

## CHAPTER 3: APPLICATION AND METHODOLOGY

### 3.1 Introduction

There is no Sudanese Construction Firm adopting the excellence, so the sample-2 selected was not Construction Firm, and that's because of the human attitude and job satisfaction are measured by the same tools & techniques So samples were .sample-1, consist of 12 construction company 8 big companies and 4 smallest with (40) employees. Sample-2 (firms that adopting excellence or quality), that was (10) employees.

### 3.2 Instrumentation

The EFQM's Questionnaire consisted of four major parts:

- (1) A cover letter describing the instructions and the aim of the study
- (2) The statement of basic job & life satisfaction Rating Index, consisting of **10 items**. For each item registered employees were asked to rate themselves on a single **20-point** scale
- (3) The EFQM Index Knowledge of Excellence, Enabler "Leadership – Strategy – People" & Result "People" (EFQM Organization 2012) **10 items**;
- (4) PMO establishing of project management office or similar to monitoring & coordinate the projects according to the (PMO is a PMI® | Project Management Institute terminology in - PMBOK® Guide) – Fifth Edition
- (5) Deming 14 points.
- (6) Modified Job Satisfaction Index Questionnaire (JSI).
- (7) Demographic characteristics.

- **Sample-1 (firms that NOT adopting excellence or Quality).**
- **Sample-2 (firms that adopting excellence or Quality).**

### 3.3 Sample -1 (firms that NOT adopting excellence or Quality):

The study deals with the construction industry employees except the sector of labors, because companies do not deal with a large amount of them as registered employees (by job) which the variables here are different.

Sample selected from 12 companies, large and small companies.

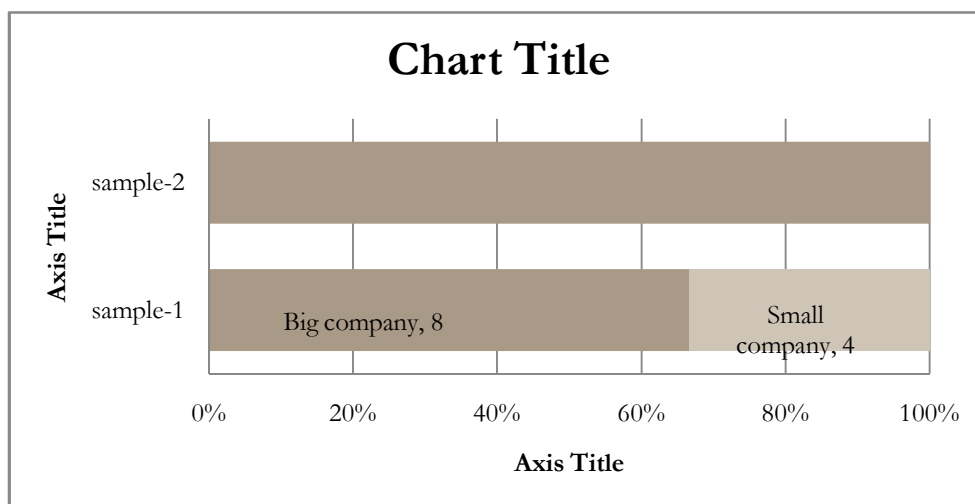


Fig (3.1) Sample 1&2

### 3.3.1 Characteristics of the Employees ' Sample-1

The total number of registered employees who participated in the study was 40. Sample were Male (87.2%), Female (12.8%)

Less than 25 years (17.9%) between the ages of 25 – 35 (59.0%) 36 – 45 (23.1%) The majority of the registered employees were graduated (76.9%) upper graduated (17.9%).

Years of experience fresh graduate (5.1%) 1-3 years (43.6%) 4-6 years (12.8%) 7-10 years (17.9%) More than 11 years (17.9%)

### 3.4 Sample -2 (firms that adopting excellence or Quality)

#### \* Characteristics of the Employees ' Sample-2

The total number of registered employees who participated in the study was 10. Sample were Male (90%), Female (10%)

Less than 25 years (10%) between the ages of 25 – 35 (20.0%) 36 – 45 (40%) more than 46 (20%) The majority of the registered employees were graduated (70%) upper graduated (20%).

Years of experience fresh graduate (20%) 1-3 years (0%) 4-6 years (10%) 7-10 years (0%) More than 11 years (60%).

### 3.5 previous studies:

There was no previous study argued the impact of the (EFQM) on the organizational Behavior in Sudan or similar that was very challenge that faces the researcher, yet there was one research that argued the job satisfaction at term of human resource attitude and behavior which was a strong base to the researcher to research at the EFQM as a model to fix the problem from the roots, It made this research somehow unique qualitatively and quantitatively

### Results from previous studies

Findings of this study showed a positive relationship between employees' performance and employees' satisfaction. Employees' overall effectiveness was found to be correlated with employees' overall satisfaction ( $r=.36$ ). Employees' overall effectiveness was found to be correlated with employees total satisfaction ( $r=.43$ ). Employees' total performance and employees' total satisfaction was found to be correlated ( $r=.29$ ). However, a weak relationship was found between employees' total performance and employees' satisfaction ( $r=.15$ ). Also a positive correlation was found between each performance aspect and each satisfaction aspect.

#### It found that there is:-

- \* A positive relationship between employees' performance and their satisfaction.
- \* A strong relationship between employees overall effectiveness and their overall satisfaction.
- \* A strong relationship between employees overall effectiveness and their total satisfaction.
- \* A strong relationship between employees' total performance and their total satisfaction.
- \* A positive correlation between each performance aspect and each satisfaction aspect.
- \* A strong relationship between employees overall effectiveness and their satisfaction with: pay and co-workers.
- \* A medium relationship between employees overall effectiveness and their satisfaction with: supervisors and promotion.
- \* A weak relationship between employees overall effectiveness and their satisfaction with: working conditions, job security, benefits and working hours.

It appears that 25% of employees satisfied with pay, 59% with co-workers, 65% with supervisors, and 34% with job security, 65% with advancement, 62% with working hours, 55% with benefits and 57% with overall satisfaction.

(Hani Mahmud Mohamed (2008) human attitudes & behaviors the relationship between job satisfaction & job Performance in the local Sudanese construction companies)