

## CHAPTER 5: CONCLUSION & RECOMMENDATION

### 5.1 Discussion

The effect of adopting the excellence model was so clear at :

- More performance is a result of satisfaction with income.
- More Top management awareness about excellence.
- Adopting a vision is the first step toward better future for the organization & top management commitment about vision, Which is achieved through People
- Deming 14 points
  - o Breaks between management
  - o Labor proud of their work
  - o Adopting New philosophies or Change Management is one of the biggest obstacles on the face of improvement
  - o Continues improvement
- Excellence organization's stating Vision at the organization's offices which is an indicator of the degree of top management commitment
  - a. The benefits of showing the people Vision of the organization is to involve & in carriage them no vision no way to excellence.
  - b. Dealing with the needs of people keep them informed
- PMO (Tracking the completion of projects, Achieving the Strategic goals of the organization through its projects)
- Organizational Process Assets (OPA) of the Organization.
- People Safety and job security is an important reason of people job-satisfaction & high performance.
- Excellence organization's starting the journey of excellence through their PEOPLE so HR-department is important
- degree of Continues improvement
- Turnover does your employees think about it as soon as possible showing that it's a time matter.
- Your people don't think that you will fix their issues in the Future) It's to forecast about the "soon or later" Turnover when they get the better offer.

### 5.2 Conclusion & Recommendation for companies Samples 1 & 2)

- From sample-1 is to be wondering how far they are wasting their time without adopting the excellence model while sample-2 is starting getting the benefit of it and more in the future.
- It's seems that sample-2 needs more commitment on their excellence program to increase their capability more of is not enough, it's recommend that to adopt the 6-sigma for their business in state of being better than this.

- The main benefit of adopting the EFQM is to Creating a Sustainable Future for the organisation by enhance their capabilities by effectively managing change within and beyond the organisational boundaries and have a positive impact on the world around them by generate increased value and levels of performance through continual improvement and systematic innovation by harnessing the creativity of their stakeholders which is the Fundamental Concepts of excellence.

### 5.3 Recommendation for further studies

The problem which mainly faces Sudanese construction firms is old & non-improved method of managing and administrating with profit focus only in the Sudanese construction firms which leads to series of deadly diseases that will disable the organizations while those “organizations” have the enough resources to be considered as (Excellence organizations), and as we “Sudanese” mentality accepting the average even when we make super efforts. (The problem of the thesis)

Many researches, fusibility study & seminars needed to fix this problem and after I finish this thesis a discovered that proper implementation of EFQM will fix the problem and increase people Job satisfaction, but yet to implement the EFQM you should have many steps to climb on and I recommend some studies that argue some ideas to whole local Sudanese firms:

- “money makes Success & Success makes Success,” and not “money makes money because success is not an accident there is no success without:
  - Vision
  - System

So we recommend thesis:

- **(The effect of adopting quality system on local sundaes construction firms)**
- “Business in not money, Business is people” so a small department on your organization with a lot of theories to take care of your people will help you to succeed in your business and more money in your pocket.

So we recommend thesis:

- **(The effect of HR department on local sundaes construction firms)**

Finally “there is no way to continues improvement while there is a continues turnover so it’s your term to find the best way to settle down and keep your people on their position for your organization and for the whole country”

And the main question is: how Organizations will make a Sustainable Future while their staffs rabidly change?

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## Appendices

### Questionnaire:

**Sudan University For science and Technology**

POSTGRADUATE DEPARTMENT

M sc. Construction Management

### **Implementation of European Foundation for Quality Management Model and its Impact on Organization Behavior of Sudanese construction Companies**

A Thesis Submitted in Partial Fulfillment of the Requirements for the Master of Science Degree

- ✓ Please answer all questions.
- ✓ Choose only one answer of the following.
- ✓ All information at this questionnaire is for study purpose only.
- ✓ We appreciate that all of the answers are completely correct & true.

