



# Durham E-Theses

---

## *Port employment in eastern Saudi Arabia: problems and prospects*

Al-Nughimshi, Abdullah M

### How to cite:

---

Al-Nughimshi, Abdullah M (1998) *Port employment in eastern Saudi Arabia: problems and prospects*, Durham theses, Durham University. Available at Durham E-Theses Online: <http://etheses.dur.ac.uk/4738/>

### Use policy

---

The full-text may be used and/or reproduced, and given to third parties in any format or medium, without prior permission or charge, for personal research or study, educational, or not-for-profit purposes provided that:

- a full bibliographic reference is made to the original source
- a [link](#) is made to the metadata record in Durham E-Theses
- the full-text is not changed in any way

The full-text must not be sold in any format or medium without the formal permission of the copyright holders.

Please consult the [full Durham E-Theses policy](#) for further details.

**PORT EMPLOYMENT IN EASTERN SAUDI ARABIA  
PROBLEMS AND PROSPECTS**

The copyright of this thesis rests  
with the author. No quotation  
from it should be published  
without the written consent of the  
author and information derived  
from it should be acknowledged.

**PH.D THESIS SUBMITTED TO THE UNIVERSITY OF DURHAM,  
DEPARTMENT OF GEOGRAPHY**

**BY**

**ABDULLAH M. AL-NUGHIMSHI**



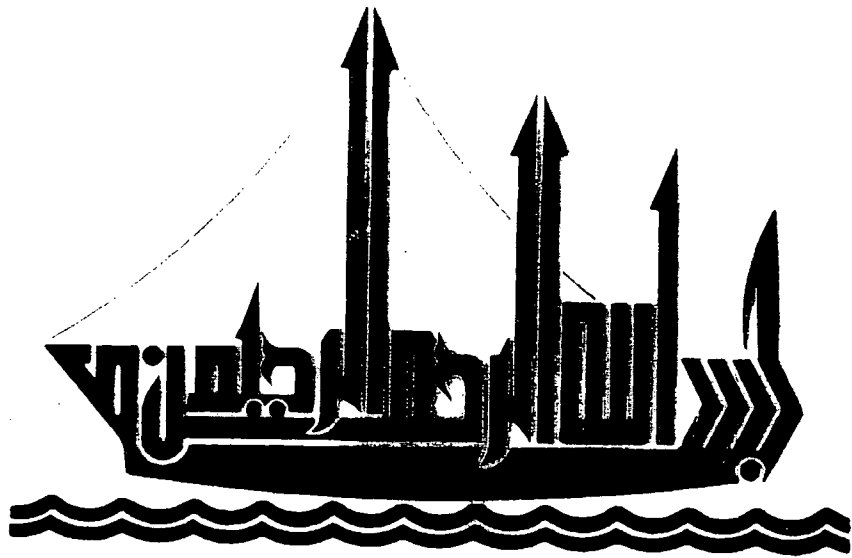
January, 1998

20 MAY 1998

Thesis

1998/

ALN



**IN THE NAME OF ALLAH,  
THE MERCIFUL, THE  
COMPASSIONATE**



**ABSTRACT****PORT EMPLOYMENT IN EASTERN SAUDI ARABIA  
PROBLEMS AND PROSPECTS**

By: Abdullah, M. Al-Nughimshi (1998)

Social, cultural and economic influences have combined to create a shortage of national manpower in Saudi Arabia. This study aims to investigate the extent of those shortages in port labour. The main focus is on port labour problems and prospects in the ports of Eastern Saudi Arabia on the Arabian Gulf, the selected ports being Jubail, Ras Tannurah and Dammam.

The thesis is divided into two main parts. The first deals with setting the scene including analysis of development planning and manpower problems as well as the impacts of cultural and social background on labour supply. This part also includes an analysis of port hinterland and an investigation of port labour management of the studied ports. The second part includes field investigation starting with general characteristics of port labour, training problems, the problems of housing and the journey to work and how employees from various organisations in ports suffer from commuting problems. This part also includes discussion of employees' perceptions of various factors leading to shortage of indigenous manpower in port work. Finally, in order to present a clear understanding of employment problems and port labour prospects, investigation of employees' job satisfaction is undertaken. This will be particularly relevant during the transfer of port operations to the private sector.

The study findings indicate that the majority of port employees are expatriates. Little has been achieved to increase recruitment of national manpower among port private contractors. It was found that the manufacturing sector was prominent in the port and port-related industries, particularly in Ras Tannurah and Jubail ports. The increased use of new cargo handling techniques in those ports reduced the dependence on low paid labour-intensive work, which is mainly carried out by expatriate labourers. However, trade sector activities continued to depend on foreign labour in stevedoring, containerisation and other technical port work which is mainly conducted by port contractors. There was little evidence that privatisation of port operation will increase recruitment of domestic manpower. This study shows that most public vocational schools and training centres did not provide the port sector with adequate skilled national manpower. A model was suggested to benefit from those institutions by on-the-job training leading to full-time employment. However, due to the tribal background of most of Saudi individuals, it has been found that several behavioural attitudes prevail which have a negative effect on training and other work issues. It was revealed that long distance and time of commuting, along with weather conditions clearly make training rather unattractive to most port employees. Regarding national manpower shortages in the port sector, it was revealed that the beneficial effect of the lower cost of hiring foreign employees was seen as affecting the recruitment of Saudis in ports. However all segments of employees showed low levels of satisfaction with pay and other port job benefits.

**DEDICATION**

I wish to dedicate this doctoral thesis to my brother, Ali (Abu Ahmed) with my best appreciation of his encouragement and support and care.

---

**DECLARATION**

The work presented in this thesis is entirely my own and has not previously been submitted at this or any other university.

Copyright 1998 by Abdullah M. Al-Nughimshi

The copyright of this thesis rests with author, Al-Nughimshi. No quotation from it should be published without his prior written consent, and any information derived from it should be acknowledged.

## **ACKNOWLEDGEMENTS**

First of all, this stage in my educational career would not have been reached without the blessing and mercy of God. There are a number of individuals and organisations who have contributed significantly to this thesis. Without their cooperation, understanding and encouragement, this research would never have been completed. In particular, I am deeply indebted to my chief supervisor Professor G.H. Blake, Director of the International Boundaries Research Unit (IBRU) of the Geography Department for his tremendous support, guidance and encouragement. His sincerity and strong commitment are surely reflected throughout the study. His patience and understanding during the difficult periods were always a source for me in the process of developing this work. I also wish to express my deepest thanks to my second supervisor Mr. Alan Townsend, for his generous assistance, helpful comments and criticisms.

My thanks and appreciation are extended to all members of the staff and post graduate colleagues in the Department of Geography and some other Departments in Durham University. In particular, I am very grateful to Dr. J. Townsend for her helpful guidance and assistance since I started my study in Durham. I also wish to thank Mr and Mrs Hudspeth, Mr C. Mullaney, Mrs J. Andrews and Mrs Alexandra Barfield for their administrative, technical and other departmental facilities provided to me. I wish to acknowledge my postgraduate and academic colleagues, Dr. A. Al-Ghamdi, Dr. S. Al-Own and Dr. M. Al-Shahrany for their helpful comments, and many thanks go to Dr. Z. Al-Faifi for his valuable assistance related to computer and statistical methods.

This study could not have been conducted without the assistance and encouragement of many individuals and organisations in Saudi Arabia in general and Eastern Province in particular. First of all, I am indebted and thankful to The King Khalid Military Academy (KKMA) for the scholarship provided to me during my study in the UK. On the top, I am very grateful to Prince Muteb Ben Abdullah the Commander of The KKMA for his support and encouragement. My best gratitude also goes to Dr. Abdurrahman Al-Subait Deputy of National Guard for Technical Affairs on his highly support since my involvement in the KKMA. Many thanks go also to all my colleagues at the Department of Humanities of the KKMA for their support and encouragement during the field work. I am also indebted to National Guard Office in London particularly Mr Saleh Al-Rebdi, Mr M. Addabi and Mrs Nuzhat for their co-operation and valuable assistance.

I am also indebted and grateful to top officials, department managers and respondents from selected organisations and authorities from government and private sectors. I wish to thank Dr. H. Mansour the General secretary of Manpower Council for his support and advice. My thank goes also to Mr. F. Al-Towajri of the Ministry of Interior for providing me some important figures related to foreign manpower. I am also indebted to all officials from the Saudi Port Authority (SPA) whom I met at the main headquarters in Riyadh. First, my deepest thanks go to Dr. F. Badr the former president of the SPA for his supportive comments and encouragement when I met him during the first stage of this study in summer, 1994. Sadly, he passed away a few months ago ( God's mercy be upon him). I also wish to thank Dr. M. Baker the general director of the SPA for providing me with official letters to the principals of

the studied ports to conduct my field survey and facilitating contacts with port employees. I am very thankful to all people whom I interviewed or provided with an assistance. From Dammam port I wish to thank Mr. N. Al-Naeem Assistant General Director of Dammam Port, Mr. A. Al-Hammad Director of Operation Affair, F. Al-Musa Public Relation Manager and his assistant Ali Al-Kamoukh, Captain J. Al-Zahrani Public Relation Officer of the Border Guard. Mr. N. Al-Dossari Operation Manager of Delta company, Mr. M Sami of Gulf Stevedoring Company, and S. Salem Operation Manager of Glob Marine.

From Ras Tannurah, I am very grateful to Mr. M. Yones Port Captain of Terminal Pilotage and Services Division at Ras Tannurah, Captain F. Al-shabrami Chief Harbour Pilot of Ras Tannurah from Aramco whom their assistance was very much helpful as conducting a research or provided with data were very much restricted to external researchers. Gratitude goes to Mr. O. Al-Migren Ras Tannurah Port Manager of SPA whose your comments were helpful to me to deal with the multiple authority in the Port of Ras Tannurah. I am also very grateful to Captain A. Al-Ajlan and my brother-in-law A. Al-Henaishel of the Border Guard at Ras Tannurah for helping me to conduct my interviews and distribute questionnaire to the port employees at one of the most restricted areas in the Eastern Province.

From Jubail port, I am indebted to Mr. A. Al- Tayeb The general Director of Jubail Industrial and Commercial Ports for his assistance in conducting my field survey in Jubail. I am also grateful to Mr. Al-Buainain Director of Operation Department in Jubail commercial port and Mr Anthony Shaw Operations Co-ordinator for their helpful comments and criticisms. Many thanks go to my brothers- in- law Khalid and Saleh Al-Hinaishel of the Customs for their highly assistance in the field work and distributing questionnaires in Jubail.

My sincere appreciation and gratitude goes to my father and mother for their prayer for me, and my brothers and sisters for their personal support and encouragement. Finally, I owe a great debt to my beloved wife, Fatemah Al-Hinaishel for her support, encouragement and patience. She has worked hard to make the years we have spent in Durham as enjoyable as possible. I am indebted to my beloved sons Thamir and Rakan and to my daughters Rawan, Ghadeer, and Biane for their infinitive patience to get accustomed with the different environment and society during our sty in Durham.

## TABLE OF CONTENTS

<b>ABSTRACT</b> .....	<b>i</b>
<b>DEDICATION</b> .....	<b>ii</b>
<b>DECLARATION</b> .....	<b>iii</b>
<b>ACKNOWLEDGEMENTS</b> .....	<b>iv</b>
<b>LIST OF FIGURES</b> .....	<b>xii</b>
<b>LIST OF TABLES</b> .....	<b>xiii</b>
<b>CHAPTER 1 INTRODUCTION</b> .....	<b>1</b>
<b>1.0 INTRODUCTION</b> .....	<b>3</b>
<b>1.1 RESEARCH OBJECTIVES</b> .....	<b>5</b>
<b>1.2 STATEMENT OF THE PROBLEM</b> .....	<b>6</b>
<b>1.3 SIGNIFICANCE OF THE STUDY</b> .....	<b>10</b>
<b>1.4 REVIEW OF LITERATURE</b> .....	<b>11</b>
<b>1.5 RESEARCH HYPOTHESIS</b> .....	<b>16</b>
<b>1.6 RESEARCH METHODS</b> .....	<b>17</b>
1.6.1 INTRODUCTION .....	<b>17</b>
1.6.2 SURVEY WORK .....	<b>18</b>
1.6.2.1 THE PILOT STUDY .....	<b>18</b>
1.6.2.2 SAMPLING PROCEDURES .....	<b>19</b>
1.6.2.3 CONSTRUCTION OF QUESTIONNAIRE .....	<b>22</b>
1.6.2.4 INTERVIEWS .....	<b>24</b>
1.6.2.5 DISTRIBUTION AND RESPONSES .....	<b>25</b>
1.6.2.6 DIFFICULTIES DURING THE FIELD WORK .....	<b>26</b>
<b>1.7 THEORETICAL FRAMEWORK</b> .....	<b>27</b>
<b>CHAPTER 2 SAUDI LABOUR FORCE PLANNING AND DEVELOPMENT</b> .....	<b>37</b>
<b>2.1 INTRODUCTION</b> .....	<b>39</b>
<b>2.2 PLANNING POLICIES, ACHIEVEMENT AND EVALUATION</b> .....	<b>40</b>
2.2.1 THE FIRST DEVELOPMENT PLAN (1970-1975) .....	<b>41</b>
2.2.2 THE SECOND DEVELOPMENT PLAN (1975-1980) .....	<b>44</b>
2.2.3 THE THIRD DEVELOPMENT PLAN (1980-1985) .....	<b>46</b>
2.2.4 THE FOURTH DEVELOPMENT PLAN (1985-1990) .....	<b>48</b>
2.2.5 THE FIFTH DEVELOPMENT PLAN (1990-1995) .....	<b>50</b>
2.2.6 THE SIXTH DEVELOPMENT PLAN (1995-2000) .....	<b>53</b>
<b>2.3 SAUDI'IZATION PROBLEMS</b> .....	<b>54</b>
2.3.1 SAUDI'IZATION IN THE PUBLIC SECTOR .....	<b>55</b>
2.3.2 SAUDI'IZATION IN THE PRIVATE SECTOR .....	<b>58</b>
2.3.3 SAUDI'IZATION IN THE PORT SECTOR .....	<b>60</b>
2.3.4 GOVERNMENT RESPONSE .....	<b>61</b>
2.3.5 PRIVATE SECTOR'S RESPONSE .....	<b>63</b>
<b>2.4 CONCLUSION</b> .....	<b>64</b>

## **CHAPTER 3 THE SOCIAL AND CULTURAL CONTEXT OF PORT EMPLOYMENT ...69**

<b>3.1</b>	<b>INTRODUCTION.....</b>	<b>71</b>
<b>3.2</b>	<b>THE SOCIAL ENVIRONMENT.....</b>	<b>71</b>
	3.2.1 ARAB SOCIETY.....	72
	3.2.2 SAUDI SOCIETY.....	73
	3.2.2.1 THE TRIBE.....	73
	3.2.2.2 THE VILLAGE.....	74
	3.2.2.3 THE URBAN COMMUNITY.....	75
	3.2.3 THE FAMILY EFFECTS.....	76
<b>3.3</b>	<b>THE CULTURAL VALUES.....</b>	<b>78</b>
	3.3.1 ISLAM AND WORK.....	79
	3.3.2 CULTURAL AND SOCIAL IMPACT ON LABOUR SUPPLY.....	81
	3.3.3 THE PROBLEMS OF FEMALE EMPLOYMENT.....	84
<b>3.4</b>	<b>EDUCATION AND TRAINING ISSUES AND THE PRIVATE SECTOR'S NEEDS.....</b>	<b>88</b>
<b>3.5</b>	<b>CONCLUSION.....</b>	<b>89</b>

## **CHAPTER 4 GENERAL BACKGROUND TO THE EASTERN PORTS OF SAUDI ARABIA ..92**

<b>4.1</b>	<b>INTRODUCTION.....</b>	<b>94</b>
<b>4.2</b>	<b>PHYSICAL SETTING AND CHARACTERISTICS OF PORT LOCATION.....</b>	<b>96</b>
<b>4.3</b>	<b>POPULATION AND SETTLEMENTS.....</b>	<b>99</b>
<b>4.4</b>	<b>PORT SITES AND FACILITIES.....</b>	<b>104</b>
	4.4.1 BERTHING FACILITIES.....	108
	4.4.1.1 DAMMAM.....	108
	4.4.1.2 RAS TANNURAH.....	110
	4.4.1.3 JUBAIL.....	110
	4.4.2 NAVIGATION AIDS AND MARINE FACILITIES.....	112
	4.4.3 DAMMAM PORT: CARGO HANDLING AND STORAGE FACILITIES.....	113
	4.4.4 SHIP REPAIR FACILITIES IN DAMMAM PORT.....	115
	4.4.5 RAS TANNURAH: PORT TERMINALS AND LOADING FACILITIES.....	117
	4.4.6 JUBAIL: COMMERCIAL AND INDUSTRIAL CARGO HANDLING FACILITIES.....	118
<b>4.5</b>	<b>PORT TRADE DEVELOPMENT.....</b>	<b>120</b>
	4.5.1 COMMODITY SPECIALISATION.....	121
	4.5.2 DAMMAM: COMMERCIAL PORT TRADE DEVELOPMENT.....	124
	4.5.3 RAS TANNURAH: CRUDE OIL AND REFINED PRODUCTS.....	125
	4.5.4 JUBAIL: INDUSTRIAL AND PETROCHEMICAL TRADE.....	127
<b>4.6</b>	<b>CONCLUSION.....</b>	<b>128</b>

