

بسم الله الرحمن الرحيم

إِلَّا "إِلَّا" صِلَا ح مَا اسْتَطَعْتُ وَ مَتَاوْ فِيقْلِي لَا
يَهْلِكُ اللَّهُ وَ هَلَّتْ وَ إِلَيْهِ أُنِيبُ (88)"

(سورة هود الآية 88)

صدق الله العظيم

Dedication

This thesis is dedicated to my lover inspire Prophet
“**Mohammed**” peace be upon of him

To my Mother & father

To my c o u n t r y

To my nation

&

To everyone

Who reads these words?

I hope it's useful to you.....

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“Allah”

The Most Greatest, Most Beneficent, Most Merciful, without your being with me, your support *“I could do nothing”*.

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*

ABSTRACT:

European Foundation for Quality Management (EFQM) is an excellence model has a clear framework based on TQM and applying it at the Local construction firms should light on the continuous improvement to achieving high key result for stake holders,

developing better strategy for leadership, more job satisfaction for people, giving better quality for customer & making sustainable future for organization with the excellence approach. The main benefit of this framework the relationship is based on win\win relationship.

Construction industry major problems are: low performance, job satisfaction and high turnover which lead to unsuitable future for both of the organization and the people. To let the organization adopt the excellence approaches it has to use the EFQM model which focus on the nine criteria that make the excellence, the research described what does EFQM useful at, results of implementation at the human resource and the job satisfaction. Tools, methodology & the result are mentioned in details, and because of total Sudanese Construction Firms that adopting the excellence were 00.0% , the sample-2 selected from one of a companies that adopting excellence that was not Construction Firm, and that's because of the human attitude and job satisfaction are measured by the same tools & techniques So samples were .sample-1, consist of 12 construction company 8 big companies and 4 smallest (40) employees.sample-2 (firms that adopting excellence or quality), that was (10) employee. The questionnaire consisted of the EFQM index knowledge of excellence, by (EFQM organization 2012) & modified job satisfaction index questionnaire (JSI).

The result of the analyzing show that there was low job satisfaction, increase in turnover& waste which lead to organizations unsustainable future for sample-1 more than sample-2 which show the importance of the EFQM model. For sample-2 just adopting the excellence approaches not enough, more knowing, more commitment & involvement is the way to achieve the excellence.

المستخلص :

نموذج التميز الأوروبي EFQM هو نموذج له هيكلية مبنية علي مفهوم الجودة الشاملة TQM ويرى الباحث أن ميزة تطبيق هذا النموذج علي شركات التشييد السودانية في إعتماده علي التطوير المستمر للحصول علي

أفضل النتائج وتشمل تطوير الإستراتيجيات للقيادة، زيادة الرضى الوظيفي بالتركيز علي الموظفين، إعطاء قيم أكبر للعملاء، تحسين المنظمة وإيجاد مستقبل أفضل برؤيه واضحه نحو التميز هو يتعامل مع كل هذه المعطيات من منظور النجاح المتوازن (النجاح للجميع) .

مشكلة صناعة التشييد في السودان هي في تدني الأداء و الرضى الوظيفي وزيادة فرص ترك العمل مما يؤدي إلي عدم إستقرار المنظمة وتبديد موارها المادية والبشرية ولجعل المنظمة تنتهج منهج التميز عليها التفكير في عدة محاور لخصها هيكل نموذج التميز الأوروبي EFQM الذي يرتكون من تسعة عناصر للتركيز عليها وقد أوضح هذا البحث ما الذي قد يفيد نموذج التميز الأوروبي EFQM فيه ونتائج تطبيق النموذج علي العاملين والرضى الوظيفي لهم . وتم توضيح المنهج والادوات المستخدمة . ثم وضعت النتائج والمناقشة . بعد عمل المسح الأولي وجد أن مجموع شركات التشييد السودانية التي تطبق نموذج التميز كانت حصيلته صفرية -أي لم توجد شركة واحدة تطبق هذا النموذج- تم اللجوء إلي شركة غير عاملة في مجال التشييد لأخذ عينات منها كشركة تتبع نظام التميز في أعمالها إذ أن البحث لا يركز علي مسميات الشركات بقدر ما يركز علي نتائج نموذج التميز لحل مشاكل الأداء للمكون البشري في المؤسسات وإرتباطها بالرضى الوظيفي. وقد جمعت البيانات بأخذ عينتين :العينة الأولي من اثنا عشر شركة تشييد ثمانية شركات كبيرة وأربعة صغيرة وتتألف من (40) مشارك. أما العينة الثانية فتتضمن عشرة مشاركين من الشركة التي تعمل بنظام التميز، وتم عمل الدراسة بإستخدام الإستهتبان المعدل من إستهتبان (المنظمة الأوروبية للجودة المسؤولة عن تطوير نموذج التميز الأوروبي- EFQM Organization) وتم تضمين الإستهتبان نسخة معدلة من إستهتبان مؤشر الرضى الوظيفي وتم الربط بين إستخدام EFQM والرضى الوظيفي.

تحليل البيانات أظهر تدني في الرضى الوظيفي وزيادة في فرص ترك العمل ومما يؤدي إلي عدم إستقرار المنظمة وتبديد موارها المادية والبشرية بالنسبة للعينة الأولي (الشركات التي لا تعمل بنظام التميز) أكثر منه في العينة الثانية (الشركات التي تعمل بنظام التميز) ما يبين أهمية نموذج التميز. أما بالنسبة للعينة الثانية، مجرد وجود نموذج التميز في مؤسسة ما لا يكفي لإعتبار هذه المؤسسة متميزة، إنما التطبيق الصحيح للمبادي الأساسية هو الذي يقود إلي التميز المؤسسي والتطبيق الصحيح هو نتاج للمعرفة الصحيحة.

Implementation of European Foundation for Quality Management (EFQM) model & its impact on Organizational Behavior (OB) in Sudanese construction Firms

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Abbreviations

EFQM	European foundation for quality management
OB	Organizational Behavior
TQM	Total quality management
PMO	Project management office
HR	Human resource
HRM	Human resource management
JSI	Job satisfaction index
KPI	Key performance indicator
GDP	Gross domestic production
COQ	Cost of quality
COPQ	Cost of poor quality
OPA	Organization process assets
CI	Construction industry
PMBOK	Project management body of knowledge
ISO	International Organization for Standardization
PDCA	(plan-do-check-act)“Deming cycle”
OPM3	Organizational Project Management Maturity Model
CMMI	Capability Maturity Model Integrated
DPMO	defects per million opportunities