

**STAFF QUALITY AND WORKERS PRODUCTIVITY IN SELECTED PRIVATE  
BUILDING COMPANIES IN ALI-SABIH**

**DISTRICT, DJIBOUTI.**

A Thesis

Presented to the college of higher degrees and Research

Kampala International University

Kampala, Uganda

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In Partial Fulfillment of the Requirements for the Degree

Master of Project Planning and Management

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April, 2011



## DECLARATION A

" This thesis is my original work and has not been presented for a degree or any other academic award in any University or Institution of learning"

  
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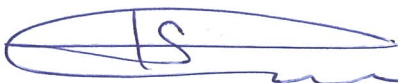
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### DECLARATION B

"I confirm that the work reported in this presentation was carried out by the candidate under my supervision"

  
Dr. Abuga Moxono Isaac

Name and Signature of supervisor

21.08.2012

Date

## **DEDICATION**

This work is dedicated to the almighty of his guidance and blessings during the course of pursuing this master program. I dedicate this work to my family, especially my father and my brothers.

## **ACKNOWLEDGEMENTS**

In the name of Allah, the most Merciful and the Most Gracious, the researcher thanks Allah the way he guide and gave the ability, the knowledge and the wealth to write the thesis. Nonetheless this thesis was written with the help and the contribution of many people and the researcher wishes to put across truthful appreciation for them for their magnificent help.

The researcher would like to give thank the DVC Dr.NOVEMBERIETA R.SUMIL for her intellectual advise and also I thank head unit of social science Dr.MWANIKI ROSEANN for her worthwhile contribution.

I would like to thank sincerely thanks to my supervisor Dr. ABUGA MOKONO ISAAC for his patience assistance, advice and guidance throughout this thesis.

The researcher also thanks his family including: my father yonis Hassan, for his moral support, also my brother moussa for giving me moral and financial support during this study and taking care of me; surely without him I could not have reached where I am today and my brothers and sisters.

Great thank for my panelist Dr. MWANIKI ROSEANN, Dr. ABUGA MOKONO ISAAC and BASTOR RWABUHIHI EMMANUEL FESTUS

Finally I would like to thank my entire KIU friends who have been giving me their love and support especially my classmates.

## **ABSTRACT**

This study was set out to establish the relationship between staff quality and workers productivity in selected private building companies in Ali-sabih district, Djibouti the study wanted to establish the following: to determine the level of staff quality in selected private building companies, to determine the level of workers productivity in selected private building companies, to establish if there is a significant relationship between the levels of staff quality and workers productivity in selected private building companies. The purpose of the study was to test the hypothesis of no significant relationship between staff quality and workers productivity to validate the existing information about staff quality and workers productivity based on the theory to which this study is based on. To generate new knowledge based on the findings of this study. The study was conducted using descriptive correlation design. The researcher selected 100 out of 140 target populations. The instrument the study used was questionnaire. The findings showed that there is positive correlation between staff quality and workers productivity implying that it is important to improve staff quality and increase workers productivity to secure the success of these private buildings companies. The study Recommendation that the local companies implementing building companies' projects should change policies and allow the community to participate in planning, implementation, and decision making and also should design projects concerning their problem, instead of waiting for consultation during the implementation by buildings companies.



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## **CHAPTER ONE**

### **Background of the study**

Getting high quality job performance from employees depends on giving employees opportunities for their personal growth, achievement, responsibility, recognition, and reward. Pay - money - is the primary need and reward. Once the compensation (pay and benefits) is established properly, it is necessary to use other means to further motivate and improve your work force's output. The basis of all job enhancement efforts is your recognition of employees' desire to do good work, to assume responsibility, to achieve and to succeed. Changes to consider in creating a new quality of work life atmosphere include going: from detailed job descriptions with specific task and rigid instruction for how to do the work.

In 1969 the first international conference on quality control, sponsored by Japan, America and Europe, was held in Tokyo. In a paper given by Feigenbaum, the term "total quality" was used for the first time, and referred to wider issues such as planning, organization and management responsibility. Ishikawa gave a paper explaining how "total quality control" in Japan was different, it meaning "companywide quality control", and describing how all employees, from top management to the workers, must study and participate in quality control. Companywide quality management was common in Japanese companies by the late 1970's.



The quality revolution in the West was slow to follow, and did not begin until the early 1980's, when companies introduced their own quality programs and initiatives to counter the Japanese success.

Total quality management (TQM) became the centre of these drives in most cases. In a Department of Trade & Industry publication in 1982 it was stated that Britain's world trade share was declining and this was having a dramatic effect on the standard of living in the country. There was intense global competition and any country's economic performance and reputation for quality was made up of the reputations and performances of its individual companies and products/services.

The British Standard (BS) 5750 for quality systems had been published in 1979, and in 1983 the National Quality Campaign was launched, using BS5750 as its main theme. The aim was to bring to the attention of industry the importance of quality for competitiveness and survival in the world market place.

Since then the International Standardization Organization (ISO) 9000 has become the internationally recognized standard for quality management systems. It comprises a number of standards that specify the requirements for the documentation, implementation and maintenance of a quality system." ([www.dti.gov.uk/quality/evolution](http://www.dti.gov.uk/quality/evolution)).

By the late 1960's/early 1970's Japan's imports into the USA and Europe increased significantly, due to its cheaper, higher quality products, compared to the Western counterparts. This increase responsibility called for new competencies and skills from staff. The need for staff quality and

staff prompted by the increased work local in service delivery the first urban project provided funding for training of trainer in local government that concentrated on short capacity building course and municipality whereas well argued to make budgetary provision for training staff annually and provide incentives for training how to become staff quality.

Workers productivity is the amount of goods and services that a worker produces in a given amount of time. It is one of several types of productivity that economists measure. Workforce productivity can be measured for a firm, a process, an industry, or a country. It was originally (and often still is) called labor productivity because it was originally studied only with respect to the work of laborers as opposed to managers or professionals. Measured labor productivity will vary as a function of both other input factors and the efficiency with which the factors of production are used (total factor productivity). So two firms or countries may have equal total factor productivity (productive technologies) but because one has more capital to use, labor productivity will be higher. Output per worker corresponds to the "average product of labor" and can be contrasted with the marginal product of labor, which refers to the increase in output those results from a corresponding (marginal) increase in labor input.

The company is specialized in construction because of its initial and main activities. In Djibouti built many buildings for many commercial and government project. It has continually made a significant contribution to

the construction industry in Djibouti. The company has undertaken numerous constructions works/ projects for private and public sectors clients specializing in infrastructure development and large-scale projects. It has continually made a significant contribution to the construction industry in Djibouti.

Inmaa Construction is one of the largest construction and mining organizations in Djibouti, with more than 10 office locations in the Middle East and Africa. Inmaa Construction has a proven track record for delivering large and challenging projects on time and within budget. Ranked by *several* magazines as one of Middle East's and Africa's Most Admired Companies, Inmaa Construction is known throughout the industry as an organization built on honesty and integrity.

The Inmaa approach to detailed and methodical planning translates into "no surprises" for our clients. As employee-owners, Inmaa people are dedicated, have high expectations based on the company's past success, and bring a sense of urgency to every project. Our employee training and development programs are among the best in the industry.

### ***Statement Problem***

Some managers of the companies do not appreciate or reflect the fact that employees have to be motivated to ensure they do what they have to do so that the goals and objectives of the organization are achieved. In recent years, there have been many problems in staff performance in the organizations. (Snell, B. 2004).

The Various companies and donor agencies train its employees with the hope that training and high staff quality would improve their efficiency and effectiveness in their performance. The staff quality appears to have had significant effects on the staff performances as there is continuous failure to improve staff performance in qualitative and quantitative aspects and general lack of skills for application of knowledge acquired through staff quality. Despite the fact that performance appraisal are conducted every year in Ali-sabih there is a problem that performance appraisals are recorded filled and forgotten late personal decision are then made without reference to this appraisal hence poor staff productivity. The prevailing of which the research intends to investigate is the contribution of staff quality on employee work efficiency in selected building companies in Ali-Sabih, Djibouti.

### ***Purpose of the Study***

The following are the reasons why the study is proposed:

1. To test the hypothesis of no significant relationship between Staff quality and Worker's productivity.
2. To bridge the gaps identified in the related studies.