## **CHAPTER 5 PORT MANAGEMENT AND LABOUR DEMAND .....131**

<b>5.1</b>	<b>INTRODUCTION.....</b>	<b>133</b>
<b>5.2</b>	<b>PORT MANAGEMENT.....</b>	<b>133</b>
5.2.1	MAJOR OPERATIONAL AUTHORITIES.....	133
	5.2.1.1 SAUDI PORT AUTHORITY (SPA).....	133
	5.2.1.2 SAUDI ARAMCO.....	136
5.2.2	PORT CONTRACTORS.....	138
5.2.3	PORT USERS.....	141
5.2.4	OTHER PORT-RELATED ORGANISATIONS.....	142
	5.2.4.1 COAST GUARDS.....	143
	5.2.4.2 CUSTOMS.....	143
	5.2.4.3 PASSPORT ADMINISTRATION.....	144
	5.2.4.4 HEALTH AND AGRICULTURE QUARANTINE CONTROLS AUTHORITIES.....	145
	5.2.4.5 QUALITY CONTROL CENTRE.....	146
<b>5.3</b>	<b>PORT OPERATION.....</b>	<b>147</b>
5.3.1	SHIP REPORTING.....	147
5.3.2	MARINE CONTROL AND PILOTAGE.....	149
5.3.3	BERTHING AND MOORING VESSELS.....	150
5.3.4	CARGO DISCHARGING AND LOADING.....	151
5.3.5	SAFETY AND POLLUTION CONTROL.....	155
5.3.6	MAINTENANCE AND SHIP REPAIR.....	156
<b>5.4</b>	<b>IMPLICATIONS OF NEW TECHNIQUES FOR PORT WORK, AND RESPONSES.....</b>	<b>157</b>
5.4.1	MANAGEMENT AND EMPLOYEES' RESPONSES.....	157
<b>5.5</b>	<b>CONCLUSION.....</b>	<b>158</b>

## **CHAPTER 6 CHARACTERISTICS OF PORT EMPLOYEES.....161**

<b>6.1</b>	<b>INTRODUCTION.....</b>	<b>163</b>
<b>6.2</b>	<b>NATIONALITIES OF PORT EMPLOYEES.....</b>	<b>163</b>
6.2.1	DISTRIBUTION OF NATIONALITIES BY SECTOR.....	166
6.2.2	DISTRIBUTION OF NATIONALITIES BY PORT.....	170
<b>6.3</b>	<b>SOCIAL CHARACTERISTICS.....</b>	<b>171</b>
6.3.1	AGE GROUPS.....	172
6.3.2	MARITAL STATUS AND FAMILY SIZE.....	175
6.3.3	FAMILY ATTITUDES TOWARDS EMPLOYEES' JOBS.....	177
6.3.4	ORIGINS OF WORKERS.....	178
<b>6.4</b>	<b>NATURE OF WORK OF THE SAMPLED EMPLOYEES.....</b>	<b>179</b>
<b>6.5</b>	<b>CONCLUSION.....</b>	<b>181</b>



## **CHAPTER 7 EDUCATION AND TRAINING ISSUES.....185**

<b>7.1</b>	<b>INTRODUCTION.....</b>	<b>187</b>
<b>7.2</b>	<b>QUALIFICATIONS AND LANGUAGE SKILLS .....</b>	<b>188</b>
<b>7.3</b>	<b>VOCATIONAL TRAINING .....</b>	<b>191</b>
	7.3.1 PRIMARY VOCATIONAL TRAINING.....	192
	7.3.2 INTERMEDIATE VOCATIONAL TRAINING.....	193
<b>7.4</b>	<b>TRAINING OPPORTUNITIES FOR PORT EMPLOYEES .....</b>	<b>194</b>
<b>7.5</b>	<b>TRAINING LOCATION.....</b>	<b>196</b>
	7.5.1 PORT TRAINING CENTRES.....	197
	7.5.2 EXTERNAL TRAINING .....	201
	7.5.3 EMPLOYEES' SATISFACTION WITH TRAINING POLICY .....	202
<b>7.6</b>	<b>EXPERIENCE LEVELS OF PORT EMPLOYEES .....</b>	<b>204</b>
<b>7.7</b>	<b>THE APPLICATION OF TRAINING SKILLS.....</b>	<b>207</b>
<b>7.8</b>	<b>CONCLUSION .....</b>	<b>209</b>

## **CHAPTER 8 RESIDENTIAL LOCATION AND THE JOURNEY TO WORK .....212**

<b>8.1</b>	<b>INTRODUCTION.....</b>	<b>214</b>
<b>8.2</b>	<b>HOUSING POLICIES.....</b>	<b>214</b>
<b>8.3</b>	<b>THE JOURNEY TO WORK.....</b>	<b>217</b>
	8.3.1 DISTANCE.....	220
	8.3.2 TIME.....	227
	8.3.3 MODE OF TRANSPORT.....	228
	8.3.4 CORRELATION WITH SHIFT WORKING.....	230
<b>8.4</b>	<b>EMPLOYEES' ATTITUDES TO THEIR RESIDENTIAL LOCATION.....</b>	<b>230</b>
<b>8.5</b>	<b>PROBLEMS OVER THE JOURNEY TO WORK.....</b>	<b>231</b>
<b>8.6</b>	<b>CONCLUSION .....</b>	<b>233</b>

## **CHAPTER 9 EMPLOYEES' PERCEPTIONS OF THE FACTORS LEADING TO PORT MANPOWER SHORTAGES .....237**

<b>9.1</b>	<b>INTRODUCTION.....</b>	<b>239</b>
<b>9.2</b>	<b>REASONS WHY EMPLOYEES CHOSE PORT WORK.....</b>	<b>241</b>
	9.2.1 FINANCIAL INCENTIVES .....	242
	9.2.2 HOUSING FACILITIES PROVIDED .....	244
	9.2.3 GAINING SKILL AND PRACTICAL EXPERIENCE.....	244
	9.2.4 HEALTH PROVISION.....	247
	9.2.5 FRIENDSHIP AND PERSONAL RELATIONS .....	248
	9.2.6 NO OTHER ALTERNATIVES .....	249
<b>9.3</b>	<b>FACTORS LEADING TO SAUDI PORT LABOUR SHORTAGES ....</b>	<b>250</b>
	9.3.1 SALARIES AND INCENTIVES .....	251
	9.3.2 WORKING HOURS AND SHIFT SYSTEMS .....	254
	9.3.3 LEVEL OF SKILLS AND PRACTICAL EXPERIENCE.....	260

9.3.4	TRADITIONAL VALUES AND CUSTOMS.....	266
9.3.5	COST OF FOREIGN LABOUR.....	267
9.3.6	SAUDI PRODUCTIVITY AND COMMITMENT .....	269
<b>9.4</b>	<b>SAUDI AND FOREIGN LABOUR INVOLVEMENT IN PORTS .....</b>	<b>282</b>
9.4.1	EMPLOYEES' ATTITUDES TO PORT WORK.....	272
9.4.2	SAUDI PROPORTIONS IN PORT ACTIVITIES .....	273
9.4.3	THE NEED FOR FOREIGN LABOUR IN PORTS.....	276
9.4.4	RISKS OF MORE FOREIGN LABOUR RECRUITMENT IN PORTS.....	277
9.4.5	ATTITUDES TO FEMALE EMPLOYMENT IN PORTS .....	280
<b>9.5</b>	<b>CONCLUSION .....</b>	<b>285</b>

## **CHAPTER 10 JOB SATISFACTION OF PORT EMPLOYEES .....289**

<b>10.1</b>	<b>INTRODUCTION.....</b>	<b>291</b>
<b>10.2</b>	<b>JOB SATISFACTION THEORIES .....</b>	<b>392</b>
10.2.1	MASLOW'S NEED THEORY.....	293
10.2.2	HERZBERG'S TWO FACTORS THEORY.....	295
10.2.3	ADAMS' EQUITY THEORY.....	296
<b>10.3</b>	<b>JOB SATISFACTION MEASUREMENT .....</b>	<b>296</b>
<b>10.4</b>	<b>SATISFACTION WITH THE WORK ITSELF AND WORKING CONDITIONS.....</b>	<b>300</b>
10.4.1	NATURE OF PORT WORK.....	300
10.4.2	JOB REGULATIONS AND PROCEDURES .....	302
10.4.3	METHODS OF JOB TERMINATION AND TRANSFER .....	303
10.4.4	VACATION AND LEAVE SYSTEMS.....	304
10.4.5	WORKING HOURS AND SHIFT SYSTEMS .....	305
10.4.6	JOB STABILITY .....	306
10.4.7	TRAINING PROVISION.....	306
10.4.8	FAMILY ACCEPTANCE OF EMPLOYEE'S JOB AND TIME TO SPEND WITH FAMILY .....	308
<b>10.5</b>	<b>SATISFACTION WITH SALARY AND OTHER JOB BENEFITS .....</b>	<b>310</b>
10.5.1	SALARY OBTAINED AND PROMOTION OPPORTUNITIES .....	311
10.5.2	HOUSING.....	313
10.5.3	TRANSPORTATION AND JOURNEY TO WORK .....	314
10.5.4	RECREATIONAL FACILITIES .....	315
10.5.5	SECURITY AND SAFETY.....	316
<b>10.6</b>	<b>SATISFACTION WITH THE METHODS OF SUPERVISION AND RECOGNITION.....</b>	<b>317</b>
10.6.1	JOB EVALUATION .....	317
10.6.2	APPRECIATION BY SUPERVISORS .....	319
10.6.3	FREEDOM OF SELF-EXPRESSION .....	321
10.6.4	RECOGNITION OF SKILLS AND EXPERIENCES ACQUIRED.....	321
<b>10.7</b>	<b>CONCLUSION .....</b>	<b>322</b>

---

<b>CHAPTER 11 CONCLUSION AND RECOMMENDATIONS .....</b>	<b>327</b>
<b>11.1 SUMMARY OF THE STUDY .....</b>	<b>329</b>
<b>11.2 RESEARCH FINDINGS .....</b>	<b>333</b>
11.2.1 DEVELOPMENT PLANS AND LABOUR ISSUES.....	333
11.2.2 SOCIAL CHARACTERISTICS .....	335
11.2.3 EDUCATION AND TRAINING.....	337
11.2.4 PROBLEMS OVER THE JOURNEY TO WORK.....	338
11.2.5 PORT EMPLOYEES' VIEWS OF THE NATIONAL MANPOWER SHORTAGES IN PORT WORK.....	339
11.2.6 PORT EMPLOYEES' JOB SATISFACTION .....	341
<b>11.3 RECOMMENDATIONS .....</b>	<b>342</b>
11.3.1 GENERAL RECOMMENDATIONS .....	342
11.3.2 RECOMMENDATIONS TO SAUDI PORT AUTHORITY (SPA) .....	344
<b>11.4 SUGGESTIONS FOR FURTHER STUDIES.....</b>	<b>347</b>
 <b>BIBLIOGRAPHY .....</b>	 <b>349</b>
 <b>APPENDICES .....</b>	 <b>358</b>
 <b>Appendix (A) Questionnaire (English Version) .....</b>	 <b>359</b>
 <b>Appendix (B) Questionnaire (Arabic Version).....</b>	 <b>369</b>

## LIST OF FIGURES

Figure 1.1	Hypothesised Link between variables .....	27
Figure 4.1	Populated area of Eastern Province of Saudi Arabia.....	95
Figure 4.2	Divisions of populated area of Eastern Province .....	97
Figure 4.3	Topographic map of the Eastern Province.....	98
Figure 4.4	Population density in the Eastern Province .....	103
Figure 4.5	Dammam and Ras Tannurah Urban Areas .....	106
Figure 4.6	Port location in Eastern Saudi Arabia.....	107
Figure 4.7	Dammam Port .....	109
Figure 4.8	Ras Tannurah Port.....	116
Figure 4.9	Jubail Port .....	119
Figure 5.1	Port and Port-related Organisation.....	146
Figure 5.2	Shipping Documents .....	148
Figure 6.1	Nationality origin of respondents.....	165
Figure 6.2	Respondents' age groups .....	173
Figure 7.1	Distribution of sample based on highest qualification .....	189
Figure 7.2	On-the-job training model.....	200
Figure 8.1:	Employees' residences at Ras Tannurah port .....	222
Figure 8.2:	Employees' residences at Jubail port .....	223
Figure 8.3:	Employees' residences at Dammam port .....	224
Figure 9.1	Reasons for employees' involvement in port work.....	241
Figure 9.2	Three shift system .....	256
Figure 9.3	Four shift system .....	256
Figure 9.4	Factors affecting Saudi labour in ports.....	271
Figure 9.5	Respondents' view that there was a lower proportion of Saudis than of expatriates in ports.....	274
Figure 10.1	Maslow's Hierarchy of Needs.....	293
Figure 10.2	Level of satisfaction with port work .....	300
Figure 10.3	Satisfaction with work itself by status.....	301
Figure 10.4	Satisfaction with work itself by sector .....	302
Figure 10.5	Satisfaction with working conditions .....	305
Figure 10.6	Satisfaction with working conditions by sector .....	307
Figure 10.7	Satisfaction with job benefits.....	311

## LIST OF TABLES

Table 1.1	Foreign nationalities in Saudi Arabia 1995 .....	4
Table 1.2	Port labour force in the eastern Saudi ports 1995 .....	8
Table 1.3	Distribution of sample by sector .....	20
Table 1.4	Target and sample selected from each category of the total port employees .....	21
Table 1.5	Distribution of Samples and response rates .....	25
Table 1.6	Employment of the major Saudi ports on the east coast 1995 .....	30
Table 1.7	Employment in Dammam Port (1993, 1995) .....	31
Table 1.8	Employment in Ras Tannurah Port (1993, 1995) .....	32
Table 1.9	Employment in Jubail Port (1993, 1995) .....	33
Table 2.1	Composition of imports in the commercial ports ('000 tons).....	43
Table 2.2	Labour force distribution in the private sector 1982-1989 .....	49
Table 2.3	Government expenditure on development (SR billions) .....	51
Table 2.4	Civilian employment in the Sixth Development Plan .....	54
Table 2.5	The distribution of workers in the public sector 1979-1990 .....	56
Table 2.6	Proposed salary scales in Saudi Arabia in Saudi Riyal .....	63
Table 3.1	Distribution of establishments in the private sector by employment size, 1988 .....	82
Table 3.2	Number of Private Establishments and Employment in the Major Cities of Saudi Arabia 1992.....	82
Table 3.3	Higher and University Education 1988-1993 .....	85
Table 3.4	Female Educational Enrolment in Saudi Arabia, 1970,1981,1983 ....	85
Table 3.5	Distribution of Saudi Graduates According Levels of Education.....	89
Table 4.1	Population change in coastal cities of Eastern Province 1974 -1993.....	102
Table 4.2	Berthing facilities in Dammam port 1995 .....	108
Table 4.3	Number of berths and commodity discharged in the Arab Gulf States.....	111
Table 4.4	Marine craft and equipment.....	113
Table 4.5	Cargo handling facilities in Dammam port, 1990.....	114
Table 4.6	Cargo handling facilities in Jubail commercial port, 1990.....	118
Table 4.7	Total Saudi port maritime commerce, 1990 .....	122
Table 4.8	Import tonnage; comparison all SEAPA commercial ports .....	123
Table 4.9	Imports; comparison of Saudi commercial ports 1980, 1984, 1988, 1994 .....	124
Table 4.10	Growth of oil and refined products loading in Ras Tannurah port from 1971-1980 .....	126
Table 4.11	Tankers carrying oil and oil products by port 1991-1993 .....	126
Table 4.12	Percentage distribution of exports and imports in Jubail port by product 1981-1992 .....	128
Table 5.1	Composition of personnel at Dammam port (Port Management) 1995.....	136
Table 5.2	Total employment of Ras Tannurah Port 1993.....	137
Table 5.3	Composition of ARAMCO Employees in Ras Tannurah 1995.....	137

Table 5.4	Manpower distribution of port contractors at the Saudi Eastern ports 1994.....	140
Table 5.5	Manpower distribution of port user companies at Jubail Industrial Port 1995.....	142
Table 6.1	Nationality of Sampled Port Employees.....	164
Table 6.2	Distribution of sampled employees by sector.....	166
Table 6.3	Distribution of nationalities by port.....	170
Table 6.4	Distribution of Port Employees Based on Age Groups.....	172
Table 6.5	Age Groups of Employees' by Job Categories.....	174
Table 6.6	Marital Status of Port Employees.....	175
Table 6.7	Family Size of Port Employees.....	175
Table 6.8	Family Combination of Sampled port employees.....	177
Table 6.9	Satisfaction of Sampled port Employees toward their family acceptance of port work.....	177
Table 6.10	Distribution of Sampled Port Saudi Employees by Origin Province.....	178
Table 6.11	Nature of Jobs for Sampled Port Employees.....	181
Table 7.1	Distribution of Sampled Employees Based on Qualification by Nationality Origin.....	188
Table 7.2	Distribution of Responding Employees Based on Language Skills by Nationality Groups.....	190
Table 7.3	Distribution of Responding Employees Based on Qualification by Sector Groups.....	191
Table 7.4	Distribution of Responding Employees Based on Language Skills by Sector Groups.....	191
Table 7.5	Responding Vocational Training Certificates.....	192
Table 7.6	Responding Employees' Attitudes to the Need for Training.....	194
Table 7.7	Employees' Training Courses Involvement.....	195
Table 7.8	Respondents' Attitudes Towards Equal of Training Opportunities.....	195
Table 7.9	Location of Training Held for Responding Employees.....	196
Table 7.10	Training Courses Conducted by the Saudi Port Authority Within and Outside Saudi Arabia 1977-1990.....	197
Table 7.11(A)	Respondents' Attitudes Toward Local Training Based on Nationality Groups.....	198
Table 7.11(B)	Employees' Attitudes Toward On-Job Training.....	199
Table 7.12	Responding Employees' Attitudes Toward Location of Training Based on Sector Groups.....	199
Table 7.13	Respondents' Attitudes about their Level of Training.....	202
Table 7.14	Employees' Satisfaction with their Colleagues' Level of Training Based On Sector Groups.....	203
Table 7.15	Respondents Satisfaction with Training Techniques Based on Nationality Groups.....	204
Table 7.16	Respondents Years of Experience in Present Job Based on Nationality Groups.....	204
Table 7.17	Employees' Experience in Present Job Based on Sector Groups.....	205
Table 7.18	Respondents' Satisfaction with Training and Acquired Experiences Based on Nationality Groups.....	206

