













## IX. CONCLUSION AND SUGGESTIONS

After analyzing the collected data, it was found that the values of four mentioned indices were lower than the average level. Therefore, top managers of the organizations should do their best to improve the values of these four indices and to prepare the ground for the implementation of project management system. Based on these conclusions, the following items are recommended:

1. The potential talents of the employees should be identified and the ground should be prepared so that the talented people can show their capabilities
2. Prior to the implementation of project management system, the objectives and expectations of the implementation of the system should be determined.
3. A long term plan should be designed for the establishment of project management system in the organization.
4. The managers of the organization should make it clear for the employees that all of them, at every level and every position, should cooperate for the implementation of the system.
5. Holding meetings for the employees in order to listen to their views on project management system.
6. Holding educational and training courses for managers and employees in order to make them familiar with project management system and the ways that this system is implemented in the organization.
7. The creation of permanent working groups in various sections, particularly in those sections which are related to planning and project control in order to identify the existing problems and their solutions.
8. Renovation in the structure of organization and entrusting the works in various fields to the employees in order to facilitate the implementation of project management system in the organization.
9. The creation of a salary system in the organization in order to determine the payments on the basis of level of education, skills, expertise, and other criteria.
10. The salary system should be flexible and compatible with current economical and social conditions.
11. Salaries should be logical, fair, and enough for the normal expenses of life
12. The system of paying the salaries should be logical and acceptable for the employees in order create motivation among them.
13. An environment of friendship, trustfulness, and agreement should be created for the employees.
14. Cooperation and mutual respect should be encouraged among the employees of the organization.
15. Those methods which are based on force should be avoided and the employees should not do their jobs under any kind of pressure.
16. The employees should be become familiar with the realities of working environment and those kinds of criteria which are not considered ethical, humanistic, and organizational should be removed from organizational charters.

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