

CHAPTER ONE
GENERAL FRAMEWORK

1:1 Introductions:

Excellence is about doing your best... And every day, we are reminded of how important it is to strive for excellence, be it in life or at work. By nurturing a culture of excellence within your organizations, you open the path to success.

In order to be excellent, organizations can't focus their efforts in just one area. They have to optimize the use and effectiveness of all of their resources within the overall organization. Every day new opportunities, new processes or new tools & techniques appear, supporting the organization's development.

1:1:1 EFQM model:

The EFQM Excellence Model, a non-prescriptive framework based on nine criteria, can be used to assess an organization's progress towards excellence. The Model recognizes there are many approaches to achieving sustainable excellence in all aspects of performance. It is based on the premise that: Excellent results with respect to Performance, Customers, People and Society are achieved through Leadership driving Policy and Strategy that is delivered through People, Partnerships and Resources and Processes.

1:1:2 Leadership:

The classic model of the good business leader is the top man who directed and was in control of all aspects of his business. He operated through a hierarchy of management and his organization had a fairly well-defined and right structure. This type of Leader had some good points and survived throughout most of the 20th century. But businesses today do not have the luxury of stability; they face an ever-increasing change in markets, customers

and technology. Their core business is constantly under threat from newcomers to the marketplace with a different business paradigm. Organizations cannot afford to depend upon the Leadership of individuals or a small elite of senior executives to meet this challenge alone. They need to harness the ideas, skills, energy, and enthusiasm of their entire team to succeed. Since the 1980s, the concept and practice of Leadership has evolved to meet this challenge.

In order to gain flexibility and responsiveness, the empowerment to lead has to be cascaded throughout the organization. We will use the term “Leader” to represent everyone that contributes to the management and change process and leave you to consider who this should be in your organization.

A Leader is not necessarily the manager although he or she could be. She/he is however focused on achieving objectives through people. Most Leaders have a clear vision and are good at communicating it. They are definitely agents for change and inspire and motivate. Furthermore, they are role models for integrity, social responsibility and ethical behavior, both internally and externally, ensuring their people adopt the highest standards of ethical behavior.

1:1:3 People:

Excellent organizations manage, develop and release the full potential of their people at an individual, team-based and organizational level. They promote fairness and equality and involve and empower their people. They care for, communicate, reward and recognize, in a way that motivates staff and builds commitment to using their skills and knowledge for the benefit of the organization.

a. People resources are planned, managed and improved

- b. People's knowledge and competencies are identified, developed and sustained
- c. People are involved and empowered
- d. People and the organization have a dialogue
- e. People are rewarded, recognized and cared for.

People have always been essential to organization, because they provide inspiration, creativity, vision and motivation that keep an organization alive. They provide the skills and competencies necessary to make an organization work. And of course they provide the labor that produces the goods and services that an organization supplies. They are a major and often the most important resource that an organization has. The post-Industrial Revolution model is obsolete; the economy is changing to a new ways of working, where one of the major determinants of an organization's success is the intelligent use of knowledge.

The EFQM Excellence Model, two categories of measures are identified:

- **Perception Measures:** are of the People's perception of the organization.
- **Performance Measures:** are the internal ones used by the organization to monitor, understand, predict and improve the performance of the organization's People and to predict their perceptions.

Motivated and satisfied People are essential to success because they are the resource that differentiates your organization. People provide the inspiration, creativity, vision and motivation that keep an organization alive. They provide the skills and competencies necessary to make an organization work. And of course they provide the labor that produces the goods and services that an organization supplies. They are a major and, many would say, the most important resource that an organization has. People who have no job satisfaction (motivation, enthusiasm, commitment) are not as productive as they could be. They will not give your customers the best service, they won't

bother if they produce errors, and they won't be innovative and won't optimize use of resources.

In order for People to be satisfied with their job and motivated to do their best, they need to be convinced that the organization acts in their best interest, provides them with the facilities, tools and techniques to do their job properly and is concerned for them both in the short-term and through longer term career development. People are also concerned with how their organization is perceived by the outside world. They realize that, on the long term, this outside perception indicates the probability of secured and rewarding employment. You need to know how people feel, behave and perform in your organization. This gives you the basis to increase productivity, solve issues and celebrate achievements. Knowing your People Results - in order to be able to act upon them - is an essential part of the delivery of your strategy.

This study focus on leadership and people results in SUDAN MINT COMPANY ltd. And the second is SAFAT COLLEGE OF SCIENCE AND TECHNOLOGY according to EFQM model.

1:2 Research Objectives:

- To insure that leaders in excellence Inspire people and create a culture of involvement, ownership, empowerment, improvement and accountability through their actions, behaviors and experience.
- To insure that leaders in excellence recognize sustainable advantage is dependent on the ability of leaders to learn quickly and rapidly respond when necessary
- To insure that leaders in excellence Support people throughout the organization to achieve their plans, objectives and targets.

- To insure that leaders in excellence recognize people efforts and achievements in a timely and appropriate manner.
- To insure that leaders in excellence promote a culture which supports the generation of new ideas and new ways of thinking to encourage innovation and organizational development.
- To insure that diversity leaders in excellence Promote and encourage equal opportunities.

1:3 Research Problem:

The importance of this study is to emerge the role of leadership in achieving excellence in" SUDAN MINT COMPANY ltd. And the second is SAFAT COLLEGE OF SCIENCE AND TECHNOLOGY" by addressing the people results and their perceptions.

1:4 Research Questions:

- 1- The leader the direction of the academy.
- 2- Leaders reinforce a culture of Excellence with the organization's people.
- 3- The leader has direct effect on the people performance.
- 4- Leadership being the factor to people improvement.
- 5- The academy is flexible and manages change effectively.
- 6- setting

1:5 Research Hypotheses:

1. There is a statistically significant difference between leaders who develop the mission, vision, values, ethics and who act as role models and people results.

2. There is a statistically significant difference between Leaders who reinforce a culture of excellence with the organization's people and people results.
3. There is a statistically significant difference between Leaders who ensure that the organization is flexible, manages change effectively and people results.

1:6 Research Methodology:

Collecting data and then use statistical methods (co-relation, regression) to evaluate the study problem.

1:7 Research Limit:

- Place: SUDAN MINT COMPANY ltd. And the second is SAFAT COLLEGE OF SCIENCE AND TECHNOLOGY. .

-Start: December 2017

-End: December 2020

CHAPTER TWO
THEORETICAL FRAMEWORK AND
PREVIOUS STUDIES

2:1 Introduction to European Foundation for Quality Management (EFQM):

According to EFQM Excellence Model (EFQM publication's ,2013 , p.2) , the European Foundation for Quality Management (EFQM Excellence Model)is based on a set of European values, first expressed in the European Conventional Human Rights (1953) and the European Social Charter (revised in 1996).

This treaty is ratified by the 47 members' states of the Council of Europe and the principles are incorporated into national legislation.

The Fundamental Concepts of Excellence build on the foundation of the basic human rights, assuming they are universally applied. Recognizing the role business can play in supporting the broader goals of the United Nations, they actively apply these values, set out as 10 Principles for sustainable and socially responsible business, across their global operations. Whilst a number of these principles are explicitly covered in the EFQM Excellence Model, a number are implicit, including those relating to human rights, corruption, bribery and forced labor, as these are already a legal requirement within Europe. The EFQM Excellence Model assumes that an excellent organization will respect and comply with the 10 principles of the UN Global Compact, regardless of whether legally obliged to do so.

According to *Introducing Excellence* (EFQM publication's , 2003, p.5), The EFQM Excellence Model, a non-prescriptive framework based on nine criteria, can be used to assess an organization's progress towards excellence. The Model recognizes there are many approaches to achieving sustainable excellence in all aspects of performance. It is based on the premise that: Excellent results with respect to Performance, Customers, People and Society are achieved through Leadership driving Policy and Strategy, which is

delivered through People, Partnerships and Resources and Processes. The arrows emphasize the dynamic nature of the Model. They show innovation and learning help to improve enablers which in turn lead to improved results.

For convenience, we use the terms “Enablers” and “Results” to designate two categories of criteria. Enabler criteria are concerned with how the organization undertakes key activities; Results criteria are concerned with what results are being achieved. At the heart of the Model lies the RADAR logic. The elements of RADAR are **R**esults, **A**pproach, **D**eployment, **A**ssessment and **R**eview. The elements of Approach, Deployment, Assessment and Review are used when assessing “Enabler” criteria and the Results element is used when assessing “Results” criteria.

Within this non-prescriptive framework, certain Fundamental Concepts underpin the Model. Behaviors, activities or initiatives based on these concepts are often referred to as Total Quality Management. This is what we mean when we use the words “Total Quality Management” in this brochure. The concepts are not listed in any particular order and the list is not meant to be exhaustive. They will change as excellent organizations develop and improve.

Regardless of sector, size, structure or maturity, organizations need to establish an appropriate management framework to be successful .so according to EFQM MODLE (EFQM publications, 2013, p.2), The EFOM Excellence Model is a practical, non-prescriptive framework that enables organizations to:

- a. Assess where they are on the path to excellence; helping them to understand their key strengths and potential gaps in relation to their stated Vision and Mission.

b. Provide a common vocabulary and way of thinking about the organization that facilitates the effective communication of ideas, both within and outside the organization. Integrate existing and planned initiatives, removing duplication and identifying gaps.

c. Provide a basic structure for the organization's management system.

Whilst there are numerous management tools and techniques commonly used, the EFOM Excellence Model provides a holistic view of the organization and it can be used to determine how these different methods fit together and complement each other. The Model can therefore be used in conjunction with any number of these tools, on the needs and function of the organization, as an overarching framework for developing sustainable excellence.

Excellent Organizations achieve and sustain outstanding levels of performance that meet or exceed the expectations of all their stakeholders.

All organizations strive to be successful, some fail, some achieve periods of success but ultimately fade from view, and a few achieve sustainable success, gaining deserved respect and admiration.

The EFOM Foundation was formed to recognize and promote sustainable success and to provide guidance to those seeking to achieve it. This is Excellence Model:

- The Fundamental Concepts of Excellence: The underlying principles which are the essential foundation of achieving sustainable excellence for any organization.
- The EFOM Excellence Model: A framework to help organizations convert the Fundamental Concepts and RADAR logic into practice.
- RADAR logic: A dynamic assessment framework and powerful management tool that provides the backbone to support an organization as it

addresses the challenges it must overcome if it is to realize its aspiration to achieve sustainable excellence.

Using these three integrated components has helped organizations of all sizes and from all sectors to compare themselves with the attributes, qualities and achievements of sustainable organizations. They can use them to develop a culture realized through a set of three integrated components which comprise the EFOM

Of excellence, bring consistency to their management style, access good practices, drive innovation and improve their results.

Used appropriately, the EFOM Excellence Model, with the associated RADAR logic and Fundamental Concepts, ensures that all the management practices used by an organization form a coherent system that is continually improved and delivers the intended strategy for the organization.

2:2 Organizational Excellences:

Organizational excellence refers to ongoing efforts to establish an internal framework of standards and processes intended to engage and motivate employees to deliver products and services that fulfill customer requirements within business expectations. One program highlighting the traits and attributes of organizational excellence is the **Malcolm Baldrige National Quality Award**. In the Baldrige Excellence Framework, the attributes of organizational excellence include:

1. leadership
2. strategic planning
3. customer and market focus
4. Information and analysis.
5. human resources focus

6. Process management
7. Business results.

A similar protocol, *the European Foundation for Quality Management (EFQM)* Excellence Model, includes the following items:

1. leadership
2. strategy
3. partnership and resources
4. Processes, products, and services.
5. People results
6. customer results
7. society results
8. business results

The Union of Japanese Scientists and Engineers (JUSE) created *the Deming Prize*, with specific awards for individuals and for organizations and operating divisions. From a definition of “company-wide quality control” (CWQC), the Deming Prize identified multiple levels and categories of organizational excellence that include organization and its management, education, quality information, planning, analysis, standardization, control, quality assurance, and results. These different perspectives suggest that the common traits of organizational excellence are consistent across different cultures and nations.

Another perspective is to view organizational excellence as the successful integration of technology, infrastructure, and personnel. Organizational excellence is often the result of transitional and transformational activities. Successful organizational outcomes require deliberate management and improvement in six key areas:

- 1) Information: Metrics, measures, and decision support.

- 2) Structure: Roles, responsibilities, and accountabilities of each functional area.
- 3) People: Total human capital within the organization.
- 4) Rewards: Compensation and incentives.
- 5) Learning systems: Knowledge and training .
- 6) Work processes: Interaction and linkage of workflows.

Organizational excellence is depends on upon gaining sufficient commitment to embrace and apply positive changes in the above areas. Organizational change management is necessary to effectively communicate the changes to those affected, in order to minimize uncertainty and obstructions. Collaboration is critical, and the evidence of organizational excellence can be demonstrated across the organization with a **balanced scorecard** that covers the following perspectives:

- 1) Financial
- 2) Customer-
- 3) Internal business processes
- 4) Learning and growth

Organizational excellence is not absolute, but incremental. Different tiers or “maturity levels” should be identified as interim targets for each of the organizational excellence characteristics. By focusing on the performance expectations of an accessible maturity level, instead of an unreachable ideal, employees and stakeholders will be more inclined to make the necessary modifications within their control and capabilities. As maturity levels are reached, participants within the organization should be recognized for their constructive success.

2:3 The EFQM Levels of Excellence Scheme:

According to EFQM introducing excellence (EFQM publication's, 2003, P.10), the EFQM Levels of Excellence Scheme was created to provide consistent European wide recognition to organizations at each step of their journey to Excellence. Some were asking for simple, practical ways to begin their journey whilst mature organizations wanted more sophisticated products and services to enhance their efforts to achieve ever-higher levels of excellence. Organizations apply to whichever level they think is most appropriate for their level of maturity. The scheme is run by both EFQM and its National Partners, making it possible for organizations to apply in their native language. All Levels involve assessment against the EFQM Excellence Model. *The main objectives of the scheme are to:*

1. Extend recognition to organizations at every level of achievement.
2. Maximize the number of organizations who are able to apply the principles of the EFQM Excellence Model for organizational improvement;
3. Provide independent feedback from practicing managers to support organizations in their quest to improve;
4. Provide practical products and services that help organizations achieve improved levels of excellence.

Also it has three standards: -

1) European Quality Award (EQA): The European Quality Award is Europe's most prestigious Award for organizational excellence and is the top Level of the EFQM Levels of Excellence. It has been run annually since 1992. Recognition by means of a prestigious award remains a key stimulator of excellence. Organizations who are achieving world class quality standards remain the target group and are the potential applicants for the European Quality Award .It remains open to members and non-

members regardless of their size and sector. Separate categories exist for large organizations, operational units, the public sector and small and medium enterprises.

- 2) **Recognized for Excellence:** This Level is also available to both EFQM members and non-members. It is based on the full EFQM Excellence Model, and offers applicants the benefits of a structured approach to identify organisational strengths and areas for improvement, and recognizes successful efforts to implement excellence and good practice. It requires a shorter application document and a modified assessment process when compared to the EQA. The programs will recognize organisations whose score is confirmed at 400 or more points. Applicants who achieve this level can be considered well managed organisations and they will be able to use the recognition in their commercial and promotional efforts.
- 3) **Committed to Excellence:** Committed to Excellence is designed for organizations at the beginning of their journey to excellence. The emphasis will be on helping organizations understand their current level of performance and to establish improvement priorities. This Level is based on a two-stage process. The first stage involves applicants going through a Self-Assessment at a high level, using the nine criteria of the EFQM Excellence Model. This will provide a broad overview of performance against an established framework used by role model organizations. The output of this assessment will result in the applicant identifying a limited number of improvement areas relevant to their organization. The second stage calls for organizations to demonstrate that improvement actions have been deployed. Organisations that demonstrate they are Committed to Excellence will be able to use the recognition in their commercial and promotional efforts.