Table 7.19	Employees' Satisfaction with Training and Acquired Experiences Based on Years of Experiences.....	207
Table 7.20	Respondents' Satisfaction with the Application of Training and Skills Acquired Based on Nationality Groups .....	208
Table 7.21	Respondents' Satisfaction with the Application of Training and Skills Acquired Based on Sector Groups.....	208
Table 8.1(A)	Types of Housing Facilities Provided to Port Employees.....	216
Table 8.1(B)	Reasons for Living Outside Port Residential Area .....	216
Table 8.2	Types of Housing Facilities Based on Group Sectors.....	217
Table 8.3	City of Work and City of Living of Port Employees .....	220
Table 8.4	Journey Distance for Sampled Employees .....	220
Table 8.5	Commuting Distance by Group Sector Employees.....	221
Table 8.6	Commuting Distance by Employee's Income .....	225
Table 8.7	Commuting Distance By Nationality .....	226
Table 8.8:	Distance By Job Category.....	226
Table 8.9	Journey Time By Mode Of Transport.....	227
Table 8.10	Employee's Journey Time By Port .....	228
Table 8.11	Journey & Housing Problems By Different Mode Users .....	229
Table 8.12	Shift Working and Journey Distance.....	230
Table 8.13	Employees' Attitudes To Residence Location.....	231
Table 8.14	Journey & Housing Problems By Different Mode Users.....	232
Table 9.1	Responses to factors for employees' involvement in the port work.....	242
Table 9.2	The financial factor's impact on employees' involvement in ports, by origin .....	243
Table 9.3	The financial factor's impact on employees involvement in ports, by sector .....	243
Table 9.4	The impact of the housing factor on employees' involvement in ports, based on sector .....	244
Table 9.5	The impact of training and experience on employees' decisions to work in ports, based on their sectors .....	245
Table 9.6	Skill acquisition and experience in employees' involvement in ports, based on origin.....	246
Table 9.7	The impact of the health factor on employees' involvement in port work, based on sector .....	247
Table 9.8	The impact of the social factor on employees' involvement in the port, based on origin .....	248
Table 9.9	The impact of the social factor on employees' involvement in the port, based on sector .....	249
Table 9.10	The impact of the lack of alternatives on employees' involvement in the port work.....	250
Table 9.11	Employees' views to the effect of low salary on the shortages of national manpower in the port activities based on nationality .....	252
Table 9.12	Employees views of the effect of low salary on the shortages of national manpower in port activities based on employment category .....	252

Table 9.13	Employees views of the effect of low salary on the shortages of national manpower in the port activities based on sector.....	254
Table 9.14	Temperature and humidity in the Eastern Province, Saudi Arabia, 1989.....	257
Table 9.15	Views of employees on the effect of working hours and shift system on the shortages of national manpower in the ports ....	259
Table 9.16	Government employees in Saudi Arabian Eastern Ports, 1995 .....	260
Table 9.17	Views of employees on the effect of low skills and practical experience of Saudis on the shortages of national manpower in the port activities.....	261
Table 9.18	Respondents' views of the effect of overstating in employment conditions on the shortages of Saudis in the port work.....	265
Table 9.19	Employees' views on the effect of traditional values and customs on the shortages of national manpower in the port activities .....	267
Table 9.20	Employees' views on the cheap cost of foreign labour on the lack of Saudi manpower in the port work, by category .....	268
Table 9.21	Comparison of national and expatriate employment.....	269
Table 9.22	Employees' assessment of the employers' views' of the low productivity and lack of commitment of Saudi labour.....	270
Table 9.23	Differences in respondents' views toward effects of various factors causing national labour shortages in the port work .....	271
Table 9.24	Respondents' views of the convenience of port work to their need.....	272
Table 9.25	Respondents' view of the Saudi proportions compared with expatriates in port activities .....	273
Table 9.26	Respondents' view of the Saudi proportion in port technical activities compared with expatriates in each individual port.....	275
Table 9.27	Employees' view of the continuing need for expatriates in port activities.....	277
Table 9.28	Employees' attitudes to the risks of more foreign labour recruitment .....	279
Table 9.29	Employees' attitudes to female employment in the port activities ..	282
Table 9.30	Employees' attitudes to the possibility of certain types of port jobs being occupied by Saudi women.....	284
Table 9.31	Employees' attitudes to factors affecting female employment in the port activities.....	284
Table 10.1 (A)	Levels of Employees' job satisfaction with certain aspects of port jobs at the Eastern Ports in Saudi Arabia (June - October, 1995).....	298
Table 10.1 (B)	Levels of employees 'job satisfaction certain aspects of port jobs at the Eastern Ports in Saudi Arabia ( June-October, 1995).....	299
Table 10.2	Level of employees' satisfaction with supervision and recognition.....	318



CHAPTER 1  
**INTRODUCTION**

## **CHAPTER ONE: INTRODUCTION**

- 1.0 INTRODUCTION
- 1.1 RESEARCH OBJECTIVES
- 1.2 STATEMENT OF THE PROBLEM
- 1.3 SIGNIFICANCE OF THE STUDY
- 1.4 REVIEW OF LITERATURE
- 1.5 RESEARCH HYPOTHESIS
  
- 1.6 RESEARCH METHODS
  - 1.6.1 INTRODUCTION
  - 1.6.2 SURVEY WORK
    - 1.6.2.1 THE PILOT STUDY
    - 1.6.2.2 SAMPLING PROCEDURES
    - 1.6.2.3 CONSTRUCTION OF QUESTIONNAIRE
    - 1.6.2.4 INTERVIEWS
    - 1.6.2.5 DISTRIBUTION AND RESPONSES
    - 1.6.2.6 DIFFICULTIES DURING THE FIELD WORK
  
- 1.7 THEORETICAL FRAMEWORK

## 1.0 INTRODUCTION

Saudi Arabia is remarkable for its labour force structure and employment distribution within the different economic sectors. According to the Ministry of Interior's data, at the end of 1995 the number of expatriates was 6,256,323, forming 34.7% of the total population, of which 4,030,800 were workers while the remainder were their dependants. Those expatriates represented 190 nationalities, India, Egypt, Pakistan, Philippines and Bangladesh providing the top five nationalities by number of employees (see Table 1.1).

This heavy dependence on foreign labour particularly in the private sector is a significant obstacle to the achievement of Saudi'ization in the near future. Therefore, the need to move Saudi citizens into technical jobs and private sector employment where there are perceived shortages, is an important objective over the coming decades. As Alogla (1990) has indicated, despite this need in the national workforce, Saudis have been reluctant to prepare for and seek employment in the private sector. It is also perceived that Saudi manpower is reluctant to become involved in the productive public sectors. Thus, there has been a low proportion of Saudis working in the private and public sectors, particularly in technical jobs.

According to the statistics of port employment in Saudi Arabia, Saudis formed only 18% of the total port labour force in 1992. Port activities depend mainly on private sector employment by port contractors. This research examines the factors influencing the process of replacing foreign employment by national manpower in the port sector as viewed by port employees as well as port management.

The main question addressed by this study is: what social, cultural, economic and political conditions have led to Saudi reluctance to work in the port sector?

**Table 1.1 Foreign nationalities in Saudi Arabia 1995**

Nationality	Number	%
India	1,228,652	19.6
Egypt	1,195,189	19.1
Pakistan	778,668	12.4
Philippines	450,967	7.2
Bangladesh	446,282	7.1
Yemen	424,398	6.8
Indonesia	249,458	4.0
Sudan	242,508	3.9
Syria	168,354	2.7
Jordan	155,410	2.5
Sri Lanka	135,246	2.2
Kuwait	122,519	1.9
Palestine	110,611	1.8
Turkey	92,258	1.5
Nomadic tribes*	61,246	1.0
Lebanon	52,560	0.8
USA	32,710	0.5
UK	28,868	0.5
Eritrea	26,667	0.4
Ethiopia	25,818	0.4
Somalia	24,585	0.4
Thailand	21,243	0.3
Morocco	16,857	0.3
Nepal	16,493	0.3
Afghanistan	15,541	0.3
Nigeria	13,511	0.2
Tunisia	11,196	0.2
Chad	10,135	0.2
Others	98,373	1.5
Total	6,256,323	100

Source: Ministry of Interior, 1995

\*Nomadic tribes: members of Bedouin tribes who have moved from other Arab countries but have not yet been given Saudi nationality

### 1.1 Research objectives

This study examines labour force recruitment in the major ports of Saudi Arabia, placing emphasis on a comparative analysis of the spatial and functional variations among these ports. Socio-economic changes since the 1970s have strongly affected the structure and the conditions of the port labour force as well as the supply of, and demand for, employment. This research also aims to investigate the nature and extent of port labour problems based on their origins, categories and the employment sectors involved. A variety of views regarding the process of Saudi'ization in port work among the different patterns of port organisations and sectors are also analysed in this study. Although the establishment of the port authority (SPA) in 1978 had a tremendous impact, not only on port efficiency but also in reforming port management and the port labour force, the heavy dependence on foreign workers is still a major concern to the port sector. The objectives of this study can thus be summarised:

1. To consider employment conditions with particular reference to the problems of the port industry.
2. To investigate the nature, structure, and characteristics of the port labour force in Saudi Arabia today, using interviews and questionnaires in order to discover the reasons for the shortages of Saudi manpower in the ports.
3. To review the nature of the problems of the port's labour force and to examine the impact of new policies and economic change in ports on the port labour force.

4. To determine the extent of the problem of port employment, based on attitudes of employees and port management, in order to compare different categories of employees and different economic sectors and functions of ports studied.
5. To explore the effects of social and cultural background of employees on port labour supply and demand.
6. To examine the problems of the journey to work for port employees.
7. To analyse port employees' satisfaction with respect to:
  - nature of port work and working conditions
  - pay and other job benefits
  - methods of supervision and recognition
8. To present recommendations designed to assist policy makers and planners.
9. As a by-product, to assemble a working bibliography with regards to Saudi employment trends and Saudi ports, for the future use of researchers and decision makers.

## **1.2 STATEMENT OF THE PROBLEM**

Since the beginning of the 1970s and the influence of oil revenues, Saudi Arabia has been attempting comprehensive development in all aspects of life affecting all levels of society. In many respects, this modernisation process has, in less than two decades, catapulted Saudi society from the eighteenth century into the twentieth century. As Alogla (1990, p.18) has indicated, in a country such as Saudi Arabia where the religious and cultural traditions have served a vital stabilising role, social conflicts have arisen with the new economic changes. He stated:

“Such massive changes in such a short time have laid a heavy burden on the bureaucratic structures in Saudi Arabia. Furthermore, the indigenous people who until two decades ago had never been exposed to such changes, have suddenly been struck by the influx of advanced technology and the flood of immigrant labour from all over the world.”

The lack of skilled national manpower has increased demand for foreign workers in many sectors, particularly the private. The private sector has encouraged the influx of foreign labour by offering higher wages than could be earned in the workers' country of origin. By using foreign labour, Saudi employers free themselves from indigenous labourers' demands for workers' rights, for unionisation, and from an unwillingness to move from one workplace to another.

In the early part of the past two decades, few small business owners realised the implications on the national economy of this heavy reliance on foreign labour: billions of Riyals were flooding out of the country. According to the Ministry of Interior's report (1995), the total money transferred in 1980 was \$3,631 million, increasing fourfold at the end of 1995 to \$15,247 million.

More recently, competition for Saudi jobs appears to have arisen between foreign and Saudi labourers, and is a cause of growing Saudi unemployment. In response, several attempts have been made to replace foreign workers by Saudis in both the public and private sectors, but the process of Saudi'ization has not yet achieved significant results. The policy of Saudi'ization was designed to reduce dependence on a foreign labour force and increase the participation of national manpower in all economic sectors. Development Plans since 1980 have emphasised this objective and pointed

out the importance of Saudi'ization as stated in the Third Development Plan (1980-1885):

“... adopting incisive manpower development policies with the objectives of replacing foreign manpower with Saudis to the maximum possible extent, through increasing the number and the skills of the Saudi labour force and raising its productivity, both by greater efficiency within sectors and by inter-sectoral mobility.”

Although rising unemployment among the national work force affects many economic sectors, the port sector appears to be affected more by the shortages of the participation of skilled Saudi work force, taking into account that more than 90% of trade passes through the seaports.

Table 1.2: Port labour force in the eastern Saudi ports 1995

	public sector		private sector		total port labour force	
	No.	%	No.	%	No.	%
Saudis	2435	83.0	1099	20.4	3534	42.5
Non-Saudis	504	17.0	4267	79.6	4771	57.5
Total	2939	100.0	5366	100.0	8305	100.0

source: author's surveys, July 1995

According to the data generated from survey work from various sources, the Saudi work force in the port public sector employment was 83% of the total port employees in the government organisations. This percentage decreased to 20.4% in the private port sector (contractors and users), excluding seven contractors who have not been started and for whom the number of employees is not provided.

Thomas (1993) indicates that a remarkable political transformation, as well as changing economic circumstances and the implementation of major policy reforms, have had an extensive effect on many countries' development in the past decade, and this has had a significant impact on employment and social conditions. In response to development and to changing economic patterns in many countries, many governments have introduced economic reforms designed to promote the efficient



management of enterprises, many of these under so called "structural adjustment programmes". These programmes which are being implemented by the governments of developing countries have caused considerable social problems, such as the reduction of employment in many sectors that depend largely on manual employment. However, the policies which have been partly introduced in Saudi Arabia have had both positive and negative effects. For example, the reduction in the number of expatriates employed in the Kingdom would seem to present good opportunities for employment of nationals. On the other hand, the government is under political pressure to provide jobs for employees from neighbouring countries. Many ports in developing countries, as Thomas (1993) has indicated, suffer from gross overmanning, wages in excess of those for comparable occupations in other sectors of the economy and a labour force with considerable privileges and benefits. He provides, as an example, the port of Montevideo which employs about 5000 people when the traffic only requires about 1000. In the ports of Saudi Arabia similar problems can be identified to varying degrees. Technological change has reduced employment and changed the structure of the labour force while raising port efficiency and opening up new possibilities for skills and human resource development.

The main focus of this study is to examine the attitudes of port employees in Saudi Arabian. Three ports were selected: Dammam, Jubail and Ras Tannura, all of which are located on the east coast of Saudi Arabia. The ports were confined to one region primarily for convenience, and because of the author's experience of east coast ports.

The study examines whether the port authority and other port organisations are seriously committed in their intention to employ Saudi manpower, and whether port employees are satisfied with various aspects of the port jobs.

### 1.3 SIGNIFICANCE OF THE STUDY

Ports are an essential part of the nation's transport infrastructure. They have a key role within integrated transport chains. It is estimated that two thirds of maritime shipping costs are incurred in ports (UNCTAD, 11, 1996). They are the points of transfer between two modes of transport and the points of entry into the customs territory of the importing countries.

The three east coast ports selected for this study: Dammam, Jubail and Ras Tannura, along with Jeddah, Yanbu and Jazan on the west coast, are the major ports in Saudi Arabia. The three east coast ports were chosen for several reasons. First, because three of the major functions of ports are represented: the commercial function of Dammam, the industrial function of Jubail, and the oil exporting function of Ras Tannura. Due to oil production in the eastern region, comprehensive growth in many economic sectors has created a wide range of job opportunities in the port and port-related activities in these chosen ports. Thus, employees in these ports are partly representative of Saudi society as a whole, and include expatriate employees from many countries. This target population for the survey provides the researcher with diverse but still representative opinions on employees' attitudes towards work in the port activities. Finally, the author's previous experience of the east coast ports facilitates data collection and other research procedures.

#### 1.4 REVIEW OF LITERATURE

Work attitudes and employment issues have been a concern of many social theorists. For example, Kohn and Schooler (1969) examined the link between social structure and occupational status. Others prominent in the literature on this issue include Duncan (1961), Brown and Bayer (1973), and Hall (1975). They all focused on the individual's relationship to work, and how work and occupation give meaning and value to human society. However, several studies have proposed that the meaning and value of work differ from one social class to another. As described by Kohn (1969), the dynamic relationship between an individual's internal feelings and the outside world, such as social and parental values and cultural aspects of society, may be even more complicated in traditional societies than in industrial ones.

Literature on national manpower in many private sector organisations has been examined. The most recent and important study was carried out by Al-Ghaith and Al-Mashouk (1996) and presented at the Conference of National Labour held at the Institute of Public Administration (IPA) in Riyadh (1993). They aimed to determine the issues connected with the Saudi labour force by analysing the quantitative and qualitative information gathered from questionnaires, including 660 randomly distributed samples. Recipients included employees, employers representing both Saudis and expatriates. They also analysed responses from those Saudis who were seeking employment. The primary conclusion of this study was that the number of Saudi employees was less than the number of foreign workers at all levels of work, including administration and technical work, and production and service jobs. The survey indicated that only 3 per cent of Saudi employees are university graduates,

showing the tendency for the private sector to employ Saudis with educational qualifications lower than university level. This is consistent with complaints about insufficient numbers of vocationally qualified nationals to carry out private sector activities. The study also found that 50 per cent of Saudi employees had no previous experience of the work they were doing.

This study considered as problematic neither the lack of job continuity (the transferability of employment from the private sector to the public sector), nor the attractiveness for Saudis of working in government departments. This contradicts other papers which were also presented at the Conference of National Labour, such as the Ministry of Labour and Social Affairs (1993), Al-Nofaie (1993), Al-Dakhail and Al-Omi (1993), SABIC (1993), Saudi National Company for Sea Transport (SNCST) (1993), Council of Chambers of Commerce (1993). All of these papers referred to the attractiveness of government employment as a major problem in the shortage of Saudi manpower in many private organisations. However, the literature on job satisfaction shows that an understanding of the culture of any society is very important. It is a central concept that has been found to play a major role in the value systems as a predictor of work satisfaction. Authors who have researched in this area in Saudi Arabia include Ali and Paul (1985), Ali (1987), Ali and Al-Shakis (1985).

Ali and Paul (1985) in their study sought to shed light on the relationship between decision-making and job satisfaction. Their sample included 83 managers in Riyadh, Al-Hasa, and Dammam. They measured the organisation through items extracted from the survey, including seven sub-scales that measured the employee's satisfaction in terms of the following categories: work groups; supervisors; pay; job organisation;

promotion; and future chance of getting ahead in the work. The findings showed that a participative manager tends to inspire confidence and trust among his subordinates. They refer to the Islamic and tribal influences in Saudi society as a basis for the management style of decision-making.

