

أكاديمية نايف العربية للعلوم الأمنية  
كلية الدراسات العليا  
قسم العلوم الإدارية  
برنامج الماجستير

# الرضا الوظيفي وعلاقته بالإنتاجية

دراسة تطبيقية لموظفي جمارك منطقة الرياض

رسالة مقدمة استكمالاً لمتطلبات الحصول على درجة الماجستير في  
العلوم الإدارية

إعداد

علي بن يحيى الشهري

٤٢٠٠٠٤٨

إشراف

أ. د. عامر بن خضير الكبيسي

١٤٢٤هـ - ٢٠٠٢م

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

أكاديمية نايف العربية للعلوم الأمنية  
Naif Arab Academy For Security Sciences



College of Graduate Studies

أكاديمية نايف العربية للعلوم الأمنية  
كلية الدراسات العليا  
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ملخص رسالة ماجستير

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أكاديمية نايف العربية للعلوم الأمنية  
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Naif Arab Academy for Security Sciences  
College of Graduate Studies  
Administrative Sciences Department

MASTER THESIS ABSTRACT

Thesis Title: **Functional Satisfaction and its relation to Productivity, Applied study of Customs Employees in Riyadh Region**

Prepared by: **Ali bin Yahia Al-Shehri**

Supervisor: **Professor Dr. Amer Khudhair Al-Kubaisi**

Thesis Defense Committee

- |   |                   |
|---|-------------------|
| . <b>Professor Dr. Amer Khudhair Al-Kubaisi</b> | <b>Supervisor</b> |
| . <b>Dr. Mohammed Abdullah Al-Ghaith</b>        | <b>Member</b>     |
| . <b>Dr. Mohammed Abdullah Al-Harran</b>        | <b>Member</b>     |

Defense Date: ١٠/٠٢/١٤٢٤H (١٢/٠٤/٢٠٢٣G)

**Research Problem**

It lies in the ambiguity of the degree of functional satisfaction of the workers in the customs of Riyadh area and unawareness of its relation to their productivity and its reflection upon their performance; which this study aims to determine, show its importance in order to be considered by the concerned and interested in this vital sector.

**Research Importance**

Starting from the great importance and preciseness of the customs role, the importance of this study emerges, as we can view it a step that can be utilized and benefit from in setting and planning policies and plans that help in the good choice and promote the performance of the inspectors employed in Riyadh area customs, along with motivating them and enhancing their level of performance, connection to their departments, their belonging to this sector. Also, what increases its importance is that it assist the officials in the process of developmental issues decision making of the functional and administrative system of the customs in order to motivate employees towards the best.

**Research Objectives:** This research aims to achieve the following:

- . Knowing the actual reality of the prevailing functional satisfaction and performance levels of the customs inspectors in Riyadh area.
- . Knowing the level of the functional satisfaction and productivity in accordance with the following personal and occupational variables (sex, years of service, educational qualification, age, salary, employment security, relationships among supervisors and employees, promotion and advancement in work).
- . Achieving recommendations that can contribute in improving the level of the functional satisfaction of the customs employees and consequently lead to improving their level of productivity.

**Research Hypotheses:** The research attempted to answer the following:

- . What is the level of the functional satisfaction to the customs inspectors in Riyadh area?
- . What are the factors that affect the levels of functional satisfaction of the customs inspectors in Riyadh area?
- . What is the productivity level of the customs inspectors in Riyadh area?
- . What is the extent of the relation of the functional satisfaction with the productivity for them?
- . What is the role of some personal factors such as (sex, years of service, educational qualification, age) to the functional satisfaction?
- . What is the role of some personal factors such as (salary, employment security, relationships among supervisors and employees, promotion and advancement in work) to the reinforcement of the functional satisfaction in customs inspectors?

### **Research Methodology**

The researcher used the descriptive, documentary and connective-descriptive methodologies. Also, the questioner was implemented as the tool of data collection of the study sample that amounted to (٢٣٣) customs inspectors representing all customs inspectors working in Riyadh area.

