Training & Development:

Training is the systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience. Training was defined in greater detail by the Manpower Services Commission (1981) as follows:

A planned process to modify attitude, knowledge or skill behaviour through learning experience to achieve effective performance in an activity or range of activities. Its purpose, in the work situation, is to develop the abilities of the individual and to satisfy the current and future manpower needs of the organization.\(^4\)

We can explain that, the training is that efforts which aims to provide the employee with information and knowledge which gain him a skill in the performance of work and develop his skills, knowledge and his experience to increase his efficiency in performance his current work or preparing him to perform work in a higher level in the near future.
Training is the continued activity to provide the individual with the skills, experiences and trends which make him to be actionable for practicing the work.

Human development and attention by the human element is ignored from many of the institutions of Arabic because of their interest by other things and their preoccupation with business and services. And we can say for regret that, this ignorance is found on the levels of countries. They are interested by expensive arms race and keep the human element and the issues of development at the end of interest.

May be the beginning of a change in the institutions and companies (towards the best performance) is to change the performance of staff toward increasing their efficiency and advertency. Without them does not achieve the desired objectives and expected results. This is what drives the countries of the world's major to the allocation of large amounts from their budget for training and development of human resources.

The first challenges, which face the institutions and companies in the era of globalization and renaissance rapid is the endeavoring to develop human resources to reach to potentials to keep pace with the evolution and the continued change in our world.

Endeavoring to training and developing our human resources, certainly will protect us from the obstacles in the future, especially in the institutions which have chosen the path of excellence and professionalism in their work.

Any institution seeking a competitive advantage must adopt a distinct strategy to manage their human resources. In fact, the foundation stone in the strategy of human resources management it's the relationship between manager and employee.

Many studies are emphasizes that, the most important reasons to resign the employees for the work is the direct manager not the salary or an searching for
best chance. The manager is the element of the most influential in human resource management department. So the human resource management should be focused on training and developing ways of managers thinking in their staff to transform the relationship as partnership not dependency. The partnership means more responsibility, more adherence to the institution; as a result more productivity.

The training and development an important source for preparing the human resources and it’s the main reason for the success of any activity. The issue of training and human development in the modern institutions is in the central location. It’s become a backbone of any efforts for these institutions towards development and modernization.

Basing on these basic concepts of training, the training importance is necessary for new employee and old employee. New staff member who has enrolled newly in institution may be he has not skills and expertise necessary to perform job duties with the required efficiency.

The importance of training and benefits are not limited on new workers in organization but also include old employees in order to ensure the development of their knowledge and develop their abilities to do their jobs. There is continuous development in science and knowledge, which requires the creation of continuous development in the systems and methods of work. These require qualifying the workers and provide them with the skills and new knowledge also assistance to perform the work efficiently and effectively through the training.

Finally, we can assure that training is an investment for available human resources in different levels in organization.

Through the concepts and definitions of mentionable training previously and its significance, we find that, there are motives or justifications for the training and these motives as follows:
1- Increasing production

Through training of employees in organization to doing their duties with a high degree of proficiency then increase their production.

2- Economy in expenditure

Training programs should lead to the creation of recurring yield more than its cost and raising productivity of the workers as a result of knowledge of good work style and method of performance.

3- Raising the workers morale

Trainee feeling by providing and assistance of organization to him through training programs and strengthen his relationship with the career. That leads to an increase in devotion and dedication in the performance of work.

4- To insure backup power in the institution

It is an important source to meet the urgent needs from the workforce. by training programs and planning the organization will be ready by required manpower.

5- Reduction in prodigality

The worker training is meaning let workers knows their works and ways of performance. Thereby create knowledge, awareness and the ability on self-criticism...

6- Reduction in work accidents

The training is meaning the workers knowledge with the best methods in the operation of the machine, movement and handling of materials. Training is working to eliminate or reduction the accidents which associated with these operations.
5.2.2.3.1 Goals of the Training:

The training aim of human resources is to changing the individual and society in terms of information, experiences and skills, rates of performance and methods of work, behavior and trends. This making the individual and society are fit to doing the job efficiently and high productivity.

The fundamental aim of training is to help the organization achieve its purpose by adding value to its key resource - the people it employs. Training means investing in people to enable them to perform well and empower them to make the best use of their natural abilities. The particular objectives of training are to:

1- Develop the competences of employees and improve their performance.
2- Help people to grow within the organization in order that, as far as possible, its future needs for human resources can be met from within.
3- Reduce the learning time for employees starting in new jobs on appointment, transfer or promotion, and ensure that they become fully competent as quickly and economically as possible.

The training is caring primarily by meeting two of these inputs: people and technology and this means that there are people learning to master a specific technology.

Training will contribute in the development of human relations within the work environment. These relations are be stronger and more effective when the competences be available in employees of the institution.

5.2.2.3.2 The Policies which using in the Training Programs Design:

According to the general concept of training program that aims to develop the skills of a group of individuals and equip them with new skills to prepare trainees to fill supervisory positions or to improve performance and
productivity in the executive departments. The designer of the training program is positing the training policies which depend upon implementing the programs.

These policies are divided into two types:

**Policies relating to trainees:**

The policies which using in selection of trainees is appear in distribution of training programs according to levels of trainees group and their specializations. Then choose the application methods and other elements of the training process, which apposite with the trainees.

The elements of designing training programs according to the competences and assimilating of the trainees are:

a - Educational levels and cultural also assimilating of the trainees.

b - Relationship of program with the future career of the trainee.

c - An appropriate program for the social aspects for the trainee.

d - The size of material and moral incentives which receive to the trainee.

e - The venue of the training program and timing.

**Policies relating to the training program nature:**

The main and subsidiary objectives of training program are helping the designer to determine the size of ideas, knowledge and skills to be delivered to the trainees.

Accordingly, there is multiple forms of training and methods of implementation and can summarize the key elements in the design of training programs according to policies relating to the program as follow:
a – Requirements of Training in the organization.

b - Determine the required knowledge, skills and directions.

c - The surrounding environment and conditions of training.

d- Material potentials and human resources which required to implementing the program.

e - Equipages and means of training which available and the extent of modernity.

f - The time frame for the implementation of the program.

g- The training activities are focusing on the administrative problems which can be solved through it.

5.2.2.3.3 Principles of the Training:

Of the most important principles that guarantee the achievements of the training objectives as mentioned from some are:

a - Training is requires to full support from senior management and supervisors.

b - Training programs are focusing on the administrative problems which are in poor performance due to lack of appropriate performance standards or inadequate supervision or lack of interest or lack of knowledge or laziness or lack of satisfaction about the conditions of work by the employee.

c - Training programs that meet the needs of the organization and the employee must include the categories and levels of staff and departments of the organization.
d - Integration of training programs with the organization's philosophy to create opportunities for the application. Should be topics of training are parallel and organized and take into account sufficiently the differences in needs and competences, and should insure sufficient flexibility for trainers and trainees and to respond to change.

e - The designing of training programs should be in organized process and arranged and should be based programs on a consistent basis and strictly for limited requirements. And it should be based on the training materials to provide an integrated series of experiences of education which are required to build skills.

f - The training programs should be effective to trainees and organization.

g - Validity of training programs to ensure its effectiveness before being applied to trainees.

h - Training programs should be including channels for assessment and feedback and facilities to allow the revision, updating and continuity of training programs efficaciousness.

l - Should apply the correct principles of training programs and should directly mantraps and fully the trainees in the diagnosis of their training needs in planning. (Executing and evaluating their progress and achievements).

m - Should the training programs insure ample opportunities for trainees to practicing the new knowledge and skills which they have acquired it.

Here, we will review the human resource management practices in the public sector and the private sector through their practices for the function of training and development.
5.2.2.3.4 Training & Development in Human Resource Management Department in Public & Private Sector:

Figure No.5 presents the views expressed by respondents with regard to the training and development function in human resource management department in public and private sector as the following:

1 – Human resource management in public sector is adopting training programs to increase the capacity of workers by rate of 39%. Human resource management in public sector still needs to pay attention to preparation of training programs by rate 61%.

The rate of training programs which sponsored by the human resource management in private sector is 64%. The shortage rate for required training programs in human resource management in private sector is 36%.
Accordingly, Training programs which using by the human resource management in private sector is better than training programs in human resource management in public sector by rate of 25%.

2 – The quality of training programs which implement in human resource management in public sector in line with the nature of work by rate of 13%. This means the training programs which implement in human resources management in public sector is not consistent with the nature of work by rate of 87%. It is big rate and led to imperative the change in training programs which carried out in human resource management in public sector until become coincident with nature of the work.

Human resource management in private sector is implemented training programs suited to nature of work by rate of 26%. So, the training programs which are not appropriate with nature of the work in private sector by rate of 74%.

Human resource management in private sector is using suitable training programs to the work better than the human resource management in public sector by rate of 13%.

3 – Human resource management in public sector is using a basic training programs for new employees by rate of 11%. It’s small percentage and it indicates that need for special training courses for new staff is essential. Human resource management in public sector suffers from decrease in training programs for new staff by rate of 89%.

Human resource management in private sector is working to implement training programs for new staff by rate of 30%. This means the human resource management in private sector suffers from a lack of training programs for new staff by rate of 70%.
We noted here that, the human resource management in private sector is implementing the training programs for new staff better than human resource management in public sector by rate of 19%.

4 – Human resource management in the public sector insures 23% from the modern training programs which meet the needs of work. This means the human resource management in public sector suffers from a lack of modern training programs by rate of 77%.

Human resource management in private sector insures the modern training programs by rate of 29%. That means the human resource management in private sector suffers from a lack of modern training programs by rate of 71%.

We noted that, the human resource management in private sector insures training programs for new employees better than human resource management in public sector by rate of 6%.