## Title

## Implementation of European Foundation for Quality Management Model and its Impact on Organization Behavior of Sudanese construction Companies

By: Osman Elsadig M. Supervisor: Awad S. Hassan

Draw a circle | you are a:  gentleman  gentlewoman

You are a	gentleman	gentlewoman		&	Married	Single	
Age	25 or less	26-35		36-45	46 or +	Your salary	
Education	Secondary	Graduate		post Graduate		PMP	
						MBA	
						PHD	
Experience	Fresh graduate	3-1		6-4	10-7	15 or +	
						14000	
You are satisfy with your Income		yes		May be		7000	
						4000	
						2000	
You are satisfy with your job		yes		May be		Less	

### Your position in the organization

- ⊕ Back layer .....(Top management)
- ⊕ Middle layer ... (coordinating)

Dear gentleman\ gentlewoman, nice greeting

You are one of a group that randomly chosen to full this questionnaire which discuss the role of “EFQM” Implementation at people in Local Sudanese Firms, this study Submitted in Partial Fulfillment of the Requirements for the Master of Science Degree- Sudan University For science and Technology. And the aim of the study is to improve the construction industry and achieving the job satisfaction & high performance for the people, so all information at this questionnaire is for study purpose only

- ⊕ Front layer ....(Executers)

## Organization data

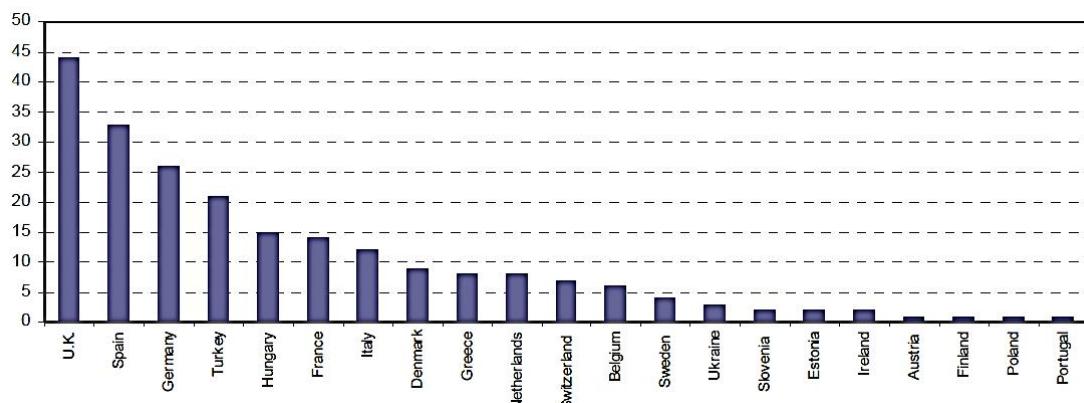
• Name \_\_\_\_\_ Field \_\_\_\_\_ Years \_\_\_\_\_

		v Agree	Agree	Maybe	Dis agree	v. dis agree
1	Top management have awareness about the quality concept					
2	Top management have awareness about the excellence concept					
3	the organization have a vision & mission statement					
4	Vision statement is written on the organization's offices					
5	organization's Vision is achieved through People					
6	Issues are discussed with people before decisions					
7	Basic job hygienic factors are satisfied					
8	Leadership engaging people innovation					
9	Leadership motivate people to achieve the organization goals					
10	Top management understanding importance of change					
11	Top management abort changes needed "change resistant"					
12	Some organization's process need to be changed					
13	It's hard to accept change at the organization					
14	Projects are tracked by PMO or similar					
15	We have the Organization documents & templates (OPA) needed					
16	PMO have an effective project control					
17	We have HR department or similar					
18	HRM strategy aligned with the organization strategic plan					
19	People are involved in continuous improvement					
20	There is an amount for training for people					
21	There is an amount for training for leadership					
22	talent people in the organization are developed & supported					
23	Every employee has his own record					
24	HR department have an effective Training plan					
25	People are supported to achieve their own goals					
26	I am satisfied with My position in the organization					
27	There is an amount of people who leave their situations turnover					
28	You satisfy with reward system					
29	leadership thinks about future and development					

