

Dedication

To the soul of my father...

Mohammed Ahmed

To the source of love... my mother **Nabawia**

To the ever lasting supports and extended concurrence

.. my wife **Muna**

To my future expectations, my sons..

Asim, Awaab, and, Mohammed Ahmed

Brief Contents

Introduction	01
Preface	01
Research Plan	03
Justifications behind Selection of Industrial Sector & Sugar Industry of Sudan	16
Chapter One: literature Review	21
1.1. Management Challenges	21
1.2. Organizational Behavior	28
1.3. Groups in Organizations	38
1.4. Informal Work Groups	59
1.5. Job Design	78
1.6. Job Satisfaction	92
1.7. Managerial Leadership	115
1.8. Organizational Change & Development	127
1.9. Organizational Conflicts	138
Chapter Two: The Case Study Sugar Industry	148
2.1. Sugar Industry of the World	148
2.2. Industrial Sector of Sudan	165
2.3. Sugar Industry of Sudan	199
Chapter Three Statistical Analysis & Testing of Hypotheses	253
3.1. Sampling Plan	253
3.2. Measurement techniques & Data Collection	256
3.3. Data Analysis	275
3.4. Testing of Hypotheses	296
Conclusion	310
Research Findings	310
The Recommendations	315
Appendixes	320
Bibliography	343

Contents

Dedication	I
Brief Contents	II
The Contents	III
Acknowledgements	VII
Abbreviations	VIII
List of Tables	IX
List of Figures	XII
Study Abstract (English)	XIII
Study Abstract (Arabic)	XV
Introduction	01
Preface	01
Research Plan:	03
Research Problems	03
Research Objectives	08
Research Significance	09
Research Hypotheses	11
Research Question	12
Research Limitations	13
Research Methodology	14
Justifications behind Selection of Industrial Sector & Sugar Industry of Sudan	16
Chapter One: literature Review	21
1.1. Management Challenges	21
1.1.1. Implications of the W.T.O.	25
1.1.2. W.T.O. and LDC's	26
1.2. Organizational Behavior	28
1.2.1. Personnel Management as an Introductory Case	28
1.2.2. Definitions of O.B.	30
1.2.3. Theoretical Approaches of Human Behavior	30
1.2.4. Framework and Scope of O.B.	33
1.3.5. Reasons for Studying O.B.	35
1.3.6. Criticisms of the field of O.B.	35
1.3.7. Critical Issues Confronting Managers	36

1.3. Groups in Organizations	38
1.3.1. Definitions of Work Groups	38
1.3.2. Types of Groups	39
1.3.3. Dynamics, Reasons, and Stages of Groups forming	41
1.3.4. Group Norms	47
1.3.5. Group Cohesiveness	51
1.3.6. Impacts of Groups on Employees & Organizations	53
1.3.7. Formal Groups	59
1.4. Informal Work Groups	59
1.4.1. Types of Informal Groups	61
1.4.2. Informal Groups V.S. Formal Organizations	62
1.4.3. Role and Status in Informal Groups	64
1.4.4. Functions and Dysfunctions of Informal Groups	66
1.4.5. Managerial Implications of Informal Groups	68
1.4.6. Informal Communications	73
1.4.7. Measurements of Informal Groups	76
1.5. Job Design	78
1.5.1. Job Enlargement/Rotation	79
1.5.2. Job Enrichment	80
1.5.3. Job Characteristics Approach	82
1.5.4. Relevant Issues Pertaining to Job Design	85
1.5.5. Redesigning Jobs in Practice	88
1.5.6. Challenged V.S. Unchallenged Jobs	90
1.6. Job Satisfaction	92
1.6.1. Human Motivation & Needs Theories	92
1.6.2. Definitions of Job Satisfaction	96
1.6.3. Theories & Dimensions of Job Satisfaction	98
1.6.4. Sources & Determinants of Job Satisfaction	102
1.6.5. Consequences of Job Satisfaction	107
1.6.6. Recent Trends of Job Satisfaction	111
1.6.7. Preceding Researches	113
1.7. Managerial Leadership	115
1.7.1. Definitions of Leadership	115
1.7.2. Theories of Leadership	115
1.7.3. Leadership Styles	121