5 – Human resource management in public sector develops scientific plans for the implementation of training programs by rate of 12%. This fact is confirms that most of the training programs which implemented by human resource management in public sector is not feasible, planned and not beneficial for them by rate of 88%.

Human resource management in private sector develops scientific plans for the implementation of training programs by rate of 25%. This fact is confirms that most of the training programs which implemented by human resource management in private sector is not feasible, planned and not beneficial for them by rate of 75%.

Overall we can say that, the human resource management in private sector is practicing the training and development function better than human resources management in public sector by rate of 15%.
5.2.2.4 Industrial Relations:

This function was limited in the past on personnel management work (which is called in the beginning of 1980"human resource management") on behalf of owners work, companies and organizations in many countries to do negotiations with trade unions, which represents the workers in those countries, to reaching to agreements between them which are give satisfaction for all parties, with regard to financial compensation systems and many of social benefits which belong to workers. Now this system is change in the dealing during the strategic shift what taken by function of human resource management. This new system differs in relationships of the work in terms of form and content from what was. The new system depend on achieving the maximum degree of cooperation, coordination and harmony between the organization and trade unions representing the workers, based on trust between them.

Organizations face the most significant challenges today—dealing with organized labor in ways that optimize the needs and priorities of both the organization and its employees. The reality is that when this is done effectively and constructively, both sides benefit. But when relationships between an organization and its unions turn sour, both sides can suffer great costs. While some organizations have enjoyed relatively positive relationships with their unions in recent years, others have not fared well. And the costs have been enormous.

“More specially, Industrial Relations is concerned with the systems, rules and procedures used by unions and employers to determine the reward for effort and other conditions of employment, to protect the interests of the employed and their employers, and to regulate the ways in which employers treat their employees”.

This system became is part from the organization's strategy and human resource management. So the availability of satisfaction of unions representing
the workers means the satisfaction of the employees in the organization. This satisfaction leads to lifting the morale for employees, which help them to avoid conflicts between them and the organization. This will be a positive effect on productivity in organization and thus improving its competitive position.

Function of labor relations not only the relationship between organizations and trade unions, but also extended this functionality to include the relationship between organizations and governments in terms of laws and legislations which related to work. It’s become imperative on the human resource management to understand and dealing with laws and legislation by unequivocal method, so as not to expose the organization to any legal risks.

We cannot ignore the human effort on the productive efficiency of the industry. Human effort is meant any presented effort from any one is working in the project as the organizers, managers, professionals and technicians, etc...

In fact, the adequacy and quality of human element in production are depend on both ability and incorporeal. If there is no incentive for the individual on work, the performance will be reduced inevitably. Therefore the competence, moral motivation and motivation contribute to heighten or axe the performance of the individual in the organization.

**Ability:**

The ability factor of individual is affected by measuring of his skill and information. The information comes from the experience and training. The skill is governed by personal ambition and culture.

**Morale / motivation / incentive:**

Employee is affected by (moral) the financial factors and social of the work are overlap with the needs of the individual. These factors have a significant
impact on the individuals’ morale. So, the performance of individual and adequacy of productivity depends on the forces type and number which working to upraise or demolition of his incorporeal. Many of the scientists has called on the importance of financial conditions for the work on individual's performance, the opposite light, heat and the right atmosphere are right factors which have a significant impact in raising the performance of the individual.

**Needs are as follows (material & social):**

The material needs are necessary for human such as air, water, food and clothing. He can be satisfied by the work and the sense to ensure its continuation in it. In developed societies is deem satisfying the needs reasonably is known, when the individual get high salary and warranty in continuing to work is not sufficient to pay the individual to upgrade his behavior at work and improve its performance in production. Individual feels in these societies that these two factors are the natural right for him in life.

Social needs of individuals are necessary to join the group as: a sense of teamwork, friendship and help of others. These needs can insure by providing these opportunities for the individual to strengthen his relations with colleagues at work and his friends outside of work.

In socially developed societies appeared for individuals: potentials and many opportunities. So the intervention of management will not work to increase the morale of him. In the undeveloped societies the individual needs it because it’s contributed to lift up the morale.

As for the self-inflicted needs which are given individual the feeling by high value and his importance among his friends and colleagues, as increasing his information, culture, self-reliance and respect from others. Recognition by the existence and importance of performing of the work has no borders, such as salary increase, that satisfy the material needs such as food and clothing.
Many officials do not realize that, the increased activity of some partners is burying behavior such as the desire to escape from family life and love of control or feelings of guilt. Many employers forget that, the relationship between the manager and his subordinates, willy-nilly relationship authority. Therefore, governed by modesty and the respect for workers is necessary. Also must be insured incentives and must accept the idea that these incentives can vary from one person to another. And must insure the individual needs as social and self-material needs by all kinds.

From this we can deduce that, any individual in the world can progresses and achieving in the field of his work when all conditions are available for him such as: the environment suitable, good moral incentives, material and a sense of complacency by the professionals and officials. But if he did not find the individual circumstances and factors which help him to producing will collapse his morale that is basis of production and the engine for the work.

Whatever showing the men of the general relationships and humanity of interest for the employees, this sense must be supported by written policies and should be clear to everyone.

### 5.2.2.4.1 Industrial Relations with the Workers and Staff are:

- Staff knowledge by the importance of their role in the national economy.
- Raise the productive efficiency of workers, which reflects positively on the institution.
- Reduce the proportion of dropouts from the institution.
- Attract outstanding employees.
- Raise the morale among employees.
- Achievement of harmony and understanding between the institution and workers and staff.
Human resource management is trying hard to be a positive link between individuals and senior management. It's working on transfer an requests of workers to senior management as well as to managers and trying to create a good relationship between management and individuals in the institution.

Staff members and workers want from managers and supervisors in most institutions the following:

1. Respect:
   In some organizations called on staff of organizations as members such as (Disney) and sometimes called colleagues or brothers or companions. There is method is reflects the respect for workers like director knowing for their names.

2. The ownership of the work environment:
   Must be given the freedom for individuals and employees to feel that the institution or factory like their home. Every person has freedom in his office to put what he wants for beautify it without damaging the common gusto.

3. A sense of belonging:
   The workers and staff wants to be a part from the institution and join to others to forming a working group one. Should encourage workers and staff to sense of belonging as: distribution of T-shirts to them which bearing the name and logo of the institution where this procedure is inexpensive and has a positive effect on individuals.

4. Equalitarian compensation:
   In a study around ten components for the workers the money was at the mid center. The institution cannot retain workers if the compensation is not fair if we compared it with other institutions.
5. Psychological rewards:
   We all know the importance of praise in public and criticize in aside. The supervisor must praise who deserve immediately.

6. Direct speech:
   Individuals wish to communicate directly with the manager or supervisor and this is equal in the good news or bad. Must be direct and faster communication rather than wait and face the consequences and the spread of rumors.

7. Vision from the Summit and in the high tower:
   The manager or supervisor must be close to the workers or employees. If the captain on the bridge while workers below the waterline, the ship's crew feels fear and anxiety.

8. Empathy:
   Workers and employees wish from the managers are considerateness their feelings and sharing their joys and sorrows, such as sending a greeting card when one of them have a baby, or the manager ask on the situation of an employee.

9. Trust and safety:
   Workers and staff are looking forward to the safety and confidence in their jobs. Managers and supervisors should give confidence for them in this aspect.

10. Cancelling the dismissal from function:
    This method often causes frustration among workers and staff. The managers and supervisors avoid this kind of threats. So, most of workers and staff don't like this method. According to many managers the factory is subject to economic considerations and cannot bear a lot of losses to satisfy the workers. And the workers should accept this fact.

    But should there is positive look that takes into account the economic task of the factory and fulfill the requirements of some workers from other side.
This conciliative view depends on the following:

1 - Insuring entertainment. 2 - Improve the conditions of work. 3 - Insuring accommodations. 4 - Insuring health programs. 5 - And there are some cuts for workers to buy some products of the factory.

For the success of the communication process between staff and management, must make sure from the following:

- Management is convinced of the importance of communication.

- Choose the appropriate time.

- The language of communication is simplified.

- The hierarchy in information which delivered to workers from the institution.

- Must be insuring by the Secretariat in the delivery of information.

- Must repeat the information by various means so that the workers understand.

The contact and good relations with staff has effective impact to access to the following objectives:

- Elimination of confusion in the factory.

- The workers Knowledge to their importance to the national economy.

- The importance of training of workers and encourage them to participate in its programs.

- Raising awareness of the industrial workers to reduce the industrial problems whether for the product or industrial afflictions.

- The industry's need to rapid development.
- The importance of consideration to employees as individuals is important.

- Lack of prejudice in the right of workers in terms of wages or working hours.

- Keep pace with the evolution of country accompanier with the requirements of industry which is always evolving.

- Dealing with the economic crisis which may sometimes cause the reduction of wages or lack of increase it.

- The phenomenon of rising costs (have international roots).

5.2.2.4.2 The Human Relations in Industry:

Perhaps the human relationships in an industry are the basic hub of industrial sociology.

Therefore it can be said that, the increase in production at the expense of health and happiness of employees is not considered a gain. Such as the presence of pollution at the factory, versus lack of satisfaction of the employees in terms of wages, entertainment and other benefits.

Because the damages that facing an employees also will be affecting the society later.

Accordingly, Miller and form reached to the Constitution's of human relations in the industry, which included the following items:

1 - The work is collective activity.

2 - Forming the life of the individual in accordance with the requirements of work.

3 - May be complaint of an individual is not objective, but reflect the psychological state has.
Many organizations in the public sector suffer phenomenon caused the commissioning of a lot materially and morally. Namely the phenomenon of infiltration of functional efficiencies after spending organizations many costly things on their training and enable them to perform their jobs with a high degree of competence and experience. The qualified staff as: functional leaderships and professoriate in universities and other colleges and institutes as well as rare counselors, innovators, engineers, creators as well as administrators outstanding and many others who come under the name of a competent employee.