Although the sample was drawn from three different regions, Ali and Paul's study did not refer to any variations among employees from these three regions. Ali (1987) investigated the role of the tribalistic value system and found that it related to satisfaction with the work group, pay and future advancement. He found that the leadership dimension of tribalistic values has a positive relationship with satisfaction with the work group. Tribalistic managers expect their subordinates to perform as well as other people in similar work. They also like their immediate superiors to tell them exactly what to do and how to do it. This argument is similar to the previous one and makes it clear that the Arab tradition and culture have influenced the Arab work place.

Ali and Al-Shakhis (1985) found that managers working in foreign or private organisations are highly conformist compared to those who work in public enterprises. They explain this by arguing that Saudi public enterprises are not highly structured and rules are not clearly defined. This finding seemingly conflicts with their argument about the ability of Saudi society to absorb western values.

Since the present study focuses on the shortages of national manpower, it will be necessary to review some of the empirical studies in this field to determine how a

labour shortage has been defined, and to determine what type of Saudi labour shortages exist in the ports.

Blank and Stigler (1957), in their study of the engineer-scientist labour market, indicated that shortage of employment existed when the labour supply increases less rapidly than the number demanded at the salaries paid in recent prices. When considering the same problem, unlike Blank and Stigler, Arrow and Capron (1959) did not rely on wage increase as the signal of labour shortage. They attributed the persistence of the shortage to the continuous expansion of labour demand. In the ports of Saudi Arabia now, it seems very difficult to identify a shortage of labour force based on wage increase, due to the absence of accurate data relating to salaries and wages, and also to the multiple organisations and sectors involved in the port industries. Therefore, Arrow and Capron's argument is clearly supported in this study, where the demand for labour continued to increase and supply of national labour did not meet this increase. At the same time there were and still are claims of increasing unemployment among Saudis in many economic sectors.

Studies concerning port employment carried out throughout the world are relatively few. Most such studies have focused on the impact of technological changes on port labour. Turnbull and Wass (1995) identified that the vast majority of port workers in the world have experienced some form of restructuring which has had a negative impact on employment. Their study also revealed that, despite port workers being well organised, casual employment remains widespread. However, Turnbull and Wass did not clearly identify casual employment in their study, nor did they distinguish between expatriate casual employment and internal immigrants, even though the

impact of these two kinds of casual employment on the national economy is very different. This study also revealed the recent critical historical turning point in world ports concerning the balance between public and private sectors in the port industry: priority being given by port management to short term profits and the operational requirements of shipping lines.

The main objective of a survey carried out by the United Nations Conference on Trade and development (UNCTAD) in 1996, was to identify the future training needs of senior port officials and managers. This survey indicated that some changes might be needed in choice of topics, in training methods and composition of trainees. It also indicated a wide disparity in beliefs concerning the ideal duration of training sessions in the ports. Senior managers from developed countries preferred short and intensive training sessions, whereas 90 per cent of replies from developing countries preferred long training sessions. This result is similar to that shown in the present study. Employees in the commercial port of Dammam, SPA employees in Ras Tannura and Jubail ports, and employees from ARAMCO and the industrial port of Jubail, all supported the short time training sessions (see Chapters 5-7). This survey, which included 244 port authorities, port companies and administrations from 39 developed and developing countries, distinguished neither between poor and rich developing countries, nor the different types of training needs depending on the different economic characteristics.

Another comprehensive survey of port management was carried out by Professor A.D. Couper and published by the International Labour Office (ILO) (1986). The main objective of this survey was to predict future directions and trends as well as to

suggest valuable options to ports in such matters as labour relations, training and job creation. This study raised the important issue of casual employment, which affects many ports in the world. Therefore, there was a need to move away from the system of casual employment and introduce schemes for the registration of port workers. This study also showed the qualitative and quantitative changes relating to port employment due to the introduction of new technology and suggested options for the creation of new jobs and spreading of employment opportunities in the port industry.

### **1.5 RESEARCH HYPOTHESIS**

The main hypothesis of this research is that Saudi nationals are unwilling to undertake port work, thus creating a shortage of national manpower in the port sector. This general hypothesis can be subdivided:

1. It is believed that working in port jobs requires certain skills and experiences not abundant in Saudis because of lack of marine and technical job training.
2. It is common that non-Saudis are preferred by private companies (port contractors) due to the low salaries they are willing to accept, and their high qualifications and practical experience as well as knowledge of foreign languages.
3. There are very limited opportunities for Saudi employees from outside the Eastern Province to find appropriate jobs in the port sector.
4. Saudi employees who are married or over 30 years old are unwilling to accept working away from where they usually live or working more than the normal morning shift.



5. Saudi employees in the ports are less willing to accept technical employment because they hold traditional views regarding the acceptability of technical occupations.
6. It is believed that there is little or no acceptance of female employment in port jobs because of the social and traditional views, as well as the type of job in the port sector.

## **1.6 RESEARCH METHODS**

### **1.6.1 INTRODUCTION**

Several methods were used to conduct this study:

1. Secondary data was searched such as government publications, annual reports and other official publications in addition to books, theses or dissertations and articles.
2. A questionnaire directed to the port employees was a key instrument for obtaining original research data for this study.
3. Semi-structured interviews were used during the survey as a means of data collection, and to obtain comparable data from many government departments and private companies including:
  - managers of the ports of Dammam, Jubail and Ras Tannura;
  - the port captain of the oil exporting terminal in Ras Tannura;
  - the principals of operation, marine, finance, manpower, and training in port management;
  - the port contractors;

- the commander of Coast Guards in the middle sector of the east coast, and the public relations officer in the Coast Guard's branch at Dammam.

## **1.6.2 SURVEY WORK**

After a preliminary field visit, the main field work was carried out during the period from April 1995 to October 1995. The main objective was to distribute the questionnaires among a selected sample of port employees and to interview some key people from the port authority and selected port contractors.

### **1.6.2.1 THE PILOT STUDY**

In the period from June to August 1994, a pilot study was carried out in Saudi Arabia starting with a visit to the headquarters of the Port Authority and the commanders of the Coast Guards in Riyadh, as well as to the management of each of the ports studied. The objectives of this visit were:

1. to obtain the necessary permits for conducting this work.
2. to collect the primary data.
3. to identify respondents and how they would be selected.
4. to determine the appropriate size of sample.
5. to discover the difficulty and sensitivity of any questions.
6. to find out the appropriate time and costs of the work.
7. finally, to test the questionnaire

The questionnaire was tested in this pilot study through a small random sample. One hundred questionnaires were distributed to selected employees by the management of Dammam and Jubail ports. The employees were asked to answer the questions and

write any observations or suggestions concerning the clarity of the questions and time needed to answer all parts of the questionnaire. This exercise helped to avoid inconsistent questions and to restructure the questionnaire.

#### **1.6.2.2 SAMPLING PROCEDURES**

To obtain a representative sample of port employees, a total of 495 workers were selected from the following organisations: port management of the Saudi Port Authority (SPA), Coast Guards and Customs, as government institutions, ARAMCO as a company owned by the government (operating the oil exporting port of Ras Tannura), in addition to other private companies representing port contractors and users (see Table 1.3). These organisations, whether in the public or private sectors, include permanent and casual employment. Five categories of employees were represented in this sample: managers, professionals, clerks, skilled and manual employees. Although this sample was drawn from the Eastern Province, being one of the most populated regions in Saudi Arabia, the sample included employees originating from other areas of the country, as well as from other countries.

Two lists of port employees were obtained from the Port Management and the Coast Guards along with lists from each of the organisations or companies working in the ports for their employees. A final list was updated and organised during the fieldwork (see Tables 1.4,1.5). Sampling was designed to afford equal numbers in the target population at each of three ports.

Table 1.3: Distribution of sample by sector

SECTOR	SAMPLE	%	PORT
SPA	137	34.1	Dammam, Jubail, Ras Tannura
ARAMCO	65	16.2	Ras Tannura
COAST GUARDS	18	4.5	Dammam, Jubail, Ras Tannura
CUSTOMS	31	7.7	Dammam, Jubail, Ras Tannura
DELTA	15	3.7	Dammam
GLOB MARINE	30	7.5	Dammam, Jubail
GULF STEVEDORING	30	7.5	Dammam, Jubail
SNS	3	0.7	Jubail
SADAF	9	2.2	Jubail
HADEED	6	1.5	Jubail
IBEN ZUHUR(ISCOSA)	3	0.7	Jubail
PETROKEMYA	11	2.7	Jubail
SOMAC	20	5.0	Jubail
ALWISSAM	6	1.5	Dammam
NPS	10	2.5	Jubail
KANO	7	1.7	Ras Tannura
MISSING CASES	1	0.2	
TOTAL	495	100.0	

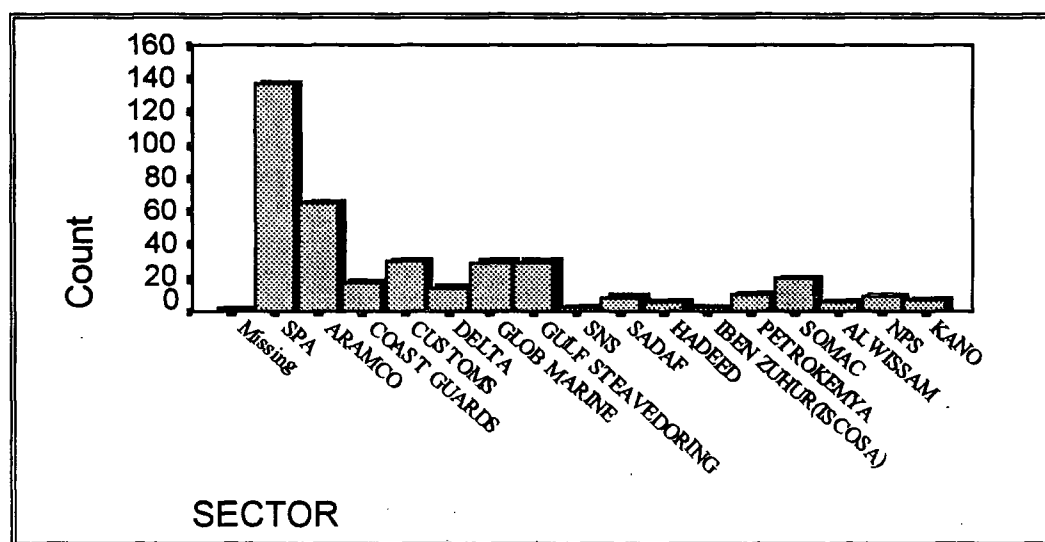


Table. 1.4 Target and sample selected from each category of the total port employees

Category	population	sample		Response	
Management	424	80	18.8%	63	78.7%
Professional	1364	105	7.7%	92	87.6%
Clerical	1650	145	8.8%	137	94.4%
Skilled	2641	115	4.3%	94	81.7%
Manual	2226	50	2.2%	16	32.0%
<b>Total</b>	<b>8305</b>	<b>495</b>	<b>6%</b>	<b>402</b>	<b>81.2%</b>

In order to provide the opportunity of reporting separately on major occupational groups, a stratified random sampling system was applied to the port employees. This target was divided into five levels; each level or category is considered as a strata, then a purely random sample was drawn from each of the strata. This approach has been well described by Dixon (1984):

“It will also be necessary to have a reasonably large part of the sample in each category or area which is thought to be significantly different from others. The sampling frame might thus be stratified using such strata as part of settlement or area or.... . Simple random samples are generally drawn within such strata, and the resulting sample has the advantage of not only providing the coverage of sub-groups, but also providing generally better estimates of population parameters than a simple random sample of the same size”.

Morrison (1993, p. 117) has also commended the stratified random technique:

“A third type of probability sample, and which is widely used, is a stratified random sample. In this type of sample the evaluator will have to identify those characteristics of the wider population which must be included in the sample.”

From lists of employees provided by the SPA and the other organisations showing the categories maintained above, certain numbers of employees were drawn from each category, by using a simple random sampling where the target population is below 50 and a systematic sample where the target is over 50, as shown in Table 1.4. This method ensured that some organisations which had only a small number of employees would also be included.

### 1.6.2.3 CONSTRUCTION OF THE QUESTIONNAIRE

A self-administered questionnaire (translated into Arabic) was chosen as the most important means to conduct this study. The questionnaire was revised after the pilot study in which members of staff and colleagues gave useful advice and suggestions regarding some questions or translation to Arabic. As a large number of respondents speak only Arabic and many others speak English, both Arabic and English versions of the questionnaire were used in this study. After the initial translation was made and checked by the researcher, some Arab postgraduate students at Durham University commented on and compared both versions. Their comments and modifications were most helpful. Upon arrival in Saudi Arabia, the translation was checked by two qualified bilingual staff at the King Khalid Military Academy (KKMA), who reviewed the entire instrument. Their evaluation of the translation, grammar, organisation and design of the questionnaire was especially helpful. It was decided then that the Statistical Package of the Social Sciences (SPSS) could be used for statistical tests, which would establish relationships between the variables.

Most of the selected employees from port management and some contracted companies were visited at their work by the researcher himself. They were asked to fill out the questionnaire voluntarily, excluding the case of ARAMCO and a few other port contractors and users. In these cases, questionnaires were distributed through the Department of Government Affairs. After an explanation of how to complete all parts to a number of persons from this department who were in charge, employees were asked to fill it out and return it to these same person(s). The same method followed with the Delta and GMS companies, as well as with manual employees in the Gulf Stevedoring and SOMAC companies.

The questionnaire was divided into four sections. The first dealt with social and demographic profiles of the port employees. Questions from 1 to 15 are general and biographical questions that will be investigated throughout Chapter 5. These obtained personal information about the individuals such as gender, age, marital status, nationality, number of family dependants, and income. The second part deals specifically with the characteristics and classification of port employees. Questions from 16 to 28 related to sectors of work, experience, qualifications, language skills, nature of jobs and training skills. These are also analysed in Chapter 5. Respondents were asked to select the appropriate statements about their attitudes to the proportion of Saudis working in the port activities in comparison with expatriates, and to select one or more of the reasons indicated in the questionnaire that might explain the low percentage of Saudis working in the ports. Respondents were also asked to give their opinions about female participation in port jobs. The third part of the questionnaire dealt with the status of housing facilities and the journey to work as important factors in port employment. Employees were asked to record the distance to their work, housing facilities provided, allowance or mode of transportation provided, and the number of shifts in relation with distance and housing provided.

The final section of the questionnaire was concerned with the employees' satisfaction with training, the working environment and other aspects of the job. A number of questions were asked about the training opportunities for employees in the ports. Respondents were asked to give their judgement on the courses provided, whether in the port itself or outside, and to give their degree of satisfaction to a list of statements

concerned with training, salaries, regulations, job stability, the working environment, relations with their bosses, experiences gained and many other aspects.

#### 1.6.2.4 INTERVIEWS

According to Dixon and Leach (1979), a researcher may benefit from informal or group discussions with certain number of respondents by using unstructured interviewing techniques. This method is commonly used, particularly in the first stage of the survey.

In this research structured, unstructured and semi-structured interview techniques were used as much as possible. During the pilot study for example, no particular people were specified for interview: unstructured discussions with people from various port organisations being used to collect a variety of ideas about aspects of the problem. During the field survey, a structured questionnaire was constructed and distributed to a selected sample of port employees (see section 1.6.2.3 for more details).

In order to present a comparative analysis of the responses of port employers and employees, semi-structured interviews were undertaken with number of respondents from different organisations in the ports studied.

Dixon and Leach (1979) suggested that even though there is a minimum amount of data needed from each and every respondent, additional detailed information may be obtained from a number of respondents, and it may be useful to discuss the issues raised by them at a greater length. Here a semi-structured conversation using a simple



interview guide listing topics to be covered was used to obtain comparable data. Although only limited data were needed from each respondent, particularly data related to employment issues, additional details were obtained about the port and port related organisations, such as berthing procedures, cargo handling, piloting, and immigration procedures for ships' crew, as well as housing and other port facilities.

### 1.6.2.5 DISTRIBUTION AND RESPONSES

As reported above, 495 employees were selected out of 8305: 5.96% of the total target (Table 1.5). Questionnaires were distributed to the selected sample; 402 were collected, 77 were not returned, and 16 were discarded because they were incomplete or spoilt, giving a response rate of 81.2% which is considered highly acceptable for statistical tests. Table 1.5 shows that response rates varied from 78.7% for the managers to 94.4% for the clerks while in the manual sector the rate was only 32%. The reason for this might be the illiteracy, or inability to understand either Arabic or English of many manual workers, or because many manual workers did not wish to identify themselves as manual.

**Table 1.5 Distribution of Samples and response rates**

		MNG	PRO	CLR	SKL	MNL	TTL
Dammam	Tar	30	25	70	20	20	165
	Ret	27	25	66	19	6	143
	% Rs	90.0 %	100.0 %	94.2 %	95.0 %	30.0 %	86.6 %
Jubail	Tar	25	35	45	45	15	165
	Ret	25	31	43	40	8	147
	% Rs	100 %	88.5 %	95.5 %	88.8 %	53.3 %	89.0 %
Ras Tannura	Tar	25	45	30	50	15	165
	Ret	11	36	28	35	2	112
	% Rs	44 %	80 %	93.3 %	70 %	13.3 %	67.8 %
Total	Tar	80	105	145	115	50	495
	Ret	63	92	137	94	16	402
	% Rs	78.7 %	87.6 %	94.4 %	81.7 %	32 %	81.2 %

Source: Field work, July, 1995

DMM = Dammam, JBL = Jubail, RTN = Ras Tannura, TTL = Total, MNG = Managers, PRO = Professionals, CLR = Clerks, SKL = Skilled, MNL = Manual employees, Tar = Target population, Ret = Response, % Rs = Percentage of Response

In the case of ports, the response from Ras Tannura was the lowest both because of the sensitivity of releasing information about oil transportation, and because the employees in this port were not given enough time to fill out this questionnaire by the people in charge of its distribution and collection.