### **Main Results**

The research indicated the existence of a relation between the level of functional satisfaction and productivity level amounted to ٢٨,٩٩٢ at the indicative ٠,٠٠١ and a correlation of Pierson coefficient at the indicative level of ٠,٠١; i.e. there is a direct relation between the two variables. In other words, if the functional satisfaction increased, the productivity shall increase too, and vice versa (if the productivity increased, the functional satisfaction shall increase too. Also, promotion was not related to efficiency and mastery, which reduces the cases of functional satisfaction. Moreover, the salary received by the employees was not satisfactory, as it was the last in the sample distribution according to the functional satisfaction measure. In addition, the study showed that there are differences of statistical significance attributed to sex variable, where the functional satisfaction is increased in women. Also, the study revealed that there are some differences of statistical significance attributed to age variable, i.e. with age progression the functional satisfaction decreases. The study, also, revealed that there are differences of statistical significance at the level ٠,٠١ showing the increased satisfaction among the ones of the least service years. Finally, the study showed that there are differences of statistical significance at the level ٠,٠١ showing increased satisfaction among the ones of the lowest educational achievements.

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	المبحث الثاني : الإنتاجية أهميتها وعلاقتها بالأداء
	المبحث الثالث : نشأة الجمارك وخصائصها وطبيعة العمل فيها
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	الفصل الرابع : نتائج الدراسة الميدانية
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	الفصل الخامس : الخلاصة ومناقشة النتائج والتوصيات
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## قائمة الجداول

الصفحة	الموضوع	رقم
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# الفصل الأول

- أولاً : مقدمة
- ثانياً : مشكلة الدراسة
- ثالثاً : أهمية الدراسة
- رابعاً : أهداف الدراسة
- خامساً : تساؤلات الدراسة
- سادساً : مجالات الدراسة
- سابعاً : المصطلحات والمفاهيم
- ثامناً : الدراسات السابقة
- أولاً : الدراسات العربية
- ثانياً : الدراسات الأجنبية

# الفصل الأول مدخل إلى الدراسة

**أولاً: مقدمة**

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## ثانياً: مشكلة الدراسة

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**ثالثاً: أهمية الدراسة**



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## خامساً: تساؤلات الدراسة

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## سادساً: مجالات الدراسة وحدودها :

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### سابقاً: المصطلحات والمفاهيم

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## أولاً: الدراسات العربية

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( ) **Fahad Al Rahaimi ( ١٩٩٠ ).An Analytical Atudy of Job satisfaction in Saudi Arabia. Public sector, unpublished ph. Ddisscitation university of Liverpool,PP, pp٢٩٧**

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## ثانياً: الدراسات الأجنبية

### Productivity

### Human Relations

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Sinzek & Bullard ( )

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( ) Lee & Wilbur ( )

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( ) Diener ( )

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- ( ) Ramond Lee and Elizabeth Wilbur, (1980) "Age, Education, Job Tenure, Salary Job Characteristics, and Job Satisfaction: A Multivariate Analysis" Human Relations, pp. 781-791.
- ( ) Diener, Thomas (1980). "Community College Faculty Job Satisfaction", Community, Junior College Quarterly of Research and practice, Hemisphere Publishing Corporation, 79, N2 .





