



Sudan University of Science and Technology  
College of Graduate Studies  
Total Quality & Excellence Centre

*Impacts of Awarding Certificates and Grants on  
Managing People  
Case Study of Fisal Islamic Bank Sudan*

أثر الحصول على الشهادات والجوائز في إدارة العاملين  
دراسة حالة : بنك فيصل الإسلامي السوداني

**By:**

Shimaa Abbas Elkhider Mohamed

**Supervisor:**

Dr. Abd Alla Abd Elrheem

*A thesis submitted in partial fulfillment for the requirement of Master  
Degree in Managing Quality Excellence*

May 2015

## إستهلال

قَالَ تَعَالَى:

﴿اللَّهُ نُورُ السَّمَوَاتِ وَالْأَرْضِ مِثْلُ نُورِهِ كَمِشْكُوتٍ فِيهَا مِصْبَاحٌ الْمِصْبَاحُ فِي  
زُجَاجَةٍ الزُّجَاجَةُ كَأَنَّهَا كَوْكَبٌ دُرِّيٌّ يُوقَدُ مِنْ شَجَرَةٍ مُبْرَكَةٍ زَيْتُونَةٍ لَا شَرْقِيَّةٍ  
وَلَا غَرْبِيَّةٍ يَكَادُ زَيْتُهَا يُضِيءُ وَلَوْ لَمْ تَمْسَسْهُ نَارٌ نُورٌ عَلَى نُورٍ يَهْدِي اللَّهُ  
لِنُورِهِ مَنْ يَشَاءُ وَيَضْرِبُ اللَّهُ الْأَمْثَلَ لِلنَّاسِ وَاللَّهُ بِكُلِّ شَيْءٍ عَلِيمٌ﴾

صدق الله العظيم

سورة النور الاية 35

## **Dedication**

This thesis is dedicated to my father who encouraged me to be the best I can be, to have high expectations and to fight hard for what I believe. You always provided me with best opportunities in life. You always with me supporting and guiding, this is for you dad.

## **Acknowledgement**

I am grateful to Allah for the good health and wellbeing that were necessary to complete this research.

I would like to express my special appreciation and thanks to my advisor Professor Dr. Abd Alla Abd Elrheem, you have been a tremendous mentor for me. I would like to thank you for encouraging my research and for allowing me to grow as a research scientist. Your advices have been priceless. I also want to thank Dr. Abbas Ibrahem for your brilliant comments and suggestions, thanks to you. Also I take this opportunity to express gratitude to all of the Department faculty members for their help and support especially Mohammed Ali thank you for your support and guidance

A special thanks to my family. Words cannot express how grateful I am to my father, my mother, my brothers and my sister for all of the sacrifices that you've made on my behalf. Your prayer for me was what sustained me thus far. I would also like to thank all of my friends who supported me and incented me to strive towards my goal. At the end I would like express appreciation to my beloved husband Ramey who spent sleepless nights with and was always my support in the moments when there was no one to answer my queries

## **ABSTRACT**

Many business organizations are actively seeking ways in which they can improve and provide value for the services they offer. Given that competition has increased over the past decade, Faisal Islamic bank made efficiency and quality their principal competitive priorities. For this reason, Faisal Islamic bank has introduced quality systems, which have enabled them to systematize and improve their internal processes. Nevertheless, there is little evidence to show the impact of implementing certified quality systems on managing people.

Therefore, this research will attempt to examine the Impacts of Awarding Certificates and Grants on Managing people.

The literature was being reviewed to give some linkage between the Certificates and Grants and Managing people.

Quantitative methods have been used in this research. Data were collected from the submission documents. Also, questionnaires were collected and analyzed through branches under study in March 2015 to validate the level of Managing at Faisal Islamic bank Sudan to examine the impact of the Certificates and Grants and Managing people.

Results from questionnaires showed positive impacts on managing people process, the researcher would recommend organizations extensively continue the practices and application of Quality Certificates and Awards to improve the performance of their organizations through excellent sustainable results for People.

# Table of contents

<u>CHAPTER</u>	<u>PAGE</u>
Dedication .....	i
Acknowledgments .....	ii
ABSTRACT.....	iii
TABLE OF CONTENTS .....	iv
LIST OF TABLES .....	vi
LIST OF FIGURES .....	viii
<b>CHAPTER 1 – Introduction .....</b>	
1.1 Introduction.....	1
1.2 Statement of the problem.....	2
1.3 Research objectives .....	2
1.4 Research Hypotheses .....	2
1.5 Study Limitations .....	3
1.6 Research Methodology .....	3
1.7 Data collection .....	3
<b>CHAPTER 2 – literature review .....</b>	
2.1 managing People.....	5
2.2.1 Managing People criteria according to the EFQM.....	5
2.2 Registrations, certifications, and awards.....	7
2.3 Quality Management System (ISO 9001).....	7
2.4 Environmental Management System (ISO 14001) .....	7
2.5 Occupational Health and Safety Management System (OHSAS 18001).....	8

2.6 Quality certificates and people satisfaction .....	8
<b>CHAPTER 3 – Faisal Islamic Bank.....</b>	
3.1 Faisal Islamic Bank (SUDAN) .....	11
3.1.1 FIBS Vision.....	11
3.1.2 FIBS Mission.....	11
3.1.3 FIBS Values .....	11
3.1.4 Faisal Islamic Bank certifications and awards .....	12
3.1.4.1 Best bank in Sudan .....	13
3.1.4.2 Best Islamic bank in Sudan .....	14
3.1.4.3 The first bank in Excellent Leadership.....	14
3.2 Sample and methodology.....	15
3.3 Questionnaires .....	16
3.4 Data Measurement.....	18
<b>CHAPTER 4 – Analysis and Results .....</b>	
4.1 Hypothesis no. (1): People plan support organization’s strategy.....	19
4.2 Hypothesis no. (2): people’s knowledge and capabilities are developed.....	26
4.3 Hypothesis no. (3): people are aligned, involved and empowered.....	33
4.4 Hypothesis no. (4): people communicate throughout the organization.....	4
4.5 Hypothesis no. (5): People are rewarded, recognized and cared for.....	47
<b>CHAPTER 5 – Discussion Conclusion, Recommendation.....</b>	
5.1 Discussions and conclusions .....	54
5.2 Recommendations .....	55

## List of Tables

<u>TABLE</u>	<u>PAGE</u>
Table 3.1 likert scale.....	1
Table 4.1 Employees Involvement in developing and reviewing the people strategy.....	19
Table 4.2 People plans align with the organization strategy.....	20
Table 4.3 Managing requirement, career development mobility.....	21
Table 4.4 Managing requirement, mobility to ensure equal opportunities frequencies.....	22
Table 4:5 People surveys are used to improve people strategy, policy and plans.....	23
Table 4.6 Chi-square test the first hypotheses.....	24
Table 4.7 People performance levels required to achieve goals clearly defined.....	26
Table 4.8 effectively plans to attract, develop and retain the talents.....	27
Table 4.9 Help people improve their performance and engagement.....	28
Table4.10 Develop people's skills and competences.....	29
Table 4.11 Ensure their people have the necessary resources and opportunity.....	30
Table 4.12 Chi-square test for the second hypotheses.....	31
Table 4.13 Personal and team objective are aligned.....	33
Table 4.14 Innovation in products, process, marketing, organizational structures.....	34
Table 4.15 there is a culture of creativity and innovation across the organization.....	35
Table 4.16 People are encouraged to be ambassadors the banks reputation.....	36
Table 4.17 Inspire participation in activities that contribute to wider society.....	37
Table 4 .18 Chi-square test for the third hypotheses.....	38
Table 4.19 understand people communication needs.....	40
Table 4.20 Use appropriate strategies and tools to maintain dialogue.....	41



Table 4.21 Communicate a strategic focus to ensure people understand .....	42
Table 4.22 encourage the sharing of information and practice throughout the bank .....	43
Table 4.23 Develop a culture that improve the effectiveness of team.....	44
Table 4.24 Chi-square test for the forth hypotheses.....	45
Table 4.25 Align remuneration and benefits of employment with transparent strategies .....	47
Table4. 26 Motivate people to become involved in improvement and innovation.....	48
Table 4.27 Ensure a healthy work life balance.....	49
Table 4.28 Promote a culture of mutual care between individual and team .....	50
Table 4.29 Respect and embrace the diversity of people.....	51
Table 4.30 Chi-square test for fifth hypotheses.....	52

## List of figures

<b><u>FIGURE</u></b>	<b><u>PAGE</u></b>
Figure 2.1 Good service cycle.....	9
Figure 3.1 researcher model.....	16
Figure 4.1 Employees Involvement in developing and reviewing the people strategy.....	19
Figure 4.2 People plans align with the organization strategy.....	20
Figure 4.3 Managing requirement, career development mobility.....	21
Figure 4.4 Managing requirements, mobility to ensure equal opportunities.....	22
Figure 4.5 People surveys are used to improve people strategy, policy and plans.....	23
Figure 4.6 People performance levels required to achieve goals clearly defined.....	26
Figure 4.7 effectively plans to attract, develop and retain the talents.....	27
Figure 4:8 Help people improve their performance and engagement.....	28
Figure 4.9 Develop people's skills and competences.....	29
Figure 4.10 Ensure their people have the necessary resources and opportunity.....	30
Figure 4.11 Personal and team objective are aligned.....	33
Figure 4.12 Innovation in products, process, marketing, organizational structures.....	34
Figure 4.13 there is a culture of creativity and innovation across the organization.....	35
Figure 4.14 People are encouraged to be ambassadors the banks reputation.....	36
Figure 4.15 Inspire participation in activities that contribute in society.....	37
Figure 4.16 understand people communication needs.....	40
Figure 4.17 Use appropriate strategies and tools to maintain dialogue.....	41
Figure 4.18 communicate a strategic focus to ensure people understand.....	42
Figure 4.19 encourage the sharing of information and practice throughout the bank.....	43

Figure 4.20 Develop a culture that improve the effectiveness of team.....	44
Figure 4.21 Align remuneration and benefits of employment with strategies .....	47
Figure 4.22 Motivate people to become involved in improvement and innovation.....	48
Figure 4.23 Ensure a healthy work life balance.....	49
Figure 4 .24 promote a culture of mutual care between individual and team .....	50
Figure 4.25 Respect and embrace the diversity of people .....	51

**CHAPTER ONE**  
**INTRODUCTION**

## 1.1 Introduction

Global competitiveness, an attribute of today's economic scenario, has compelled companies to invest more and more resources into enhancing their management efficiency. This economic and market globalization has given rise to an increasingly important role of standards. Guasch, Racine, Sánchez, and Diop (2007) and the National Research Council (NRC) (1995) explained the positive economic effects of standards: ability to exploit network externalities, increase productive and innovative efficiency, decrease imperfect information, diffuse information, reduce cost, promote competition, increase compatibility, promote process management, and foster public welfare. These benefits are not mutually exclusive (NRC, 1995). Guasch et al. (2007) stated the contradictory negative economic effects of standards: imposition of constraints on innovation and the decrease of market competition. However, Guasch et al. (2007) concluded that the positive effects of standards outweighed the negative effects (Eli Kofi Aba and M. AffanBadar , 2013,42).

Excellent organizations value their people & create a culture that allows the mutually beneficial achievement of organizational & personal goals. They develop the capabilities of their people & promote fairness & equality. They care for, communicate, reward & recognize, in a way that motivates people, builds commitment & enables them to use their skills & knowledge for the benefit of the organization (EFQM model 2013).

Approximately 60 programs and awards reward firms for improving quality globally (Wilson, Walsh, & Needy, 2003). The most famous ones in Sudanese commercial sector are the European foundation for Quality management Award, ISO14000, ISO 18001, and ISO 9000 programs.

Faisal Islamic Bank (SUDAN) recently had got many awards & certificates such as Quality Management System ISO 9001, Environment Management System ISO 14001, Occupational Health and Safety OHSAS 18001, Outstanding Leadership, Best Islamic Financial Institutions in Sudan and The Best Bank in Sudan.

## **1.2 Statement of the problem**

Fiasal Islamic Bank (Sudan) has obtained many quality Awards and financial certification, this research is concerned with explaining the impact of these Awards and certifications on managing people.

## **1.3 Research objectives**

### **1.3.1 General objective**

To examine the Impact of Awards and certifications on managing people.

### **1.3.2 Specific Objective**

To examine the Impact of Awards and certifications on People's knowledge, communications, plans, involvement, reward and capabilities as a leading indicator for managing people.

## **1.4 Research Hypotheses**

1. There is positive Impact of Awards and certifications on People plans.
2. There is positive Impact of Awards and certifications on People's knowledge and capabilities.
3. There is positive Impact of Awards and certifications on people alignment, involvement and empowerment.
4. There is positive Impact of Awards and certifications on people communication throughout the organization
5. There is positive Impact of Awards and certifications on People reward and reorganization.

## **1.5 Study Limitations**

This study is limited to Faisal Islamic bank, mainly for the branches that participated in certification process (alfiha and head quarter) therefore; the researcher has focused on these two branches and all the data and measures used for analysis are related to themanagingemployees of Faisal Islamic bank.