#### **1.6.2.6 DIFFICULTIES DURING THE FIELD WORK**

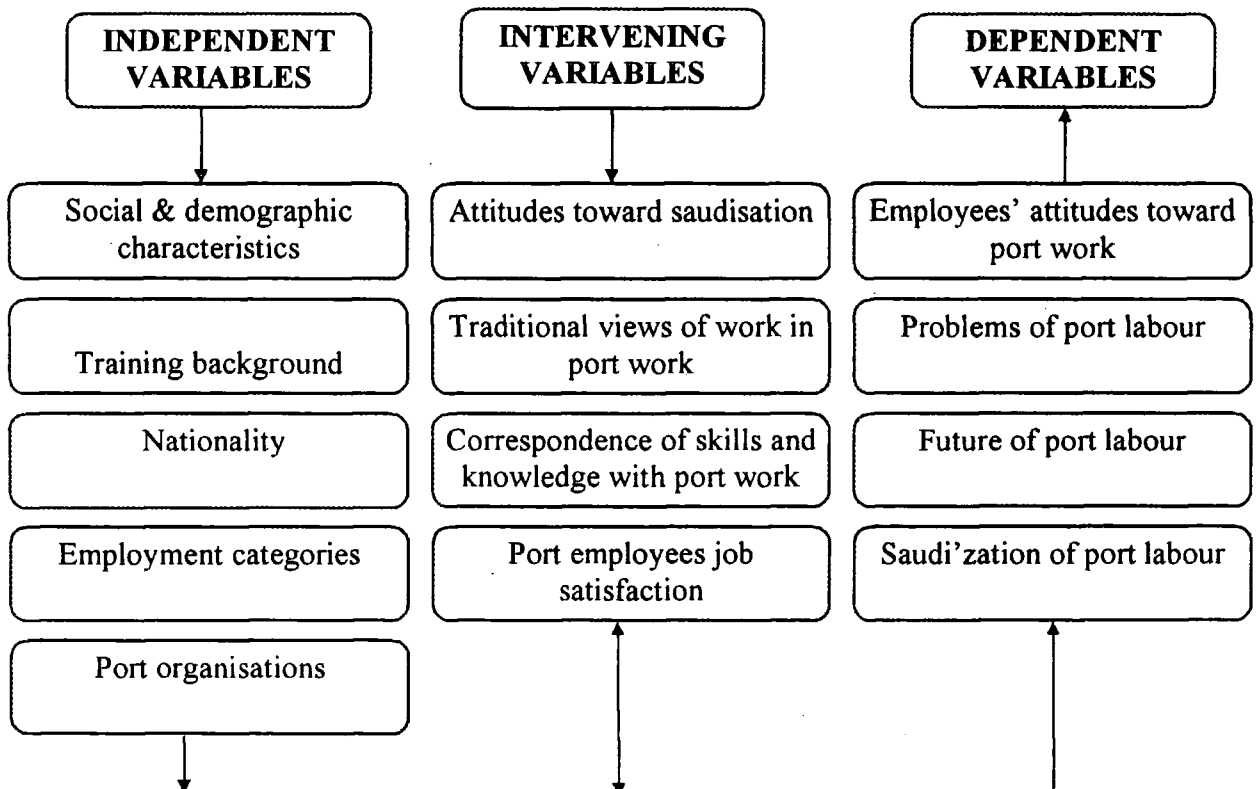
Many difficulties were faced in the beginning while trying to obtain the necessary permits for interviewing and field visits. Some organisations required long procedures to achieve steps such as obtaining a letter from the head of my department, and agreement from their Minister, vice Minister or chairman which took a long period of time out of the limited time budgeted for my field work. Another difficulty was met with the staff in the Department of Government Affairs of ARAMCO who have the attitude of not releasing any information concerning any feature of Ras Tannura as a sensitive port, but after a long discussion and recommendations from other principals, they gave limited permission to distribute and collect the questionnaire through their own officers. In this case, personal contacts were used as far as possible to secure information. In the absence of certain absolute criteria to identify employment categories and to distinguish between each category, difficulty was faced, particularly with manual workers because many of them claimed to be skilled or semi-skilled, because very few of them still use their hands for handling their job rather than using machines such as fork lift trucks or cranes and so on. Finally, it was difficult to communicate with many of the foreign employees, particularly the unskilled and manual workers, because they could speak neither Arabic nor English, and the author was unable to speak Urdu, Bengali, Tamili or Malabari: the languages most popularly

spoken by foreign port employees. Interpreters were used, without whom the accuracy of responses from some respondents would have been compromised.

### 1.7 THEORETICAL FRAMEWORK

The major dependent variables fall under the attitude towards work in port activities. Social and demographic characteristics and educational background, in addition to the recent status of port employment, are treated as independent variables. Others were treated as intervening variables. They are attitudes of employees toward Saudi'ization of the port sector jobs, traditional views of work and correspondence of skills and knowledge with port sector jobs (see Figure 1.1).

**Figure 1/1**  
**Hypothesised Link between variables**



In the questionnaire, many questions were phrased in order to measure dependent variables concerning attitudes toward working in the port sectors, for example:

1- *I have not been willing to work in the port sector.*

2- *How important are the following reasons in accordance with your involvement in this port:*

- *Financial reasons*
- *Accommodation provided*
- *Provision of health services*
- *Personal relations*
- *Other reason(s)*

For measuring the independent variables, a number of questions and items were developed in the first part of the questionnaire and some in other parts. These items were used to distinguish between attitudes of employees from different ages, gender, nationality, class and job levels, private and public sector and level of education and training.

Intervening variables were measured by many items, for example:

1- *What do you think the number of Saudis compared with expatriates in your organisation:*

- |  |   |                          |        |                          |       |                          |            |                          |
|--|---|--------------------------|--------|--------------------------|-------|--------------------------|------------|--------------------------|
|  | 1 | <input type="checkbox"/> | 2      | <input type="checkbox"/> | 3     | <input type="checkbox"/> | 4          | <input type="checkbox"/> |
|  |   |                          | exceed | equal                    | lower |                          | don't know |                          |
- In the administrative sector*
  - In the technical sector*
  - In the services*
  - In the stevedoring*

2- Do you think that recruiting Saudis in this port is:

-higher than what it should be

-exactly what it should be

-lower than what it should be

-I have no idea

3- Working in the ports is not appropriate to my skills and qualification

1        2        3        4        5   

strongly agree ————— strongly disagree

Table 1.6 Employment of the major Saudi ports on the east coast 1995

## 1-DAMMAM

Category	Saudi	%	Non-Saudi	%	Total	%
MNG	132	65.0%	57	35.0%	189	100%
PRO	318	40.4%	469	59.6%	787	100%
CLR	503	57.4%	374	42.6%	877	100%
SKL	819	43.8%	1049	56.2%	1868	100%
MNL	29	1.9%	1536	98.1%	1565	100%
TTL	1801	34.0%	3485	76.0%	5286	100%

## 2-JUBAIL

Category	Saudi	%	Non-Saudi	%	Total	%
MNG	100	85.5%	17	14.5%	117	100%
PRO	140	28.8%	346	71.2%	486	100%
CLR	290	63.5%	167	36.5%	457	100%
SKL	310	60.5%	202	39.5%	512	100%
MNL	41	9.5%	393	90.5%	434	100%
TTL	881	43.9%	1125	56.1%	2006	100%

## 3-RAS TANNURA

Category	Saudi	%	Non-Saudi	%	Total	%
MNG	116	98.8%	02	1.6%	118	100%
PRO	81	89.0%	10	11.0%	91	100%
CLR	278	88.0%	38	12.0%	316	100%
SKL	204	78.0%	57	22.0%	261	100%
MNL	173	76.3%	54	23.7%	227	100%
TTL	852	84.0%	161	16.0%	1013	100%

## TOTAL EMPLOYMENT

Category	Saudi	%	Non-Saudi	%	Total	%
MNG	348	82.0%	76	18.0%	424	100%
PRO	539	39.4%	825	60.6%	1364	100%
CLR	1071	65.0%	579	35.0%	1650	100%
SKL	1333	50.4%	1308	49.6%	2641	100%
MNL	243	10.9%	1983	89.1%	2226	100%
TTL	3534	42.6%	4771	57.4%	8305	100%

Sources: lists of employees provided by Port management and Coast Guards, 1995  
MNG : Managers, PRO : Professionals, CLR : Clerks, SKL : Skilled, MNL : Manual employees

**TABLE 1.7 EMPLOYMENT IN DAMMAM PORT (1993, 1995)**  
**1- PORT MANAGEMENT**

Category	1993			1995		
	Saudi %	Non-Saudi %	Total	Saudi %	Non-Saudi %	Total
MNG	65 77.3 %	19 22.7 %	84 100 %	78 63.0 %	46 37.0 %	124 100 %
PRO	230 85.5 %	39 14.5 %	269 100 %	237 90.8 %	24 9.2 %	261 100 %
CLR	212 72.3 %	81 16.7 %	293 100 %	231 77.0 %	69 23.0 %	300 100 %
SKL	628 89.2 %	76 10.8 %	704 100 %	616 88.6 %	79 11.4 %	695 100 %
MNL	00	00	00	00	00	00
TTL	1135 84 %	215 16 %	1350 100 %	1162 84.2 %	218 15.8 %	1380 100 %

**2- CONTRACTORS**

MNG	09 36 %	16 64 %	25 100 %	13 54 %	11 46 %	24 100 %
PRO	79 14.3 %	472 85.7 %	551 100 %	55 11 %	440 89 %	495 100 %
CLR	80 28.8 %	198 71.2 %	278 100 %	91 23.4 %	297 76.6 %	388 100 %
SKL	222 19.4 %	919 80.6 %	1141 100 %	175 15.3 %	970 84.7 %	1145 100 %
MNL	35 2.4 %	1417 97.6 %	1452 100 %	29 1.8 %	1536 98.2 %	1565 100 %
TTL	425 12.3 %	3022 87.7 %	3447 100 %	363 10 %	3254 90 %	3617 100 %

**3-CUSTOMS & COAST GUARD**

MNG	36	00	36	41	00	41
PRO	14 85.5 %	2 14.5 %	16 100 %	26 83.8 %	5 16.2 %	31 100 %
CLR	178 91.3 %	17 8.3 %	195 100 %	181 95.7 %	8 4.3 %	189 100 %
SKL	17	00	17	28	00	28
MNL	00	00	00	00	00	00
TTL	245 92.8 %	19 7.2 %	264 100 %	276 95.5 %	13 4.5 %	289 100 %

**TOTAL EMPLOYMENT**

MNG	110 75.8 %	35 24.2 %	145 100 %	132 70 %	57 30 %	189 100 %
PRO	323 38.6 %	513 61.4 %	836 100 %	318 40.4 %	469 59.6 %	787 100 %
CLR	470 61.3 %	296 38.7 %	766 100 %	503 57.4 %	374 42.6 %	877 100 %
SKL	867 46.6 %	995 53.4 %	1862 100 %	819 43.8 %	1049 56.2 %	1868 100 %
MNL	35 2.4 %	1417 97.6 %	1455 100 %	29 1.8 %	1536 98.2 %	1565 100 %
TTL	1805 35.5 %	3256 64.5 %	5061 100 %	1801 34 %	3485 66 %	5286 100 %

SOURCES: VARIOUS, FIELD WORK, 5-9/1995.

TABLE 1.8 EMPLOYMENT IN RAS TANNURA PORT (1993, 1995)

## 1- PORT MANAGEMENT

Category	1993			1995		
	Saudi	Non-Saudi	Total	Saudi	Non-Saudi	Total
MNG	03	00	03	5	1	6
			100 %	83.4 %	16.6 %	100 %
PRO	2	5	7	3	7	10
	28.5 %	71.5 %	100 %	42.8 %	57.2 %	100 %
CLR	17	4	21	34	8	42
	81 %	19 %	100 %	81 %	19 %	100 %
SKL	15	11	26	29	24	53
	57.6 %	42.4 %	100 %	54.7 %	45.3 %	100 %
MNL	00	18	18	00	22	22
TTL	37	38	75	71	62	133
	49.3 %	50.7 %	100 %	53.3 %	46.7 %	100 %

## 2- CONTRACTORS

MNG	*	*	*	30	01	31
				96.7 %	3.3 %	100 %
PRO	*	*	*	51	3	54
				94.4 %	5.6 %	100 %
CLR	*	*	*	35	18	53
				66 %	34 %	100 %
SKL	*	*	*	110	24	134
				82 %	18 %	100 %
MNL	*	*	*	173	11	184
				94 %	6 %	100 %
TTL	*	*	*	399	57	456
				87.5 %	12.5 %	100 %

## 3-CUSTOMS &amp; COAST GUARD

MNG	70	00	70	81	00	81
	100 %		100 %			100 %
PRO	18	00	18	27	00	27
			100 %			100 %
CLR	214	17	231	209	12	221
	92.6 %	7.4 %	100 %	94.5 %	5.5 %	100 %
SKL	57	12	69	65	09	74
	82.6 %	17.4 %	100 %	87.8 %	12.2 %	100 %
MNL	00	17	17	00	21	21
		100 %	100 %		100 %	100 %
TTL	359	46	405	382	42	424
	88.6 %	11.4 %	100 %	90 %	10 %	100 %

## TOTAL EMPLOYMENT

MNG	-	-	-	116	02	118
				98.3 %	1.7 %	100 %
PRO	-	-	-	81	10	91
				89 %	11 %	100 %
CLR	-	-	-	278	38	316
				87.9 %	12.1 %	100 %
SKL	-	-	-	204	57	261
				78 %	22 %	100 %
MNL	-	-	-	173	54	227
				76.2 %	23.8 %	100 %
TTL	-	-	-	852	161	1013
				84 %	16 %	100 %

SOURCES: VARIOUS, FIELD WORK, 5-9/1995.



**TABLE 1.9 EMPLOYMENT IN JUBAIL PORT (1993, 1995)**  
1- PORT MANAGEMENT

Category	1993			1995		
	Saudi %	Non-Saudi %	Total	Saudi %	Non-Saudi %	Total
MNG	2	0	2	2	0	2
PRO	26 62.4 %	12 37.6 %	38 100 %	50 80.6 %	12 19.4 %	62 100 %
CLR	86 98.8 %	1 1.2 %	87 100 %	104 78.7 %	28 21.3 %	132 100 %
SKL	12 41.4 %	17 58.6 %	29 100 %	53 93 %	4 7 %	57 100 %
MNL	11 11.8 %	82 88.2 %	93 100 %	9 11.8 %	67 88.2 %	76 100 %
TTL	137 55 %	112 45 %	249 100 %	218 66.2 %	111 33.8 %	329 100 %

## 2- CONTRACTORS

MNG	13 72.2 %	5 27.8 %	18 100 %	15 53.5 %	13 46.5 %	28 100 %
PRO	51 12.8 %	346 87.2 %	397 100 %	35 10 %	312 90 %	347 100 %
CLR	11 10.2 %	96 89.8 %	107 100 %	22 17.4 %	104 82.6 %	126 100 %
SKL	76 15.2 %	424 84.8 %	500 100 %	15 10 %	136 90 %	151 100 %
MNL	10 2.5 %	382 97.5 %	392 100 %	25 7.3 %	314 92.7 %	339 100 %
TTL	161 11.3 %	1253 88.7 %	1414 100 %	112 11.3 %	879 88.7 %	991 100 %

## 3-CUSTOMS &amp; COAST GUARD

MNG	*	*	*	63	00	63
PRO	*	*	*	27 75 %	9 25 %	36 100 %
CLR	*	*	*	112 86.8 %	17 13.2 %	129 100 %
SKL	*	*	*	117 85.4 %	20 14.6 %	137 100 %
MNL	*	*	*	07 36.8 %	12 63.2 %	19 100 %
TTL	*	*	*	326 84.8 %	58 15.2 %	384 100 %

## 4- PORT USERS \*

MNG	*	*	*	20 83.3 %	04 16.7 %	24 100 %
PRO	*	*	*	28 68.2 %	13 31.8 %	41 100 %
CLR	*	*	*	52 74.2 %	18 25.8 %	70 100 %
SKL	*	*	*	125 74.8 %	42 25.2 %	167 100 %
MNL	*	*	*	00	00	00
TTL	*	*	*	225 74.5 %	77 25.5 %	302 100 %

## TOTAL EMPLOYMENT IN JUBAIL PORT (1995)

MNG	-	-	-	100 85.4 %	17 14.6 %	117 100 %
PRO	-	-	-	140 28.8 %	346 71.2 %	486 100 %
CLR	-	-	-	290 63.4 %	167 36.6 %	457 100 %
SKL	-	-	-	310 60.5 %	202 39.5 %	512 100 %
MNL	-	-	-	41 9.4 %	393 90.6 %	434 100 %
TTL	-	-	-	881 43.9 %	1125 56.1 %	2006 100 %

\* Data not available      \_ 1993 figures not included      \* Industrial companies using port

SOURCES: VARIOUS, FIELD WORK, 5-9/1995.