5.2.2.4.3 Industrial Relations in Human Resource Management

Department in Public & Private Sector:

![Industrial Relations](image)

*Figure No. 6*
The pictures about industrial relations function in human resource management department in public & private sector according to views expressed by respondents as follows:

1 - Human resource management in public sector did not realize the importance of industrial relations function and they are not given attention to this. The relations within the public institutions are suffers from abusive connection by rate of 86%. While the remaining percentage of 14% which available in the public sector institutions is good relations built on good connection.

Human resource management in private sector suffers from poor relations in the connection between employees and managers by rate of 83%. That means the human resource management in private sector has good relations within institutions between employees and managers by rate of 17%.

Here we noted, a simple preference that is characterized the human resource management in private sector than human resource management in public sector in strengthening relations within its institutions by rate of 3%.

2 - Human resource management in public sector suffers from poor coordination in its relations with employees by rate of 93%. That means the human resource management in public sector has good coordination in its relations with staff by rate of 7%.

Human resource management in private sector has good coordination in its relations with employees by rate of 32%. That means the human resource management in private sector has poor coordination in its relations with employees by rate of 68%.

It was found that, the human resource management in private sector has good coordination in its relations with the staff better than human resource management in public sector by rate of 25%.

3 - The percentage for harmony among staff in public sector is 41%. While was observed that, the rate of non-harmonious relations within the institutions of the public sector is 59%.

The percentage of harmony among staff in private sector is 35%. While was observed that, the rate of non-harmonious relations within the institutions of the private sector is 65%.
It was found that, the human resource management in public sector is supporting the harmony in relation of staff better than human resource management in private sector by rate of 6%.

4 - Human resource management in public sector has good relationships quality with the staff by rate of 17%. While it still suffering from abusive relationships by rate of 83%.

Also human resource management in private sector has distinctive quality of relationships with employees by rate of 23%. While it still suffering from poor relationships by rate of 77%.

It was found that, the human resource management in private sector has a distinct quality relationship with staff better than human resource management in public sector by rate of 6%.

5 - The percentage of employees’ satisfaction in public sector toward the role of human resource management to creating of distinct quality relationships between staff is 26%. While the percentage of lack of satisfaction is 74% because of human resource management in public sector not capable of performing that function.

The percentage of employees’ satisfaction in private sector toward the role of human resource management to creating of distinct quality relationships between staff is 30%. While the percentage of lack of satisfaction is 70% because of human resource management in private sector not capable of performing that function.

It was found that, the employees’ satisfaction in human resource management in private sector better than employees’ satisfaction in human resource management in public sector by rate of 4%.

In general, human resource management in public sector is practicing the function of industrial relations by rate of 21%. And still it suffers from lack of understanding for this function by rate of 79%.

Human resource management in private sector is practicing the function of industrial relations by rate of 27%. And still it suffers from lack of understanding for this function by rate of 73%.

In other words, human resource management in private sector is practicing the function of industrial relations better than human resource management in public sector by rate of 6%.
5.2.2.5 Employees Evaluation:

The country's economy and national income is affected by total of work from everyone in all sides of life. If our work it’s increased and improved performance, the economy and national income becomes excellent. But if we noted that, in many sides of the work and production for the country, we find the level of performance does not deviate from the simple average. The performance is normal no creativity in it and not developing, delays and wastage of public money is the master of the situation. The human resource management activity designed to provide performance feedback to employees. This feedback serves a variety of purposes and makes potentially significant contributions to organizations and individual employees alike.

Performance appraisal is the process by which an employee’s contribution to the organization during a specified period of time is assessed. Some organizations actually use the term performance appraisal, whereas others prefer to use terms such as performance evaluation, performance review, annual review, employee appraisal, or employee evaluation.

The evaluation of performance, also known as the assessment of the employee, is the method by which the evaluation of employee performance at work (generally in terms of: quality, quantity, cost, and time).

Performance appraisal is a part from functional development. Today it's function from the functions which are practicing by the human resources management department in institutions.

5.2.2.5.1 Modern Assessment is Aim of the Change:

The human element is very important; there is no doubt and his inevitable presence in any stage for the work. Whether manually or automated or computerized. These rapid developments in the world of communications and information technology enhanced the importance of human resources and has been confirmed by many experiments that the success of the foundation's
mission in the hands of workers. The achievement of objectives depends on the performance of employees; accordingly, the success of change efforts depends on the success of changing the behavior and the thinking of human resources.

The performance in the modern concept is the answer for the following questions:

What we did in the past?

How is our situation today?

What should we do to be tomorrow?

This is the assessment in the modern concept.

**Meaning of the Performance:**

The change in the meaning of performance in such an environment becomes inevitable in terms of his content, development and measurement. The more likely the models of the annual performance reports that are packed with the requirements of the incumbent or specifications as binding and good looking and practical experience and other criteria for measuring efficiency will need to other criteria are quite different.

Some group think is possibility that, the assessment of performance undue never the medium of this rapid movement and high flexibility. In this case could be enough the variables are governor for the performance. The most important is for example, quantity, accuracy, speed, responsiveness, continuous improvement in work.

**Importance of the performance measuring:**

Growing evidence -day after day- on the importance of human resources to the success for any organization is reaching the objectives. The institutions which has a high level of performance it's only the institutions which have a work
force committed and trained and this is the key to competitiveness for any organization seeking to promote excellence and survival.

**Concept and Importance of Performance indicators and the needed steps to develop it:**

**First:** Concept of main performance indicators:

It's possible to give the following points to clarify the concept of key performance indicators:

- Main Performance Indicators are statements based on intrinsic characteristics of the organization activities, which stands as standard to measure other relevant data.
- The performance indicators are structure for combination of reports, spreadsheets, and charts can include sales figures or information on crews and their habits and inclinations or real-time information on the supply line.
- Performance indicators are the ratios which are interrelated useful in measuring the major activities and results in the organization. Financial reports refers to what has been done on the ground, while performance indicators include the activities and performance in addition to the financial statements and the other about the state of the market. All of this are regular together in the links and specific relations, that gives clear picture for the work, and refers to the changes and helps to control in their effects.

**Second:** Importance of performance indicators:

There is a lot of controversy now about the actual value for performance indicators. Where, the companies complain of the growling because of the volume of papers and documents that are accumulating in each month to prepare the reports. But executives are defending this situation because these reports contribute to the process of the decision making and help
them to discuss their views as help to identify the resources of the institution. Most importantly of all, it gives them confidence in the quality and level of their decisions.

**Performance Indicators:**

- An indispensable part of the normative measuring.

- Facility to help business people to define their vocational reality.

- Perfect facility for assessing the effectiveness of the work and adequate abilities in the institution.

- Facility to identify opportunities which having strategic importance for the institution.

- "All that is actually measured, absolutely it's developing", without measurement there will be no implementation of the resolution or correct performance.

- Performance indicators play other roles; it is possible that we consider being a straightforward facility to compare the performance. Whether it is for comparison between similar commercial organizations or for compare current performance with previous at the same institution.

**Benefits of main performance indicators:**

**Speed:**

Performance indicators focus on main themes and provide the institution by clear idea about the costs and quality and performance in the supply line in the limited period of time.

**Ease of Use:**

As the performance indicators also require a specific data. So creation and monitoring of indicators will be by low cost.
Focusing on main actions:

Performance indicators emphasize on the dynamic nature of the actions which form the basis for them.

Performance of multi-dimensional:

Performance Indicators which covering the multiple dimensions of performance should be able to working with the approaches through the supply lines and various companies.

Fill the gap in performance:

Performance indicators help to fill potential gaps in performance in areas that affect the ability of the supply line on the competition.

Confidentiality and capability of comparison:

Indicators reflect by using the ratios in order to achieve the capability of comparison and to maintain privacy.

Third: Steps of developing the main performance indicators:

There are five steps should be follow suit:

Emphasis on results: "what becomes measured it's what is accessed to it."

Based on this rule, we believe, the performance indicators should support the desired results. For example: improve customer service, develop shareholders relationships, reduce the cost of production, and raise the morale and level of solidarity for the work team.

Intentions construction:

The first step is leading to the construction of specific objectives. Which are selected inclusive of these objectives through its ability to materialization?
Development of performance indicators and testing: we can measure the goals as the following:

- When we dealing with performance indicators as results, makes it be easier for managers to identify the causes of unsatisfactory results.
- Balancing between the indicators of progress and indicators of the decline in performance.
- Measurement of the components of each goal as specific component.
- Modifying the performance indicators to suit the existing information management strategy.
- Identifying areas of progress to develop the most appropriate performance indicators.

We can choose the outcome of this process by making an analysis, "positive or negative and." This leads us to building up performance indicators. The management should control if there was a weakness or exaggerations in the adopted measurements.

Framework of responsibility:

This phase is concerned with determining responsibility for each indicator separately. As well as should be cautious in the application, especially when the results stemming from the joint efforts and internal cooperation for the work team.

Launch of the process: The launch of the system key performance indicators includes four key stages:

- Performance indicators as targets: in the outset, we must look at the performance indicators. As High-level targets should be disseminated through the organizational structure and clear continuance about the events. This allows for the work team identify appropriate performance indicators and the application of "plans" to achieve these goals. Of
course, must make sure the integrity of these plans with each other. The administration has the flexibility to modify these plans if it's necessary.

- Individual performance plans: Depending on the determined plans should each staff member to develop put a plan for his performance. To do so, it must choose the most important performance indicators from the general plan relevant. To be exceeded it after that on the appropriate level.

- Development of documentation for the new system: When the launch of system main performance indicators, must earmarking the register consists of update system for the next planning cycle.

- Training: To assist staff in achieving the performance indicators. Because they are being responsible for doing this. it must provide them with appropriate choices with respect to training. Whether was collective training for the development on the enterprise level or individual training individually?