2:4 Fundamental Concepts of Excellence:

According to EFQM MODLE (EFQM publication's, 2013, p.4), It outlines the essential foundation for achieving sustainable excellence for any organization. They can be used as the basis to describe the attributes of an excellent organizational culture. They also serve as a common language for senior management.

1. Adding Value for Customer: Excellent organizations consistently add value for customers by understanding, anticipating and fulfilling needs, expectations and opportunities.

2. Creating a Sustainable Future: Excellent organisations have a positive impact on the world around them by enhancing their performance whilst simultaneously advancing the economic, environmental and social conditions within the communities they touch.

3. Developing Organizational Capability: Excellent organisations enhance their capabilities by effectively managing change within and beyond the organisational boundaries.

4. Harnessing Creativity & Innovation: Excellent organisations generate increased value and levels of performance through continual improvement and systematic innovation by harnessing the creativity of their stakeholders.

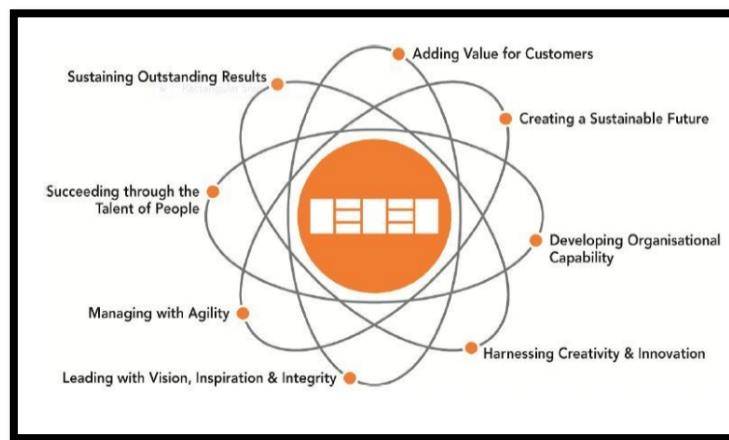
5. Leading with Vision, Inspiration & Integrity: Excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics.

6. Managing with Agility: Excellent organisations are widely recognised for their ability to identify and respond effectively and efficiently to opportunities and threats.

7. Succeeding through the Talent of People: Excellent organisations value their people and create a culture of empowerment for the achievement of both organisational and personal goals.

8. Sustaining Outstanding Results: Excellent organisations achieve sustained outstanding results that meet both the short and long term needs of all their stakeholders, within the context of their operating environment.

Figure (1): the fundamental concept of excellence



Source: EFQM publications, 2013

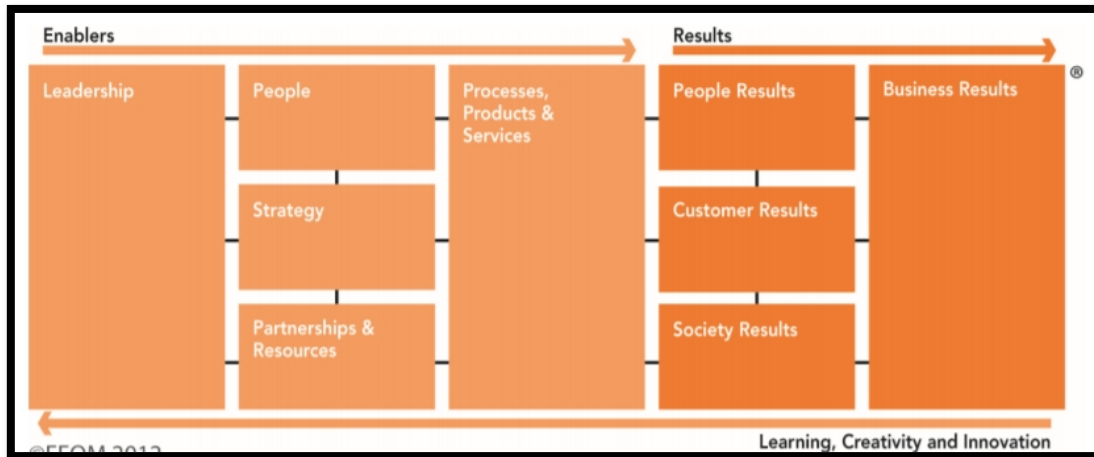
2:5 the EFQM Model Criteria:

According to EFQM excellence model publication's (EFQM,2013, p.9), The EFOM Excellence Model allows Managers Leaders to understand the cause and effect relationships between what their organisation does and the results it achieves. With the support of RADAR logic, it is possible to make a robust assessment of the degree of excellence of any organisation.

The model is a non-prescriptive framework based on nine criteria. Five of these are 'Enablers' and four are 'Results'. The 'Enabler' criteria cover what an organisation does and how it does it. The 'Results' criteria cover what an organization achieves. 'Results' are caused by 'Enablers' and 'Enablers' are improved using feedback from 'Results' with a dynamic nature of the Model,

showing ,learning, creativity and innovation helping to improve the Enablers that in turn lead to improved Results.

Figure (2): EFQM model



Source: EFQM publications, 2013

2:5:1 THE ENABLARS CRITERIA:

1. Leadership:

EFQM Criterion Definition: Excellent organizations have leaders who shape the future and make it happen, acting as role models for its values and ethics and inspiring trust at all times. They are flexible, enabling the organisation to anticipate and react in a timely manner to ensure the on-going success of the organization.

- 1a. Leaders develop the mission, vision, values and ethics and act as role models.
- 1b. Leaders define, monitor, review and drive the improvement of the organization's management system and performance.
- 1c. Leaders engage with external stakeholders.
- 1d. Leaders reinforce a culture of excellence with the organization's people.

1e. Leaders ensure that the organization is flexible and manages change effectively.

2. Strategy:

EFQM Criterion Definition: Excellent organizations implement their Mission and Vision by developing a stakeholder focused strategy. Policies, plans, objectives and processes are developed and deployed to deliver the strategy.

2a. Strategy is based on understanding the needs and expectations of both stakeholders and the external environment.

2b. Strategy is based on understanding internal performance and capabilities.

2c. Strategy and supporting policies are developed, reviewed and updated.

2d. Strategy and supporting policies are communicated, implemented and monitored.

3. PEOPLE:

EFQM Criterion Definition: Excellent organisations value their people and create a culture that allows the mutually beneficial achievement of organisational and personal goals. They develop the capabilities of their people and promote fairness and equality. They care for, communicate, reward and recognise, in a way that motivates people, builds commitment and enables them to use their skills and knowledge for the benefit of the organization.

3a. People plans support the organization's strategy.

3b. People's knowledge and capabilities are developed.

3c. People are aligned, involved and empowered.

3d. People communicate effectively throughout the organization.

3e. People are rewarded, recognized and cared for.

4. Partnerships and Resources:

EFQM Criterion Definition: Excellent organizations plan and manage external partnerships, suppliers and internal resources in order to support their strategy, policies and the effective operation of processes. They ensure that they effectively manage their environmental and societal impact.

4a. Partners and suppliers are managed for sustainable benefit.

4b. Finances are managed to secure sustained success.

4c. Buildings, equipment, materials and natural resources are managed in a sustainable way.

4d. Technology is managed to support the delivery of strategy.

4e. Information and knowledge are managed to support effective decision making and to build the organization's capability.

5. PROCESSES:

EFQM criterion definition: Excellent organizations design, manage and improve processes, products and services to generate increasing value for customers and other stakeholders.

5a. Processes are designed and managed to optimize stakeholder value.

5b. Products and services are developed to create optimum value for customers.

5c. Products and services are effectively promoted and marketed.

5d. Products and services are produced, delivered and managed.

5e. Customer relationships are managed and enhanced.

2:5:2 The results criteria:

6. Customer results:

Excellent organizations achieve and sustain outstanding results that meet or exceed the needs and expectations of their customers.

6a. Perception Measures:

These are the customers' perceptions of the organization. These may be obtained from a number of sources, including surveys, focus groups, ratings, compliments and complaints. These perceptions should give a clear understanding of the effectiveness, from the customers' perspective, of the deployment and outcomes of the organization's customer strategy, supporting policies and processes.

6b. Performance Indicators:

These are the internal measures used by the organisation in order to monitor, understand, predict and improve the performance of the organisation and to predict their impact on the perceptions of its customers. These indicators should give a clear understanding of the deployment and impact of the organization's customer strategy, supporting policies and processes.

7. PEOPLE RESULTS:

Excellent organizations achieve and sustain outstanding results that meet or exceed the needs and expectations of their people.

7a. Perception Measures:

These are the people's perception of the organisation. These may be obtained from a number of sources, including surveys, focus groups, interviews and structured appraisals. These perceptions should give a clear understanding of the effectiveness, from the people's perspective of the deployment and outcomes of the organisation's people strategy and supporting policies and processes.

7b. Performance Indicators:

These are the internal measures used by the organisation in order to monitor, understand, predict and improve the performance of the organisation's people and to predict their impact on perceptions. These indicators should give a

clear understanding of the deployment and impact of the organisation's people strategy and supporting policies and processes

8. SOCIETY RESULTS:

Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of relevant stakeholders within society.

8a. Perception Measures:

This is society's perception of the organisation. This may be obtained from a number of sources, including surveys, reports, press articles, public meetings, Non-governmental organisations, public representatives and governmental authorities. These perceptions should give a clear understanding of the effectiveness, from society's perspective of the deployment and outcomes of the organisation's societal and environmental strategy and supporting policies and processes.

8b. Performance Indicators:

These are the internal measures used by the organization in order to monitor, understand, predict and improve the performance of the organisation and to predict their impact on the perceptions of the relevant stakeholder within society. These indicators should give a clear understanding of the deployment and impact of the organisation's societal and environmental strategy and supporting policies and processes.

9. Business Results:

Excellent organizations achieve and sustain outstanding results that meet or exceed the needs and expectations of their business stakeholders.

9a. Business Outcomes:

These are the key financial and non-financial business outcomes which demonstrate the success of the organization's deployment of their strategy. The set of measures and relevant targets will be defined and agreed with the business stakeholders.

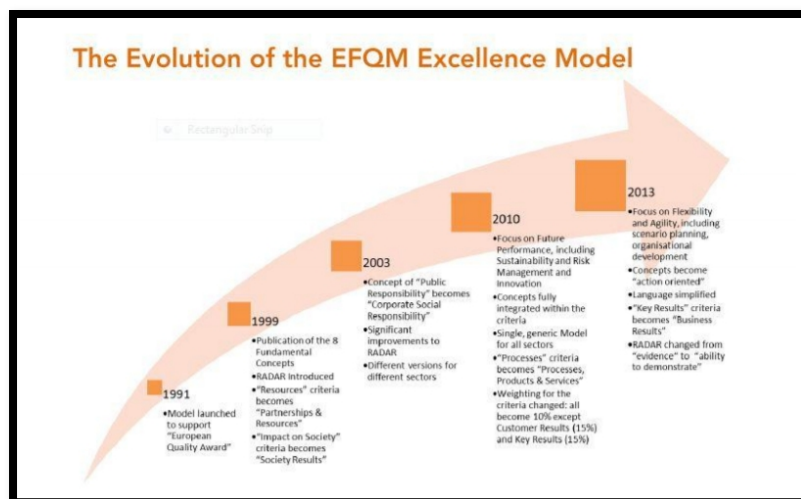
9b. Business Performance Indicators:

These are the key financial and non-financial business indicators that are used to measure the organization's operational performance. They help monitor, understand, predict and improve the organisation's likely business outcomes.

2:6 Evolution of EFQM Excellence Model:

EFQM reviews the EFQM Excellence model every three years to ensure it continues to reflect reality and relevance to the current business environment. The latest version was released in October 2012. The main drivers for changing the Excellence model in 2012 were the need for organizations to be more flexible to compete and succeed within the global economic environment. Over the years model has evolved and has kept pace with changes in business environment. Figure below provides key changes made over the years and how the EFQM Excellence model has evolved.

Figure (3): the evaluation of EFQM excellence model



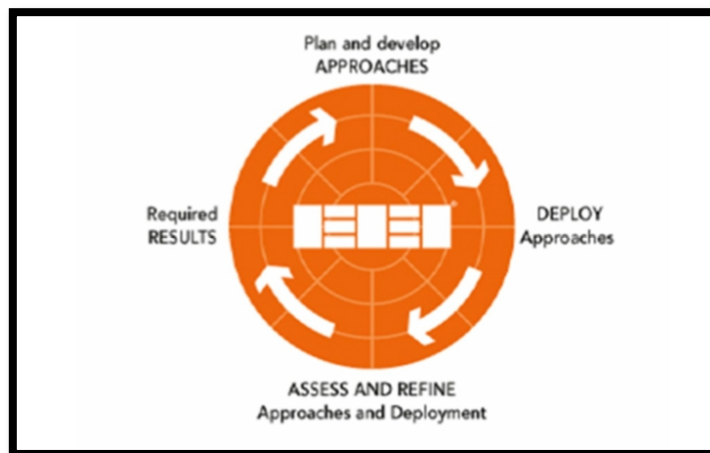
Source: EFQM publications, 2013

2:7 Radar:

According to EFQM EXCELLENCE MODEL (EFQM publications, 2013, P.22), The RADAR logic is a dynamic assessment framework and powerful management tool that provides a structured approach to questioning the performance of an organization. At the highest level, RADAR logic states that an organization needs to:

- Determine the **R**esults it is aiming to achieve as part of its strategy.
- Plan and develop an integrated set of sound **A**pproaches to deliver the required results both now and in the future.
- **D**eploy the approaches in a systematic way to ensure implementation.
- **A**ssess and **R**efine the deployed approaches based on monitoring and analysis of the results achieved and ongoing learning activities. So to help support robust analysis, the RADAR matrices break down each element into a series of attributes.

Figure (4): RADAR logic



Source: EFQM publications, 2013

2:7:1 RADAR for Enablers:

The Enabler matrix is used to support the analysis of the approaches within the five Enabler criteria:

- Leadership
- Strategy
- People
- Partnerships & Resources
- Processes, Products & Services

Applying the Enablers Matrix:

- Based on all the evidence available, apply the Enabler RADAR to the set of approaches adopted.

- RADAR contains guidance on what we expect the organisation to demonstrate.

- The overall score should not exceed that of the approaches adopted. For example, if the approaches are not sound or do not fully cover the criterion part being assessed, no matter how well all other attributes have been scored, the score given will be limited to that given to the soundness of the approaches.

2:7:2 RADAR for Results:

The Results matrix is used to support the analysis of the results within the four Results criteria:

- Customer Results
- People Results
- Society Results
- Business Results

2:7:3 Results Matrix:

- Based on all the evidence available, apply the Results RADAR to the set of results used.
- RADAR contains guidance on what we expect the organization to demonstrate.
- The overall score cannot exceed that of the "Scope and Relevance" of the results available. For example, if the scope of the results available does not fully cover the criterion part being assessed, in line with the organization's strategic goals, the overall score given will be limited to that given to the "Scope and Relevance" of the data available.