## REFERENCES

1. Al-Dakhail and Al-Omi (1993) "Increasing National Employment in the Private Sector" Paper submitted to the Conference of National Employment, Institute of Public Administration, 12-13 April 1993, p.96.
2. Al-Ghaith, M.A, and Al-Mashouq, M, "National Employment Recruitment in the Private Sector", Institute of Public Administration, 1996, pp.17-131
3. Ali, A, and Al- Shakis, M. (1985) "Management Value Systems For Working in Saudi Arabia: An empirical investigation", *Group and Organisational Studies*, Vol. 10, pp.135-151.
4. Ali, S. (1987) "Value Systems as Predictors Of Work Satisfaction of Arab Executives" *International Journal of Manpower*, Vol.8, Part 2, pp.3-6.
5. Ali, A. and Paul, S. (1985) "Managerial Decision Styles and Work Satisfaction in Saudi Arabia" *Management Decision*, Vol.23, pp.33-42.
6. Al-Nofaie, A. (1993), *Replacement of National Manpower in the Private Sector*, Institute of Public Administration, p. 61.
7. Alogla, H., 'Obstacles to Saudi'ization in the Private Sector of the Saudi Arabian Labour Force', Ph.D. thesis, Michigan State University, 1990, pp.4-16.
8. Arrow, K.J., and Capron W.M, (5/1959) "Dynamic Shortages and Price Rise" *Quarterly Journal of Economics*, pp.292-308.
9. Azzee, B.H., *Shipping and Development in Saudi Arabia*, Tehama, Jeddah, 1981, pp.80-119.
10. Blank, D.M and G.T. Stigler (1957), *The Demand and Supply of Scientific Personnel*, National Bureau of Economic Research, New York, pp.11-23.
11. Braun, J.S., and F. Bayer (1973), "Social Desirability of Occupations" *Vocat. Guid, Quart.* 21, pp.202-205.
12. Council of Chambers of Commerce (1993), "Private Sector's Trends of Training and Supplement of National Manpower, Paper submitted to the CINMP, Institute of Public Administration, p.195
13. Council of Manpower, Saudi Arabia, Increasing Saudis in the Port Sector, unpublished report quoted in *Riyadh Newspaper*, 14 January 1996.
14. Couper, A.D., (1986), *New Cargo Handling Techniques Implications and Skills*, International Labour Office, pp.1-119.
15. Dixon, C., and Leach, B. (1978), "Sampling methods for geographical research", *Concept and Techniques in Modern Geography (CATMOG)*, No. 17 (Norwich, Geo Abstract), pp. 4-21.
16. Dixon, C., and Leach, B. (1979), *Questionnaires and Interviews in Geographical Research (CATMOG)*, No. 18 (Norwich, Geo Abstract), pp. 3-18.
17. Duncan, O.D. (1961), "A Socio-economic Index for all Occupations" in A.J Reiss, J.R. *Occupation and Social Statutes* , pp.109-138.
18. Hall, Richard, H. (1975), *Occupation and Social Structure*, 2nd ed., Englewood, Cliffs. NJ, Prentice Hall.

19. Kohn, M., and C. Schooler (1969) "Class Occupation and Orientation." *AMER, Social Rev.* No.34, pp.659-678.
20. Ministry of Planning, Saudi Arabia, *The First Development Plan*, 1970-1975.
21. Ministry of Planning, Saudi Arabia, *The Second Development Plan*, 1975-1980.
22. Ministry of Planning, Saudi Arabia, *The Third Development Plan*, 1980-1985.
23. Ministry of Planning, Saudi Arabia, *The Fourth Development Plan*, 1985-1990.
24. Ministry of Planning, Saudi Arabia, *The Fifth Development Plan*, 1990-1995.
25. Ministry of Planning, Saudi Arabia, *The Sixth Development Plan*, 1995-2000.
26. Ministry of Finance, Saudi Arabia, *Statistical Year Book*, 1993, p.163.
27. Ministry of Labour and Social Affairs (1993), "Perspectives Toward Increasing National Manpower in the Private Sector" Paper submitted to the Conference for Increasing National Manpower in The Private Sector, pp.30-35
28. Morrison, Keith, (1993), *Planning and accomplishing school-centred evaluation*, Peter Frances Publisher, Durham, pp.115-121.
29. Turnbull, Peter and Wass, Victoria (1995), *Reform and Structural Adjustment in the World's Ports, the Future for Labour and Unions*, International Transport Workers' Federation (ITF), pp.7-25.
30. Port Authority, Saudi Arabia, *Annual Reports*, 1992-1993.
31. SABIC (1993), "Increase of National Manpower", Paper submitted to the CNMP, Institute of Public Administration, p.151.
32. Saudi National Company for Sea Transport (1993), "Obstacles to National Employment Recruitment", Institute of Public Administration, p.175.
33. United Nations Conference on Trade and Development (UNCTAD), *Port Newsletter* November, 1996, p.2.

CHAPTER 2

**SAUDI LABOUR FORCE PLANNING AND DEVELOPMENT**

## **2.1 INTRODUCTION**

## **2.2 PLANNING POLICIES, ACHIEVEMENT AND EVALUATION**

2.2.1 THE FIRST DEVELOPMENT PLAN (1970-1975)

2.2.2 THE SECOND DEVELOPMENT PLAN (1975-1980)

2.2.3 THE THIRD DEVELOPMENT PLAN (1980-1985)

2.2.4 THE FOURTH DEVELOPMENT PLAN (1985-1990)

2.2.5 THE FIFTH DEVELOPMENT PLAN (1990-1995)

2.2.6 THE SIXTH DEVELOPMENT PLAN (1995-2000)

## **2.3 SAUDI'IZATION PROBLEMS**

2.3.1 SAUDI'IZATION IN THE PUBLIC SECTOR

2.3.2 SAUDI'IZATION IN THE PRIVATE SECTOR

2.3.3 SAUDI'IZATION IN THE PORT LABOUR FORCE

2.3.4 GOVERNMENT RESPONSE

2.3.5 PRIVATE SECTOR RESPONSE

## **2.4 CONCLUSION**

## 2.1 INTRODUCTION

Development planning is important for developing countries aiming to improve their economies. Development planning is vital for those oil-rich countries that want to build up their basic economic infrastructure and develop their economic resources. The nature of the planning is predetermined by the needs and requirements of the country and its society. Therefore, it is important that any plan established matches the needs of the country and of the people.

Saudi Arabia is a developing country with a unique society, history and economic structure. Before the discovery of the oil, Saudi Arabia was one of the poorest countries in the world with no basic economic infrastructure in place. Consequently it was crucial to create and carry out economic development plans that could change the economic structure and develop the country while adjusting to wide changes of the people's life style (Salama, 1994).

This chapter considers Saudi development planning in general since 1958 (i.e. subsequent to the start of exploitation), and manpower development in particular. According to Fyez Bader (1995), former President of the Saudi Port Authority (SPA), port sector revenues come third after oil and communication revenues. Mohammed Baker, General Deputy Manager of the SPA in 1997, supported this fact by reporting that all major ports in Saudi Arabia since 1985 have been financially self dependent. Moreover, their contribution to total national income was SR 9 billion. Therefore, although this chapter focuses on Saudi manpower, it is also important to include some initial indication of industrial port growth and port labour planing. Finally, this chapter

includes a discussion of the Saudi'ization process in the public and private sectors as well as responses to the recruitment of Saudi manpower.

## **2.2 PLANNING POLICIES, ACHIEVEMENT AND EVALUATION**

Even though five year development plans in Saudi Arabia started at the beginning of the 1970s, planning goes back to the late 1950s. In 1958, Prime Minister Faisal (reigning monarch: 1964-1975) established an Economic Development Committee (EDC). The EDC was formed in response to economic difficulties facing the country after the decline in oil revenues due to the closure of the Suez Canal in October 1956 following invasion by Egypt. The EDC was established to analyse the future prospects of the economy and to create a five year programme for economic development.

Due to a lack of data, efficient personnel and organisational instruments, this committee faced a great number of difficulties in carrying out its task, as this was the first time comprehensive planning had been attempted. As a result, the Saudi government was forced to request assistance from the International Bank for Reconstruction and Development (IBRD). Experts from various fields were brought to the Kingdom to study the economic problems, to make recommendations, and to suggest the best ways of developing the economic resources. The IBRD mission suggested in its report that the government should begin with a programme of economic development, accelerated yearly. This report also suggested that it was important to create an economic development board to be responsible for planning economic development activities in the public sector (IBRD, 1960).



The government accepted many recommendations of the IBRD and a new board for planning was created in 1961. Unfortunately, this failed for the same reasons as the previous committee, EDC: shortage of qualified experts. The Saudi government then requested help from the United Nations (UN). In 1964 the UN sent a mission and invited the Ford Foundation to help in the planning of the Saudi economy. Many recommendations were given to the Saudi government, which led to the establishment, in 1965, of the Central Planning Organisation (CPO), which became the Saudi Ministry of Planning (SMP) in the late 1970s. The First Development Plan was drawn up by the CPO, and the remaining plans were drawn up by the SMP.

### **2.2.1 THE FIRST DEVELOPMENT PLAN (1970-1975)**

The main objectives of the First Development Plan were: to develop the human resources of Saudi Arabia; to increase the rate of growth of gross domestic product (GDP), and to diversify the economic resources to enable them to contribute more effectively in the national revenues. It was clear that this plan aimed to reduce dependence on oil income through increasing the contribution made by other sectors. In 1969, for example, oil accounted for approximately 50 per cent of GDP. The plan aimed to reduce this to 47 per cent (Ministry of Planning, First Development Plan, 1970-75).

It was not difficult to propose such a plan, but results are less easily achieved. During this rapid growth in the early 1970s, 260 new factories were set up, with many health care facilities, and road and education projects were under construction. However, although increasing the share of non-oil output in the gross domestic product was one

of the major objectives of the First Development Plan, oil revenues increased from \$1.2 billion 1970 to \$25.7 billion in 1975 (SAMA,1985), which increased the oil sector's contribution to GNP to 79.2%.

Quantity and quality dimensions of manpower problems occurred during the period of this development plan. The vast and rapid economic growth demanded the entry into relevant labour markets of huge armies of employees, but the source population was too small. Not only were there often not enough people capable of implementing development programmes, and not enough qualified personnel to carry out skilled work with adequate efficiency, there was a critical need for additional training for employees to be effective.

Ports were one of the major sectors given government attention from the start of the five year plans. During the First Development Plan, four major commercial ports - Dammam, Jeddah, Jizan and Yanbu - had only seven operating berths that were capable of discharging two million tons per year. Seventeen additional berths were constructed during this plan, increasing the capacity of the ports to 6.1 million tons per year (see Table 2.1).

Table 2.1: Composition of imports in the commercial ports ('000 tons)

Year	Food stuffs	Construction Materials	Vehicles & Equipment	General Cargo	Total Tonnage
1970	93	542	51	1151	1837
1975	224	2983	93	2784	6044
1977	2183	10051	874	2860	15968
1978	3230	11476	2000	2558	19264
1979	4450	13953	1325	2862	22590
1980	5831	16459	1349	3099	26738
1981	7212	17575	1551	3793	30131
1982	8106	21399	1822	5017	36344
1983	7172	24950	1209	5099	38930
1984	11173	22967	1302	4860	40302
1985	9826	15523	1007	4085	30141
1986	10713	10627	643	3432	25145
1987	12297	8054	609	3453	24413
1988	9772	4939	891	3656	19285
1989	8899	3273	584	3886	16642
1990	8151	3126	385	3955	15617
1991	9087	3197	625	4494	17406
1992	10605	5256	780	5425	22078
1993	10498	6283	764	5495	23044

Source: Statistical Year Book, 1993

During the period of the First Development Plan, not all port facilities were operated by the same government agency: Dammam port was operated by the Railroad Organisation, whereas other commercial ports were under the authority of the Ministry of Communication. Ras Tannurah, as the major oil exporting port, was constructed and is still operated by ARAMCO. Some other small ports were constructed and operated by the Ministry of Public Works and Housing (MPWH) (Tuncalp, 1992). The major constraints were a lack of quality and quantity of local manpower. Therefore, port operational and managerial work activities were carried out by contractors who brought most of their employees from foreign sources, particularly from western countries as advisors or consultants, and from other Arab countries (Yemen, Egypt, and Sudan) as manual workers. The multiplicity of authorities impeded effective

management of the major changes in port operations brought about by the rapid growth of trade. This growth was caused by the substantial increase of oil revenues from the beginning of the 1970s, after the 1973 Arab-Israeli war. The need to establish a port authority responsible for port management and operation was great.

### **2.2.2 THE SECOND DEVELOPMENT PLAN (1975-1980)**

There was no significant difference between the First and Second Development Plans in their basic objectives. The ultimate goal was to increase employment opportunities, raise the standard of living and welfare of the people, and diversify economic activity, which was the main theme for both plans (Ministry of Planning, Second Development Plan, 1976, 3-17).

The Second Development Plan was more ambitious than the First with total expenditure of \$142 billion, 64 per cent of this being directed to economic, manpower and social development (Looney, 1982). The objective of increasing the share of the non-oil sector in the GDP was fairly successful as this increased from 20.8 per cent in 1975 to 35.5 per cent in 1980.

Salama (1993) argued that the increase of personal income and government expenditure in the 1970s both contributed to an increased level of liquidity and led to an increase in imports. At the same time, the country was suffering from serious congestion at the ports. In 1976 the Saudi Port Authority (SPA) was established and placed in charge of the development and administration of the commercial ports. Port facilities that were operated by all other government agencies were transferred to this

central agency. After the formation of this authority, policies were implemented to eliminate the contribution of shipping companies, agents, traders and consignees to the port congestion. Congestion in the ports was due, in part, to the huge industrial and infrastructural projects under construction, but also to the role of shipping agents and traders. During the beginning of the Second Development Plan (1975), import tonnages increased by 74 per cent to 10.6 million tons. Availability of financial resources was not a constraint for port development strategy in Saudi Arabia. However, when serious congestion problems appeared during the mid-1970s, they affected the development activities of the country. Therefore, the elimination of the congestion in the ports became a primary goal of the Saudi government during the Second Development Plan. The time element was one of the major constraints for the port development strategy as the government tried at any financial cost to achieve this goal in the shortest possible time. The aim was to make Saudi Arabia self-sufficient in port facilities (Tuncalp, 1992). The port development plan (PDP) was carried out by the Port Authority after its formation in 1976. The main objective of this authority was to increase port efficiency through a comprehensive action plan, further improving the operation and berth productivity measured by the average daily cargo handled per berth.

Several massive projects were implemented including construction of the new ports of Jubail and Yanbu as industrial and commercial ports, development of specialised berths for bulk materials such as cement and grain, and conversion to mechanised cargo handling. Those projects were results of several strategies of the PDP. Tuncalp (1992) showed that diversification of port location was a primary strategy of the port development plan in Saudi Arabia. The long-term security of the country would be best

achieved by scattering the location of port facilities. For this reason, in addition to the old port facilities in Dammam, Jeddah, Jazan and Yanbu, three other strategic locations at Jubail and Yanbu were chosen to construct new commercial port and two industrial ports complexes. Another strategic aim of the PDP was berth specialisation. Each port was structured to include general cargo berths and others dedicated to handle special types of cargo requiring special handling facilities. These specialised berths gave the kingdom's ports capacities to discharge very high tonnage of certain types of cargo.

Due to the berth specialisation strategy, the average berth productivity was increased from 750 tons discharged per day in 1976 to 1100 tons per day by the end of 1980 (SAMA, 1986). Although there were considerable achievements in port efficiency and berth productivity during this plan, very limited achievements were attained in the recruitment of local manpower in port activities. There was a clear reluctance to take up port jobs among many Saudi citizens. No attempts were made by the port authority to attract Saudi nationals or to provide training opportunities in the port jobs. During this plan, port operations mainly depended on foreign workers brought in by the port contractors and port Authorities to carry out port operational and managerial work.

### **2.2.3 THE THIRD DEVELOPMENT PLAN (1980-1985)**

The projected expenditure of this plan amounted to SR 782.8 billion (\$208.7 billion). However, actual total spending was only SR 562 billion (\$149.9 billion) because of a decline in oil revenue. SR 23.7 billion was allocated to the port sector as the capacity of Saudi ports was projected to increase to 46.8 million tons during this plan. This plan placed emphasis on the development of human resources, defence and internal security.

The justification for investing more in the human resources development during this plan was the shortage of national manpower and the growing need for expatriate workers to participate in economic activities.

Labour force problems became apparent at the beginning of this plan. Construction of new port and other infrastructure projects demanded labour. The Saudi national labour force was insufficient to satisfy this need. Foreign workers were used to make up the shortfall, creating an imbalance between Saudi and foreign nationals in the labour force. The private sector was reluctant to employ local manpower. This had two probable causes: a dearth of training opportunities for the national labour force, leading to shortages of skilled and semi-skilled manpower; an absence of laws protecting Saudi workers, whereas foreign workers would often accept lower salaries than local workers. Finally, the public sector's share of the labour force may have been more than required. This could be due to the government policy of reducing the level of unemployment among its citizens.

Substantial funds were required for further mechanisation of port operations and administration. Electronic data processing was extended to cover all the major ports and various administrative activities that were being done manually. Standardised cargo handling equipment was projected from the beginning of the plan to reduce labour-intensive handling operations, which mainly depended on foreign workers. It was necessary to simplify administration and maintenance, to make training more effective and to improve the interchangeability of skilled workers between their various crafts (Bader, 1980). Despite all these efforts by the SPA, the level of training in the port, as well as in the government vocational training institutes, did not satisfy the need

for highly skilled personnel as the port's operational facilities and cargo handling techniques were improving and changing rapidly, as discussed in the analytical Chapters 5-7.

From the beginning of this plan, the government realised that the country was badly affected by the shortage of technicians, electricians, engineers and many other technical skilled workers. The response was to invest more to increase both the quality and quantity of labour. An estimated SR 129.6 billion was spent on human resources in the Third Development Plan to achieve this goal, which exceeded the combined total expenditure in the First and Second Development Plans, raising the total number of educational institutions to 11,490, and the total number of students to 1.7 million. By the end of the plan, there were only 254 students studying at higher technical institutes (two year college level). In addition there were 4,027 enrolled in secondary technical schools (SAMA, 1985). It seems that vocational training schools (elementary and intermediate school levels) did not meet the need for qualified technicians requested by many private companies. This led to an increasing number of foreign workers employed by private enterprises.

#### **2.2.4 THE FOURTH DEVELOPMENT PLAN (1985-1990)**

As increasing the quality and quantity of manpower was one of the objectives of the Third Development Plan, the Fourth Development Plan emphasised reducing the number of foreign workers by encouraging and improving the local labour supply. This was to be done by ensuring the efficiency and quality of manpower through improving education and vocational training. This plan also emphasised the increase of female



employment as the supply of female labour force was increasing (Fourth Development Plan, 1985). This was the first time that the development planning process had emphasised the aims of efficiency and productivity of the workforce as well as opportunities for female employment. Total expenditure of SR 1,000 billion (\$266.66 billion) was projected for the Fourth Development Plan. Clearly the stage of development reached at the end of the Third Development Plan controlled the extent and direction of state spending under the Fourth Development Plan. This has involved a move away from basic infrastructure provision to focus on secondary industries. Consequently, one factor that had to be taken into consideration in drawing up the Fourth Development Plan was shortage of finance and the threat that revenues would continue to decline. During this plan, it was difficult to replace 600,000 out of the 3 million non-Saudi workforce by Saudis, which was the target of this plan, when the Saudi workforce in contrast was expected to grow to only 375,000 by 1990 (Presley, 1985). It seems that the private sector continued to employ more expatriates than nationals. The reason for this may be related to the fact that the government encouraged private sector involvement in the country's economic activities and the private sector preferred to depend on foreign employment.