3. To validate the existing information about Staff quality and Worker's productivity based on the theory to which this study is based.
4. To generate new knowledge based on the findings of this study.

The main aim of the study is to indicate the relationship between staff quality and employee worker's efficiency in selected private building companies in Djibouti. The study will be done to find out how staff quality affects employee work efficiency and the organizations.

#### **Research Objectives:**

##### ***General Objectives:***

The study was to investigate the correlation between staff quality and Workers productivity in selected private building companies in Djibouti especially Ali-sabih district.

##### ***Specific Objectives***

1. To determine the demographic characteristics of the respondents as to: Age, Gender, Marital status, highest qualifications, Number of years work experience.
2. To determine the level of staff quality in selected private building companies.
3. To determine the level of worker's productivity in selected private building companies.

4. To establish if there is a significant relationship between the levels of staff quality and worker's productivity in selected private building companies.

### ***Research Questions***

1. What are the demographic characteristics of the respondents as to: Age, Gender, Marital status, highest qualifications, and Number of years work experience?
2. What is the level of staff quality in selected private building companies?
3. What is the level of work productivity in selected private building companies?
4. Is there any significant relationship between the levels of staff quality and worker's productivity in selected private building companies?

### ***Null Hypotheses***

There is no significant relationship between the levels of staff quality and workers productivity in selected private building companies in Ali-sabih District.





### ***Scope of the study***

***Geographical scope:*** The scope of the study was concerned in the selected private building companies in Djibouti especial Ali-sabih district. This study was targeting employees and managers in the private companies.

***Content scope:*** The study intends to determine staff quality and workers productivity, significant relationship between staff quality and worker's productivity in selected private building companies., cause and effect relationship between the independent variable (*staff quality*) and dependent variable ( *Worker's productivity*).

***Theoretical scope:*** Dr. W. Edwards Deming taught that by adopting appropriate principles of management, organizations can increase quality and simultaneously reduce costs (by reducing waste, rework, staff attrition and litigation while increasing customer loyalty). The key is to practice continual improvement and think of manufacturing as a system, not as bits and pieces. In the 1970s, Deming's philosophy was summarized by some of his Japanese proponents with the following 'a'-versus-'b' comparison:

- (a) When people and organizations focus primarily on quality, defined by the following ratio,

$$\text{Quality} = \frac{\text{Results of work efforts}}{\text{Total costs}}$$

Quality tends to increase and costs fall over time.

(b) However, when people and organizations focus primarily on costs, costs tend to rise and quality declines over time.

***Time Scope:*** The study was being conduct during 2011 to 2012.

### ***Significance of the study***

It is anticipated that the study will give knowledge about how staff quality is affected by worker's productivity and particularly the study will be of are at significant and learning needs which give rise to training. To expand knowledge of quality and human resource development in Ali-SABIH District.

To stimulate further research by other scholars interested in studying the relationship between staff quality and productivity build on the existing body of knowledge and these findings will provide an invaluable starting point. The study will help policy maker appreciate the need for staff quality as a critical ingredient in improving performance. It will contribute to the study of literature review for further research into the same or related subject. Even this study will be benefiting the building companies.

On the other hand, *Kampala International University (KIU)* will be one of the beneficiaries for this study. However, the study will highlight how good staff quality can bring better worker productivity efficiency.

### ***Operational Definitions of Key Terms***

For the purpose of this study, the following terms are defined as they are used in the study:

***Demographic characteristics*** of the respondents are attributes looked for in this study in terms of age, gender, marital status, qualifications, and number of years working experience.

***Staff quality*** is the standard of all the workers employed an organization considered as a group.

***Workers productivity*** Workers productivity is the amount of goods and services that a worker produces in a given amount of time.

## **CHAPTER TWO**

### **Review of Related Literature**

#### ***Concepts, Opinion, Ideas from Authors/Experts***

In this chapter the researcher will review related literature on the staff quality and work productivity in Ali-sabih district in Djibouti. And also define some basic concepts. The review of literature will be done in accordance with the objectives and research questions of the study that guide the researcher in the understanding of the research problem.

According to Hoyer, R.W., and B.Y. Hoyer (2001): The quality of something can be determined by comparing a set of inherent characteristics with a set of requirements if those inherent characteristics meet all requirements, high or excellent quality is achieved. If those characteristics do not meet all requirements, a low or poor level of quality is achieved. Quality is, therefore, a question of degree. As a result, the central quality question is: How well does this set of inherent characteristics comply with this set of requirements? In short, the quality of something depends on a set of inherent characteristics and a set of requirements and how well the former complies with the latter.

According to this definition, quality is a relative concept. By linking quality to requirements, ISO 9000 argues that the quality of something cannot be established in a vacuum. Quality is always relative to a set of requirements.

### ***Definition of Total Quality***

According to Defense's (2005): Total Quality (TQ) consists of continuous improvement activities involving everyone in the organization managers and workers in a totally integrated effort toward improving performance at every level This improved performance is directed toward satisfying such cross-functional goals as quality, cost, schedule, missing, need, and suitability. TQ integrates fundamental management techniques, existing improvement efforts, and technical tools under a disciplined approach focused on continued process improvement. The activities are ultimately focused on increasing customer/user satisfaction.

Deming developed the chain reaction: as quality improves, costs go down and productivity goes up; this leads to more jobs, greater market share, and long-term survival. He stressed worker pride and satisfaction and considered it management's job to improve the process, not the worker. Quality circles, a central Deming theme, are based on the importance of employees meeting regularly in groups to comprehensively discuss product quality. The Gross Domestic Product (GDP)

in Japan rose steadily from 1960s by more than 10 percent per year. By 1951 the Japanese had named their quality prize in his honor. Deming's book, *Out of the Crisis*, emphasized improving quality of the product as more important than short-term financial goals. He de-emphasized quantity, and emphasized quality. He believed that "statistical process control" was an invaluable instrument in the quest for quality.

### ***Quality and total quality management***

According to Gallear, D., and Ghobadian . A (2004): Although quality and quality management does not have a formal definition, most agree that it is an integration of all functions of a business to achieve high quality of products through continuous improvement efforts of all employees. Quality revolves around the concept of meeting or exceeding customer expectation applied to the product and service. Achieving high quality is an ever changing, or continuous, process therefore quality management emphasizes the ideas of working constantly toward improved quality. It involves every aspect of the company: processes, environment and people. The whole workforce from the CEO to the line worker must be involved in a shared commitment to improving quality.

Therefore, in brief, quality and total quality management (TQM) in particular can be defined as directing (managing) the whole (total) production process to produce an excellent (quality) product or service. It differs from other management techniques in the attitude of management toward the product and toward the worker. Older management methods focused on the volume of production and the cost of the product. Quality was controlled by using a detection method (post production inspection), problems were solved by management and management's role was defined as planning, assigning work, controlling the production. Quality management, in contrast, is focused on the customer and meeting the customer's needs. Quality is controlled by prevention, i.e., quality is built in at every stage. Teams solve problems and everyone is responsible for the quality of the product. Management's

role is to delegate, coach, facilitate and mentor. The major quality management principles are: quality, teamwork, and proactive management philosophies for process improvement.

According to Saad, G. H., and Siha.S (2000): Quality management in is not derived from a single idea or person. It is a collection of ideas, and has been called by various names and acronyms: TQM, total quality management; CQU, continuous quality improvement; SQC, statistical quality control; TQC, total quality control, etc. However each of these ideas encompasses the underlying idea of productivity initiatives that increase profit by improving the product.

Though most writers trace the quality movement's origins to the roots of quality can be traced even further back, to Taylor is the "father of scientific management." As manufacturing left the single craftsman's workshop, companies needed to develop a quality control department. As manufacturing moved into big plants, between the 1920s and the 1950s, the terms and processes of quality engineering and reliability engineering developed. During this time productivity was emphasized and quality was checked at the end of the line.

As industrial plants became larger, post-production checks became more difficult and statistical methods began to be used to control quality. This was called *reliability engineering* because it moved quality control toward building quality into the design and production of the product. Taylor was the pioneer of these methods. Although some writers consider Taylor's methods part of classical management in opposition to the quality

management system, both Deming and Juran both used statistical methods for quality assurance at Bell Telephone laboratories ( W. Edward Deming 1950s. )

In the decades that followed World War II, the U.S. had no trouble selling everything made. This demand had the effect in the U.S. of driving industry to increase production, which resulted in less quality control. U.S. manufacturers became complacent, thinking that they could sell any product and that the consumer did not want or demand quality. The post World War II situation in Japan was just the opposite. The war had left the country devastated, and it needed to rebuild its means of production. In addition, Japanese manufacturers needed to counteract the shoddy reputation they had that products made in Japan were of low quality.

Japan began focusing on serious quality efforts. Japanese teams went abroad to visit foreign countries to learn how other countries managed quality, and they invited foreign experts to lecture in Japan on quality management. Two of these foreign experts were Americans ( W. Edward Deming and Joseph Juran. ) They each had a profound influence on Japanese quality processes, encouraging quality and design, *built in*, and zero defect programs. It took twenty years of concerted effort to revamp Japan's industrial system. The strategies used involved high-level managers as leaders, all levels and functions were trained in managing for quality, continuous progress was undertaken, quality circles were used, and the entire workforce was enlisted. By the early 1980s Japanese products, particularly automobiles and electronic products, were superior in quality to U.S. products. U.S. companies lost markets in the U.S. and in



the western world to the Japanese and went in search of the *Japanese secret*. They found ( W. Edward Deming and Joseph Juran 1950s. )

### ***Quality assurance***

Quality assurance is a set of activities intended to establish confidence that quality requirements will be met. QA is one part of quality management.

### ***Quality characteristic***

A quality characteristic is tied to a requirement and is an inherent feature or property of a product, process, or system. A requirement is a need, expectation, or obligation. It can be stated or implied by an organization, its customers, or other interested parties. An inherent feature or property exists in something or is a permanent characteristic of something.

### ***Quality control***

Quality control is a set of activities intended to ensure that quality requirements are actually being met. Quality control is one part of quality management ( Davids, M. "W. Edwards Deming (1900–1993).

### ***Quality management system (QMS)***

According to ( Godfrey, A. B., "Juran's) Quality Handbook", 1999, A quality management system is a set of interrelated or interacting elements that organizations use to direct and control how quality policies are implemented and quality objectives are achieved. A process-based QMS uses a process approach to manage and control how its quality policy is

implemented and quality objectives are achieved. A process-based QMS is a network of many interrelated and interconnected processes (elements).

Each process uses resources to transform inputs into outputs. Since the output of one process becomes the input of another process, processes interact and are interrelated by means of such input-output relationships. These process interactions create a single process-based (QMS). Quality management includes all the activities that organizations use to direct, control, and coordinate quality. These activities include formulating a quality policy and setting quality objectives. They also include quality planning, quality control, quality assurance, and quality improvement.

### ***Quality planning***

Quality planning involves setting quality objectives and then specifying the operational processes and resources that will be needed to achieve those objectives. Quality planning is one part of quality management.

### ***Quality policy***

An organization's quality policy defines top management's commitment to quality. A quality policy statement should describe an organization's general quality orientation and clarify its basic intentions. Quality policies should be used to generate quality objectives and should serve as a general framework for action. Quality policies can be based on the ISO 9000 Quality Management Principles and should be consistent with the organization's other policies.

### ***Quality objectives***

A quality objective is a quality oriented goal. A quality objective is something you aim for or try to achieve. Quality objectives are generally based on or derived from your organization's quality policy and must be consistent with it. They are usually formulated at all relevant levels within the organization and for all relevant functions.

### ***Work productivity***

Worker productivity is the amount of goods and services that a worker produces in a given amount of time. It is one of several types of productivity that economists measure. Workforce productivity can be measured for a firm, a process, an industry, or a country. It was originally (and often still is) called labor productivity because it was originally studied only with respect to the work of laborers as opposed to managers or professionals.

Measured labor productivity will vary as a function of both other input factors and the efficiency with which the factors of production are used (total factor productivity). So two firms or countries may have equal total factor productivity (productive technologies) but because one has more capital to use, labor productivity will be higher. Output per worker corresponds to the "average product of labor" and can be contrasted with the marginal product of labour, which refers to the increase in output those results from a corresponding (marginal) increase in labour input.

## ***Measurement Issues***

Worker productivity can be measured in physical terms or in price terms. Whilst the output produced is generally measurable in the private sector, it may be difficult to measure in the public sector or in NGOs. The input may be more difficult to measure in an unbiased way as soon as we move away from the idea of homogeneous labor ("per worker" or "per standard labor hour")

- The intensity of labor-effort, and the quality of labor effort general
- The creative activity involved in producing technical innovations.
- The relative efficiency gains resulting from different system of management, organization, co-ordination or engineering.
- The productive effects of some forms of labor on other forms of labor

These aspects of productivity refer to the qualitative, rather than quantitative, dimensions of labor input. If you think that one firm/country is using labor much more intensely, you might not want to say this is due to greater labor productivity, since the output per labor-effort may be the same. This insight becomes particularly important when a large part of what is produced in an economy consists of services. Management may be very preoccupied with the productivity of employees, but the productivity gains of management itself might be very difficult to prove. Modern management literature emphasizes the important effect of the overall work culture or organizational culture that an enterprise has. But again the specific effects of any particular culture on productivity may be improvable.

In macroeconomic terms, controlling for hours worked (i.e. expressing labor productivity as per worker-hour) should result in readily comparable productivity statistics, but this is often not done since the reliability of data on working hours is often poor. For example, the US and UK have much longer working hours than Continental Europe - this will inflate the figures on productivity in these countries if it is not accounted for. When comparing labor productivity statistics across countries, the problem of exchange rates must be considered because differences in how output is accounted for in different countries will change labour productivity statistics, quite apart from the obvious issues surrounding converting different currency units to a standard base.

The validity of international comparisons of labor productivity can be limited by a number of measurement issues. The comparability of output measures can be negatively affected by the use of different valuations, which define the inclusion of taxes, margins, and costs, or different deflation indexes, which turn current output into constant output. Labor input can be biased by different methods used to estimate average hours or different methodologies used to estimate employed persons.<sup>41</sup> In addition, for level comparisons of labor productivity, output needs to be converted into a common currency.

The preferred conversion factors are PPPs, but their accuracy can be negatively influenced by the limited representativeness of the goods and services compared and different aggregation methods) To facilitate international comparisons of labor productivity, a number of organizations, such as the OECD, the Groningen Growth Centre, International Labor

Comparisons Program, and The Conference Board, prepare productivity specifically to enhance the data's international comparability.

### ***Factors affecting labor productivity***

In a survey of manufacturing growth and performance in Britain, it was found that:

The factors affecting labor productivity or the performance of individual work roles are of broadly the same type as those that affect the performance of manufacturing firms as a whole. They include: physical-organic, location, and technological factors; cultural belief-value and individual attitudinal, motivational and behavioral factors; (international influences e.g. levels of innovativeness and efficiency on the part of the owners and managers of inward investing foreign companies managerial-organizational and wider economic and political- legal environments levels of flexibility in internal labor markets and the organization of work activities e.g. the presence or absence of traditional craft demarcation lines and barriers to occupational entry and individual rewards and payment systems, and the effectiveness of personnel managers and others in recruiting, training, communicating with, and performance-motivating employees on the basis of pay and other incentives.

The emergence of computers has been noted as a significant factor in increasing labor productivity in the late 1990's, by some, and as an insignificant factor by others, such as R.J. Gordon. Although computers have existed for most of the 20th century, some economic researchers

have noted a lag in productivity growth caused by computers that didn't come until the late 1990's.

By definition appeared in "Last Word" in your October issue. Essentially it boiled down to "Attention to Detail" I have been collecting definitions for awhile quality is neither mind nor matter but a third entity independent of the two. even though Quality cannot be defined, you know what it is. (Persig, 1974)

Quality is fitness for use. Quality means conformance to requirements quality is a system of means to economically produce goods or services which satisfy customers' requirements. Quality refers to the amounts of the unpriced attributes contained in each unit of the priced attribute. (Leffler, 1982) Quality means best for certain conditions (a) the actual use and (b) the selling price. (Feigenbaum, 1983). Quality means that the organization's culture is defined by and supports the constant attainment of customer satisfaction through an integrated system of tools, techniques, and training. (Sashkin & Kiser, 1993)

Quality is the totality of features and characteristics of a product or service that bear on its ability to satisfy given needs. (American Society for Quality). Quality, an inherent or distinguishing characteristic, a degree or grade of excellence (American Heritage Dictionary, 1996)

## **Employee Work Efficiency**

In general, work efficiency refers to the extent to which time or effort is well used for the intended task or purpose. It is often used with the specific gloss of relaying the capability of a specific application of effort to produce a specific outcome effectively with a minimum amount or quantity of waste, expense, or unnecessary effort. "Efficiency" has widely varying meanings in different disciplines. Another way, efficiency is a measureable concept, quantitatively determined by the ratio of output to maximal possible output.

Employees bring their own agendas with them and are only motivated to get as much work done as will benefit them. That's certainly not to suggest that employees don't work hard or try to advance, but there needs to be a tangible benefit to push them on. As you review your motivation tactics, look to see if you are rewarding them for completing a lot of good work or for just showing up. Your payment system is the first step in rewarding employee efficiency. Another additional incentive might be to tie a commission-based wage to the profitability of the company, giving them a sense of ownership.

## ***Performance:***

The most important dependent variable in industrial and organizational psychology is job performance. One of the major concerns of manufacturing companies has focused on improving worker



productivity, which is one of the job performance measures (Borman, 2004). Greguras (1996) describes job performance as the extent to which an organizational member contributes to achieving the objectives of the organization. According to Keller (2006), when you expect the best from your employees they will give you their best. On the other hand, when you expect little from employees they will give you low performance in return, which was named by Manzoni and Barsoux (2004) as set-up-to fail syndrome.

Many people feel that they are not recognized or appreciated by their employers for their hard work and in turn develop decreased motivation. Lack of communication and feedback from employers cause employees to feel overlooked and inhibits them from performing to the best of their ability. Employee motivation is one of the strategies of managers to enhance effective job performance among workers in organizations. Motivation is a basic psychological process.

Motivating is the management process of influencing behavior based on the knowledge of what make people tick(Luthans, 1998). Luthans (1998). Money is not the only motivator. There are other incentives which can also serve as motivators. However, in order to observe an effective work performance in an organization, work motivation may not be only key factor as put by Luthans (1998).

### ***Motivation:***

The level of performance of employees relies not only on their actual skills but also on the level of motivation each person exhibits (Burney et al., 2007). Motivation is an inner drive or an external inducement to behave in some particular way, typically a way that will lead to rewards (Dessler, 1978). Over-achieving, talented employees are the driving force of all firms so it is essential that organizations strive to motivate and hold on to the best employees (Harrington, 2003). The quality of human resource management is a critical influence on the performance of the firm. Concern for strategic integration, commitment flexibility and quality, has called for attention for employees motivation and retention.

Financial motivation has become the most concern in today's organisation, and tying to Maslow's basic needs, non-financial aspect only comes in when financial motivation has failed According to Greenberg and Baron (2003, 2000). Praise or positive feedback, money, and the absence of punishment are examples of extrinsic or external rewards (Deci, 1980). Intrinsic motivation is the motivation to do something simply for the pleasure of performing that particular activity (Hagedoorn and Van Yperen, 2003). Examples of intrinsic factors are interesting work, recognition, growth, and achievement. Several studies have found there to be a positive relationship between intrinsic motivation and job performance as well as intrinsic motivation and job satisfaction (Linz, 2003)

### ***Why should employees be satisfied?***

Even job satisfaction is significant influential on organizational performance. It does not seem like many managers actually understand the real meaning of job satisfaction theory. It is dangerous for many managers to recognize the importance of job satisfaction in a way of just how to improve the satisfaction level but ignore the its real importance of why employees should be motivated. Terkel (1974) indicated that work is an intrinsic part of most lives, it provides the daily meaning as well as daily bread but it does not automatically delivery satisfaction at all time.

However, a person's job is a big part of their life; hence employees will look for job satisfaction just as companies will pursue profits. Ferris (1999) suggested that employees fundamentally concern love which is normally expressed in terms of life values, fulfillment, a sense of wholeness. Simply implement certain motivation exercises without fully understanding the reason why employees should be motivated may result in an awkward situation where employees and managers have different reasons for wanting organizational conditions that generate job satisfactions. A study conducted by Bruce and Blackburn which attempted to discover the performance.

Satisfaction relationship with a group of 35 employees who have been identified as "outstanding achiever" With extremely productive has again showed the importance of distinguishing the understanding job satisfaction between managers and employees. From their targeted

group, 45% reported that their health had been negatively affected because of their high productivity and 44% indicated that their job created high stress. A large number of respondents also claimed that their health was at risk because of the expected high levels of performance and between the ages of 31 and 50 had reported the imbalance between their families and works and the concerns of declining opportunities as they aged. This is a typical example where employees are well motivated with high performance with a result of low employee job satisfaction.

However, we are not saying that companies should never pursuit high performance which could potential danmage the employee job satisfaction; they should rather try to increase the job satisfaction which could in return increase the company performance. Like what have been suggested by Clegg and Dunkerly (1980) that satisfied employees are more likely to experience high internal work motivation, to produce high quality work, and to have low absenteeism and turnover.

### ***The Correlation between Staff quality and workers productivity***

According to many management experts, the single greatest key to productivity is employee happiness. Satisfied employees are usually energetic and tend to be highly motivated. But, determining what makes workers happy can be a mind-stretching exercise. For years, the belief was that money was the source of employee happiness and retention. While there is no question that money is important, management studies

show that it does not buy employee satisfaction. While employees want to be fairly compensated for their efforts, they also want to be challenged and treated with respect.

Here are some suggestions on how organizations can increase employee satisfaction: Understand why people are working and commit to helping them achieve their goals on the job. Develop a plan that will assist them in getting where they want to go. Empower workers to do the job you hired them to do. A work environment in which employees are constantly monitored, micro-managed and bossed around can be stifling. While most employees are capable of receiving empowerment, not all will seek it. The overriding motivation for all employees is respect.

Keep employees informed. Share the big picture as to why they are being asked to do what they do and how their work can benefit others. Invite them to share their opinions. Allow them to actively participate in the discussions that lead to business decisions. By including them, you signal that you value their expertise and recognize that they are a valuable asset for the organization. Remember, involvement equals commitment!

Communicate your expectations. Let your employees know what you expect from them in terms of work ethic, quality, honesty and job performance. Do not assume that employees somehow inherently understand what is required. Period And it's not their technical expertise or experience. That is an expectation. That is the price of entry. What owners are looking for are people who can create great relationships, who

are easy to work with, who create a sense of team. And many of the owners want the process to be more fun and engaging. Life's too short.

If you are focused on the numbers, reducing margins and overhead, looking for technical solutions for a competitive advantage, then you may be looking in the wrong place. Owners will choose you because they like you, trust you, and respect you. In that order. If they don't like you, you will never get to the trust and respect part. I know what some of you are thinking. It's all about the low bidder. That has been true of late, but there will soon be a backlash from that. Defaulting subcontractors and contractors, rising material prices, high risk, and low margins make everyone fight for every nickel. And many of these projects are ending up in court. The lawyers will be the only ones making money on those projects.

### ***Theoretical perspective***

### **The Deming System of Profound Knowledge**

Dr. W. Edwards Deming taught the prevailing style of management must undergo transformation. A system cannot understand itself. The transformation requires a view from outside. The aim of this chapter is to provide an outside view—a lens—that I call a system of profound



knowledge. It provides a map of theory by which to understand the organizations that we work in. The first step is transformation of the individual. This transformation is discontinuous. It comes from understanding of the system of profound knowledge. The individual, transformed, will perceive new meaning to his life, to events, to numbers, to interactions between people. Once the individual understands the system of profound knowledge, he will apply its principles in every kind of relationship with other people. He will have a basis for judgment of his own decisions and for transformation of the organizations that he belongs to. The individual, once transformed, will:

- Set an example;
- Be a good listener, but will not compromise;
- Continually teach other people; and
- Help people to pull away from their current practices and beliefs and move into the new philosophy without a feeling of guilt about the past.

Deming advocated that all managers need to have what he called a System of Profound Knowledge, consisting of four parts:

1. ***Appreciation of a system***: understanding the overall processes involving suppliers, producers, and customers (or recipients) of goods and services (*explained below*);
2. ***Knowledge of variation***: the range and causes of variation in quality, and use of statistical sampling in measurements;

3. ***Theory of knowledge***: the concepts explaining knowledge and the limits of what can be known.
4. ***Knowledge of psychology***: concepts of human nature.

Deming explained, "One need not be eminent in any part nor in all four parts in order to understand it and to apply it. The 14 points for management in industry, education, and government follow naturally as application of this outside knowledge, for transformation from the present style of Western management to one of optimization. The various segments of the system of profound knowledge proposed here cannot be separated. They interact with each other. Thus, knowledge of psychology is incomplete without knowledge of variation.

A manager of people needs to understand that all people are different. This is not ranking people. He needs to understand that the performance of anyone is governed largely by the system that he works in, the responsibility of management. A psychologist that possesses even a crude understanding of variation as will be learned in the experiment with the Red Beads (Ch. 7) could no longer participate in refinement of a plan for ranking people.

The Appreciation of a system involves understanding how interactions (i.e., feedback) between the elements of a system can result in internal restrictions that force the system to behave as a single organism that automatically seeks a steady state. It is this steady state that determines the output of the system rather than the individual elements. Thus it is



the structure of the organization rather than the employees, alone, which holds the key to improving the quality of output.

The Knowledge of variation involves understanding that everything measured consists of both "normal" variation due to the flexibility of the system and of "special causes" that create defects. Quality involves recognizing the difference to eliminate "special causes" while controlling normal variation. Deming taught that making changes in response to "normal" variation would only make the system perform worse. Understanding variation includes the mathematical certainty that variation will normally occur within six standard deviations of the mean.

The System of Profound Knowledge is the basis for application of Deming's famous 14 Points for Management, described below.

### ***Related studies***

A major survey of nursing workforce and care has revealed significant variation in skill mix, and added to evidence of the strong link between staff levels and service quality. The final results report from the RN4CAST study into nursing workforce – due to be published later this week – was shared exclusively with Nursing Times. In England the study has involved gathering responses from nurses on more than 3,000 nurses, at 31 hospital trusts and on 400 general medical and surgical wards. It was led by the National Nursing Research Unit at King's College London and the University of Southampton. The research found that the average proportion of registered nursing staff – compared to unregistered healthcare assistants – on day shifts was 56%. Dame Christine Beasley,

the previous chief nursing officer for England, has previously said the ratio of nurses to assistants should not fall below 60:40.

The research found the proportion of registered nurses to assistants varied from 43% to 68% between trusts. There was also a more than two-fold variation in the ratio of patients to registered nurses from 5.2 patients per nurse at one trust to 10.9 at the trust with the highest nurse staffing levels. When surveyed, fewer than a quarter - 24% - of nurses said there were enough staff to get work done while 27% felt there were enough registered nurses to provide quality care. Nurses were also asked about patient safety on their ward. Where they said it was "excellent", there was an average of seven patients per registered nurse, compared to more than nine where patient safety was "poor" or "failing". In an earlier stage of results previously reported by Nursing Times, 86% of nurses said at least one necessary activity was left undone on their last shift due to lack of time. Those on wards with fewer registered nurses per patient were more likely to report work left undone.

Professor Peter Griffiths, one of the authors at the University of Southampton, said: "The most striking finding is the huge amount of variation that we see across the country both in overall staffing levels but particularly registered nurse staffing levels and the skills mix on the wards. We're seeing some fairly strong associations between staffing levels and missed care and staffing levels and nurses' perception of quality."

Jane Ball, another author and deputy director of the National Research Unit at King's College London, warned about dissatisfied staff leaving: "With training places being cut we can't afford to have the workforce further depleted because nurses are leaving. Just under a quarter said they'd like to leave the profession altogether. That's expensive because it's not just about recruiting a new member of staff to an organisation but losing expertise from the system altogether.

Purpose – The purpose of this paper is to investigate the levels of job satisfaction among academicians in the universities of Turkey and to examine the effects of demographics on levels of satisfaction among them.

Design/methodology/approach – A questionnaire-based study was conducted in 648 academicians working in the Universities of Turkey. Data were collected using the Minnesota Satisfaction Questionnaire (MSQ) short form.

Findings – The job satisfaction levels of the academicians were found to be moderately high. Social status was ranked as the highest and compensation was ranked as the lowest of the examined items. The results of the study indicated that professors reported a higher level of job satisfaction as compared to instructor and research assistants. Nonetheless, among the demographic variables age, length of service in present university and in higher education as a whole were significantly related to job satisfaction. Marital status and gender were not significantly related to job satisfaction.

Originality/value – This study shows the job satisfaction levels of academicians and the interrelationships between demographic characteristics and satisfaction in the Universities of Turkey, hence the results from this study can help the academicians and the university administrators to increase the satisfaction level

A fundamental criticism of performance-related pay is that the performance of a complex job as a whole is reduced to a simple, often single measure of performance. For instance a telephone callcentre helpline may judge the quality of an employee based upon the average length of a call with a customer. As a simple measure, this gives no regard to the quality of help given, for instance whether the issue was resolved, or whether the customer emerged satisfied. Performance related pay may also cause a hostile work attitude as in times of low custom; multiple employees may compete for the attentions of a single customer. Where a customer has been helped by more than one employee, further resentment may be caused if the commission is taken by whoever happens to make the final sale. Macroscopic factors such as an economic downturn may also make employees appear to be performing to a lower standard independent of actual performance.

Performance-based systems have met some opposition as they are being adopted by corporations and governments. In some cases, opposition is motivated by specific ill-conceived standards, such as one which makes employees work at unsafe speeds, or a system which does not take all factors properly into account. In other cases, opposition is motivated by a dislike of the consequences. For example, a company may have had a compensation system which paid employees strictly according to their seniority. They may change to a system that pays sales staff according to how much they sell. Low-performing senior employees would object to having their income cut to match their performance level, while a high-performing new employee might prefer the new arrangement.

Academic evidence has increasingly mounted indicating that performance related pay leads to the opposite of the desired outcomes when it is applied to any work involving cognitive rather than physical skill. Research funded by the Federal Reserve Bank undertaken at the Massachusetts Institute of Technology with input from professors from the University of Chicago and Carnegie Mellon University repeatedly demonstrated that as long as the tasks being undertaken are purely mechanical performance related pay works as expected. However once rudimentary cognitive skills are required it actually leads to poorer performance. These experiments have since been repeated by a range of economists, sociologists and psychologists with the same results. Experiments were also undertaken in Madurai, India where the financial amounts involved represented far more significant sums to participants and the results were again repeated. These findings have been specifically highlighted by Daniel H. Pink in his work examining how motivation works

How can productivity be raised Training can improve the knowledge and skills of staff Improved recruitment and selection may have the same effect Investment in equipment and new technology may enable output per worker to increase Better employee motivation can be the most powerful factor of all. Gaining engagement and loyalty of staff can bring major gains in output and quality. Productivity can also be measured for plant and machinery. For example, a machine might be available and functioning normally for 85% of an average week. In the remaining time it is being cleaned or repaired. The production manager may consider that this figure could be improved through better and more regular servicing. Notice, too, that in effect firms measure the productivity of capital when calculating the return on capital employed.

## **CHAPTER THREE**

### **METHODOLOGY**

#### ***Research Design***

The study was conducted using descriptive correlation design. Because the study was to consider the significant relationships, effect, and difference of the two variables Descriptive studies are *non-experimental* researches that describe the characteristics of a particular individual, or of a group. It deals with the relationship between variables, testing of hypothesis and development of generalizations and use of theories that have universal validity. It also involves events that have already taken place and may be related to present conditions. Further, descriptive surveys are used to discover causal relationships (descriptive correlation).

#### ***Research Population***

The research study of the target population was composed of two categories and they were follows: managers and employee. The researcher chose 140 as target population 10 from managers and 130 from employees of the above categories of population.

### ***Sample Size***

The researcher selected 100 out of 140 target populations. The respondents was drawn the in Ali-SABIH District. In this study the sample was reached by the Slovin's formula which is  $n = N / 1+N (0.05^2)$ , where  $n$  = sample size,  $N$  = study population and  $(0.05)^2$  = level of significance margin of error (Amin, 2005).

**Table 1**

#### **Respondents of the Study**

<b>Categories of expected respondent</b>	<b>Target Population</b>	<b>Sample Size</b>
Managers	10	7
employee	130	93
<b>TOTAL</b>	<b>140</b>	<b>100</b>

Source by researcher

### ***Sampling Procedure***

The researcher used the purposive sampling designs and categorized the respondents using the flowing criteria:

1. Male or female respondents in any of the ALI-SABIH District included in the study.
2. Managers staff with management experience ranging from one year and above.



### 3. The employee of ALI SABIH under study

From the list of qualified respondents chosen based on the inclusion criteria, the simple random sampling will be used to finally select the respondents with consideration to the computed minimum sample size.

### ***Research Instrument***

The instrument that the study uses was questionnaire. The main reason for using administered questionnaire is that the respondents were given only the questionnaires that the researcher intended to get answers without irrelevant information. In addition to this, the structure of the questionnaire begins with an introduction, which explains the purpose of the survey and gives instruction to the respondents, and then the questions that are relating to the study followed.

### ***Validity and reliability of the instrument***

**The reliability** of research instrument was being distributed with the extent to which research instrument yield the same results. The questionnaire was pre-tested to two participants and self administrative questionnaire was used throughout the research to ensure that respondent filled the same questionnaire and provides the required information.

**Validity** was tested by dividing number of questions related to the objectives by the whole number of the questions. If the result becomes

more or 0.7 the instrument is valid and if it is less than 0.7 it was not valid. The instrument was standardized.

## **Data Gathering Procedures**

### ***Before the administration of the questionnaires***

1. An introduction letter was obtained from the School of Post Graduate Studies and Research for the researcher to solicit approval to conduct the study from respective heads of managers in the workers.
2. When approved, the researcher secured a list of the qualified respondents from the private companies' authorities in charge and select through simple random sampling from this list to arrive at the minimum sample size.
3. Reproduce more than enough questionnaires for distribution.

### ***During the administration of the questionnaires***

1. The respondents were requested to answer completely and not to leave any part of the questionnaires unanswered.
2. The researcher emphasized retrieval of the questionnaires within Ten days from the date of distribution.
3. On retrieval, all returned questionnaires were checked if all were answered.

### ***After the administration of the questionnaires***

The data was gathered, prearranged into the computer and statistically treated using the Statistical Package for Social Sciences (SPSS).

### ***Data Analysis***

The frequency and percentage distribution was used to determine the demographic characteristics of the respondents. The researcher was used SPSS to the study. Correlation was used to analyze the data and this technique also measure the degree association between two or more variables that have been obtained from the same group. The regression analysis R<sup>2</sup> (coefficient of determination) was computed to determine the influence of the independent variables on the dependent variable.

### ***Ethical Considerations***

Bearing in mind the ethical issues, the researcher provided the respondents with the necessary information as regards the main purpose of the research, expected duration and procedures to be followed, and be in position to keep privacy and not disclose the confidentiality of respondents and researchers responsibility.

### ***Limitation of the Study***

The researcher was face number of problems including:

Some of the respondents didn't know English language so; translating local language into English is difficult.

Lack of proper statistical data primarily on the subject matter.

Also the researcher was face unwillingness of the respondents to answer the research questions probably.



## **CHAPTER FOUR**

### ***PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA***

#### ***INTRODUCTION***

This chapter presents the presentation of data, analysis, and interpretation. The data analysis and interpretation was based on the research questions as well as research objectives, the presentation was divided in to two parts. The first part presents the respondents profile or demographic information, while the second part deals with presentation, interpretation, and analysis of the research questions and objectives.

#### ***Demographic information of the respondents***

This part presents the background information of the respondents who participated in the study. The purpose of this background information was to find out the characteristics of the respondents and show the distribution of the population in the study.

In addition to that, the first objective of this study was to determine the profile of respondents as to Age, Gender, Qualification and Experience to examine what category the majority of the respondents are fit in. data on this objective was analyzed under the question "What are the demographic characteristics of the respondents as to: Age, Gender, Marital status, highest qualifications, and Number of years work experience?"

**Table 2 Profile of the respondents****N=100**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Male	75	75%
female	25	25%
<b>Total</b>	<b>100</b>	<b>100%</b>
<b>Age</b>		
20-29	21	21%
30-39	41	41%
40-49	24	24%
50-60	14	14%
<b>Total</b>	<b>100</b>	<b>100%</b>
<b>Qualifications</b>		
Ph.D	4	4%
Master	32	32%
Degree	43	43%
Diploma	16	16%
Certificate	5	5%
<b>Total</b>	<b>100</b>	<b>100%</b>
<b>Experience</b>		
1-2yrs	14	14%
3-4yrs	26	24%
5-6yrs	34	34%
7yrs and above	26	26%
	<b>100</b>	<b>100%</b>

**Source: primary data 2012**

From the above table 1 it is indicated that different categories were involved in the study. And 75% of the respondents were male, whereas,

the other 25% of the respondents were female, so it is obvious that companies were dominated by workers.

The findings of the study showed that the majority of the workers 41% for between 30-39 of age, and 24% of the respondents were 40-49 of age i.e. middle adult hood. But the minority of the respondents was in the age bracket of between 50-60. According to the findings, it is clear that the selected private building companies tended to employ young people at the age bracket of 30-39.

Table 1 also showed that the findings of the study indicated that the majority of the respondents were degree holders which makes up 43% of the respondents, the second group of the respondents are master holders which represents 32% of the respondents, the third group of the respondents are diploma holders which represented 16% of the respondents and four group of the respondents are Certificate holders which represented 5%. Finally group of the respondents are Ph.D holders which represented 4% respondents.

### ***Description of the independent Variable***

#### **Level of the staff quality**

Question one was derived from the first objective of the study which was to determine the level of staff quality of the project success in selected private building companies. To achieve these objective

respondents were subjected to a number of questions to provide answers to research question one mentioned above.

The question administered to the respondents was aimed at investigating the respondent's response towards the state research objective. The question include Staff qualities are characteristic ways, A good leader gives detailed, Staff quality is a central feature, Staffs have equipment, tools to do their job, There is a balance of incentive to motivate staff, Staffs are familiar with planning tools, Effective communication between management and staff and Accountability and opens prevails.



**Table 3. (Level of the staff quality)**

The results are presented in the table 3.

<b>Indicator</b>	<b>Mean</b>	<b>Interpretation</b>	<b>Rank</b>
The staff quality of the companies gives interest cash flow	3.55	Very good	1
A good leader gives detailed instruction to his employee	3.42	Very good	2
There is a smart spending inside in the companies	2.97	Good	3
There is adequate level of pay or pay package	2.85	Good	4
Staffs have equipment, tools to do their job	2.84	Good	5
There is a balance of incentive to motivate staff	2.81	Good	6
Staffs have the power to make decisions	2.74	Good	7
Staffs are familiar with planning tools	2.45	Poor	8
Effective communication between management and staff	2.31	Poor	9
Accountability and openness prevails	1.76	Fair	10
Overall mean	2.77	Good	

**Source: primary data 2012**

Table 3 shows that majority of the respondents strongly agreed (very good) that managers policies affect the level of community participation of the private buildings companies, A good leader gives detailed. On the other hand majority of the respondents disagreed (poor) that there is strong community participation of the managers in the private building companies. Effective communication between management and staff.

Staffs are familiar with planning tools participate in matters of their concerns like identifying their own problems and propose solutions to these problem; the community participates in planning buildings companies and managers of the organization. Also the majority of the respondents agreed (good) that Staff quality is a central feature, there is a balance of incentive to motivate staff and Staffs have the power to make decisions. And the table above also indicates that minority of the respondents is strongly disagreeing of the Accountability and opens prevails in the managers of the companies (fair).

This interprets that there is weak community participation in Staffs are familiar with planning tools and communication between management and staff.

### ***Description of the Dependent Variable***

#### **Level of employee workers productivity**

Question two was derived the second objective of the study which was to determine the level of worker's productivity in selected private building companies. In order to achieve this objective, the researcher asked a number of questions by the respondents to provide answer to research question two.

The question administered to the respondents was aimed at investigating the respondent's response towards the stated research objective. The questions include: Missed deadline-projects are late or incomplete, Complainers from users of the employee's production or work, Employee motivation is one of the strategies of managers to Enhance job, improbable excuses for poor job performance, financial motivation has become the most concern in today Organization, Increasing difficulty in hurdling complex assignment, Jobs take longer than necessary to complete, Accidents on the job due to carelessness and There is no training and orientation program in this organization.

**Table 4. (Level of employee workers productivity)**

The results are presented in the following table 4.

<b>Indicator</b>	<b>Mean</b>	<b>Interpretation</b>	<b>Rank</b>
Missed deadline-projects are late or incomplete	2.99	Good	1
Complainers from users of the employee's production or work	2.97	Good	2
Employee motivation is one of the strategies of managers to Enhance job	2.83	Good	3
Improbable excuses for poor job performance	2.70	Good	4
Difficulty in recalling instruction details	2.68	Good	5
Financial motivation has become the most concern in today Organization	2.67	Good	6
Increasing difficulty in hurdling complex assignment	2.29	Poor	7
Jobs take longer than necessary to complete	2.04	Poor	8
Accidents on the job due to carelessness	2.00	Poor	9
There is no training and orientation program in this organization	1.00	fair	10
Overall mean	2.417	Poor	

**Source primary data 2012**

From table 4the results show that majority of respondents agree (Good) that to Missed deadline-projects are late or incomplete in the task Complainers from users of the employee's production or work, Employee

motivation is one of the strategies of managers to Enhance job, Financial motivation has become the most concern in today Organization, Improbable excuses for poor job performance.

And also the table indicates that the majority of the respondents disagree (poor) with employee productivity well designed reporting system to community and building companies finished within the allocated time, cost, quality. The above table 4 shows that the minority of the respondents strongly disagree of the questions Accidents on the job due to carelessness, there is no training and orientation program in this organization (fair).

According to this, workers productivity of the selected private building companies is good. Also table 4 shows a mean of 1.00 for the companies earning and the majority of the respondents agreed that the selected private building companies earnings is very low, whereas the minority of the respondents did agree that the earning of the selected private building companies is not low. According to this, the selected private building companies earning is poor.

### ***Testing of the relationships between variables***

#### **Relation between staff quality and workers productivity**

Research question three was derived from the third objective of the study. The third objective of this study was to establish if there is a significant relationship between the levels of staff quality and worker's productivity in selected private building companies.

To achieve this objective the researcher used means a basis of correlation between the two variables. The results are presented in the following table 5

**Table 5.Relationship between staff quality and workers productivity**

<b>Variables correlated</b>	<b>Computed r- value</b>	<b>P-value</b>	<b>Interpretation of Correlation</b>	<b>Decision on Ho</b>
<b>Staff quality and workers productivity</b>	2.77 2.417	0.791	<b>Good</b>	<b>Reject the null hypothesis</b>

**Source: primary data 2012**

From table 5 according to pearson,s coefficient, the relationship between staff quality and workers productivity are strong at value of 0.791 Computed r-vale is generated from mean scored of staff quality and workers productivity of the project success in selected private companies in Djibouti Ali-sabih District.

The above table gives the nature and type of relationship between staff quality and workers productivity in selected private buildings companies in Ali-sabih District thus the null hypothesis is rejected and the alternative hypothesis is accepted. This implies that as long as the staff qualities in the building will success.

The researcher used another instrument, this instrument was questionnaire guide. The researcher questionnaire of the employee and managers in selected private building companies in Ali-sabih District, Djibouti.

## **CHAPTER FIVE**

### ***FINDINGS, CONCLUSION, RECOMMENDATION***

This chapter discusses the findings, conclusion and recommendation of this study. Firstly, it was discussed the major findings of the study as stated in the research objectives, secondly the conclusion will be draw from the findings of the study .lastly, the researcher will bring recommendation for further researched for this study.

#### ***Discussion of the Research Findings***

The study focused on staff quality and workers productivity. The study was to determine the demographic characteristics of the respondents as to: Age, Gender, Marital status, highest qualifications, Number of years work experience.

To determine the level of staff quality in selected private building companies. To determine the level of worker's productivity in selected private building companies.

To establish if there is a significant relationship between the levels of staff quality and worker's productivity in selected private building company

#### ***Relationship between staff quality and workers productivity***

Relationship between staff quality and workers productivity in select private buildings companies in Ali-sabih District, Djibouti, the third



objective of this study was to establish if there is a significant relationship between the levels of staff quality and worker's productivity in selected private building companies.

Data analysis and interpretations revealed that is a significant relationship between staff quality and workers productivity. The findings indicate that relationship between staff quality and workers productivity is positive correlation which means there is a relationship between these two variables.

The findings also showed that reason behind the relationship of staff quality and workers productivity to be positive correlation is the importance of the staff quality to involve workers productivity and decision making to secure the success of these private buildings companies.

In addition to that the findings showed that these two variables have positive correlation which means they are going on the same direction, as one increase ,the other increase positively ,therefore ,if the level of staff quality increase the also the level of productivity increase also and success.

## **CONCLUSIONS**

The study investigates the relationship between staff quality and workers productivity. It was intended to determine relationship between staff quality and workers productivity in select private buildings companies in District Ali-sabih, Djibouti. The conclusions were made on objectively based as follows:

The first objective of this study was to determine the level of staff quality in selected private building companies. As the findings showed, the level of staff quality in selected private building companies was good because the average mean of this objective was 2.77 which mean that most of the respondents agreed that the level of staff quality is good. This means that the staff does not effectively in workers implementation and decision making of the companies.

The second objective was to determine the level of workers productivity in selected private building companies. The findings revealed that the private companies are at risk to fail with overall means of 2.417, showing there is weak staff quality policies are not allowed workers to motivation effectively in the productivity of the companies to develop productivity in the companies.

The third objective of this study was to establish if there is a significant relationship between the levels of staff quality and workers productivity in selected private building companies. Data analysis and interpretations revealed that there is a significant relationship between staff quality and workers productivity. Also the findings indicated the relationship between staff quality and workers productivity is positive correlation which means there is a relationship between the two variables.

## **Recommendations**

The researcher suggests to the selected private building companies to pay attention to the building because if they do not may cause problem like claps of companies or understandable.

To enhance the level of staff quality there is some recommendation; first: the local companies implementing building companies projects should change policies and allow the community to participate in planning, implementation, and decision making.

The second; staff quality and workers productivity should design projects concerns their problem, not only waiting for consultation in the implementation of companies buildings.

To avoid failing and risk of the companies the researcher suggest some recommendations

First: the implementing of the private companies should ensure that the project finished within the proposed time, quality and cost.

Second: give the community chances to participate effectively and help them to establish self-help projects.

The third objective of this study was to establish if there is a significant relationship between the levels of staff quality and workers productivity in selected private building companies. Based on the findings, discussions and conclusions of the study, it revealed that there is positive significant relationship between staff quality and workers productivity.

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**KAMPALA INTERNATIONAL UNIVERSITY**

**SCHOOL OF POST GRADUATE STUDIES AND RESEARCH  
MASTER PROGRAM**

Dear Sir/Madam,

I am a candidate for master of Project planning and management at Kampala International University and currently pursuing a thesis entitled **STAFF QUALITY AND WORKERS PRODUCTIVITY IN SELECTED PRIVATE BUILDING COMPANIES IN ALI-SABIH DISTRICT, DJIBOUTI**. In view of this empirical investigation, May I request you to be part of this study by answering the questionnaires? Rest assured that the information that you provide shall be kept with utmost confidentiality and will be used for academic purposes only. As you answer the questionnaire, be reminded to respond to the items in the questionnaires thus not leave any item unanswered. Further, may I retrieve the filled out questionnaire within 5 days from the date of distribution? Thank you very much in advance.

Yours faithfully,

Mr. Abdillahi Yonis Hassan



## **INFORMED CONSENT**

I am giving my consent to be part of the research study of Mr. Abdillahi Yonis Hassan that will focus on learning environment and educational efficiency.

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initials: \_\_\_\_\_

Date: \_\_\_\_\_



## APPENDIX IA

### FACE SHEET

#### DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS.

PLEASE TICK (✓) THE PROVIDED SPACE BELOW.

**Gender:** \_\_\_\_\_ 1. Male \_\_\_\_\_ 2. Female

**Age:** \_\_\_\_\_

#### Qualifications Under Education Discipline:

\_\_\_\_\_ 1. Certificate \_\_\_\_\_ 2. Diploma \_\_\_\_\_ 3. Bachelors'  
\_\_\_\_\_ 4. Masters \_\_\_\_\_ 5. Ph.D. \_\_\_\_\_ 6. Others

#### Number of Years Working Experience:

\_\_\_\_\_ 1. 1-2yrs \_\_\_\_\_ 2. 3-4yrs \_\_\_\_\_ 3. 5-6yrs \_\_\_\_\_ 4. 7 years +

**Direction:** Please write your preferred option on the space provided before each item or after.

***Kindly use the Scoring guide below:***

Scoring	Response Mode	Description
(4)	Strongly agree	you agree with no doubt at all
(3)	Agree	you agree with some doubt
(2)	Disagree	you disagree with some doubt
(1)	Strongly disagree	you disagree with no doubt at all

---

## **APPENDIX I B**

### **QUESTIONNAIRE TO DETERMINE THE TYPE OF STAFF QUALITY**

- \_\_\_\_1. Staff qualities are characteristic ways of making decisions that influence the general work efficiency and environment of an organization.
- \_\_\_\_2. A good leader gives detailed and complete instructions to subordinates rather than giving them general directions.
- \_\_\_\_3. Staff quality is a central feature of organizational performance.
- \_\_\_\_4. There is adequate level of pay or pay package
- \_\_\_\_5. Staffs have equipment, tools to do their job, responsibility, and has very little desire.
- \_\_\_\_6. There is a balance of incentive to motivate staff
- \_\_\_\_7. Staffs have the power to make decisions
- \_\_\_\_8. Staffs are familiar with planning tools.
- \_\_\_\_9. Effective communication between management and staff.
- \_\_\_\_10. Accountability and openness prevails.

## **APPENDIX I C**

### **QUESTIONNAIRE TO DETERMINE THE LEVEL OF EMPLOYEE PRODUCTIVITY.**

- \_\_\_\_1. Missed deadline-projects are late or incomplete.
- \_\_\_\_2. Complainers from users of the employee's production or work.
- \_\_\_\_3. Employee motivation is one of the strategies of managers to Enhance job performance among workers in the organizations.
- \_\_\_\_4. Improbable excuses for poor job performance.
- \_\_\_\_5. Difficulty in recalling instruction details.
- \_\_\_\_6. Financial motivation has become the most concern in today Organization.
- \_\_\_\_7. Increasing difficulty in hurdling complex assignment.
- \_\_\_\_8. Jobs take longer than necessary to complete
- \_\_\_\_9. Accidents on the job due to carelessness.
- \_\_\_\_10. There is no training and orientation program in this organization.

### Computing sample size appendix III

$$n = \frac{N}{1 + N d^2}$$

$$n = \frac{140}{1 + 140(0.0025)}$$

$$n = \frac{140}{1 + 0.35}$$

$$n = \frac{140}{1.35}$$

$$n = 100$$

$$n = 100$$

$$n = 100$$

$$n = 100$$

## APPENDIX III A PROPOSED DATA PRESENTATION THROUGH TABLES

**Table 2: *Demographic Characteristics of the Respondents***

Category			Frequency	Percentage (%)
<b>Gender</b>	Male	Female		
<b>Age</b>	20-39 (Early adult hood)			
	40-59 (Middle adult hood)			
	60 and above (Late adult hood)			
<b>Educational Qualifications</b>	(Under Education Discipline)			
	Certificate			
	Diploma			
	Bachelors			
	Masters			
	PhD			
<b>Qualifications Other Than Education Discipline</b>				
<b>Number of Years Teaching Experience</b>				
	6 months -1 year			
	2 years - 4 years			
	5 years and above			

### APPENDIX III B

**Table 3: Level of STAFF QUALITY**

<b>Indicator</b>	<b>Mean</b>	<b>Interpretation</b>	<b>Rank</b>
Staff qualities are characteristic ways			
A good leader gives detailed			
Staff quality is a central feature			
There is adequate level of pay or pay package			
Staffs have equipment, tools to do their job			
There is a balance of incentive to motivate staff			
Staffs have the power to make decisions			
Staffs are familiar with planning tools			
Effective communication between management and staff			
Accountability and opens prevails			

### APPENDIX III C

**Table 4: Level of Employee Workers Productivity**

Indicator	Mean	Interpretation	Rank
ed deadline-projects are late or incomplete			
plainers from users of the employee's action or work			
oyee motivation is one of the strategies of agers to Enhance job			
obable excuses for poor job performance			
ulty in recalling instruction details			
ocial motivation has become the most ern in today Organization			
asing difficulty in hurdling complex nment			
take longer than necessary to complete			
lents on the job due to carelessness			
e is no training and orientation program in organization			

**Table 5**

**Relationship between staff quality and workers productivity**

<b>Variables correlated</b>	<b>Computed r- value</b>	<b>P-value</b>	<b>Interpretation of Correlation</b>	<b>Decision on Ho</b>
Staff quality and workers productivity				





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**OFFICE OF THE HEAD OF DEPARTMENT, ECONOMICS AND  
MANAGEMENT SCIENCES  
COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)**

Date: 24<sup>th</sup> April, 2012

**RE: REQUEST ABDILLAH YONIS HASSAN MPP/33324/111/DU TO  
CONDUCT RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing Masters of Business Administration (Accounting and Finance).

He is currently conducting a research entitled **"Staff Quality and Workers Productivity in Selected Private Building Companies in Ali-Sabih District, Djibouti."**

Your organization has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him from your organization shall be treated with utmost confidentiality.

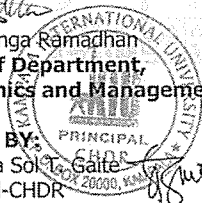
Any assistance rendered to him will be highly appreciated.

Yours truly,

**Mr. Malinga Ramadhan  
Head of Department,  
Economics and Management Sciences, (CHDR)**

**NOTED BY:**

Dr. Sofia Soli Gaita  
Principal-CHDR



### APPENDIX III

#### CALCULATION OF CONTEENT VALIDTY INDEX

$$\text{CVI} = \frac{\text{Number of all relevant questions}}{\text{The total number of the items}}$$

Section: A

$$\text{CVI} = \frac{7}{10} = 0.7$$

Section: B

$$\text{CVI} = \frac{8}{10} = 0.8$$

Therefore, Average of content validity index is

$$\text{CVI} = \frac{1.5}{2} = 0.75$$

## RESEARCHER, S CURRICULUM VITAE

To document the details of the researcher's his competency in writing research and to recognize his efforts and qualification, this part of the research report is thus meant.

### Personal profile

<b>Name</b>	:	Abdillahi Yonis Hassan
<b>Date of Birth</b>	:	13Dec 1986
<b>Place of Birth</b>	:	Djibouti
<b>Nationality</b>	:	Djiboutian
<b>Marital status</b>	:	Single
<b>Phone number</b>	:	+ 256 791185908
<b>Email</b>	:	<a href="mailto:habad22@hotmail.com">habad22@hotmail.com</a>

## EDUCATTIONAL BACKROUND

<b>Institution /school</b>	<b>year</b>	<b>Award</b>
Kampala International University	2011-2012	Master of arts
Project planning and Management		
International University of Africa in Khartoum	2007-2010	arts of literature English
Khartoum University	2008-2010	diploma bank accounting
British Educational institutes in Khartoum	2010	diploma of computer science
Combine college of Science and Technology in Khartoum	2008	certificate of English course
Al zad secondary school	2005-2006	certificate of secondary school

## Reference

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