2:8 Leadership:

According to LEADERSHIP AND CHANGE MANAGEMENT (Ashim Gupta, 2014 .P, 1) leadership means providing consistent, clear direction to your team. It is about creating an environment where people can get results. Leadership is not only creating a vision, but also ensures to translate into a reality through excellence of execution. The ability of a leader to build a strong base, develop and lead a long-term vision for the organization, driven by ever changing customer requirements, are guided by the interrelated core values and concepts. Leaders set directions and create a customer focus, clear, visible values and sets high expectations. Leader ensures formulation of strategies, policies and techniques for achieving excellent performance, stimulating excellence, building knowledge and capabilities among employees. Leaders inspire, motivate and encourage entire workforce to contribute, to develop, to learn, to innovate and to embrace change. Leaders serve as a role model through their ethics, commitment, and involvement in planning, communicating and coaching the workforce.

2:8:1 Leadership Theories:

According to LEADERSHIP AND CHANGE MANAGEMENT (Ashim Gupta, 2014, p. 44), a review of the leadership literature reveals an evolving series of school of thought from "Great Man" and "Trait" theories to "Transformational" leadership. Whilst early theories tend to focus upon the characteristics and behaviors of successful leaders, later theories begin to consider the role of followers and the contextual nature of leadership.

1. Great Man theories: based on the belief that leaders are exceptional people, born with innate qualities, destined to lead.

2. Trait theories: The lists of traits or qualities associated with leadership exist in abundance and continue to be produced. They draw on virtually all the adjectives in the dictionary which describe some positive or virtuous human attribute, from ambition to zest for life.

3. Behaviorist theories: these concentrate on what leaders actually do rather than on their qualities.

4. Situational leadership: this approach sees leadership as specific to the situation in which it is being exercised.

5. Contingency theory: this is a refinement of the situational viewpoint and focuses on identifying the situational variables which best predict the most appropriate or effective leadership style to fit the particular circumstances.

6. Transactional theory : this emphasizes the importance of the relationship between leader and followers, focusing on the mutual benefits derived from a form of contract through which the leader delivers such things as rewards or recognition in return for the commitment or loyalty of the followers.

7. Transformation theory: the central concept is change and the role of leadership in envisioning and implementing the transformation of organizational performance.

2:8:2 Leadership and Motivation:

According to TEAM LEADERSHIP AND MANAGEMENT (THOMAS HUSHER, 2014, P.60), leadership and motivational qualities are excellences to have not only among management in business, but among employees as well. Leading is the ability to influence other in a group. Being a good leader takes understanding of what motivates other. Leaders want to influence things to continue or create change. Either way it takes a person with certain skills to do the task.

In order to be a leader, it is important to understand what motivates the employees around you. It is necessary to discover the fundamental needs that employees, coworkers and bosses have. All people have a need for a basic income and necessities. Additionally have a need for a deep social connection and friendships. People need to fit in somewhere and feel as if they belong. Another large category of human need is the need for growth and challenges, so it is much easier to lead and motivate if you understand what people's undeniable needs are.

There are few qualities that seem to put people at the head of the pack as far as their ability to obtain leadership positions. Many leaders tend to be outgoing, brave, tall in stature, well liked, articulate and task oriented. By no means are these qualities always correct. There are a countless factors that can make a person a good leader, but it depends on the group of people that they are leading.

Leading is used to channel motivation into practical use. There are many factors that play into keeping employees motivated. A common factor in motivation is the type of work that an employee is doing. It is also important to look at the fact that doing a job is the same day in and day out can become quite boring. When an employee is given a job with varied tasks and ability to grow they tend to stay more motivated. Sadly, many workers are

underutilized and do not get challenged or the ability to show their creativity to its fullest potential.

Many people are goals oriented once a leader shows where their efforts should be focused. They respond well to deadlines and planning. In organization usually there may be specific planning goals. Attempts by many within an organization to achieve the same goal can also create stronger drive to successful.

When goals are eventually accomplished or milestones are reached, many people like to be reward or benefit. Some goals create personal satisfaction upon completion naturally such as learning, growth and self-esteem. Additional rewards such as salary increases, bonuses and celebrations are also good reminders that individuals are appreciated for what they doing. Rewards work so well for as motivating tool that workers will go out of their way to make sure they use and develop the kinds of things that are rewarded. This is also a double-edged sword because some rewarded activities will take effort away from non-reward areas. For example, if employees are paid based on the amount of output that they generate, the employees might try to increase their output; they might have more of what they were doing, but it may not be of as good quality.

{Leadership is less a specific set of behaviors than it is creating an environment in which people are motivated to produce and move in the direction of the leader. In other words, leaders may need to concern themselves less with the actual behaviors' they exhibit and attend more to the situation within which work is done. By creating the right environment, one in which people want to be involved and feel committed to their work, leaders are able to influence and direct the activities of others}.

(Leadership theory. Melissa Horner, 1997, p.273)

This perspective requires an emphasis on the people being led as opposed to the leader. A review of some of the major theories of motivation can help provide a better understanding of how a leader might create such an environment.

A well-known motivation theory is that in motivation-hygiene concept and problems of manpower. Through his research, Herzberg differentiated between elements in the work place that led to employee satisfaction and elements that led to employee dissatisfaction, such that satisfaction and dissatisfaction are thought of as two different continua instead of two ends of the same continuum.

{Those elements that cause satisfaction can be thought of as motivators, because employees are motivated to achieve them. The other set of elements Herzberg labeled hygiene factors because they are necessary to keep employees from being dissatisfied. This theory ties to leadership, because leaders may be interested in reducing dissatisfaction and increasing satisfaction to develop an environment more conducive to employee satisfaction and perhaps performance }.

(Herzberg, 1964, p.27)

{Other motivation theories also apply to leadership in terms of offering arguments for what leaders need to do to influence others' behavior. For example, need theories suggest that people have needs for certain results or outcomes, and they are driven to behave in ways that will satisfy these needs- Effective Educational Leadership }.

(Nigel Bennett, Megan Crawford, Marion Cartwright, 2008, p.31)

{Maslow proposed a need hierarchy in which certain needs are more basic than others and people are motivated to satisfy them (for example, physiological and safety needs), before they will feel a drive to satisfy higher-order needs (belongingness, esteem, and self-actualization)}.

(Effective Educational Leadership (Nigel Bennett, Megan Crawford, Marion Cartwright, 2008, p.31)

Alderfer built on this work, suggesting that there may be only three needs (existence needs, relatedness needs, and growth needs) in a hierarchy of concreteness. He theorized that people could move up and down the hierarchy, and people may be motivated by multiple needs at any one time.

Another related theory is Murray's manifest needs theory. This theory suggests that people experience a wide variety of needs (for example, need for achievement, need for power, and need for affiliation), and everyone may not experience the same needs. The appropriate environmental conditions activate certain needs. Relating this to leadership, work typically satisfies some needs, and the question is whether leaders can develop an environment that helps meet people's more advanced or immediate needs.

{Additional motivation theories include expectancy theory, equity theory, goal setting, and reinforcement. Each of these has implications for the approach leaders take to dealing with their followers. Expectancy theory proposes that people engage in particular behaviors based on the probability that the behavior will be followed by a certain outcome and the value of that outcome - work motivation}.

(Ruth Kanfer, Gilad Chen, Robert D. Pritchard, 2008, p, 66)

{As leaders understand what people value, they can impact people's actions by defining what behaviors will produce desired outcomes. Equity theories suggest that people are motivated to balance their input/output ratio with others' input/output ratio. This indicates a delicate balance based on individual perceptions that may or may not accurately represent reality}.

(Ruth Kanfer, Gilad Chen, Robert D. Pritchard, 2008, p, 66)

Goal setting theory takes a somewhat different approach, suggesting that people are motivated to achieve goals, and their intentions drive their

behavior. Performance goals, therefore, set by either leaders or individuals themselves contribute to determining what behaviors will be exhibited. Finally, reinforcement theory stems from a behaviorist viewpoint and states that behavior is controlled by its consequences. Leaders are certainly in a position to provide either positive or negative consequences to followers, and reinforcement theory has had a significant impact on developing effective leadership style.

2:8:3 Elements of effective leadership:

According to TEAM LEADERSHIP AND MANAGEMENT (THOMAS HUSHER, 2014, P.177), it can be defined as leading or influencing others. In other words, we are all leaders in one way or another. We are influenced by other people and also we have people in our circle of colleagues that we influence. So, the ten elements of effective leadership are:

1. They appreciate who they are: one of the mistakes a leader can make is try to act like someone else. Leader understands that is a unique and original and cannot imitate another person.

2. They possess a positive attitude: attitude can be defined as the way you habitually think and reacts to life's situations or circumstances. Effective leaders have a great deal of positive attitude, they always looking on the bright side of life and they see something good in any misfortune, they are in control.

3. They believe in themselves: if you are a leader and do not believe in yourself, how do you convince another people to believe in you?

4. Change is their way of life: effective leaders put themselves in situations that are going to make them change and mature and keep on growing, they act rather than react.

5. They plan ahead: effective leaders knew where they are going. They have their goals and destiny in defined long before they motivate others to follow, they have a plan and not free styling.

6. They build relationships with quality people: a leader influences people and is influenced by others.

7. They are optimists: optimism is one of the qualities of an effective leader, he always has something to learn from every bad situation.

8. They don't take issue personally: when disciplining a subordinate, leader does not get personal or do it in front of others but rather finds an appropriate time and place to have a friendly chat with them.

9. They build the people they lead: the greatness of a leader is not determined by the power he possesses but his ability to empower others.

10. They love and respect the people they lead.

2:9 Leadership in EFQM:

As we said above Excellent organizations have leaders who shape the future and make it happen, acting as role models for its values and ethics and inspiring trust at all times. They are flexible, enabling the organization to anticipate and react in a timely manner to ensure the on-going success of the organization.

1. Leaders develop the mission, vision, values and ethics and act as role models. For example, leaders in excellent organizations:

a. Secure their future by defining and communicating a core purpose that provides the basis for their overall Vision, Mission, values, ethics and corporate behavior.

b. Champion the organization's values and are role models for integrity, social responsibility and ethical behavior, both internally and externally, to develop and enhance the organization's reputation.

c. Set and communicate a clear direction and strategic focus; they unite their people to share and achieve the organization's Mission, Vision and goals.

d. Develop and support a shared leadership culture for the organization and review and improve the effectiveness of personal leadership behaviors.

2. Leaders define, monitor, review and drive the improvement of the organization's management system and performance. For example, leaders in excellent organization's:

a. Define and use a balanced set of results to review progress, provide a view of long and short term priorities and manage the expectations of the key stakeholders.

b. Understand and develop the underlying capabilities of the organisation.

c. Evaluate the set of results achieved to improve future performance and provide sustainable benefits to all their stakeholders.

d. Base decisions on factually reliable information and use all available knowledge to interpret current and predicted performance of the relevant processes.

e. Deliver high levels of stakeholder confidence by adopting effective mechanisms to understand future scenarios and effectively manage strategic, operational and financial risks.

3. Leaders engage with external stakeholders. For example, leaders in excellent organisations:

a. Use approaches to understand, anticipate and respond to the different needs and expectations of their key stakeholders.

b. Establish shared values, accountability, ethics and a culture of trust and openness throughout the value chain.

c. Are transparent and accountable to their stakeholders and society at large for their performance and ensure their people act ethically, responsibly and with integrity.

d. Ensure transparency of financial & non-financial reporting to relevant stakeholders, including appropriate governance bodies, in line with their expectations.

e. Encourage their stakeholders to participate in activities that contribute to wider society.

4. Leaders reinforce a culture of excellence with the organization's people. For example, leaders in excellent organisations:

a. Inspire people and create a culture of involvement, ownership, empowerment, improvement and accountability through their actions, behaviors and experience.

b. Recognise sustainable advantage is dependent on the ability of leaders to learn quickly and rapidly respond when necessary.

c. Support people throughout the organisation to achieve their plans, objectives and targets.

d. Recognise their efforts and achievements in a timely and appropriate manner.

e. Promote a culture which supports the generation of new ideas and new ways of thinking to encourage innovation and organizational development.

f. Promote and encourage equal opportunities and diversity.

5. Leaders ensure that the organisation is flexible and manages change effectively. For example, leaders in excellent organisations:

a. Are flexible; they demonstrate their ability to make sound, timely decisions, based on available information, previous experience and knowledge, with consideration of their potential impact.

b. Consider " People, Planet and Profit" as a reference when balancing the sometimes conflicting imperatives that they face.

c. Involve and seek support and contributions from all relevant stakeholders for changes necessary to ensure the sustainable success of the organisation.

d. Effectively manage change through structured project management and focused process improvement.

e. Use a structured approach for generating and prioritizing creative ideas.

f. Test and refine the most promising ideas, allocating resources to realise them within appropriate timescales.

2:10 People results in EFQM:

Excellent organizations achieve and sustain outstanding results that meet or exceed the needs and expectations of their people. In practice, we find that excellent organizations:

a. Use a set of perception measures and related performance indicators to determine the successful deployment of their strategy and supporting policies, based on the needs and expectations of their people.

b. Set clear targets for key people results based on the needs and expectations of their people, in line with their chosen strategy.

c. Segment results to understand the experience, needs and expectations of specific groups of people within their organization.

d. Demonstrate positive or sustained good people results over at least 3 years.

e. Clearly understand the underlying reasons for and drivers of observed trends and the impact these results will have on other performance indicators and related outcomes.

f. Have confidence in their future performance and results based on their understanding of the cause and effect relationships established.

g. Understand how the key people results compare to similar organizations, and use this data, where relevant, for target setting.

2:10:1 people perceptions:

These are the people's perception of the organization. These may be obtained from a number of sources, including surveys, focus groups, interviews and structured appraisals. These perceptions should give a clear understanding of the effectiveness, from the people's perspective of the deployment and outcomes of the organization's people strategy and supporting policies and processes. Measures could include perceptions of:

- 1) Satisfaction, involvement and engagement
- 2) Motivation and empowerment
- 3) Leadership and management
- 4) Competency and performance management
- 5) Training and career development
- 6) Effective communications
- 7) Working conditions

2:9:2 Performance Indicators:

These are the internal measures used by the organisation in order to monitor, understand, predict and improve the performance of the organisation's people and to predict their impact on perceptions. These indicators should give a clear understanding of the deployment and impact of the organisation's people strategy and supporting policies and processes. Measures could include perceptions of:

- 1) Involvement and engagement activities
- 2) Competency and performance management activities
- 3) Leadership performance

- 4) Training and career development activities
- 5) Internal communications

2:9:3 Employee involvement and participation:

As (McGraw-Hill, 2011, p.231) say, the involvement and participation by employees in any organization should aim to:

- 1) Generate the commitment of everybody to the success of the organization.
- 2) Enable the organization better to meet the need of its customer and adapt the change.
- 3) Help the organization to improve performance and productivity to adopt new method of working to match new technology,
- 4) Improve the satisfaction employee get from their work.
- 5) Provide all employees with the opportunity to influence and be involved in decision which likely to affect their interests.

Employee involvement practices by giving employee's greater influence and control over their own work and involving them in workplace decisions, are designed to increase employee's commitment to the organization and to improve the economic performance. However commitment is two way process. Management must also demonstrate a commitment to its employees in term of:

1. Job security.
2. Pay and other employee conditions
3. Access to training and re-training.
4. The provision of safe working environment
5. A balance between the work and the employee's wellbeing.