Table 2.2: Labour force distribution in the private sector 1982-1989

Year	Total Labour		National Labour		Expatriate Labour	
	No.	%	No.	%	No.	%
1982	1205799	100	232187	18.5	982612	81.5
1983	1215751	100	210171	17.3	1005439	82.7
1984	1391382	100	230421	16.6	1160962	83.4
1985	1654175	100	264804	16.0	1389371	84.0
1986	1618250	100	289188	17.6	1335072	82.4
1987	1540998	100	289411	18.8	1251587	81.2
1988	1864545	100	328262	17.6	1536283	82.4
1989	1905095	100	338572	17.8	1566523	82.3

Source: Riyadh Chamber of Commerce and Industry (RCCI), 1993

The Kingdom's largest ports were badly affected by the economic downturn and the Gulf War between Iraq and Iran. Unloading was declining and fewer vessels were calling at all ports. In Dammam port, which used to handle 32 per cent of all cargo handled in Saudi Arabia, imports fell by 25 per cent during the first quarter of 1985 and volume fell to 4.2 million tons, down from 6.2 million tons in the first quarter of 1984. Cement imports fell by 51 per cent, steel by 21 per cent, transport equipment by 15 per cent, consumer goods by 46 per cent, heavy trucks by 61 per cent and light vehicles, including cars by 66 per cent. One management consultant with long experience in Al-Khobar stated:

Imports are likely to continue going down at all six Saudi ports – Jeddah, Dammam, the commercial port and King Fahad industrial port at Jubail, Yanbu and Jizan. The Kingdom's largest cement importer, Arabian Bulk Trade, has stopped shipping cement through Jubail for lack of demand and reckons cement imports will fall by 25 per cent or more this year. The growth for industrial imports is more likely to be registered through overland internal distribution at the expense of the ports. (MEED report in July 1985, p.78)

As was expected by this consultant, total unloading in the major commercial ports declined from 30,141,000 tons in 1985 to 15,617,000 tons in 1990 (see Table 2.1)

### **2.2.5 THE FIFTH DEVELOPMENT PLAN (1990-1995)**

As indicated earlier in this chapter, government spending was expected to decline during this plan particularly on economic resources and physical infrastructure. On the other hand, this plan further emphasised the development of human resources, health, expansion of electricity services and growth in the agricultural sector (see Table 2.3).

Table 2.3: Government expenditure on development (SR billions)

	2nd Plan	3rd Plan	4th Plan	5th Plan
Economic resources	20.5%	261.8 33.4%	130.7 19.0%	69.9 14.0%
Human resources	13.0%	129.6 16.6%	135.3 19.7%	141.1 28.3%
Social development	7.6%	61.2 7.8%	189.7 13.0%	87.2 17.5%
Physical infrastructure	40.4%	249.1 31.8%	144.3 21.0%	97.9 19.7%
Development expenditure	81.5%	701.7 89.7%	500.0 72.7%	396.1 79.5%
Administration	5.5%	31.4 4%	70.2 10.2%	102.1 20.5%
Reserves and subsidies	13.0%	49.6 6.3%	117.3 17.1%	-
Total civilian expenditure	100.0%	782.8 100.0%	687.5 100.0%	498.1 100.0%

Sources: Ministry of Planning, 3rd, 4th, 5th Development Plans.

The table above shows a decrease in government spending on economic resource development and physical infrastructure while spending on the human resources increased to improve the level of Saudi employment. It seems that human resource development and administration are the only areas that received a steady increase in government expenditure. Spending on administrative fields received an increasing allocation of the past five plans. This can be explained by the increase in the cost of government administrative services, as the government employed more Saudi nationals to reduce the level of unemployment, especially among graduates, even if in some cases there was no need for additional workers (Salama, 1992). This occurred because the private sector did not participate effectively in employing them. This strategy, as mentioned earlier, led to over capacity of employees in many public sector organisations, which may be termed "undercover unemployment".

This is clearly the first time the problem of national manpower has been mentioned by the development plans, as indicated in the Fifth Development Plan as follows:

“The rapid changes of the past have created numerical imbalances in the labour market between the Saudi and the non-Saudi components of the labour force, that pose serious challenges for the fifth plan.” (Ministry of Planning, Fifth Development Plan, p.116)

The main objective of national labour force development in this plan was to increase efficiency and to improve the technical and productive skills of Saudi manpower. A number of strategies were adopted to achieve this goal.

During the first year of the Fifth Development Plan, 1990, imports through the major commercial ports in Saudi Arabia decreased to 15,617,000 tons. This can be explained by the threat of the second Gulf War during the Iraqi invasion of Kuwait. Once the war was over, imports in the Kingdom's ports started to increase. Port statistics show that imports in 1993 were 23,044,000 tons, increasing to 27,715,716 tons, representing 33% of the total cargo handling. Exports, excluding crude oil, were 55,330,117 tons, which included petrochemicals, cement, wheat and other industrial products (SPA,1994). This increase in exports led to an increasing demand for labour, particularly as industrial activities were growing in the port's surrounding areas with the encouragement of the government during this plan. It was obvious at the end of the Fifth Development Plan that the problem of national employment was increasing in the port sector. This may be explained by the increased privatisation of many port facilities such as ship repairs and services, containers, general maintenance and marine services. Therefore the Sixth Development Plan suggested a number of strategies to achieve the goal of increasing national employment in the private sector.

### **2.2.6 THE SIXTH DEVELOPMENT PLAN (1995-2000)**

The total decrease in the number of foreign workers was only 100,000 between 1985 and 1986, or indeed three years later. Regardless of calls in the Fourth and Fifth Development Plans for a speedier reduction in foreign workers, the number of foreign workers had increased at a relatively high rate during the Fifth Development Plan due to the insufficient number of skilled national labour. In recent years, with the completion of much of the physical infrastructure, concentration has shifted towards the operation and maintenance of the existing facilities. Therefore, more skilled, semi-skilled and unskilled foreign workers were employed. The Sixth Development Plan mentioned this problem in the following statement:

“Continuous recruitment of non-Saudi workers will increase the difficulties in finding such jobs for poorly qualified Saudi workers, who make up such a high proportion of new entrants to the labour market.” (Ministry of Planning, Sixth Development Plan, p.171)

Objectives of the labour market in the Sixth Development Plan are:

- a) to replace non-Saudis by appropriately qualified Saudis in a gradually progressive manner in all occupations and economic sectors
- b) to rationalise the growth of the non-Saudi labour force in all occupations and economic sectors
- c) to provide job opportunities for all Saudi new entrants to the labour market, mainly in the private sector
- d) to increase opportunities for women in conformity with Islamic sharia

- e) to increase the number of graduates with skills and qualifications consistent with the requirements of the national economy
- f) to reduce the number of unskilled Saudis entering the labour market before completing their education and training
- g) to develop labour market services including appropriate statistical information services (Ministry of Planning, Sixth Development Plan).

It was projected that the increase in employment during the Sixth Development Plan would be 182,200 in the private sector, and 9,500 in the government sector (Table 2.4).

**Table 2.4: Civilian employment in the Sixth Development Plan**

	Employment		Increase	
	1995 ( <sup>'000</sup> )	2000 ( <sup>'000</sup> )	( <sup>'000</sup> )	%
Private sector	6050.0	6232.2	182.9	95%
Public sector	817.7	827.2	9.5	5%
Total	6867.7	7059.4	191.7	100%

Source: Ministry of Planning, Sixth Development Plan, p.173.

### 2.3 SAUDI'IZATION PROBLEMS

The term "Saudi'ization" was first coined by the publication of the Third Development Plan (1980-1985) symbolising the replacement of foreign labour with similarly skilled and educated Saudi nationals (Viola, 1986). Although the problem of increasing the numbers of expatriate labour was not recognised as a major problem before 1985, the Third Development Plan predicted this problem and drew up certain objectives for Saudi'ization. Practically, the implementation of Saudi'ization remains a distant goal for public and private organisations, and will occur gradually through the remaining development plans. The policy of Saudi'ization of the labour market in Saudi Arabia

was designed to reduce dependence on foreign manpower and increase the participation of Saudi nationals in all the economic sectors. Although the policy of Saudi'ization concentrates on the development of human resources, it includes other aspects such as the nationalisation of foreign firms. Consequently, considerable efforts have been made by the Saudi government to nationalise many foreign companies such as ARAMCO and several banks and create multinational firms, particularly those who deal with the petrochemical products (Alogla, 1990). Viola (1986) has argued that the Saudi'ization objectives would not be easy to attain in a short period of time due to the variety of perspectives among government, private sector and individual Saudi citizens, complicating the process to a very large degree. Since it is so hard to change people's beliefs and attitudes, particularly regarding the social structure and culture, it seems that social and cultural aspects are the biggest obstacles to the Saudi'ization process.

The following pages include an outline of the Saudi'ization issue in the public and private sectors in general, with a sharper focus on the port sector, one which includes employees from both government and public organisations.

### **2.3.1 SAUDI'IZATION IN THE PUBLIC SECTOR**

In Saudi Arabia, as in many other developing countries, the public sector plays a fundamental role in political, social and economic progress (Shammari, 1993). The public sector in Saudi Arabia has grown as the oil revenues have increased and more money has been spent on structural change. The government owns all natural resources, and this plays a significant role in the economy. The government supports large-scale industries and provides public and social services. As a result of this role, a

large number of Saudi citizens are employed in the government sector, as one of the important roles of the government was to provide job opportunities for every member of the Saudi workforce, particularly new graduates.

Table 2.5 shows the increase of employment in the public sector resulting from the increase of government spending. It seems that this sector employs approximately three times as many national workers as expatriates (Towaijri, 1992). Al-Towaijri indicated that there are several factors attracting Saudi citizens to work in the public sector. First, jobs are available in almost every Saudi Arabian town. Public sector organisations do not require labour mobility, except when urgently needed. Second, government sector jobs carry greater job security than jobs in the private sector. Finally, government jobs often require little work experience, and are especially suited to new Saudi graduates or school leavers, as it is the government policy to provide a job for new entrants to the labour market. Due to this policy, the quality of employees has now become the key problem of the public sector. Concentration has been on increasing productivity of employees and reducing the foreign manpower to the lowest possible percentage by increasing the efficiency of training and education systems.

**Table 2.5: The distribution of workers in the public sector 1979-1990**

Year	National Workers	% increase	Foreign Workers	% increase
1979	154789	-	57253	-
1980	164056	6	64182	12
1981	183501	12	69397	8
1982	195604	7	72867	5
1983	247978	27	86243	18
1984	258124	4	106124	23
1985	274459	6	121331	14
1986	299738	9	140494	9
1987	316629	6	140494	9
1988	336456	6	144523	9
1989	356307	6	147552	2
1990	369093	4	150116	2

Source: Civilian Services Bureau Annual Report, 1990, p.15.



One important government policy to reduce foreign employment in the public sector is the requirement that it is not allowed to employ expatriate workers in a vacancy if a qualified Saudi is seeking the position. In spite of their lower skills and demand for higher salaries, the government continued to employ national workers. Low skilled and unskilled national workers are better off working in the public sector (Towaijri, 1992).

The problems of Saudi'ization in the public sector can be summarised as:

1. Expatriate workers are still preferred by many managers in the public sector organisations because they have enough skills to carry out the job more efficiently, and obey the managers' orders because they want to keep their jobs as long as possible.
2. Most of the operational, medical, high technical or field jobs are done by expatriates not only because there are not enough qualified nationals to do these jobs, but also because the attractions or incentives for Saudis to accept these jobs remain insufficient.

Diyab (1987) has indicated that government ministries and agencies in Saudi Arabia are affected by problems such as over-centralisation of authority and inefficient personnel. Consequently, the government sector will suffer indefinitely from low performance or productivity. Al-Ahmad (1980) observes that Government ministries and agencies are unable to meet the responsibilities and tasks assigned to them. They are not adequately filled with qualified applicants.

### 2.3.1 SAUDI'IZATION IN THE PRIVATE SECTOR

The private sector will be the key provider of new jobs as the government transfers more responsibilities to private organisations. According to the World Bank, Saudi Arabia's national population grew at a rate of 4.4 per cent between 1985 and 1993. In comparison with some other countries over the same period, Egypt grew at a rate of 2.3 per cent, India 2.1 per cent, and the United States at 0.9 per cent. Due to the decline of oil revenues, per capita income has fallen to around half of its peak of more than \$14,000 in 1982, and this is likely to continue as the population grows. This means more jobs will be needed for the people (Schotta, 1996). However, despite reductions in government spending, and a greater emphasis placed on increased private sector participation in economic activity, the provision of jobs for this growing population is one of the most pressing issues in the 1990s: Saudis still believe government to be the main job provider. In the first five years of this period alone, 575,000 Saudis were estimated to have entered the labour market, of whom 294,000 were planned to take new jobs and 281,000 to fill places held by expatriates (MEED, 3, 1990). Many jobs carried out by the 4.3 million expatriates in Saudi Arabia, could be Saudi'ized, particularly in the public sector or clerical and administrative jobs. On the other hand, in the industrial sector which is operated by private organisations, such a resolution is still a distant prospect as finding skilled and willing local workers to fill technical jobs, meeting the real goal of Saudi'ization projected in the Fifth Development Plan, is not an easy task.

According to the Riyadh Chamber of Commerce and Industry (RCCI), the participation of Saudis in the private sector decreased from 18.5 per cent of the total

labour in 1982 to 17.8 per cent in 1989 (see Table 2.2). This is due to greater private sector involvement in Saudi economic activity as the local supply of labour did not meet the demand of skilled labour.

Foreign employment started to decrease from the beginning of the Fourth Development Plan in 1985, but it started again to increase in 1987. On the other hand, Saudi manpower increased in absolute but not relative terms. It is believed that private sector is unwilling to hire Saudi workers for the following reasons as stated by the RCCI report:

1. Saudi workers are less committed to the organisation they work for because they are always looking for better opportunities and higher salaries.
2. Foreign workers will tend to work wherever the organisation asks them to, whereas Saudis prefer to work near their families.
3. Foreign workers can be hired on a low salary rate, and have a higher rate of productivity.
4. For each Saudi employee, the private sector is required to pay 8 per cent of the worker's basic salary to the social insurance agency, and must pay the Saudi worker compensation for services when the contract is terminated by the owner.
5. The type and quality of characteristics that an employer wants are easy to find in the labour markets of many exporting countries, but they are not always available in the Saudi labour market.
6. It is easier to get visas for foreign workers, and to have them ready faster, than to recruit Saudis who meet the organisation's immediate needs.
7. It is easier to terminate the contract and dismiss the foreign worker in case of dispute or project completion.

### 2.3.3 SAUDIIZATION PROBLEMS IN THE PORT SECTOR

Port authorities and port management are suffering as many other government agencies are from the low productivity of their manpower. The major task of the port authority is managerial and inspection as well as financial and clerical, along with a very limited participation in training, pilotage and marine services. However, port operation and maintenance, including cargo handling, are done by the port contractors. According to Mr Naim (1995), the general manager of Dammam port, the productivity of port employees used to be higher than it is now because the old financial and employment system applied to all general public institutions from the establishment of the SPA in 1976 up to the mid-1980s. Higher salaries and promotions were provided to employees. Port management has its own responsibility to decide employment and contracting for direct and casual employment without any centralisation of decision making. Regarding the Saudis working with port contractors, according to Mr Dosari (1995) the representative of Delta Company working in the containers' station in Dammam port, no Saudis are found with even basic skills of the container handling operator. No single training programme is provided by the vocational schools. Therefore, the company is trying to train any Saudi willing to work with Delta and accept the conditions of containerisation jobs. There was clearly an enhancement of Saudi labour figures in port contractors' employment provided by employers in 1995 showing that Saudis represent 20.4% of private sector employment in the ports. On other hand, new figures shown by the Council of Manpower in 1996 indicate that Saudis represent only 12% of the total port contractors' employment. In fact the port sector is a very complicated one because of the dual involvement of public and private sectors. The port sector includes those employed by the government, contractors,

companies owned by the government such as ARAMCO and SABIC, as well as other multinational companies. Moreover, the groups in the public sector sometimes differ in their approach, thus causing conflict. For example, there are many different perspectives to Saudi'ization policies among those multiple organisations. This study will investigate the different attitudes of employees in those different sectors, towards the work in the ports and different aspects of Saudi'ization in the port labour force.

#### **2.3.4 GOVERNMENT RESPONSE**

The government is attempting to develop and implement certain strategies for human resources to deal with national manpower problems. This involves not only upgrading the skills of the Saudi labour force but also opening up positions for women in the labour force (Looney, 1991). In fact, very limited results were achieved for Saudi'ization during the first five plans, but the Sixth Development Plan finally set some targets for this process. The first indication that the government will put the Saudi'ization theory into practice was the Council of Ministers' decision in December 1995 to enforce the employment of nationals. Regarding this decision, the Sixth Development Plan has set the target for some 659,000 job opportunities to be created over the period of the plan (1996-2000). Of these job opportunities, 197,000 are expected to be created by economic growth, assuming that GDP will increase by an average of 3.8 per cent a year. A further 148,700 jobs are to be created by natural wastage of existing Saudi workers. Above all, some 319,500 expatriates are to be replaced by Saudi nationals. Private sector organisations must increase the number of Saudi workers on their staff by 5 per cent a year or face sanctions. Certain categories of work, such as drivers, receptionists and clerks have been set aside for Saudis only. Restrictions on issuing visas to foreign labour are increasing. The cost of hiring

foreigners and visa fees is also increasing. The government went further, introducing compulsory health care insurance for expatriates to which employers must contribute 80 per cent of the cost. Since there are always claims by private companies that the local labour market did not meet the need of skilled and ready employees, the government implemented the improvement of vocational and technical schools together with training centres of the Chamber of Commerce and Industry and many other private training programmes largely through the Fifth Development Plan.