* It remains to point out to several important considerations in the design an model of performance indicators:

- Corporate strategy is what leads to the development and not performance indicators: Institution should define the strategy and major objectives. After this they can identify high-level performance indicators for them.

- Performance indicators measure the basic components of organizational success in the enterprise: On each indicator should observe one of the objectives to measure progress. Performance indicators should be linked with strategic objectives always, because it is primarily linked to mechanisms of work to reach to these goals. And based on this, should build a whole network of operations in conjunction with performance indicators.

- Adoption of performance indicators and measurement processes: Must be the key activities on the leadership level in the organization are in
contact with ongoing activities on lower levels. As well as the tasks on
the individual level must be done from the perspective of the stable
card or balanced.

- Oversight, Report and Review: These facilities to ensure
comprehensiveness of the measurement process and ensure that
development will be at all levels. It is also re-calibrate the performance
indicators are constantly being sure through that as if the work on the
strategic objectives and going to the right direction.

**Information sources of staff performance:**

If we reviewed the sources which is derived the information about the
performance of staff we find it as follows:

**Manager:**

The director or manager is valuate the work of the employee from one angle
only is the angle of the results which accomplished. But may not know exactly
the size of the effort and the means which he used to achieve those results and
may not know the style of the individual or employee in the innovation.
Manager cannot valuate the method of work which used the individual or the
employee from all sides. Because of the manager is responsible for a large
number of employees. Especially in transference of companies from the
hierarchical organization to organization of horizontal and thus the manager
does not know the possibilities and the performance of each individual
exactly.

It is worth mentioning that, there are a large number of views around who is
evaluate the performance of the employee, except that most of these views
agree that the direct manager is the best people to evaluate the performance of
his subordinates for the following reasons:
• Direct manager is the most knowledge by abilities of the evaluated employee, basing on the daily communication with him.
• Manager possesses a broad knowledge for the requirements of the performing of function.
• The availability of the opportunity for ongoing note for the worker performance and his behaviors during the work.
• Managers may have achieved some of gains in the case of good performance from their assistants. As they may bear some of losses in the case of low performance, then they have the motivation to carry out accurate assessments.

And the failure of subordinate in the achievement of expectations that awaited from him in most cases return to a different perception between the manager and his subordinates in the work.

**Colleagues:**

The colleagues of employee are: one of the most valuable sources of information about employee performance?

Increasing the importance of this source in such cases is difficulty on manager to note conduct of their employees or positions, which increase the reliability of the joint work.

Colleagues’ employee knows about him what the others did not know. They are contact daily with him and they know him closely; they know his weaknesses and strength. But when they valuate of their colleague in the work they are doing this through their personal perspective and regardless of the results which achieved by the employee. By this they valuate employee's work from one side only.
Subordinates:

The subordinates can supply their managers with important information about the success of effective and efficient managers in their leadership and guidance for work and other functions for the manager.

The importance of this source is appear when we use the information of evaluation for functional performance for development purposes and to improve the performance chance of work also to increasing the validity chance of this tool whenever the number of subordinates is increasing.

Customers:

The customers are the good side for the company to see itself clearly as said "the client first".

Customers are accurately feeling by the strength of company or weakness. Customers are the most important source for information about the quality and indicators of progress in the company or backwardness.

They also see things from one angle. That they can accurately describe your position in the competitive market, but they will not tell you how should manage your company. As we see, the looking from different angles better than looking from one angle.

Self-evaluation or personal:

It is also an important source for provide the management by employee performance. Despite this source is not using as the only source of performance information.
5.2.2.5.2 Employees Evaluation in Human Resource Management Department in Public & Private Sector:

Figure No. 7

Figure No.7 shown the views expressed by respondents with regard to the employees evaluation function in human resource management department in public and private sector as the following:

1 - Human resource management in public sector gets advantage from the results of evaluation of staff performance in the system of promotions and bonuses by rate of 11%. That indicates to, the human resource management in public sector does not benefit from the results of the assessment by rate of 89%.

While the human resource management in private sector gets advantage from the results of evaluation of staff performance in the system of promotions and bonuses by rate of 24%. That indicates to, the human resource management in
private sector does not benefit from the results of the assessment by rate of 76%.

This means, the human resource management in private sector benefit from the results of the evaluation better than human resources management in public sector by rate of 13%.

2 - Human resource management in public sector reflects the results of the assessment to senior management to clarify the overall picture of performance in the organization by rate of 19%. In human resource management in public sector no information is available about the level of performance inside the organization by rate of 81%.

Human resource management in private sector reflects the evaluation results to senior management to clarify the overall picture of performance in the organization by rate of 17%. In human resource management in private sector no information is available about the level of performance inside the organization by rate of 83%.

Here we noted that, the human resource management in public sector better than human resource management in private sector by rate of 2%.

3 - Human resources management in public sector carry out an evaluation to know the quality of performance that is in the organization by rate of 24%. That means, the human resource management in public sector does not know about the nature of performance that is inside its organization by rate of 76%.

Human resource management in private sector carries out an evaluation to know the quality of performance in the organization by rate of 29%. That means, the human resource management in private sector does not know about the nature of the performance that is inside its organization by rate of 71%.

This refers to a preference of human resource management in private sector to know the quality of performance that is inside the institution than human resource management in public sector by rate of 5%.
4 - Human resource management in public sector ensures the right to participate in the evaluation process by rate of 9%. That means, the process of assessment which undertaken by the human resource management in the public sector is not based on the participation by rate 91%.

Also human resource management in private sector insures the right to participate in the evaluation process by rate of 17%. That means, the process of assessment which undertaken by the human resource management in private sector based on the participation by rate 83%.

It was found that, the participation scope which insure by the human resource management in private sector is better than human resource management in public sector by rate of 8%.

5 - The process of evaluation which carried out from human resource management in public sector is regular in times by rate of 31%. That indicates to, the assessment in the public sector is irregular in times by rate of 69%.

The process of evaluation which carried out from human resource management in private sector is regular in times by rate of 30%. That indicates to, the assessment in private sector is irregular in times by rate of 70%.

The evaluation times in public sector are exact better than private sector by rate of 1%.

5.2.2.6 Employees Motivation:

To sum up, motivation refers to the way behaviour gets started, is energized, is sustained, is directed, is stopped and what kind of subjective reaction is present in the organism while all this is going on.\(^6\)

Motivation is a combination of factors used to influence on the behavior of employees to achieve functional satisfaction, which enable them to perform their work by desire, interact and affiliation positive. Motivation creates the
appropriate conditions and the environment that creates in employees a sense of belonging to the institution and strong motivation for their positive contribution to the achievement of its objectives. The leadership reflects his contentment by the importance of motivation with putting policy of motivation according to the contrapuntal department in the human resources management in organization. Which will put the fundamentals and rules that govern the process of stimulation?

5.2.2.6.1 Types of Incentives are:

- **Financial incentives:**
  
  Pay, allowances, and financial grants.

- **Moral incentives are:**
  
  The appropriate function is to ensure the stability of work, opportunities for training and education, opportunities for career advancement and labor relations.

- **Protective incentives are:**
  
  Conditions of the work are: convenient, comfortable working hours, healthy workplace, and the potential for physical work, and natural treatment systems.

Simply we can say that, the motivation is making the person enthusiastic to performance of work. Everyone has what is motivated him to do the work. We will ask the question, what is motivated the workers in organization to best performance and what is disappointing them?

Motivation makes the employee think of solutions. Foiling does not let him to attempt to make any effort plus.

Certainly, we're as human beings we are not like machines. We have special nature; we do not work by pressing on button. But all human beings are group
from sensations and feelings and the work must be associated with those feelings. Therefore, the good performance of work or bad is associated with feelings of employees toward that work. Therefore, the successful manager understands how to deal with individuals to bring their best towards the work that assigned to them by the motivation.

The motivation is the set of motives which 'enthusing us' for the implementation a task. If we look at the motivation from the management point of view it is very important to realize the following fact: you cannot motivate others, you can only have an impact on what motivates them. The motivation as a salt of management and lists the book of 'the art of motivating workers' for the writer in the science of management James Bibiton.

It's also called on the motivation that motive to in front of, and it's a statement or act or referring pushing the human to best behavior or working on its continuation.

There are several important factors in employee motivation. Officials must be concerned in particular by three factors:

**Cooperation with the Organization:**

Employees feel by greater enthusing for work and performance of their duty when they realize the importance of cooperation with the institution they are working in it.

**Contentment:**

When the workers are apprehend and convinced that they are doing the work properly in organization. It motivates them to continue striving and working hard.

**Selection:**

The employees feeling by stimulated to the work more and seriously, when they get authority to decision-making at work. However, try to look for other
appropriate ways to encourage them, such as giving them material rewards, or
insure a new office, or give them a day or two days off ... But in any case
should focus on the factors that affect in the enthusing of workers in the work,
especially the factors inherent in each one of them.

5.2.2.6.2 Nature of the Stimuli:

We can determine the nature of stimuli through the following points:

- The incentives vary in his impact according to the needs of individuals,
those needs which change according to the human behavior and
position.
- Maybe the incentives are lose its importance and its meaning with
individuals, in the case, if there is growing interest in expansion in its
use. Incentive should be reasonable and used in a timely manner,
especially in cases where the rate of performance is less or when there
is a desire to raise this rate.
- Some of the incentives may conflict with each other as a result of the
temptations that arise from the quality of incentive. Sometimes it
becomes difficult in many cases on the individuals to separate between
this and that.
- Correlation of incentives with the organizational climate for the work,
or the prevalent atmosphere within the organization in terms of social
and at all organizational levels.