Also employees have the opportunity to contribute to the organizational success because they are close to the work situation they may be able to recommend improvement which management then decide whether or not to implement. They also argue that involving employee in management decision making increase employee's satisfaction and reduce labor turnover because they feel more committed to organizational goals. In addition empowering employees is said to reduce the need of complex system of control and hence to improve efficiency.

2:9:4 Training employees:

As (Gennerd and Judge, 2002, p.154) Training is learning process that involves the acquisition of knowledge, skills, and abilities necessary to successfully perform a job. Several reasons exist for an organization to conduct training for its employees .out lined below are some of the reasons:

1. Economical. Social, technology, and government change can make skills learned today obsolete in future.
2. Planning organization changes (such as the introduction of new equipment) can make it necessary for employees to update their skills or acquire new ones.
3. Performance problems within an organization such as low productivity or large scrap problem can be reduced by training.
4. Regulatory, contractual, professional, or certification issues can require an employer to provide training for its employees.
5. So, the steps to successful training program:
6. Perform job analysis.
7. Perform needs assessment.
8. Establish training objectives.
9. Conduct training program.

10. Evaluate training outcome.

{Training must be directed toward accomplishment of some organizational objectives, such as more efficient product methods, improved quality of products or services, or reduce operating costs. This menace that the organization should commit its resources only to those training activities that can best help in achieving its objects. In general, five methods can be used to gather needs assessment information: interviews, surveys/ questionnaire, observations, focus groups, and document examinations}.

(Gennerd and Judge, 2002, p.155)

When the results of training program are evaluated, a number of benefits accrue such as reduce turnover, reduce costs, improved efficiency , reduction in grievances , and increase in quantity and quality of production .So the opportunity of training must be available of all employees , including managers.

{People strive to achieve objectives, so the most identified objectives of employees is job security, financially and intellectually rewarding work, recognition, status, responsibility and achievement. However, unskilled employees who are given the opportunity to learn a skills trade may be highly motivated because they can see that more money and job security will probably results}.

(Gennerd and Judge, 2002, p.162)

2:9:5 Increased commitment:

{If the management can achieve a positive change in employee attitudes, it's likely to improve not only the moral of employees but also their loyalty and commitment to the organization. Their sense of belonging and involvement is

also likely to be enhanced, in addition, there will be greater probability that employees will give greater support to management position}.

(McGraw-Hill, 2011, p.235)

{Employee's involvement practices are thus an important means by which management can bring about organization cultural change. However, such cultural change can be achieved in any organization on incremental basis. The attitudes of every employee or manager will not change in a positive direction at the same moment in time. Some will take longer than others to develop a positive change in attitude towards the actions of management}.

(McGraw-Hill, 2011, p.235)

Management must be aware of this phenomenon when reviewing and monitoring the impact of the introduction of employee involvement practices.

As (McGraw-Hill, 2011, p.234) if the business awareness of employees can be improved, they are more likely to be better and more accurately informed. The rumor grapevine will be reduced. And there is a higher probability that they will enjoy greater job interest, have improved knowledge and understanding of the reasons for management decisions. so by using involvement schemes to increase employees influence, management is more likely to provide their employees greater job control and via financial schemes create increased employees ownership in the company and enhanced employees ties to company performance and profitability. If the management can change employee's incentive and motivation in a positive direction, it may be passive, active and personal impacts. The employees may benefit from greater job interest, enhance job satisfaction and increase opportunities to develop themselves. Active advantage may arise for the organization from improved quality or reliability of the products or services, such as increase

labor productivity and effort, reduced costs and enhanced co-operation and team spirit.

2:9:6 Change Management:

The degree of change can take place in every company, but not everyone can interpret change in the same way.

1. Factors affecting changes:

According to leadership and change management (Ashim Gupta, 2014, p 81), some of the most common factors affecting change can be shown in the following way:

a. internal factors:

- new personnel
- New products or services coming out.
- Change in company structure.
- change in work procedures
- New sales target.
- Change in direction in company.
- Your relationship with your colleagues.

b. external factors:

- Demands for your product or services.
- Change in the number of your suppliers in your industry.
- Suppliers to your company.
- A recession or economic boom.
- New technology.
- Your own domestic situation.

Some factors can be out of your control, so you can find a way to share information with the team about current trend, also Introducing change internally can come from the desire to:

- a. Increase productivity.
- b. Improve the quality of your product or service, staff motivation or the relationship with existing customers.
- c. Reduce cost.

These initiatives may be driven by different level of management in company. Depends on where the desire to change oriented and why it is being sought.

A stronger motivation to change something is often related to company's growth ambitions/market share and how to increase it. Senior management may alter their strategy if they find it is not working. If an initiative is handled properly a team people should remain motivated.

According to ASHIM GUPTA (leadership and change management, p 82), the culture of the company IS ALSO SIGNIFICANT factor in manage change, every company has its own culture and way of managing its staff. It is important to be aware of the positive elements of any change. By understanding the type of the company that you are working for, managing change becomes easier.

2. assessing the situation:

According to leadership and change management (ASHIM GUPTA, 2014, p 83), the first priority of the manager interdicting new practices is to assess the current situation correctly. This means understanding the context, comparing the past to present and also look at future possibilities.

The three phases affecting change are:

- a. Where were you?
- b. Where are you?
- c. Where do you want to be?

So by considering these three factors you maximize your chances of successfully applying any new business practices.

3. Level of change:

According to leadership and change management (ASHIM GUPTA, 2014, p 84), part of the preparation for any change will involve two factors:

- a. The degree of difficulty.
- b. How long it will take to achieve specified goals.

If the company introduces a high degree of change, it will take much longer to implement than something for one individual. A change to one part of the company or division can have an effect on other people in other parts.

In order to analyze a need for change it is important to look at the different roles of the people the change is designed for. You should also look at who is most affected by it and how you can make a person feel part of the process. People need managing in different ways and this must be taken into consideration. A correct analysis of the situation will help you manage changes more effectively.

4. Resistances to change:

According to leadership and change management (ASHIM GUPTA, 2014, p 85), many people are actually fearful of change. A new set of circumstances can make us feel uncomfortable and wary. There are normally three main responses to this:

- a. Embrace it.
- b. Accept it.
- c. Resist it.

If any change you make meets with resistance, the chance of success will depend on:

- a. The strength of character of the individual concerned.

b. Your determination to see it through.

If the driving force of the change is stronger than resistance force .it is more likely to be effective. It is unlikely that a corporate decision will be reversed.

People resist for many reasons:

1. They will not believe they are benefit
2. They do not understand the change: sometimes company directive will not be commuted very well.
3. They don't like the change: if someone dislikes the change, it gives that person to resist it or ignore it.
4. Resentment: some might feel that the change has been forced upon them; people rarely like something that imposed on them without consultation or agreement.
5. They are tired of constant change: altering day to day working procedure cause frustration and hardening of attitudes towards new initiatives, this can cause a reluctance to appreciate the benefiter of change.
6. They may have had a previous bad experience: a bad experience resulting from a previous company directive may cause resistance to it.
7. Fear that a change may expose them: many people a resist change because they fear new skills will be introduced, they fear that may not be able to adapt to meet the new company expectations.

All of this reasons required opportunities to discussion and a sensitive response. The degree of resistant can be determined by:

- a. The strength of someone's personality.
- b. The number of people involved (in resisting) their attitude.
- c. The influence of individual team members.

You need to manage the change process carefully and you should not be surprised to meet some resistance. A killed manager will analyze a situation

before they attempt to implement a change. We can now look at ways in which to prepare for this.

5. Involving people in the change process:

According to leadership and change management (ASHIM GUPTA, 2014, p.87), the main way to gain people support in the change process include:

- a. **Communications:** by looking to people you find out about any fears they might have. With this information you can gauge the reaction to change and assess how it will affect your team's performance.
- b. **Education:** you may need to find out if training measures are going to be introduced or education provided.
- c. **Group discussion:** discussion with those who will be affected can lead to them giving their approval.
- d. **Support:** people who worry about change may have concerns that can overcome if they know that they have your support.
- e. **Negotiation:** for those people who are strong willed and who resist new measures, a degree of negotiation may be needed to gain their support. By reaching an agreement you increase the chances of the change being effective.
- f. **Dominance:** this should be sales manager's last resort, it required more forceful approach and could be a test of the respect and loyalty the team has for their manager.

This approach has advantages because it prompts an instant response and you have the opportunity of dealing with issues immediately. If you are involved in making changes there are a number of steps to consider:

- a. Analyze
- b. Prepare
- c. Involve
- d. Communication

- e. Implement
- f. Monitor

2:12 previous studies:

1. Leadership styles and organizational commitment: a test on Malaysia manufacturing industry 2009: The objective of the research is to examine the relationship between leadership styles and employees' organizational commitment. Regression was used to investigate the relationship between these two variables.

The findings have indicated that transformational leaders are more able to bring in commitment in employees than transactional leaders. This study represents the theoretical and empirical research regarding leadership styles and organizational commitment in the manufacturing industry. There have been very few empirical researches on organizational commitment in the manufacturing industry. Inevitably, this study has contributed to the growing body of research on antecedents to leadership styles and organizational commitment by examining the two important leadership styles and its impact on organizational commitment. It is believed that this study would have added value to the literatures on supervisors' leadership styles, especially in the Malaysian settings, since there were limited literatures done on similar setting. Besides, in view of the fact that the supervisors and subordinates were mainly from local manufacturing companies, the results of the study are very similar to the traditional cultural descriptor of collectivism. Thus, managers may anticipate lesser conflict between supervisors and subordinates in organizations when subordinates' values

reflect their culture. Clearly, this is an area that calls for further investigations.

- The study indicate a positive direct relationship between the transformational leadership styles and inspirational motivation with affective and normative commitment.

2. Measuring the Impact of Leadership Style and Employee Empowerment on Perceived Organizational Reputation by

Linjuan Rita Men 2010: The current study examines the impact of organizational leadership on public relations effectiveness from an internal perspective. Specifically, it builds links between leadership style, employee empowerment, and employees 'perception of organizational reputation. The results showed that of organizational reputation. Transformational leaders are more likely to delegate power to employees and involve them in decision making transformational leadership positively influences employees 'perception of organizational reputation, not only directly but also indirectly, through empowering employees. Transactional leadership represented by contingent reward behavior has a significant negative direct effect on employees 'perception than transactional leaders. Employees who feel more empowered in terms of competence and control tend to have a more favorable evaluation of organizational reputation. Significant theoretical and practical implications of the findings are discussed.

- Reputation, a triangulated methodological approach would have the study contributes to a general understanding of the relationship between leadership, empowerment, and organizational provided more in-depth explanations about how the relationship works.

3. Canonical Correlation Analysis between Enabler and Results in EFQM Model; a Case Study in TAVANIR Company in Iran 2011: In order to achieve excellence, companies need to be aware of the impact of criteria on each other and also the analysis of relationships between Enabler criteria and Results criteria. The aim of this paper is evaluation relationships between Enablers and Results in EFQM Excellence Model in TAVANIR Company in Iran. To this end, all the EFQM model data of TAVANIR Company was collected. Research method is used for this article is descriptive-correlation. To assess the relations between the criteria, canonical correlation analysis (CCA) was used. The results confirm the previous findings on the issue and show the Enablers are strongly related to the Results. All the Enabler criteria contribute to Results improvements, so a balanced approach in the development of Enabler criteria allows companies to obtain an optimal profit from the EFQM Excellence Model.

- This study was an attempt to investigate the relationship between enablers and results also to increase the insight of managers about the effects of excellence component in order to lead their implementation Efforts to successful.

4. The Effect of Leadership Styles on Organizational Performance at State Corporations in Kenya by Peris M. Koech & Prof. G.S Namusonge 2012: This study investigated the main effects of leadership styles on organizational performance at state-owned corporations in Kenya. It specifically sought to determine the impact of laissez-faire, transactional and transformational leadership styles on organizational performance at state-owned corporations in Kenya. A descriptive survey research based on the perceptions of middle and

senior managers in thirty (30) state-owned corporations based in Mombasa, Kenya was undertaken. A structured self-completed research questionnaire was thereafter distributed and collected after one week. The completed questionnaires were checked for plausibility, integrity and completeness resulting in 72 usable cases. Three independent variables with various factors were identified and measured using a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). These were laissez-faire; transactional; and transformational leadership styles. The dependent factor was represented by the degree to which the organization has achieved its business objectives in the previous financial year. To discover the leadership styles that influence organizational performance, correlation analysis was employed. Correlations between the transformational-leadership factors and organizational performance ratings were high (0.518 to 0.696, $P < .05$), whereas correlations between the transactional-leadership behaviors and organizational performance were relatively low (0.219 to 0.375, $P < .05$). As expected, laissez-faire leadership style is not significantly correlated to organizational performance. Based on the findings, the following recommendations are given: managers should discard laissez-faire leadership style by becoming more involved in guiding their subordinates; public managers should formulate and implement effective reward & recognition systems. It was further recommended that managers should: strive to become role models to their subordinates; inspire subordinates by providing meaning and challenge to work; stimulate subordinate efforts to become more innovative & creative; and lastly, pay greater attention to each individual's need for achievement and growth.

- All variables of transformational leadership style have a strong positive relationship with organizational performance. It is therefore the researcher recommended that managers should: strive to become role models to their subordinates; inspire subordinates by providing meaning and challenge to work; stimulate subordinate efforts to become innovative & creative; and pay attention to each individual's need for achievement and growth.

5. Relationship between people management and people results at European foundation for quality management in Iran 2013: This paper is extracted from an organizational research in which the rate of paying attention to human resources and casual relations between people's enabling criteria and people results as well as, the relationship between perceived and performance indicators in the area of this model results in Iranian firms, which have executed European Foundation for Quality Management (EFQM) are investigated. This is a descriptive survey among all formal evaluators of EFQM model in Iran. The used tool was questionnaire. In total, 31 evaluators were selected as the statistical community. Casual relations are empirically validated by correlation method. Research findings show that the sub-criteria of people area in all criteria and in all domestic organizations are lower than a plausible level. In this line, "planning and human resource management" sub-criteria have the lowest attention by 29.3% among other sub criteria. By 0.575% correlation, there is a positive and significant relationship between "people area" and "people results" in European Foundation for Quality Management (EFQM). There is also a positive and significant relationship between "people training and their development of competence", "people involvement", "organizational communications", "people compensation", "people perception of the

organization” and “people performance”. However, there is no significant relationship between “HR planning and management”, “people perception of the organization” and “people performance”.

- the study shows the need to pay more attention to enhance HR criteria in domestic organizations especially in planning and management area and need to pay more attention to enhance organizational communication system.

6. Impact of Leadership on Organizational Performance a Case Study of D&R Cambric Communication by Anees Ullah

Karamat 2013: The aim of the study was to find out the impact of leadership behaviors on organizational performance. The main objectives of the study were to find out the concepts and types of leadership behaviors and investigate the impact of leadership behavior on organizational performance in the case company D&R Cambric Communication. The research also described the performance of the organizations in service sector because of the good leadership qualities. The leadership theories and different behaviors of leadership were discussed in the beginning of the research. Both the qualitative and quantitative research method was used in the study. The Survey questionnaire was sent to the employees and interview with the CEO of D&R Cambric Communication was conducted for the research. Empirical study was conducted by sending a questionnaire to the employees of D&R Cambric Communication. There were 29 respondents out of a total 54 employees in the company. The results driven from the research showed that there is a strong impact of leadership behaviors on organizational performance. The behavior of the CEO of the D&R Cambric Communication with the employees of the company was

one of the major reasons for the company's success. Finally leadership behaviors were found out to be very important key factors for the growth of the companies in the service sectors.

