

## CHAPTER 4: Result

### 4.1 Sample-1(companies that NOT adopting excellence or Quality).

1. When income affecting the performance it's clear that just (2.5 %) satisfy with income, the first trigger of turnover is the income satisfaction.

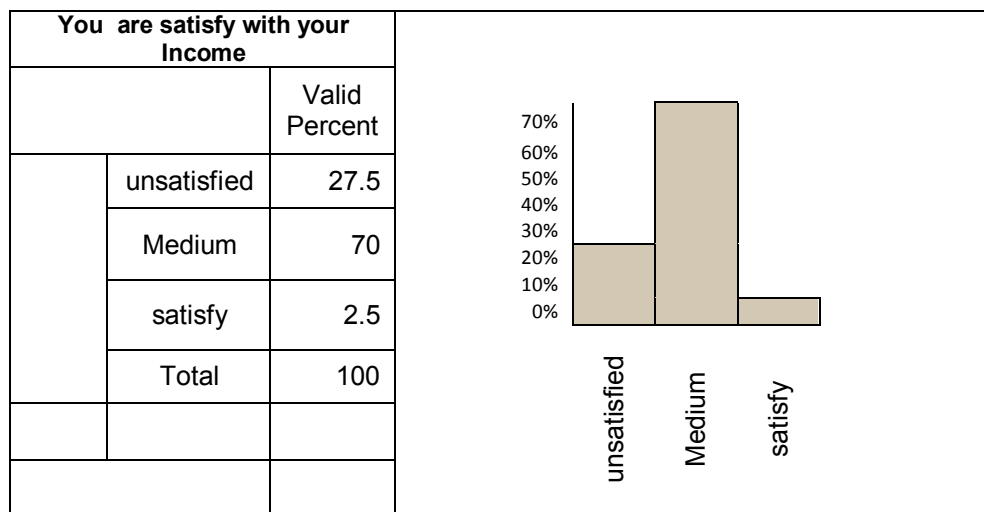


Table (4.1.1)

2. Job total satisfaction (10.3 %) agreed, it's an indicator of the performance, low satisfaction low performance.

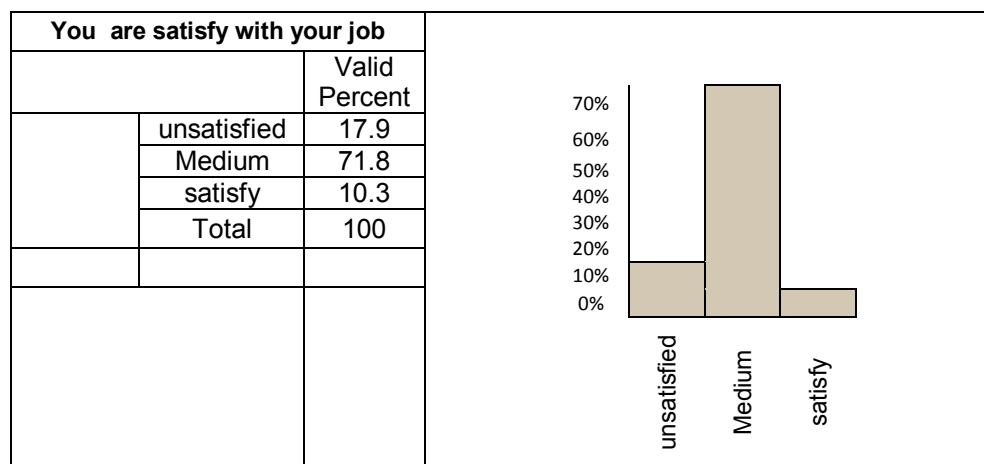


Table (4.1.2)

3. Top management awareness is important to get into the excellence study stated that just (86.3%) were actually aware about Quality& (72.5%) were actually aware about excellence.

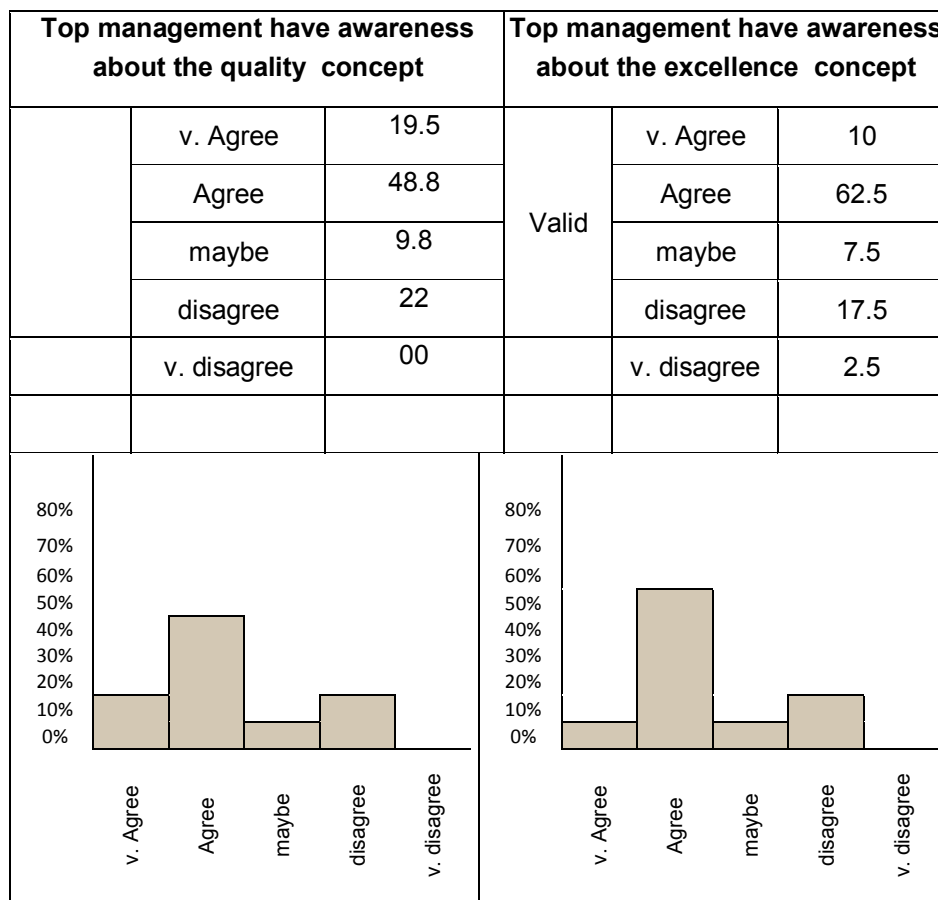


Table (4.1.3)

4. (50%) of the construction companies have a vision & Mission, the heading of the organization's future is defended from the “Vision” bottom line.

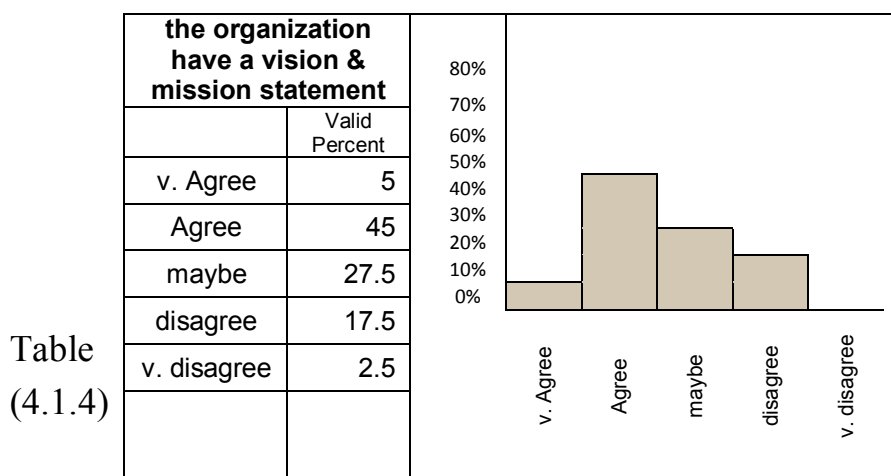


Table  
(4.1.4)

5. Excellence organization's stating Vision at the organization's offices which is an indicator of the degree of top management commitment (37.5%) was agreed.

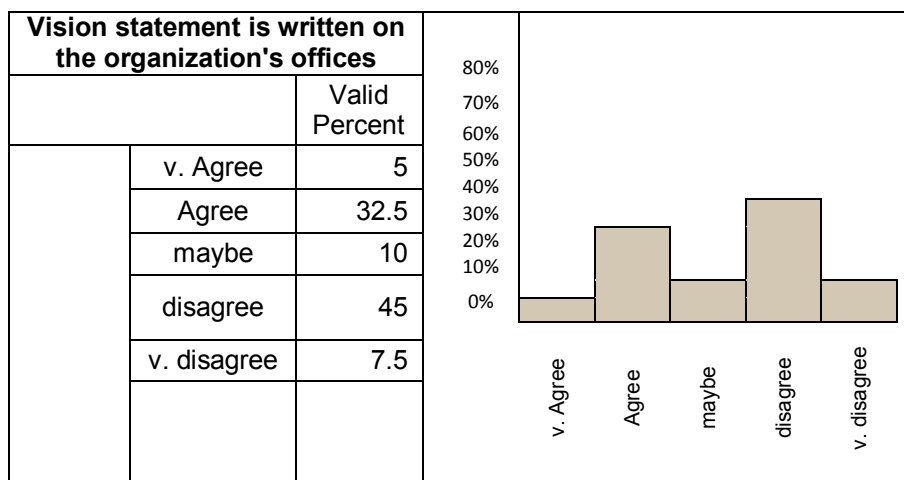


Table (4.1.5)

6. Excellence organization's Vision is achieved throw People just (39%) agreed, also an indicator of the degree of top management commitment

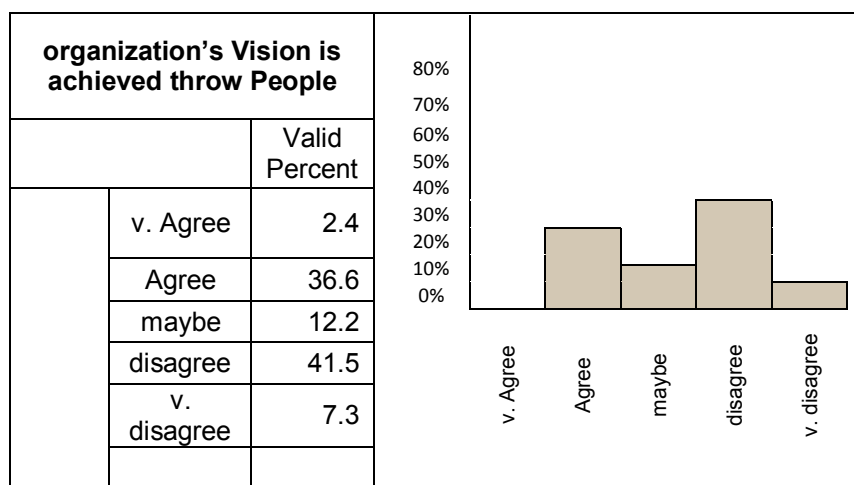
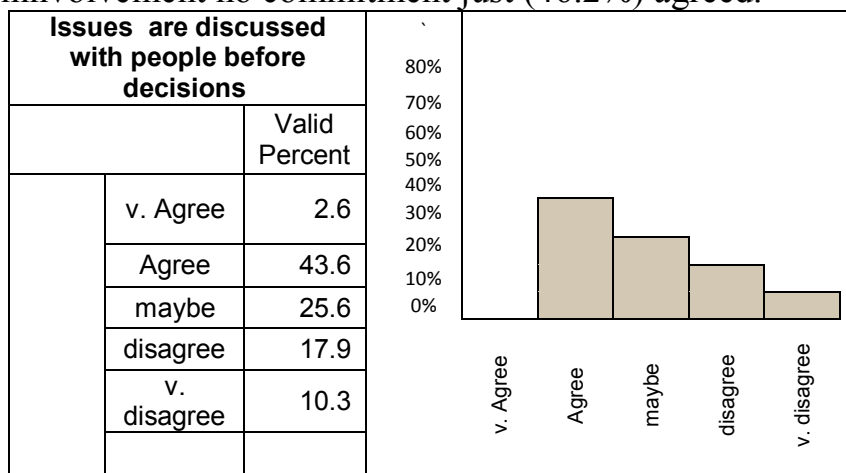


Table (4.1.6)

7. Break brows between top managements and people is an indicator of the degree of involvement when noninvolvement no commitment just (46.2%) agreed.

Table(4.1.7)



8. (43.9%) of Managements Dealing with the needs of people keep they inform low involvement.

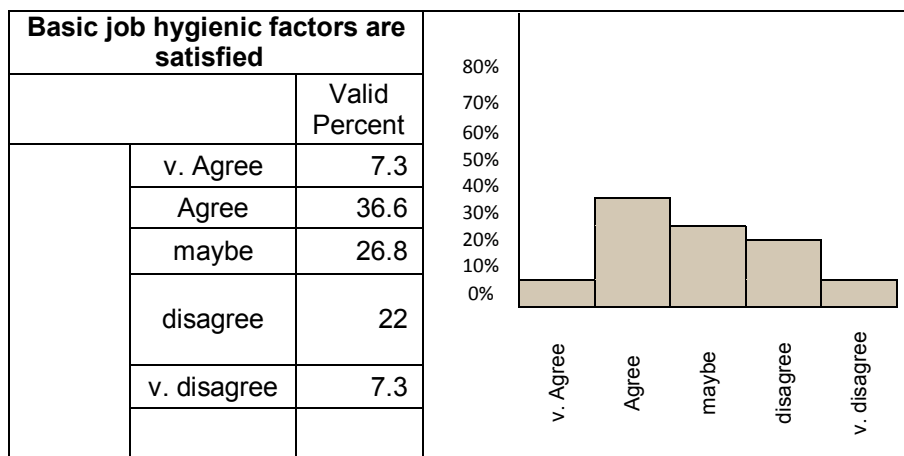


Table (4.1.8)

9. (42.5%) Managements increase innovation in their people, again low involvement.