# الفصل الثاني

. تمهيد

المبحث الأول : الرضا الوظيفي ماهيته ونظرياته  
المبحث الثاني: الإنتاجية أهميتها وعلاقتها بالأداء  
المبحث الثالث: نشأة الجمارك وخصوصيتها  
وطبيعة العمل فيها

## الفصل الثاني الإطار النظري للدراسة

**تمهيد:**

Fayol

Taylor

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Bakke

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## المبحث الأول

الرضا الوظيفي : ماهيته ، أهميته ونظرياته

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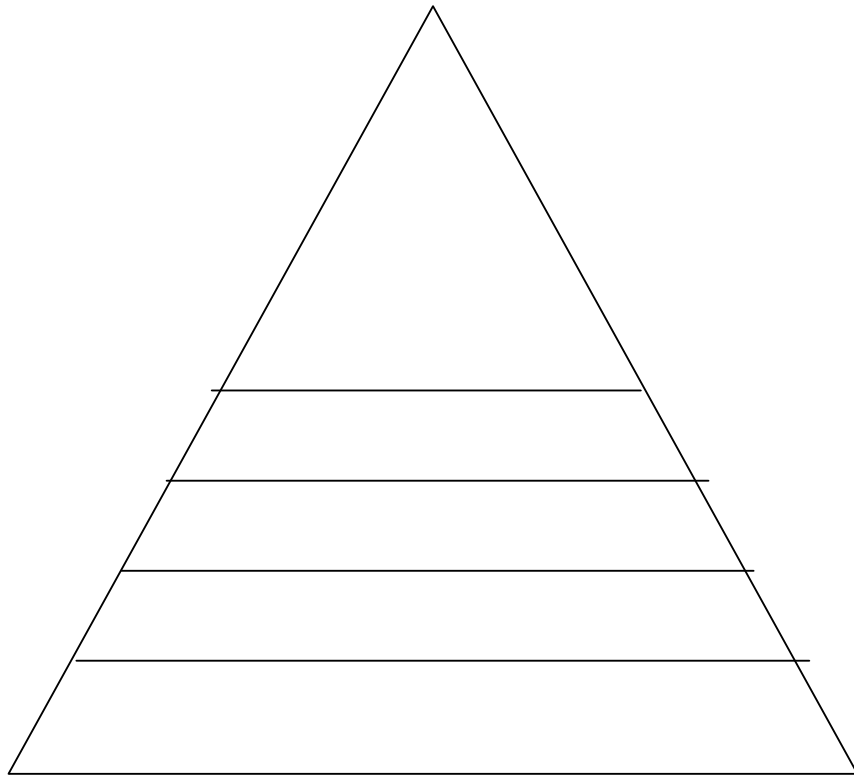
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**:Alderfer Theory**

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(Alderfer)

(E. R. G)

