

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.

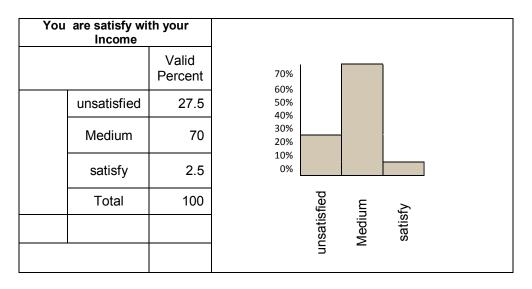


Table (4.1.1)

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

You are	e satisfy with y	our job
		Valid
		Percent
	unsatisfied	17.9
	Medium	71.8
	satisfy	10.3
	Total	100

Table (4.1.2)



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.

_		_	nt have		reness	_		nageme the exc			
		v. Agı	ree		19.5			v. Ag	ree	1	0
		Agre	ee	48.8		\/0	li d	Agree		62	5
		maybe		9.8		- Valid		maybe		7.	.5
		disag	ree		22			disag	ree	17	7.5
		v. disa	gree		00			v. disa	gree	2	.5
					1						
80% 70% 60% 50% 40% 30% 20% 10% 0%						80% 70% 60% 50% 40% 30% 20% 10% 0%				-	
	v. Agree	Agree	maybe	disagree	v. disagree		v. Agree	Agree	maybe	disagree	v. disagree

Table (4.1.3)

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

	the organ have a vis mission sta	sion &	80% 70%					
		Valid Percent	60%					
	v. Agree	5	50% 40%					
	Agree	45	30% 20%]	
	maybe	27.5	10% 0%					
T.1.1.	disagree	17.5	070					Φ
Table	v. disagree	2.5		v. Agree	Agree	maybe	disagree	agre
(4.1.4)				, A.	Ag	ma	disa	v. disagree



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.

tatement is w ganization's		80%					
	Valid Percent	70% 60%					
v. Agree	5	50% 40%					
Agree	32.5	30%			1		
maybe	10	20% 10%					
disagree	45	0%					
v. disagree	7.5		99	Φ	Ð	ee	gree
			v. Agree	Agree	maybe	disagree	v. disagree

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

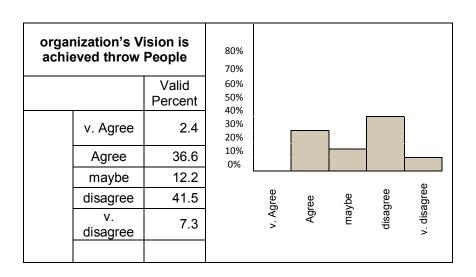
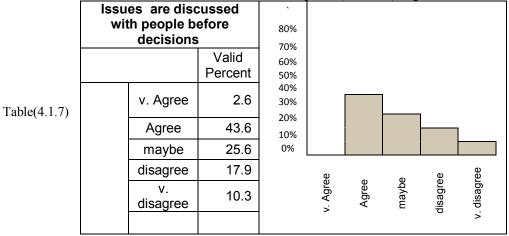


Table (4.1.6)



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



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

Basic job hygienic fac satisfied	ctors are	80%					
	Valid Percent	70% 60%					
v. Agree	7.3	50% 40%					
Agree	36.6	30%				_	
maybe	26.8	20% 10%					
disagree	22	0%	96	d)	Φ	9 9	ree
v. disagree	7.3		v. Agree	Agree	maybe	disagree	v. disagree
			>			ē	>

Table (4.1.8)

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

Leadership er innov	caging vation	people	80%					
		Valid Percent	70% 60%					
v. A	gree	7.5	50% 40%					
Ag	ree	35	30%			1		
ma	ybe	25	20% 10%					1
disa	gree	25	0%					
v. dis	agree	7.5		9	(I)	υ	o o	<u>e</u> e
				v. Agree	Agree	maybe	disagree	v. disagree

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.

peo	dership mo ple to achie ganization (ve the	80% 70%					
		Valid Percent	60% 50%					
	v. Agree	7.3	40% 30%					
	Agree	31.7	20%]		
	maybe	17.1	10%					
	disagree	34.1	0%					
	v. disagree	9.8		v. Agree	Agree	maybe	disagree	v. disagree
				Ř ,	Agı	ma	disa	v. disa