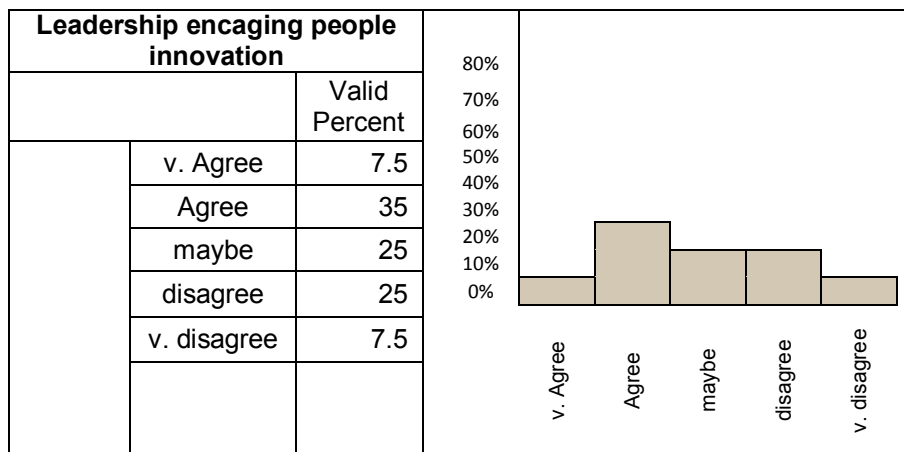


Table (4.1.9)

10. (39.0%) of people motivated to achieve the organization goals, there is a wide gap between the excellence and working without motivations.

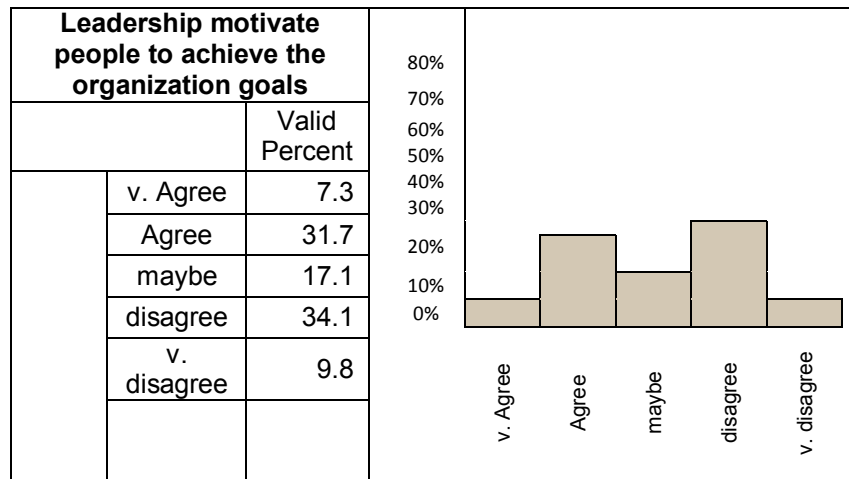


Table (4.1.10)

11. (42.5%) understanding change, change management is the key of the improvement and the improvement itself is change from good to better.

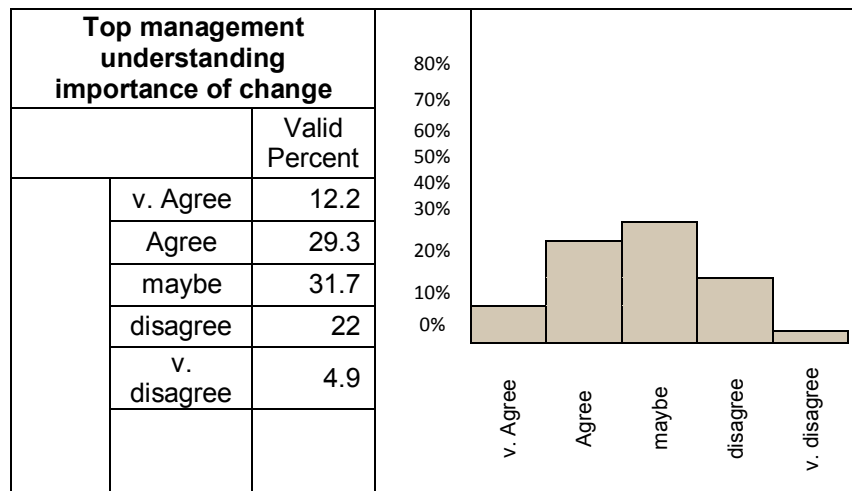


Table (4.1.11)

12. (53.6%) abort changes needed “change resistant”, is the killer disease for either Organizations or people.

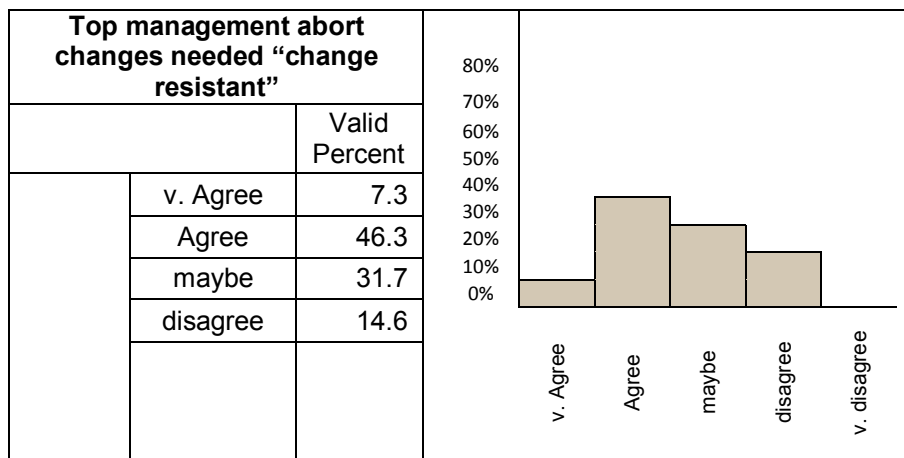


Table (4.1.12)

13. When (73.2%) of people state that “Some organization’s process need to be change "then Change is must

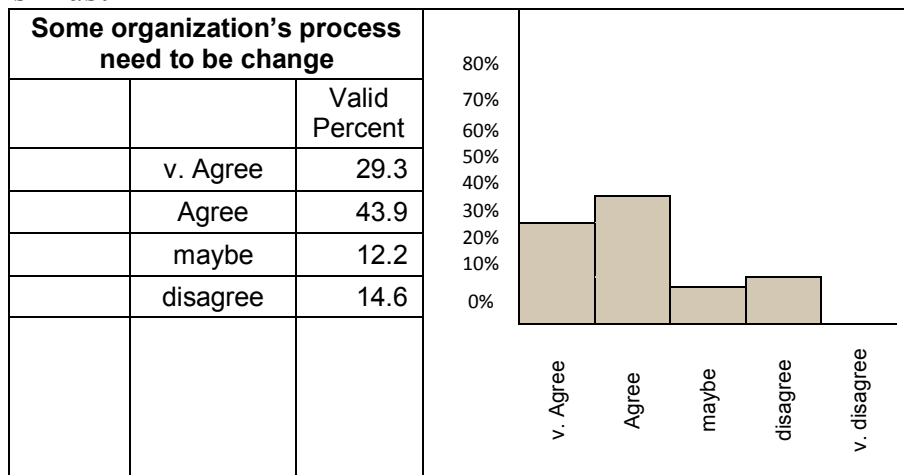


Table (4.1.13)

14. (55 %) top management anti change.

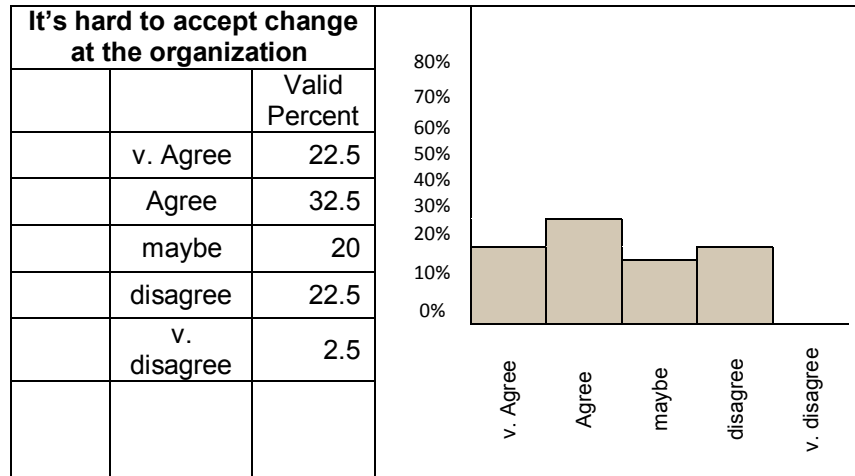


Table (4.1.14)

15. Existence of the PMO (85.4%) because of the nature of construction industry most of its organizations are Projectized, then the Existence of the PMO or similar SHOULD be (100%) or more.

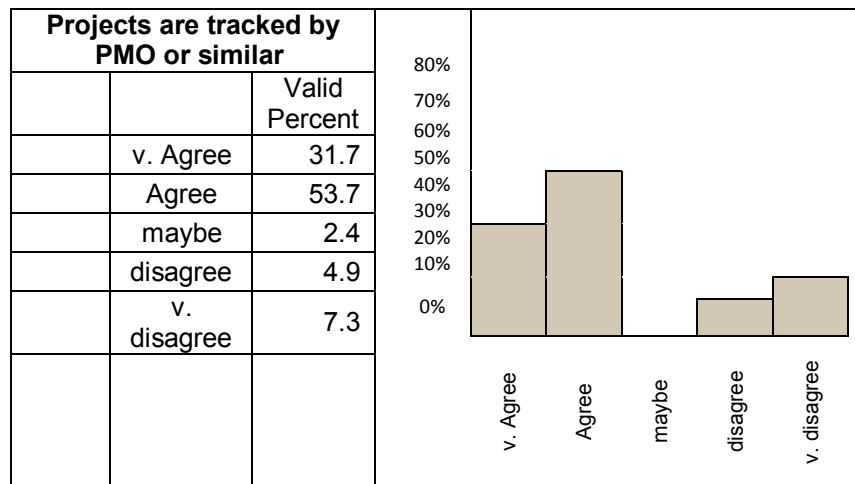


Table (4.1.15)

16. ORGANIZATIONAL PROCESS ASSIST (68.3%) Organization documents & templates every organization has “lesson learned, it’s not accepted to think about excellence without complete Organization documents & templates.

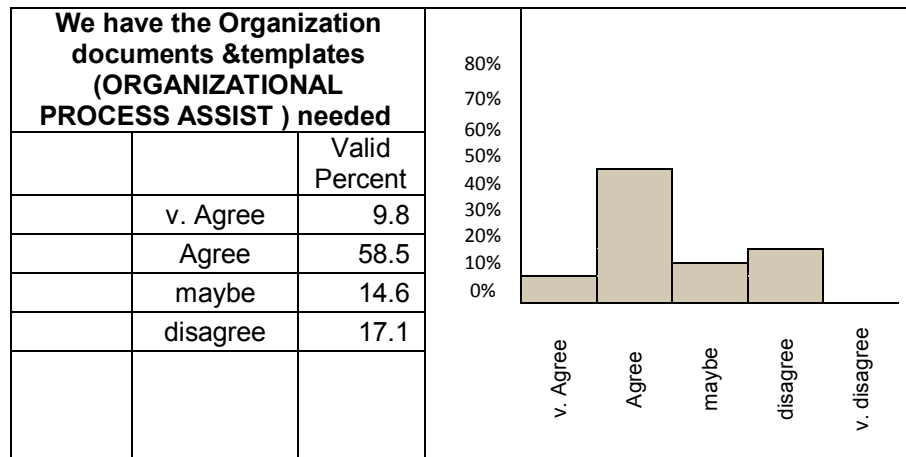


Table (4.1.16)

17. When (45%) state that “PMO haven’t an effective project control”, it is an indicator of (45%) of the organization’s projects are failed or running out of control.

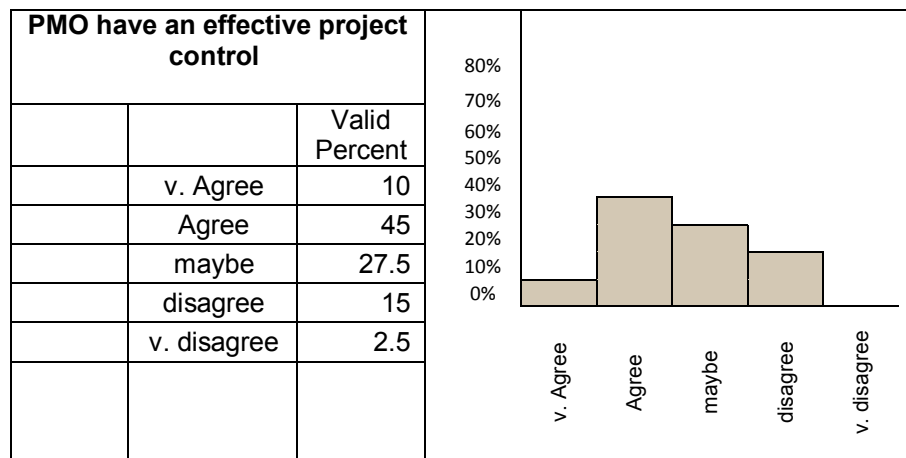


Table (4.1.17)



18. (67.6%) safety plan

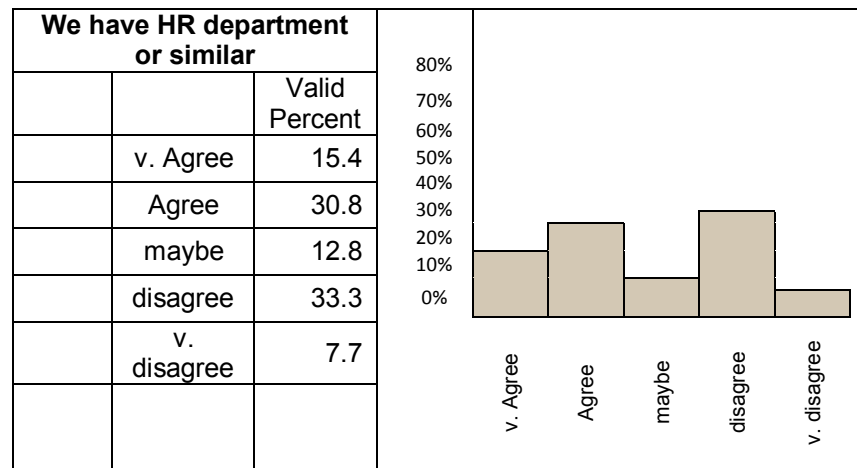


Table (4.1.18)

19. (32.5%) HRM and the strategic plan, every excellence organization's department make a strategy to achieve the organization strategic plan

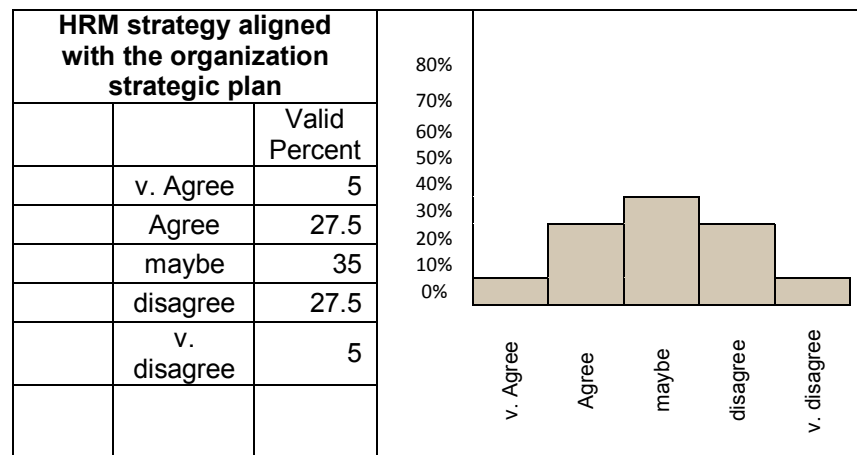


Table (4.1.19)

20. (50%) of the People are involved to continues improvement (half) of the people neither improved nor involved.