## **1.6 Research Methodology**

Descriptive analytical approach has been adopted for the purpose of this research because it is fit with the nature of subject we are discussing.

## **1.7 Data collection**

Researcher depends on the following sources of information:

The primacy sources:

Questionnaires

For studying and identifying the impact of quality certifications and financial Awards on people satisfaction in FIBS a questionnaire derived from EFQM model people criteria was designed .The questionnaire is divided to five parts each one of this part test one of the research hypothech.

The secondary sources:

1. Reports and records of Faisal Islamic Bank and the relevant authorities.
2. Specialized studies in the field of research.
3. Research and academic studies and references.
4. Books, journals and external report.

**CHAPTER TWO**  
**LITERATURE REVIEW**



## 2 Literature Review

Currently, the globalization phenomenon is encouraging many organizations to actively look for ways of creating value and improving the services which they provide. Given the increase in competition over the past decade, businesses have concentrated their efforts on efficiency and quality (Yee, Yeung, & Chen 2008).

In order to do this, many enterprises have implemented quality systems which have helped them to systematize and improve their internal processes (Ahire & O'Shaughnessy, 1998 ;).

The majority of the research papers carried out in this field show that certification in a quality system enhances the financial results of the enterprise in terms of improvements in income, pre-tax benefits, returns on investment and cost reduction (Benner & Veloso, 2008).

Other research papers have focused on the results obtained regarding operational processes improvement, productivity enhancement, error reduction, increased operational reliability and innovation (Ahire & O'Shaughnessy, 1998). Moreover, other authors have come across evidence showing that quality certification produces positive results for customers, increasing levels of customer satisfaction and loyalty (Wilson & Collier, 2000).

Nevertheless, in spite of the importance given to human resources within organizations, empirical evidence regarding the outcome of quality certification on the employees working in this industry has yet to be found. This is particularly noteworthy in the service sector given that the activities carried out by staff in this sector involve direct customer contact and can influence the perception of the service held by customers and, therefore, their purchase decision making (Oliva & Stermann, 2001).

Although it appears to be quite evident, only a handful of research papers have argued that when employees are more satisfied with their work, they have a deeper commitment to the enterprise and have a greater response to the customer (Yee et al., 2008), and that the behavior of employees may influence the results obtained from quality management (Yoon & Suh, 2003).

However this research will attempt to provide an answer for this current void, by conducting an empirical analysis regarding the introduction of a certifications and awards and its impact on managing employee in Faisal Islamic Bank (Sudan).

## **2.1 managing People**

Excellent organizations value their people & create a culture that allows the mutually beneficial achievement of organizational & personal goals. They develop the capabilities of their people & promote fairness & equality. They care for, communicate, reward & recognize, in a way that motivates people, builds commitment & enables them to use their skills & knowledge for the benefit of the organization. Excellent organizations achieve & sustain outstanding results that meet or exceed the needs & expectations of their people. (EFQM, 2013)

### **2.1.1 Managing People criteria according to the EFQM**

#### **1. People plans that support organization's strategy.**

- 1) Involvement of employees and their representative in developing and reviewing the people strategy.
- 2) Align people plans with the organization strategy.
- 3) Managing requirement, career development mobility.
- 4) Managing requirement, mobility to ensure fairness and equal opportunities.
- 5) Use people surveys and other forms of employee feed back to improve people strategy, policy and plans.

#### **2. People's knowledge and capabilities are developed.**

- 1) Have clearly defined the people performance levels required to achieve strategic goals.
- 2) Effectively plan to attract, develop and retain the talents required to meet this needs.
- 3) Appraise and help people improve their performance and engagement.
- 4) Develop people's skills and competences to ensure their future mobility and employability.

- 5) Ensure their people have the necessary competencies, resources and opportunity to be able to maximize their contribution.

### **3. People are aligned, involved and empowered.**

- 1) Align personal and team objective, and empower people to realize their potential in aspirate of true partnership.
- 2) Recognize that innovation can apply to products, process, marketing, organizational structures and business models.
- 3) Create a culture of creativity and innovation across the organization.
- 4) Encourage their people to be ambassadors the organizations image and reputation.
- 5) Inspire participation in activities that contribute to wider society.

### **4. people communicate effectively throughout the organization**

- 1) Understand the communication needs of their people.
- 2) Use appropriate strategies and tools to maintain dialogue.
- 3) Communicate a clear direction and strategic focus to ensure people understand.
- 4) Enable and encourage the sharing of information, knowledge and best practice throughout the organization.
- 5) Develop a culture that continually seeks to improve the effectiveness of collaboration and team.

### **5. People are reward, reorganization and care for.**

- 1) Align remuneration, benefits and term of employment with transparent strategies and policies.
- 2) Motivate people to become involved in improvement and innovation and recognize their efforts and achievement.
- 3) Ensure a healthy work life balance.

- 4) Promote a culture of mutual support, recognition and care between individual and team.
- 5) Respect and embrace the diversity of their people.

(EFQM, 2013)

## **2.2 Registrations, certifications, and awards**

The concept of quality has expanded over the past decade, from traditional total quality management (TQM) tools and techniques to the quest for overall performance excellence that encompasses all of an organization's processes and management systems.

As companies engage in the process of achieving certifications, registrations, and awards, employees will undergo audits and site visits testing their understanding of applicable quality management system requirements that range from configuration control to the manner in which parts are procured. Some employees will be asked to help their companies create the processes and/or documentation required to achieve certification or apply for an award. This section provides a general overview of the most widely recognized programs. Keep in mind that standards are revised periodically, and award criteria may be updated annually. (Source: [www.iso.org](http://www.iso.org)).

## **2.3 Quality Management System (ISO 9001)**

The International Organization for Standardization developed the ISO 9001 system in the late eighties. It is a Quality management tool designed to help an organization achieve its Total Quality Management (TQM) goals. ISO 9001:2008, the more recent version of ISO 9000, consists of a series of quality management standards aimed to standardize work processes and promote quality production throughout a variety of industries. ISO 9001:2008 regularly analyzes conformance to customer requirements, characteristics of planning, construction implementation processes, and supplier performance data. ISO 9001:2008 is set of organized tools and methods that may work in conjunction with a TQM approach to achieve quality milestones. (Singh, 2009)

## **2.4 Environmental Management System (ISO 14001)**

An Environmental Management System is the system by which a company controls the activities, products and processes that cause or could cause environmental impacts and in doing so minimizes the environmental impacts of its

operations. This approach is based on the management of “cause and effect”, where company’s activities, products and processes are the causes or “aspects” and their resulting effects, or potential effects, on the environment are “impacts”. Aspects would be things within company’s control that directly or indirectly cause those impacts. Environmental systems such as an internal waste minimization program can be informal or can be formal and standardized, such as ISO 14001. ISO 14000 is a series of international standards for environmental management. It is the first series of standards that allow organizations from around the world to pursue environmental efforts and measure performance according to internationally accepted criteria. ISO 14001 applies to any organization that wishes to improve and demonstrate its environmental performance to others through the presence of a certified EMS. (Singh, 2009)

## **2.5 Occupational Health and Safety Assessment Series (OHSAS 18001)**

An occupational Health & Safety Management System (OHSMS) provides a framework for managing OH&S activities, procedures and processes so they become more efficient and a more integrated part of the overall business operations. An OHS management system also provides a formal structure for identifying and managing significant OH&S hazards and risks. OH&S Management System is based on standards which specify a process for achieving improved OH&S performance and complying with regulations.

Similar to the quality management process, there are safety standards available to assist in the construction safety management process. The Occupational Health and Safety Assessment Series (OHSAS) 18001, is an international specification standard created to address a variety of job-site health and safety issues commonly encountered in the construction and manufacturing sectors. Similar in structure to ISO 14001, OSHAS 18001 is a documentation intensive system that can be altered and customized to cater to organizations particular needs. The primary rationale behind OSHAS 18001 is to continuously minimize occupational hazard risk in the workplace, which in turn improves company profitability. (Singh, 2009)

## **2.6 Quality certificates and people satisfaction**

According to the theory of social change, when an enterprise offers a favorable working climate for its employees, the aforementioned tend to be more committed and undertake additional endeavor to benefit the enterprise (Flynn, 2005).

Obtaining this situation is extremely important in service enterprises with a high level of customer contact, such as the banking industry. In this type of enterprise, employees and customers have close and direct contact for extended periods of time for this reason a good customer service can influence purchasing decisions and increase company sales (Yee, 2008).

Fig:2.1 Good service cycle.



Source: Schlesinger and Heskett (1991).

Some research papers have highlighted the significance of the place of work and remuneration for the work carried out for heightening satisfaction. However, these results also show that money is not always the best indicator of satisfaction, given that employees appreciate the achievement of other objectives such as being able to have a permanent post, a predictable job and sufficient flexibility for reconciling professional and family life (Cave, 2002).

In this way, given that quality systems are comprised of a series of human resources procedures and practices which refer to the development of persons and the working environment (Li, Yang, & Wu, 2008), it is clear that enterprises which possess certified quality systems will be capable of improving the working environment for their employees, as an initial step towards their satisfaction.

As far as obtaining employee involvement in the workplace is concerned, Yoon and Suh (2003) demonstrated that satisfied employees are more likely to work harder, as they regard themselves as part of the enterprise. Moreover, these employees tend to be more involved with their company and are committed to the plans and strategies of the company where they work thus developing a greater degree of loyalty (Cross, 2000).

In order to obtain this scenario, two of the principles acting upon quality systems are employee participation and autonomy. On the one hand, employees are encouraged to participate – basically by being involved in suggestion procedures, attending meetings and taking part in quality circles – and, on the other hand, the enterprise upholds a level of autonomy allowing employees to make decisions regarding the planning and accomplishment of their work, with a view to improving results to be obtained. Employees that experience these phenomena in the workplace feel more involved, more motivated and tend to try harder to offer a good service (Flynn, 2005).

Therefore, these ideas prompt us to consider the fact that employees who work in a certified enterprise will be more involved and motivated and this will contribute to their satisfaction.

Finally, it is important to point out the increasing significance that occupational safety has gained over the past few years. Quality certification by the enterprise implies a curtailment of the inconsistency of accomplishing tasks considered to be dangerous by employees, research results show that quality management implies procedure development to standardize every job that involves risk for employees (Brunet & Alarcón, 2007). Therefore, quality certification entails an improvement in occupational health and safety for employees, thus contributing to their satisfaction.

## **CHAPTER THREE**

### **FISAL ISLAMIC BANK SUDAN**



### **3.1 Faisal Islamic Bank (SUDAN)**

Faisal Islamic Bank (SUDAN) established in accordance with Temporary Order No (9) (1977) dated 4/4/1977 and in May 1977, 86 Sudanese and Saudi founders as well as other nationals of some Islamic States, met and adopted the idea of establishing the Bank. They prescribed and paid up half of the authorized capital. On 18/08/1977, Faisal Islamic Bank was registered as a public incorporated Co.(ltd) according to the Company Low 1925. The Bank commenced operations in May 1978.

FIB Sudan conduct all forms of banking activities, financial, commercial, investment as well as participation in economic development and social projects. To promote transactions and cooperation in the field of foreign trade, in conformity with Islamic Shari'a law, and advanced modern developed banking techniques. (Source: [www.fibsudan.com](http://www.fibsudan.com))

#### **3.1.1 FIBS Vision**

An Islamic Bank, of Islamic orientation, Sudanese features, adhering to quality and excellence in performance, satisfaction of customers, confidence in suppliers, and community development, takes care of owners' equity and the welfare of employees. ([www.fibsudan.com](http://www.fibsudan.com))

#### **3.1.2 FIBS Mission**

A Bank with both Islamic face and Sudanese features, aiming to assume the best financial position through its efficiency and outstanding institution contemporary legal banking products, processing foreign relations, modern techniques. With a working team of high esteem, committed and sincere, trained and skillful, competent and knowledgeable transparent and aim to please the workers, the owners and the society. ([www.fibsudan.com](http://www.fibsudan.com))

#### **3.1.3 FIBS Values**

- Legitimacy of the Transactions.
- Leadership.
- Excellence in the Transactions.
- Professionalism.
- Teamwork.
- Continuous Improvement.

- Transparency in Transactions and Relationships.
- Customer Satisfaction.
- Cooperation with partners.
- Partnership with the community. ([www.fibsudan.com](http://www.fibsudan.com))

### **3.1.4 Faisal Islamic Bank certifications and awards:**

Faisal Islamic bank Sudan Bank adopted processes design approach to provide quality services by reducing errors and facilitating procedures to ensure highest levels of satisfaction to customers.

To reach the highest levels of satisfaction among customer the bank leadership adopted total quality and excellence philosophy, which is based on exceeding customer's expectations (MaseriaAlryada journal, 2015).

Since then, the vision, mission sacrificed for all employees to ensure continuity and consistency in development of services provided to the public ,bank leadership adopted the application of organizational excellence approaches according to the Organizational Excellence EU issued by the European Foundation for Quality Management (EFQM) and for activate (EFQM) standards through certified systems the bank implement quality systems compliant with the International Organization for Standardization standards requirements (ISO) This included ISO 9001: 2008 for documenting and develop operational processes and linked targets, policies and strategies , ISO 14001: 2004 Environment management System and OHSAS 18001: 2007 Occupational Health and Safety assessment series (MaseriaAlryada journal, 2015).