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.

	op manager							
	understandi ortance of c		80%					
ıp	ortanoc or c	Valid Percent	70% 60% 50%					
	v. Agree	12.2	40% 30%					
	Agree	29.3	20%					
	maybe	31.7	10%					
	disagree	22	0%					
	v. disagree	4.9		ree	e O	pe	ree	gree
				v. Agree	Agree	maybe	disagree	v. disagree

Table (4.1.11)



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

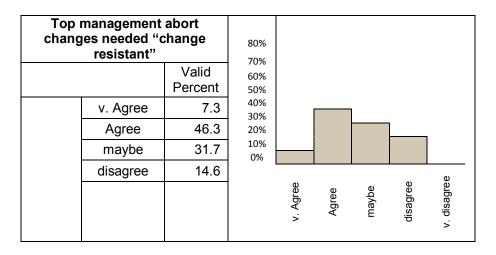


Table (4.1.12)

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

Some organization need to be		80%					
	Valid Percent	70% 60%					
v. Agre	e 29.3	50% 40%					
Agree	43.9	30%					
maybe	e 12.2	20% 10%					
disagre	ee 14.6	0%					
			v. Agree	Agree	maybe	disagree	v. disagree

Table (4.1.13)



14. (55 %) top management anti change.

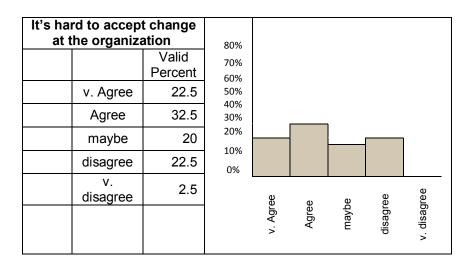


Table (4.1.14)

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.

Projects are track		80%					
v. Agree Agree maybe disagree v.	Valid Percent 31.7 53.7 2.4 4.9 7.3	70% 60% 50% 40% 30% 20% 10%					
disagree			v. Agree	Agree	maybe	disagree	v. disagree

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.

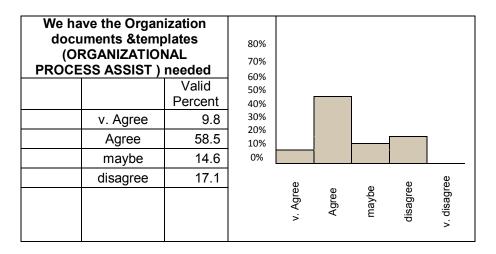


Table (4.1.16)

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.

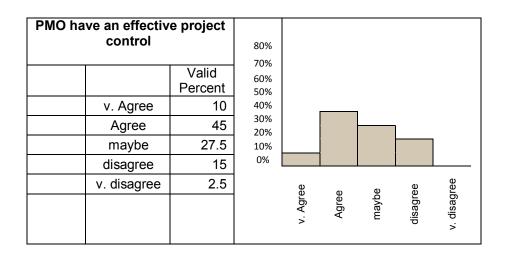


Table (4.1.17)



18. (67.6%) safety plan

	HR department		80%					
		Valid Percent	70% 60%					
V	. Agree	15.4	50%					
	Agree	30.8	40% 30%					1
	maybe	12.8	20% 10%					
d	lisagree	33.3	0%					
d	v. lisagree	7.7		lree	e e	pe	gree	ıgree
				v. Agree	Agree	maybe	disagree	v. disagree

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

HRM strategy a with the organi strategic pl	zation an	80% 70%					
	Valid Percent	60% 50%					
v. Agree	5	40%				1	
Agree	27.5	30% 20%]
maybe	35	10%					
disagree	27.5	0%					
v. disagree	5		Agree	Agree	maybe	disagree	v. disagree
			> •	Ag	ш	disa	v. dis

Table (4.1.19)