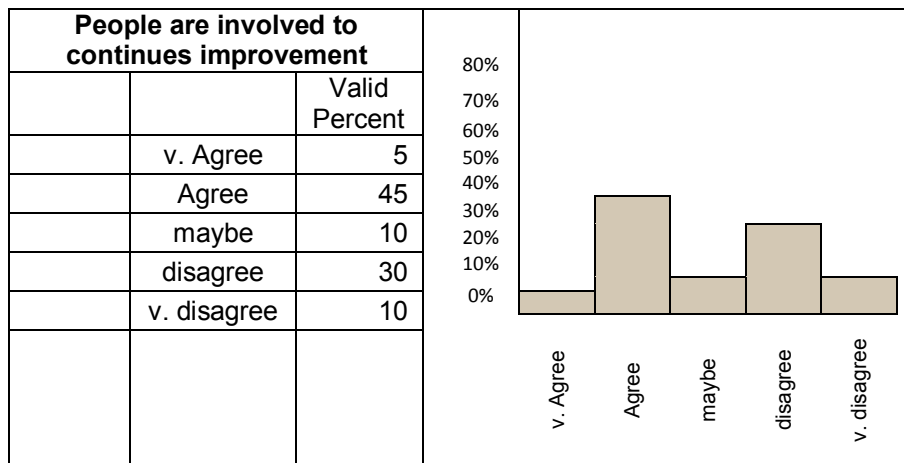


Table (4.1.20)

21. (41.5%) continues improvement approach

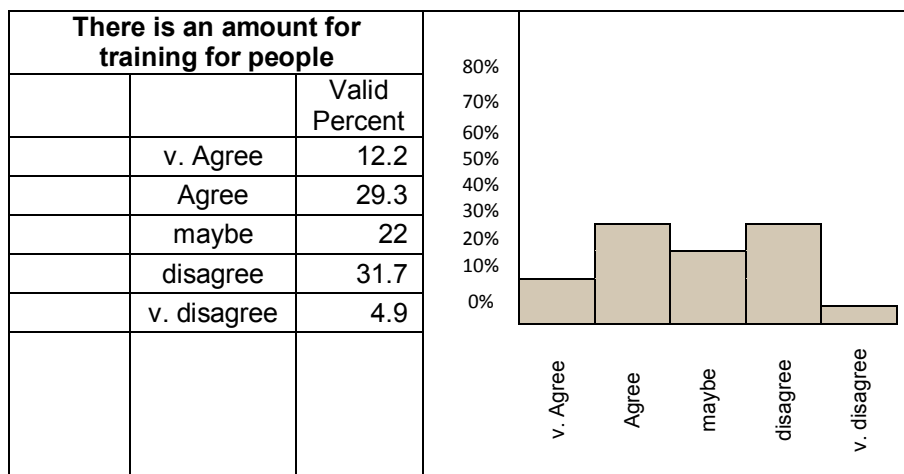


Table (4.1.21)

22. (19.5%) top management continues improvement approach

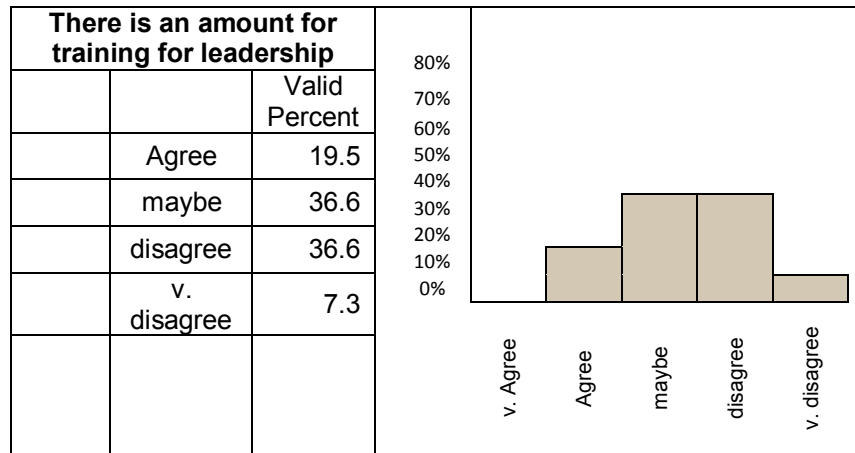


Table (4.1.22)

23. (46.4%) talent people in the organization are developed

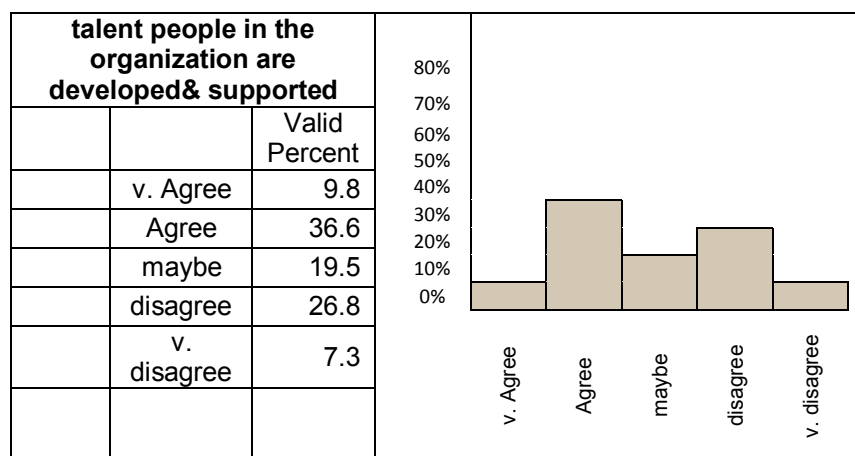


Table (4.1.23)

24. ORGANIZATIONAL PROCESS ASSIST for HR-Management people archive (70.7%), (29.3%) of employees has no record, an employee with no record have no rights.

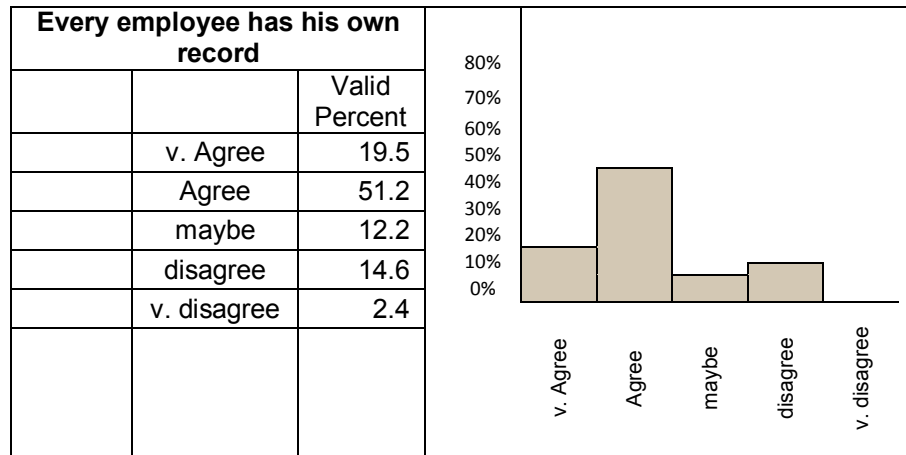


Table (4.1.24)

25. HR department have an effective Training plan (29.3%) again every excellence organization have continues improvement approach or the future is dark.

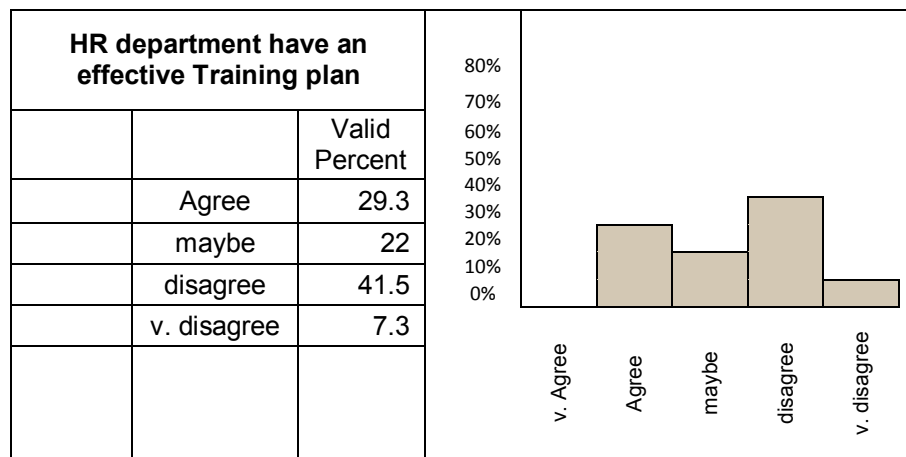


Table (4.1.25)

26. (25.6%) people own goals achieved, when you support your people to achieve their own goals, people will support the organization's goals.

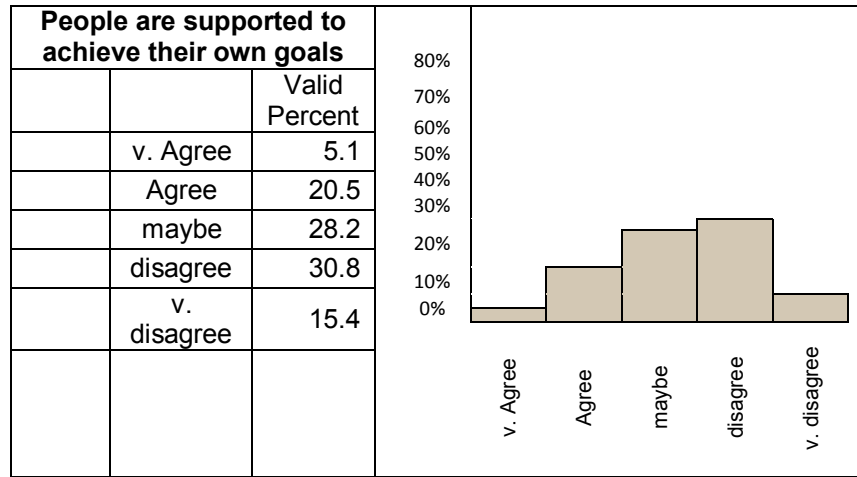


Table (4.1.26)

27. (29.2%) I am satisfy with my position in the organization, there is a bad concept between people that they deserve high position than they are (61.8) will soon turn over.

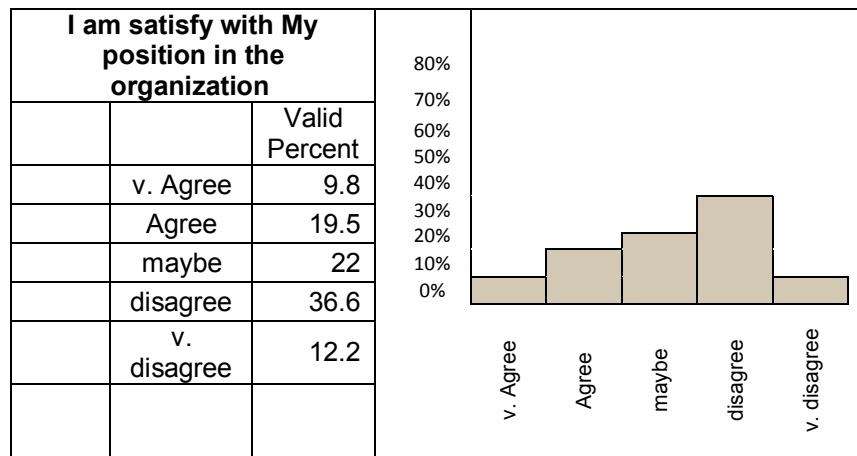


Table (4.1.27)

28. When (68.3%) of your people turn over, then your organization has no sustainability enough to be considered as an excellence organization

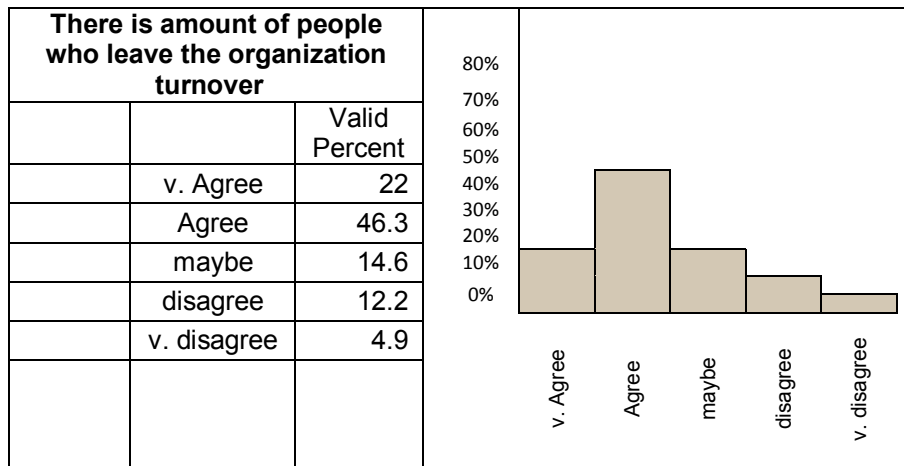


Table (4.1.28)

29. Only (25%) of people are satisfy with reward system, (75%) think that their efforts were not appreciated, so why to make an extra effort?