- Comparison between previous study and the current study: This study shows that leadership behavior is quite essential in companies related to the service sector. In this study it has been examined how a firm grows towards success and how it achieves its goals and targets.

7. The Causal Structure of The EFQM Excellence Model 2015: The purpose of this paper is to explore the causal structure of The EFQM Excellence Model. The use of the model as a tool for organizational self-assessment has increased in recent years but little research has focused on the causal relationship between the nine criteria. First a framework for the relationship between the criteria is developed based on theoretical arguments and then this framework is tested through a survey among more than 750 Danish companies using the statistical technique called LISREL. The conclusion of the paper is that the theoretical framework fits the data reasonably well and the framework is thus a good description of The EFQM Excellence Model.

- The aim of this paper has been to analysis the relationship between the criterions in The EFQM Excellence Model theoretically and then test these suggested relationships empirically.

8. Impact of implementation of EFQM excellence model on organizations performance by Mohammed Najem Aldin 2015: so study aims to answer main question, is the EFQM excellence model implementation has good impact on organizational performance? Through five hypotheses and questions: including the impact on systems and procedures, the impact on the organizational culture the

impact on managerial and employees' recognition, the impact on design and structure, and the impact on the cost of failure. The study was conducted on SHG. Industrial complex as case study for Giad companies, which is an award winner for last two years. Our test for all questions of the questionnaire shows that the majority of employees (over 90%) agree that the excellence model implementation had good impact on organizations performance. A few of them (less than 5%) demonstrate lack of awareness and dissatisfaction of implementation level of EFQM excellence model. The study concluded that SHG. Industrial complex need to work hard on organizational culture and internal communication.

-the study focus on implementing the model to get a high organizational performance.

Comparison between previous studies and the current study:

- a. Part of the previous studies aimed at measuring the impact of leadership (behaviors or styles) on the organizational performance.
- b. Other previous studies evaluate the EFQM model and mature the impact of implementing the model on the organizational performance, therefore, there was no study that focused on studying the impact of leadership on people results.

CHAPTER THREE
MATERIALS AND METHODS

3.1 Introduction:

This chapter contains a description of the materials and methods followed by the researcher for determining the study population and sample, the study tool, the verification steps of the accuracy and stability of the search tool, also a description of the study design and statistical methods that used in data analysis.

The study is conducted in two different organizations one of them SUDAN MINT COMPANY Ltd. And the second is SAFAT COLLEGE OF SCIENCE AND TECHNOLOGY.

The researcher used the expressions the impact of leadership on people results according to EFQM model. It follows the random sampling method because of the limited resources and time.

3.2: Sudan mint company LTD:

In May 1958, the Ministry of Works was commissioned to construct the necessary buildings for the mint in area about 16,000 square meters located south of Khartoum, and a station has been opened to supply the machinery and equipment needed for The German company that carried out the supply, installation and training, and the choice fell on Schuler and initial operation.

On the twenty-eighth day of November 1960, the Sudanese mint was inaugurated officially, with a production capacity of 200,000 tablets per day, the production of seven categories has begun.

From its inception until 1983, the company carried the name of the Sudanese Mint until it was converted to a company in the name of the Sudanese Minting Company under the Companies Law of the year 1925.

- **Vision:**

The best choice (for our clients), locally and regionally, in coin minting, working and shaping materials.

- **mission:**

We seek to satisfy our customers, locally and regionally, by excellence in coin minting and working materials using modern technologies, qualified personnel, teamwork and continuous improvement.

- **Values:**

- Our clients are our partners.
- Teamwork.
- Community participation.
- Preserving the environment.
- Continuous improvement.

3.2.1 Sudan mints Company and the Way of Excellence:

In the context of the Sudanese Mint Company's endeavor to settle the metal forming industry in Sudan, and thus providing quality products that contribute to the advancement of the national industry. The company has adopted and is committed to implementing Quality system in the year 2008 accordance with the specification ISO 90010-2008 and the environmental management system ISO 14001-2004 and Occupational health and safety management systems in accordance with the standard BS-OHSAS 18001-2007.

The company's leadership monitors, develops and reviews policies and objectives, in order to achieve the company's directions, the strategy and future visions. Also works to provide and develop an appropriate and attractive work environment, which maintains the stability of the employees, and helps to increase efficiency and improve performance in Providing products that meet the needs and expectations of customers and seek to transform them from a state of satisfaction to The state of loyalty, and the shift from dealings to relationships, through the consolidation of long-term relationships with clients.

The start was in the implementation of the European Excellence Model in 2007. It was the first to participate in the award European Excellence in 2009, as the company's leadership adopted the management with the concepts of comprehensive quality and excellence. It accepted the model of distinction adapted from the European model for action, Because it represents a comprehensive methodology for the company's review of its activities and the results of its work, and the self-assessment of the company allows for Strengths as well as areas in need of improvement are touched to advance their performance through planned improvement activities.

3.3 SAFAT COLLEGE OF SCIENCE AND TECHNOLOGY:

Safat College of Science and Technology (formerly the High Low Aviation Academy) was established in 2006, offering outstanding engineering programs in the field of Aviation has unique academic qualifications and practical experience in order to meet the needs of the market Aviation using the best potential and applying all standards and systems Local and international. The College also received a leave from the Ministry of Higher Education and Scientific Research and the National Council for Training.

- **VISION**

Leadership in science and technology locally by international standards.

- **MESSAGE**

Providing excellent educational services in the field of science and technology with qualified cadres and modern technologies according to international standards

- **VALUE**

- Quality and discrimination
- Focus on the customer.
- Teamwork.

- Continuous improvement.
- Encourage creativity and innovation.
- Community responsibility.

3.3.1 Safat College of Science and Technology and the way to excellence:

The college has Implemented quality, safety and environmental management systems in accordance with civil aviation and EASA requirements

International and compliant with ISO 9001: 2008 quality specifications and the safety and environmental systems.

The college has adopted the model of excellence The European EFQM participates in the Award for Excellence as it gives a large space for her employees to in innovate. Also Applying Safety and environmental safety management system through implementation of safety requirements from the International Airport Organization (ICAO), and a safety guide was established In the operations, implementation and accreditation of Sudanese Civil Aviation Authority , also the Academy is currently adopting ISO 14001-2004 systems for the environment and the OHSAS 18001-2007 Occupational health and safety management systems system.

3.4 Study Methodology:

This study based on theoretical background of methodology and the quantitative design using a hypothesis testing approach.

3.5 Study Population:

The study population consisted of a sample of SUDAN MINT COMPANY employees and SAFAT COLLEGE OF SCIENCE AND TECHNOLOGY employees.

3.6 Study Sample:

The study sample consisted of (70) form of both SUDAN MINT COMPANY employees and SAFAT COLLEGE OF SCIENCE AND TECHNOLOGY employees with population size about (93) employees , were selected as the stratified random method.

3.7 Data Collection:

There are two methods of data collection in this research, the Primary data is the data which collected first through the questionnaire which is related to measuring employees results for the company in which the study is conducted with specific qualifications which is reflect the impact of leadership that we wanted to study.

And the Secondary data is the data which were previously collected through available library study such as references, researchers, websites, files and records from the organization in which the research was conducted.

3.8 Questionnaire Design:

The aim of the questionnaire design is to translate the research objectives into specific questions. The answers of these questions should provide data for answering all or some of the research questions.

The questionnaire consists of two parts. First Part about personal information and the second part is divided into six sections which is measuring the impact of leadership on people result of two organizations , section (1) was measuring how leaders develop the mission , vision , values and ethics and act as a role models ,section (2) was measuring how leaders define , monitor , review the improvement of the organization management system and performance , section (3) was measuring how leaders engaged with the external stockholders, section (4) was measuring how leaders reinforce a

culture of excellence with the organization people , section (5) was measuring how leaders ensure that the organization is flexible and manage the change effectively, section (6) was measuring the employee perspectives about the organization .

The Liker-type scale method used a range of responses: ‘strongly disagree’, ‘disagree’, ‘Neutral’, ‘Agree’, and ‘Strongly Agree’, with a numeric value of 1-5, respectively. The usage of this particular scaling method ensured that the research study illustrated the ability to assess the responses and measure the responses quantifiably so that a pattern or trend may be produced in order to asses’ research hypothesis.

3.7 Data Analysis:

After data collection has finished the researcher used statistical analysis of the responses to the survey data and a variety of methods were applied, all completed questionnaires were reviewed for completeness, accuracy and quality of data. The useable questionnaires were coded and entered into a preset SPSS (Statistical Package for the Social Sciences).

CHAPTER FOUR
DATA ANALYSIS AND RESULTS OF
RESEARCH

4.1 Introduction:

This study aimed to identify the impact of leadership on people results according to EFQM model in SUDAN MINT COMPANY Ltd and the second is SAFAT COLLEGE OF SCIENCE AND TECHNOLOGY. To achieve the objective of the study, questionnaire was prepared, and the coefficient of stability, and after the data collection process, are encoded and entered computer and processed statistically using the Statistical Package for Social Sciences (SPSS) here are the results of the study according to the sequence of questions, and hypotheses.

4.2 Statistical Analysis

4.2.1 Statistical methods used:

To achieve the objectives of the study and to verify hypotheses, statistical methods were used the following:

- 1 - Charts.
- 2 - Frequency distribution of the answers.
- 3 - Percentages.
- 4 - Alpha equation, to calculate the reliability coefficient.
- 5 - Median.
- 6 - Chi-square test for the significance of differences between the answers.

To get results as accurate as possible, has been used SPSS statistical software, which indicates a shortcut to Statistical Package for Social Sciences.

4.3 Descriptive of the Variables Study:

4.3.1 General information:

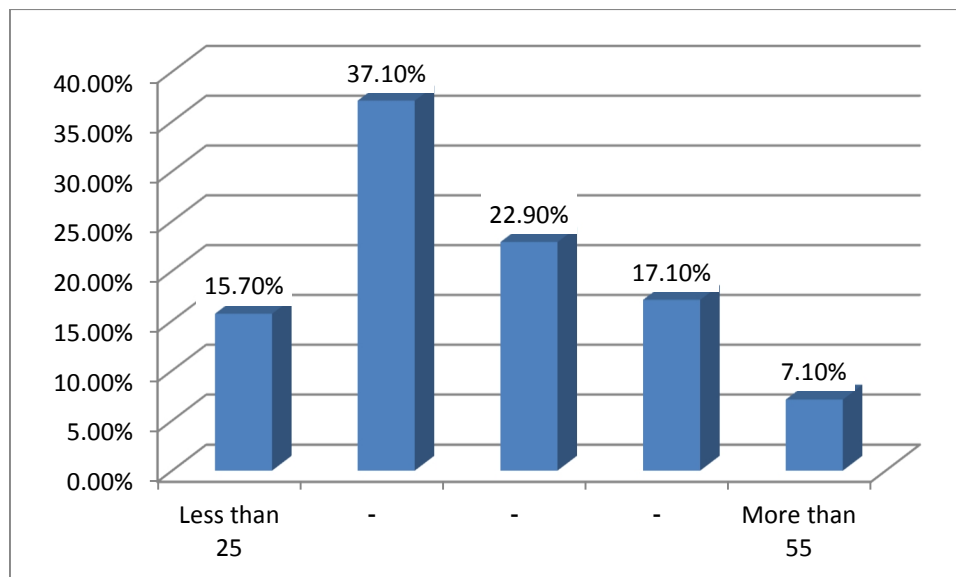
1- Age :

Table (4-1): Age

Age	Frequency	Percentage
Less than 25	11	15.7%
25 - 35	26	37.1%
35 - 45	16	22.9%
45 - 55	12	17.1%
More than 55	5	7.1%
Total	70	100%

Source: prepared by researcher, using SPSS, 2018

Figure (4-1): Age group of individuals



From table (4-1) and figure (4-1) we note that the age group of most individuals study is (25-35) by (26) and with (37.1%), followed by whom age

group is (35-45) by (16) and with (22.%) while the total number of whom age group is (45-55) by (12) with (17.1%).

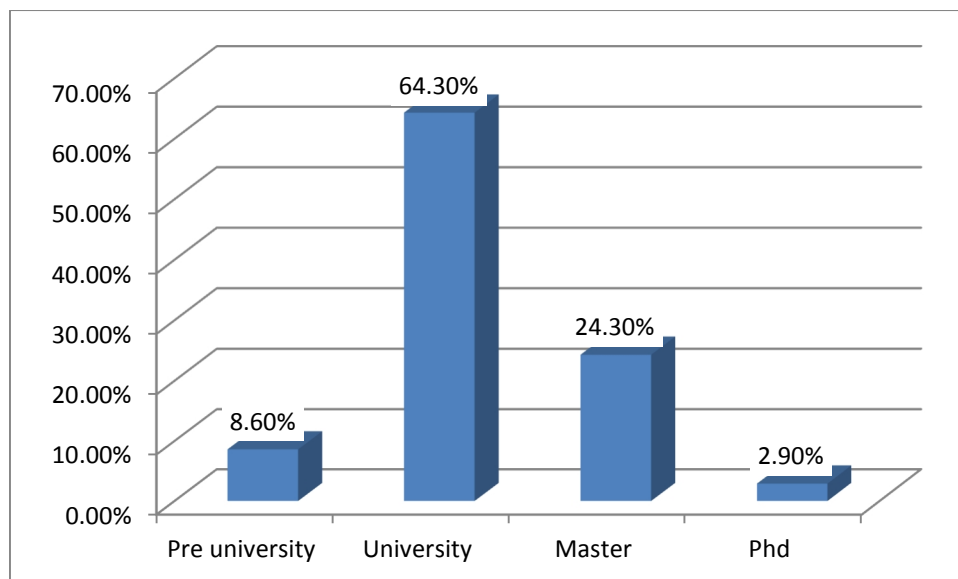
2- Qualification :

Table (4-2) **Qualification**

Qualification	Frequency	Percentage
Pre university	6	8.6%
University	45	64.3%
Master	17	24.3%
PhD	2	2.9%
Total	70	100%

Source: prepared by researcher, using SPSS, 2018

Figure (4-2): Qualification of individuals study



From table (4-2) and figure (4-2) we note that the Qualification of the most individuals study are University by (45) and with (64.3%), followed by whom Qualification is Master by (17) and with (24.3%) while the total number of whom Qualification is pre-university (6) by (8.6%).