Faisal Islamic bank start the journey to get quality certifications and the first step was familiarizing the bank with these certifications by provide basic training to the Management Representative (research and development management) and developing a plan for implementation process and set a target date for certification.

The second step was choosing the ideal consultancy office for the bank .After that the research and development department establish a quality team consist of 20 employees from all department .this team was introduces to certifications processes and trained for auditing program. The third step was ensuring that employee reviewed their own work processes and writes their own work instructions.

The fourth step was documentations and train employees to implement quality systems in key certification requirements and ensure that an internal audit by the quality team. The fifth step was set up internal audit program and conducting was developing documentation that aligned with certifications requirement and ensure that all documents have met the numerous stringent requirements; they are complete and error-free. Finally the bank prepared employees for the on-site audit.

Faisal Islamic Bank (Sudan) got the certificate of conformity to (quality management system ISO 9001:2008 which conferred on it by QA technic Turkish certification body in December 2013 and certificate of conformity to Environment Management System ISO 14001 which conferred on it by QA technic Turkish certification body in December 2013 and certificate of conformity to Occupational Health and Safety OHSAS 18001 which conferred on it by the British accreditation (UKAS) and NQ certification body in December 2013. ([www.fibsudan.com](http://www.fibsudan.com))

#### **3.1.4.1 Best bank in Sudan**

Faisal Islamic Bank was awarded best bank – Sudan in the global finance world's best bank awards. In March 17, 2014 — Global Finance magazine has named the World's Best Emerging Markets Banks in Africa in an exclusive survey published in the May 2014 issue. Global Finance editors—with input from industry analysts, corporate executives and banking consultants selected the best emerging markets bank in the region and in 31 countries. Criteria for choosing the winners included growth in assets, profitability, strategic relationships, customer service, competitive pricing, and innovative products. In addition, for the first time, a poll of Global Finance's corporate readership was conducted in order to increase the accuracy and reliability of the results.

"Faced with slowing growth and volatile markets, these banks are star performers under increasingly challenging conditions," said Joseph D. Giarraputo, publisher and editorial director of Global Finance. "The banks that Global Finance is honoring may not be the largest or oldest, but they are the best at targeting their products and offerings to the specific markets they serve". ([www.fibsudan.com](http://www.fibsudan.com))

#### **3.1.4.2 Best Islamic bank in Sudan**

Faisal Islamic Bank was awarded best Islamic financial institution Sudan in the global finance word's best Islamic financial institution awards. In April 7, 2014 - Global Finance magazine has announced its seventh annual awards for the World's Best Islamic Financial Institutions .The winners of this year's awards are those banks that contributed to the growth of Islamic financing and successfully met their customers' needs for Shariah-compliant products, while creating the foundation for continued growth and safety in the future, with modern and efficient delivery channels.

Selections were made by the editorial team of Global Finance, after extensive consultations with bankers, corporate finance executives and analysts throughout the world.

In selecting these top banks, Quantitative criteria included growth in assets , profitability, geographic reach, strategic relationships, new business development and innovation in products. Among the subjective criteria considered were reputation, customer satisfaction, and the opinions of analysts and others involved in the industry. The mix of these factors yields leading banks that may not be the largest, oldest or the most diversified, but rather the best—the banks with which customers around the world would most likely want to do business.

”The safety and reliability of banking partners is critical, and as shariah compliant finance becomes an increasingly central tool in the global financial marketplace, understanding the key players, and their relative strength competitors, is key,” says Global Finance publisher and editorial director Joseph D. Giarraputo. “The winning banks in our annual awards program are all noteworthy in their dedication to satisfying their customers' increasingly sophisticated needs in accordance with the rules of Islamic finance.” ([www.fibsudan.com](http://www.fibsudan.com))

#### **3.1.4.3 The first bank in Excellent Leadership**

Faisal Islamic Bank (SUDAN) was awarded to be the first bank in on the Excellence Banking Performance award.

Includes standard of leadership as the first major efficiency leaders in the formulation and application and development of the vision, mission and corporate values, and develop plans, intelligent strategies and realistic in achieving the goals, and the participation of effective leadership in the development and implementation of business systems and promote a culture of excellence and provide a work environment encouraging and stimulating creativity.

The program aims to honor the banking institutions that have met the basic requirements for the program 16 Bank were praised through the development of institutional performance and services and the launch of a package of development initiatives to enhance the levels of excellence and innovation in order to support the implementation of directives of the Presidency representing the road which represents the reports prepared by the assessment teams and arbitration which sought primarily to determine the current status of the performance of banks by selecting the most important strengths and opportunities for improvement and development waiver for efficiency and deepening of the effectiveness of the institution, and then achieve sustainable success for all banks and financial institutions standards of banking performance excellence. ([www.fibsudan.com](http://www.fibsudan.com))

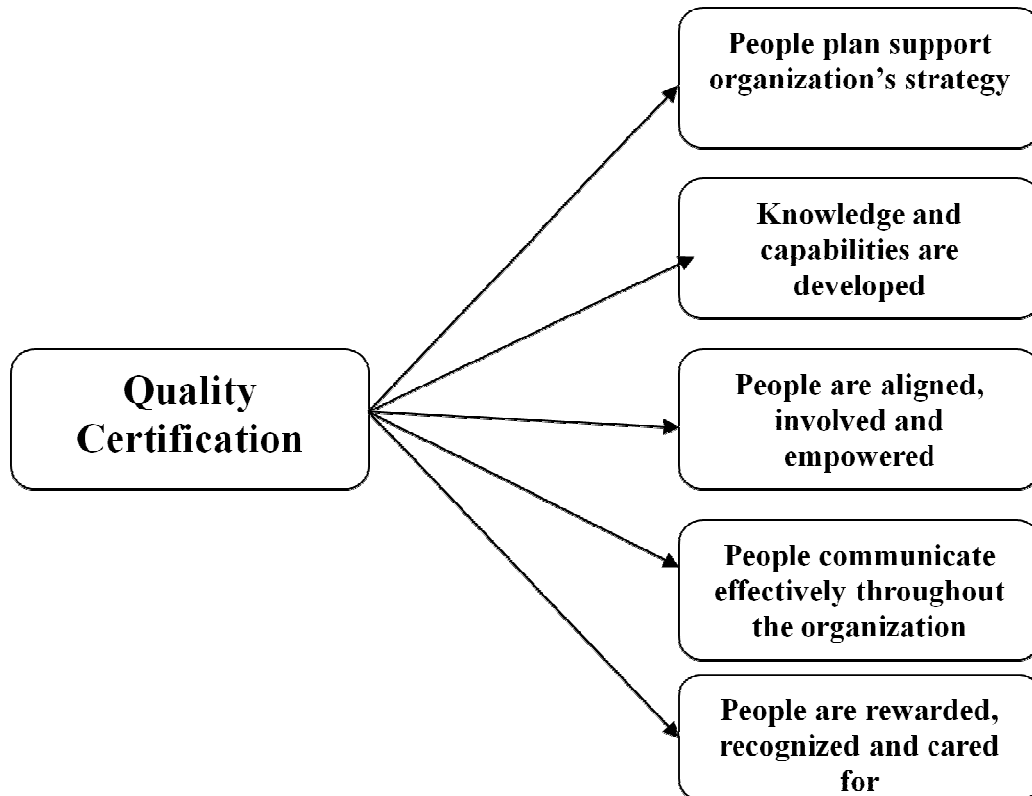
### **3.2 Sample and methodology:**

To assess the impact of Awards and certifications on people satisfaction questionnaire was designed and disrupted randomly to Fisal Islamic bank employees.

The questionnaire consists of five parts related to hypotheses under study and derived from the EFQM model people criteria.

The sample selected covers 35 employees at Fisal Islamic bank Sudan. The samples were collected from two branches (Alfiha and Head quarter) because they obtained the certification. Both the primary and secondary data were used .The Primary data obtained from questionnaires which. The Secondary data obtained from the submission documents.

Fig: 3:1 researcher model



Source: researcher

### 3.3 Questionnaire

All 35 questionnaires were distributed among employees the total numbers of respondents were 30, the respond rate is 85, 7% the questionnaire contain 25 statements represent the factors that most affect the level of satisfaction of employee according to the EFQM model these statements are:

The impact of quality certifications and financial awards on:

#### **People plans that support organization's strategy**

1. Involvement of employees and their representative in developing and reviewing the people strategy.
2. Align people plans with the organization strategy.
3. Managing requirement, career development mobility.
4. Managing requirement, mobility to ensure fairness and equal opportunities.

5. Use people surveys and other forms of employee feed back to improve people strategy, policy and plans.

### **People's knowledge and capabilities are developed**

6. Have clearly defined the people performance levels required to achieve strategic goals.
7. Effectively plan to attract, develop and retain the talents required to meet this needs.
8. Appraise and help people improve their performance and engagement.
9. Develop people's skills and competences to ensure their future mobility and employability.
10. Ensure their people have the necessary competencies, resources and opportunity to be able to maximize their contribution.

### **People are aligned, involved and empowered.**

11. Align personal and team objective, and empower people to realize their potential in aspirate of true partnership.
12. Recognize that innovation can apply to products, process, marketing, organizational structures and business models.
13. Create a culture of creativity and innovation across the organization.
14. Encourage their people to be ambassadors the organizations image and reputation.
15. Inspire participation in activities that contribute to wider society.

### **People communicate effectively throughout the organization**

16. Understand the communication needs of their people.
17. Use appropriate strategies and tools to maintain dialogue.
18. Communicate a clear direction and strategic focus to ensure people understand.
19. Enable and encourage the sharing of information, knowledge and best practice throughout the organization.
20. Develop a culture that continually seeks to improve the effectiveness of collaboration and team.

## **People communicate effectively throughout the organization**

21. Align remuneration, benefits and term of employment with transparent strategies and policies.
22. Motivate people to become involved in improvement and innovation and recognize their efforts and achievement.
23. Ensure a healthy work life balance.
24. Promote a culture of mutual support, recognition and care between individual and team.
25. Respect and embrace the diversity of their people.

### **3.4 Data Measurement**

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is an appropriate methods that can be applied and not others.

In this study, ordinal scales were used. Ordinal scale is a ranking or a rating data that normally uses integers in ascending or descending order. The numbers assigned to the important (1, 2, 3, 4, 5) do not indicate that the interval between scales are equal, nor do they indicate absolute quantities. They are merely numerical labels. Based on Likert scale we have the following:

Table: 3.1 Likert scale

<b>Item</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Do not Know</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>Scale</b>	5	4	3	2	1



**CHAPTER FOUR**  
**ANALYSIS AND RESULTS**

## 4.1 Hypothesis no (1): There is positive Impact of Awards and certifications on People plans.

### 4.1.1 Employees Involvement in developing and reviewing the people strategy

Table: 4.1 Employees Involvement in developing and reviewing the people strategy

Valid	Frequency	Percent
strongly disagree	4	13.3%
disagree	8	26.7%
neutral	3	10.0%
agree	11	36.7%
strongly agree	4	13.3%
Total	30	100.0%

Fig: 4.1 Employees Involvement in developing and reviewing the people strategy

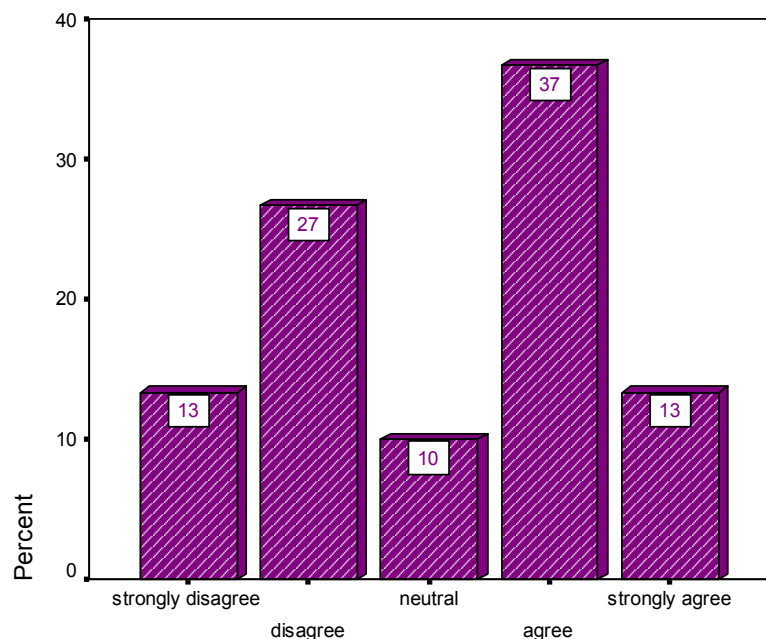


Table 4.1 shows that 50 % of Faisal Islamic bank employees agree that certifications had positive impact on Employees Involvement in developing and reviewing the people strategy, 40% disagree and 10%are neutral.

### 4.1.2 People plans align with the organization strategy

Table: 4.2 People plans align with the organization strategy.