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**:Existence Need**

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**:Relatedness Need**

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**:Growth Need**

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**:Two Factors theory**

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Hertzberg

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Synderman

**: Motivators**

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**:Hygiene's**

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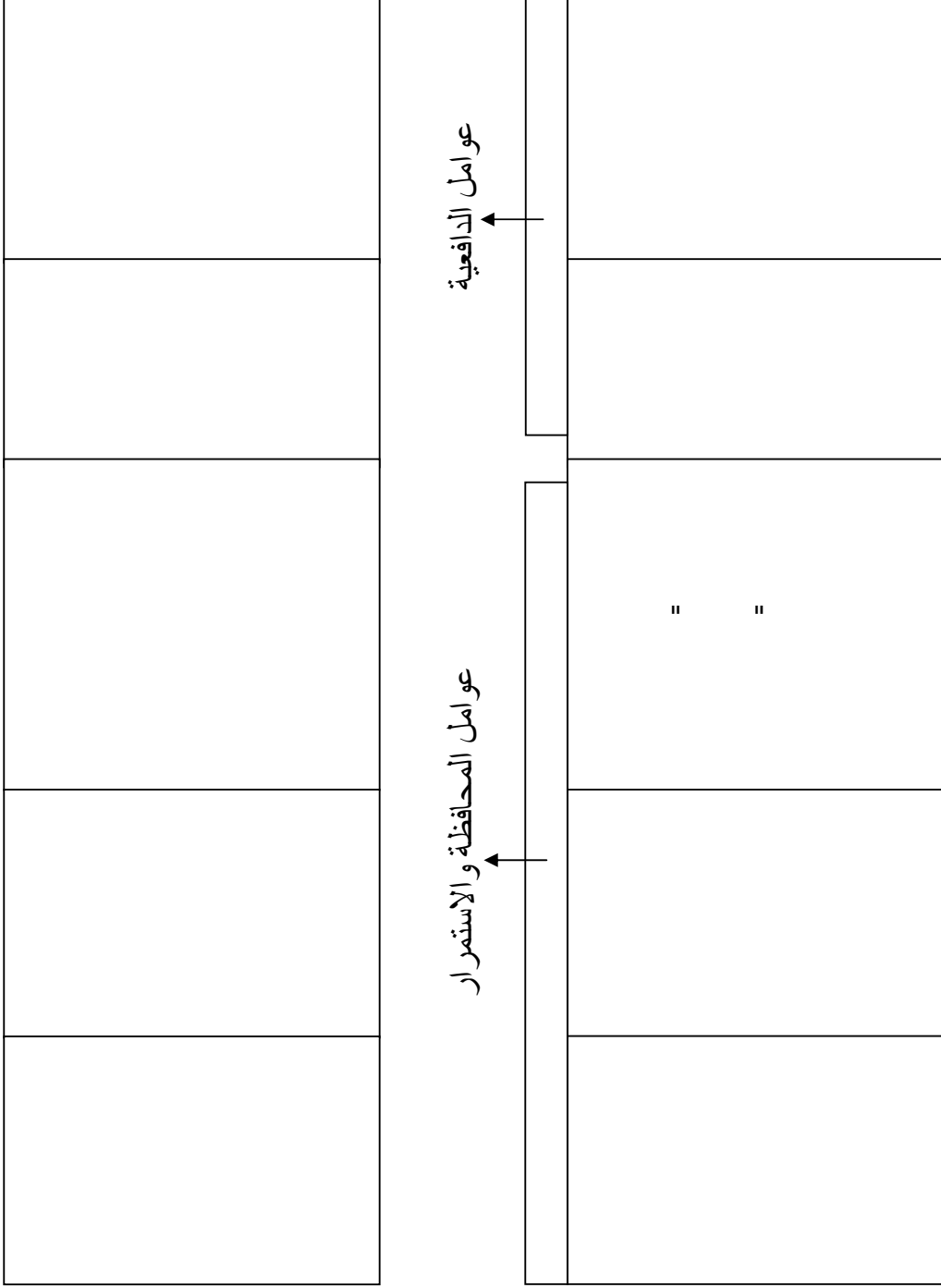
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**:Equity theory** -

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**:Achievement Theory**

(Mcklland)

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**Reference group theory**

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Hulin & Blood

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# :Porter and Lawler's Theory

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## المبحث الثاني

### الإنتاجية : أهميتها وعلاقتها بالأداء

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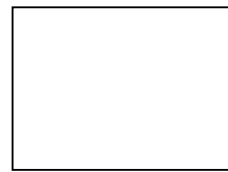
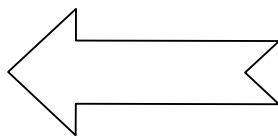
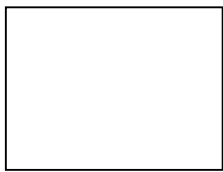
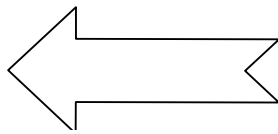
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(Porter)

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## المبحث الثالث

### نشأة الجمارك وخصوبتها وطبيعة العمل فيها

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# الفصل الثالث

أولاً : منهج الدراسة المستخدم وأدواته

ثانياً : صدق الاستبانة وثباتها

ثالثاً : مجتمع الدراسة

رابعاً : أساليب المعالجة الإحصائية

الفصل الثالث  
الإطار المنهجي  
أولاً: منهج الدراسة المستخدم وأدواته  
١ - منهج الدراسة :

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## ثانياً - صدق الاستبانة وثباتها