5.2.2.6.3 Importance of the Incentives:

The incentives which received by different individuals and groups are playing
an important role in raising the rates of performance and sufficiently and the
various processes that lead to those. Especially if the use is based on rational
justification, where used at the appropriate time and in appropriate place.
We can sum up the importance of these incentives in the following points:

- The first objective of the incentives is to increase the production. And working on the speed of an interview certain regulatory conditions, or the actions which resulted from internal or external conditions such as increasing of demand. For example, can be changed modus operandi of the organization in this case, according to a new plan aimed to meet this new situation or emergency circumstance.

- Improving the quality of performance in terms of qualitative and quantitative. Where the each worker is working on perfecting his work. And should perform it as it required from him or even more in some cases.

- Encourage workers to save costs and maintain the material possibilities and means at their disposal.

- Encourage workers to exercise a spirit of initiative and innovation. Especially those who are characterized by greater abilities than their colleagues and more devotion in the work.

- Supplying the essential needs of workers. Especially from the psychological point of view social and push them to the satisfaction of their status and organization in which they work. And this will be by improving the standard of living and to find appropriate working conditions also the right atmosphere that resulting in raising the morale for individuals and groups, and raise the level of cooperation and social harmony.

In addition to what we mentioned above, the incentives are working to mobilize efforts to achieve the overall objectives of the society as a whole. This is regard to raise the levels of development and the development of the standard of living, cultural and economic for society.
5.2.2.6.4 Employees Motivation in Human Resource Management Department in Public & Private Sector:

In figure No.8 is presented the information about the employees motivation function in human resource management in public and private sector. Department employees of human resource management in public and private sector expressed their views about employees motivation function as follows:

1 - Human resource management in public sector applies the system to motivate employees by rate of 31%. This means they do not exercise system of stimulation by rate of 69%.

Human resource management in private sector applies the system to motivate employees by rate of 49%. That means they do not exercise system of stimulation by rate of 51%.
It was found that, the human resource management in private sector applies system to motivate employees better than human resource management in public sector by rate 18%.

2 - Administrative procedures which are exercising by human resource management in public sector are motivating the staff by rate of 67%. That means the procedures are non-stimulated for staff by rate of 33%.

Administrative procedures which are exercising by human resource management in private sector are motivating staff by rate of 58%. That means the procedures are non-stimulated for staff by rate of 42%.

It was revealed that, human resource management in public sector is exercising administrative procedures to motivate staff better than human resource management in private sector by rate of 9%.

3 - Human resource management in public sector is protecting the rights of employees as a motivation for them by rate of 38%. That means they do not exercise that role by rate of 62%.

Human resource management in private sector is protecting the rights of employees as a motivation for them by rate of 54%. That means they do not exercise that role by rate of 46%.

It was observed that, the human resource management in private sector is protect the rights of employees as motivation for them to the work and the exceptional performance better than human resource management in public sector by rate of 16%.

4 - Human resource management in public sector is depending on scientific standards in the process of stimulation by rate of 12%. That means the stimulation which are exerting by human resource management in public sector is not based on scientific criteria by rate of 88%.
While, human resource management in private sector is depend on scientific standards in the process of stimulation by rate of 16%. That means the stimulation which are exerting by human resource management in private sector is not based on scientific criteria by rate of 84%.

It was found that, the stimulation which are exerting by human resource management in private sector better than human resource management in public sector by rate of 4%.

5 - Human resource management in public sector trying to make the salary is equivalent to the minimum level of efficiency level by rate of 11%. This indicates to that, the human resource management in public sector cannot make the salary is equivalent to the minimum level of efficiency level by rate of 89%.

Human resource management in private sector trying to make a salary is equivalent to the minimum level of efficiency level by rate of 25%. This indicates to that, the human resource management in private sector cannot make the salary is equivalent to the minimum level of efficiency level by rate of 75%.

As we understand from this that salaries and wages in private sector is better than salaries and wages in public sector by rate of 14%.

We can say here that, the human resource management in public sector is practiced the motivation function by rate of 32%. While the deficit point reached for stimulation function till proportion of 68%.

Human resource management in private sector is practiced the motivation function by rate of 40%. While the deficit point reached for the stimulation function till proportion of 60%.

It was revealed that, the human resource management in private sector is practicing the motivation function better than human resource management in public sector by rate of 8%.
5.2.2.7 Services System for Employees:

There is no doubt in that, the obligations that fall on the shoulders of the staff of public or private institutions is a heavy burden. So it was essential that, the employee should have a number of rights and privileges that are counter to these commitments and actions of this employee.

The clearly some of these rights are in the financial aspects and some other non-financial aspects and we will try to review them as follows:

First: Financial rights:

Financial rights of employees are determined according to the quality of the work career and the degree of the employee and his seniority and qualifications of the scientific and should be fit these rights with the cost of living to ensure the decent living for employee and his family.

The financial rights of employees include the following:

- Basic salary.
- Bonuses.
- Transport and accommodation allowance.
- Overtime allowance.
- Benefits in kind for some categories of workers.

Second: Non-financial rights:

The non-financial rights as the following:

1 - Psychological rights:

Psychological rights of the most important of the employee are to treat him humanely. Without marginalizing or oust harassment or persecution.

The official employee have the right in the thinking, developing and innovating the field of work and putting of proposals which are deems are
appropriate to his superiors to studying and using. It also has the authority to implement the right business entrusted to it without the other.

Should we note that, the justice and equality among staff is a prerequisite for doing the work in the regulatory environment.

2 - Social rights:

Official employee has the right to form friendships with some of the staff and the formation of social relationships inside and outside the regulatory environment.

And not prohibited on the official employee to exchange congratulations and blessings written or oral in the seasons of festivals and events. Official employee can talk about some social issues to news organization. But should do not overwhelm the chats on the performance or taking a different form from what is usual familiar.

3 - Environmental rights:

Official employee must working in appropriate environment. In terms of: the lighting, ventilation and air conditioning.

Should be available in the work environment also security and safety conditions from risk, diseases and pollution. One of the main benefits to be provided in the work environment: mosques and chapels, restaurants, toilets, first aid and others.

4 - Sanitary rights:

The health of staff is one of the growing concerns for many works.

The subjects of the health of staff have become her effects on big business and this in the form of reduced of productivity and absence from work. And the health care is costly for organizations. Many organizations have found that, should gave a bonuses to employees to running from this responsibility.
Management of health care service for staff is vital job to the human resource management in public and private sector.

One of the issues which impose themselves in the outset is the type of required service which providing to the work site. The quality of health service which providing to employees. By accessing the implementation phase of work begins with the issues of rising cost, staff complaints, lack of commitment to suppliers and lack of satisfaction of senior management and daily problems.

Sanitary security for employee or worker is not less importance from the loaf of bread. Especially in light of the accelerated rise of medicines and health care.

From this point, employees searching for sanitary security and the appropriate institution that ensures health care for them and their family. So, employee can produced in his work and a sensed by sanitary security for himself and his family. He will focus most of his thinking and energy on how to increase his productivity, success in the work, and improve the quality of this work. He will not spend most of time, effort and relationships in the search for a way to access to health care which is necessary for him or any family member.

The institutions and public companies and civil, which provides employees by health care and dependents tempting to join them more than others, even if there are physical differences in income.

Certainly, organization attention for the staff and provide them by the integrated health insurance an important element in the loyalty of staff to their organization. And to keep the organization on the performance and loyalty of high-employees do not leave their rights or underestimate of the distinguishing features when renewing their sanitary documents. The increasing of benefits and evaluation of the program of insurance and access to high quality services must not be absent in writing the sanitary document for staff and their families.
There are practical steps for interesting by the employees health. Most important of these steps are:

1. Conducting a medical examination of the entire for staff.
2. Interest by the health of the staff firstly.
3. Health insurance for employees and their families.
4. Sanitary programs for staff (programs for enhancing the fitness of staff).
5. Ensuring the safety of the work environment.

There is also some other services which providing to employees such as:

1. Cars, housing and interest-free loans:
   These refer to the care by the staff. And help them (monetary) especially the employees who are looking for marriage. Insuring comfort for staff is very important through: the provision of adequate housing for them, and transportation means which moving them to the workplace.

2. Free telecommunications:
   Where some companies provide service of DSL is free high speed for staff in their homes; to be able to exercise their work at all times without the need to come to the office.
   It is providing free line and a mobile phone is related by e-mail in your company around the clock, and so can the employee to follow up e-mail, and practice his work at anytime and anywhere around the world.

3. Special transport services: whether for employees or their families.

4. Encouraging the staff to balance work and life:
   There is no doubt in that; the balancing has a deep impact on any human being. Balancing between work and other aspects of life, which can be achieved through work remotely, where some of the companies moving to
work remotely, that means the possibility of staff members to perform their work from their home in order to achieve balance between work and family.

5. Entertainment:

The entertainment from the things that is indispensable. Entertainment has become competitive advantage, as companies compete to attract employees, and can companies applied the entertainment through:

a. Insuring snacks and refreshments.

b. Halls for sport exercises.

c. Sports activities.

d. Tours.

e. Other recreational activities.

Administration live today's an era of excellence and the search for more efficiency and creativity. Where the developed world is experiencing rapid changes and developments and successive in all sectors public and private.

Positive practices that every manager must try to do it are the following:

1 - Special times for listen your employee:

Let it be in the form of a brief meeting daily or weekly. Listen to the employee problems, when you hear your employee you will develop the confidence in it.

2 - Employee is human he is not only cost:

Do not look to the employee that he is salary in end of the month, and you get the work from him.
3 - Help to solve the problem for your employee:

When the employee lives are have many of the problems affecting productivity at work, took care of him and listen to his own problems and try to help him to create this relationship of friendship between you and him.

4 - Be good example:

How can you expect from your employee to assist in reducing the costs of production and you have a giant air conditioner in your office and multiple phones and spend your vacation in the finest city at the expense of the company?