1.8. Organizational Change & Development	127
1.8.1. Organizational Change	128
1.8.2. Organizational Development	133
1.8.3. Organizational Behavior Modification	135
1.9. Organizational Conflicts	138
1.9.1. Definition & types of Organizational Conflicts	138
1.9.2. Conflict Process	139
1.9.3. Factors & sources of Conflicts	141
1.9.4. Consequences of Conflict	142
1.9.5. Ways of Coping & Managing Conflict	143
 Chapter Two: The Case Study	 148
Sugar Industry	
2.1. Sugar Industry of the World	148
2.1.1. Historical Backgrounds	148
2.1.2. General Features of World Sugar Industry	149
2.1.3. Difficulties Facing the World Sugar Industry & Developmental Perspectives	159
2.2. Industrial Sector of Sudan	165
2.2.1. Introduction	165
2.2.2. Characteristics of Sudan Industry	166
2.2.3. Profiles of Sudanese Industries	167
2.2.4. Problems and Constrains of Industrial Sector	177
2.2.5. Developmental Perspectives	180
2.2.6. Food Industries of Sudan	193
2.3. Sugar Industry of Sudan	199
2.3.1. Introduction	199
2.3.2. Sugar Production Technology	202
2.3.3. Industry's Problems & Developmental Issues	203
2.3.4. General Observations	206
2.3.5. Sudanese Sugar Company	208
2.3.6. Kenana Sugar Company	233
2.3.7. Projected Sugar Companies	250
2.3.8. National Committee for Sugar	252

Chapter Three	
Statistical Analysis and Testing of Hypotheses	253
3.1. Sampling Plan	253
3.2. Measurement techniques & Data Collection	256
3.2.1 Variables and Measurements	256
3.2.2. Data Collection	272
3.3. Data Analysis	275
3.4. Testing of Hypotheses	296
3.4.1. Statistical Methods Adopted	296
3.4.2. Testing of Hypotheses	298
Conclusion	310
Research Findings	310
The Recommendations	315
Appendixes	320
Bibliography	343

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Abbreviations:

CARD	Center for Agricultural Rural Development
C.B.P.	Kenana's Corporate Business Plan
COMESA	Common Market for Eastern and Southern Africa
Co.	Company
ERG	Existence, relatedness, and growth needs.
GDP	Gross Domestic Product
GNP	Gross National Product
G.M.	General Motors Co.
GATT	The General Agreement on Tariff and Trade
GATS	The General Agreement on Trade in Services
GSP	Generalized System of Preferences
HRM	Human Resources management
HFCS	High fructose corn syrup
ISO	International Sugar Organization
ISA	Sugar daily prices (Fried)
Icumsa	Sugar Color Rates
K.S.Co.	Kenana Sugar Company
KETS	Kenana Engineering & Technical Services
L.D.C.s	Least Developed Countries.
LDP	White sugar quotations (Fried)
LPC	Least Preferred Coworker
MFN	Principle of The Most Favoured Nation
NAFTA	North American Free Trade Agreement
O.B.	Organizational Behavior
O.D.	Organization Development
OB Mod.	Organizational Behavior Modification
OECD	Organization for Economic Cooperation and Development
Pol.	Sugar Polarization Rates
QWL	quality-of-work life
R.O.	Relationship oriented leadership style
Rec.	Sugar Recovery Rates
SIP	The social information-processing
S &D	Special & differential Treatment (for Developing countries)
S.S.Co.	Sudanese Sugar Company
S.I.W	(Sophia Ironic Workshop) (Kenana Agricultural
	Equipments Factory)
T.O.	Task oriented leadership style
UNDP	United Nation Development Programs.
UNIDO	United Nation for Industrial development Organization
W.T.O.	World Trade Organization

List of Tables

Table No.	Subject	Page No.
(1)	Sudan Trade Balance	18
(2)	Foreign Investment in Sudan during	18
(3)	Labour Force of Sugar Industry in Sudan	19
(1 – 1)	Homogeneous & heterogeneous groups	46
(1 – 2)	Job Dimensions classified as to Events and Agents.	99
(1 – 3)	Sources of Organizational change	128
(1 – 4)	Basic Ways to Deal with Conflict	144
(1 – 5)	Two Approaches of Managing Conflict	146
(2 – 1)	World Sugar Production for years	152
(2 – 2)	World sugar Shares of Production for Year	153
(2 – 3)	World Sugar Consumption	154
(2 – 4)	World sugar movement	155
(2 – 5)	World Sugar Exports	157
(2 – 6)	Sectors' Contributions on GDP of Sudan and Sub-Saharan Countries	166
(2 – 7)	Production of Crude & Petroleum Derivatives	168
(2 – 8)	Cement Production	172
(2 – 9)	Public & Private Textile Factories	173
(2 – 10)	Production of textile and weaving	174
(2 – 11)	Leather Production	175
(2 – 12)	Export of Tanned Leather	175
(2 – 13)	Medicine Factories in Sudan	175
(2 – 14)	Medicine Production	176
(2 – 15)	Products of Chemicals & other industries in Sudan	176
(2 – 16)	Saria Compound Production	177
(2 – 17)	Annual Production of Food Industries in Sudan	195
(2 – 18)	Annual Exported Food Industries	196
(2 – 19)	Additional Planned Cane Agricultural Areas	204
(2 – 20)	Hours Calculation for Production Incentives	214
(2 – 21)	Hours Calculation for Mills incentives	214
(2 – 22)	Hours Calculation for Boilers incentives	214
(2 – 23)	Revenues, Expenses, and Surpluses of Sudanese Sugar Company (2000 – 2004)	219
(2 – 24)	General Information of Guneid Sugar Factory	221
(2 – 25)	Classifications and sizes of Guneid's Labour Forces	221