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(cronbach alpha)

### **ثالثاً : مجتمع الدراسة وعينته**

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### **رابعاً : أساليب المعالجة الإحصائية :**

(Statistical Package For Social Sciences)

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## الفصل الرابع

أولاً : خصائص مفردات الدراسة  
ثانياً : دور بعض العوامل الديموغرافية في  
مستويات الرضا  
ثالثاً : دور بعض العوامل الوظيفية في مستويات  
الرضا  
رابعاً : مستويات الإنتاجية لدى مفردات الدراسة  
خامساً : العوامل التي تؤثر على مستوى الأداء  
والإنتاجية لدى موظفي الجمارك



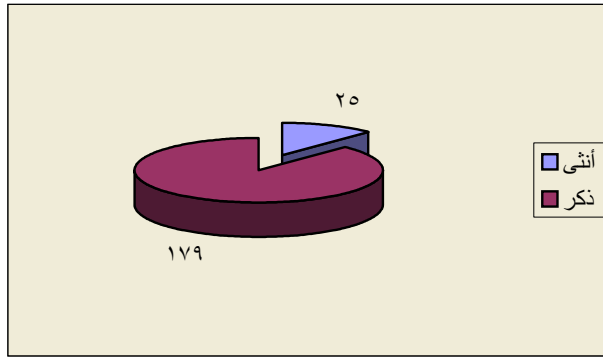
## الفصل الرابع

### نتائج الدراسة الميدانية

#### أولاً: خصائص مفردات الدراسة

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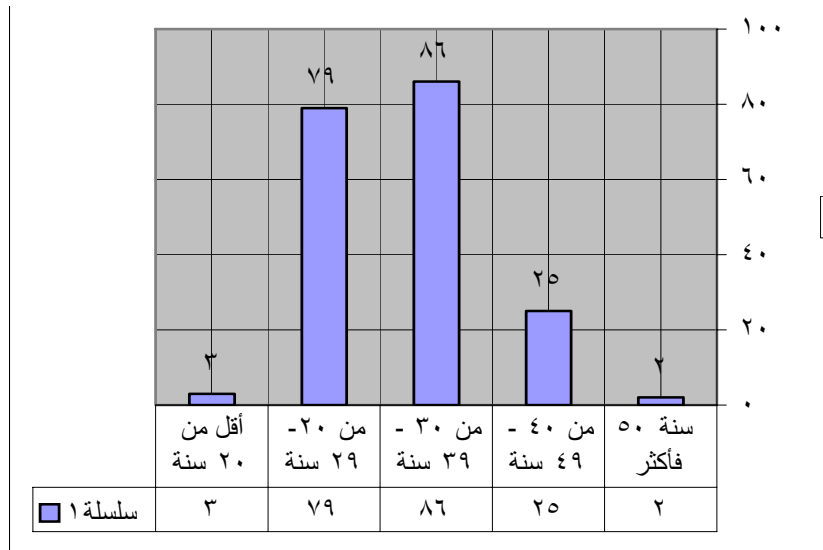
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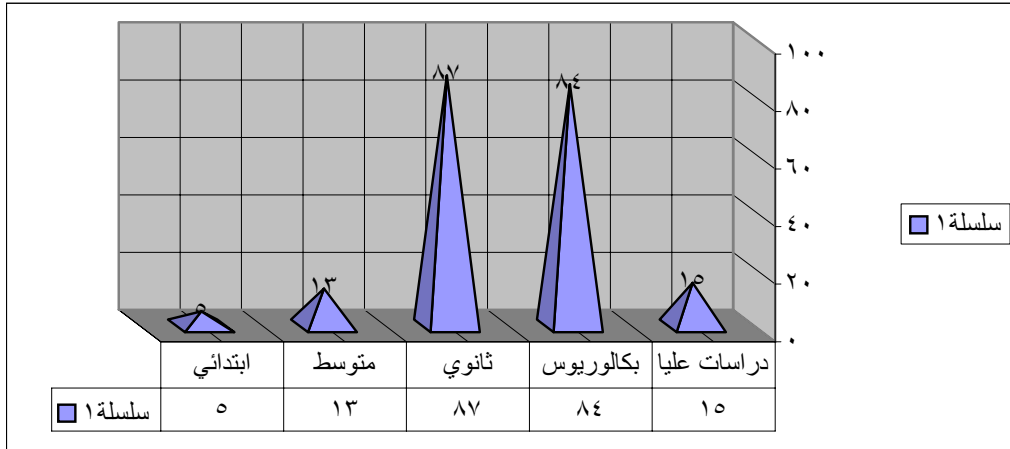
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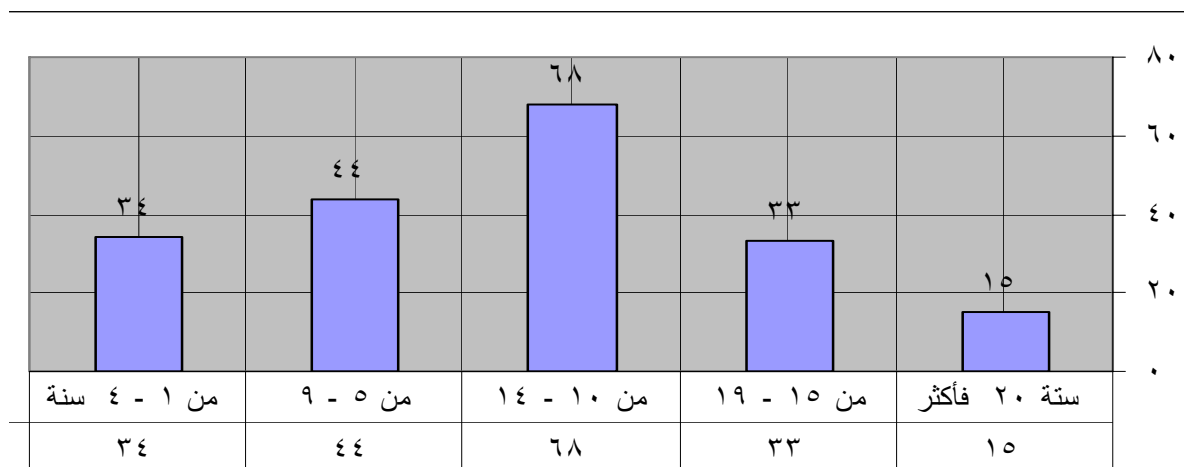
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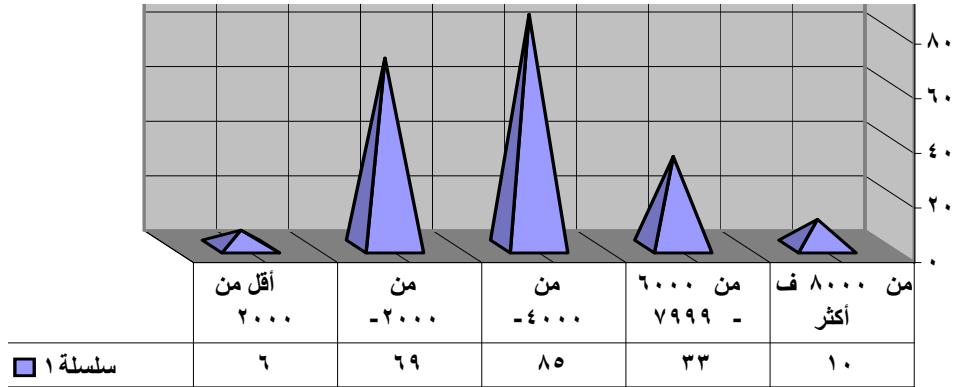
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## ثانياً: العوامل الديموغرافية وعلاقتها بمستويات الرضا الوظيفي

