

قال تعالى:

بسم الله الرحمن الرحيم

(فتعالى الله الملك الحق ولا تعجل بالقرآن من قبل ان يلقى اليك وحيه

وقل رب زدني علما)

سورة طه الاية 114

# DEDICATION

✍ TO MY PARENTS.

✍ TO MY SONS AND DAUGHTER (MOHANNUD,  
MAHIR&MIHAD).

✍ TO MY WIFE (SAMIRA).

✍ TO MY BROTHERS&SISTERS.

✍ TO MY FREINDS.

✍ WITH ALL GOOD WISHES.

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## **List of ACRONYMS AND ABBREVIATIONS:**

NEC	National Electricity Corporation
SPSS	Statistical Package for Social Sciences
HR	Human Resources
HRM	Human Resources Management
PM	Personnel Management
SHRM	Strategic Human Resources Management
HRMS	Human Resources Management System
AIDS	Acquired Immune Deficiency Syndrome
HRP	Human Resources Planning
HRMD	Human Resources Management Development
EI	Employee Involvement
SBS	Sick building Syndrome
ME&D	Ministry of Electricity and Dams
SLWC	Sudanese Light and Water Company
CEWA	Central Electricity and Water Administration
ESB	Ireland Electricity Company
EDF	Electric De France
GAHR	General Administration of Human Resources
GAAFA	General Administration for Administrative and Financial Affairs
SCTG	Sudanese Company for Thermal Generation
SCHG	Sudanese Company for Hydro Generation
SCED	Sudanese Company for Electricity Distribution
SCET	Sudanese Company for Electricity Transmission
ESMD	Electricity Company Meroe Dam
ISO	International Standard of Organizations
TQM	Total Quality Management
CPM	Critical Path Method

SWOT	Strengths, Weaknesses, Opportunities and Threads
PERT	Program Evaluation and Review Technique Model
WB	World Bank
IT	Information Technology
LC	Leaderships Commitments
TQMI	Total Quality Management Implementation
PI	Performance Indicators
TTOB	Training in Techniques of Optimization and Benchmarking
TPI	Teams for Processes Improvement
Cos	Communications
Sp	Suppliers
IC	Internal Customers
Ec	External Customers
RQS	Recognition of Quality System
SEC	Social and Environmental Care
Sa	Safety
USA	United State of America
UK	United Kingdom
TC	Training Centre

## **ABSTRACT**

As previous researchers and writers justified that, HRM policies and practices have an impact on companies' performance, this study aims at discussing the effect made by HRM policies and practices, on the productivity and efficiency of Sudanese companies, through affecting employees' abilities, attitudes and performance, i.e. it tries to examine the relationships between these policies and performance in Sudanese work place organizations.

The researcher selected the NEC as a case study, as one of the Sudanese corporations that affected by labor laws and legislations in formulating HR policies necessary to perform for success in business field. The problem of the study is well defined with six stated hypotheses, and the importance and limits of the research are set out. The organization of the study is some what different that contains preface and four chapters. The literature review depends on HRM main text books from libraries, the Sudanese labour acts and NEC rules. The methodology of the research concentrates on tools that are used to collect primary and secondary data. The data was processed and analyzed using Statistical Package for Social Science (SPSS). The analyses followed the pattern of comparisons between the NEC performance, productivity and efficiency before and after making improvements in its HRM policies, procedures and systems.

The results of the study show that changes and developments in HRM functions, realize significant variations in performance, productivity and efficiency before and after developing HRM policies and practices. Therefore, the research concluded that, there is a positive direct relationship between the HRM functions and companies performance, and it suggests some recommendations to the Sudanese companies to follow for realizing better performance, productivity, efficiency and profits.

## مستخلص البحث

كما هو معلوم أن معظم الكتاب والباحثون السابقون، في مجال الموارد البشرية، خلصوا إلى نتائج وحقائق مهمة، مفادها أن " لإدارة الموارد البشرية أثر على نتائج أعمال الشركات "لذا حاولت هذه الدراسة، بالبحث التأكد من "أثر تطبيق سياسات الموارد البشرية على إنتاجية و كفاءة الشركات السودانية"من خلال دراسة العلاقة بين سياسات الموارد البشرية ونتائج الأداء في منظمات العمل في السودان.

إختار الدارس الهيئة القومية للكهرباء محلاً لإجراء البحث وتحديد نتائجه، نسبة لأنها واحدة من أقدم المؤسسات السودانية الخدمية المهمة والتي تستوعب أكبر عدد من العاملين وتقوم بتقديم خدمات الكهرباء للمجتمع السوداني وتتطلع إلى الحصول على الأرباح من خلال إنتاج، نقل، توزيع وبيع الطاقة الكهربائية لمشتريها، بالإضافة إلى أنها تهتم بقضية المعلوماتية، واستخدام التقنية الحديثة في الإدارة، وتتأثر بالقوانين و التشريعات العمالية، عند صياغة السياسات الضرورية في مجال إدارة الموارد البشرية بغرض ضبط، وتطوير العاملين، وأسلوب العمل تحقيقاً للأداء الفعال والنجاح في برامج أنشطتها.

تم تحديد مشكلة البحث بشكل دقيق وحدد معها الفرضيات كما وأن أهمية الدراسة وحدودها ومنهجية البحث وطرق جمع البيانات حددت أيضاً. كما تم وضع خطة لتنظيم البحث على نحو مبسط، شملت المقدمة وأربعة فصول، واعتمدت أدبيات البحث على المصادر الرئيسية لإدارة الموارد البشرية من المكتبات وقوانين العمل السوداني وقانون الهيئات السودانية وكذلك لوائح العمل وأساليبه في الهيئة القومية للكهرباء.

تركزت منهجية البحث على وسائل جمع البيانات الأولية والثانوية ومن ثم تحليلها وقد اتبع التحليل أسلوب الحزم الإحصائية للعلوم الإجتماعية (SPSS)، وكذلك أسلوب التقييم والمقارنة لقياس الفرق في نتائج تقييم الأداء في الهيئة القومية للكهرباء للفترة الزمنية قبل وبعد إجراء التحسينات على وظائف إدارة الموارد البشرية وسياساتها.

أشارت الدراسة إلى وجود فارق كبير بين نتائج الأداء و الكفاءة الإنتاجية في الفترتين قبل وبعد إجراء التطوير في وظائف الموارد البشرية وقد توصلت إلى أن نتائج الأداء أفضل بكثير في الفترة بعد التحسين عما كانت عليها في الفترة السابقة وأن الهيئة القومية للكهرباء حققت إنتاجية وكفاءة عالية في نتائج أعمالها بعد استخدام أساليب تقنية حديثة لتطوير

سياساتها العمالية وإنشاء الإدارة العامة للموارد البشرية وهذا يعني "أن تطوير الموارد البشرية أدت إلى تطوير أنظمة العمل مما أنعكس إيجابيا على الأداء والإنتاجية والكفاءة الكلية".

اعتبرت الدراسة أن هذه النتائج كافية للتقرير بشأن الأثر الذي يمكن أن يحدثه إدارة الموارد البشرية على الأداء والكفاءة الإنتاجية للشركات بالسودان.

عممت الدراسة نتائجها على الشركات وقدمت توصياتها لعلها تدفع بالشركات السودانية للعمل بصورة أفضل نحو تحسين سياساتها لإدارة الموارد البشرية بهدف تجويد الأداء وزيادة الإنتاجية والكفاءة لتحقيق أكبر قدر من الأرباح لتمكينها من المنافسة لأغراض الاستمرارية والبقاء في السوق.