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

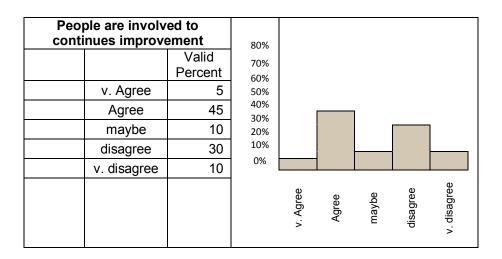


Table (4.1.20)

21. (41.5%) continues improvement approach

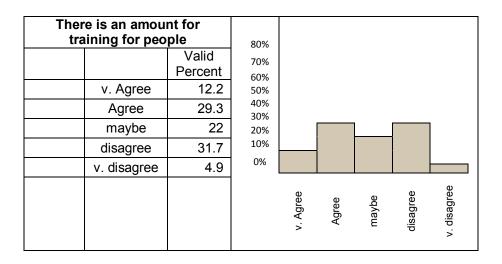


Table (4.1.21)



22. (19.5%) top management continues improvement approach

There is an amount for training for leadership		80%					
	Valid Percent	70% 60%					
Agree	19.5	50%					
maybe	36.6	40% 30%					1
disagree 36.6		20% 10%					
v. disagree	7.3	0%					(1)
			v. Agree	Agree	maybe	disagree	v. disagree

Table (4.1.22)

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

0	ent people i rganization loped& sup	are	80% 70%					
		Valid Percent	60% 50%					
	v. Agree	9.8	40%			1		
	Agree 36.6		30% 20%					ו
	maybe	19.5	10%					
	disagree	26.8	0%					
	v. disagree	7.3		v. Agree	Agree	maybe	disagree	v. disagree
				, A.	Ag	ша	disa	v. dis

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.

Every employee has hi record	is own	80%					
F	Valid Percent	70% 60%					
v. Agree	19.5	50%			-		
Agree	51.2	40% 30%					
maybe	12.2	20%					
disagree	14.6	10% 0%					
v. disagree	2.4	078					
			v. Agree	Agree	maybe	disagree	v. disagree

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.

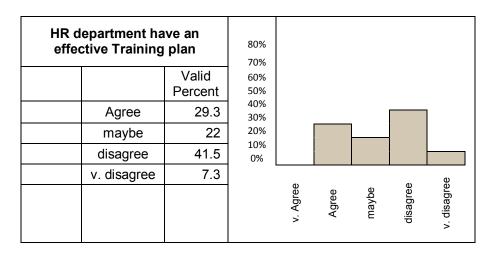


Table (4.1.25)



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

le are suppove their ow		80%					
Valid Percent		70% 60%					
v. Agree	5.1	50%					
Agree	20.5	40% 30%					
maybe 28.2		20%]
disagree	30.8	10%					
v. disagree	15.4	0%					
			v. Agree	Agree	maybe	disagree	v. disagree

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.

I am satisfy wi position in t organizatio	he	80% 70%					
	Valid Percent						
v. Agree	9.8	40% 30%					1
Agree							
maybe	22	20% 10%					
disagree	36.6	0%					
v. disagree	12.2		v. Agree	Agree	maybe	disagree	v. disagree
			Α. >	Ag	ma	disa	v. dis

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

There is amount of who leave the orga turnover		80% 70%					
	Valid Percent	60% 50%					
v. Agree	22	40%					
Agree	46.3	30% 20%					
maybe	14.6	10%					1
disagree	12.2	0%					
v. disagree	4.9		Φ			Φ	e e
			v. Agree	Agree	maybe	disagree	v. disagree

Table (4.1.28)

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

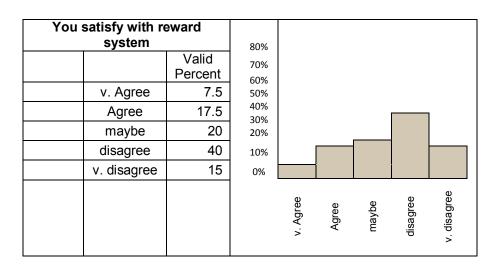


Table (4.1.29)