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### ثالثاً : العوامل الوظيفية وعلاقتها بمستوى الرضا الوظيفي

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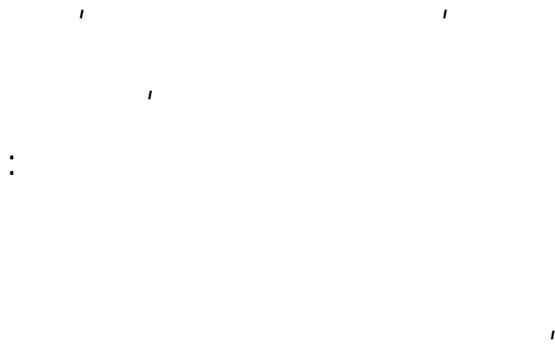
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## رابعاً : مستويات الإنتاجية لدى مفردات الدراسة

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**خامساً : علاقة الرضا الوظيفي بزيادة أو انخفاض الإنتاجية :**

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**سادساً : العوامل التي تؤثر على مستوى الأداء والإنتاجية لدى  
موظفي الجمارك**

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**سابعاً : مقترحات المبحوثين لزيادة مستوى الإنتاجية :**

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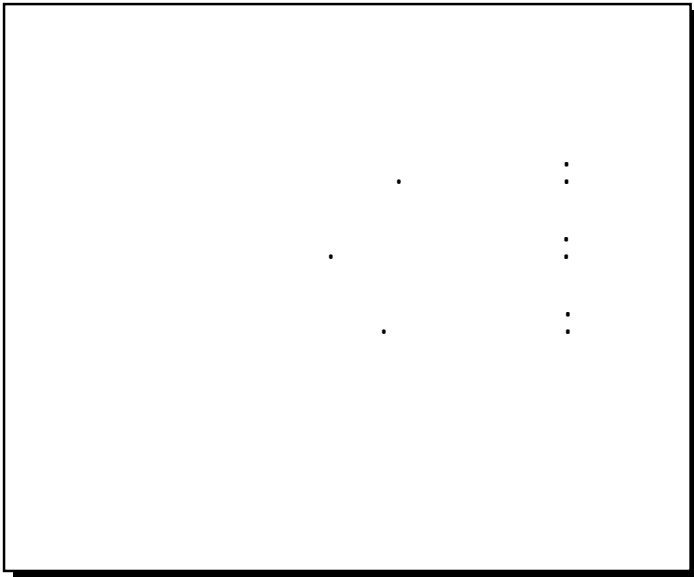
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## الفصل الخامس



أولاً : خلاصة الدراسة :

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ثانياً : مناقشة النتائج :

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1. ***Fahad Al Rahaimi (1990). An Analytical Atudy of Job satisfaction in Saudi Arabinn. Public sector, unpublished ph. Ddisscitation university of Liverpool, PP, pp ٢٩٧***
2. ***Ramond Lee and Elizabeth Wilbur,( 19٨0) "Age, Education, Job Tenure, Salary Job Characteristics, and Job Satisfaction: A Multivariate Analysis" Human Relations, pp. ٧٨١-٧٩١.***
3. ***Diener, Thomas (19٨0). "Community College Faculty Job Satisfaction", Community, Junior College Ouarterlg of Research and practice, Hemisphere Publishing Corporation, ٧٩, N٤ .***



# الملاحق

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أكاديمية نايف العربية للعلوم الأمنية  
كلية الدراسات العليا  
قسم العلوم الإدارية  
برنامج الماجستير