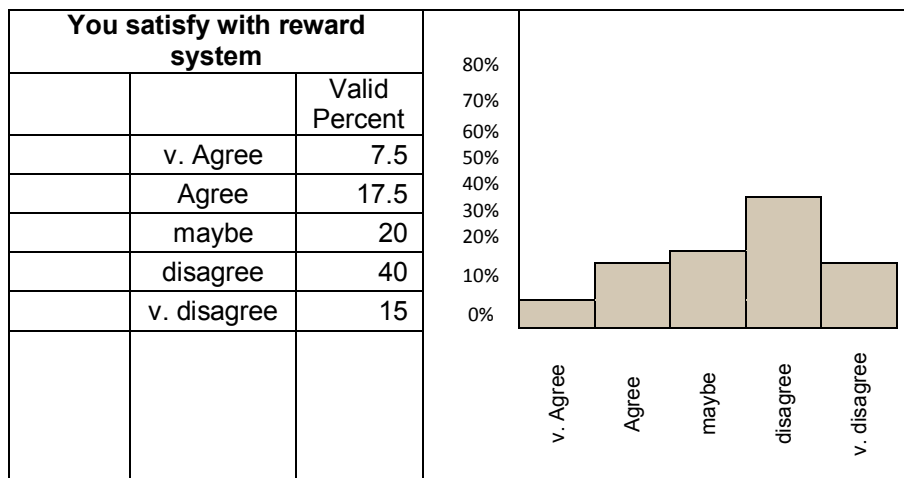


Table (4.1.29)

30. (29.3%) we have a wise leadership think about future. Because I will never stay for long in an organization that their leadership never think about development

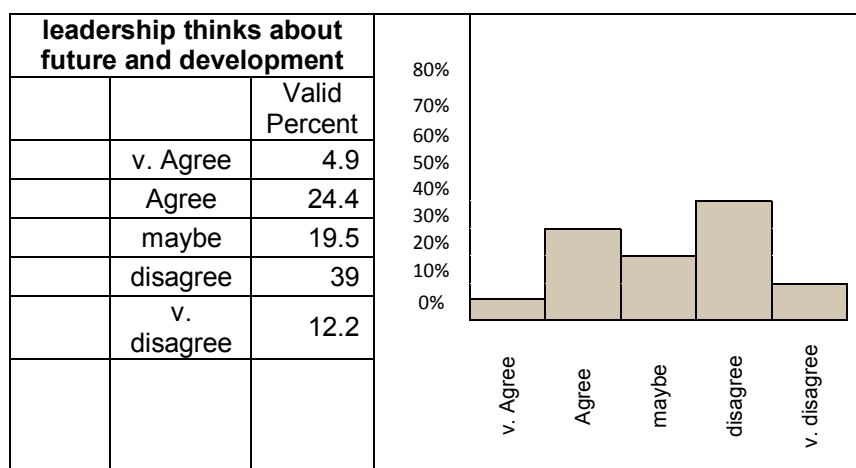


Table (4.1.30)

31. (48.8%) of people think that, Leadership thinks about people's occupational safety & health

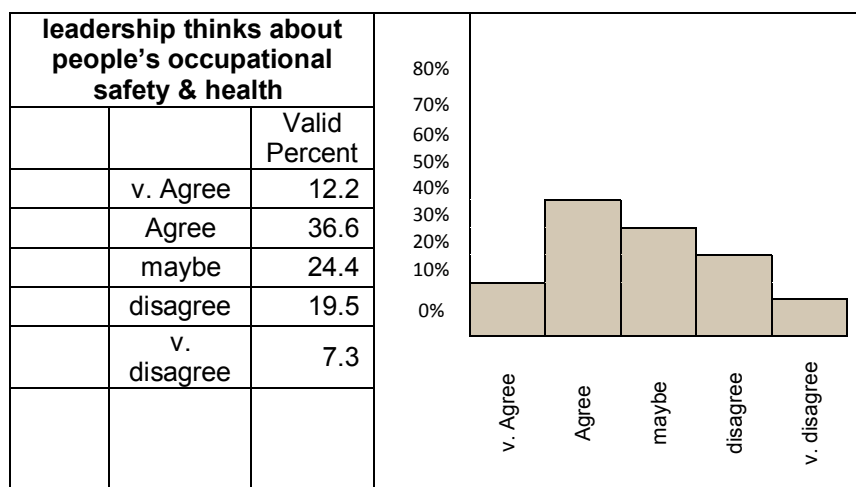


Table (4.1.31)

## 4.2 Sample-2(companies that adopting excellence or Quality).

1. When income affecting the performance it's clear that (88.9 %) somehow satisfy with income (11.1%) not satisfy.

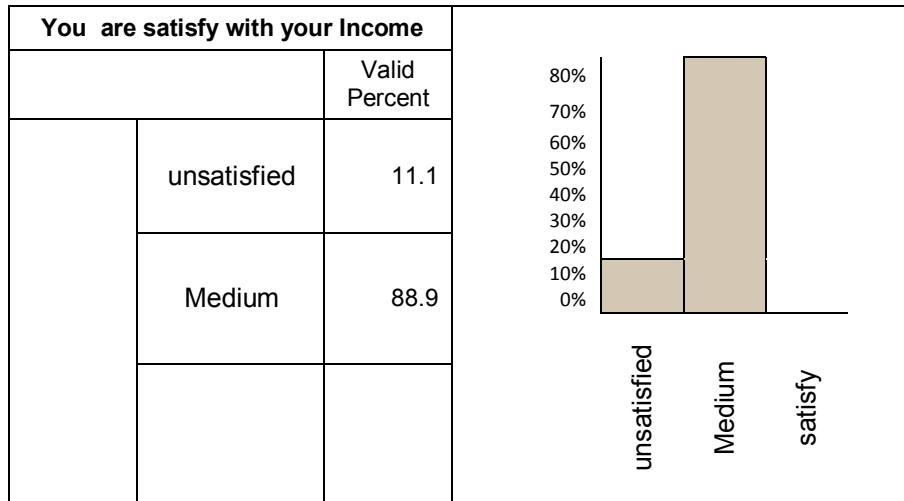


Table (4.2.1)

2. (22.2 %) job total satisfaction agreed.

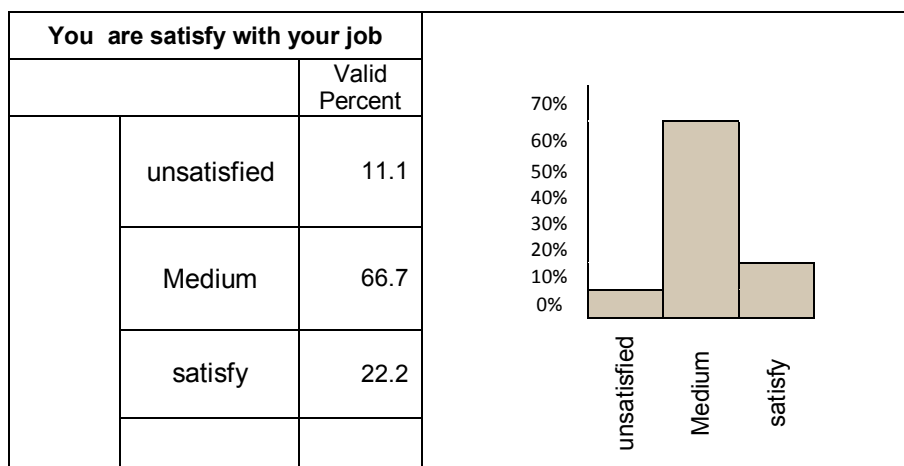


Table (4.2.2)



3. Top management awareness is important to get into the excellence study stated that just (70 %) were actually aware about Quality & (70%) were actually aware about excellence.

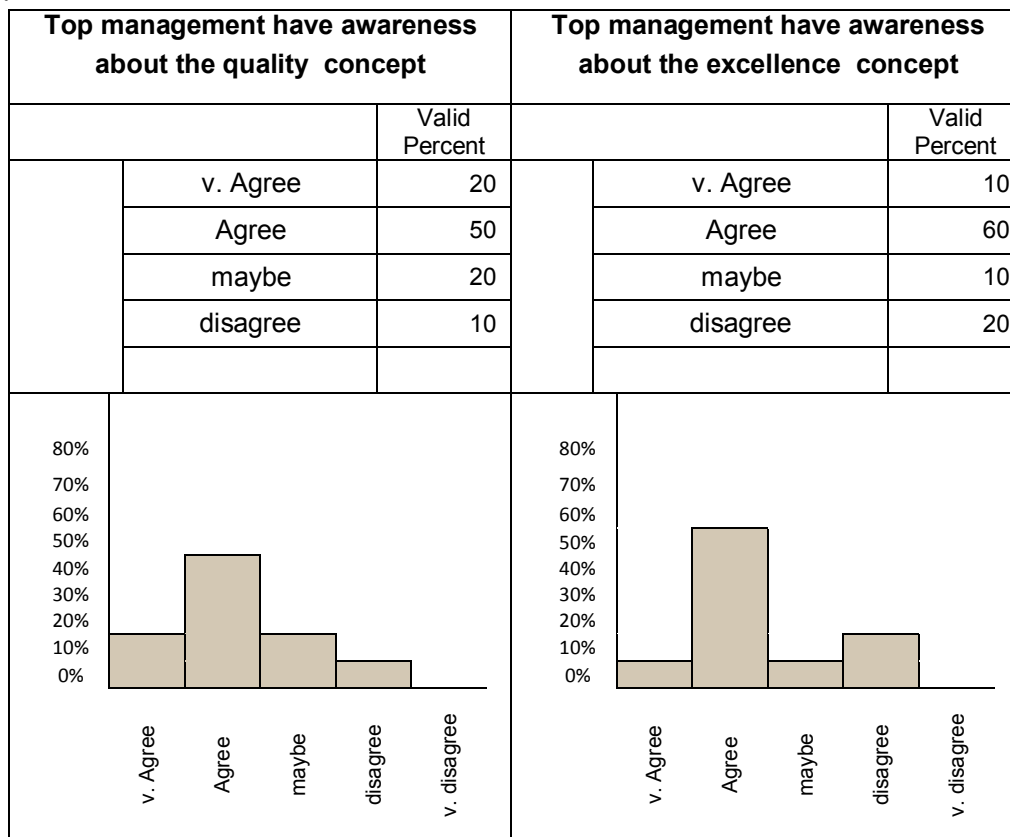


Table (4.2.3)

4. (100%) have a vision & Mission and that is why it's an excellence Organization.

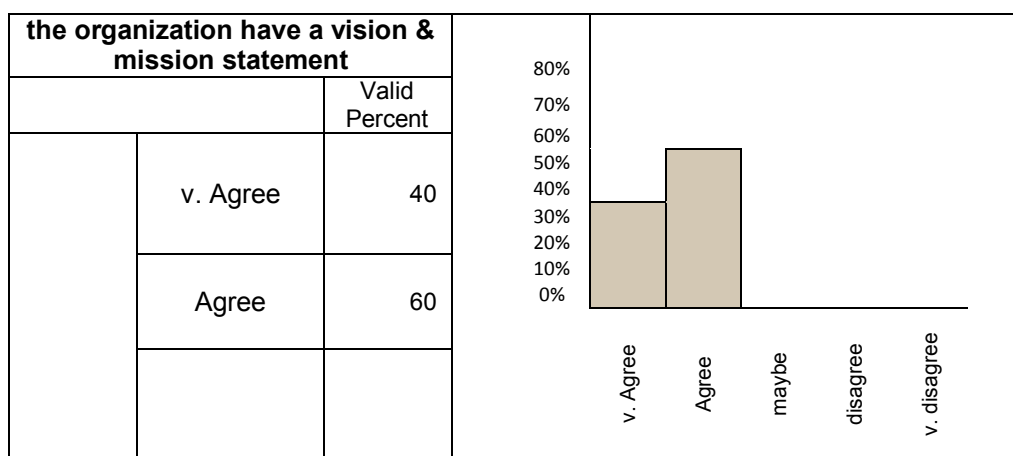


Table (4.2.4)

5. Excellence organization's stating Vision at the organization's offices which is an indicator of the degree of top management commitment (100%) was agreed.

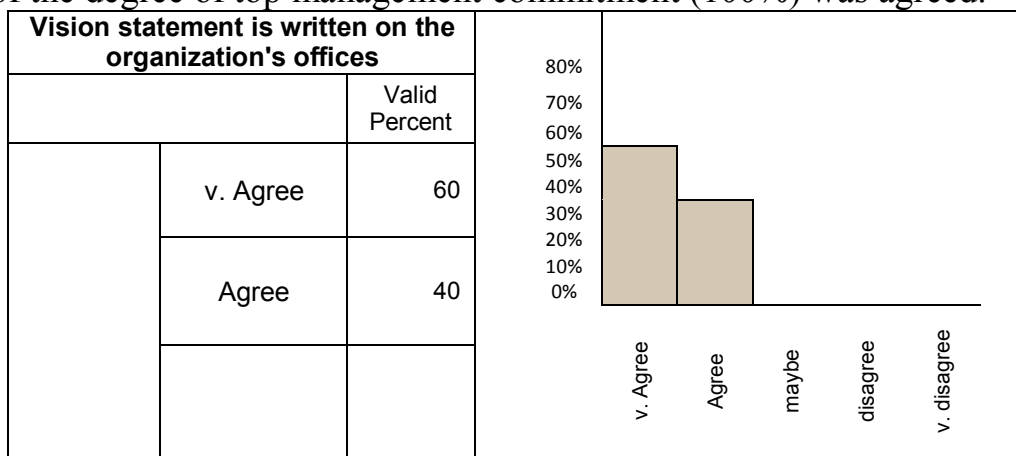


Table (4.2.5)

6. Excellence organization's Vision is achieved throw People just (90%) agreed

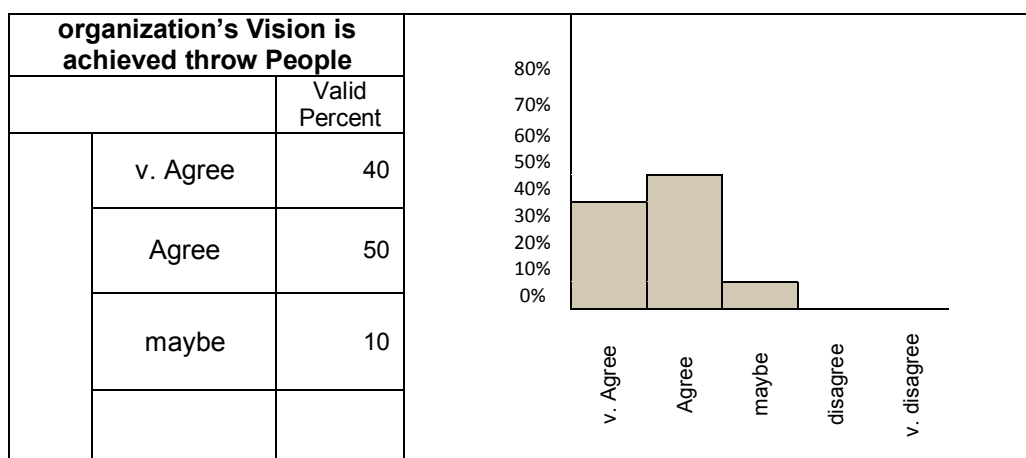


Table (4.2.6)

