Conclusions & Suggestions
CHAPTER - SEVEN

CONCLUSIONS & SUGGESTIONS

7.1 INTRODUCTION:

This is last and concluding chapter of this thesis Endeavour presents the conclusions drawn from the analysis and interpretation of the empirical data, in the preceding four chapters. The chapter also offers meaningful, concrete and viable suggestions for the improvement of the human resource management practices and the quality of performance in the department of human resource management in public & private sector industries in Yemen.

7.2 CONCLUSIONS:

Here the conclusions are being presented under three sectors:

I. Public Sector.
II. Private Sector.
III. Government Sector.

7.2.1 Conclusions regarding the Public Sector:

1. It was found that, the powers of department of human resource management in the work practice in the public sector are very limited.
2. It was revealed that, the department of human resource management in the public sector is suffering weakness of the law regulating the work procedures.
3. It was seen that, the organizational goals of public sector institutions are not clear for the department of human resource management.
4. It was observed that, the department of human resource management in the public sector is suffering many interventions which hinder its work procedures from other sections.
5. It came out that, there is no system of job descriptions in human resource management in the public sector.
6. It was found that, the department of human resource management in the public sector cannot identify its sources of employees whether internal and external.

7. It was found that, the department of human resource management in the public sector not using scientific steps in preparation of appropriate plans to achieve the institution goals.

8. It was seen that, the department of human resource management in the public sector does not apply legal standards in the recruitment process.

9. It was seen that, the recruitment procedures which practiced by the human resource management are not based on quality of employees In terms of Specialization, Qualification, Skills, Experience.

10. It was observed that, the human resource management is not pursuing a policy of polarization of the external efficiencies.

11. It was revealed that, the employees in the public sector suffering from the absence of training programs in their institutions.

12. It was found that, there are no training sessions for new staff to help them to become involved in work.

13. It was seen that, human resource management department facing difficulty in providing quality training programs for staff inside the institution.

14. It was observed that, the department of human resource management is not accused of doing rehabilitation for the institution employees.

15. It was revealed that, the human resource management department is not involved in the development of relations among staff inside the institution.

16. It was revealed that, the increasing in the rate of functional infiltration in public sector institutions.

17. It was revealed that, the employees' relations with their managers are not good inside the institution in terms of: understanding, harmony, cooperation.
18. It was revealed that, there is no mechanism for coordination of work between departments inside institutions.

19. It was revealed that, the employees in public sector institutions are suffering from grumbling and resentment toward their managers.

20. It was seen that, the evaluation of staff performance is not according to scientific principles in terms of: Neutral, Time, and Interest.

21. It was observed that, there is no coordination between performance appraisal and motivation for employees.

22. It was found that, the stimulation does not depend on scientific standards.

23. It was revealed that, there is no functional stability for staff in department of human resource management.

24. It was found that, there is no organizational commitment among staff of human resource management department.

25. It was seen that, the lack of services which are required for the staff inside and outside the institution.

26. It was revealed that, there is no health insurance for employees.

27. It was observed that, the educational level of employees in the department of human resources management is very low in terms of: qualification, specialization.

7.2.2 Conclusions regarding the Private Sector:

1. It was found that, the legal framework regulating the work procedures in the private sector is not suitable.

2. It was revealed that, there is improvement in the work procedures inside the institutions of the private sector is better than the public sector institutions but it is not perfect.

3. It was seen that, the organizational goals of private sector institutions are not clear for the department of human resource management.
4. It was observed that, the department of human resource management in the private sector is suffering many interventions which hinder its work procedures from the other sections.
5. It was found that, there is determining for job duties, but no system for functions description.
6. It was reveals that, the department of human resource management is focusing to benefit from external sources for recruitment and neglects the internal sources.
7. It was observed that, there are no scientific steps in the preparation of plans to achieving the organization objectives.
8. It was seen that, the demerits more than merits in the recruitment procedures.
9. It was reveals that, the rate of interference in the employment procedures from other departments inside the institution a low than public sector.
10. It was found that, the human resource management department is implemented the polarization function for the owners of good experience and skills.
11. It was found that, the training courses are available in the private sector but implementation procedures are not suitable.
12. It was revealed that, there are no training sessions for new staff to help them to become involved in work.
13. It was revealed that, the quality of training programs is not suitable for requirements of the human resource management function.
14. It was seen that, the department of human resource management is not interested to rehabilitation for the institution employees.
15. It was seen that, the human resource management department does not exercise properly the function of the development of relations inside the institution.
16. It was observed that, there is no interest by ambitions and objectives of employees inside the institution.
17. It was found that, the functional infiltration rate in private sector is low than public sector.

