



**SUDAN UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**COLLEGE OF GRADUATE STUDIES**

**Impact of Internal Organizational Factors, and Employees**  
**Attitude on Employees' Performance**  
**in Nile Petroleum Company**

**تأثير عوامل المنظمة الداخلية، والموقف على أداء**  
**العاملين**  
**في شركة النيل للبترول**

**THESIS SUBMITTED IN FULFILLMENT OF THE REQUIREMENT**  
**FOR THE DEGREE OF Master in Business Administration**

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Scientific advance is cumulative i.e. it is not the creation of one person but the work of many ... revising and criticizing , adding to and subtracting from one another's efforts. For one's own work to count, one must relate it to what has been done before and to other work currently in progress (Mills 1959 p.127).

# Dedication

This thesis is dedicated to my wife Rose Pompei Sube who had sleepless nights taking care of my endless demands and to my son Dr. Jonathan John Dor who kept on asking from far places about my progress in the thesis and to my daughter Jiovana John Dor who was concerned about my health situation in my endeavour to keep on with the work, and to my son George John Dor who kept on cracking Jokes about the time to finish the work and lastly to my youngest daughter Gloria John Dor who was amazed by the paper work and would sit around for hours rearranging and stapling the papers with me. I dedicate this piece of work to them all.

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## **Abstract**

This study focused on the impact of internal organizational factors and employee attitude on employee performance. Upgrading employee performance has been the core objective of every entity that aspires for growth and profitability. As such, this research is based on organizational theory, behaviour theory and motivational theory that would deal with the idea of enhancing employee performance in the organization. This study has been to determine whether internal organizational factors (i.e. participative decision making, leadership style, internal communication, employee empowerment) have influence on employee performance dimension (employee productivity and employee skill). Meanwhile the employee attitude dimension (satisfaction, trust) has been used as variables that mediate the relationship between the initial variable and the outcome variable. The study also considers the presence of motivations variable (incentives) as moderating or strengthening the relationship between the employee attitude (satisfaction, trust) and employee performance (employee production and employee skill). Fully filled 102 questionnaire copies were collected from the Nile petroleum company employees. Factor analysis and multiple regression analysis were applied to test the hypotheses whereby the tested results which were collected from the analysis supported the theoretical model of the research. The results indicated that the internal organizational factors variables have positive and significant influence on employee attitude dimension (trust, satisfaction). Also, satisfaction has significant influence on employee performance (employee production).

Participative decision making significantly and positively influenced employee performance (employee productivity). On the other hand, the results showed that there is a positive and significant relationship between trust and employee skill. But this study did not find any positive relationship between satisfaction and employee skill, nor employee trust and employee production. In addition, the results of the research indicated that motivation variable moderates significantly the relationship between satisfaction and employee production. Based on the research study, theoretical and practical implications of the research results were discussed and recommendations and proposals were presented.

## المستخلص

هذه الدراسة ركزت على تأثير عوامل المنظمة الداخلية، والموقف على أداء العاملين في شركة النيل للبترول (السودان). لقد شكل الاهتمام بترقية مستوى أداء العاملين هدفاً رئيسياً لكل كيان يتطلع للنمو والربحية. لذلك استند هذا البحث على نظرية المنظمة والنظرية السلوكية ونظرية التحفيز للتعامل مع مفهوم ترفيع أداء العاملين في المؤسسات.

يتحرى هذا البحث عن تأثير متغيرات العوامل التنظيمية الداخلية في شركة النيل للبترول (المشاركة في صنع القرار، أسلوب القيادة، الاتصالات الداخلية، تمكين العاملين على أبعاد أداء العاملين، إنتاجية العاملين، مهارة العاملين)، بينما أبعاد موقف العاملين (التمثلة في الرضا والثقة) تم استخدامها كمتغيرات وسيطة تتخلل العلاقة بين المتغيرات المستقلة والتابعة. كذلك تعتبر الدراسة وجود تأثير متغير الدافعية (الحوافز) كمتغيرات معدلة أو مقوية للعلاقة بين أبعاد موقف العاملين (الرضا، الثقة) وبعدي أداء العاملين (إنتاجية العاملين ومهاراتهم).

تم الحصول على مجموع (102) نسخة استبيان صالحة من العاملين في شركة النيل للبترول. وفي هذه الدراسة تم استخدام طريقة التحليل العاملي، وأسلوب الانحدار المتعدد لاختبار الفرضيات، حيث قدمت النتائج التجريبية المتحصل عليها من التحليل دعماً للنموذج النظري للبحث. أشارت النتائج بأن متغيرات عوامل المنظمة الداخلية لها تأثير معنوي هام في تشكيل أبعاد موقف العاملين (الثقة، الرضا). كما أن المشاركة في اتخاذ القرار لها تأثيراً معنوياً وهاماً على أداء العاملين (إنتاجية العاملين). كما أن الرضا كان له تأثيراً معنوياً على أداء العاملين (إنتاجية العاملين)، وفي الجانب الآخر بينت النتائج أن هناك علاقة ايجابية معنوية بين الثقة ومهارة العاملين. كما أن هذه الدراسة لم تجد علاقة ايجابية بين رضا العاملين ومهاراتهم، وكذلك بين ثقة العاملين وإنتاجيتهم.

علاوة على ذلك، فقد أشارت نتائج البحث إلى أن متغير التحفيز يعدل العلاقة بشكل معنوي بين الرضا وإنتاجية العاملين. استناداً على نتائج الدراسة تمت كذلك مناقشة المدلولات النظرية والعملية لنتائج البحث، إضافة إلى تقديم توصيات واقتراحات للبحث المستقبلي.

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