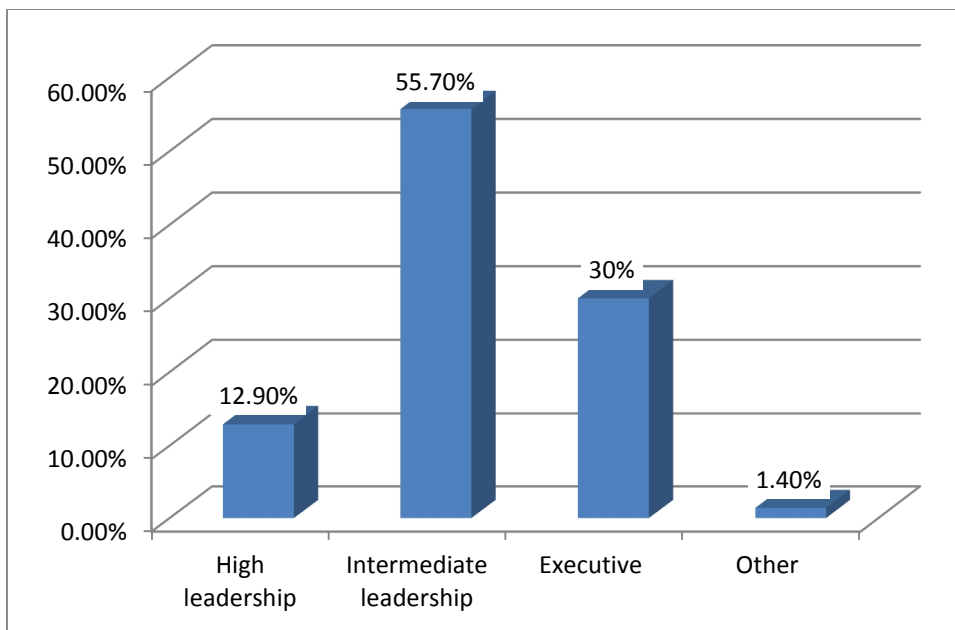
3- Job class :

Table (4-3) Job class

Job class	Frequency	Percentage
High leadership	9	12.9%
Intermediate leadership	39	55.7%
Executive	21	30%
Other	1	1.4%
Total	70	100%

Source: prepared by researcher, using SPSS, 2018

Figure (4-3): Job class of individuals study



From table (4-3) and figure (4-3) we note that the Job class of the most individuals study are Intermediate leadership by (39) and with (55.7%), followed by whom Job class is high leadership by (21) and with (30%) while the total number of whom Job class is executive (9) by (12.9%).

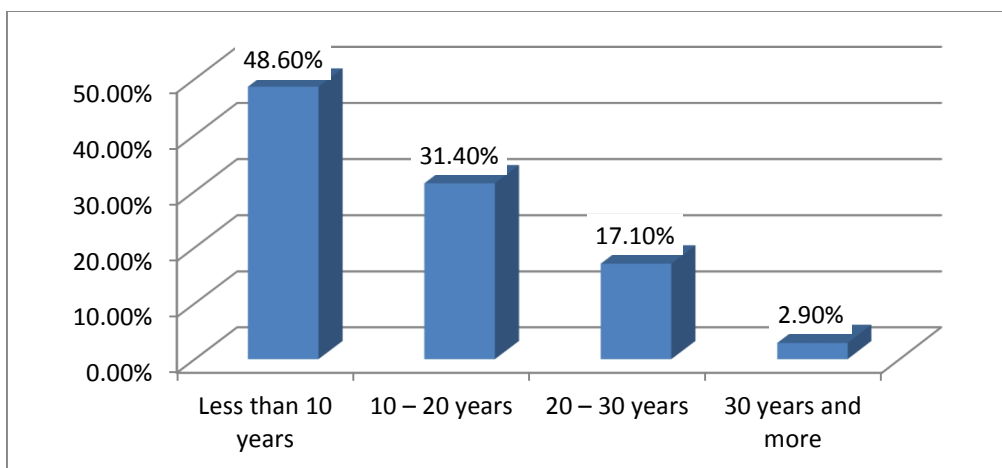
4- Experience years:

Table (4-4) Experience

Experience years	Frequency	Percentage
Less than 10 years	34	48.6%
10 – 20 years	22	31.4%
20 – 30 years	12	17.1%
30 years and more	2	2.9%
Total	70	100%

Source: prepared by researcher, using SPSS, 2018

Figure (4-4) Experience year's individuals study



From table (4-4) and figure (4-4) we note that the Experience years of most individuals study are (less than 10 years) by (34) and with (48.6%), followed by whom Experience years is (10-20 years) by (22) with (31.4%) while the total number of whom Experience years is (20-30 years) is (12) by (17.1%).

4.4 Reliability and Validity:

Stability means that measure give the same results if used more than once under similar conditions.

Reliability is defined as the extent to which a questionnaire, test, observation or any measurement procedure produces the same results on repeated trials.

Validity is defined as the extent to which the instrument measures what it purports to measure. And calculate in many ways represents the easiest being the square root of the reliability coefficient

$$\text{Validity} = \sqrt{\text{Reliability}}$$

Researcher calculates the reliability coefficient of the scale used in the questionnaire by alpha equation and the results as follows:

Table (4-5): Reliability and Validity

Hypotheses	reliability coefficient	alidity coefficient
First	0.79	0.89
Second	0.89	0.94
Third	0.80	0.89
Fourth	0.88	0.94
Fifth	0.89	0.94
Sixth	0.81	0.90
Questionnaire	0.96	0.98

Source: prepared by researcher, using SPSS, 2018

Notes from the results table (5) that all reliability and validity coefficients for hypotheses and all phrases of questionnaire is greater than (60%) and close to the one, this indicates that the questionnaire is characterized by high reliability and validity, and makes statistical analysis acceptable.

4.5 Test hypotheses:

To answer the questions of the study and verification of hypotheses will be calculated median for each of the phrases in the questionnaire and which

show views of individuals the study, which was given Grade (5) as a weight for each answer "strongly agree", and grade (4) as a weight for each answer "agree" grade (3) as a weight for each answer "neutral", grade (2) as a weight for each answer, "Disagree" and grade (1) as a weight for each answer "strongly disagree".

To know Trends answer, by calculated median. And then it will use the Chi-square test to know the significance of differences in answers.

1. Discussion the first axis(Leaders develop the mission, vision, values and ethics and act as role models):

Table (4-6): Frequency distribution of the first axis phrases Answers

No.	Phrases	Frequency and percentages%				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Leaders provides the basis for their overall Vision, Mission, values, ethics and corporate behavior	39 55.7%	29 41.4%	2 2.9%	0 0.0%	0 0.0%
2	Leaders act as a role models for both internally and externally.	31 44.3%	35 50%	3 4.3%	1 1.4%	0 0.0%
3	Leaders Set and communicate a clear direction and strategic focus,	31 44.3%	36 51.4%	2 2.9%	1 1.4%	0 0.0%
4	Leaders they unite their people to share and achieve the organization's Mission, Vision and goals.	23 32.9%	36 51.4%	9 12.9%	2 2.9%	0 0.0%
5	Leaders develop and support	17	35	14	3	1

	a shared leadership culture for the organization	24.3%	50%	20%	4.3%	1.4%
6	Leaders review and improve the effectiveness of personal leadership behaviors.	16 22.9%	35 50%	14 20%	4 5.7%	1 1.4%
Axis		157 37.4%	206 49%	44 10.5%	11 2.6%	2 0.5%

Source: prepared by researcher, using SPSS, 2018

Figure (4-5) distribution of the first axis phrases Answers

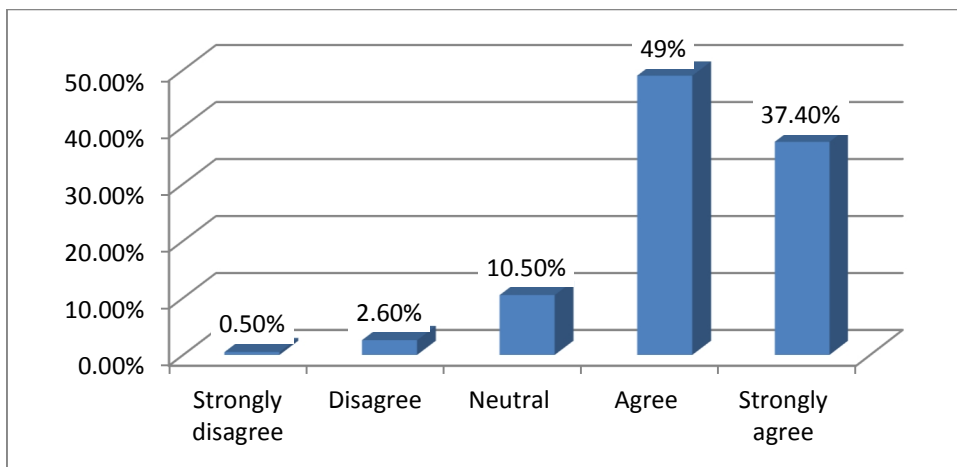


Table (4-7): Chi-square test results:

No.	Phrases	Chi-square value	P-value	Median	Trend
1	Leaders provides the basis for their overall Vision, Mission, values, ethics and corporate behavior	31.4	0.000	5	Strongly agree
2	Leaders act as a role models for both internally and externally.	55.5	0.000	4	Agree
3	Leaders set and communicate a	59.3	0.000	4	Agree

	clear direction and strategic focus				
4	Leaders unite their people to share and achieve the organization's Mission, Vision and goals.	39.1	0.000	4	Agree
5	Leaders develop and support a shared leadership culture for the organization	52.9	0.000	4	Agree
6	Leaders review and improve the effectiveness of personal leadership behaviors.	51.0	0.000	4	Agree
Axis		403.2	0.000	4	Agree

Source: prepared by researcher, using SPSS, 2018

From the table above:

1. The value of chi-square for the first phrase (Leaders provides the basis for their overall Vision, Mission, values, ethics and corporate behavior) is (31.4) 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 strongly agree.
2. The value of chi-square for the second phrase (Leaders act as a role models for both internally and externally) is (55.5) 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.
3. The value of chi-square for the third phrase (Leaders set and communicate a clear direction and strategic focus) is (59.3) 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. The value of chi-square for the fourth phrase (Leaders unite their people to share and achieve the organization's Mission, Vision and goals.) is (39.1) 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.
5. The value of chi-square for the fifth phrase (Leaders develop and support a shared leadership culture for the organization) is (52.9) 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.
6. The value of chi-square for the sixth phrase (Leaders review and improve the effectiveness of personal leadership behaviors) is (51.0) 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.

The value of chi-square for all phrases in the first axis (Leaders develop the mission, vision, values and ethics and act as role models) is (403.2), 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 and this are shown in Figure (5).

We conclude from the above that the first axis (Leaders develop the mission, vision, values and ethics and act as role models) has been achieved and in favor of agree.

2. Discussion the second axis(Leaders define, monitor, review and drive the improvement of the organization’s management system and performance):

Table (4-8): Frequency distribution of the second axis phrases Answers

No	Phrases	Frequency and percentages%				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Leaders define and use a balanced set of results to review progress	20 28.6%	43 61.4%	7 10%	0 0.0%	0 0.0%
2	Leaders provide a view of long and short term priorities	20 28.6%	35 50%	13 18.6%	2 2.9%	0 0.0%
3	Leaders manage the expectations of the key stakeholders	13 18.6%	34 48.6%	19 27.1%	4 5.7%	0 0.0%
4	Leaders understand and develop the underlying capabilities of the organization	14 20%	40 57.1%	15 21.4%	1 1.4%	0 0.0%
5	Leaders evaluate the set of results achieved	18 25.7%	39 55.7%	12 17.1%	1 1.4%	0 0.0%
6	Leaders improve future performance and provide sustainable benefits to all their stakeholders.	18 25.7%	35 50%	14 20%	2 2.9%	1 1.4%
7	Leaders base decisions on factually reliable information	14 20%	36 51.4%	16 22.9%	3 4.3%	1 1.4%
8	Leaders knowing the current and expecting performance for processes	15 21.4%	38 54.3%	13 18.6%	4 5.7%	0 0.0%

9	Leaders deliver high levels of stakeholder confidence	12 17.1%	31 44.3%	21 30%	5 7.1%	1 1.4%
10	Leaders adopting effective mechanisms to understand future scenarios	11 15.7%	28 40%	26 37.1%	3 4.3%	2 2.9%
11	Leaders effectively manage strategic, operational and financial risks	16 22.9%	30 42.9%	16 22.9%	5 7.1%	3 4.3%
Axis		171 22.2%	389 50.5%	172 22.3%	30 3.9%	8 1%

Source: prepared by researcher, using SPSS, 2018

Figure (4-6) distribution of the second axis phrases Answers

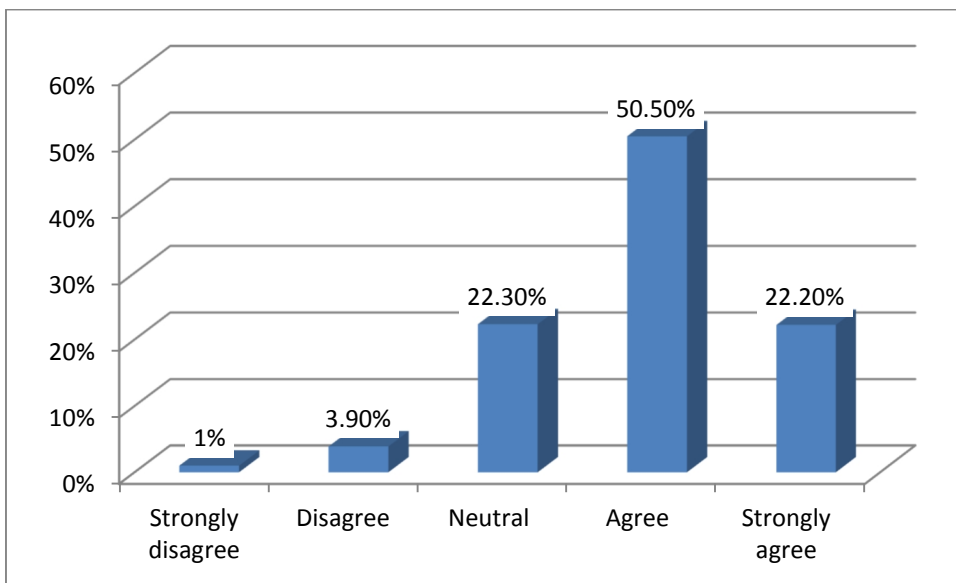


Table (4-9): Chi-square test results:

No.	Phrases	Chi-square value	P-value	Median	Trend
1	Leaders define and use a balanced set of results to review progress	28.5	0.000	4	Agree
2	Leaders provide a view of long and short term priorities	32.7	0.000	4	Agree
3	Leaders manage the expectations of the key stakeholders	27.3	0.000	4	Agree
4	Leaders understand and develop the underlying capabilities of the organization	45.5	0.000	4	Agree
5	Leaders evaluate the set of results achieved	43.7	0.000	4	Agree
6	Leaders improve future performance and provide sustainable benefits to all their stakeholders.	55.0	0.000	4	Agree
7	Leaders base decisions on factually reliable information	55.6	0.000	4	Agree
8	Leaders knowing the current and expecting performance for processes	35.9	0.000	4	Agree
9	Leaders deliver high levels of stakeholder confidence	42.3	0.000	4	Agree
10	Leaders adopting effective mechanisms to understand future scenarios	43.9	0.000	4	Agree
11	Leaders effectively manage strategic, operational and financial risks	33.3	0.000	4	Agree
Axis		600.8	0.000	4	Agree

Source: prepared by researcher, using SPSS, 2018

From the table above:

7. The value of chi-square for the first phrase (Leaders define and use a balanced set of results to review progress) is (28.5) 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.
8. The value of chi-square for the second phrase (Leaders provide a view of long and short term priorities) is (32.7) 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.
9. The value of chi-square for the third phrase (Leaders manage the expectations of the key stakeholders) is (27.3) 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.
10. The value of chi-square for the fourth phrase (Leaders understand and develop the underlying capabilities of the organization) is (45.5) 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.
11. The value of chi-square for the fifth phrase (Leaders evaluate the set of results achieved) is (43.7) 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.
12. The value of chi-square for the sixth phrase (Leaders improve future performance and provide sustainable benefits to all their stakeholders.) is (55.0) 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.
13. The value of chi-square for the seventh phrase (Leaders base decisions on factually reliable information) is (55.6) 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.