Should you be an example to him according to what is required from him...? If you want him to commit to the attendance always, should you be before him in the company and in awaiting him.

5 - Tell him "You can accomplish five-fold this":

Be careful here and encouraged him to achieve the impossible. Each employee have energy specific should know this very well. Make your employee aware that it can always accomplish more.

6 - Encouraged him constantly... Today... and tomorrow:

Encourage your employee every day by smile from you in his face or a simple word will not cost you financially, but it affects him psychologically and morally. But should be aware that: a lot of these simple methods reach to stage of no avail. Especially if the representation from you and does not stem from your interest only by serious encouraging.

7 - Do not say "do it" ... I am the Director":

When you ask your employee to doing any work and find him hesitate to do so. Do not force him! , listen to his objection and try to convince him to accept your application. Style of leadership by persuasion is the most successful
methods which help the employee to adopt later to convince the others around him.

8 - Let him knows what is going on around him:

Many managers keeping the secret about normal things or obvious things in the work, So employee is goes into the unknown like a machine or implement doing what is required from him only. When he knows something from a third party his taking frustration which is reflect negatively on his work.

For example, if the company was moving slowly, tell your employees about this and this is an incentive for them to save company and listened to their suggestions and innovative solutions.

9 - Complimenting the performance of the employee:

Once the employee is finishing the work, look at the aspects of the positive in it and the most prominent before the reference to the negative and how to prevent and repair as far as his work. And explain to him to not repeat the mistake next time and thank him for his work gradually according to his work amount and should he noted this to create a moral impetus.

10 - It is natural to make mistakes, as we said before the employee is human. Human is making the mistakes, should be honest with the employee and comfortably and simple method tell him about mistakes which committed and help him to avoid it next time. Do not be afraid for his mistake on the grounds that you do not want to disturb him psychologically, the employee does not want to continue the wrong work but loves the correct business achievement, especially if the manager helped him.
5.2.2.7.1 Services System for Employees in Human Resource Management Department in Public & Private Sector:

Figure No.9 clearly presents that, the services system for employees in human resource management in public and private sector as follows:

1 - Human resource management in public sector is working to create the appropriate atmosphere for work by rate of 30%. That means the appropriate atmosphere for the work is not available in the public sector institutions by rate of 70%.

Human resource management in private sector is working to create the appropriate atmosphere for work by rate of 32%. That means the appropriate
atmosphere for the work is not available in the private sector institutions by rate of 68%.

It was revealed that, the human resource management in private sector is able to create the appropriate atmosphere for the work better than human resource management in public sector by rate of 2%.

2 - Human resource management in public sector working to reduce the rate of dissatisfaction among the staff by rate of 21%. That means the employees in public sector often suffer from the case of murmuring by rate of 79%.

Human resource management in private sector is working to reduce the proportion of discontent among the staff by rate of 27%. That means the employees in private sector often suffer from the case of murmuring by rate of 73%.

It was found that, the proportion of discontent among the employees in private sector is lower than public sector by rate of 6%.

3 - Human resource management in public sector working to resolve personnel issues by rate of 17%. That means the human resource management in public sector is unable to resolve many of the issues by rate of 83%.

Human resource management in private sector working to resolve personnel issues by rate of 31%. That means the human resource management in private sector is unable to resolve many of the issues by rate of 69%.

It was observed that, the human resource management in the private sector doing to resolve personnel issues better than the human resource management in the public sector by rate of 14%.

4 - Human resource management in public sector is doing many of the social activities for employees by rate of 9%. That means the employees in public sector suffer from lack of social and recreational activities inside their institutions by rate of 91%.
Human resource management in private sector is doing many of the social activities for employees by rate of 20%. That means the employees in private sector suffer from lack of social and recreational activities inside their institutions by rate of 80%.

It was found that, the social activities and recreational which are provided by human resource management in private sector better than human resource management in public sector by rate of 11%.

5 - Human resource management in public sector insures health insurance system to their employees by rate of 11%. That means the employees in public sector do not have a system of health insurance by rate of 89.4%.

Human resource management in private sector insures health insurance system to their employees by rate of 36%. That means the proportion of the deficit in coverage of health insurance for the private sector employees by rate of 64%.

It was revealed that, the employee in private sector gets health insurance better than employee in the public sector by rate of 25%.

In general, human resource management in public sector provides services to staff by rate of 18%. While the percentage of disability for providing the services is 82%.

Human resource management in private sector provides the services to the staff by rate of 29%. While the percentage of disability for providing the services is 71%.

The services which are providing by human resource management in private sector is better than services which provided by the human resource management in public sector by rate of 11%.
5.2.3 Educational level of Employees:

Organizations can be described (Harrison, 1992) as continuous learning systems and organizational learning has been defined by Marsick (1994) as a process of: coordinated systems change, with mechanisms built in for individuals and groups to access, build and use organizational memory, structure and culture to develop long-term organizational capacity.

Organizational learning aims to develop a firm’s resource-based capability. This is in accordance with one of the basic principles of human resource management, namely that it is necessary to invest in people in order to develop the human capital required by the organization and to increase its stock of knowledge and skills.

The employee is the real supporter of progress and development in the organization and strong tributary to increase the productivity. Nobody could imagine that, there will be successes without good staff behind these successes.

However, employees are not on one pattern they vary in preference. So the organizations are striving to attract good employees because of they can achieve the objectives of the organization. While the organization avoiding bad employees or dismiss those who making mischief in the roots of the organization as failure and bankruptcy.

(Doichelas Maekeroger) put the famous theory about the quality of the psychological employee, and how to deal with him. This theory is divided the employees into two groups:

1 - Group (x)

Assume that the workers do not like working by their nature. Therefore should be under the direct supervision, they are lazy and not ambitious, and avoid responsibility and that their goal is the salary only.
2 - Group (Y)

Assume that the workers loving the work at all, and must be available for them opportunities for achievement at the highest levels. They are tending to take responsibility, creativity and dedication to the work and they are faithful in their work.

We believe that these assumptions for staff are affected by the quality of work and the work environment and organization system and quality of staff.

Good employee is aim for the organizations. He is like the flame of enthusiasm, vitality, and tender as well as his reverence and behavior. You will see him a positive in his work with his colleague. wherever he is working there is benefit, he is appreciated by superiors and subordinates, and you will note the bonuses and opportunities are haunted him.

Bad employee is negatively in his work. He is delaying the work and does not care about it. If he did the work had the shortcomings and mistakes and his rule what has not been done today it's will be done tomorrow, and what has not done tomorrow ...it's completed after month ....

As well as poor relations with his superiors and his colleagues at work, he is like a rotten apple must be removed.

We were noted that, the employee impossible to believing (he is bad), perhaps he is attached his disadvantage to others or to the work. He considers himself a victim of others, and does everything in its power to remove that about him.

The upgrading and the keep pace with each new it is contribution and motivate towards excellence in the work. That will reflect its impact in the preparation of a generation capable of advancement and progress towards a bright future and shining.

When we speak of excellence, we mean the effort and the effective performance that makes individual to be unique and appears on the others. He
will overtake them in his work and the performance of his duties and professional career.

We find the many of those interested people by the excellence and creativity describe the distinct person by characteristics like: psychological characteristics, social and mental which are differ from other staff.

Excellence in the work is dream for all workers in all sectors of work. Successful organization should be capable to performance its mission and function that means there is an effective employees. Manager, who does not care about excellence in work and put his members on the ladder of priorities, not serious in preparing generation is capable to serving society, may be hurt the public interest that he were found for it, and he lost the reasons for his existence and its important role, he has only to choose one of two things; either moderation, or retire.

Should employee complete his work perfectly and avoid ineffective traditional methods. To achieve the overall cultural shift that aims to build the employees, they will become the important fundament to building the society and its development.

Often the recruitment process is beginning for the good and the new cadres in the various institutions public or private on the level of the modern world by the coordination with scientific institutions in those countries.

Importance of human resources management is clear for success and consolidation of role and organization image in different orientations in our societies. Especially the core task of human resource management is to establish identity of the first institutions and develop their production and handling crises and achieve good reputation by human understanding. This is what makes the employee function in the human resource management is a great function has responsibility requires adequate qualifications witness to acquire the employee experience and competence necessary to ensure the
practicing of function smoothly and easily on the scientific basis and clear which insuring the guarantee to achieve the goals of the institution properly.

Spread in recent time of phenomenon of employment without giving importance for qualification. Qualifications became last thing when the individual searching for the job in light of the scarcity of decent jobs. the function of worker in human resource management are also an integral part from this phenomenon. As a result of this phenomenon we find that - human resource management based on the staff have been recruited without regard to qualification - suffer from the failures encountered, whether in public sector or private but extends influence to the level of social development and economic and other levels.

There is no doubt that, the specialist scientific qualification in any field is a proof to the acquisition of employee for expertise and skills and all the arts of theoretical and applied which have relation with the job.

From other side lends legitimacy to a qualifying the individual for the job, same thing for the employee of human resource management. Very important for employer to be patient in employee selection efficient, because he will held on his shoulders the responsibility of image and reputation of the institution. By his scientific qualifications he will be able to organize the work of the institution internally and externally and it would be easy on him to conduct the research and studies the information base of company and on scientific fundaments and clear and targeted. and it's easy on him to treatment the emerging crises which affecting the image of the institution and in particular if came that according to his gained experiences , which were dictated on him by the years of study.

The most important should not have unqualified staff in human resource management. These will lead to the failure of the human resource management role in implementation the objectives. When its activities and practices is issued by the deliberate ignorance and technical and organizational
experiences are limitable. Also recruitment procedures on the basis of a non-scientific do not achieve the principle of equal opportunities and creates an atmosphere absent of faith and disregard the public interest and not a sense of responsibility and indifference to the employee which will reflect negatively on the organization exerting and it be pressure on productivity, leads to disrupting for organization management.