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

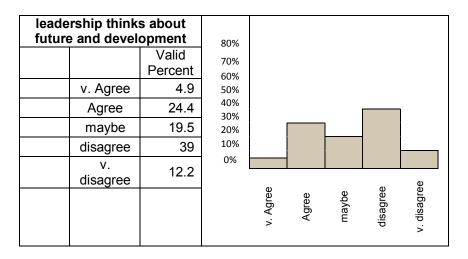


Table (4.1.30)

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

leadership think people's occup safety & hea	ational Ith Valid	80% 70% 60%					
v. Agree	Percent 12.2	50% 40%					
Agree	36.6	30% 20%]	
maybe	24.4	10%]
disagree	19.5	0%					
v. disagree	7.3		Φ		0	φ	99.
			v. Agree	Agree	maybe	disagree	v. disagree

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.

You are	satisfy with you	r Income					
		Valid Percent	80% 70%				
	unsatisfied	11.1	60% 50% 40% 30%				
	Medium	88.9	20% 10% 0%	_			_
				unsatisfied	Medium	satisfy	

Table (4.2.1)

2. (22.2 %) job total satisfaction agreed.

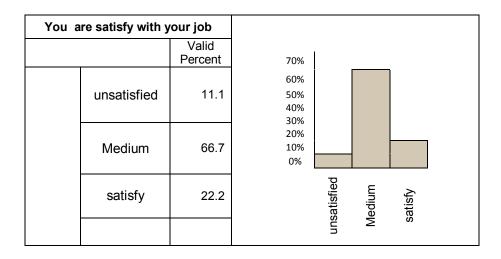


Table (4.2.2)



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.

the organization have a vision & mission statement								
Valid Percent		70% 60%						
v. Agree	40	50% 40% 30% 20%						
Agree	60	10% 0%	Φ			Φ	• •	_
			v. Agree	Agree	maybe	disagree	v. disagree	

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.

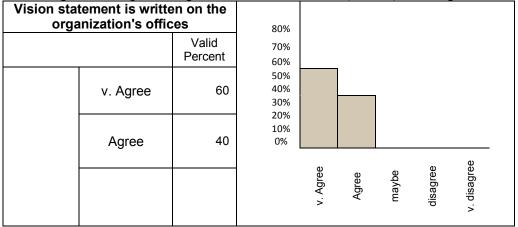


Table (4.2.5)

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

ganization's Vi hieved throw F		80% 70% 60%						
v. Agree	40	50% 40%						
Agree	50	30% 20% 10% 0%				1		
maybe	10	0,1	v. Agree	Agree	maybe	disagree	v. disagree	
			> A.	Ag	Ш	disa	v. dis	

Table (4.2.6)

7. Break brows between management (33.3%).

Issues are discussed with people before decisions								
	Valid Percent	70% 60%						
v. Agree	11.1	50% 40% 30%						
Agree	22.2	20% 10% 0%						
maybe	22.2	078	.	4)	0	<u>.</u>	e e	_
disagree	44.4		v. Agree	Agree	maybe	disagree	v. disagree	

Table (4.2.7)



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

Basic jo	ob hygienic fac satisfied	tors are	80%						
		Valid Percent	70% 60%						
	v. Agree	22.2	50% 40%						
	Agree	33.3	30%						
	maybe	22.2	20% 10%					1	
	disagree	22.2	0%						= ,
				v. Agree	Agree	maybe	disagree	v. disagree	

Table (4.2.8)

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

Leade	rship encaging innovation	people	80%						
		Valid Percent	70% 60%						
	v. Agree	30	50% 40%						
	Agree	30	30%		1	1			
	maybe	20	20% 10%					1	
	disagree	20	0%						-
				v. Agree	Agree	maybe	disagree	v. disagree	

Table (4.2.9)

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

people t	hip motivate o achieve the zation goals	Valid Percent	80% 70%			<u> </u>			
	v. Agree	22.2	60% 50%						
	Agree	11.1	40% 30%						
	maybe	0	20% 10%		1				
Valid	disagree	33.3	0%						
	v. disagree	33.3		gree	ee	,be	gree	agree	
	Total	100		v. Agree	Agree	maybe	disagree	v. disagree	

Table (4.2.10)