Valid	Frequency	Percent
strongly disagree	3	10.0%
disagree	8	26.7%
agree	16	53.3%
strongly agree	3	10.0%
Total	30	100.0%

Fig: 4.2 People plans align with the organization strategy.

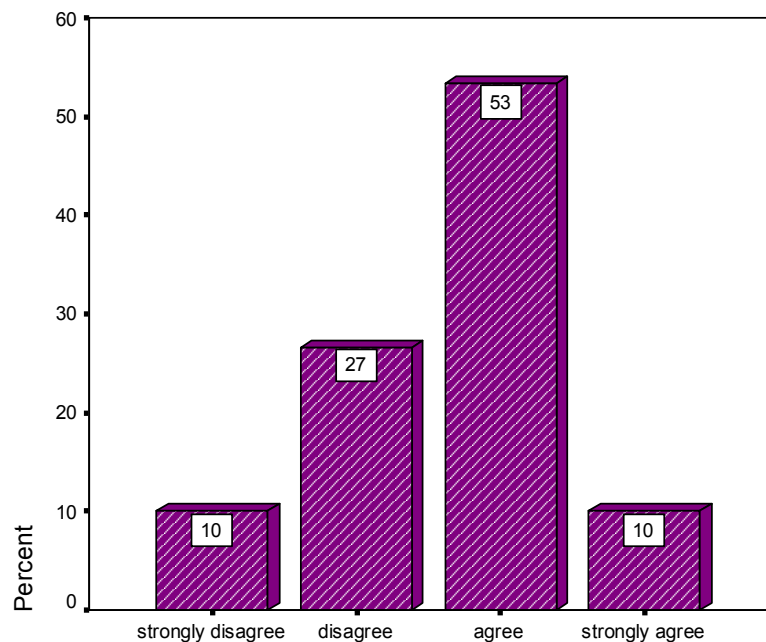


Table 4.2 shows that 63 % of Faisal Islamic bank employees agree that certifications had positive impact on align People plans with the organization strategy and 37% disagree.

### 4.1.3 Managing requirement, career development mobility

Table: 4.3 Managing requirement, career development mobility.

Valid	Frequency	Percent
strongly disagree	5	16.7%
disagree	3	10.0%
neutral	7	23.3%
agree	13	43.3%
strongly agree	2	6.7%
Total	30	100.0%

Fig: 4.3 Managing requirement, career development mobility.

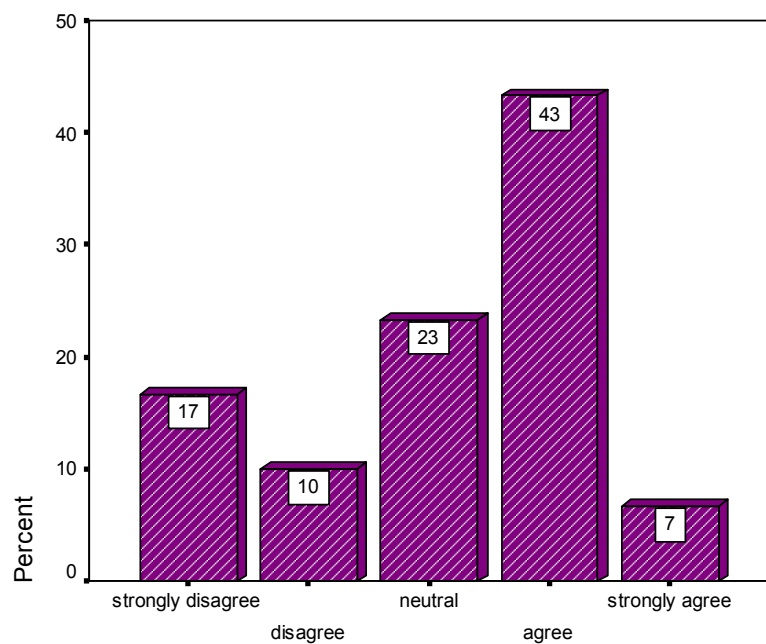


Table 4.3 shows that 50 % of Faisal Islamic bank employees agree that certifications had positive impact on managing requirement, career development mobility, 17% disagree and 23%are neutral.

#### 4.1.4 Managing requirement, mobility to ensure fairness and equal opportunities

Table: 4.4 Managing requirement, mobility to ensure fairness and equal opportunities frequencies

Valid	Frequency	Percent
strongly disagree	5	16.7%
disagree	5	16.7%
neutral	13	43.3%
agree	5	16.7%
strongly agree	2	6.7%
Total	30	100.0%

Fig: 4.4 Managing requirement, mobility to ensure fairness and equal opportunities

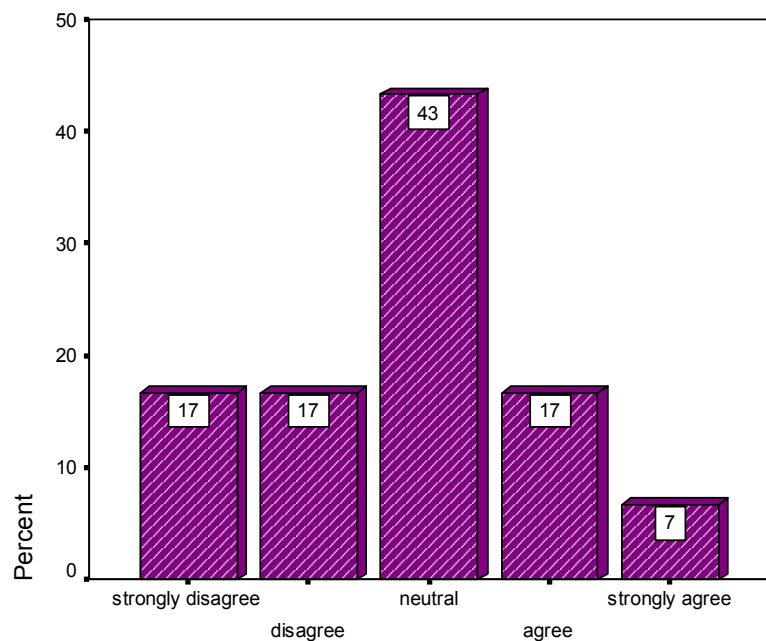


Table 4.4 shows that 24 % of Faisal Islamic bank employees agree that certifications had positive impact on Managing requirement, mobility to ensure fairness and equal opportunities, 34% disagree and 43%are neutral.

#### 4.1.5 People surveys and other forms of employee feedback are used to improve people strategy, policy and plans

Table: 4:5 People surveys are used to improve people strategy, policy and plans

Valid	Frequency	Percent
disagree	9	30.0%
neutral	6	20.0%
agree	12	40.0%
strongly agree	3	10.0%
Total	30	100.0%

Fig: 4.5 People surveys are used to improve people strategy, policy and plans.

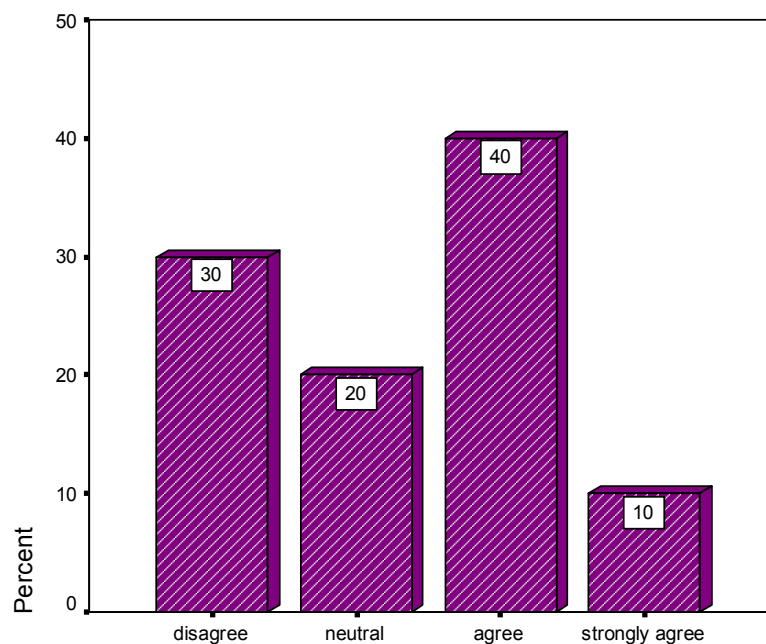


Table 4.5 shows that 50 % of Faisal Islamic bank employees agree that People surveys are used to improve people strategy, policy and plans, 30% disagree and 20%are neutral.

#### 4.1.6 Test of hypotheses

Table: 4.6 Chi-square test the first hypotheses

Phrases	Chi-square value	P-value	Median	Trend
Involvement of employees and their representative in developing and reviewing the people strategy	7.667	.105	–	–
Align people plans with the organization strategy	15.067	.002	–	–
Managing requirement, career development mobility.	12.667	.013	–	–
Managing requirement, mobility to ensure fairness and equal opportunities	11.333	.023	–	–
Use people surveys and other forms of employee feed back to improve people strategy, policy and plans.	6.000	.112	–	–
Hypothesis no (1): There is positive Impact of Awards and certifications on People plans.	38.800	0.000	3	Neutral

From table: 4.6

- The value of chi-square for the first phrase is (7.667) with (p-value=0.105 > 0.05), this indicates that there is no significant differences at the level (5%) between answers of study individuals.
- The value of chi-square for the second phrase is (15.067) with (p-value=0.002 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study.
- The value of chi-square for the third phrase is (12.667) with (p-value=0.023 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals.

- The value of chi-square for the fourth phrase is (11.333) with (p-value=0.023 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals.
- The value of chi-square for the fifth phrase is (6.000) with (p-value=0.112 > 0.05), this indicates that there is no significant differences at the level (5%) between answers of study individuals.
- The value of chi-square for the first hypothesis is (38.8) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.



## 4.2 Hypothesis no (2): There is positive Impact of Awards and certifications on People’s knowledge and capabilities.

### 4.2.1 People performance levels required to achieve strategic goals clearly defined

Table 4.7 People performance levels required to achieve strategic goals clearly defined.

Valid	Frequency	Percent
strongly disagree	3	10.0%
disagree	4	13.3%
neutral	5	16.7%
agree	12	40.0%
strongly agree	6	20.0%
Total	30	100.0%

Fig 4.6 People performance levels required to achieve strategic goals clearly defined.

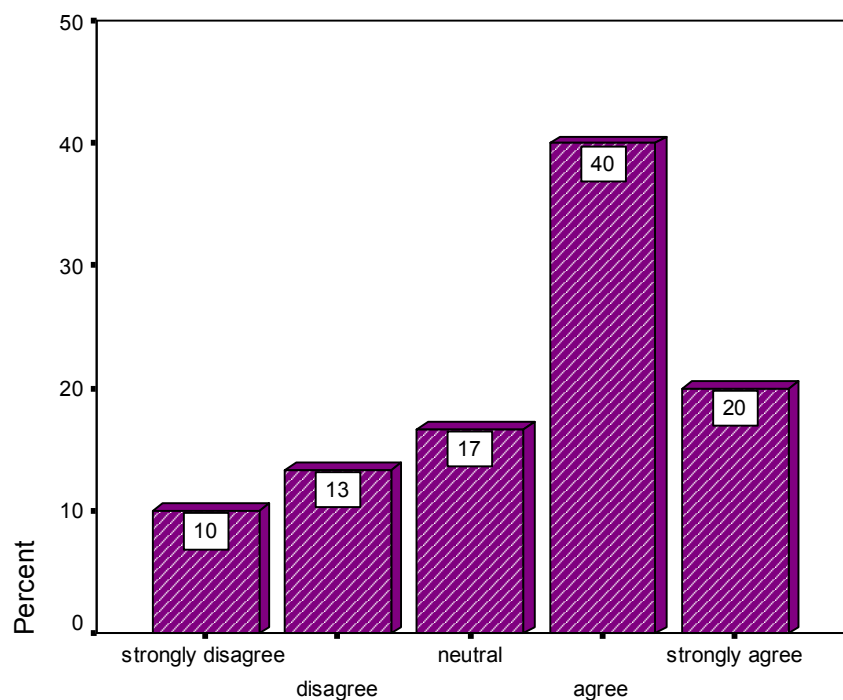


Table 4.7 shows that 60 % of Faisal Islamic bank employees agree that certifications had positive impact on People performance levels required to achieve strategic goals clearly defined, 23% disagree and 17%are neutral.

### 4.2.2 Effectively plan to attract, develop and retain the talents

Table 4.8 effectively plans to attract, develop and retain the talents

Valid	Frequency	Percent
strongly disagree	5	16.0%
disagree	4	13.3%
Neutral	4	13.3%
agree	14	46.7%
strongly agree	3	10.0%
Total	30	100.0%

Fig 4.7 effectively plans to attract, develop and retain the talents.