Studies have confirmed that 91% of the degree of success of an organization which depends too much on the culture of the employee and his competence and experience. On the other side the employment without a scientific basis is losing for the creative minds which have experience and qualification. It's amissibility for human resources and a growling of their rights which are leads to an imbalance in the development process and development of society.

Human is basis of development and evolution. Therefore the appropriate choice of human is requires a lot of scrutiny and patience and tolerance. Choice of appropriate human and efficient and investment for his effort by required efficiency it's ensures for us value is added to the development process and help to developing our society.

The results of many studies confirmed which are shed light on the relationship between education and the labor market. That there is a strong strategy relation, are governed by the relationship between supply and demand in the labor market. Here we can say that, the strategies and education policies, if what has been systematically linked with the national economy and labor market trends. This link will work without a doubt to bridge the gap between education outputs and labor market needs thereby reduce the unemployment.

In this sense we can say that education plays a pivotal role in any policies, planning or programs which are aimed at achieving economic reform for the sustainable development goals.

The Arab countries adopted (especially which are suffering from the high unemployment), the policies and projects of serious reforms in the economy
and the labor market, education and training. They are working to developing the skills, efficiency and effectiveness of national manpower in order to be a strong competitor for foreign workers. Where have developed programs and incentives for Arab youth to work in occupations that do not get acceptance of social as selling, tourism and construction.

Higher education is one of the most important sectors which covered by the reform projects with a focusing on quality through improving the inputs and outputs of educational process and training.

The reality of higher education in those countries is non-processions of scientific and technical developments and the rapid technological.

Spending on education in these countries is low that impact on the efficiency of its educational outputs. The increasing spending on education as a investment is contributes on the long-term to raising the rates of economic growth on the one hand, and increase the rate of absorption of the workforce from educational outputs and reduce unemployment on other side.

There is also a retreat for the techniques of strategic planning in general and planning for the labor market and workforce. In particular, which led to the abandonment of detailed plans, which are be short or medium and long-term to link between education, training and job opportunities.

Bad preparation for students, especially graduates of higher education. In addition to the decline of scientific research and confined it to the purposes of promotion of work and not for service of the society. The shortcomings in the policies and programs of vocational training have led to the educational outputs which are having not demand in the labor market.

All of that led private sector to participate in the organizing of study paths which are suited for the actual needs of labor market, and directing the students to the disciplines that are available for graduates employment. With attaching these educational disciplines in the faculties of community service
and higher institutes and departments of universities and colleges with the labor market needs.

On other side should work strategy at the same time to reform the labor market in order to be there an appropriate strategy for education.

Therefore it's important that there be a strategic partnership between educational institutions and labor market.

The labor market whether in public or private sector should working to subtracting the main knowledge and skills that contribute to the efficiency of the worker. These institutions must have a strategic vision for its future and the future needs of efficiencies. And these visions are collected to give a comprehensive vision based on development plans in the country. This perception must be clear to all employees of education, starting from the teacher in the classroom to senior officials in these institutions.

Of course, if we look at the most important goal of education it's to increase knowledge and awareness, and reflection those on the behavior of individuals, and the positive interacting in the society awareness by the rights and duties and responsibilities. You will find that, there is main matter sought by the citizen, it is to obtain knowledge and skills that increase his efficiency and competitiveness in the labor market. Therefore significantly you will find many of the students always ask and seek for the study in the disciplines that will provide them by the job after graduation. But it is not surprising to find a group of first-year students with some universities they attend open days for employment to ask the companies about more needs disciplines in labor market in the future.

Should everyone is working to reduce contradiction between achieving the overall objective of education and desire of the citizen with labor market. This will be by making the government labor market and private is partners in the educational process even if it reached such participation to be a part from the curriculum. It is important to ongoing evaluation for education and makes the
labor market needs as part of the performance indicators for educational institutions.

There is no doubt in the issue of harmonization between the outputs of education and the labor market needs represents the main concern of any government. Especially with a large number of graduates from university students per year without the market that be able to employment them. The most of the graduates’ specialization not suitable to the market needs.

In addition, most graduates prefer to go to government jobs. Which represent a source of security, and the only recourse to get rid of the specter of unemployment looms on large number of them as well as to escape the instability of functional in the private sector? That until now could not attract graduates.

On other side, is still the issue of educational curricula and the need to develop it to keep pace with the current era is main issue. Still some countries try to solve this issue.

After selecting the best sources from educational institutions, whether internal or external, (give the priority to national institutions in both its public and private sectors). It comes, the process of selecting the employee based on a scientific basis which meets all the basic components for successful selection and as a function from human resource management functions.

All those does not come without a successful strategy adopted by the institution in public or private sector, in order to ensure a staff gain scientific qualifications meet the needs of the work.

Individual should prepare in advance to plan his functional path. To enable the individual to plan his functional path should he understand that this process consists of two; first: understand oneself, where it connects with this perceptions of the individual for his self, such as abilities, interests and inclinations and his values supreme.
This dimension is characterized by general terms, and takes into account a group of factors such as the need for accurate information about the job that looks to be filled it. And make sure there are experiences which enable him to pairing between personal characteristics and job requirements, then make sure from the individual's ability to know the interests, needs and desires.

Second part; is in the business climate, which the individual is working within it and handles it with colleagues and superiors and to provide information which are required for an individual to recognize the job. Where the individual who apply for the position have had many of the perceptions about the job is quite different from the practical reality for it.

Is also needed to identify the job requirements, which is availability of organizations and functions are suited with the individuals and the requirements of these organizations and the functions from education and the experience and the characteristics of psychological and personality for the individual. And the more importantly is the awareness of individual for the availability of these requirements personally.

The planning processes are seeking to improve the employee’s satisfaction, where the functional satisfaction depends for the job - for most workers - on the compatibility of multiple features of the function with personal features. Should take into account the affecting factors on the functional satisfaction for employees, from that the required special abilities.

Some jobs require a higher level of ingeniousness or some other capacity, which may not be available with most people and the required preparing where the degree of required preparation is vary to take over the function, from one job to another.

Sometime there is a difference between times of training in the job and study. So, should be the workers in certain occupations continuant in the study to keep their jobs in progress.
The need to plan the functional path become much in convergence with the objectives of individual and institution in the form of a relationship is allows the possibility that the individual realizing the work in the function that suits him and find the human resource management the right person for its functions for multiple levels. From this perspective highlights the importance of planning the functional path. The need is evident to pay attention to the process of planning the functional path in the human resource management for a variety of reasons. Most important is the achievement of the objectives of staff and the institution, if the staff was seeking to evolve in their jobs and their conviction. As a result the institution aimed at raising productivity and improves outcomes.

The planning of functional path is helping the members to achieve goals. In addition to easing the restrictions on the movement of staff in the rehabilitation, as the absence of functional planning efforts mean the imposition of restrictions on movement within the institution, and put them inside the functional walls of rigid difficult to move them. The lack of opportunities for promotions and movements of movements between the functions is detrimental. Therefore, the planning and development of functional path is launch for potentials and abilities of individuals.

It is clear from this side that, the scientific system of functional planning for employees in the human resources management is one of the matters which has important priority and consistent with the orientations of public or private institutions to create a suitable functional climate to work.

The studies are confirming that, planning the functional path is important matter for the institution to the extent the same matter for each employee. Both are interested in the pursuit and behaviors to achieve conciliation between the individual and function and increasing interest among them. And we can say that there is an entrance individually and organizational entrance to planning and development of functional path.
The individual entrance is focusing on the help of individuals to identify their goals and their functional future, and know their abilities and potential and familiarize them with the tools and necessary means to achieve those goals.

This entrance is focusing to make the individual; "employee" who is cares about the development of his career contemplates in his future and the reality of his positioning. That means, knows the ambitions and aspirations, and then on the abilities and skills, whether these capabilities is sufficient to achieve its ambitions or insufficient.

On other side the organizational entrance is focusing on following the managerial methods such as training, promotion. It is trying to put the appropriate staff in the appropriate function to achieve the objectives of the institutions in terms of productivity and the objectives of the individual in functional satisfaction and the concerning work.

The organizational entrance is working on a large scale, it focuses on activities which undertaken by the human resource management in order to achieve compatibility between the individual and the function, which consists of almost all the practices of human resource management.

This starts with identifying the needs of the foundation for the staff and searching for them in the good sources, brought them to join the function. After that induction the new staff in their jobs and their training to fill new jobs and their transfer and promotion.

The interested literatures by the functional path are shown to consider the possibility of look to it from perspectives three; the first is the functional path to gain access to senior positions. This includes the elements of the kinetic processes of development and promotion within the educational institutions. This perspective based on the instinct in every human being to pursue all the bester.
Second: is the functional path as a continuous set from the functions. This perspective is based on the assumption that it can address the functional path as a functional history for the individual. In order to reveal about the experiences accumulated through his career and to any direction can be directed to him.

Third: is the functional path future as a group from the practical and scientific experience.

This perspective is based on the experience is unfunctional, such as technical interests for the individual and his scientific growth that is specialized. This definition focuses on the aspects of the incident in the individual through his growth or individual effort. It is often based on the aspirations and hopes and desires of the individual and his vision for a functional path that is wanted. With the benefit from those perspectives can be identified the functional path as a set of individual and organizational behaviors which related to continuing the profession through a person's life. It is aim to harmonization between the person and function.

Some of the institutions are treating weakness of the scientific aspect of the employee, especially after the employment by process of training and through training programs for the employee.