Table No.	Subject	Page No.
(2 – 26)	Performance Data of Guneid Sugar Factory	222
(2 – 27)	General Information of New Halfa Sugar Factory's	223
(2 – 28)	Work Forces of New Halfa Sugar Factory	224
(2 – 29)	Performance Data of New Halfa sugar Factory	225
(2 – 30)	Social Contributions of New Halfa Sugar Factory	226
(2 – 31)	General Information of Assalaya Sugar Factory	226
(2 – 32)	Work Forces of Assalaya Sugar Factory	227
(2 – 33)	Performance Data of Assalaya Sugar Factory	227
(2 – 34)	General Information of Sinnar Sugar Factory	229
(2 – 35)	Work Forces of Sinnar Sugar Factory	229
(2 – 36)	Performance Data of Sinnar Sugar Factory	230
(2 – 37)	General Information of Kenana Sugar Company	233
(2 – 38)	Share Holders of K.S.Co.	234
(2 – 39)	Production Forecasts Of K.S.Co.	238
(2 – 40)	Training Programs of K.S.Co.	239
(2 – 41)	Factory's Performance Data of K.S.Co.	241
(2 – 42)	K.S.Co. Annual Revenues	244
(2 – 43)	Kenana's Profits Distribution (98/99 – 2002/03)	245
(2 – 44)	Planned Sugar Factories in Sudan	252
(3 – 2)	Minnesota Satisfaction Questionnaire	269
(3 – 3)	Short Form of Minnesota Satisfaction Questionnaire	270

List of Figures

Figure No.	Subject	Page No.
(1 – 1)	(S—O—B—C) model	32
(1 – 2)	Conceptual framework for the study of O.B.	33
(1 – 3)	Framework for Studying Organizational Behavior	34
(1 – 4)	General Model of Group Dynamics	41
(1 – 5)	Jackson’s return potential model	48
(1 – 6)	Types of Group Norms	50
(1 – 7)	Factors affect Group Cohesiveness & Consequences of Group Cohesiveness	52
(1 – 8)	Dilemmas & techniques in making task role assignments	56
(1 – 9)	Individualization & Socialization on a organization	60
(1 – 10)	Formal and Informal communication Channels	74
(1 – 11)	The Characteristics Model	83
(1 – 12)	Job enrichment & job performance	91
(1 – 13)	Maslow’s Needs Hierarchy	93
(1 – 14)	Theoretical development of work motivation	96
(1 – 15)	Model of Job Satisfaction	105
(1 – 16)	Fiedler Model of Leadership	118
(1 – 17)	Fiedler’s Contingency Model	119
(1 – 18)	The Managerial Grid	123
(1 – 19)	Reddin’s 3-D Model of leadership Effectiveness	124
(1 – 20)	Organizational life cycle	128
(1 – 21)	Lewin’s Three—Step Change Process	132

Figure No.	Subject	Page No
(1 – 22)	Expanded Model of the Organization Change Process	133
(1 – 23)	Major Approaches to Change	137
(1 – 24)	Conflict Management Styles	144
(2 – 1)	Technology of Manufacturing Sugar in Sudan	202
(2 – 2)	Organizational Chart of Sudanese Sugar Company	210
(2 – 3)	Organizational Chart for Factories of S.S.Co.	211
(2 – 4)	Organizational Chart of Kenana Sugar Company	235
(3 – 1)	Vroom -Yetton normative leadership model	261
(3 – 2)	Curve Estimation of the relationship between Leadership Styles & Intensity of Informal Groups	299
(3 – 3)	Curve Estimation of Relationship between Managers' Linkage with External Informal Groups & autocratic Styles they Adopt	301
(3 – 4)	Curve Estimation of the relationship between Managers' Linkage with Internal Informal Groups & participative Leadership Styles they Adopt	303
(3 – 5)	Curve Estimation of the relationship between linkage with informal groups and job satisfaction for employee held challenged job	305
(3 – 6)	Curve Estimation of the relationship between linkage with informal groups and job satisfaction for employee held unchallenged job.	307
(4)	Contingency Model of Job Satisfaction	317

Study Abstract

The main motive behind this study is that the pace of the world's technological changes is stepping up, and the W.T.O. and other agencies are pressing business organizations to reform their situations for the phenomenon of globalization and free opened markets.

