CHAPTER VI
SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

6.1 Introduction

The Middle East, with some 65 per cent of the world’s known oil reserves, has occupied a position of primary strategic importance since the Second World War. Until the 1950s, the Middle Eastern region exhibited one of the lowest levels of economic development in the world. In the 1960s and 1970s it experienced a strong economic growth, especially in countries where oil was discovered. Nevertheless, in 1990s, the GDP growth per worker in the region (with the exception of Israel, Egypt, Turkey and Lebanon) was roughly 1 per cent per year, and there has been a regular decline in total factor productivity (World Bank 2015). As a result, the region grew at only half the rate of other developing countries during the 1990s. A number of factors for slow economic development in the Middle East have been continuously highlighted, which include structural imbalances, the so-called ‘curse of natural-resource abundance’, deficient political systems, conditions of war and conflict and even culture and religion.

Analysing the overall socio-economic scenario of the region, identifies five main root causes holding back the economic growth of the Middle East: lagging political reforms, dominant public sectors, underdeveloped financial markets, high trade restrictiveness and
inappropriate exchange regimes. Apart from these, some of the other factors include the lack of integration into global economy, growing unemployment rates, closed economies, over-dominance on the oil sector and lack of privatization. Even those countries that have pursued privatization programmes (such as Egypt, Tunisia and Morocco) could not reap the benefits because of internal obstructions such as legal frameworks, political uncertainties and the weakness of local entrepreneurial cultures. The present study has been undertaken with the objectives to document the human resource practices among migrant labourers at Dubai, socio economic conditions of the migrant labourers in the study area, human resource practices in the selected organizations on the job and orientation measures of employees, customary labour welfare measures and social security in the sample organization and cull out the problems encountered by the migrant employees in the study area. The major findings of the study are presented in this chapter.

6.2 Data

Both primary and secondary data are used. The secondary data are collected from books, journals, newspapers, various published documents of both governmental and non-governmental organizations and Websites.

Primary data are collected from the respondents with Interview schedule containing data related to migrant labourers to understand the living conditions and life style of the labour migrants in the study area.
Before undertaking the survey, the pre-test was conducted and then the interview schedule was modified and restricted suitably.

6.3 Findings

6.3.1 Socio-Economic Conditions and HRM Practices of the Respondents

➢ Out of total respondents two-third (93.8%) of the respondents age group are between 36 to 40 years. Five per cent of the respondents were in the age group of 31 to 35 years. The results of ANOVA showed that the age of the respondent has affected the visa status of the respondents.

➢ Out of total only one respondent is unmarried. The results of ANOVA showed that the marital status of the respondent has affected the income of the respondents.

➢ More than one-third (45.5%) of the selected respondents belong to Hindu religion. 33.50 per cent of the members belong to Muslim, 20.70 per cent of the respondents belong to Christian and the rest belong to others. The result of ANOVA that the religion of the respondent has affected the employment pattern of the respondents.

➢ Regarding the educational status, out of total respondents, more than one-third of the construction Migrant Labours’ obtained diploma. It further reveals that only one and half percent of the respondents fall in the ITI group. Around fifty per cent of the respondents were complete their school life. The result of ANOVA that educational status of the respondent has affected the employment pattern of the respondents.
Regarding the visa status, 49 per cent of the respondents are obtaining single visa and 51 per cent of them attain family visa.

Regarding the monthly income of the respondents little less than one-third (31.3%) of the respondents earn monthly income of more than 2000 dhs. The results of ANOVA that the monthly income of the respondent has affected the nature of work of the respondents.

More than four-fifth (86.8%) of the respondents worked as a permanent workers and rest (15.2%) of them were from temporary worker category.

Out of total respondents more than one-third (48.7%) of the respondents were technical grade because, technical peoples were more wanted in the Gulf countries and earned more compared with their countries. 221 (22.1%) respondents were from unskilled workers, 160 (16%) from skilled workers, 98 (9.8%) of them were from general and rest of them from clerical category. The results of ANOVA that the nature of work of the respondent has not affected the kind of training of the respondents.

Regarding working, nearly half of the (47.1%) of the respondents were working 8 to 10 hours per day, 373 (37.3%) respondents were worked 10.1 to 12 hours per day and only 11 of them were working more than 12 hours per day.
Regarding the salary payment, a vast majority (87.3%) of the respondents is getting monthly salary and rest of them were getting basic plus overtime category.

Age of entry in the present work, out of total respondents more than half (59.6%) of the respondents entered in the present job at their age of 25 to 30 years. It is interesting to notice that only eight of them were in the age of 18 to 20 years.

Out of total respondents a majority (86.8%) of the respondents were getting up to five years of experience in their present job.

As far as facility availability at the working environment, out of sixteen statement toilet facility ranked first, restroom facility ranked second, cafeteria facility ranked third and rest of them obtained remaining places.

Out of total respondents existences, 364 (36.4%) respondents establishments completed up to 10 years, 11 to 20 years of existences 188 (18.8%) respondents and 36 per cent of the establishments above 20 years of existence. The result of Chi-square test that year of establishments of the sample enterprises does influence the income range per month.