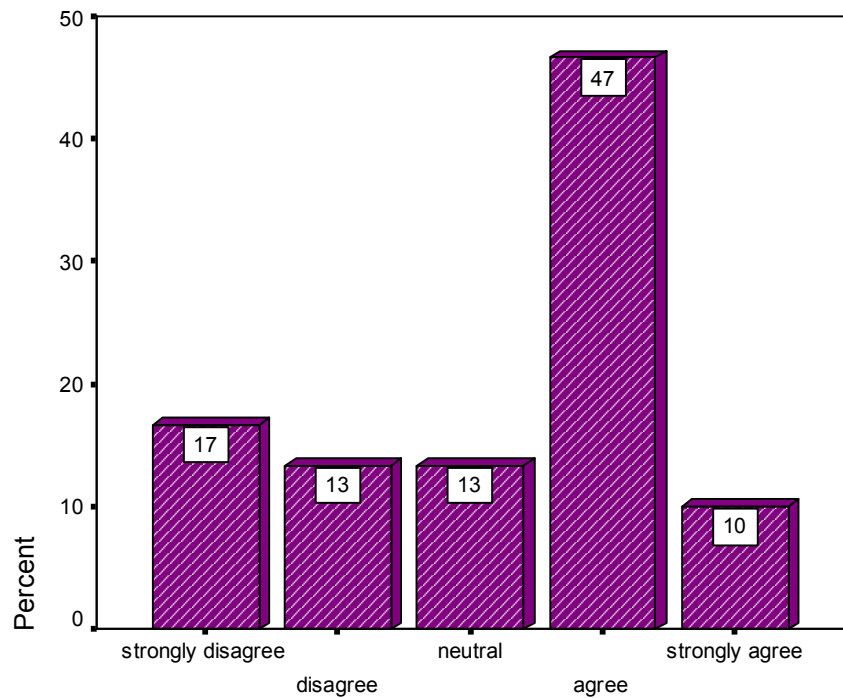


Table 4.8 shows that 57 % of Faisal Islamic bank employees agree that certifications had effectively plan to attract, develop and retain the talents, 30% disagree and 13% are neutral.

### 4.2.3 Help people improve their performance and engagement.

Table 4:9 Help people improve their performance and engagement

Valid	Frequency	Percent
strongly disagree	5	16.7%
disagree	7	23.3%
neutral	5	16.7%
agree	9	30.0%
strongly agree	4	13.3%
Total	30	100.0%

Fig 4:8 Help people improve their performance and engagement.

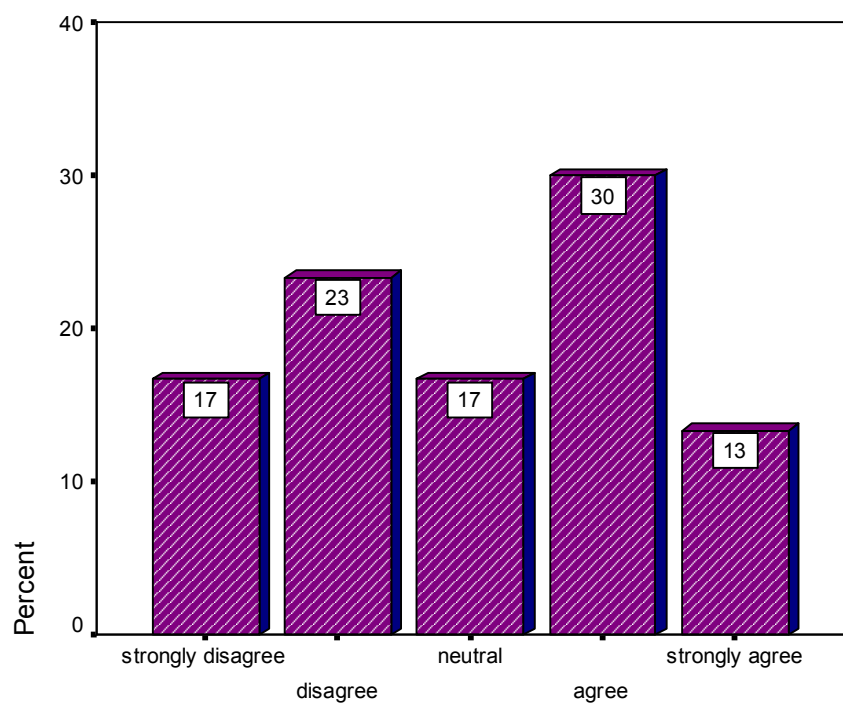


Table 4.9 shows that 43 % of Faisal Islamic bank employees agree that certifications had help people improve their performance and engagement,40% disagree and 17%are neutral.

#### 4.2.4 Develop people's skills and competences

Table 4.10 Develop people's skills and competences

Valid	Frequency	Percent
strongly disagree	3	10.0%
disagree	8	26.7%
neutral	4	13.3%
agree	12	40.0%
strongly agree	3	10.0%
Total	30	100.0%

Fig4.9 Develop people's skills and competences

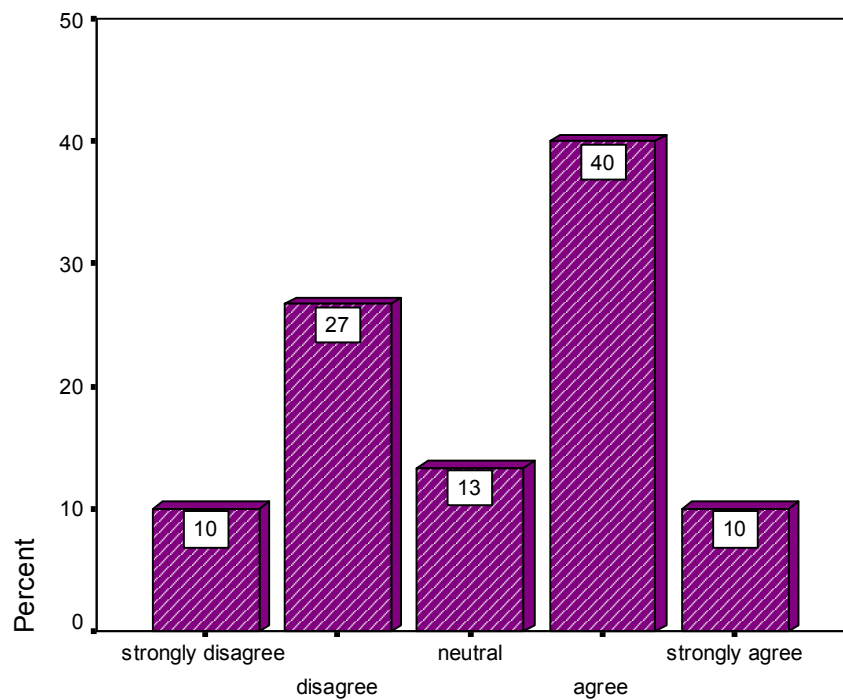


Table 4.10 shows that 50 % of Faisal Islamic bank employees agree that certifications had developed people's skills and competences,37% disagree and 13%are neutral.

#### 4.2.5 Ensure their people have the necessary resources and opportunity

Table 4.11 Ensure their people have the necessary resources and opportunity

Valid	Frequency	Percent
Strongly disagree	2	6.7%
disagree	10	33.3%
neutral	5	16.7%
agree	9	30.0%
strongly agree	4	13.3%
Total	30	100.0

Fig 4.10 Ensure their people have the necessary resources and opportunity

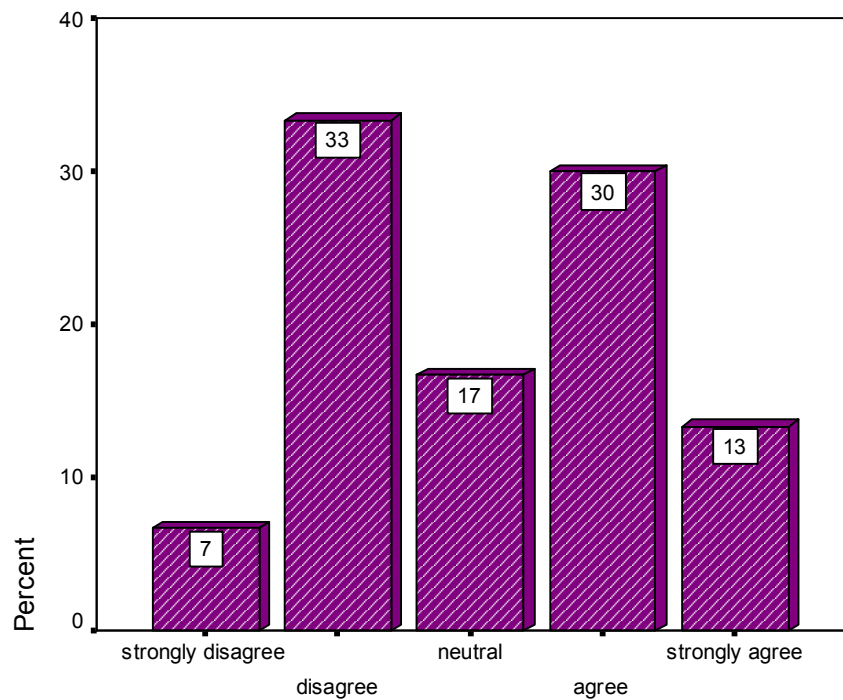


Table 4.11 shows that 43 % of Faisal Islamic bank employees agree that certifications hadensured they have the necessary resources and opportunity, 40% disagree and 17%are neutral.

#### 4.2.6 Test of hypotheses

Table: 4.12 Chi-square test for the second hypotheses

Phrases	Chi-square value	P-value	Median	Trend
Have clearly defined the people performance levels required to achieve strategic goals	8.333	.080	–	–
Effectively plan to attract, develop and retain the talents	13.667	.008	–	–
help people improve their performance and engagement	2.667	.615	–	–
Develop people's skills and competences	10.333	.035	–	–
Ensure their people have the necessary resources and opportunity	7.667	.105	–	–
Hypothesis no (2): There is positive Impact of Awards and certifications on People's knowledge and capabilities.	32.600	0.000	4	agree

From table: 4.12

- The value of chi-square for the first phrase is (8.333) with (p-value=0.080 > 0.05), this indicates that there is no significant differences at the level (5%) between answers of study individuals.
- The value of chi-square for the second phrase is (13.667) with (p-value=0.008 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study.
- The value of chi-square for the third phrase is (2.667) with (p-value=0.615 > 0.05), this indicates that there is no significant differences at the level (5%) between answers of study individuals.

- The value of chi-square for the fourth phrase is (10.333) with (p-value=0.035 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals.
- The value of chi-square for the fifth phrase is (7.667) with (p-value=0.105 > 0.05), this indicates that there is no significant differences at the level (5%) between answers of study individuals.
- The value of chi-square for the first hypothesis is (32.6) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.

### 4.3 Hypothesis no (3): There is positive Impact of Awards and certifications on people alignment, involvement and empowerment.

#### 4.3.1 Personal and team objective are aligned

Table 4.13 Personal and team objective are aligned

Valid	Frequency	Percent
strongly disagree	3	10.0%
disagree	6	20.0%
neutral	6	20.0%
agree	12	40.0%
strongly agree	3	10.0%
Total	30	100.0%

Fig 4.11 Personal and team objective are aligned

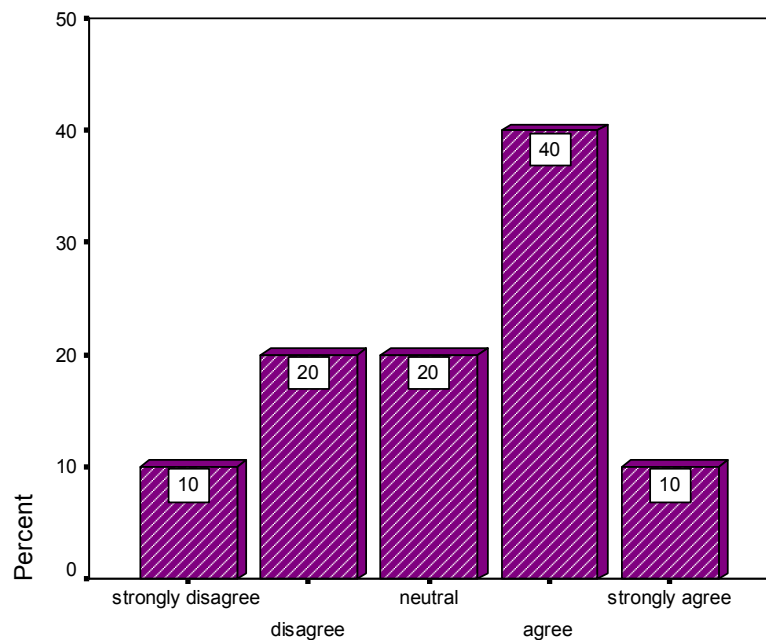


Table 4.13 shows that 50 % of Faisal Islamic bank employees agree that certifications had positive impact on aligned Personal and team objective, 30% disagree and 20% are neutral.