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

unde	anagement rstanding nce of change		80% 70%						
		Valid Percent	60% 50%						
	v. Agree	20	40% 30%						
	Agree	30	20% 10%						
	maybe	20	0%						_
	disagree	30		(I)			Φ	e O	
				v. Agree	Agree	maybe	disagree	v. disagree	

Table (4.2.11)

12. (30%) abort changes needed "change resistant"

agement abort ed "change resi		80%						
	Valid Percent	70% 60%						
Agree	30	50%						
maybe	30	40% 30%					_	
disagree	30	20% 10%						
v. disagree	10	0%						
			v. Agree	Agree	maybe	disagree	v. disagree	

Table (4.2.12)

13. (44.4%) Change is must

	Some organization's process need to be change							
	Valid Percent	80% 70% 60%						
v. Agree	11.1	50%						
Agree	33.3	40%			1			
maybe	11.1	30% 20%						
disagree	22.2	10%						
v. disagree	22.2	0%						
			v. Agree	Agree	maybe	disagree	v. disagree	

Table (4.2.13)



14. (60 %) top management anti change

 to accept chan organization v. Agree		80% 70% 60% 50%						
Agree	40	40% 30% 20% 10%						1
disagree	20	0%	4)				Φ	J
v. disagree	20		v. Agree	Agree	maybe	disagree	v. disagree	
			>		_	ס	>	

Table (4.2.14)

15. Existence of the PMO (90%)

rojects are tracked by	PMO or							
v. Agree Agree maybe Dis agree	Valid Percent 30 60 0	80% 70% 60% 50% 40% 30% 20% 10% 0%	v. Agree	Agree	maybe	disagree	v. disagree	_

Table (4.2.15)

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

doci (ORGAN	ave the Organizuments &temple IZATIONAL PF	ates ROCESS d	80% 70% 60%			1			
		Valid Percent	50% 40%						
	v. Agree	10	30%						
	Agree	70	20% 10%				1		
	maybe	20	0%						_
				v. Agree	Agree	maybe	disagree	v. disagree	

Table (4.2.16)



17. (60%) Effective controlling

PMO have an effective project					•	
MO have an effective project control Valid Percent V. Agree 2 Agree 4 maybe 4	40%	v. Agree	Agree	maybe	disagree	v. disagree

Table (4.2.17)

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

We ha	ave HR departm similar	nent or	80%						
		Valid Percent	70%						
	v. Agree	80	60% 50% 40% 30%						
	Agree	20	20% 10% 0%						_
				v. Agree	Agree	maybe	disagree	v. disagree	

Table (4.2.18)

19. (88.8%) HRM and the strategic plan

HRM stı organ	rategy aligned ization strateg	with the	80%						
		Valid Percent	70% 60%						
	موافق بشدة	44.4	50% 40%						
	مو افق	44.4	30% 20% 10% 0%				1		
	وسط	11.1	0,0	v. Agree	Agree	maybe	disagree	v. disagree	-
				> ∀	Ag	me	disa	v. dis	

Table (4.2.19)



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

	People are involved to continues improvement							
	Valid Percent	70% 60%						
v. Agree	50	50% 50% 40% 30%						
Agree	30	20% 10% 0%]	
maybe	10		ee	ψ.	ě	9	gree	_
disagree	10		v. Agree	Agree	maybe	disagree	v. disagree	
	·						_	

Table (4.2.20)

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

There is	v. Agree Agree maybe disagree	Valid Percent 30 50 10	80% 70% 60% 50% 40% 30% 20% 10% 0%					1
				v. Agree	Agree	maybe	disagree	v. disagree

Table (4.2.21)

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

There is	There is an amount for training for leadership							
		Valid Percent	70% 60%					
	v. Agree	10	50% 40%					
	Agree	80	30% 20% 10%					
	maybe	10	0%	Φ		4)	φ.	
				v. Agree	Agree	maybe	disagree	v. disagree

Table (4.2.22)



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

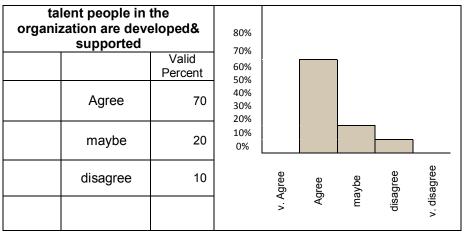


Table (4.2.23)