14.The value of chi-square for the eighth phrase (Leaders knowing the current and expecting performance for processes) is (35.9) 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.

15.The value of chi-square for the ninth phrase (Leaders deliver high levels of stakeholder confidence) is (42.3) 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.

16.The value of chi-square for the tenth phrase (Leaders adopting effective mechanisms to understand future scenarios) is (43.9) 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.

The value of chi-square for the eleventh phrase (Leaders effectively manage strategic, operational and financial risks) is (33.3) 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.

The value of chi-square for all phrases in the second axis (Leaders define, monitor, review and drive the improvement of the organization's management system and performance) (600.8), 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 and this are shown in Figure (6).

We conclude from the above that the second axis (Leaders define, monitor, review and drive the improvement of the organization's management system and performance) has been achieved and in favor of agree.

Ñ Discussion the third axis(Leaders engage with external stakeholders):

Table (4-10): Frequency distribution of the third axis phrases Answers:

No.	Phrases	Frequency and percentages%				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Leaders Use approaches to understand, anticipate and respond to the different needs and expectations of their key stakeholders.	14 20%	47 67.1%	7 10%	2 2.9%	0 0.0%
2	Leaders establish the value chain	14 20%	46 65.7%	9 12.9%	1 1.4%	0 0.0%
3	Leaders are transparent and accountable to their stakeholders and society	14 20%	36 51.4%	16 22.9%	3 4.3%	1 1.4%
4	Leaders ensure their people act ethically, responsibly and with integrity	16 22.9%	34 48.6%	16 22.9%	2 2.9%	2 2.9%
5	Leaders ensure transparency of financial and nonfinancial reporting	16 22.9%	35 50%	19 27.1%	0 0.0%	0 0.0%
6	Leaders encourage their stakeholders to participate in activities that contribute to wider society.	11 15.7%	38 54.3%	17 24.3%	3 4.3%	1 1.4%
Axis		85 20.2%	236 56.2%	84 20%	11 2.6%	4 1%

Source: prepared by researcher, using SPSS, 2018

Figure (4-7) distribution of the third axis phrases Answers

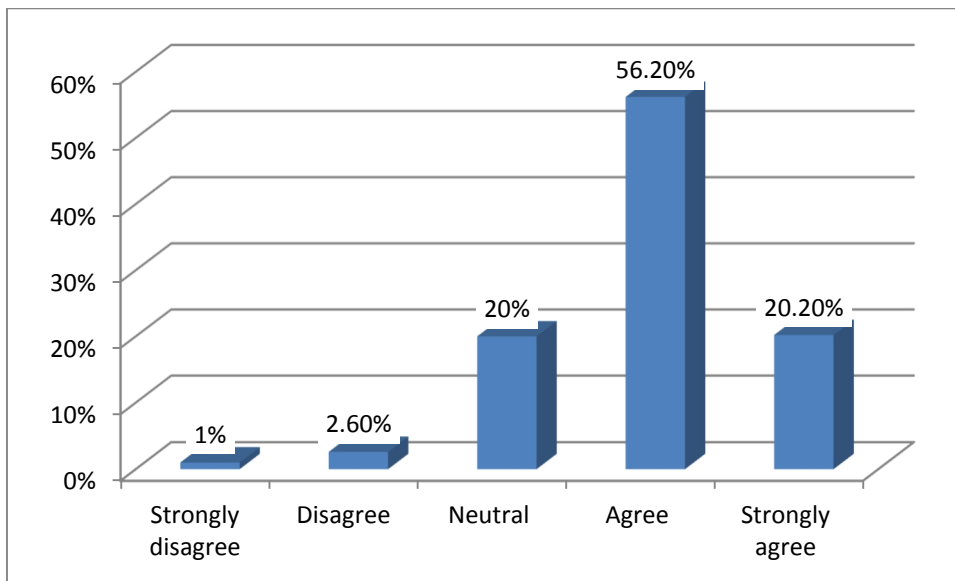


Table (4-11): Chi-square test results:

No.	Phrases	Chi-square value	P-value	Median	Trend
1	Leaders Use approaches to understand, anticipate and respond to the different needs and expectations of their key stakeholders.	70.5	0.000	4	Agree
2	Leaders establish the value chain	66.8	0.000	4	Agree
3	Leaders are transparent and accountable to their stakeholders and society	55.6	0.000	4	Agree
4	Leaders ensure their people act ethically, responsibly and with integrity	49.7	0.000	4	Agree
5	Leaders ensure transparency of financial and nonfinancial reporting	8.9	0.011	4	Agree

6	Leaders encourage their stakeholders to participate in activities that contribute to wider society.	63.1	0.000	4	Agree
	Axis	414.7	0.000	4	Agree

Source: prepared by researcher, using SPSS, 2018

From the table above:

- The value of chi-square for the first phrase (Leaders Use approaches to understand, anticipate and respond to the different needs and expectations of their key stakeholders.) is (70.5) 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.
- The value of chi-square for the second phrase (Leaders establish the value chain) is (66.8) 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.
- The value of chi-square for the third phrase (Leaders are transparent and accountable to their stakeholders and society) is (55.6) 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.
- The value of chi-square for the fourth phrase (Leaders ensure their people act ethically, responsibly and with integrity) is (49.7) 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.
- The value of chi-square for the fifth phrase (Leaders ensure transparency of financial and nonfinancial reporting) is (8.9) with (p-value=0.011< 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.

- The value of chi-square for the sixth phrase (Leaders encourage their stakeholders to participate in activities that contribute to wider society.) is (63.1) 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.

The value of chi-square for all phrases in the third axis (Leaders engage with external stakeholders) (414.7), 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 and this are shown in Figure (7).

We conclude from the above that the third axis (Leaders engage with external stakeholders) has been achieved and in favor of agree.

Ñ Discussion the fourth axis (Leaders reinforce a culture of excellence with the organization’s people):

Table (4-12): Frequency distribution of the fourth axis phrases Answers:

No	Phrases	Frequency and percentages%				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Leaders inspire people and create a culture of involvement, ownership, empowerment	15 21.4%	38 54.3%	15 21.4%	2 2.9%	0 0.0%
2	Leaders improvement and accountability through their actions, behaviours and experience	14 20%	36 51.4%	17 24.3%	2 2.9%	1 1.4%
3	Leaders recognise sustainable advantage is dependent on the ability of leaders to learn	16 22.9%	38 54.3%	13 18.6%	3 4.3%	0 0.0%

	quickly and rapidly respond when necessary					
4	Leaders support people throughout the organisation to achieve their plans, objectives and targets	12 17.1%	34 48.6%	18 25.7%	5 7.1%	1 1.4%
5	Leaders recognise their efforts and achievements in a timely and appropriate manner	14 20%	37 52.9%	14 20%	3 4.3%	2 2.9%
6	Leaders supports the generation of new ideas and new ways of thinking to encourage innovation and organisational development	15 21.4%	36 51.4%	14 20%	3 4.3%	2 2.9%
7	Leaders promote and encourage equal opportunities and diversity	13 18.6%	36 51.4%	15 21.4%	4 5.7%	2 2.9%
	Axis	99 20.2%	255 52%	106 21.6%	22 4.5%	8 1.6%

Source: prepared by researcher, using SPSS, 2018

Figure (4-8) distribution of the fourth axis phrases Answers

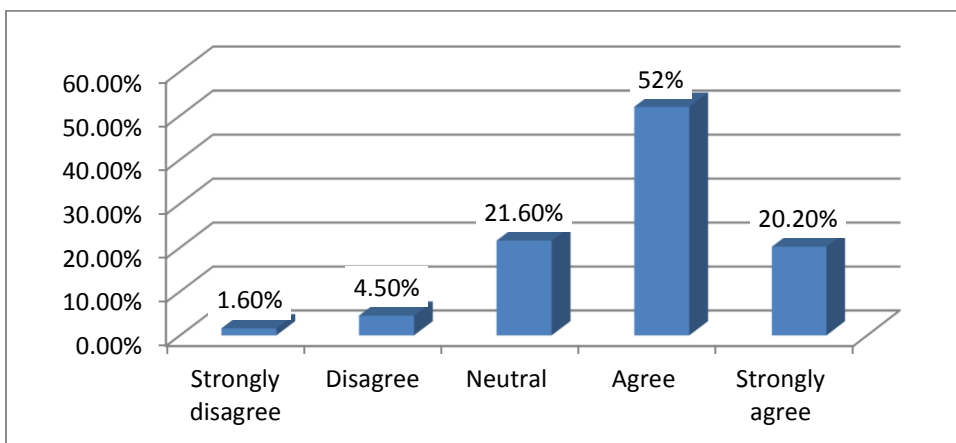


Table (4-13): Chi-square test results:

No.	Phrases	Chi-square value	P-value	Median	Trend
1	Leaders inspire people and create a culture of involvement, ownership, empowerment	38.5	0.000	4	Agree
2	Leaders improvement and accountability through their actions, behaviours and experience	57.6	0.000	4	Agree
3	Leaders recognise sustainable advantage is dependent on the ability of leaders to learn quickly and rapidly respond when necessary	37.3	0.000	4	Agree
4	Leaders support people throughout the organisation to achieve their plans, objectives and targets	47.9	0.000	4	Agree
5	Leaders recognise their efforts and achievements in a timely and appropriate manner	56.7	0.000	4	Agree
6	Leaders supports the generation of new ideas and new ways of thinking to encourage innovation and organisational development	53.6	0.000	4	Agree
7	Leaders promote and encourage equal opportunities and diversity	52.1	0.000	4	Agree
	Axis	393.8	0.000	4	Agree

Source: prepared by researcher, using SPSS, 2018

From the table above:

- Ñ The value of chi-square for the first phrase (Leaders inspire people and create a culture of involvement, ownership, empowerment) is (38.5) 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.
- Ñ The value of chi-square for the second phrase (Leaders improvement and accountability through their actions, behaviors and experience) is (57.6) 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.
- Ñ The value of chi-square for the third phrase (Leaders recognize sustainable advantage is dependent on the ability of leaders to learn quickly and rapidly respond when necessary) is (37.3) 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.
- Ñ The value of chi-square for the fourth phrase (Leaders support people throughout the organisation to achieve their plans, objectives and targets) is (47.9) 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.
- Ñ The value of chi-square for the fifth phrase (Leaders supports the generation of new ideas and new ways of thinking to encourage innovation and organisational development) is (56.7) 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.
- Ñ The value of chi-square for the sixth phrase (Leaders supports the generation of new ideas and new ways of thinking to encourage innovation and organisational development) is (53.6) 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.

Ñ The value of chi-square for the seventh phrase (Leaders promote and encourage equal opportunities and diversity) is (52.1) 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.

The value of chi-square for all phrases in the fourth axis (Leaders reinforce a culture of excellence with the organisation's people) is (393.8), 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 and this are shown in Figure (8).

We conclude from the above that the fourth axis (Leaders reinforce a culture of excellence with the organisation's people) has been achieved and in favor of agree.

Ñ **Discussion the fifth axis (Leaders ensure that the organisation is flexible and manages change effectively):**

Table (4-14): Frequency distribution of the fifth axis phrases Answers:

No.	Phrases	Frequency and percentages%				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Leaders are flexible; they demonstrate their ability to make sound, timely decisions, based on available information,	12 17.1%	42 60%	14 20%	1 1.4%	1 1.4%
2	Leaders consider" People, Planet and Profit" as a reference when balancing the sometimes conflicting imperatives that they face	12 17.1%	34 48.6%	19 27.1%	4 5.7%	1 1.4%

3	Leaders involve and seek support from all relevant stakeholders	10 14.3%	44 62.9%	14 20%	2 2.9%	0 0.0%
4	Leaders effectively manage change	15 21.4%	39 55.7%	9 12.9%	6 8.6%	1 1.4%
5	Leaders focused on process improvement.	14 20%	39 55.7%	13 18.6%	4 5.7%	0 0.0%
6	Leaders use a structured approach for generating and prioritizing creative ideas	12 17.1%	27 38.6%	19 27.1%	10 14.3%	2 2.9%
7	Leaders test and refine the most promising ideas	10 14.3%	30 42.9%	25 35.7%	3 4.3%	2 2.9%
8	Leaders allocating resources to realize them within appropriate timescales	13 18.6%	29 41.4%	21 30%	3 4.3%	4 5.7%
Axis		98 17.5%	284 50.7%	134 23.9%	33 5.9%	11 2%

Source: prepared by researcher, using SPSS, 2018

Figure (4-9) distribution of the fifth axis phrases Answers

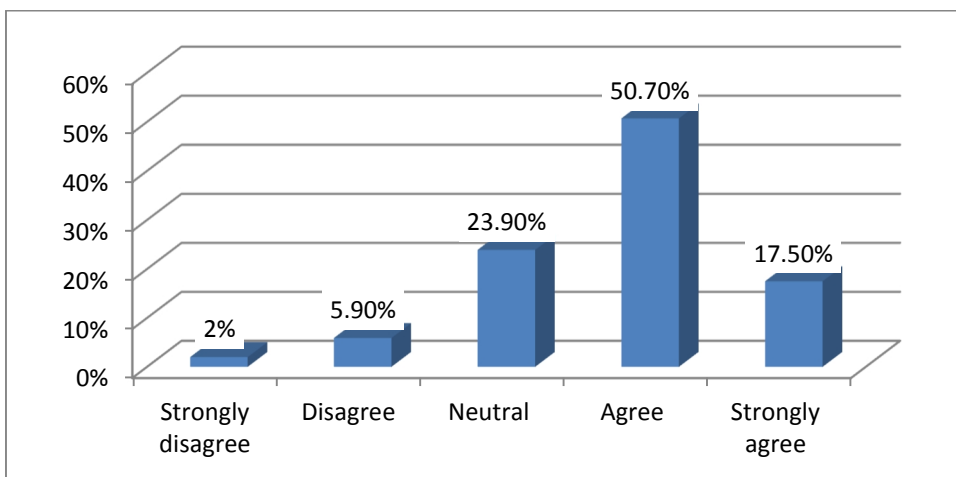


Table (4-15): Chi-square test results:

No.	Phrases	chi-square value	p-value	Median	Respondent
1	Leaders are flexible; they demonstrate their ability to make sound, timely decisions, based on available information,	80.4	0.000	4	Agree
2	Leaders consider " People, Planet and Profit" as a reference when balancing the sometimes conflicting imperatives that they face	49.9	0.000	4	Agree
3	Leaders involve and seek support from all relevant stakeholders	57.8	0.000	4	Agree
4	Leaders effectively manage change	63.1	0.000	4	Agree
5	Leaders focused on process improvement.	38.7	0.000	4	Agree
6	Leaders use a structured approach for generating and prioritizing creative ideas	25.6	0.000	4	Agree
7	Leaders test and refine the most promising ideas	47.0	0.000	4	Agree
8	Leaders allocating resources to realize them within appropriate timescales	35.4	0.000	4	Agree
Axis		417.0	0.000	4	Agree

Source: prepared by researcher, using SPSS, 2018

From the table above:

Ñ The value of chi-square for the first phrase (Leaders are flexible; they demonstrate their ability to make sound, timely decisions, based on available information,) is (80.4) 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.

Ñ The value of chi-square for the second phrase (Leaders consider” People, Planet and Profit” as a reference when balancing the sometimes conflicting imperatives that they face) is (49.9) 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.