7. Break brows between management (33.3%).

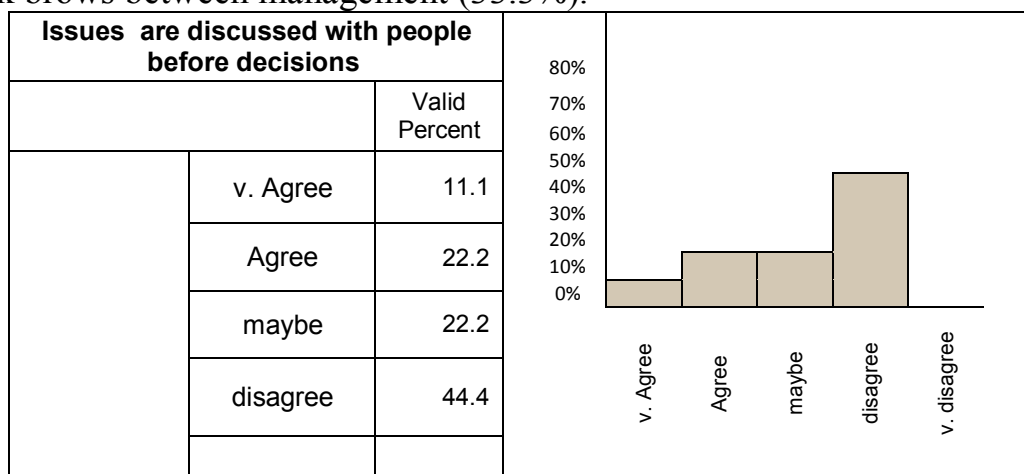


Table (4.2.7)

8. (55.5%) of Managements Dealing with the needs of people & keep them inform.

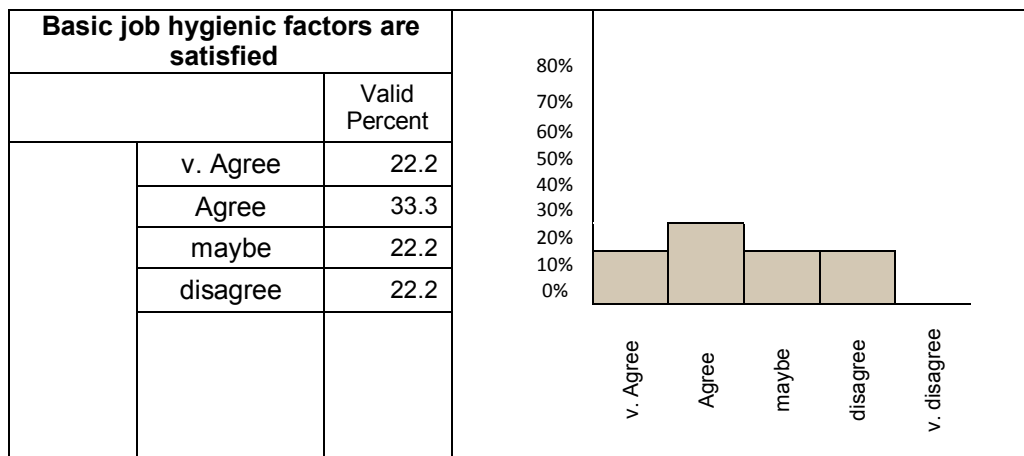


Table (4.2.8)

9. (60.0%) of Managements engage innovation in their people/

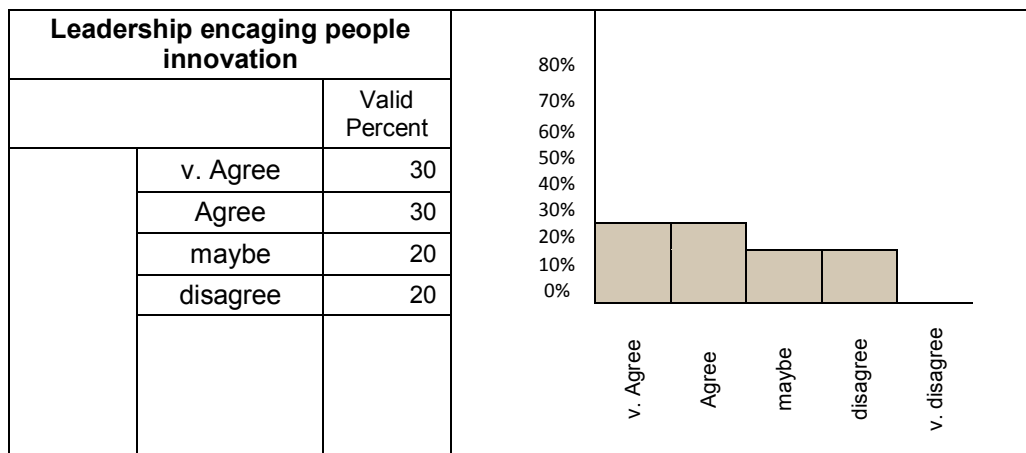


Table (4.2.9)

10. (33.3%) of people motivated to achieve the organization goals.

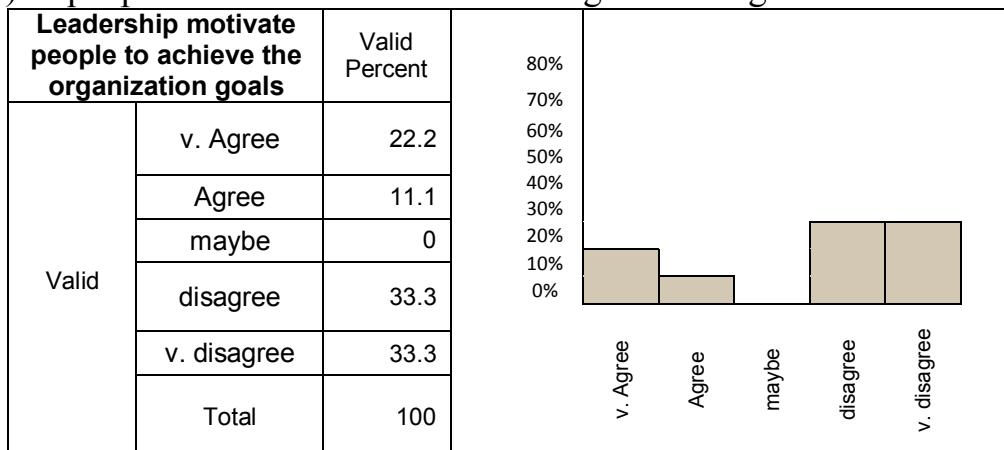


Table (4.2.10)

11. (50%) understanding change and its importance.

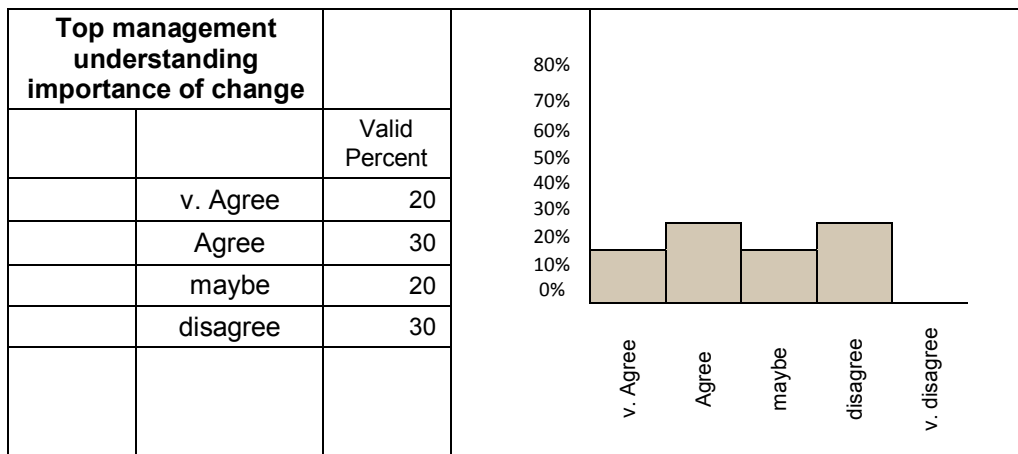


Table (4.2.11)

12. (30%) abort changes needed “change resistant”

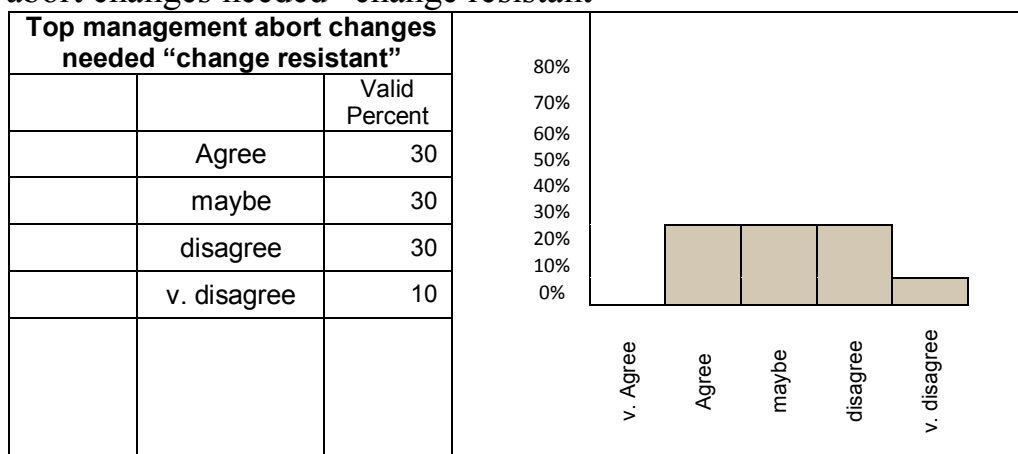


Table (4.2.12)

13. (44.4%) Change is must

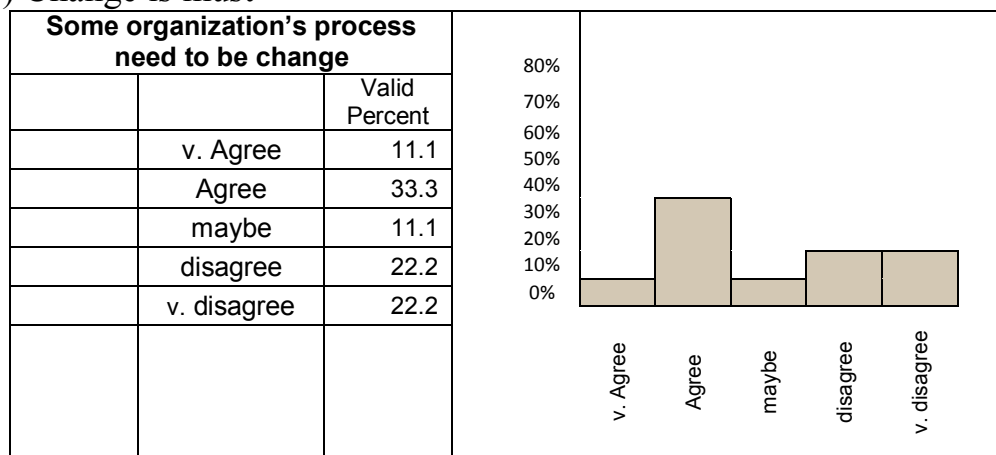


Table (4.2.13)

## 14. (60 %) top management anti change

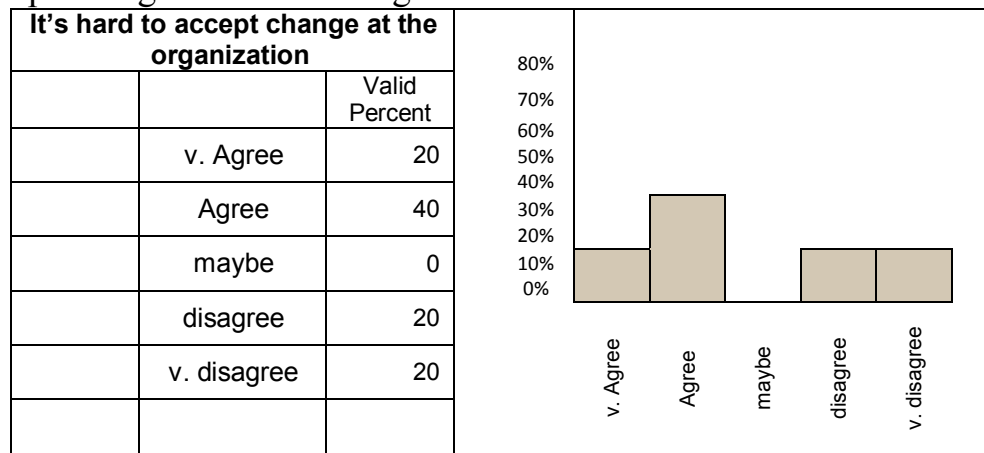


Table (4.2.14)

## 15. Existence of the PMO (90%)

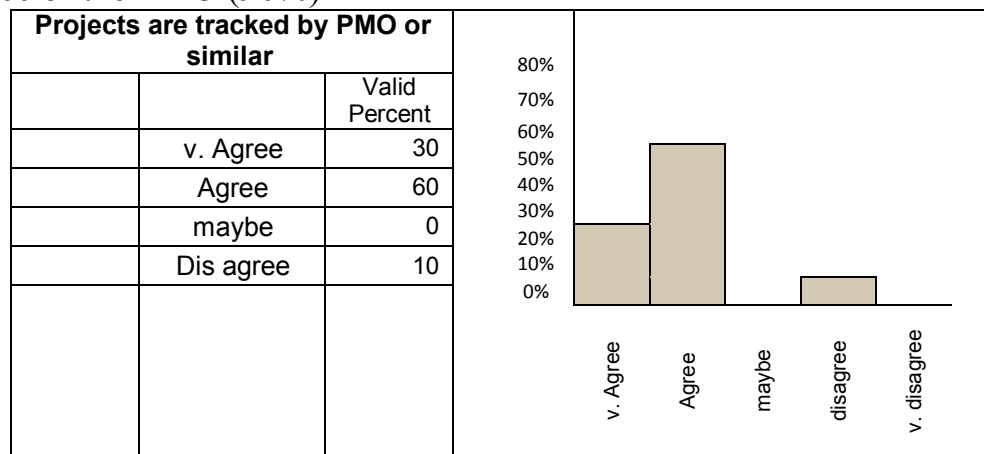


Table (4.2.15)