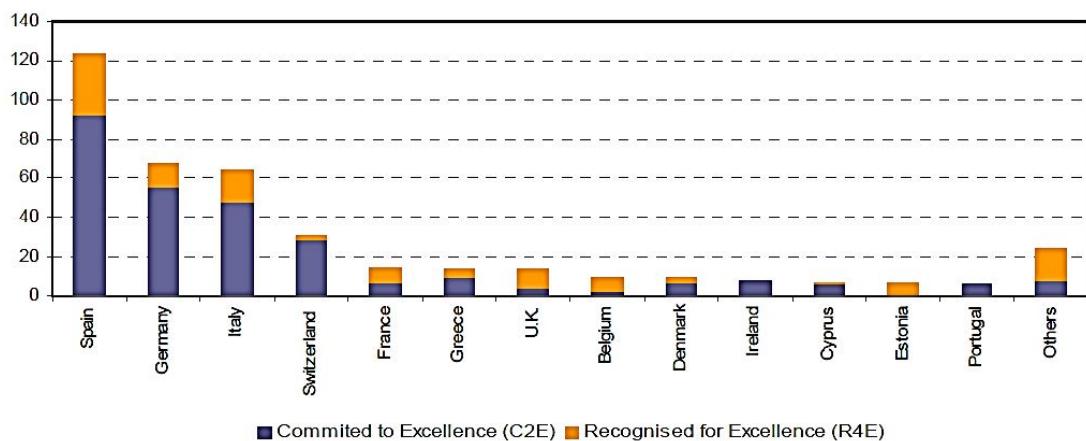
30 leadership thinks about people's occupational safety & health

- **Adoption of the EFQM self-evaluation model across Europe**

According to José Ignacio Wert, the former President of the European Foundation for Quality Management, EFQM, in 2006 30,000 European organizations were using the EFQM self-evaluation model (Wert, 2006). Likewise the European Foundation for Quality Management claims in their webpage that “the EFQM Excellence Model is being implemented by over 30,000 organizations in the world”, Contrary to what is happening with the international standard ISO 9000, it is much more difficult to carry out a descriptive analysis of how widespread use of the EFQM self-evaluation model is, since it is not a certification-oriented reference, and there are therefore no unified records of firms applying this model.



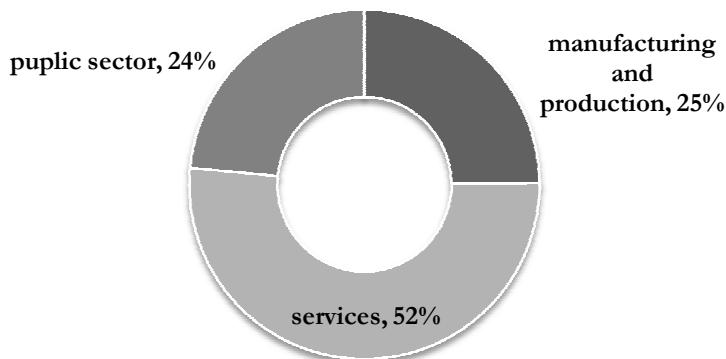
**Graph 1 Distribution of “Excellence Awards” presented during the period 1992-2006 by country of origin of the recognized organizations**



**Graph 2 Distribution of “Levels of Excellence” acknowledgements for 2006 by country of origin of the winning organizations**

## Distribution by sector of all acknowledgments awarded by the EFQM

■ manufacturing and production ■ services ■ public sector



It is interesting to compare this distribution of awards by sector with the other two most recognized international awards in the field of TQM, namely the Malcolm Baldrige, awarded in the USA and the Deming Prize, awarded in Japan.

The Malcolm Baldrige Award is presented to organizations across five categories: manufacturing, services, small businesses, education and healthcare. Having analyzed the trajectory of Malcolm Baldrige Awards presented from 1998 to 2006, we have been able to establish that the category of manufacturing has received the most awards (36.62%), followed by the small businesses category (23.94%) and services (21.12%). With a more specific analysis, there is no significant difference between the total percentage of award-winning organizations belonging to the industrial sector (52.11%) and the service sector (46.48%).

On the other hand, the Deming Prize is awarded to individuals or firms that have been outstanding in their work of promoting quality management. There are three categories: for firms or divisions of firms, for individuals and for units operating in quality control. Industrial firms have claimed an overwhelming majority of the prizes: 182 out of a total of 193 prizes awarded between 1951 and 2006 went to firms in the industrial sector.