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

Every	employee has record	his own						
	record	Valid Percent	80% 70% 60%					
	v. Agree	50	50% 40%			1		
	Agree	40	30% 20% 10%				1	
	maybe	10	0%	lree	9 9	ре ф	Jree	igree
				v. Agree	Agree	maybe	disagree	v. disagree

Table (4.2.24)

25. HR department effective Training plan (70%)

HR (V. Agree Agree maybe disagree	ve an	80% 70% 60% 50% 40% 30% 20% 10%					
			0%	v. Agree	Agree	maybe	disagree	v. disagree

Table (4.2.25)



26. (60%) job satisfaction

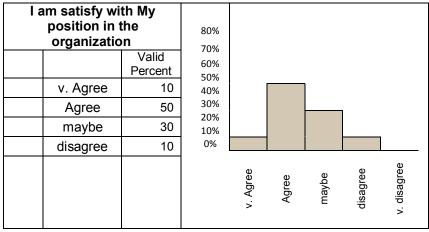


Table (4.2.26)

27. (80%) people turn over

is amount of eave their si turnover	tuations	80% 70%					
	Valid Percent	60% 50%]		
v. Agree	20	40%					
Agree	60	30% 20%					
maybe	20	10% 0%					
			v. Agree	Agree	maybe	disagree	v. disagree

Table (4.2.27)

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

Υοι	ı satisfy with system		80%						
		Valid Percent	70% 60%						
	Agree	20	50%						
	maybe	0	40%						
	disagree	40	30% 20%						
	v. disagree	40	10% 0%						
				v. Agree	Agree	maybe	disagree	v. disagree	

Table (4.2.28)



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

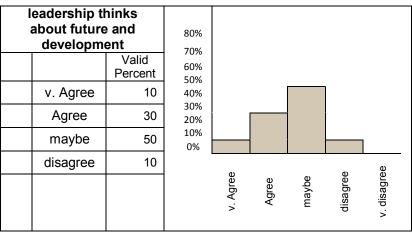


Table (4.2.29)

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

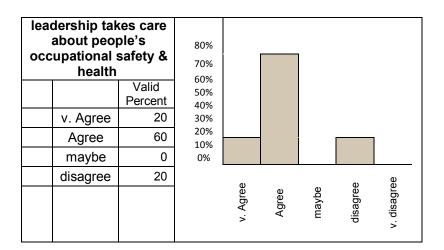


Table (4.2.30)



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.

	Sample-1								
· -	anagement have out the quality		Top management have awareness about the excellence concept						
		Percent			Percent				
	v. Agree	19.45		v. Agree	10				
	Agree	48.75		Agree	62.5				
	maybe	9.8		maybe	7.5				
	disagree	22		disagree	17.5				
	v. disagree	00		v. disagree	2.5				
80% 70% 60% 50% 40% 30% 20% 10% 0%			80% 70% 60% 50% 40% 30% 20% 10% 0%						
	v. Agree Agree maybe	disagree v. disagree	v Agree	Agree	disagree v. disagree				

Table (4.3.1)



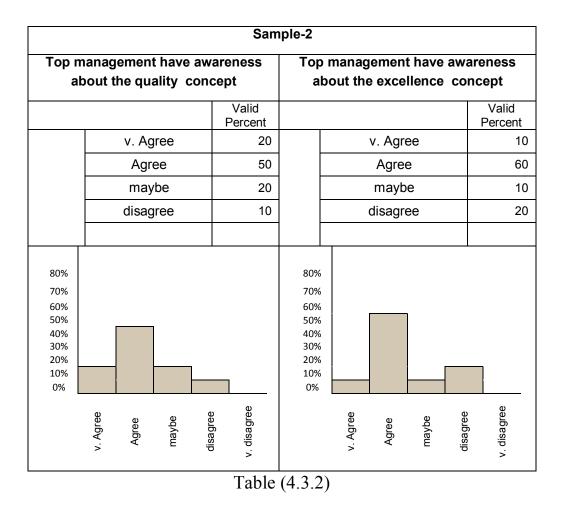


Table (4.3.1), Table (4.3.2) Shows the degree of awareness of Sudanese construction companies about excellence & Quality.

