

CHAPTER 1: INTRODUCTION

1.1 Overview

European foundation for quality management organization is the custodian of the (EFQM)excellence model, a non-prescriptive framework that can be used to gain a holistic view of any organisation regardless of size, sector or maturity.

(EFQM)excellence model is to access good practices, drive innovation and improve their results &become more attentive to the needs of stakeholders.They have learned how to learn, innovate and improve their overall performance. Their leaders have increased their abilities to take informed decisions and to understand the drivers of their strategy. This has led to a significant reduction of waste, increased economic efficiencies and improved societal relations.

1.2Related concepts Overview

Management needs information on employees' job satisfaction and performance, if job satisfaction studies are properly planned and administered, they will usually produce a number of important benefits, both general and specific. (Hani Mahmoud 2008)

Smaller Companies are unlikely to have a specialist (HRM) department, which requires that owners and operational mangers must perform its function without specialist input. Unfortunately, this industry structure is extremely difficult to monitor and control, and this is one of the reasons why the construction industry is renowned for poor (HRM) practices in areas such as training, safety, exploitation of illegal migrant workers, and avoidances of tax payments, workers' compensation payments, and other legal rights (Martin et al., 2003).

“Because of this historical moment, in which mounts global transformations, And our nation bare chest in the face of serious challenges and nations are racing to collectpower and strength and superiority.and also launched the nations of the earth are all off our nation today, which no doubt we will be able to collect power and reasonseven after a while.”(Jasim Sultan 2005)

“Organization environment is deeper than what seen unless the construction industry environment anywhere is the same it is “concrete, allot of pressure, dusty sunny sites.....etc. what makes different is what we call the Organization environment.” (Awad S. Hassan 2012)

While the world changing rapidly and the nations trying to gain the best resources including the most precious resource (People) the improvement should be launched.

1.3 PROBLEM FORMULATION

It has noted that, the problem which mainly faces Sudanese construction Companies is old & non-improved method of managing and administrating with profit focus only in the Sudanese construction Companies which leads to series of deadly diseases that will disable the organizations while those “organizations” have the enough resources to be considered as (Excellence organizations), And as we “Sudanese” mentality accepting the average even when we make super efforts.

That’s because of the following:

- Lack of job satisfaction which lead to the drop of performance & less Efficiency of the HR.
- Declining the productivity as an indicator of rising of reworks which has a strong relationship with the job satisfaction.
- Un-awareness of importance about the “Change management” and its opportunities which considered as an Obstacle.
- Marginalization of developing equipment & tools and even the people specially people witch lead mainly to:
 - Wastage and increase of risk
 - Not take advantage from the development of both administrative latest theory’s and techniques; proportion to none continuous improvement and absents of development approach and frame work from the beginning.
 - The inside & outside country turnover – which is seem to be waste of competences resources and lead to the un-effusion phase.

1.4 AIMS OF STUDY

1.4.1 In General

The main aim of this study is to finding the suitable approach or frame work of management that fix the environment of work, leading to improving the construction industry itself & achieving the job satisfaction for the people, more satisfaction for customers, high performance, productivity, and sustain the continuous improvement of the organization in the Sudanese construction Companies and affect directly on the JDP which lead to the first step of wealth & economic growth.

1.4.2 In specific

(EFQM) is an excellence model has a clear framework based on TQM and applying it at the local construction Companies should light on the “kizen” or continuous

improvement to achieving high key result for stake holders, developing better strategy for leadership, more job satisfaction for people, giving better quality for customer & making sustainable future for organization with the excellence approach.

- At the Leadership level the main output will be “ put their focus on excellence strategy, people, culture, partnership & resources and not just the money and customer”
- At the Strategy&Process level the main output will be “focus on the people from the level of strategy , trainee , rewarding &engagement that will affect directly on the process ”
- At the stake holders level the main output will be “to focus not just only on profit of their business put also the resources specially HR & culture should be one of their considers
- At the people level the main output will be “Business in not money; Business is people”. So to rear the rate of turnover, encouraging staff for high performance, productivity and long term of success.
- At the Culture level the main output will be “Business is like the tree Root deep into ground while touching the sky”.So more focus on culture for better sustainable future.

1.5OBJECTIVES OF STUDY

- A. Link between the major problems facing Local Sudanese construction Companies “turn over, employees performance and the job satisfaction” and the organization framework.
- B. Assist the outcome of implementing EFQM frame work at the construction industry field \ sector of people “employees”
- C. Link between the people “employees” and the role of management approach

1.6RESEARCH HYPOTHESIS

- 1.6.1 EFQM implementation will lead to less on “turn over ” & increase on “employees performance and the job satisfaction”

1.7RESEARCH QUESTIONS

Questionsare:

Q (1) – EFQM excellence model awareness & implementation by the Sudanese construction Companies

- The degree of awareness of Sudanese construction Companies about excellence or Quality.
- The degree of excellence or Quality implementation.

1.8 CHALLENGES OF THE STUDY

The study has faced by many challenges:

- The difficulties that facing construction industry by itself “nature-definition ,nature of the construction industry of the projects,
- Rear studies at the implementing EFQM at construction industry
- Change management Un-awareness of the opportunities
- Political and economic statement that push on the Companies , people & even the Leadership.

1.9 LIMITATION OF THE STUDY

This study cannot be general because:

- The study undertaken at Sudanese construction Companies at “Khartoum city”
- The study focused at the hyper Companies in Sudan.

1.10 RESEARCH METHODOLOGY

All data used in this research are collected from different sources.

Literature and theoretical reviews have been taken from books, articles and papers as well as printed materials to describe main concepts about job satisfaction and performance.

Moreover, I depend on websites to find

Up to- date data.

The main methods are descriptive, explanatory and quantitative. The description started with providing information about the current situation on the field of the construction industry in Sudan and the general employee’s performance on the construction industry. The quantitative started with collecting data by standardized questionnaires (Questionnaire 1,2) which will distribute to the employees participants sample, then all outcome data of the survey were analyzed using the (SPSS)Statistical Package for the Social Sciences software program.