A vast majority (96.9%) of the companies wants to work their employees in 10 to 12 hours per day. Likewise others category companies want to work their employees 8 to 10 hours per day. The
chi-square test results that type of activity of the sample enterprise’s workers does influence the working hours per day.

- Regarding the type of activities, out of total respondents, 78 per cent of the respondents involved in service sector and comparatively less percentage (4%) of them involved manufacturing sector. The result of chi-square test presents that type of activity of the sample enterprise’s workers does influence the type of remuneration payment.

- More than one-third (37.6%) of the sample respondents companies fix remuneration on the basis of efficiency, experience and qualification of the workers, 10 per cent of the respondent companies fix their remuneration on the basis of qualification, Government norms and Productivity and only six per cent of the respondent companies fix their remuneration on the basis of experience and productivity.

- Out of total nearly half of (49.6%) them are having HR departments in their premises and the remaining do not have any HR department in their premises.

- Out of total, more than half of (54.4%) they are having a HR manager in their personnel department and the remaining (45.6%) do not have any HR manager in their premises.

- Out of total (44.8%) respondents companies administration manager may act as a HR manager.

- Regarding the recruitment practice (46.4%) of the respondents companies are recruit their employees through friends and employees
and advertisements, only two percent of the respondents companies select their workers on the basis of existing employees references.

- Regarding the selection of workers, fifty per cent of the respondents company’s recruitment practices like experience and qualifications through internal sources, 48 per cent of the recruitments through external and both only 1.20 per cent. The result of chi-square test presents that kinds of recruitment practices followed by the sample enterprise’s doe’s influence the kinds of performance appraisal.

- Regarding the selection criteria, half of the respondents organization recruitment practice and selection through internal sources. i.e. experience and qualification. When internal sources are used effectively if the numbers of vacancies are not very large, adequate, employee records are maintained, jobs do not demand originality lacking in the internal sources, and employees have prepared themselves for promotions. In the external sources category 62 per cent of them from experience plus qualification base.

- Out of total, 504 (50.4%) respondents organization companies not provided training to their workers. 124 of them have provided the training to their workers.

- Out of total 496 respondents organization providing training to their employees of which, more than one-third (47.5%) of the companies followed job rotation and coaching type of training, 25 per cent of them followed job rotation,15 per cent of them followed coaching and only
four per cent of them followed apprenticeship and off the job training. The results of chi-square test those kinds of training followed by the sample enterprise’s doe’s influence the duration of the training.

- Regarding the duration of training, a vast majority of the respondents organization (80 per cent) are giving one month training to their workers. It is noted that only one company giving above three months of training to their worker.

- Regarding performance appraisal, 47.6 per cent of the respondent organization are following performance appraisal method to evaluate to the performance of their workers and remaining 52.40 per cent of the organization not followed any performance appraisal method.

- Regarding the kinds of performance appraisal, 51.2 per cent of them use Rating Scale and Check List, 20.1 per cent of them follow rating scale, 9.2 per cent of them use Participatory Review, and 6.7 percent of them followed check list method of performance appraisal. The result of chi-square test that kinds of performance appraisal followed by the sample enterprises do influence the duration of the training.

- Regarding the workers promotion, 99.2 per cent of the companies are giving promotion to their workers and remaining (0.8%) per cent of the companies are not giving promotion to their migrant workers.

- Regarding the basis of promotion out of 992 respondents, 60.4% of the respondent organization giving promotion on the basis of experience,
35.1% of them giving promotion to their migrant workers on the basis of experience and qualification.

- Regarding welfare committee, 48.8 per cent of the respondents organization are allowed to forming the employees’ welfare committee and remaining 51.2 per cent of the respondents organization are not allowed to forming the employees’ welfare committee.

- Regarding the opinion above grievance handling mechanism, more than half of the respondents organization are not allowed the grievance handling mechanism in their premises. 28 per cent of the companies were have the grievance handling through separate committee, and the remaining 12.8 per cent of them complete their grievances through work committee.

- Recruitment and selection to company’s interest with factor loading of 0.899, Many people having the training and development of workers with factor loading of 0.854 Wage and salary administration is provided better environment to the company with factor loading of 0.790, Other compensation benefits s are very satisfactorily comparatively with factor loading 0.837, Proper working environment is good health of employer and employee relationship with factor loading of 0.876, Information through Family members are given with true care with factor loading 0.796 and quality of work life is best for morale of the employee with factor loading 0.871, are the statements with the higher loading factors
6.4 Suggestions

The following suggestions were made to improve human resource management practices in order to enhance the productivity

➢ Recruitment should be done through internally or through employee referral method, if candidates are not available then sourcing can be done through outside.

➢ Increments should be given based on the performance appraisal report. Appraisal to be done with the team of HR person, employee and employee’s immediate boss.

➢ Grievance resolution mechanism to followed in an effective manner.

➢ Welfare measures to be implemented and continuous improvements should be maintained for the better working environment.

➢ Attract firms whose size in terms of capital investment is high. This will influence the positive development of human capital among labour migrants.