### 4.3.2 Innovation in products, process, marketing, organizational structures

Table: 4.14 Innovation in products, process, marketing, organizational structures

Valid	Frequency	Percent
strongly disagree	4	13.3%
disagree	4	13.3%
neutral	8	26.7%
agree	11	36.7%
strongly agree	3	10.0%
Total	30	100.0%

Fig: 4.12 Innovation in products, process, marketing, organizational structures

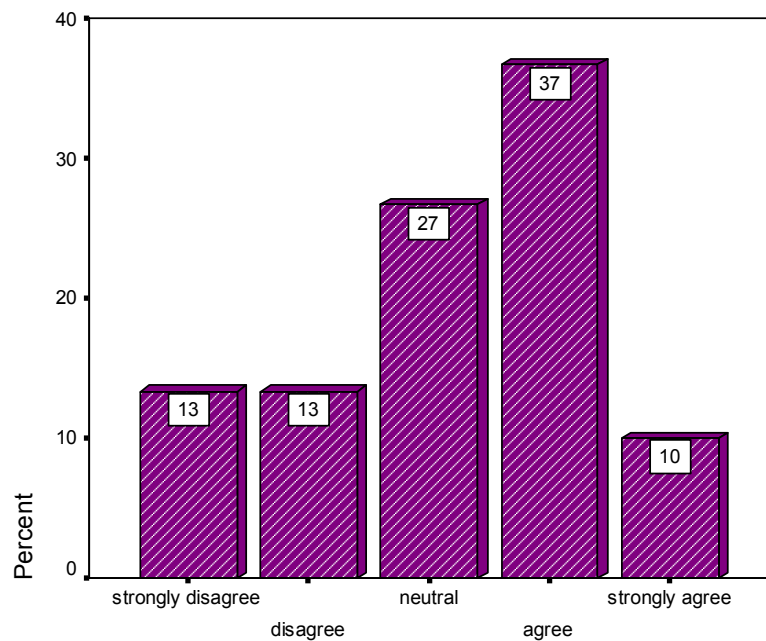


Table 4.14 shows that 47 % of Faisal Islamic bank employees agree that certifications had encourage innovation in products, process, marketing, organizational structures , 26% disagree and 27%are neutral.

### 4.3.3 There is a culture of creativity and innovation across the organization

Table:4.15 there is a culture of creativity and innovation across the organization

Valid	Frequency	Percent
strongly disagree	3	10.0%
disagree	6	20.0%
neutral	7	23.3%
agree	12	40.0%
strongly agree	2	6.7%
Total	30	100.0%

Fig:4.13 there is a culture of creativity and innovation across the organization

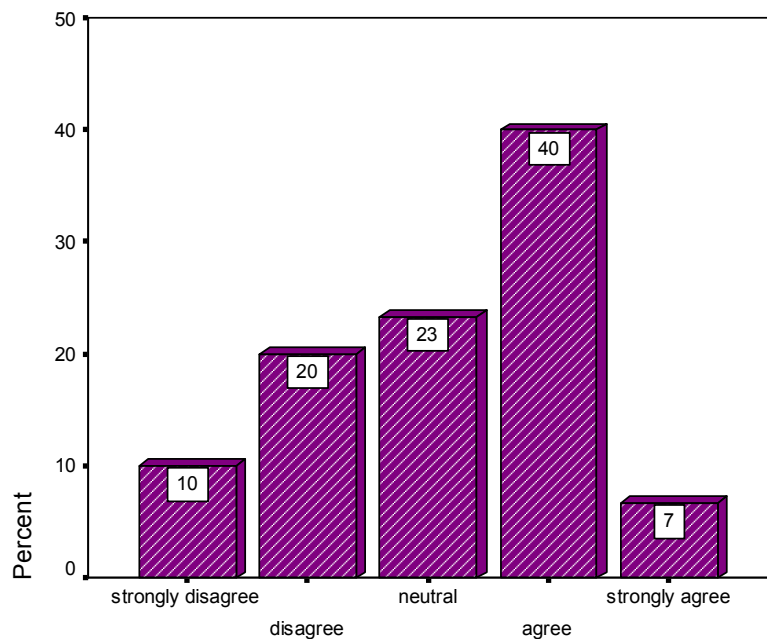


Table 4.15 shows that 47 % of Faisal Islamic bank employees agree that Table: 4.15 there is a culture of creativity and innovation across the organization, 30% disagree and 23%are neutral.

### 4.3.4 People are encouraged to be ambassadors the organizations image and reputation.

Table: 4.16 People are encouraged to be ambassadors the banks image and reputation

Valid	Frequency	Percent
strongly disagree	2	6.7%
disagree	1	3.3%
neutral	4	13.3%
agree	19	63.3%
strongly agree	4	13.3%
Total	30	100.0%

Fig: 4. 14 People are encouraged to be ambassadors the banks image and reputation

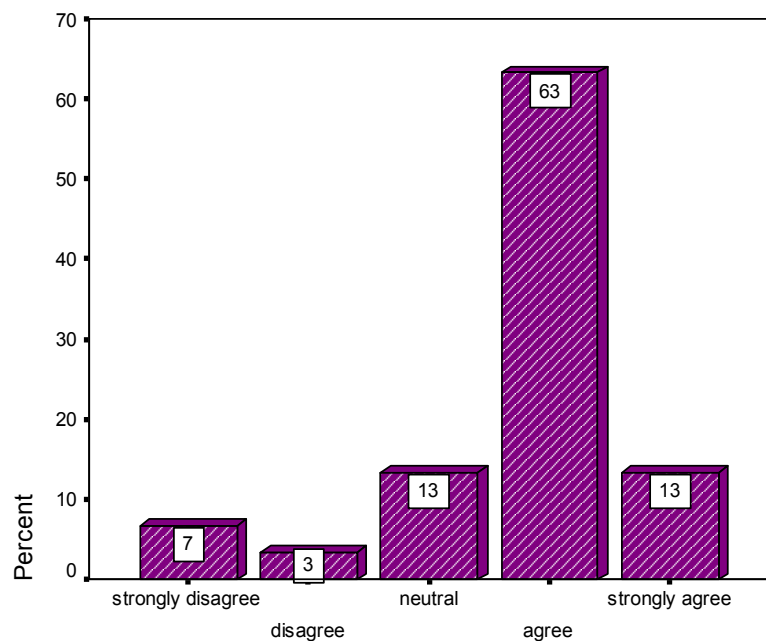


Table 4.16 shows that 76 % of Faisal Islamic bank employees agree that certifications had encouraged People to be ambassadors the bank image and reputation, 10% disagree and 13%are neutral.

### 4.3.5 Inspire participation in activities that contribute to wider society

Table: 4.17 Inspire participation in activities that contribute to wider society

Valid	Frequency	Percent
strongly disagree	1	3.3
disagree	2	6.7
neutral	10	33.3
agree	14	46.7
strongly agree	3	10.0
Total	30	100.0

Fig: 4.15 Inspire participation in activities that contribute to wider society

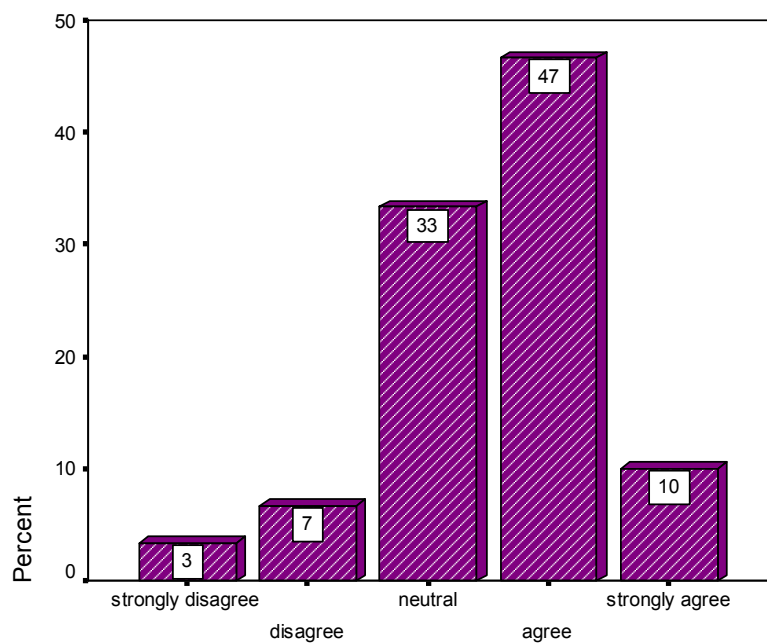


Table 4.17 shows that 57 % of Faisal Islamic bank employees agree that certifications inspire participation in activities that contribute to wider society, 10% disagree and 33% are neutral.

### 4.3.6 Test of hypotheses

Table: 4.18 Chi-square test for the third hypotheses

Phrases	Chi-square value	P-value	Median	Trend
Personal and team objective are aligned	9.000	.061	–	–
Innovation in products, process, marketing, organizational structures	7.667	.105	–	–
there is a culture of creativity and innovation across the organization	10.333	.035	–	–
People are encouraged to be ambassadors the banks image and reputation	36.333	.000	–	–
Inspire participation in activities that contribute to wider society.	21.667	.000	–	–
Hypothesis no (3): There is positive Impact of Awards and certifications on people alignment, involvement and empowerment.	70.133	0.000	4	agree

From table: 4.18

- The value of chi-square for the first phrase is (9.000) with (p-value=0.061 > 0.05), this indicates that there is no significant differences at the level (5%) between answers of study individuals.
- The value of chi-square for the second phrase is (7.667) with (p-value=0.105 > 0.05), this indicates that there is no significant differences at the level (5%) between answers of study.
- The value of chi-square for the third phrase is (10.333) with (p-value=0.035 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals.
- The value of chi-square for the fourth phrase is (36.333) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals.

- The value of chi-square for the fifth phrase is (21.667) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals.
- The value of chi-square for the fourth hypothesis is (70.133) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.

## 4.4 Hypothesis no (4): There is positive Impact of Awards and certifications on people communication.

### 4.4.1 Understand people communication needs

Table: 4.19 understand people communication needs

Valid	Frequency	Percent
strongly disagree	5	16.7%
disagree	3	10.0%
neutral	6	20.0%
agree	4	13.3%
strongly agree	12	40.0%
Total	30	100.0%

Fig 4.16 understand people communication needs

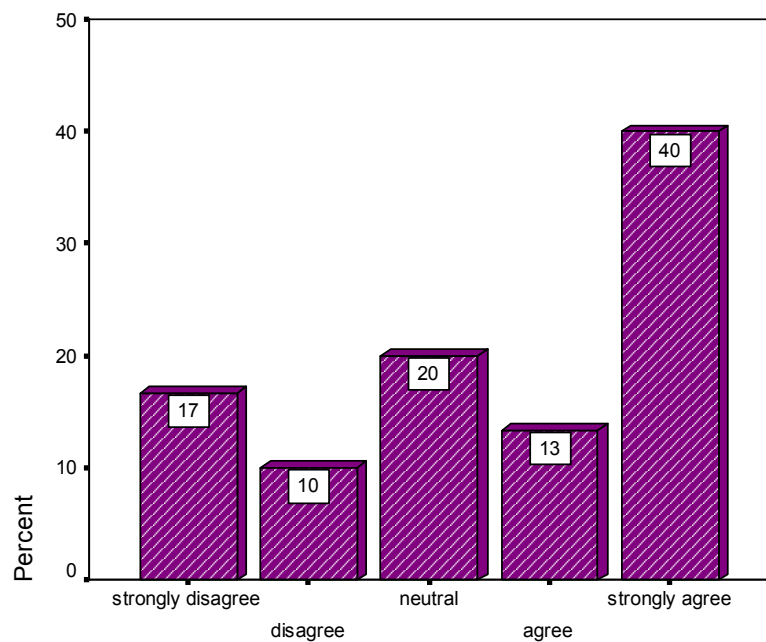


Table 4.19 shows that 53% of Faisal Islamic bank employees agree that certifications had help in understand people communication needs, 27% disagree and 20% are neutral.

#### 4.4.2 Use appropriate strategies and tools to maintain dialogue

Table: 4.20 Use appropriate strategies and tools to maintain dialogue

Valid	Frequency	Percent
strongly disagree	2	6.7%
disagree	7	23.3%
neutral	4	13.3%
agree	3	10.0%
strongly agree	14	46.7%
Total	30	100.0%

Fig: 4.17 Use appropriate strategies and tools to maintain dialogue.

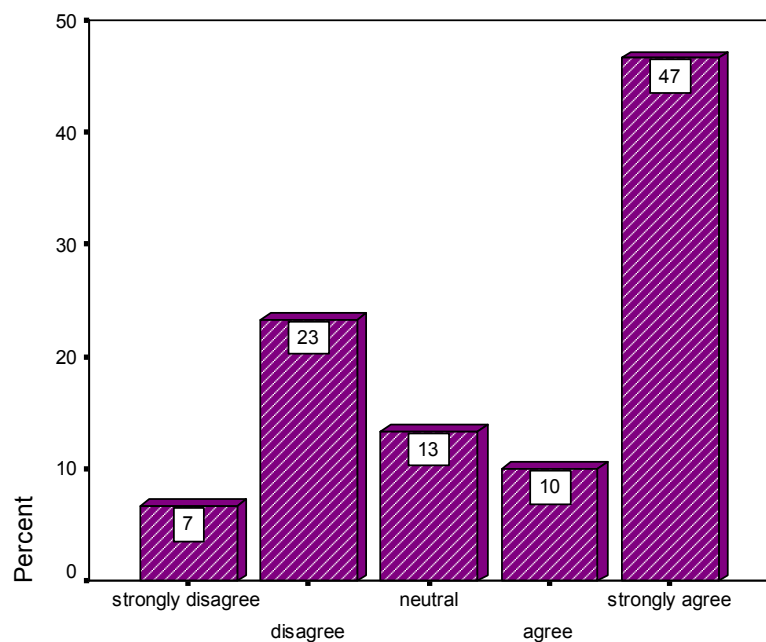


Table 4.20 shows that 57 % of Faisal Islamic bank employees agree that certifications had positive impact in Use appropriate strategies and tools to maintain dialogue,30% disagree and 13%are neutral.