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.
- \triangleright (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"
- \triangleright (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
- \triangleright (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
- \triangleright (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

4.3.2Summery 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



4.4comparson 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.

<u> </u>	Sample-1	Sample-2
	(Companies that NOT adopting excellence or Quality).	(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	70.7%	90%
archive		
archive		

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

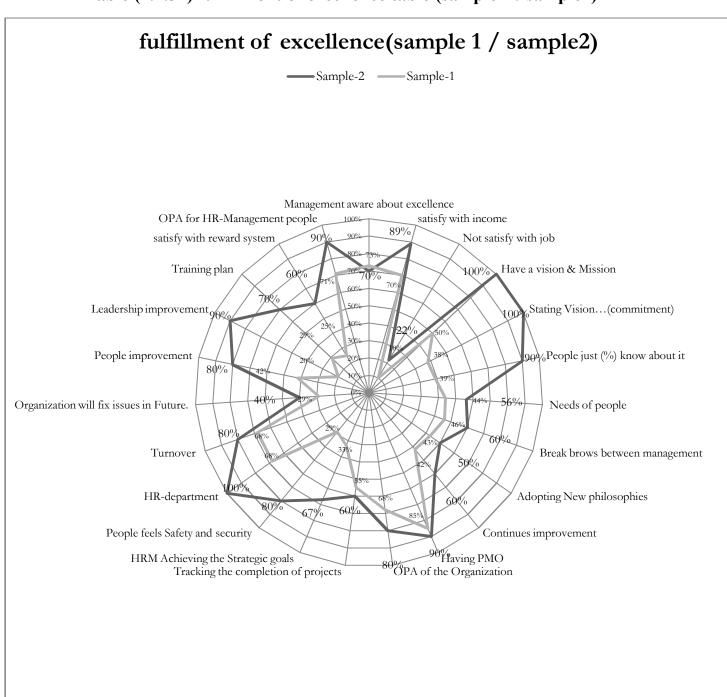


Fig (4.2.1) fulfillment of excellence (sample 1 / sample2)



• 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%
	ORGANIZATIONAL PROCESS ASSIST of	68%	80%
12	the Organization	0070	8076
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%
	ORGANIZATIONAL PROCESS ASSIST for	71%	90%
23	HR-Management people	/ 170	3U%
		1075.10%	1683%
		46.74347826	73.18695652
		47%	73%

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



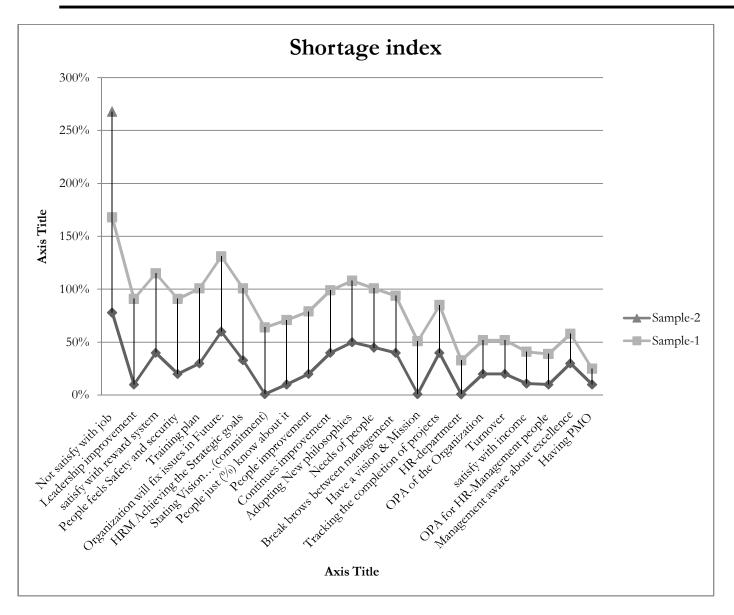


Fig (4.2.2) Shortage index (sample 1 / sample2)

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.