## 16. ORGANIZATIONAL PROCESS ASSIST (80%) Organization documents &amp; templates

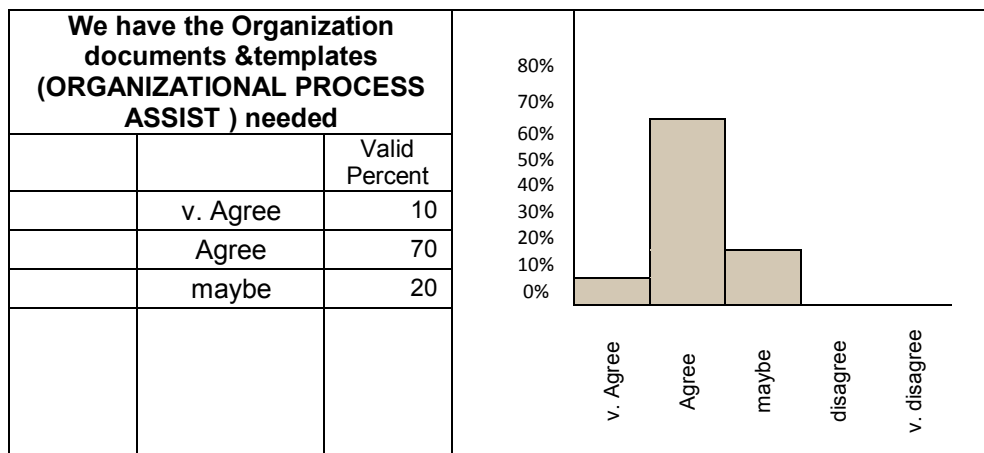


Table (4.2.16)

## 17. (60%) Effective controlling

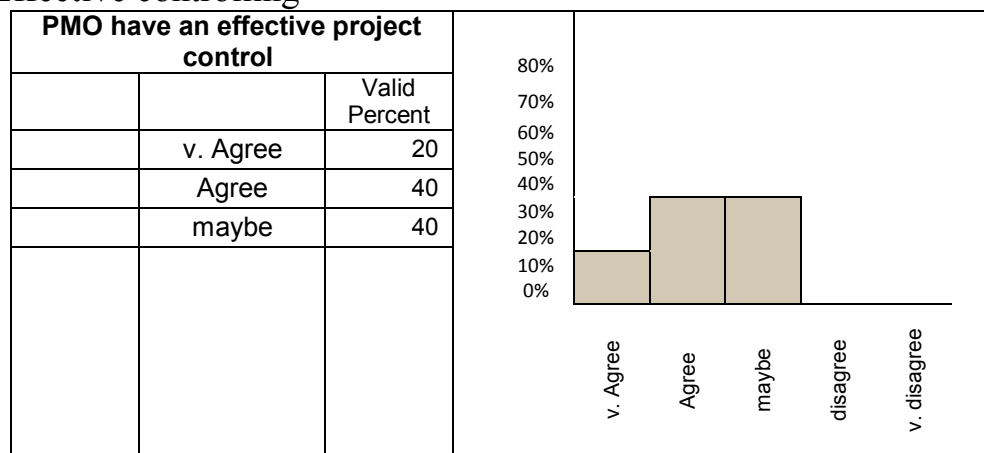


Table (4.2.17)

## 18. (100%) of organizations have HR department or similar

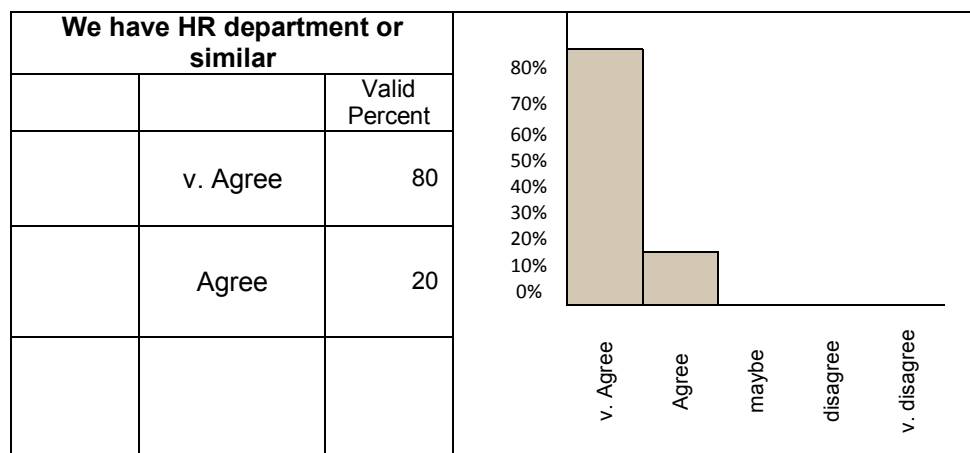


Table (4.2.18)

## 19. (88.8%) HRM and the strategic plan

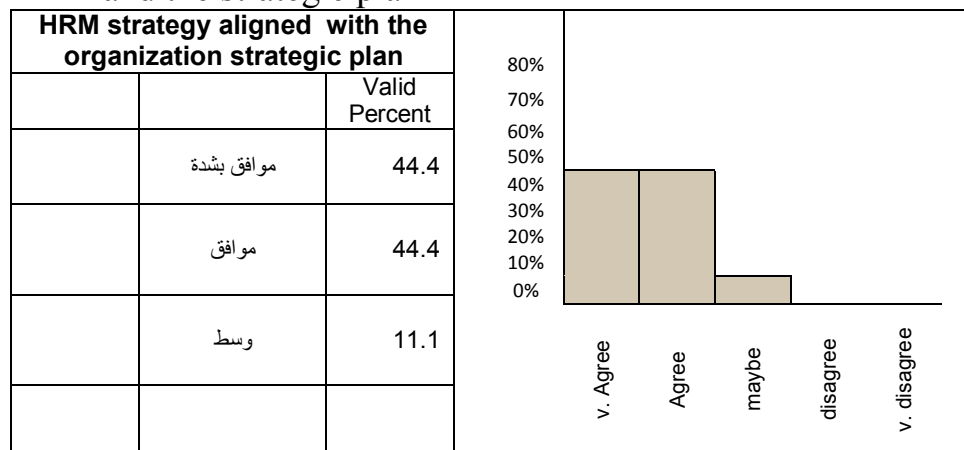


Table (4.2.19)

20. (80%) the involvement of people to continues improvement

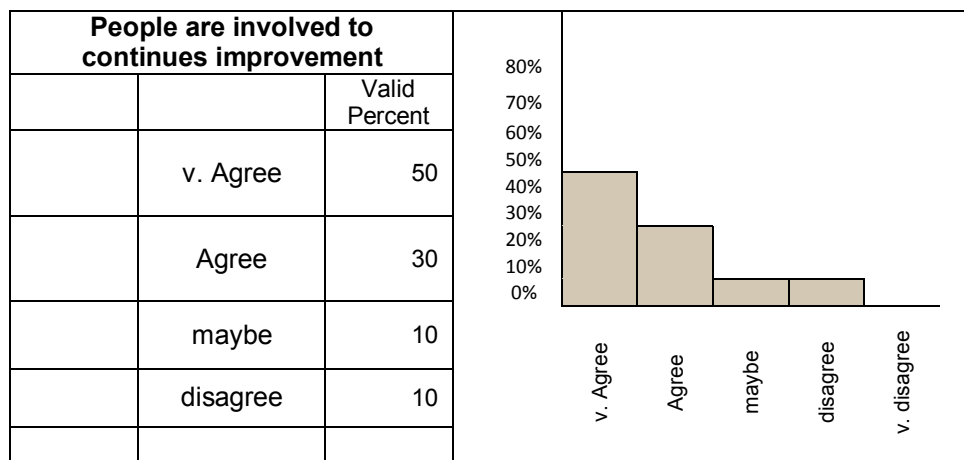


Table (4.2.20)

21. (80%) “Training for people” continues improvement approach

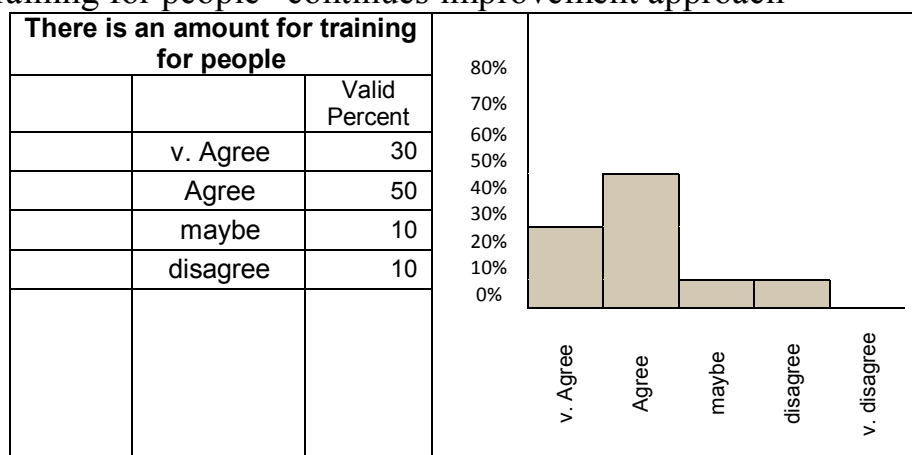


Table (4.2.21)

22. (90%) “Training for top management” continues improvement approach

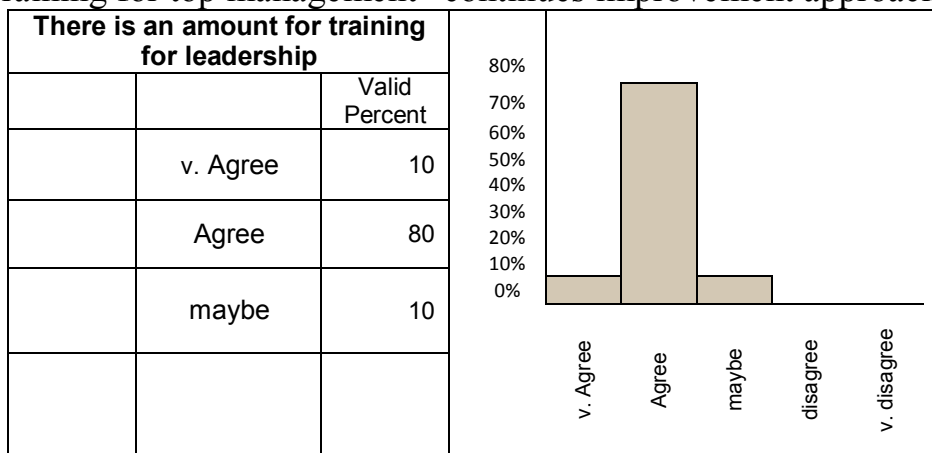


Table (4.2.22)

23. (70%) talent people in the organization are developed “motivation”

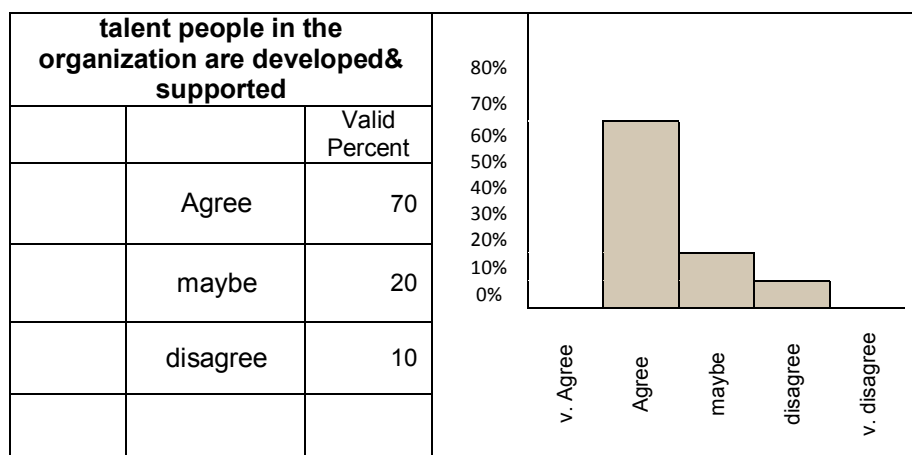


Table (4.2.23)

24. ORGANIZATIONAL PROCESS ASSIST for HR-Management people archive (90%)

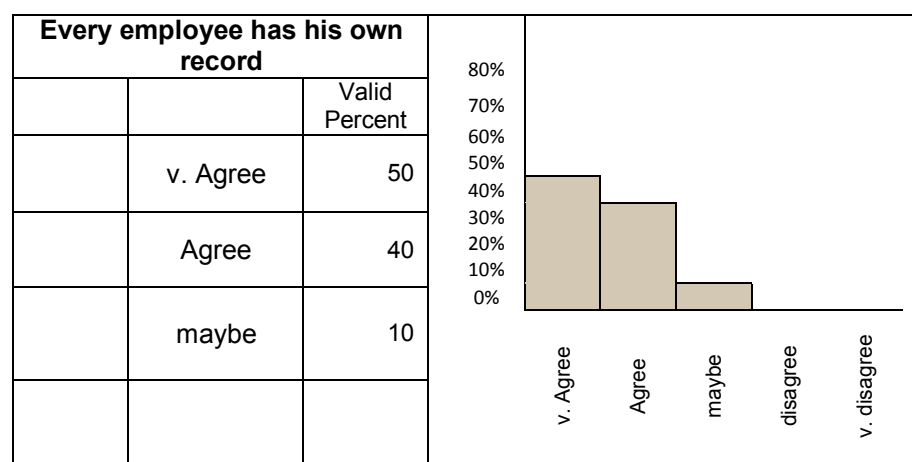


Table (4.2.24)