18. It was revealed that, the employees’ relations with their managers in private sector are better than public sector.

19. It was revealed that, the rate of functional stability in private sector is better than public sector.

20. It was found that, the evaluation of staff performance in private sector according to scientific principles in terms of: Neutral, Time, and Interest.

21. It was observed that, there is no coordination between performance appraisal and motivation for employees.

22. It was seen that, the stimulation does not depend on scientific standards.

23. It was found that, the organizational commitment among staff of human resource management department in private sector better than public sector.

24. It was found that, there is health insurance for employees in private sector.

25. It was revealed that, the services which presented by the department of human resource management for staffs in private sector are better than public sector.

26. It was found that, the educational level of employees in the department of human resource management in private sector better than public sector in terms of: qualification, specialization.

7.2.3 Conclusions regarding the Government Sector:

1- It was observed that, legislations and laws which are governs human resource management work not enough for the requirements of the work.

2- It was found that, the infrastructure of industry is not suitable for industrial projects.
3- It was revealed that, the industrial companies in Yemen do not work according to international standards that ensure the ability on competitiveness.

4- It was found that, there is no national strategy to reduce unemployment.

5- It was seen that, there is no cooperation in the exchange of experiences between public and private sector.

6- It was observed that, the educational outcomes are not suitable for the needs of society.

7- It was seen that, there is no coordination between the public and private sector in the development of training programs for staff.

8- It was found that, the government does not provide any assistance in training for small and medium industrial institutions.

9- It was revealed that, the lack of government programs and guidelines to the industrial institutions to meet the challenges of globalization.

10- It was observed that, the government should oblige the industrial companies to working according to international standards.

Overall, it was observed that, there is a slight improvement in the human resource management in the private sector than human resource management in public sector but all the conclusions are confirm that human resource management in public and private sector still operate according to the old concept as management of individuals Affairs (personnel management).

Therefore, performance of human resource management in public and private sector is not satisfactory because of the lack of correct application of the functions of human resources management due to the lack of suitable legal framework for business or weakness of the educational level of employees in the department of human resource management.

7.3 Suggestions:

Based on the understanding of the Human Resource Management Practices in Public & Private Sector Industries in Yemen, with particular reference to the
study area and review of literature on the subject, the researcher would like to propose the following suggestions.

The suggestions made are not exhaustive, but touch upon some issues which needs to looked at under the prevailing circumstances of the Human Resource Management in Public & Private sector Industries in Yemen and quality of the practices rendered by them. Suggestions are divided into three types:

Suggestions regarding the public sector
Suggestions regarding the private sector
Suggestions regarding the Government

7.3.1 Suggestions regarding the Public Sector:

1-From the findings of the study, it was apparent that, the laws which governs the work in human resource management in public sector, needs to re-formulation to insure the following:

✓ Human resource management Propieties in the work.
✓ Organizational regulations help the human resource management on the work.
✓ Clarity of organizational goals in human resource management practice.

2 - It should be ensured that, the precise description for the functions inside public sector institutions.

3 - It was found that, the human resource management department should be determining internal sources and external of manpower.

4 - It was observed that, the human resource management department should be followed the scientific steps in drawing work strategy in terms of:

• Organizational and objectivity
• Requirements
• Time

5 - It was revealed that, the human resource management department needs to development of the legal standards for the recruitment procedures.
6 - It was seen that, the human resource management department needs to study its requirements of the manpower.

7 - It was found that, the human resource management department should be activated the polarization process of good skills.

8 - At present, human resource management department needs to have modern training courses for staff.

9 - The study also found that, the human resource management department should improve the new staff by foundation training course.

10 - It was observed that, the human resource management department should be choose the qualitative training programs to increase the capacity of staff which helps them to have special skills.

11 - It was revealed that, the human resource management department needs to use the relations function in the institutions to insure the following:

    • Reduce the rate of functional infiltration.
    • To create the good relationship between individuals and managers.
    • To cooperation between the various sections in the institution.
    • Creating the functional satisfaction between the employees.

12 - It should be ensured that, the scientific steps in employees’ assessment process.

13 - Human resource management department should uses evaluation during specific time.

14 – It was seen that, the human resource management department should get benefit from the results of the evaluation.

15 – It was revealed that, the human resource management department should exercise the function of the stimulation according to scientific steps.

16 - It should be ensured that, the coordination between the evaluation results and motivation process inside the organization.

17 - It was revealed that, the human resource management department should use appropriate quality of incentives with employees.
18 - It was found that, the institutions of public sector should insure health insurance for employees.

19 - It was seen that, the human resource management department should contribute to solve the internal and external problems for the employees.