Ñ The value of chi-square for the third phrase (Leaders involve and seek support from all relevant stakeholders) is (57.8) 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.

Ñ The value of chi-square for the fourth phrase (Leaders effectively manage change) is (63.1) 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.

Ñ The value of chi-square for the fifth phrase (Leaders use a structured approach for generating and prioritising creative ideas) is (38.7) 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.

Ñ The value of chi-square for the sixth phrase (Leaders use a structured approach for generating and prioritising creative ideas) is (25.6) 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.

Ñ The value of chi-square for the seventh phrase (Leaders test and refine the most promising ideas) is (47.0) 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.

Ñ The value of chi-square for the eighth phrase (Leaders allocating resources to realise them within appropriate timescales) is (35.4) 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.

The value of chi-square for all phrases in the fifth axis (Leaders ensure that the organisation is flexible and manages change effectively):is(417.0), 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 and this are shown in Figure (9).

We conclude From the above that the fifth axis (Leaders ensure that the organization is flexible and manages change effectively):has been achieved and in favor of agree.

Ñ **Discussion the sixth axis (the Impressions of the origination’s employee):**

Table (4-16): Frequency distribution of the sixth axis phrases Answers:

No.	Phrases	Frequency and percentages%				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	you have a clear and agreed job description from your manager	17 24.3%	35 50%	14 20%	2 2.9%	2 2.9%
2	your basic salary is satisfactory	7 10%	24 34.3%	22 31.4%	12 17.1%	5 7.1%
3	the financial and nonfinancial incentive is a satisfactory incentive to increase your productivity at work	12 17.1%	28 40%	15 21.4%	12 17.1%	3 4.3%
4	The result of the annual performance assessment effectively reflects the actual performance of your business	10 14.3%	31 44.3%	23 32.9%	4 5.7%	2 2.9%
5	You have sufficient authority to	10	31	22	5	2

	make a decision if your site requests it	14.3%	44.3%	31.4%	7.1%	2.9%
6	You are provided with the required training for your functional productivity	11 15.7%	27 38.6%	21 30%	7 10%	4 5.7%
7	This year you did not think about leaving work	11 15.7%	31 44.3%	12 17.1%	12 17.1%	4 5.7%
Axis		78 15.9%	207 42.2%	129 26.3%	54 11%	22 4.5%

Source: prepared by researcher, using SPSS, 2018

Figure (4-10) distribution of the sixth axis phrases Answers

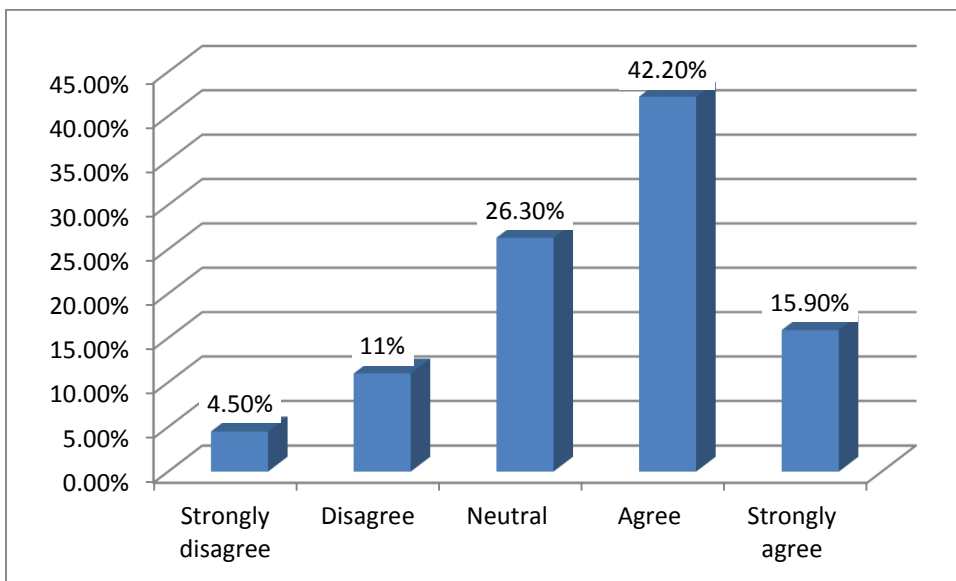


Table (4-17): Chi-square test results:

N o.	Phrases	Chi-square value	P-value	Median	Trend
1	you have a clear and agreed job description from your manager	52.7	0.000	4	Agree
2	your basic salary is satisfactory	21.3	0.000	4	Agree
3	the financial and nonfinancial incentive is a satisfactory incentive to increase your productivity at work	23.3	0.000	4	Agree
4	The result of the annual performance assessment effectively reflects the actual performance of your business	45.0	0.000	4	Agree
5	You have sufficient authority to make a decision if your site requests it	42.4	0.000	4	Agree
6	You are provided with the required training for your functional productivity	26.9	0.000	4	Agree
7	This year you did not think about leaving work	29.0	0.000	4	Agree
Axis		213.8	0.000	4	Agree

Source: prepared by researcher, using SPSS, 2018

From the table above:

- Ñ The value of chi-square for the first phrase (you have a clear and agreed job description from your manager) is (52.7) 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.
- Ñ The value of chi-square for the second phrase (your basic salary is satisfactory) is (21.3) 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.

Ñ The value of chi-square for the third phrase (the financial and nonfinancial incentive is a satisfactory incentive to increase your productivity at work) is (23.3) 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.

Ñ The value of chi-square for the fourth phrase (The result of the annual performance assessment effectively reflects the actual performance of your business) is (45.0) 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.

Ñ The value of chi-square for the fifth phrase (You have sufficient authority to make a decision if your site requests it) is (42.4) 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.

Ñ The value of chi-square for the sixth phrase (You are provided with the required training for your functional productivity) is (26.9) 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.

Ñ The value of chi-square for the seventh phrase (This year you did not think about leaving work) is (29.0) 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.

The value of chi-square for all phrases in the sixth axis (the Impressions of the organization's employee): (213.8), 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 and this are shown in Figure (10).

We conclude from the above that the sixth axis (the Impressions of the organization's employee): has been achieved and in favor of agree.

4.6 The relationship between the axis's:

Ñ The relationship between the first (Leaders develop the mission, vision, values and ethics and act as role models.) axis and the sixth axes(the Impressions of the organization's employee) as shown in table (4-18) below:

P-value (sig=0.000<0.05)			Sixth axes				Total
			Disagree	Neutral	Agree	Strongly agree	
first axes	Neutral	Freq %					
	Agree	Freq %					
	Strongly agree	Freq %					
Total		Freq %					

Table (4-18) There is significant relation between first axes and sixth axes (sig=0.000<0.05).

Ñ The relationship between the second axis (Leaders define, monitor, review and drive the improvement of the organization's management system and

performance)and the sixth axes(the Impressions of the origination's employee) as shown in table (4-19) below:

P-value (sig=0.000<0.05)			Sixth axes				Total
			Disagree	Neutral	Agree	Strongly agree	
Second axes	Neutral	Freq %				.0	
	Agree	Freq %				.0	
	Strongly agree	Freq %	.0				
Total		Freq %					

Table (4-19) There is significant relation between Second axes and sixth axes (sig=0.000<0.05).

Ñ The relationship between the third axis (Leaders engage with external stakeholders) and the sixth axes(the Impressions of the orgination's employee) as shown in table (4-20) below:

P-value (sig=0.110>0.05)			Sixth axes				Total
			Disagree	Neutral	Agree	Strongly agree	
Third axes	Disagree	Freq %	.	.		.	
	Neutral	Freq %				.	
	Agree	Freq %					
	Strongly agree	Freq %	.				
Total		Freq %					

Table (4-20) There is no significant relation between Third axes and sixth axes (sig=0.110>0.05).

Ñ The relationship between the fourth axis(Leaders reinforce a culture of excellence with the organisation's people)and the sixth axes(the Impressions of the organition's employee) as shown in table (4-21) below:

P-value (sig=0.000<0.05)			Sixth axes				Total
			Disagree	Neutral	Agree	Strongly agree	
fourthaxes	Disagree	Freq %		.		.	
	Neutral	Freq %				.	
	Agree	Freq %	.			.	
	Strongly agree						.
Total		Freq %					

Table (4-21) There is significant relation between fourth axes and sixth axes (sig=0.000<0.05)

Ñ The relationship between the fifth axis (Leaders ensure that the organisation is flexible and manages change effectively) and the sixth axes(the Impressions of the organition's employee) as shown in table (4-22) below:

P-value (sig=0.004<0.05)	Sixth axes	Total
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			Disagree	Neutral	Agree	Strongly agree	
fifth axes	Disagree	Freq %		.		.	
	Neutral	Freq %				.	
	Agree	Freq %					
	Strongly agree	Freq %	.	.			
Total		Freq %					

Table (4-22) There is significant relation between fifth axes and sixth axes (sig=0.004<0.05).

4.7 Results:

4.7.1 Results for the First Question:

The leadership committed to setting the direction And Implement EFQM model framework through develop the mission, vision, values and ethics and act as role models.

4.7.2 Results for the Second Question:

The Leadership increased the levels of performance through reinforces a culture of Excellence with the organization's employees.

4.7.3 Results for The third Question:

The leadership enhance their capabilities by effectively managing change within and beyond the organizational boundaries.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Discussion:

This chapter includes a presentation and discussion of the most important findings of the study and providing the conclusion and a set of recommendations that came out from the study results. The study was

conducted on a sample the SUDAN MINT COMPANY employees and SAFAT COLLEGE OF SCIENCE AND TECHNOLOGY employees. The researcher distributed the questionnaires to (70) employee and retrieved (70), which formed the study sample. The data were input into the computer and processed statistically using the Statistical Package for Social Sciences (SPSS). After extracting and analyzing the results have been interpreted as the following:

Observed from the study results, rising the dimension of Employees Selection from the viewpoint of the SUDAN MINT COMPANY employees and SAFAT COLLEGE OF SCIENCE AND TECHNOLOGY employees, Shown through the analysis of the questionnaire:

- First area about the Leadership develop the mission, vision, values, ethics and act as role models and the question was does the leader setting the direction of the company?

From the analyses we found that there is a strong positive image for the company LEADERS to adopt this mission, vision, values and ethics. Where the results were mostly positive to adopt the specification and strategy for the company so this is the first advantage for the company Leadership.

- Second area about organization management and the question was does the leader setting the direction of the company?

From the analyses we found that there is positive image to LEADERS who manage the company effectively, manage the expectations, Understand and develop the capabilities, understand future scenarios and effectively manage strategic, operational and financial risks.

- From the analyses we found that there are positive views support to supervision of the employee and also about motivation and encourage them but on the other hand, Employees are not satisfied about the COMPANY leadership regarding encouraging the future leaders of the organization.

- Third area of the questionnaire about external stakeholders and from the analyses we found that there is a positive opinion that LEADERS interact with stakeholders to satisfy their needs and expectations and contribute to wider society.

- Fourth area of the questionnaire about culture of excellence and the question was does the leadership being the factor to help the company to improvement?

- From the analyses we found that there are positive views that the company leadership are support the improvement and it reflect that There is a high satisfaction level from employee regarding to the impact of implementation management system and continually improvement and also about the measure and assess customer satisfaction with the organization and that showing the develop performance measurement which is reflect the employee satisfaction about the organization's training systems. Which is reflecting the positive leadership commitment regarding the measure and review the effectiveness of change systems?

- Where the all results were positive so this point considered an advantage for the company leadership.

- With respect to the results on the assumptions study where it was found by the results of the examination of the hypotheses that there is no statistically significant differences in the significance level ($\alpha=0.05$) in the sample estimates of the impact of leadership on people results of both SUDAN MINT COMPANY employees and SAFAT COLLEGE OF SCIENCE AND TECHNOLOGY employees. The results obtained were logical, since the study variables did not represent a significant difference through viewpoints of the both companies leadership.

5.2 Conclusion:

From this study we can conclude that:

The impact of leadership in people results on of the SUDAN MINT COMPANY employees and SAFAT COLLEGE OF SCIENCE AND TECHNOLOGY employees are:

1. The results of this study provide managerial professionalism to integrate systems which should be designed and implemented to support the leadership for achieving a successful excellence organization. Effective leadership starts with Leaders develop the mission, vision, values and ethics and act as role models into company strategy for implementation.

2. This study finds significant relationships among leadership and employees performance ,leader establishes the boundaries so people know when they should act on their own and when they should not, although leader is more effective because he cares foremost about his people ,more important that his employee personal skills ,is his ability to get things done through those people , Leaders define, monitor, review and drive the improvement of the organization's management system and performance, keeps in touch with the organization ,and has the wisdom and courage from the employee to make the right decisions.

3. This study finds that leadership focused on development and improvement of people in order to build high levels of people satisfaction and increase their loyalty to the organization. Leadership increases the awareness of excellence in all organizational activities that related to their people.

4. Overall, the results support the notion that the excellence in an organization is in a close relation with improving the efficiency of employees, customers both individuals and groups and the organization in whole .For all of this to be achieved the most important thing is leadership. The success of

the organization to achieve organizational excellence depends on the ability and attitude of the leaders.

5.3 Recommendations:

In the summary of this study, and as a result of the of the questionnaires with the impact of leadership in people results of the SUDAN MINT COMPANY employees and SAFAT COLLEGE OF SCIENCE AND TECHNOLOGY employees we suggested steps are denoted as “Recommendations” Regarding the study, the following strategies are recommended for further improvement:

1. General recommendations:

- a. In general for the SUDAN MINT COMPANY employees and SAFAT COLLEGE OF SCIENCE AND TECHNOLOGY employee's leadership to deliver excellent, the employees' satisfaction is very important. And, it can be achieved if the top level management takes an extra care while developing the internal services quality bases starting right from selection and recruitment process, recognizing the employees with their core expertise and setting up tremendous work designs for them.
- b. There are many different ways of thinking about leadership, ranging from focusing on the personality traits of great leadership to emphasizing aspects of the situation that help determine how people lead. Like most things, leadership is a highly multi-faceted subject and it is a mixture of many factors that help determine why some people become great leaders. Learn more about some of the things that make people strong leaders is one way of potentially improving skill.

- c. The culture of institutional excellence and the extent of benefit resulting from the application of the European model of business excellence in institutions should be spread.

2. Scientific recommendations:

- a. There must be a clear approach to selecting and recruiting employees. This approach should be determined according to the vision, strategy, and goals of the institution for this to be pursued.
- b. Therefore, the concept of empowerment must be clarified and explained for those employees by management such as the senior, and the importance of empowerment to achieve institutional excellence as well as the importance of empowerment must be clarified.
- c. In addition to routine training programs in company for all the employees, special training measures should be adopted for the employees in need of re-skilling that will enable them to cope with the challenges in their respective fields of work.

3. Special recommendations:

- a. The monetary benefit programs are valued high by the employees .The research study shows that the employees' basic motivational factor leads to enhancing the employees' outcome which is lead to customer satisfaction .So, it is recommended that the company's management should consider monetary benefit first along with the nonmonetary ones which will leave an everlasting impact on the organizational performance.
- b. The leadership must be careful enough while monitoring the employees' performance. The employees' performance is the sole important indicator of quality of working life; it is also an indicator of the organizational success and can be an early

warning signal of problems and potential organizational failure. It is, therefore, recommended that the management should devise a conducive work design and properly defined jobs for their employees at all levels that will enable them to perform in a way to achieve total quality management.

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