25. HR department effective Training plan (70%)

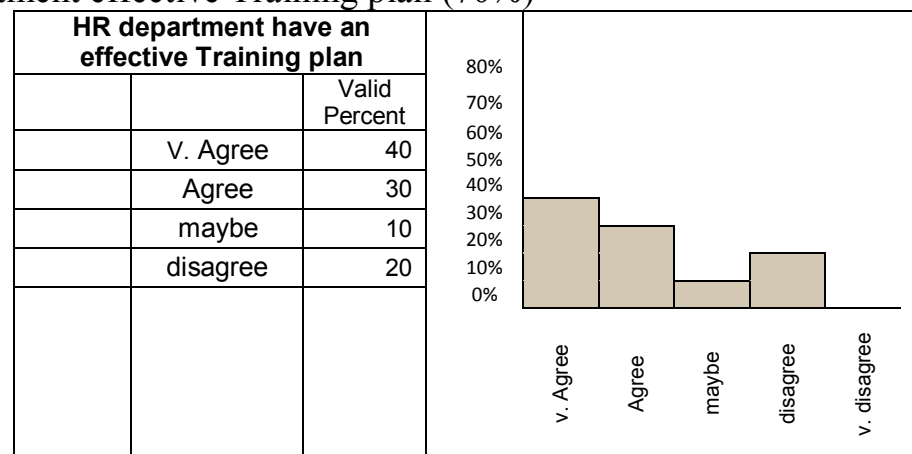


Table (4.2.25)



26. (60%) job satisfaction

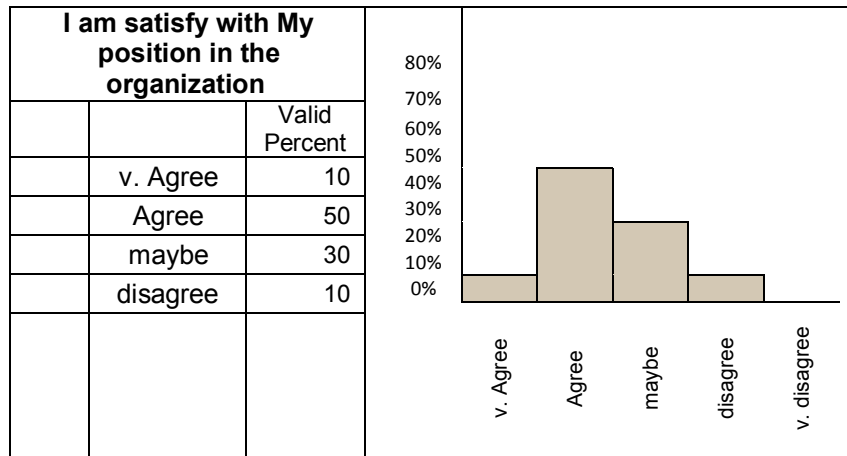


Table (4.2.26)

27. (80%) people turn over

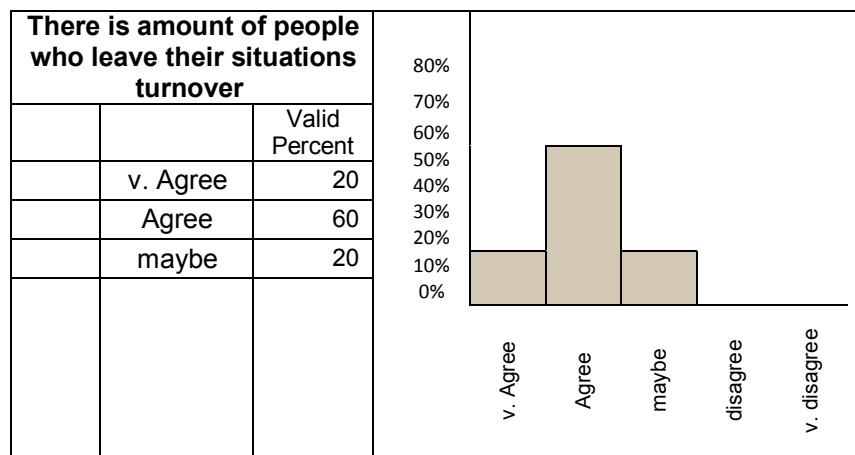


Table (4.2.27)

28. (20%) satisfy with reward system when (80%) disagree

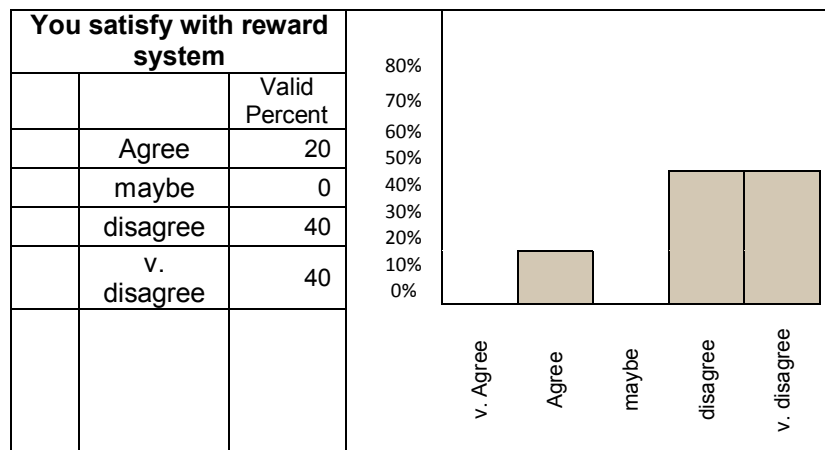


Table (4.2.28)

29. (40%) We have a wise leadership think about future& (10%) disagree

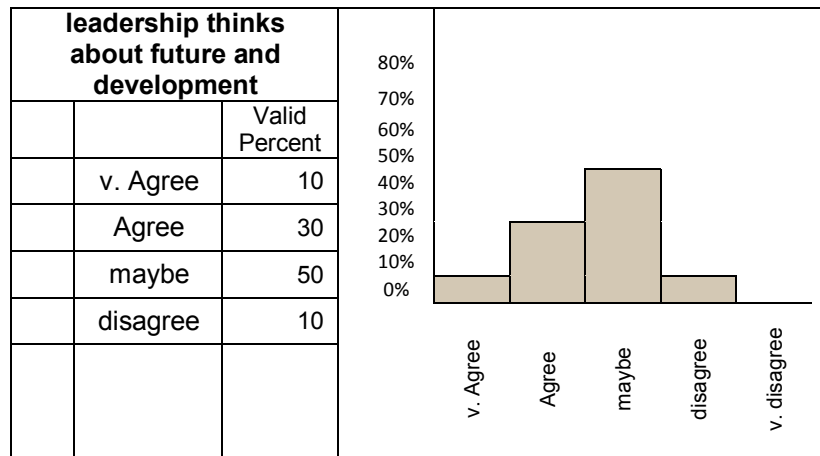


Table (4.2.29)

30. Safety (80%) of people feels they are safe when (20%) disagree

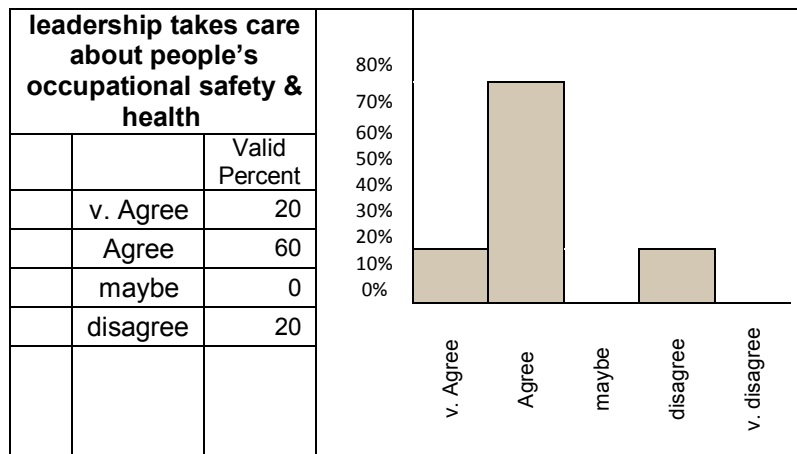


Table (4.2.30)

### 4.3 answering the questions- Q (1) – EFQM excellence model awareness & implementation by the Sudanese construction companies

1. The degree of awareness of Sudanese construction companies about excellence & Quality.
2. The degree of excellence or Quality implementation.

The analyzing of the study showing the deference between Sample-1 (companies that NOT adopting excellence) & Sample -2 (companies that adopting excellence) when “Sample -1” deals with the construction industry employees except the sector of labors, and “Sample -2” as mentioned the construction industry is so far from excellence that Sample taken from a company that is not construction firm.

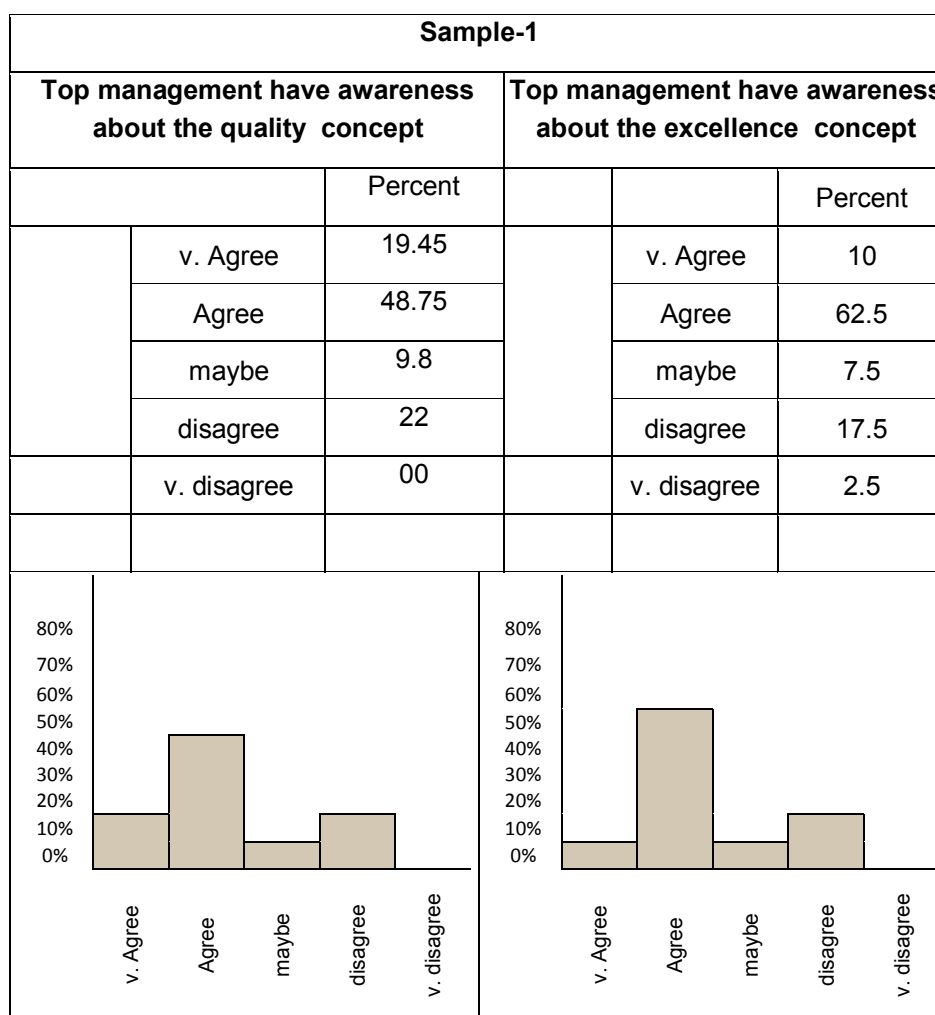


Table (4.3.1)

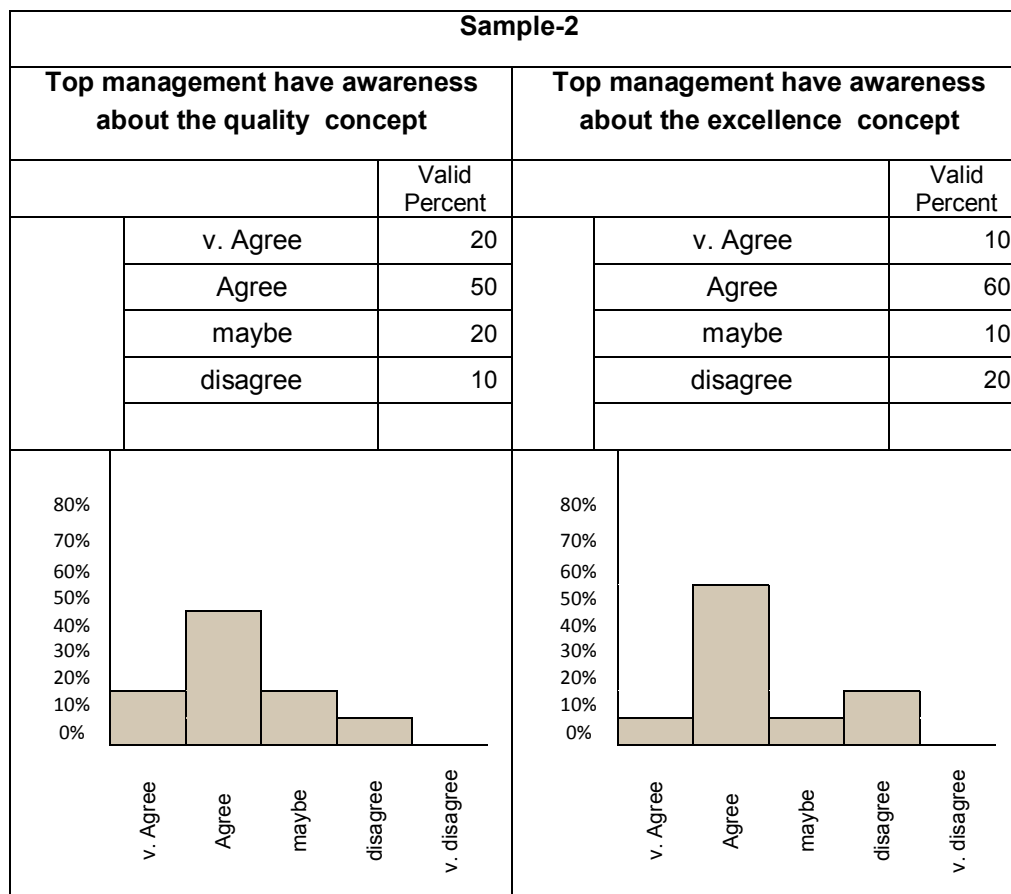


Table (4.3.2)

Table (4.3.1), Table (4.3.2) Shows the degree of awareness of Sudanese construction companies about excellence & Quality.