Hence the importance of training in giving the new employee skills that makes it able to perform the duties which expected from him in a satisfactory manner. The staff member with previous experience who newly join the organization to fill a particular function may not be available has all the abilities necessary to perform well. Here the training will be useful in the completion of the required abilities, as well as directing and adapted to the conditions in the organization. Thus the training becomes supporter and supporting for the abilities of the new employee to ensure compliance with the requirements of his work and then perform the work in a good way.
It is also not limited the importance of training and its benefits on new workers whom newly enrolled in the organization. But the importance and usefulness are including the old workers to ensure the development of their knowledge and develop their abilities to do their jobs. Because of there is continuous development in science and knowledge. This requires continuous development in the creation of systems and methods of work. And this requires arming workers and provides them with the skills and new knowledge and assistance to perform the work efficiently and effectively through the training.

On other side, the training will be required to prepare workers to take those jobs with the highest level of difficulty and responsibility, which require higher levels of skills and abilities, through functional path or vocational. So, the importance of training is to developing the capacity of workers to take jobs or positions with the highest levels, which will be promoted them sooner.

The importance of training is not only to develop the abilities of workers through that information, arts and skills which associated with performing work. But that importance extends to include the improvement and development of the behavior of workers at work and their dealing with the organization and with colleagues, superiors and subordinates and institution customers. In the sense that the training here is useful in the rationalization of patterns and behavioral habits and development of precious values and psychological trends for employees and ensure that they maintain their psychological balance. And from here we note that the benefits of training and its importance extend to include the institution and the employee or worker and team work.

Institution is trying to benefit from training because training is aiming ultimately to improving and developing the abilities of workers. Thus improving the performance of the work and then improve and develop and increase the productivity of the firm. Also employee or trainee to benefit from training to acquisition of new skills, increase their abilities to perform his current work and he will most probably earned features material and moral as
well as increased ability to perform the work of the future and opportunities in front of him for advancement to higher positions and functions in the future of his career.

Training will contribute actively to develop the human relations within the work environment. These relations will be stronger and more efficaciousness when it is available to members of human resource management of those skills and abilities which required to perform the work, especially when they are working within framework of good behavioral relationships. In addition, the training is important for increase the workers abilities and knowledge in the executorial levels and supervisory levels. it will be necessary for the development of the capacity of managers and employees in various levels in the current administrative organization. As well as creating future managers and arming them by managerial skills that enables them to fill leadership positions in the future.

The reason of that, the managerial training becomes necessary to deepen and increase the capacity of managers at various administrative levels.

To defining the goals, outlining policies and strategies, analyze the problems and taking the scientific methods in decision-making. As well as develop their abilities to the overall perception of their institutions and environments, social, cultural, economic, customs and others. The development of behaviors and attitudes of managers and supervisors and equip them with patterns of thinking and behavioral skills for effective management.

Moreover, the training contribute to satisfying the basic needs for managers and the needs is psychological through interviews of the managerial training to the level of their ambitions. This is reflected positively on the improvement and development of productivity of the firm. Training is an ongoing process involving all employees and throughout their careers.
In our time we can say that training is an investment for human resources which available in various levels. The returns are back on both the institution and human resources that work in it.

Through what has been reviewed from the importance of the instructional level of the staff in general and in particular the staff of human resource management, whether in public or private sector cause us certain that the need for a staff member with good academic qualifications and high level which required for the job. Institutions should complete the procedures of functional qualifying through the qualificatory programs that help develop the scientific level of the employee. Must be before that the human resource management attract talent and scientific expertise to the institutions to be preceded by accurate identification for sources that should be adopted by the institutions in the recruitment process.

5.2.3.1 Educational level of Employee in Human Resource Management Department in Public & Private Sector:

![Figure No.10](image)

<table>
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<th>Criteria of the job</th>
<th>Public Sector</th>
<th>Private Sector</th>
</tr>
</thead>
<tbody>
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<td>74% Available</td>
</tr>
<tr>
<td>Criteria of the job</td>
<td>13% Available</td>
<td>87% Available</td>
</tr>
<tr>
<td>Development Capability</td>
<td>47% Available</td>
<td>53% Available</td>
</tr>
<tr>
<td>Integration of the goals</td>
<td>19% Available</td>
<td>81% Available</td>
</tr>
<tr>
<td>Qualifications of employee</td>
<td>36% Available</td>
<td>64% Available</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>(1) Available</th>
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<th>(2) Available</th>
<th>(2) Unavailable</th>
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<tbody>
<tr>
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<td>Criteria of the job</td>
<td>13% Available</td>
<td>87% Available</td>
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<td>67% Available</td>
</tr>
<tr>
<td>Development Capability</td>
<td>47% Available</td>
<td>53% Available</td>
<td>19% Available</td>
<td>81% Available</td>
</tr>
<tr>
<td>Integration of the goals</td>
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<td>81% Available</td>
<td>46% Available</td>
<td>54% Available</td>
</tr>
<tr>
<td>Qualifications of employee</td>
<td>36% Available</td>
<td>64% Available</td>
<td>50% Available</td>
<td>50% Available</td>
</tr>
</tbody>
</table>
Figure No.10 presents the views expressed by respondents with regard to the educational level of employees in human resource management department in public and private sector as the following:

1 - Human resource management in public sector selected the best applicants to fill the jobs offered in its institutions by rate of 26%. That means the human resource management in public sector is cannot select the right staff to the work by rate of 74%.

Human resource management in private sector selected the best applicants to fill the jobs offered in its institutions by rate of 25%. That means the Human resource management in private sector cannot select the appropriate employee for the work by rate of 75%.

Accordingly, the quality of the staff who works in public sector is better than quality of private sector employees by rate of 1%.

2 - Human resource management in public sector put labor standards in line with the qualifications of the staff by rate of 13%. That means the labor standards in public sector is not compatible with the qualifications of staff by rate of 87%.

Human resource management in private sector set standards of work in line with the qualifications of the staff by rate of 33%. That means the labor standards in the private sector is not compatible with the qualifications of the staff by rate of 67%.

That means the labor standards in private sector compatible with staff qualifications better than labor standards in public sector by rate of 20%.

3 - Human resource management in public sector is able to develop the employees’ abilities by rate of 47%. That means the Human resource management in public sector is not able to develop the employees abilities by rate of 53%.

Human resource management in private sector is able to develop the employees’ abilities by rate of 19%. That means the human resource management in private sector is not able to develop the employees abilities by rate of 81%.

This means the human resource management in public sector is able to develop employees’ abilities better than human resource management in private sector by rate of 28%.
4 - Human resource management in public sector is working to integrate the objectives of the employee with the goals of the institution to ensure lack of contradiction, which may affect performance negatively, by rate of 19%. That means the sense of employee by lack of convincing by the organization objectives by rate of 81%.

Human resource management in private sector is working to integrate the objectives of the employee with the goals of the institution to ensure lack of contradiction, which may affect performance negatively, by rate of 46%. That means the sense of employee by lack of convincing by the organization objectives by rate of 54%.

That means the convincing level of employee in private sector is better than employees in public sector by rate of 27%.

5 - Compatibility of the scientific specialization of the employee with the function in public sector is by rate of 36%. That means the scientific specialization of employee in public sector is not compatible with the function by rate of 64%.

The compatibility of the scientific specialization of employee in private sector with the function is by rate of 50%. That means the scientific specialization of employee in private sector is not compatible with the function by rate of 50%.

This confirms that the employee in private sector his scientific specialization is compatible with the function better than employee in public sector by rate of 14%.

In general we can say that the educational level of public-sector employee meet the scientific needs of the job by rate of 28%. That means the public sector employee is not qualified scientifically by rate of 72%.

The educational level of private sector employee meets the scientific needs of the job by rate of 35%. That means the qualifications of the employee of the private sector are weak by rate of 65%.

It was found that, the educational level of private sector employee better than the educational level of public sector employee by rate of 7%.
5.2.3.2 Summary:

Comparison of HRM Practices between Public & Private Sector

<table>
<thead>
<tr>
<th>Variable</th>
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<th>HRM in Private Sector</th>
</tr>
</thead>
<tbody>
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<td>unavailable</td>
</tr>
<tr>
<td>Legislations and Laws</td>
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<td>70%</td>
</tr>
<tr>
<td>Human Resource Management</td>
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<td></td>
</tr>
<tr>
<td>Functions</td>
<td>27%</td>
<td>73%</td>
</tr>
<tr>
<td>Educational Level of Employees</td>
<td>28%</td>
<td>72%</td>
</tr>
<tr>
<td>Performance</td>
<td>28%</td>
<td>72%</td>
</tr>
</tbody>
</table>

Table No.1

Table No.1 presents the summary for comparison of human resource management practices between public and private sector industries in Yemen, as follows:

1- Legislations and laws help human resource management in public sector to practicing its work by rate of 30%. That means the current legislations and laws not help human resource management in public sector to practicing its work by rate of 70%.

Legislations and laws help human resource management in private sector to practicing its work by rate of 33%. That means the current legislations and laws not help human resource management in private sector to practicing its work by rate of 67%.

It was revealed that, the current legislations and laws help human resource management in private sector to practicing its work better than human resource management in public sector by rate of 3%.

2- Human resource management department in public sector practicing its functions by rate of 27%. That means human resource management department in public sector cannot practice its functions by rate of 73%.

Human resource management department in private sector is practicing its functions by rate of 36%. That means human resource management department in private sector cannot practice its functions by rate of 64%.

It was found that, the human resource management department in private sector practicing its functions better than human resource management department in public sector by rate of 9%.
3- Educational level of employees in human resource management department in public sector is suitable for department functions by rate of 28%. That means educational level of employees in human resource management department in public sector is not suitable for department functions by rate of 72%.

Educational level of employees in human resource management department in private sector is suitable for department functions by rate of 35%. That means educational level of employees in human resource management department in private sector is not suitable for department functions by rate of 65%.

It was observed that, the educational level of employees in human resource management department in private sector better than educational level of employees in human resource management department in public by rate of 7%.

4- It was revealed that, the human resource management department in private sector performance better than human resource management department in public sector by rate of 7%.

REFERENCES:


