

# **Needs Assessment of Workers of the Misr Phosphate Company in the New Valley**

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## ABSTRACT

The study aims to determine the needs of the workers of the Misr Phosphate Company in the New Valley, prioritize these needs, identify the problems they face, and develop planning mechanisms to satisfy their needs. This study, characterized by its descriptive nature, employs the sample social survey approach. The questionnaire was administered to a sample of 264 employees of the Misr Phosphate Company in the New Valley. The study found that the workers' needs ranked as follows: health needs, economic needs, training needs, transportation needs, social needs, recreational needs, and housing needs. The study validated its objectives and the first and second hypotheses, but not the third and fourth hypotheses.

**KEYWORDS** Needs Assessment, Workers, Misr Phosphate Company.

## INTRODUCTION:

The first task of any society seeking to achieve development is to satisfy the various needs of its population, whether social, educational, health, economic or other needs, through the optimal use of available resources and capabilities. This requires identifying and prioritizing these needs in order to allocate resources effectively (Hashem, 2010, p.156).

Needs assessment is the first step in planning social care services. It involves collecting and organizing information about needs and making informed judgments to determine current needs and the best strategies for addressing them in the future (Toseland & Rivas, 2001, p.218).

Needs assessment helps in improving the quality of decision-making, leading to enhanced performance and desired outcomes. Enhancing results, which involves "the transition from current performance to desired performance", is usually a valuable and worthwhile endeavor. Performance improvement is not solely about improving productivity, but it can also boost job satisfaction, reduce stress, foster new social networks, stimulate creative and innovative thinking, improve workers' quality of life s, and provide other benefits that impact the organizations's workforce (Watkins, et al, 2012, p.5).

The needs assessment process seeks to determine the needs of various societal groups and the type of services required, prioritize these needs, and assist the government in formulating effective social policies and resource allocation (Sarantakos, 2005, pp. 330-331).

Social policy seeks to enhance social welfare and meet as many human needs as possible while addressing the social problems faced by people in society. Needs assessment contributes directly and effectively to setting, changing, or creating alternative social policies with the same or new goals. The returns of social policy and the degree to which they meet needs in society constitute a basic criterion for evaluating these policies. Needs assessment also plays an important role in focusing social policy on caring for some groups in society (Rein, 1983, p.15).

The category of workers is considered one of these categories on which social policy focuses. The problems workers face are diverse and their needs are multiple. Their problems stem from multiple factors, such as inadequate fulfillment of their health, psychological, social, economic, or training needs, insufficient capacity to adapt to the new changes in their workplace, and lack of awareness about available social services to meet their needs (Al-Sarouji & Abu Al-Maati, 2009, p.341).

Egypt is considered one of the leading countries in prioritizing the social care of workers. Law No. (12) of 2003 exemplifies this commitment, representing a significant aspect of legislative reform focused on protecting workers' right in Egypt. This law ensures the provision of comprehensive care services for workers and regulates their relationship with employers, thereby maintaining their rights and promoting stability in the workplace (Ministry of Commerce and Industry, 2006, p.31).

In 2021, Egypt's total labor force reached approximately 29.653 million. About 30.8% of these individuals were employed in the housing and construction sector, while 22.4% worked in mining and industry. The remaining labor force was distributed across various other economic activities (Capmas, Statistical Yearbook-Labor, 2021).

The basic mineral industries are among the most important industries in Egypt, with phosphate being one of the most crucial non-metallic minerals. Phosphate ores were first discovered near Qeft in Upper Egypt in 1897. In 1968, rich deposits of phosphate were found on the Abu Tartour plateau between the Dakhla and Kharga oases. Production began in 1997, with the project aiming to produce 7 million tons of phosphate ore, the majority of which is exported (Gad El-Rab, 2011, p.232).

Egypt ranks ninth globally in terms of phosphate ore reserves, amounting to 1.3 billion tons. In 2022, Egypt's production of phosphates reached approximately 5 million tons, placing Egypt fifth among Arab nations and seventh worldwide (Ministry of Petroleum and Mineral Resources, 2023).

The Misr Phosphate Company is the largest producer of phosphate ore in Egypt and employs about 840 workers. The company also holds a license to operate the entire Abu Tartour phosphate mine plateau, which spans an area of 220 km<sup>2</sup>. The Misr Phosphate Company plays a vital role in selling and exporting phosphate ore to international markets. This is largely due to the company's significant stake in the Egyptian Phosphate and Fertilizers Marketing Company (EMPHCO), where it holds a 20% paid share in the capital. The company also ensures that the needs and requirements of the local market are met with high levels of phosphate concentrations (Ministry of Petroleum and Mineral Resources, 2023).

Therefore, it is necessary to study the company's workers to identify their various needs and the problems that affect their work within the company. It is also important to determine the nature of the services they need in order to contribute to their satisfaction by the company.

There are many studies and research papers that dealt with this group and its problems and needs. For example, a study conducted by Kincaid (2002) focused on some Latino immigrants seasonal workers in a small rural community in East Texas, and health care providers who indicated that these groups suffer from a severe deficiency of health needs, a low standard of living, and a lack of resources.

The study by Imberman & Deforest (2004) centered on the challenges faced by Spanish workers, identifying the causes of these problems, and reaching a clear vision of the relationship between management and workers to solve most of these problems. The study found that there are administrative difficulties such as poor communication, low morale of workers and the lack of training provided to them. The study recommended the development of a worker training program, while working on improving the means of communication to raise their morale.

Marais & Venter's study (2006) focused on the housing needs of miners in South Africa, emphasizing the necessity to address these needs and provide individual housing for each worker near the workplace.

Ejakait's study (2016) applied to postal institutions in Kenya, found that despite ongoing investment in training, there was no focus on identifying individual training needs through worker training needs assessments. Most workers were uncertain about whether their performance had been properly evaluated and how they had been selected for training. The study recommended that the institution should emphasize the need to conduct a training needs assessment before carrying out the training process.

Haeri's study (2017) sheds light on the importance of identifying appropriate training needs for specific tasks of wind farm workers and prioritizing these needs.

Sharma's study (2018) attempted to analyze the training needs of workers in a real estate company and explore the training needs of employees in the pre-sales and after-sales sales departments. It also aimed to analyze and evaluate current training practices. The main purpose of the study was to identify the types of training required for employees within the organization, including technical, non-technical or soft skills.

The study by Boakye et al. (2021) aimed to assess the needs of community health workers in Kenya. This would help maintain and keep their services to enhance the effective delivery of these services. In addition, all participants in the study recognized the need for training and informing community health workers about their roles. They also acknowledged the importance of rewarding them for their services to enhance the effectiveness of service delivery. To achieve this, they must be motivated appropriately and continuously and receive the necessary training courses for that.

Selim (2022) attempted to identify and prioritize the needs (health, social, economic, psychological, recreational) of workers who are about to retire. The study found that these workers have a high level of needs. There were statistically significant differences in the responses of these workers based on gender and job regarding determination of their needs level.

Through what has been previously presented, previous studies focused on the needs and problems of workers and indicated the way through which these needs can be satisfied. This highlights the importance of needs assessment as a planning process. It helps determine the extent of the need for a specific service and its impact on satisfying needs, identifies existing problems and needs, determines the size of these problems, and educates people about them

and the resulting situations. To serve this issue effectively, a degree of participation is required. Various methods are used to collect information to plan programs and develop appropriate plans to meet these needs (Tutty & Rothery, 2001, p.163).

Accordingly, this study attempts to determine and prioritize the level of needs of the Misr Phosphate Company's workers. It also seeks to identify the challenges facing these workers.

### **Research Importance:**

- 1- The labor field is considered one of the most important fields that have been associated with the practice of social work and its development since its inception in the era of industrialization and the industrial revolution.
- 2- The needs assessment process is one of the basic processes in social planning, which is concerned with the needs of the community's population and planning to satisfy them.
- 3- Egypt ranks ninth globally in phosphate ore reserves and seventh in crude production. The Misr Phosphate Company produces about 70% of the phosphate ore production in Egypt.
- 4- Misr Phosphate Company is the largest company for the production of phosphate ore in Egypt, with a production capacity of about 5 million tons annually.
- 5- The Misr Phosphate Company holds the concession for one of the world's largest reserves, known as "Abu Tartour". This reserve is located 50KM west of El Kharga City, the capital of the New Valley Governorate in the southwestern Egypt.
- 6- The importance of the study lies in its focus on mine workers, aiming to improve their performance by satisfying their needs. This, in turn, can increase their productivity, which is reflected in the increased development rates within the Egyptian society.

### **Research goals:**

- 1- Determining the needs of the workers of the Misr Phosphate Company in the New Valley.
- 2- Prioritizing the needs of the workers of the Misr Phosphate Company in the New Valley.
- 3- Determining the problems facing the workers of the Misr Phosphate Company in the New Valley.
- 4- Reaching a set of planning mechanisms that help satisfy the needs of the workers of the Misr Phosphate Company in the New Valley.

### **Hypotheses of the study:**

- 1- **The first hypothesis of the study:** "The level of needs among the workers of the Misr Phosphate Company in the New Valley is expected to be high." This hypothesis can be tested across several dimensions: social, health, economic, training, recreational, housing, and transportation needs of the workers.
- 2- **The second hypothesis of the study:** "There are statistically significant differences in the responses of the Misr Phosphate Company's workers in the New Valley based on age, particularly in their determination of their needs' level".
- 3- **The third hypothesis of the study:** "There are statistically significant differences in the responses of the Misr Phosphate Company's workers in the New Valley based on job role, especially concerning their determination of their needs' level".
- 4- **The fourth hypothesis of the study:** "There are statistically significant differences in the responses of the Misr Phosphate Company's workers in the New Valley based on their duration of work in the company, specifically in their determination of their needs' level".

### **Concepts:**

#### **• Needs Assessment:**

The concept of needs and wants often gets confused, but there is a distinct difference between the two. Needs are limited because there are few in number. Wants, conversely, are virtually unlimited because we place no bounds on them. Dermody (2009) proposes that "needs and wants reside within the discipline of motivation and are closely interlinked". Needs concern "the manifestation of physiological, personal, and/or social motives" while wants are "the means of fulfilling them" (Dermody, 2009).

Although the concept of need seems intuitive, it is defined in several ways, some of which are partly contradictory. In its the simplest sense, a need is a measurable gap between two conditions - what currently is and what should be (Watkins et al., 2012, p.20).

Kaufman defines needs as gaps in results between current results and desired results (Kaufman et al., 2003, p.113).

Needs assessment can be defined as a set of technical processes aimed at identifying needs, prioritizing them, and providing various and possible solutions to mitigate the severity of the problem (Tropman, 1995, p.5).



Needs assessment can be defined as "a process for pinpointing reasons for gaps in performance or a method for identifying new and future performance needs" (Gupta, 1999, p.4).

Needs assessment is also defined as the process of determining, analyzing, arranging needs according to their severity, and developing appropriate solutions by gathering information about needs and making decisions about them (Roberts & Yeager, 2006, P.396).

It also means a well-thought-out and impartial systematic effort to collect objective data or information that brings to light or enhances the understanding of the need for services or programs (Soriano, 2013, p.5).

**Needs Assessment in this study means** an attempt to determine what is required to help the workers of the Misr Phosphate Company in performing their jobs at an acceptable level. It aims to remove obstacles that prevent them from achieving their goals by identifying their social, economic, health, training, recreational, transportation, and housing needs. The study also prioritizes these needs and contributes to their satisfaction within the framework of the social programs and services provided by the company, in light of the state's social policy.

• **Workers:**

Law No. 12 of 2003 defines the term "worker" in modern Egyptian laws and legislation as "every natural person who works for a wage for the employer and under his management and supervision" (Article (1 (a)) Labor Law No. 12 of 2003).

A "worker" is also defined as a person who is required to perform specific duties in certain ways and is subject to the control and supervision of higher administrative levels (Al Selmi, 1980, p. 38).

Additionally, a worker also means a natural person who, for a certain period of time, performs services for and under the direction of another person in return for remuneration (Risak & Dullinger, 2018, p.10).

**In this study, "workers"** refers to the employees of the Misr Phosphate Company in New Valley, whether they hold technical or administrative positions, and are bound by a permanent contract with the company.

## Theoretical Guidelines of the Research:

### Change model:

This model of needs assessment is based on the experiences of the people who have the problem or need. Various methods are used in this model to assess needs, such as questionnaires, surveys, interviews, and observation. The choice of tools varies according to multiple criteria such as the objective of the assessment, time, cost available for assessment, and degree of assessment resistance and the quality of data required (Sheal, 1994, pp.51-52).

In this study, the researchers relied on the Change Model, assessing the needs of the Misr Phosphate Company's workers based on their own opinions. As they are the most capable of determining their needs and the problems they face, a questionnaire was utilized. This questionnaire included a set of questions about their health, social, economic, training, recreational, housing and transportation needs, as well as the problems they face at work.

### METHODOLOGY:

This study is a descriptive study relying on the use of the sample social survey method for workers of the Misr Phosphate Company in the New Valley.

**Sampling frame:** The sampling frame consists of the workers of the Misr Phosphate Company in the New Valley, totaling 840 individuals.

**Sample type and size:** A regular random sample was used. By applying the law of optimal sample size, the sample size of the workers of the Misr Phosphate Company in the New Valley was determined to be 264 individuals, with a ratio of (1:3).

**Study tools:** The researchers designed a questionnaire for workers by referring to relevant theoretical literature and previous studies. The researchers conducted the apparent validity of the tool after it was presented to 10 faculty members at the Faculty of Social Work, Helwan University, and a percentage of no less than 80% was relied upon. Some phrases were deleted, while others were reformulated. Accordingly, the form was finalized. The researchers also calculated the statistical validity through the formula (the square root of the reliability coefficient =  $2t / 1 + t$ ), where the reliability coefficient = 0.85, and then the statistical validity = 0.93. To determine the stability of the tool, the researchers used the Alpha - Cronbach coefficient at a rate of 0.87. These levels are considered high and acceptable and can be relied upon for the findings of the tool. In order to reach more comprehensive and objective results for the workers' questionnaire,

the tool was finalized.

**Table (1): Arithmetic Averages level**

If the mean value of the expression or dimension ranges between 1 - 1.67	low level
If the mean value of the expression or dimension ranges between more than 1.67 - 2.34	average level
If the mean value of the expression or dimension ranges between more than 2.35:3	high level

\* **Statistical Analysis Methods:** Data collection took place from January 5, 2023 to April 25, 2023. The collected data were processed using the SPSS (Version 24.0) statistical software package for the social sciences. The following statistical methods were applied: frequencies and percentages, arithmetic average, standard deviation, range, and stability coefficient (alpha-Cronbach), to estimate the stability of the study tools, Independent-Samples T Test, and one-way analysis of variance.

**Results:**

**Table (2) showing the characteristics of the study sample (n = 264).**

N	Age	K	%	N	Qualification	K	%
1	From 20 years - less than 30 years	16	6.1	1	Unlettered	3	1.1
2	From 30 years old - less than 40 years old	65	24.6	2	Junior high	2	.8
3	From 40 years old - less than 50 years old	86	32.6	3	Average qualification	129	48.9
4	From 50 years or more	97	36.7	4	Above average qualification	37	14
N	Marital Status	K	%	5	University qualification	92	34.8
1	Single	13	4.9	6	PhD	1	.4
2	Married	250	94.7	N	Current job	K	%
3	Widower	1	.4	1	Technician	187	70.8
N	Duration of work in the company	K	%	2	Administrativ	77	29.2
1	Less than 10 years	50	18.9				
2	From 10 - less than 20 years	33	12.5				
3	From 20 years or more	181	68.6				

**The previous table shows the description of the study sample of workers as follows:**

- Age: The highest percentage of workers falls in the age group of 50 years and over, accounting for 36.7% of the sample. The second highest percentage is in the age group of 40 to less than 50 years, with a percentage of 32.6%. The lowest percentage is in the age group of 30 to less than 40 years, comprising 24.6% of the sample.
- Qualification: The highest percentage of workers holds an intermediate qualification, accounting for 48.9%. The next highest percentage is workers with a university qualification, at 34.8%. Finally, workers with a PhD degree represent the smallest percentage, with only 0.4%.
- Job: The majority of the study sample consists of technicians, comprising 70.8% of the sample. Administrators constitute the remaining 29.2%.
- Marital status: the percentage of married people is 94.7%, while single individuals account for 4.9%. Widows represent a very small percentage, at 0.4%.
- Duration of work in the company: The highest percentage of workers have been employed in the company for 20 years or more, with a percentage of 68.6%. The second highest percentage is for workers with less than 10 years of service, at 18.9%. Finally, workers with a duration of work between 10 and less than 20 years make up 12.5% of the sample.

**The needs of the workers of the Misr Phosphate Company in the New Valley:**

**Table (3) shows the health needs of workers (n=264).**

N	phrases	Mean	S.D	Ranking
1	A periodic medical examination is carried out on the company's workers	2.93	0.28	2
2	There are ambulances equipped within the work sites	2.92	0.36	3
3	First aid is provided within each department in the workplace	2.61	0.70	6
4	I suffer from a shortage of modern medical equipment and tools in the company's clinics	2.01	0.86	8
5	I need some medical specialties specified in the company clinic	2.44	0.75	7
6	There is a hospital within the scope of work of the company	2.88	0.43	5
7	providing free Medicines in case of illness	2.96	0.21	1
8	The company bears the costs of performing surgeries for Workers	2.90	0.32	4
<b>Total Dimension</b>		<b>2.70</b>	<b>0.20</b>	<b>High level</b>

The previous table shows that the level of health needs of workers is high, as the arithmetic average reached 2.70. The indicators for this, according to the arrangement of the arithmetic mean, are as follows: In the first place is the provision of free medicines in case of illness with an arithmetic mean of 2.96. In second place is a periodic medical examination carried out on the company's workers with an arithmetic average 2.93. Lastly, the researchers suffered from a shortage of modern medical equipment and tools in the company's clinics with an average of 2.01.

**Table (4) shows the social needs of workers (n=264).**

N	phrases	Mean	S.D	Ranking
1	I participate with my colleagues in their events	2.80	0.46	1
2	We need someone to solve the differences that arise between us during work	2.58	0.76	5
3	Our relationship with our superiors is cordial	2.73	0.56	2
4	foremen do not participate in any special events	1.57	0.75	6
5	the superiors take into account the special circumstances of workers	2.72	0.59	3
6	I suffer from the lack of cooperation of my colleagues at work	1.33	0.65	8
7	I need the interest of the Administrators to know about my problems	2.62	0.72	4
8	Officials share with us the crises we face	2.54	0.68	7
<b>Total Dimension</b>		<b>2.35</b>	<b>0.26</b>	<b>High level</b>

The previous table shows that the social needs of workers are high, as evidenced by an arithmetic average of 2.35. The indicators for this are arranged according to their arithmetic mean, as follows: 'I participate with my colleagues in their events' ranks first with an arithmetic average of 2.80. 'Our relationship with our superiors is cordial' comes in second place with an arithmetic average of 2.73. Finally, 'I suffer from the lack of cooperation of my colleagues at work' has an average of 1.33.

**Table (5) shows the economic needs of workers (n=264).**

N	phrases	Mean	S.D	Ranking
1	I suffer from low wages	2.76	0.55	1
2	I need to provide commercial markets in the city	2.25	0.72	6
3	I suffer from the inability to pay tuition fees for my children	2.72	0.59	2

N	phrases	Mean	S.D	Ranking
4	I had to look for another job to meet my family requirements	2.64	0.58	4
5	I had to go into debt to meet my family's basic needs	2.10	0.66	7
6	The lack of incentives we get from work	2.71	0.60	3
7	I need to get loans on easy terms	2.07	0.64	8
8	I suffer from the high cost of transportation to the city	2.61	0.60	5
<b>Total Dimension</b>		<b>2.48</b>	<b>0.33</b>	<b>High level</b>

The previous table indicates that the economic needs of workers are high, as evidenced by an arithmetic average of 2.48. The indicators for this, arranged according to their arithmetic mean, are as follows: 'I suffer from low wages' ranks first with an arithmetic average of 2.76. 'I suffer from the inability to pay tuition fees for my children' comes in second place with an arithmetic average of 2.72. Lastly, 'I need to get loans on easy terms' has an average of 1.33.

**Table (6) shows the training needs of workers (n=264).**

N	phrases	Mean	S.D	Ranking
1	Officials are keen to organize training courses to educate workers about the dangers of working in the mines	2.45	0.75	6
2	Employees' opinions are surveyed about the training courses they need	2.21	0.82	7
3	There are no designated places for training in the workplace	1.72	0.87	8
4	Administrators are not keen on identifying our training needs	2.58	0.76	3
5	I need training on how to prevent accidents and work injuries	2.70	0.68	2
6	I need training to use modern technology at work	2.77	0.60	1
7	Not fully benefit from the Egyptian coaches	1.57	0.77	4
8	We need specialized foreign experts to train us to work in the mines	2.55	0.80	5
<b>Total Dimension</b>		<b>2.44</b>	<b>0.42</b>	<b>High level</b>

The previous table shows that the training needs of workers are high, as evidenced by an arithmetic average of 2.44. The indicators for this, arranged according to their arithmetic mean, are as follows: 'I need training to use modern technology at work' ranks first with an arithmetic average of 2.77. 'I need training on how to prevent

accidents and work injuries’ comes in second place with an arithmetic average of 2.70. Finally, ‘There are no designated places for training in the workplace’ has an arithmetic average of 1.72.

**Table (7) shows the recreational needs of workers (n=264).**

N	phrases	Mean	S.D	Ranking
1	Officials are interested in involving us in suggesting entertainment programs	2.26	0.87	3
2	I need to provide green spaces, parks and places for recreation	2.52	0.75	1
3	I need to organize summer vacations at affordable prices	2.21	0.89	4
4	I need to organize one day trips	2.15	0.91	6
5	The company is interested in the sports activity of its Workers	2.29	0.82	2
6	There is a social club for workers and their families to spend their free time	1.87	0.93	8
7	The company is interested in organizing parties on various occasions	2.17	0.82	5
8	Entertainment in the city is primitive	2.14	0.85	7
<b>Total Dimension</b>		<b>2.20</b>	<b>0.40</b>	<b>average level</b>

The previous table indicates that the recreational needs of workers are average, as shown by an arithmetic average of 2.20. The indicators for this, arranged according to their arithmetic mean, are as follows: ‘I need to provide green spaces, parks and places for recreation’ ranks first with an arithmetic average of 2.52. ‘The company is interested in the sports activity of its workers’ comes in second place with an arithmetic average of 2.29. Finally, ‘There is a social club for workers and their families to spend their free time’ has an arithmetic average of 1.87.

**Table (8) shows the housing needs of workers (n=264).**

N	phrases	Mean	S.D	Ranking
1	The company provides healthy housing for workers	2.75	0.55	1
2	The area of the dwelling is not commensurate with the number of my family members	1.40	0.72	8
3	I suffer from poor sanitation in the dwelling	1.49	0.79	6
4	I suffer from frequent water cuts in the city	1.45	0.74	7
5	I need more consumer complexes in the city	1.98	0.92	4
6	We need to allocate housing units at discounted rates for employees	2.11	0.92	3
7	The company does not provide periodic	1.68	0.82	5

	<b>maintenance services for residential units</b>			
<b>8</b>	<b>City roads need to be repaired and paved</b>	<b>2.62</b>	<b>0.70</b>	<b>2</b>
<b>Total Dimension</b>		<b>1.93</b>	<b>0.40</b>	<b>average level</b>

The previous table shows that the housing needs of workers are average, as demonstrated by an arithmetic average of 1.93. The indicators for this, arranged according to their arithmetic mean, are as follows: ‘The company provides healthy housing for workers’ ranks first with an arithmetic average of 2.75. ‘City roads need to be repaired and paved’ comes in second place with an arithmetic average of 2.62. Lastly, ‘The area of the dwelling is not commensurate with the number of my family members’ has an average of 1.40.

**Table (9) shows the transportation needs of workers (n=264).**

<b>N</b>	<b>phrases</b>	<b>Mean</b>	<b>S.D</b>	<b>Ranking</b>
<b>1</b>	<b>The company is keen on renewing transportation for workers</b>	<b>2.41</b>	<b>0.76</b>	<b>5</b>
<b>2</b>	<b>The company is keen on the periodic maintenance of workers' transportation</b>	<b>2.63</b>	<b>0.62</b>	<b>2</b>
<b>3</b>	<b>I need regular transportation throughout the day</b>	<b>2.31</b>	<b>0.84</b>	<b>6</b>
<b>4</b>	<b>We need to provide spare cars in case of sudden breakdowns</b>	<b>2.48</b>	<b>0.80</b>	<b>4</b>
<b>5</b>	<b>There is no suitable transportation from places far from the city</b>	<b>1.97</b>	<b>0.91</b>	<b>7</b>
<b>6</b>	<b>The city does not have a means of transportation linking us to the neighboring provinces</b>	<b>1.83</b>	<b>0.89</b>	<b>8</b>
<b>7</b>	<b>The company provides a transportation allowance in the event that transportation is not available outside the city</b>	<b>2.50</b>	<b>0.79</b>	<b>3</b>
<b>8</b>	<b>The company is keen to repair emergency breakdowns of means of transportation</b>	<b>2.74</b>	<b>0.53</b>	<b>1</b>
<b>Total Dimension</b>		<b>2.35</b>	<b>0.34</b>	<b>High level</b>

The previous table demonstrates that the transportation needs of workers is high, as shown by an arithmetic average of 2.35. The indicators for this, arranged according to their arithmetic mean, are as follows: ‘The company is keen to repair emergency breakdowns of means of transportation’ ranks first with an arithmetic average of 2.74. ‘The company is keen on the periodic maintenance of workers' transportation’ comes in second place with an arithmetic average of 2.63. Finally, ‘The city does not have a means of transportation linking us to the neighboring provinces’ has an average of 1.83.



**The problems facing workers of the Misr Phosphate Company in the New Valley:**

**Table (10) shows the problems facing workers (n = 264).**

N	phrases	Mean	S.D	Ranking
1	Mistreatment of our officials	1.39	0.68	8
2	Bad relations between workers and each other	1.34	0.62	10
3	Officials' lack of interest in our opinions and suggestions	1.56	0.76	6
4	Officials' lack of interest in knowing our needs and problems	1.56	0.72	5
5	weakness financial incentives	1.84	0.86	4
6	Lack of interest in providing adequate health care for workers	1.36	0.62	9
7	Not providing housing for expatriate workers near the workplace	1.26	0.63	11
8	weakness funding for recreational activities	1.90	0.85	2
9	officials' lack of interest in implementing training courses for Workers to raise their efficiency at work	1.87	0.87	3
10	Lack of interest in providing transportation to and from work sites	1.40	0.70	7
11	weakness communication network and internet	2.02	0.87	1

The previous table presents the problems facing the workers of the Misr Phosphate Company in the New Valley. The indicators for this, arranged according to their arithmetic mean, are as follows: ‘Weakness in communication network and internet’ ranks first with an arithmetic average of 2.02. ‘Weak funding for recreational activities’ comes in second with an arithmetic average of 1.90. Finally, ‘Not providing housing for expatriate workers near the workplace’ has an arithmetic average of 1.26.

**\* Results related to the study’s hypotheses test:**

**Table (11) shows the level of needs of the workers of the Misr Phosphate Company in the New Valley (n = 264).**

	phrases	Mean	S.D	Level	Ranking
1	Health needs	2.71	0.20	High	1
2	Social needs	2.36	0.34	High	5
3	Economic needs	2.48	0.33	High	2
4	Training needs	2.44	0.42	High	3
5	Recreational needs	2.20	0.40	average	6
6	Housing needs	1.93	0.40	average	7
7	Transportation needs	2.36	0.26	High	4
<b>Total Average Dimension</b>		<b>2.35</b>	<b>0.20</b>	<b>High</b>	

The previous table indicates that the level of needs of the workers of the Misr Phosphate Company in the New Valley is high, as shown by an arithmetic average of 2.35. The indicators for this, arranged according to their arithmetic mean, are as follows: ‘The health needs of workers’ ranks first with an arithmetic average of 2.71. ‘The economic needs of workers’ comes in second place with an average arithmetic average of 2.48. Finally, ‘The housing needs’ has an arithmetic average of 1.93. These findings lead us to accept the first hypothesis of the study. Furthermore, these results are consistent with the findings of the study by Selim (2022), which concluded that the level of workers' needs was high.

**Table (12) shows the differences between the responses of workers according to their job in determining the level of needs using the T test (n = 264).**

N	Job	N	Mean	S.D	(df)	T-test	sig
1	Technician	187	2.43	0.16	262	12.746	0.000
2	Administrativ	77	2.16	0.15			

**\*\* abstract at (0.01)**

**\* abstract at (0.05)**

The previous table shows that the levels of significance calculated for the T-test are less than the level of significance (0.05). This indicates that there are statistically significant differences between the responses of workers in determining the level of needs due to the job variable, with technicians showing a higher level. Therefore, we accept the second hypothesis of the study.

**Table (13) shows the analysis of the variance between the responses of workers based on age in determining the level of needs using the One-Way ANOVA test (n = 264).**

N	Age	Mean	S.D	F	Sig
1	From 20 to less than 30 years old	2.30	0.16	1.004	0.391
2	From 30 to less than 40 years old	2.37	0.19		
3	From 40 to less than 50 years old	2.33	0.20		
4	From 50 years and more	2.36	0.21		

**\*\* abstract at (0.01)**

**\* abstract at (0.05)**

The previous table shows that the value of the calculated significance level is (sig=0.391), which is a higher value than the significance level (0.05). This indicates that there are no statistically significant differences between the responses of workers in determining the level of needs based on the age variable. As a result, we reject the third hypothesis of the study.

Table (14) shows the analysis of the variance between the responses of workers based on their duration of work in the company in determining the level of needs using the One-Way ANOVA test (n = 264).

N	Duration of work in the company	Mean	S.D	F	Sig
1	Less than 10 years old	2.32	0.21	0.950	0.388
2	From 10 to less than 20 years old	2.33	0.23		
3	From 20 years and more	2.36	0.19		

\*\* abstract at (0.01)

\* abstract at (0.05)

The previous table shows that the value of the calculated significance level is (sig=0.388), which is a higher value than the significance level (0.05). Consequently, there are no statistically significant differences between the responses of workers in determining the level of needs based on the duration of work variable in the company. Hence, we reject the fourth hypothesis of the study.

**General results of the study:**

The study has confirmed the validity of its objectives and the validity of the first and second hypotheses. However, it did not validate the third and fourth hypotheses. The study has demonstrated that the level of needs of the workers of the Misr Phosphate Company in the New Valley is high, as indicated by the following needs indicators:

- The health needs of the workers of the Misr Phosphate Company in the New Valley came in the first place.
- The economic needs of the workers of the Misr Phosphate Company in the New Valley came in the second place.
- The training needs of the workers of the Misr Phosphate Company in the New Valley came in the third place.
- The transportation needs of the workers of the Misr Phosphate Company in the New Valley came in the fourth place.
- The social needs of the workers of the Misr Phosphate Company in the New Valley came in the fifth place.
- The recreational needs of the workers of the Misr Phosphate Company in the New Valley came in the sixth place.
- The housing needs of the workers of the Misr Phosphate Company in the New Valley came in the seventh place.
- There are statistically significant differences in the responses of workers when determining the level of needs, with the job variable in favor of technicians.

- There are no statistically significant differences in the responses of workers when determining the level of needs based on the age variable.
- There are no statistically significant differences in the responses of workers when determining the level of needs based on the variable of duration of work in the company.

### **Recommendations:**

#### **The current study recommends:**

The study recommends the following planning mechanisms to help officials at the Misr Phosphate Company meet the needs of its workers:

**1- Health Needs Satisfaction:** This mechanism can be implemented through the following procedures:

- Providing free medicines to workers.
- Conducting periodic medical examinations for workers.
- Collaborating with new hospitals.
- The company covering the costs of surgeries for workers.
- Providing ambulances inside the workplace.
- Implementing industrial security systems to reduce worker injuries.
- Prioritizing the provision of scorpion and snake vaccines.

**2- Economic Needs Satisfaction:** This mechanism can be achieved through the following procedures:

- Raising the minimum wage for workers.
- Increasing financial incentives for workers.
- Raising the transportation allowance for workers.
- Modernizing work equipment to raise production rates.

**3- Training Needs Satisfaction:** This mechanism can be implemented through the following procedures:

- Recruiting national experts specialized in working in phosphate mines.
- Recruiting of foreign experts specialized in working in phosphate mines.
- Organizing training courses to raise the efficiency of workers.
- Training workers to use modern technological means at work.

**4- Transportation Needs Satisfaction:** This mechanism can be implemented through the following procedures:

- Paving and repairing roads leading to the workplace.
- Conducting periodic maintenance workers' transportation.
- Continuous updating the means of transportation for workers.
- Providing regular transportation throughout the day.

**5- Social Needs Satisfaction:** This mechanism can be implemented through the following procedures:

- Addressing workers' problems and working towards their resolution.
- Employing social workers to help workers solve problems they face during work.
- Attending to the opinions and suggestions of employees.
- Involving officials in addressing workers' crisis.
- Strengthening cooperation among workers.

**6- Recreational Needs Satisfaction:** This mechanism can be implemented through the following procedures:

- Increasing funding for recreational activities.
- Creating green spaces, parks and recreational areas for the company's workers.
- Fostering the company's workers' sports activities.
- Establishing a social club for workers and their families.

**7- Housing Needs Satisfaction:** This mechanism can be implemented through the following procedures:

- Attending to facilities and infrastructure.
- Maintaining residential units regularly.
- Ensuring housing is suitable for the number of residing workers.
- Providing reliable communication services and internet access in workers' housing.

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