## الرضا الوظيفي و علاقته بالإنتاجية دراسة تطبيقية لموظفي جمارك منطقة الرياض

الباحث

علي بن يحيى الشهري

رقم الاستبانة

أرجو منكم بعد الانتهاء منها سرعة تسليمها إلى رئيس القسم

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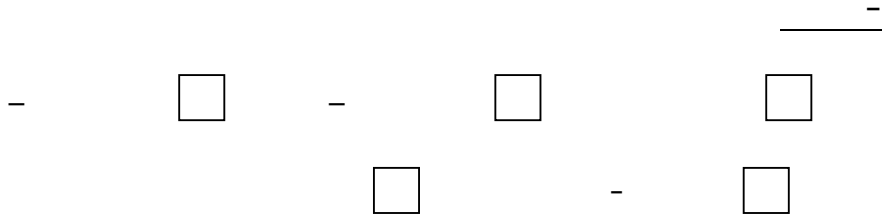
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**Naif Academic Arabian for security science.**

**Higher studies college**

**Administration department**

**Research Abstract**

**Research title:**

- *The occupational satisfaction and its relation ship tuzth the production.*
- *Practical study for Riyadh custom .*
- *Prepared by: Ali*
- *Supervised by:*
- *Discussion committee:*
- *Supervisor and discussionner:*

*Dr. member*

*Dr. member*

*Discussion date / / ١٤٢٤ - / / ٢٠٠٢*

**Abstract:**

*The study aims to identify on the occupational satisfaction and it's relation with the production of the custom corporation employees in Riyadh region.*

*This study is applied through analyze and apply the occupational satisfaction measurement relating to some demographical factors for sea, service periods, educational qualification, age, in the level of the occupational satisfaction and the role of the occupational factors such as wages, occupational security, work circumstances, the relation ship between the employees and the employers, the promotion and the occupational development in it's supporting the occupational satisfaction and it's supporting the production level through the evaluation and the enthusiasm and the production of the employees effect in increasing and decreasing of the occupational satisfaction. So, the study identify the researchers views a bout the effective factors in increasing the satisfaction the production.*

*The study population contains of ٢٠٤ inspectors those who work in the custom.*

*The male reached ١٧٧- percentage is ٨٨,٥% .*

*The female reached ٢٧. percentage is ١١,٥% which are represent the whole level studies.*

*The study tools contain of three divisions:*

*The first division is the C.Vs of the inspectors.*

*The second division is occupational satisfy-action in it's five scopes for the inspectors who works in the custom corporation in Riyadh region.*

The third division about the average production of the employees, custom.

The researcher deposal on the statistical average, standard deviation, the percentage and parson link to measure the relation between the satisfaction and production, (T).

Test (T) is designed & identify the differences between the demographical variables and the satisfaction level.

Square (K) which demonstrate the abstraction degree among the variables. For more illustration comprehension of the sapless characteristics, the research is supported by diagrams.

The study has indicated denoted that there is a strung relation ship between the employment satisfaction and the production level. (71,997). In the level  $\cdot, \cdot$ ) parson linkage, in the level  $\cdot, \cdot$ )  $\Lambda, \cdot$ ) (I.d).

Which indicate that there is a proportional relationship between the two variables, and that means when the satisfaction increased the production will be increased and rice-versa.

The production influences by the work circumstances. So, the promotion doesn't link with the efficiency which value to decrease the satisfaction. Moreover, the salary which is quiver to the employee, is not satisfactory, for the salary has been.

Located in the last level in distribution of the sample, according to the measurement of satisfaction.

Also this study demonstrates, that me administration doesn't obligate tar the health insurance. In addition to that, there are statistical differences, which inelicated to the sex variation. The satisfaction increased for the female.

The study has demonstrated the following:

- There are statistical difference indicated to the age reriation. (which means, the more age increased the satisfaction decreased).
- The study demonstrate that there are statistical differences in the level  $\cdot, \cdot$ ) for the high salary gainers.
- Also the study found that there are stastical difference in the level  $\cdot, \cdot$ ) demonstrating the increasing of the satisfaction for the employees those whose who work hisser service periods.
- The study has demonstrated, there are statistical differences in the level  $\cdot, \cdot$ ) demonstrating increasing of satisfaction for the lower qualification employees.