#### 4.3.1 Summery of Sample-1 (companies that NOT adopting excellence or Quality).

- Top management awareness is important to get into the excellence study stated that just (86.3%) were actually aware about Quality & (72.5 %) were actually aware about excellence.
- (70 %) satisfy with income & (27.5%) not satisfy.
- Job total satisfaction (10.3 %) agreed.
- (50%) of the construction companies have a vision & Mission.
- Excellence organization's stating Vision at the organization's offices which is an indicator of the degree of top management commitment 37.5%) was agreed.
- Excellence organization's Vision is achieved throw People just (39%) know about it.

- (43.9%) of Managements Dealing with the needs of people keep them inform
- Break brows between managements (46.2%).
- (42.5%) Managements increase innovation in their people
- (39.0%) of people motivated to achieve the organization goals.
- (53.6%) abort changes needed “change resistant”
- (73.2%) Change is must
- (42.5%) understanding change
- (55 %) top management anti change
- ORGANIZATIONAL PROCESS ASSIST (68.3%) Organization documents & templates.
- (55%) effective controlling
- Existence of the PMO (85.4%)
- (67.6%) safety plan
- (50%) the involvement of people.
- (41.5%) continues improvement approach
- (32.5%) HRM and the strategic plan
- (19.5%) top management continues improvement approach
- ORGANIZATIONAL PROCESS ASSIST for HR-Management people archive (70.7%)
- Training plan (29.3%)
- (46.4%) talent people in the organization are developed
- (25.6%) people own goals achieved
- (68.3%) people turn over
- (29.2%) job satisfaction
- (25%) satisfy with reward system
- (29.3%) we have a wise leadership think about future.
- Safety (48.8%)

Organizational Process Assist

#### **4.3.2 Summery of Sample-2 (companies that adopting excellence or Quality).**

- When income affecting the performance it's clear that (88.9 %) somehow satisfy with income (11.1%) not satisfy.
- Top management awareness is important to get into the excellence study stated that just (70 %) were actually aware about Quality & (70%) were actually aware about excellence.
- (100%) have a vision & Mission and that is why it's an excellence Organization.
- (22.2 %) job total satisfaction agreed.
- Excellence organization's stating Vision at the organization's offices which is an indicator of the degree of top management commitment (100%) was agreed.
- Break brows between management (33.3%).

- (55.5%) of Managements Dealing with the needs of people & keep they inform.
- Excellence organization's Vision is achieved throw People just (90%) know about.
- (60.0%) of Managements encage innovation in their people/
- (50%) understanding change and its importance.
- (30%) abort change
- (33.3%) of people motivated to achieve the organization goals.
- Existence of the PMO (90%)
- (44.4%) Change is must
- ORGANIZATIONAL PROCESS ASSIST (80%)
- (60 %) top management anti change
- (100%) Safety plan
- (60%) Effective controlling
- (66.7%) the strategic Goals
- (100%) HRM
- (80%) continues improvement approach
- (88.8%) HRM and the strategic plan
- (90%) top management continues improvement approach
- (80%) the involvement of people
- (70%) talent people in the organization are developed
- Training plan (70%)
- (40%) people own goals achieved
- ORGANIZATIONAL PROCESS ASSIST for HRM (90%)
- (60%) job satisfaction
- (60%) satisfy with reward system
- (40%) We have a wise leadership think about future.
- (80%) of people turn over
- (80%) of people feel they are safe

#### 4.4 comparison between Results:

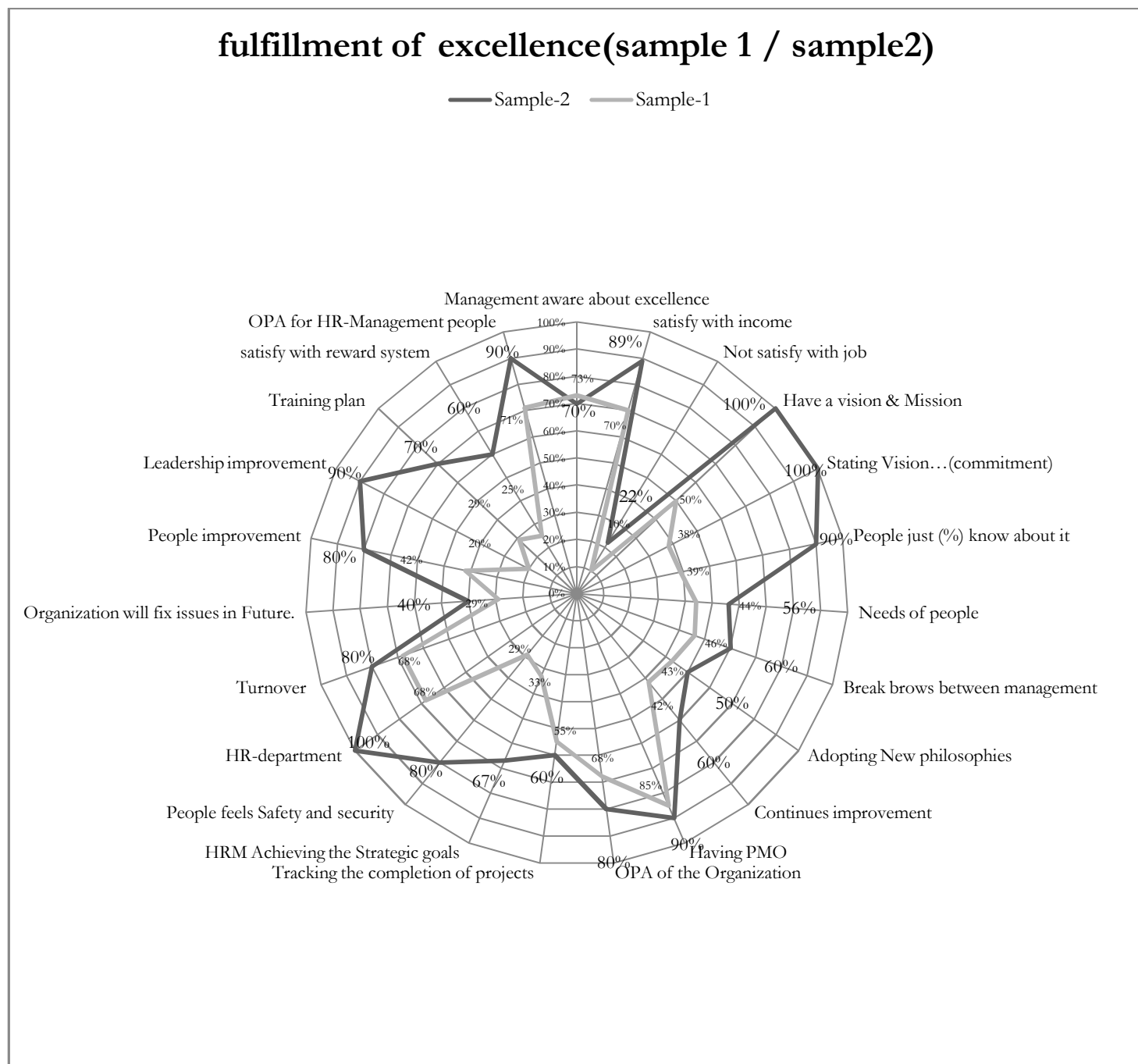
##### \* Fulfillment of excellence:

The analyzing of the study showing the deference between Sample-1 (companies that NOT adopting excellence) & Sample -2 (companies that adopting excellence) when “Sample -1” deals with the construction industry employees except the sector of labors, and “Sample -2” as mentioned the construction industry is so far from excellence that Sample taken from a company that is not construction firm.

	Sample-1 (Companies that NOT adopting excellence or Quality).	Sample-2 (Companies that adopting excellence or Quality).
Management awareness about excellence	72.5 %	70 %
satisfy with income	70 %	88.9 %
Not satisfy with job	10.3 %	22.2%
Have a vision & Mission	50%	100%
Stating Vision at the organization's (commitment)	37.5%	100%
People just (%) know about it	39%	90%
Needs of people	43.9%	55.5%
Break brows between management	46.2%	60.0%
Adopting New philosophies	42.5%	50%
Continues improvement	41.5%)	60 %
Having PMO	85.4%	90%
ORGANIZATIONAL PROCESS ASSIST of the Organization	68.3%	80%
Tracking the completion of projects	55%	60 %
HRM Achieving the Strategic goals	32.5%	66.7%
People feels Safety and security	29.3%	80%
HR-department	67.6%	100%
Turnover does your employees think about it	68.3%	80%
Organization will fix their issues in the Future.	29.3%	40%
People improvement	41.5%	80%
Leadership improvement	19.5%	90%
Training plan	29.3%	70%

satisfy with reward system	25%	60%
ORGANIZATIONAL PROCESS ASSIST for HR-Management people archive	70.7%	90%

**Table (4.2.34) fulfillment of excellence table (sample 1 / sample2)**



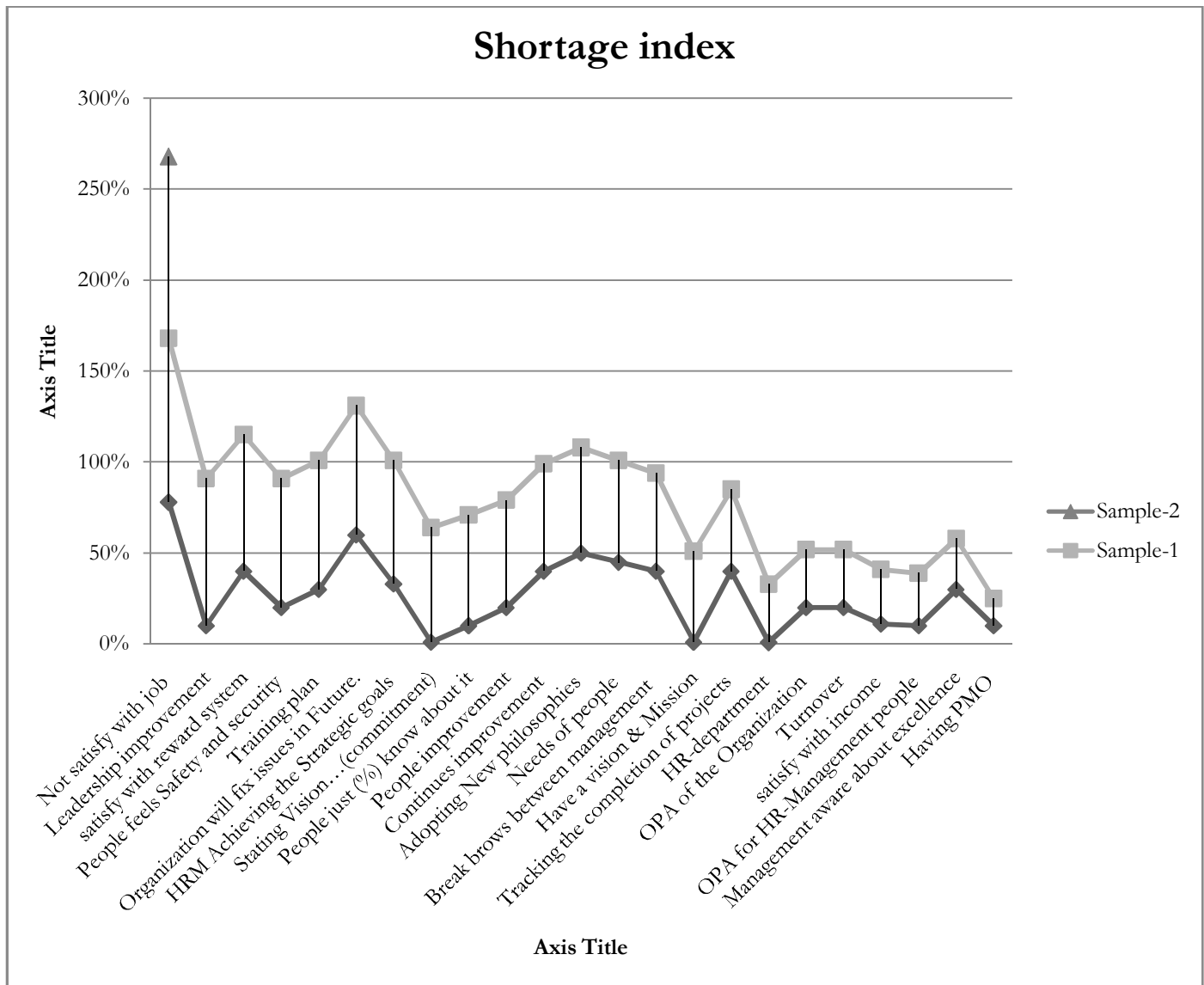
**Fig (4.2.1) fulfillment of excellence (sample 1 / sample2)**



- Shortage index table (sample 1 / sample2)

		Sample-1	Sample-2
1	Management aware about excellence	73%	70%
2	satisfy with income	70%	89%
3	Not satisfy with job	10%	22%
4	Have a vision & Mission	50%	100%
5	Stating Vision...(commitment)	38%	100%
6	People just (%) know about it	39%	90%
7	Needs of people	44%	56%
8	Break brows between management	46%	60%
9	Adopting New philosophies	43%	50%
10	Continues improvement	42%	60%
11	Having PMO	85%	90%
12	ORGANIZATIONAL PROCESS ASSIST of the Organization	68%	80%
13	Tracking the completion of projects	55%	60%
14	HRM Achieving the Strategic goals	33%	67%
15	People feels Safety and security	29%	80%
16	HR-department	68%	100%
17	Turnover	68%	80%
18	Organization will fix issues in Future.	29%	40%
19	People improvement	42%	80%
20	Leadership improvement	20%	90%
21	Training plan	29%	70%
22	satisfy with reward system	25%	60%
23	ORGANIZATIONAL PROCESS ASSIST for HR-Management people	71%	90%
		1075.10%	1683%
		46.74347826	73.18695652
		<b>47%</b>	<b>73%</b>

**Table(4.2.35) Shortage index table (sample 1 / sample2)**



**Fig (4.2.2) Shortage index (sample 1 / sample2)**

#### 4.5 Conclusion:

Shortage index shows a clear gap between Sample-1 (companies that NOT adopting excellence) & Sample -2 (companies that adopting excellence). The gap in the fulfillment requirements of excellence is gap in performance and every empty gap is considered as a cost of lost chance.

So European foundation for quality management (EFQM) model implementation will lead to less on “turn over” & increase on “employee's performance and the job satisfaction.