

جامعة نايف العربية للعلوم الأمنية
كلية الدراسات العليا
قسم العلوم الإدارية



المركزية واللامركزية في اتخاذ القرار وعلاقتها بالأداء الوظيفي

«دراسة ميدانية على المؤسسات الإصلاحية بمدينة الرياض»

دراسة مقدمة استكمالاً لمتطلبات الحصول على درجة الماجستير
في قسم العلوم الإدارية

إعداد

خالد بن فيحان المنديل

إشراف

د. خالد بن محمد العيبان

الرياض

١٤٢٤هـ - ٢٠٠٣م

المركزية واللامركزية في اتخاذ القرار وعلاقتها بالأداء الوظيفي

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Master Thesis Abstract

Department: **Administrative Sciences**

Title: **Centralization and Decentralization in Decision making and its Relations with the Functional Performance , applied study upon Reform Institutions in Riyadh city.**

Prepared by: **Khalid Fehan AL-Mandeel**

Supervised by: **Dr. Khaled Mohammed AL-Aiban**

Thesis Defence Committee:

1- Dr. Khalid Mohammed AL-Aiban

Supervisor and Reporter

2- Dr. Amer Khodeer AL-Kobaisy Member

3- Dr. Abdullatif Abdulaziz Khamakhem Member

Defence Date: **2/5/1424H (2/7/2003G)**

Research Problem:

The researcher noted the effects of centralization and decentralization of administrative decision making upon the functional performance of reform institutions workers in Riyadh city. This motivated him to present this study which formulated its problem in the following basic question: “what is the relation extent of centralization and decentralization in decision making with the functional performance of reform institutions workers in Riyadh city?”

Research Importance:

The study importance is in its relation with daily life of security system (reform institution). Individuals are the center of this study according to administrative commands who make decisions or according to subordinates who participate in decision application. The applied importance presents in commendations and results which be produced from this study and can be replaced

instead of the functional application. This is also the fact in the results which are reached by the researcher and in resolutions which are presented by the study.

Research Objectives:

This study works to achieve the following goals:

- 1) Recognizing the used administrative type (centralization – decentralization) in reform institution in Riyadh city.
- 2) Recognizing the relation of applying centralization or decentralization of decision making with the functional performance of reform institutions workers in Riyadh city.
- 3) Recognizing the difference of the functional performance along with the difference of the functional and personal changes of the study samples.

Research Hypotheses / Questions:

- 1) What is the used administrative type (centralization – decentralization) in reform institutions in Riyadh city?
- 2) What is the relation between the applying of centralization and decentralization in decision making and the functional performance of reform institutions workers in Riyadh city?
- 3) How does the functional performance differ along with difference of functional and personal changes of the study samples?

Research Methodology:

The researcher used the descriptive methodology through applying the social survey upon the research sample. The study sample composed of (350) officers and non-commissioned officers. (77) of them are officers and (273) non-commissioned officers .

Main Results:

- 1) Encouraging reform institutions workers in Riyadh city especially non-commissioned officers to communicate with administrators directly in an atmosphere of confidence between administrators and subordinates, leaving the decision making to subordinates and the administrator decide upon it after agreement.
- 2) Giving the opportunity to subordinates to participate in plan making of the department where they work .
- 3) Provide an encouraging work environment to make decisions which participate in overcoming obstacles that obstruct the validity of administrative decisions and affect directly on the functional performance.

- 4) Holding training sessions about the method of decision making for reform institutions workers in purpose to increase their confidence.

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Decision Making Steps: _____

Theoretical Approach

Economic Man

Administrative Approach

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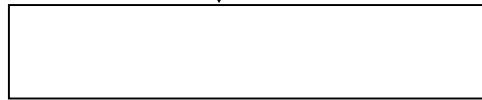
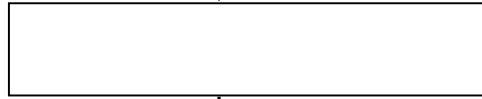
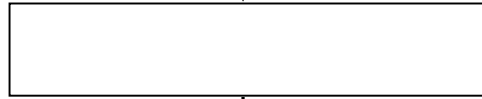
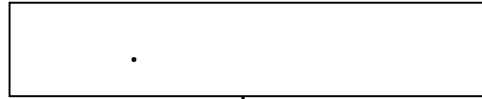
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Decision Making process

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Analys -

Performan Measures -
Model -
strategies -
prediction of outcomes -
Choice criteria Resolution -

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Recognizing a desired objective :
considering the obstacles :
Selecting way to overcome :
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Evaluation

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(J.Hagan.op.cit,p219) .