### 4.4.3 Communicate a clear direction and strategic focus to ensure people understand.

Table 4.21 Communicate a clear direction and strategic focus to ensure people understand.

Valid	Frequency	Percent
strongly disagree	6	20.0%
disagree	4	13.3%
neutral	5	16.7%
agree	3	10.0%
strongly agree	12	40.0%
Total	30	100.0%

Fig 4.18 Communicate a clear direction and strategic focus to ensure people understand.

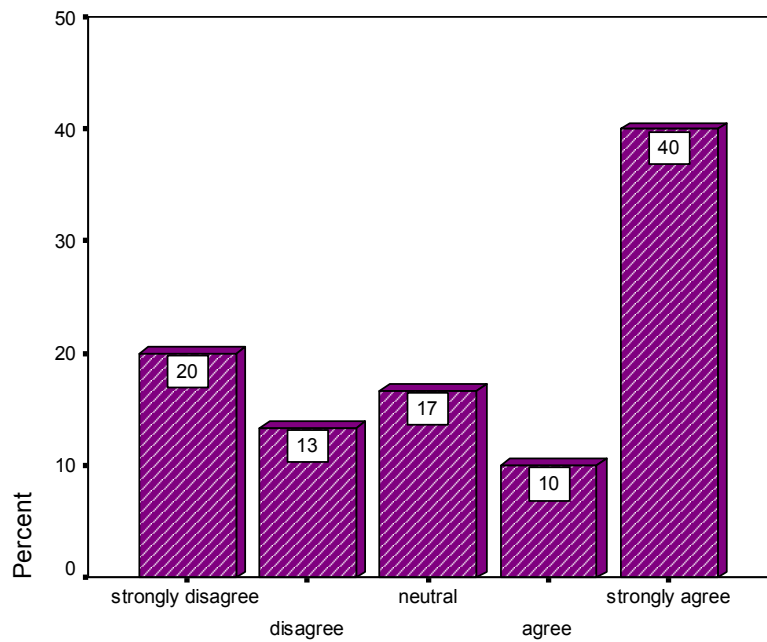


Table 4.21 shows that 50 % of Faisal Islamic bank employees agree that certifications had positive impact on Communicate a clear direction and strategic focus to ensure people understand,33% disagree and 17%are neutral.

#### 4.4.4 Encourage the sharing of information, knowledge and best practice throughout the organization.

Table: 4.22 encourage the sharing of information, knowledge and practice throughout the bank.

Valid	Frequency	Percent
strongly disagree	4	13.3%
disagree	4	13.3%
neutral	7	23.3%
agree	5	16.7%
strongly agree	10	33.3%
Total	30	100.0%

Fig: 4.19 encourage the sharing of information, knowledge and practice throughout the bank.

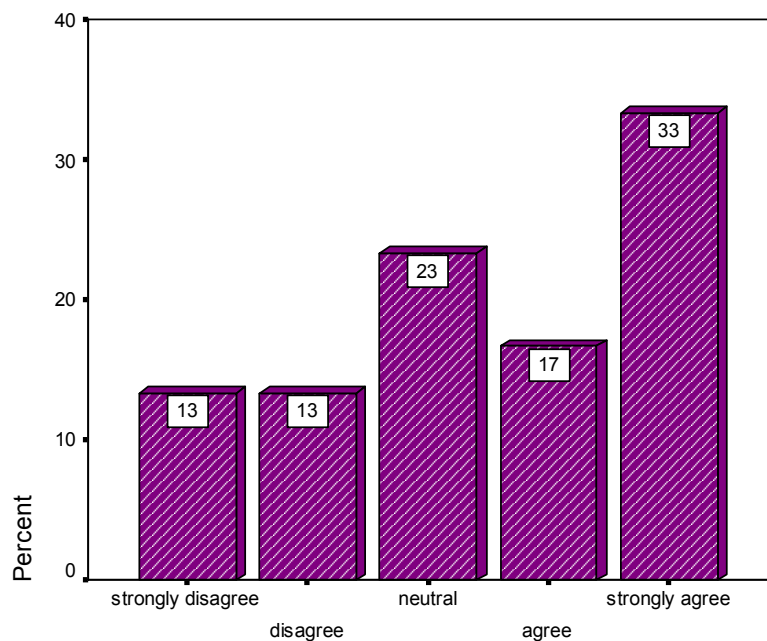


Table 4.22 shows that 50 % of Faisal Islamic bank employees agree that certifications had encouraged the sharing of information, knowledge and practice throughout the bank, 26% disagree and 23% are neutral.

#### 4.4.5 Develop a culture that continually seeks to improve the effectiveness of collaboration and team.

Table 4.23 Develop a culture that continually seeks to improve the effectiveness of collaboration and team.

Valid	Frequency	Percent
strongly disagree	4	13.3%
disagree	5	16.7%
neutral	5	16.7%
agree	5	16.7%
strongly agree	11	36.7%
Total	30	100.0%

Fig 4.20 Develop a culture that continually seeks to improve the effectiveness of collaboration and team.

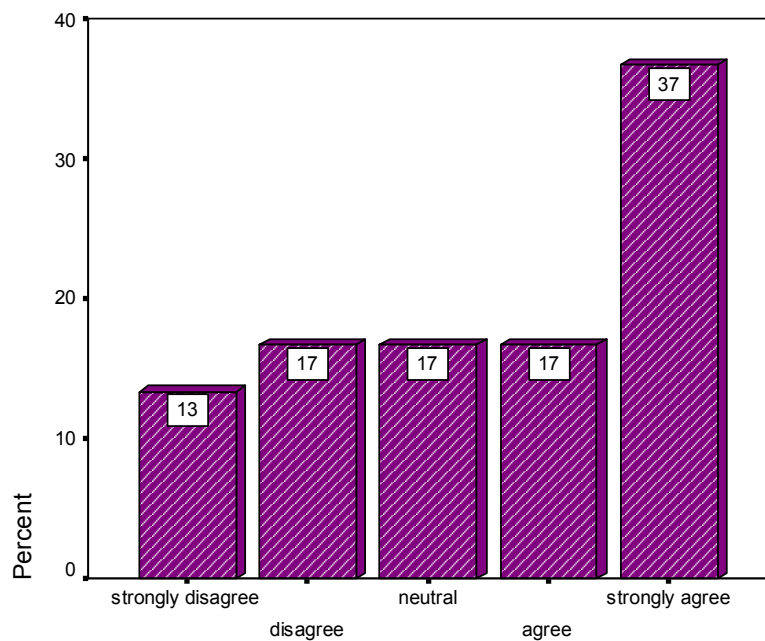


Table 4.1 shows that 54 % of Faisal Islamic bank employees agree that certifications develop a culture that continually seeks to improve the effectiveness of collaboration and team, 30% disagree and 17% are neutral.

#### 4.4.6 Test of hypotheses

Table: 4.24 Chi-square test for the forth hypotheses

Phrases	Chi-square value	P-value	Median	Trend
Understand the communication needs of their people.	8.333	.080	–	–
Use appropriate strategies and tools to maintain dialogue.	15.667	.004	–	–
Fig 4.18 Communicate a clear direction and strategic focus to ensure people understand.	8.333	.080	–	–
Fig: 4.19 encourage the sharing of information, knowledge and practice throughout the bank.	4.333	.363	–	–
Develop a culture that continually seeks to improve the effectiveness of collaboration and team.	5.333	.255	–	–
Hypothesis no (4): There is positive Impact of Awards and certifications on people communication throughout the organization.	36.000	0.000	4	agree

From Table: 4.24

- The value of chi-square for the first phrase is (8.333) with (p-value=0.080 > 0.05), this indicates that there is no significant differences at the level (5%) between answers of study individuals.
- The value of chi-square for the second phrase is (15.667) with (p-value=0.004 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study.
- The value of chi-square for the third phrase is (8.333) with (p-value=0.080 > 0.05), this indicates that there is no significant differences at the level (5%) between answers of study individuals.

- The value of chi-square for the fourth phrase is (4.333) with (p-value=0.363 > 0.05), this indicates that there is no significant differences at the level (5%) between answers of study individuals.
- The value of chi-square for the fifth phrase is (5.333) with (p-value=0.255 > 0.05), this indicates that there is no significant differences at the level (5%) between answers of study individuals.
- The value of chi-square for the first hypothesis is (36.00) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.

## 4.5 Hypothesis no (5): There is positive Impact of Awards and certifications on People reward and reorganization.

### 4.5.1 Align remuneration and benefits of employment with transparent strategies.

Table 4. 25 Align remuneration and benefits of employment with transparent strategies.

Valid	Frequency	Percent
strongly disagree	3	10.0%
disagree	6	20.0%
neutral	7	23.3%
agree	10	33.3%
strongly agree	4	13.3%
Total	30	100.0%

Fig: 4.21 Align remuneration and benefits of employment with transparent strategies.

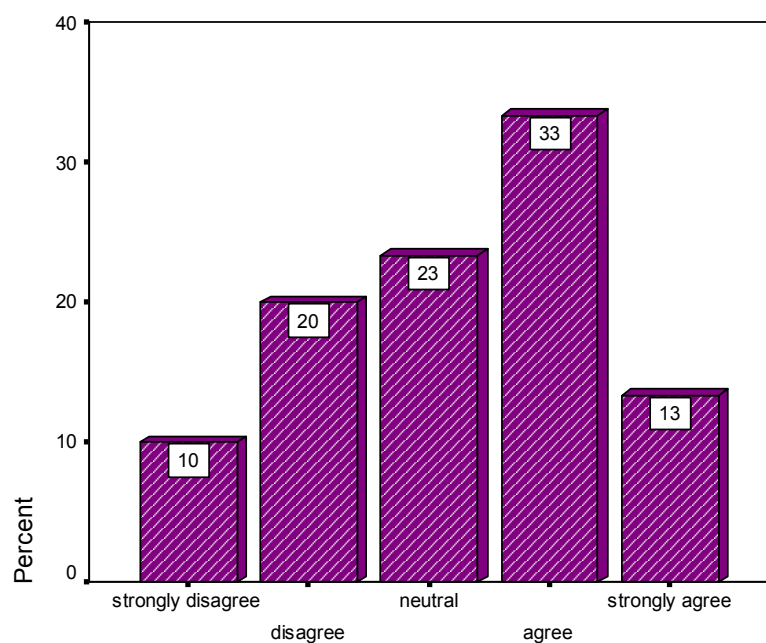


Table 4.25 shows that 46 % of Faisal Islamic bank employees agree that certifications had positive impact in aligned remuneration and benefits of employment with transparent strategies, 30% disagree and 23%are neutral.

#### 4.5.2 Motivate people to become involved in improvement and innovation

Table 4. 26 Motivate people to become involved in improvement and innovation

Valid	Frequency	Percent
strongly disagree	3	10.0%
disagree	7	23.3%
neutral	9	30.0%
agree	9	30.0%
strongly agree	2	6.7%
Total	30	100.0%

Fig 4. 22 Motivate people to become involved in improvement and innovation

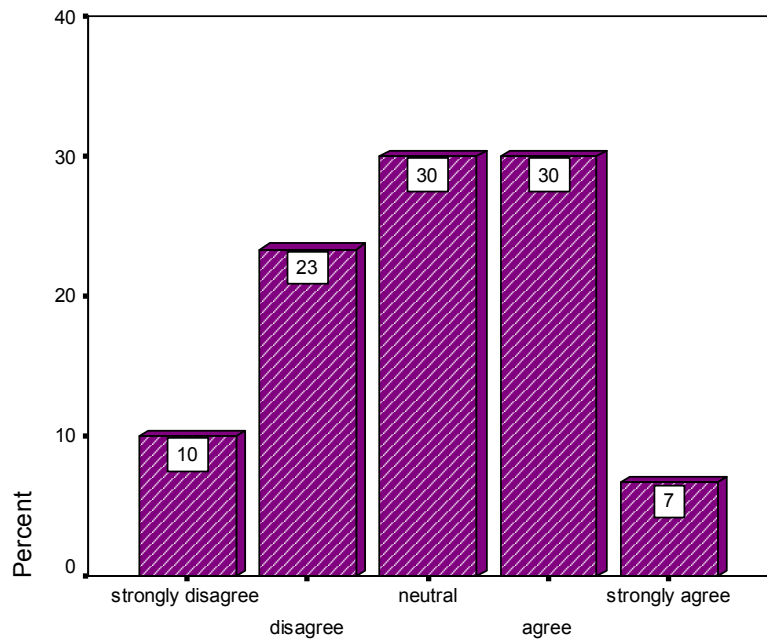


Table 4.26 shows that 37 % of Faisal Islamic bank employees agree that certifications had Motivate people to become involved in improvement and innovation,33% disagree and 30%are neutral.