In addition; local organizations are facing the challenge of complexity and ambiguity of elements affecting employees' behavior in general and job satisfaction in specific.

The major objective of this particular study was to gain an understanding of the external and internal organizational environments which allow business leaders to deal effectively with different kinds and rates of environmental change from the standpoint of a relatively new issue, that is, informal groups.

The hypotheses speculated by the study recognize the following relationships:

1. Managerial leadership styles and intensity of informal work groups.
2. Managers' linkage to external informal groups and autocratic leadership styles adopted.
3. Managers' linkage to internal informal groups and participative leadership styles adopted.
4. Employees' linkage to informal work groups and job satisfaction for employees held challenged jobs.
5. Employees' linkage to informal work groups and job satisfaction for employees held unchallenged jobs.

Strictly speaking; the study tries to spell out that, the type of informal group that business leaders belong can significantly determine the leadership styles of those leaders, and these styles have significant effect on forming informal groups inside organizations. Also, at the other end of spectrum, as a result of linking with informal groups; employees' job satisfaction was encouraged.

The study is conducted on sugar factories in Sudan, and data gathered were analyzed statistically.

The first four hypotheses are validated in the study while the fifth hypothesis is rejected and additional correlations analysis concerning job satisfaction as a dependent factor and other independent factors (such as age, qualifications, years of serving, and marital status) were analyzed in the study.

Finally; some findings and recommendations concerning the main issues of the study, industrial sector of Sudan and sugar industry of Sudan emerged from this study.

ملخص الدراسة

تتمثل الدوافع الرئيسية وراء هذه الدراسة في أن أيقاع التغيرات التكنولوجية في العالم في تزايد مستمر وأن منظمة التجارة العالمية والمنظمات الأخرى ظلت تضغط على منظمات الأعمال لتوفير أوضاعها لتلائم ظاهرة العولمة و أنفتاح الأسواق عالمياً.

بالإضافة إلى أن التحديات التي تواجه منظماتنا المحلية تتمثل في أن العوامل التي تؤثر في سلوكيات العاملين بصفة عامة و الرضى الوظيفي بشكل خاص تتسم بالغموض والتعقيد نسبياً.

الهدف الرئيسى لهذه الدراسة يتمثل في تعميق الفهم العام بالبيئة الداخلية والخارجية للمنظمات بالقدر الكافي والذي يمكن المنظمات بالتعامل الواعي مع التغيرات المختلفة لهذه البيئة وذلك عن طريق تسليط الضوء على موضوع حديث نسبياً وهو موضوع مجموعات العمل غير الرسمية.

تحاول فرضيات الدراسة لايجاد علاقات ذات دلالات أحصائية بين المتغيرات التالية:

1. أنماط القيادة الادارية ودرجة كثافة مجموعات العمل غير الرسمية.
2. ارتباط المدراء بمجموعات غير رسمية خارجية والانماط القيادية التسلطية.
3. ارتباط المدراء بمجموعات غير رسمية داخلية والانماط القيادية التشاركية.
4. ارتباط العاملين بمجموعات عمل غير رسمية ودرجة الرضى الوظيفي للعاملين الذين يؤدون وظائف ذات طبيعة تحدية.
5. ارتباط العاملين بمجموعات عمل غير رسمية ودرجة الرضى الوظيفي للعاملين الذين يؤدون وظائف ذات طبيعة غير تحدية.

على وجه التخصيص, تحاول هذه الدراسة استنتاج الأتي:-

نوع المجموعات غير الرسمية التي ينتمي إليها قادة الأعمال تؤثر في تحديد أنماط القيادة الإدارية لهؤلاء القادة وأن هذه الأنماط القيادية تؤثر بدورها في تكوين المجموعات غير الرسمية داخل المنظمات بالإضافة إلى أن انتماء العاملين لهذه المجموعات غير الرسمية ينمى الرضى الوظيفي لهؤلاء العاملين.

هذه الدراسة طبقت على مصانع السكر العاملة في السودان حيث تم الحصول على معلومات الدراسة وتم تحليلها إحصائياً.

تم أثبات صلاحية الفرضيات الأربع الأولى في حين لم تثبت صلاحية الفرضية الخامسة, بالإضافة إلى ما سبق فقد تم تحليل العلاقة بين الرضى الوظيفي كمتغير تابع ومتغيرات مستقلة (مثل العمر – مستوى التأهيل – فترة الخدمة – والحالة الاجتماعية)

في الختام هنالك نتائج وتوصيات تتعلق بموضوع الدراسة وموضوعات متعلقة بالقطاع الصناعي عموماً وقطاع صناعة السكر في السودان قد استخلصت من هذه الدراسة....