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(E.Sutherland.D.Cressey.op.cit,p.535

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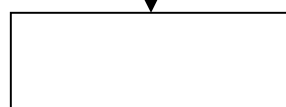
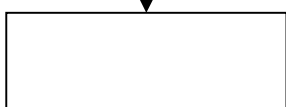
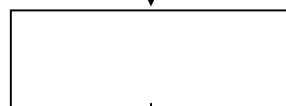
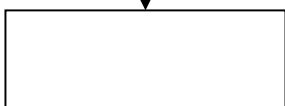
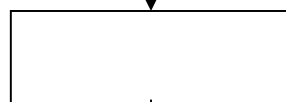
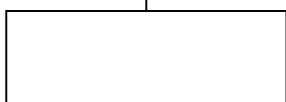
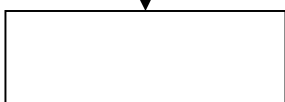
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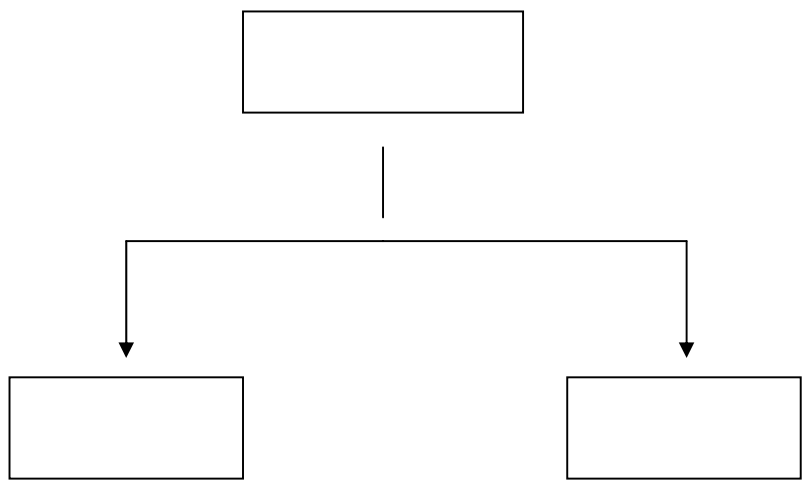
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بسم الله الرحمن الرحيم

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السلام عليكم ورحمة الله وبركاته، وبعد

الاستبانة التي بين يديك هي جزء من دراسة تتناول: "

"

وهو متطلب للحصول على درجة الماجستير

في العلوم الإدارية.

لذا أود معرفة رأيك الشخصي، وذلك بالإجابة على أسئلة هذه الاستبانة، وأن تشمل

الإجابة كافة العبارات حسب الواقع الفعلي بالجهاز الذي تعمل فيه.

علماً بأن المعلومات التي ستزودنا بها من خلال إجابتك لن تستخدم إلا لأغراض

البحث العلمي.

شاكراً ومقدراً حسن تعاونك. ولك تحياتي.

أكاديمية نايف العربية للعلوم الأمنية

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(١) العمر:

(٢) الرتبة العسكرية:

- ١- () عميد. ٢- () عقيد. ٣- () مقدم. ٤- () رائد.
٥- () نقيب. ٦- () ملازم أول. ٧- () ملازم. ٨- () رئيس رقباء.
٩- () رقيب أول. ١٠- () رقيب. ١١- () وكيل رقيب. ١٢- () عريف.
١٣- () جندي.

(٣) المؤهل التعليمي:

- ١- () أقل من ثانوية عامة. ٢- () الثانوية العامة أو ما يعادلها.
٣- () دبلوم بعد الثانوية. ٤- () مؤهل جامعي أو ما يعادله.
٥- () دراسات عليا.

(٤) عدد سنوات الخدمة في الأمن العام:

(٥) عدد سنوات الخبرة في المؤسسات الإصلاحية:

(٦) نوعية الوظيفة التي تشغلها حالياً:

- ١- () أعمال فنية (ترتبط بتشغيل الأجهزة وصيانتها).
٢- () أعمال إدارية روتينية (تتم وفقاً لقواعد وإجراءات ومستندات).
٣- () أعمال قيادية (اتخاذ قرارات).

(٧) هل سبق لك حضور دورات تدريبية في مجال اتخاذ القرارات الإدارية؟

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