20 - It should be ensured that, the recreational services provided to the employees.

21 - It was seen that, the human resource management department should improve the selection of employees according to the following standards:

- Educational level
- Specialization
- Skills

22 - To insure accountability and discipline poor performers, should work on rehabilitating the employees.

### 7.3.2 Suggestions regarding the Private Sector:

1 - From the findings of the study, it was apparent that, the laws which governs the work in human resource management in private sector, needs to re-formulation to insure the following:

- Human resource management Proprieties in the work.
- Organizational regulations help the human resource management on the work.
- Clarity of organizational goals in human resource management practice.

2 - It should be ensured that, the precise description for the functions inside private sector institutions.

3 - It was found that, the human resource management department should be determining internal sources and external of manpower.

4 - It was observed that, the human resource management department should be followed the scientific steps in drawing work strategy in terms of:
5 - It was observed that, the human resource management department should eliminate the demerits which associated with the employment process in private sector.

6 - It was found that, the human resource management department should improve the new staff by foundation training courses.

7 - It was revealed that, the human resource management department needs to have a modern training course for staff.

8 - It was revealed that, the human resource management department should be chosen the qualitative training programs to increase the capacity of staff which helps them to have special skills.

9 - It was revealed that, the human resource management department needs to use the relations function in the institutions to insure the following:

- Reduce the rate of functional infiltration.
- To create the good relationship between individuals and managers.
- To cooperation between the various sections in the institution.
- Creating the functional satisfaction between the employees.

10 - It should be ensured that, the scientific steps in employees’ assessment process.

11 - It was found that, the human resource management department should care by the employees’ rights.

12 - It was seen that, the human resource management department should get benefit from the results of the evaluation.

13 - It was revealed that, the human resource management department should exercise the function of the motivation according to scientific steps.

14 - It should be ensured that, the coordination between the evaluation results
and motivation process inside the organization.

15 - It was revealed that, the human resource management department should use appropriate quality of incentives with employees.

16 - It was seen that, the human resource management department should contribute to solve the internal and external problems for the employees.

17 - It should be ensured that, the recreational services provided to the employees.

18 - It was seen that, the human resource management department should improve the selection of employees according to the following standards:

• Educational level
• Specialization
• Skills

19 - To insure accountability and discipline poor performers, should work on rehabiliting the employees.

7.3.3 Suggestions regarding the Government Sector:

1 - At present, there are no modern norms and guidelines laid down for the departments of human resource management in public & private sector is functioning without any regulations, restrictions and accountability.

Therefore, to rein the human resource management, the government should lay down decent standards and requirements for human resource management practices in public & private sector industries in Yemen on the basis of both - rights and duties and be made legally binding. This should include standards for work requirements, manpower requirements, their qualifications, remuneration and working conditions, ect. This is very important because the entire sectors and departments of institutions in public or private sector will depend on having such norms. All of these help to create the modern human resource management in public & private sector industries in Yemen, so we are suggest the following model:
2- It was found that, the government should complete the system of legislation which governs human resource management works in the public and private sector and economic activities in general to attract investments in the industrial sector.

3 - It was revealed that, the government should work to improve the basic needs such as: roads, telecommunications, water and sanitation and electricity to develop the competitiveness ability for industry in Yemen.

4 - It was seen that, the Yemeni industrial institutions should work according
to the specifications and international standards to compete locally, regionally and globally standards.

5 - It was observed that, the government should insure programs which are explain the importance of integration and expansion in small industrial enterprises to face globalization and trade liberalization. It can be done by scientific programs and seminars which are aimed to define the producers'.

6 - It was found that, the government should be adopt strategies that support and encourage the private sector to provide job opportunities for citizens and reduce the foreign workers, also to link the goals of general economic with human development goals.

7 - It should be ensured that, the increase in coordination and consultation between the public and private sector.

8 - Universities and colleges should be activated to serve the society by using many different programs, seminars and lectures to meet the needs of society, research, studies and educational services.

9 - Government should be created cooperation between the public and private sector to improve the training programs that develop the level and ability of Yemeni workers.

10 - Government should be encouraged the small and medium institutions to use the training skills and rehabilitation the employees.

The suggestions made have the potential of improving the performance of Human Resource Management in Public & Private Sector Industries in Yemen. However, to what extent these suggestions would be used by the Managers of these Departments for benefit of the Employees is a matter of fact which remains to be seen?

Given the present state of Human Resource Management in Public & Private Sector, the researcher is very anxious that this study necessarily contribute to sensitizing the Human Resource Management Practices to the real needs of
employees and meeting employees’ need of good quality performance in Public & Private Sector Industries in Yemen.