### 4.5.3 Ensure a healthy work life balance

Table 4.27 Ensure a healthy work life balance

Valid	Frequency	Percent
strongly disagree	3	10.0%
disagree	6	20.0%
neutral	9	30.0%
agree	8	26.7%
strongly agree	4	13.3%
Total	30	100.0%

Fig 4.23 Ensure a healthy work life balance.

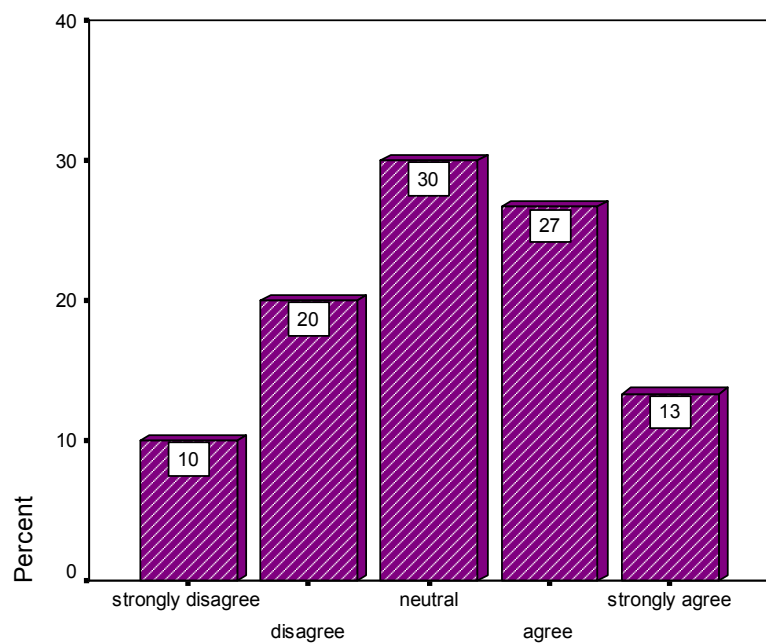


Table 4.27 shows that 40 % of Faisal Islamic bank employees agree that certifications had ensure a healthy work life balance 30% disagree and 30%are neutral.



#### 4.5.4 Promote a culture of recognition and care between individual and team.

Table: 4. 28 Promote a culture of mutual recognition and care between individual and team.

Valid	Frequency	Percent
strongly disagree	3	10.0%
disagree	4	13.3%
neutral	6	20.0%
agree	15	50.0%
strongly agree	2	6.7%
Total	30	100.0%

Fig: 4.24 promote a culture of mutual recognition and care between individual and team.

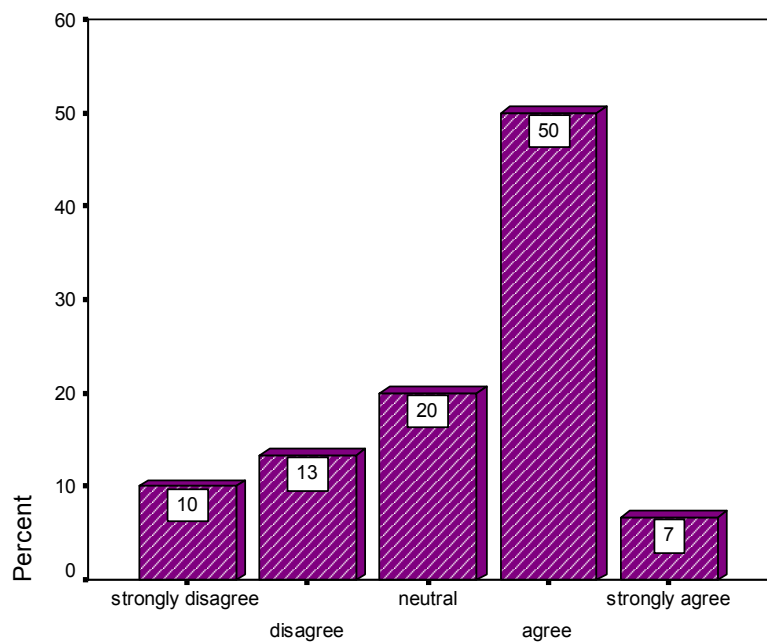


Table 4.28 shows that 57 % of Faisal Islamic bank employees agree that certifications had Promote a culture of mutual recognition and care between individual and team, 23% disagree and 20%are neutral.

#### 4.5.5 Respect and embrace the diversity of people.

Table: 4. 29 Respect and embrace the diversity of people.

Valid	Frequency	Percent
strongly disagree	2	6.7%
disagree	4	13.3%
neutral	9	30.0%
agree	10	33.3%
strongly agree	5	16.7%
Total	30	100.0%

Fig 4.25 Respect and embrace the diversity of people.

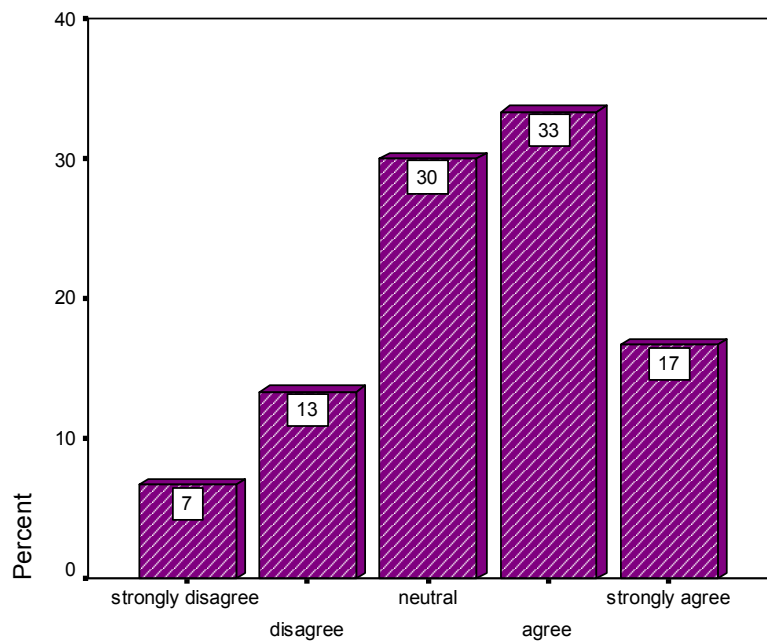


Table 4.29 shows that 50 % of Faisal Islamic bank employees agree that certifications had respect and embrace the diversity of people, 20% disagree and 30%are neutral.

#### 4.5.6 Test of hypotheses

Table: 4.30 Chi-square test for fifth hypotheses

Phrases	Chi-square value	P-value	Median	Trend
Align remuneration and benefits of employment with transparent strategies .	5.000	.287	-	-
Motivate people to become involved in improvement and innovation and recognize their efforts and achievement	7.333	.119	-	-
Ensure a healthy work life balance.	4.333	.363	-	-
Promote a culture of mutual recognition and care between individual and team.	18.333	.001	-	-
Respect and embrace the diversity of people.	7.667	.105	-	-
Hypothesis no (5): There is positive Impact of Awards and certifications on People reward and reorganization	33.933	0.000	3	Neutral

From table: 4.30

- The value of chi-square for the first phrase is (5.00) with (p-value=0.287 > 0.05), this indicates that there is no significant differences at the level (5%) between answers of study individuals.
- The value of chi-square for the second phrase is (7.333) with (p-value=0.119 > 0.05), this indicates that there is no significant differences at the level (5%) between answers of study.
- The value of chi-square for the third phrase is (4.333) with (p-value=0.363 > 0.05), this indicates that there is no significant differences at the level (5%) between answers of study individuals.

- The value of chi-square for the fourth phrase is (18.333) with (p-value=0.001 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals.
  - The value of chi-square for the fifth phrase is (6.007.66670) with (p-value=0.105 > 0.05), this indicates that there is no significant differences at the level (5%) between answers of study individuals.
- The value of chi-square for the first hypothesis is (33.933) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.

**CHAPTER FIVE**

**DISCUSSIONS, CONCLUSION AND**

**RECOMNDATIONS**

## 5. Discussions, Conclusion and RECOMNDATIONS

This research was aimto examine the Impact of Awards and certifications on managing people by examining the Impact of Awards and certifications on People's knowledge, communications, plans, involvement, reward and capabilities as a leading indicator for managing people.

The research had five hypotheses

1. There is a positive Impact of Awards and certifications on People plans that support organization's strategy.
2. There is a positive Impact of Awards and certifications on People's knowledge and capabilities.
3. There is a positive Impact of Awards and certification on people is alignment, involvement and empowerment.
4. There is a positive Impact of Awards and certification on people communication throughout the organization
5. There is a positive Impact of Awards and certification on People reward, reorganization.

The answer to the hypotheses , and the fulfillment of the purpose of the research have been arrived at through the process of finding relevant literature, collecting and analyzing of data as seen from the previous stages of the study.

According to chi square test results in the previous chapter state that there was such appositive relation between certification and a words and (managing People,People plans that support organization's strategy, People's knowledge and capabilities, People are alignment, involvement and empowerment, People communication throughout the organization and People reward and reorganization.) we observe that the value of (sig <0.000) for all hypotheses and which reject the null hypotheses and accept the research hypotheses.

Based on the literature reviewed and findings of analysis, the researcher can conclude that there are a positive Impact of quality certification and financial Awards on:

1. managingPeople .

2. People plans.
3. People's knowledge and capabilities.
4. People are alignment, involvement and empowerment.
5. People communication throughout the organization.
6. People reward and reorganization.

## **5.2 Recommendations**

Overall, the findings of this study increase the insight of people about the effects of quality certification and Awards in order to lead their efforts to successful implementation, accordingly my recommendations are:

1. The researcher would recommend that FIB Sudan extensively continue the practices and application of Quality Certificates and Awards through the actions and practices of FIB Sudan Quality Certificates and financial Awards so as to improve the performance of their organizations through excellent sustainable results for People.
2. The researcher also recommends for other Sudanese Banks to adopt and apply the Quality Certificates and Awards and start the journey of Excellence so as to enhance managing people.
3. The further research needs to Study all the impact of applying Quality Certificates and Awards on the organizations performance.

## References:

Aba ,elikofi&Badar ,M. Affan A Review of the Impact of ISO 9000 and ISO 14000 Certifications .The Journal of Technology Studies.

Ahire, S.L., & O'Shaughnessy, K.C. (1998). The role of top management commitment in quality management: An empirical analysis of the auto parts industry. *International Journal of Quality Science*.

Benner, M.J., & Veloso, F.M. (2008). ISO 9000 practices and financial performance: A technology coherence perspective. *Journal of Operations Management*.

Brunet, I., & Alarcón, A. (2007). Calidad y recursos humanos del sector hotelero en Cataluña. *Revista Internacional de Sociología*.

Cave, M. (2002). Salary, show us the money, *Boss Magazine – Australian Financial Review*, November. Australia: Fairfax Publishing.

EFQM Excellence Model, Version 2010

Flynn, F.J. (2005). Identity orientations and forms of social exchange in organizations. *Academy of Management Review*.

Guasch, J. L., Racine, J. L., Sanchez, I., & Diop, M. (2007). *Quality systems and standards for a competitive edge*. Washington, DC: World Bank Publications.

[http:// www.fibsudan.com](http://www.fibsudan.com)

<http://www.iso.org> .

Li, J., Yang, J., & Wu, H. (2008). Improving service quality and organisation performance through human resource practices. A case study.

National Research Council (1995). *Standards, conformity assessment, and trade: Into the 21st century*. New York: National Academies Press.

Oliva, R., & Stermann, J.D. (2001). Cutting corners and working overtime: Quality erosion in the service industry. *Management Science*.



Silvestro, R., & Cross, S. (2000). Applying the service-profit chain in a retail environment: Challenging the satisfaction mirror. *International Journal of Service Industry Management*.

*Total Quality Management* Vol. 22, No. 2, February, 2011.

uez-Anto'n, Jos & Alonso-Almeida, M. Mar (2011). Quality certification systems and their impact on employee satisfaction in services. Universidad Auto'noma de Madrid, Spain.

Wilson, J. P., Walsh, M. T., & Needy, K. L. (2003). An examination of the economic benefits of ISO 9000 and the Baldrige Award to manufacturing firms. *Engineering Management Journal*.

Wilson, D.D., & Collier, D.A. (2000). An empirical investigation of the Malcolm Baldrige National Quality award causal model. *Decision Sciences*.

Yee, R.W.Y., Yeung, A.C.L., & Chen, T.C.E. (2008). The impact of employee satisfaction on quality and profitability in high contact service industries. *Journal of Operations Management*.

Yoon, M.H., & Suh, J. (2003). Organizational citizenship behaviors and service quality as external effectiveness of contact employees. *Journal of Business Research*.