➢ Attract firms whose type requires the establishment of modern machinery as well as modern management techniques. These firms provide job specific as well as technical know-how training to the employees. Consequently, this would introduce improvement to Dubai human capital.

➢ Ministry of Education forms a consultative committee of educators’ and employers’ representatives (both sectors) to determine current and future skills requirements, based on reliable statistics.
- Vocational education and technical training integrated to offer apprenticeships and traineeships to raise technical skills for Dubai to replace non-national trades’ people.

- Establish a tripartite organisation: advocate for labour rights in society, including health and has a judicial function including investigative and implementation powers.

- Public organisations to establish an equal opportunity (EO) office per workplace: gender awareness programs for all employees including executives; assess all organisation policies and programs to determine discrimination; regular reports direct to organisational head.

- A cooperative committee of employers facilitates a structured exchange of key disciplines between the sectors, with these individuals retaining their positions and conditions. Key employees to disseminate timely information, skills and strategies from sector to sector, promoting the work values of each sector.

- Superannuation to be extended to all Dubai, managed by one organisation for both sectors, and contributed to by all employers of nationals (5% of salary) and national employees (percentage based on age). Change existing superannuation rights for public sector to meet universal conditions in future, preserving all existing rights.

- Establish a working conditions organization to set minimum working conditions and pay for all employees in specified professions, para professions and trades.
- Establish a conciliation and arbitration commission to manage employee and employer complaints.

- Labour Law is modified to encourage their work and flexible working hours, initially for defined positions and for those with family responsibilities; a complaints group is set up under the working conditions and pay commission to adjudicate disputes.

- Key job description holders (disciplines) are transferred between the sectors to impart current knowledge.

- The consultative committee of educators’ and employers’ representatives is tasked with career orientation for new employees and those requiring promotion is an excellent potential source of information and further education for career planning and this aspect should be incorporated into the Dubitation initiative.

- Private HRMs should incorporate career planning in a remuneration package, rewarding an employee, including UAE nationals, with assistance of finance and time off from work to study upon attaining performance targets.

- A generalist education allows flexibility in future learning. Personal and professional networks to be set up with public funding

- Maintaining performance levels in older workers is crucial, as these experienced employees have the necessary organisational knowledge and skills to transfer to young inexperienced workers.
Older workers to be retrained to train and mentor new staff; undertake project work and lifelong learning opportunities in other fields.

6.5 Conclusion

Human resource management practices among labour migrants an emerging area and only very few studies were conducted by the earlier researchers. The present research found that backdrop exists in managing the human resources engaged in construction sector labour migrants in terms of recruitment, selection, training, and performance management labour welfare measures. Based on the study, tested hypothesis have proved that rewards systems, equality of treatment, and benefits, among others, to foster employee commitment and reduce the rate of employee turnover. The present study covers those aspects that HR has to perform in the organizations to achieve these goals. There is a clear need for changes in the human resources management practices and style in the working place in order to ensure employee satisfaction. This will greatly helpful to reduce high turnover rates and retain employees. The workplace environment needs to be made fully suitable for the needs of all employees by ensuring leadership styles that encourage decentralization and delegation of duties, equality in the implementation of employee evaluation and appraisal systems, and provision of sufficient employee benefits, rewards, and structures for recognition. The current high rate of employee turnover in the Dubai is expensive. The role of HR departments is to satisfy the needs of employees through the provision of training, rewards systems, equality of
treatment, and benefits, among others, to foster employee commitment and reduce the rate of employee turnover. This research presents a study of those aspects that HR has to perform in Dubai public organizations to achieve these goals. There is a clear need for changes in the human resources management practices and style in Dubai public organizations in order to ensure employee satisfaction. This will greatly help reduce high turnover rates. The workplace environment needs to be made fully suitable for the needs of all employees by ensuring leadership styles that encourage decentralization and delegation of duties, equality in the implementation of employee evaluation and appraisal systems, and provision of sufficient employee benefits, rewards, and structures for recognition.

Organizational heads need to look into the various factors that influence employee retention in Dubai organizations, key among them the leadership style of top managers, fairness in the treatment accorded to employees by their supervisors, a clear understanding of what is expected of them, and being made to feel good about their work. Discrimination, whether on gender or on the grounds of experience, remains a problem in need of an urgent solution. To deal with this, HR departments need to come up with practices that consider the future needs of all employees, eliminating discrimination and bias, installing a systematic and fair reward system, and providing compensation benefits and allowances such as medical insurance.
6.6 Area for further research

Present study focused on the human resource management practices of few selected variables which are applicable to construction industry labour migrants based on the Pre-test validity and reliability results so, future researcher may utilize the variables which have not been used. This study covers only three districts of Tamilnadu future studies may cover other districts of Tamilnadu as well as possibility of conducting comparative studies between the varies Indian States. The present study concentrates only on the human resource aspect and future studies may explore the varies issues and find out the solutions to overcome the problems encountered in this industry. What the future research area could examine is applying this study’s research proposition to longitudinal and case study designs. A small scale study could present a comparison of HR performance at different times, drawing conclusions about those aspects which most strongly influence employee contentment and thus reduction of turnover.