Negative responses by some individuals belonging to public sector organisations are recognised. There was a reluctance to provide realistic figures on the number of foreign employees in the government sector. Regarding port employment, the government realised the problem of increased dependence on foreign employment, particularly in indirect (contractor) employment. A decision was approved in 1996 by the Minister of the Interior (the President of the Council of Manpower) Prince Naief Ben Abdulaziz Al-Saud, which will increase the percentage of national manpower of the port sector to 97% in the port authority and from 12% in 1995 to 44% in 2000 in the contractor employment. This decision indicates also the need to improve port training centres in Dammam and Jeddah to include training in port techniques and other needed skills. This training will include any employee from the private sector working on port sites (Council of Manpower report, quoted by *Ar-Riyadh* newspaper, 14.1.96).

### 2.3.5 PRIVATE SECTOR'S RESPONSE

If the private sector is to accept responsibility for its role in the national economy, positive responses of many private companies toward Saudi'ization remain insufficient. The most common complaint of private sector industrialists is the cost compared with the low efficiency and lack of commitment of national employees. They say the average cost of hiring a Saudi technical graduate with no experience is at least double that of employing a trained expatriate worker (see Table 2.6).

**Table (2.6): Proposed salary scales in Saudi Arabia in Saudi Riyal\***

Employee type	Expatriates	Saudi Nationals
Unskilled labourers	600-800	1500-2000
Skilled labourers	1500-2500	3000-4000
Experienced employees	3500-4000	5000-7000
Engineers	3000-4000	6000-8000

Source: Saudi Economic Survey quoted by MEED, 5/5/96, page 56. \* \$1 = SR3.75

A standard working contract is being prepared for use by many local companies who are seeking to reduce the distortion. This contract will encourage Saudis to work in the private sector and to prevent private companies from employing expatriate labour.

A draft of this contract was due to be submitted to the Ministry of the Interior by mid-1997 (MEED, 5/4/96, p.56). Regarding the encouragement of the government for training, a new emphasis is being placed on training young Saudis for employment. The Riyadh and Jeddah branches of the Chamber of Commerce and Industry have established their own training programmes to meet the needs of many private companies. In Jeddah Chamber of Commerce and Industry (JCCI) for example, a training programme has been established to provide employment training courses for

approximately 50,000 Saudis over a period of five years. Students are sponsored by one of the many participating companies. The training programme includes practical experience with the sponsor companies. Similar programmes are also provided by the Riyadh Chamber of Commerce and Industry (RCCI), as well as Dammam (DCCI) and other branches of the Chamber of Commerce and Industry, to meet the special needs of companies in each region depending on the type of activities. These programmes were set up in response to directives from the government (Special Report: Saudi Arabia, MEED, 5 April 1996).

## 2.4 CONCLUSION

The big increase in oil prices from \$2.75 per barrel in July 1973, to \$30.00 in October 1980 over the periods of the First and the Second Development Plans (1970-1980), helped the government to improve the economy through provision of essential basic infrastructure and services. Road construction, airports and seaports development projects were implemented in the transport sector. Rapidly rising oil revenues during the period of the Second Development Plan (1975-1980) enabled the government to meet the dramatic increase in demand for infrastructure, services and housing. Expenditure reached SR 658 billion in this plan and more job opportunities were created by public and private sectors.

The Third Development Plan (1980-1985) concentrated on the completion of major infrastructure projects as the oil price continued to increase from the beginning of this plan reaching \$34.00 per barrel in January 1983. The actual spending was very much less than what was projected due to the decrease in oil prices from \$34.00 in January



1983 to \$29.00 in the same year. Emphasis was placed on the participation of the private sector in economic activities. Due to shortages of a well-qualified national labour force, there was a need for a large number of foreign workers after the First Development Plan. The Third Development Plan addressed the problem of increasing foreign workers, and emphasised the development of Saudi human resources to reduce gradually the reliance on expatriate labour.

The Fourth Development Plan (1985-1990) concentrated on the qualitative development of economic resources and increasing the productivity of the national labour force. The Fifth Development Plan (1990-1995) gave the highest priority to the private sector's role in participating in the process of economic diversification. This plan emphasised the private sector's role in activities such as utilities and transport, where the government remains the main provider of services. The Sixth Development Plan (1995-2000) will continue to enhance the main objectives of the Fifth Development Plan. However, this plan will move from theoretical steps to practical ones, regarding the Saudi'ization process, with a wide range of regulations and procedures. These rules are to be followed by the private sector as well as the public sector to employ more nationals (Sixth Development Plan, p.45). As a result of increasing the private sector's share of the economy more than 4 million expatriates are imported despite the government's policy of calling on the private sector to employ local people. Al-Salamah (1993) argued that while the number of foreign employees has increased, a large number of qualified and trained nationals remains unemployed. The problem is not the shortages of qualified Saudis, but that the private sector prefers to import expatriates from low wage countries rather than employing nationals who will not accept these low wages.

Very limited responses have been evident from the private sector towards Saudi'ization problems except the arrangement of training programmes with the Chamber of Commerce and Industry. On the other hand, the government response towards Saudi'ization was to improve education and training systems and set certain procedures and regulations to employ Saudis in both sectors. Emphasis was placed on co-operation between technical and vocational schools and the private sector agencies regarding training to meet the need for skilled and qualified employees.

## REFERENCES

1. Al Towajri, Hamad, 'The Labour Market in Saudi Arabia', unpublished Ph.D. thesis, University of Oregon, 1992, pp.2-12.
2. Alogla, H., 'Obstacles to Saudi'ization in the Private Sector of the Saudi Arabian Labour Force', Ph.D. thesis, Michigan State University, 1990, pp.4-16.
3. Al-Salamah, A., 'Employee Perception in Multi-National Companies of Saudi Arabia'. Ph.D. thesis, University of Durham, 1992.
4. Azzee, B.H., *Shipping and Development in Saudi Arabia*, Tehama, Jeddah, 1981, pp.80-119.
5. Bader, Fayez, 1995, State Minister and the President of the SPA "Interview with the Author on 19/7/1995"
6. Baker, M (1997) General Manager of SPA, Interview published in the Riyadh Newspaper.
7. BP *Statistical Review of World Energy*, June 1984 quoted by F. Al-Farsy, Saudi Arabia: A Case Study in Development, 2nd edition, 1986.
8. Civil Service Council, Saudi Arabia, *Civil Service in Three Years*, published report, 1994.
9. Council of Manpower, Saudi Arabia, 'Increasing Saudis in the Port Sector, unpublished report quoted in Riyadh Newspaper, 14 January 1996.
10. Looney, R.G., 'Pattern of Human Resources Development in Saudi Arabia', *Middle Eastern Studies*, Vol. 27 No. 4, October 1991, p.669.
11. *MEED*, 'Special report', July 1984, p.78.
12. *MEED*, 'Special Report: Saudi'ization, putting the Kingdom to work', 5 April 1996, p.55.
13. *MEED*, 'Special Report: Searching for elusive Saudi worker', 16 March 1990.
14. *MEED*, 'Special Report', July 1985, pp.95-105.
15. Ministry of Planning, Saudi Arabia, *The First Development Plan, 1970-1975*.
16. Ministry of Planning, Saudi Arabia, *The Second Development Plan, 1975-1980*.
17. Ministry of Planning, Saudi Arabia, *The Third Development Plan, 1980-1985*.
18. Ministry of Planning, Saudi Arabia, *The Fourth Development Plan, 1985-1990*.
19. Ministry of Planning, Saudi Arabia, *The Fifth Development Plan, 1990-1995*.
20. Ministry of Planning, Saudi Arabia, *The Sixth Development Plan, 1995-2000*.
21. Ministry of Finance, Saudi Arabia, *Statistical Year Book*, 1993, p.163.
22. Port Authority, Saudi Arabia, *Annual Reports*, 1992-1993.
23. Presley, J. and Westaway, T., 'Special Report: Saudi Arabia', *Middle East Economic Digest (MEED)*, 1987, pp.53-55.

24. Riyadh Chamber of Commerce and Industry (RCCI), *Methods of Increasing Saudi Employment in the Private Sector*, 2nd edition, 1993, pp.11-23.
25. Schotta, C., 'Saudi Arabia in a Global Economy', *Middle East Insight*, April 1996, p.39.
26. Tuncalp, Secil 'Development of Commercial Ports in Saudi Arabia' *TWPR 14-4-1992*, Ankara, Turkey, pp.371-389.
27. Viola, J.W., *Human Resources Development in Saudi Arabia*, International Human Resources Development Corporation, 1986, Boston, USA, pp.177-195.

**CHAPTER THREE**

**THE SOCIAL AND CULTURAL CONTEXT OF PORT  
EMPLOYMENT**

**3.1 INTRODUCTION**

**3.2 THE SOCIAL ENVIRONMENT**

3.2.1 ARAB SOCIETY

3.2.2 SAUDI SOCIETY

3.2.2.1 THE TRIBE

3.2.2.2 THE VILLAGE

3.2.2.3 THE URBAN COMMUNITY

3.2.3 FAMILY VALUES

**3.3 THE CULTURAL VALUES**

3.3.1 ISLAM AND WORK

3.3.2 CULTURE AND SOCIAL IMPACT ON LABOUR SUPPLY

3.3.3 THE PROBLEMS OF FEMALE EMPLOYMENT

**3.4 EDUCATION AND TRAINING ISSUES AND THE PRIVATE  
SECTOR'S NEED**

**3.5 CONCLUSION**

### **3.1 INTRODUCTION**

Before the impact of oil revenues, Saudi society offered limited scope for occupational activity. The main practice for nomadic people was animal herding, whilst the people of the villages and small towns depended mainly on traditional farming or fishing. Those people who lived in urban centres became familiar with commerce and trade skills, but city dwellers tended to be people without a tribal background.

Saudi Arabia experienced rapid economic change after the discovery of oil. However, unlike other societies in similar circumstances, Saudi attitudes to religion and to Saudi society were little affected by these changes. Employees' attitudes cannot be judged fairly without understanding the religious, cultural and work ethic in the working practices of the country. This chapter focuses on the social structure of the society and the effects of religion and cultural background on some aspects of working practices. The variety of strata in Saudi society has a considerable effect on the people's attitude toward certain aspects of employment. These different attitudes will be explored during the analysis of port employees' responses in the second part of this study (see Chapters 6-10 for more details).

### **3.2 THE SOCIAL ENVIRONMENT**

Although this study is concerned with employment in Saudi society, it is important first to indicate the general characteristics of Arab society because Saudi society is affected by the same factors.

### 3.2.1 ARAB SOCIETY

Arabs traditionally lived in three broad kinds of social and economic communities:

- a) **Desert Nomads:** The nomadic people used to live within tribal structures moving from one place to another looking for grazing. Despite the political boundaries between the recently formed Arab states, nomads had similar social structure and traditions in all Arab countries. Their traditions had a considerable influence on the entire Arab society. Nomads have been encouraged to settle in cities or in the so-called Hijars <sup>(1)</sup>
  
- b) **Village people:** Unlike nomads, the people of the villages, because of their permanent settlement, did not affect all types of community to the same extent, even though they form the majority of Arabs. Every group of villagers in certain areas had its own traditions and customs. The people of the villages seem to be more religious than either the nomads or city people. Attracted by the prospect of comfortable houses and the services available to city dwellers, village people have progressively moved from their farms into the new cities.
  
- c) **City people:** This type of Arab community was and is the most powerful minority. They control economic, political and cultural life (Ailon, Shiloh, 1969). City people in most Arab countries have been affected by Western culture, particularly the former British and French colonies. The urban



population is rapidly increasing due to internal immigration and rapid rates of natural increase.

Aba-Alkhail (1988) argued that mutual co-operation between Arab families or groups is imperative. The interest of the individual is normally subordinated to those in the family, tribe or group. For example, even if some individuals have positive attitudes towards certain aspects of their jobs, they tend to adopt the general negative attitude, whether from their own families or tribes, toward these jobs.

### **3.2.2 SAUDI SOCIETY**

The social structure of Saudi Arabia is similarly very broadly divided into three sections: the tribe, the village and urban society (Aba-Alkhail, 1988).

#### **3.2.2.1 THE TRIBE**

Originally, Saudi Arabian society was predominantly tribal. At the start of the 1980s, estimates indicated that 55 per cent of the population was of a nomadic or semi-nomadic tribal structure (Abdalwahed, 1981). Rahaimi stated that the characteristic trait of the tribal organisation of Saudi Arabian society is that it is based on blood ties. From its smallest unit to the broad federation of tribes, the main social organisation of Arabia is the tribal unit, (in Arabic *Al-Qabilah*), whose members trace their ancestry to one of the two branches of the Arabs: Qahtan and Adnan, who respectively

represented a division between the southern and northern Arabs of the peninsula. Rahaimi argued that although tribal ties are still important and people who have a tribal background still boast about it with a sense of pride, the family has become the strongest unifying force. Today, the Saudi Arabian person is known by the extended family to which he / she belongs. The extended family group consists of parents, children, grandparents, uncles and aunts and relatives to the third or fourth generations or more related to the original branch of certain tribes. Aba-Alkhail (1988, p.37) described the structure of the tribe in Saudi Arabia by the following statement:

“The Arab tribal system consists of large kin groups, each of which may include a number of cohesive lineages, consisting of a few extended families whose relationship is recognised by other members of the lineages.”

The dynamics of these tribal patterns have continued to define the character of social relations in Saudi Arabian society, and tribal values such as obligations and interdependence are still the basic social values in the country.

### **3.2.2.2 THE VILLAGE**

The village in Saudi Arabia can be considered a transitional stage between tribalism and urbanisation. In fact, no one argues about this statement with regard to nomadic villages or Hijars, but some will reject this definition because there are many villagers who have no tribal background, or the so-called Khadeeri, living in village communities. Thus, Lipsky (1959) has described Saudi villages as being tribal and non-tribal villages. The tribal village is mainly populated by the nomadic or semi-nomadic tribe. There might be other minority populations such as traders or craftsmen who usually come from other villages or urban areas to settle in certain villages. The leadership of this type of villages is provided by the leading sheikhly family of the tribe.

Everybody living in this type of village will respect the roles and traditions of the entire tribe. The other type of villagers do not regard themselves tribal. The head of the village does not hold his position because of hereditary right but as a local administrator managing the affairs of the village as a small territorial unit. There have been tremendous social and cultural changes in villages since the 1960s, with the loyalty of the villager strongly identified with the village unit. The villagers who have lately begun to move into the regions of the oil industry or to the larger cities because of greater business opportunities and for government jobs, return to their home villages to marry and maintain ties with their villages.

### **3.2.2.3 URBAN COMMUNITY**

Recently, since the beginning of the 1970s, the urban community in Saudi Arabia in general has become strongly heterogeneous (i.e. a mixture of traditional characteristics on one hand and modern ones on the other).

Since 1970, economic change and modernisation has come to Saudi Arabia, and the old towns have begun to grow rapidly. The urban population has increased rapidly over the past two decades with the influx of foreigners and tribesmen as well as villagers. By 1995, the Arab population and Asian workers had already doubled their size several times. In only four years, the foreign population increased from 4.3 million in 1991 to 6.4 million in 1995 (Ministry of Interior, 1995). A high proportion of this population lives in the coastal cities where most of the private sector jobs are available. There are busy seaports on both eastern and western coasts with modern suburbs and industrial zones. Dammam, for example, the commercial port of the oil region in the Eastern Province, and Jubail, the industrial port on the Gulf coast, are boom towns. In

less than twenty years they have grown from small, sleepy little ports, to large cities with an estimated population of more than 470,000. In such places Westerners, Arabs, Asians and Africans mingle with Saudis, who live together in these very limited areas. Compared with the coastal cities, internal towns are more affected by tribal influences due to immigration by nomads and villagers. Considerable differences are apparent between the social organisation of those towns and cities that have been least affected by modern influences and the urban centres affected more by the modern influences and experiencing the most rapid expansion. It seems that Najd (Central Region), Al-Ahsa and Asseer (South Western Region) and the Northern Province are least affected by modern influences, with the exception of the capital city, Riyadh. The social organisation of urban population in these regions was homogenous and centred around large kin groups. They were usually ruled by a few powerful families. People from this background tend to reject hard manual work and some crafts and skills, and this is still a major constraint for recruitment of national work force.

### **3.2.3 THE FAMILY EFFECTS**

As discussed above in this chapter, the family plays an important role in an individual's attitudes. The individual is responsible for the well-being of his family. He carries out his acts in terms of his family and therefore his behaviour in various life situations is mainly an expression of his family patterns. It is not surprising then that the loyalty of the individual and duty to his family are greater than any other social obligations. Consequently, the role of the Saudi family differs from the role of the family in the West, where the freedom and independence of the individual may be more important than his obligation to the family.

Scott Huyette (1985) argued that with the Arab, membership in the family defines identity and primary social relationships, and provides the individual with security and status. His personal freedom and individuality are secondary to the needs and demands of the broader kinship group to which he is inextricably bound from birth to death. Thus, Saudi Arabian society starts with the family rather than with the individual and a man derives both status and role entirely from the position of his family and from his position within the family. Consequently, the individual must give great attention to family considerations when applying for a job. The type of work and location should be acceptable to his family. Work shifts and distance should not be obstacles to his commitments to his family. Certain categories of work are considered by most tribesmen to be contemptible, demeaning, and not respectable, such as barber, butcher, carpenter and plumber and many other manual work. Raddadi (1977) suggested that the bedouin looks down on manual work because he had developed certain values and norms which constitute traditional ideals and virtues, without which he is hardly considered an effective member in his society. Surprisingly, according to bedouin attitudes certain manual jobs are considered preferable to another; to dig a well is accepted to the bedouin, but to dig drainage for a home or factory is considered dirty, shameful and unacceptable. These kinds of attitudes forced the majority bedouins to concentrate their jobs in transportation and military services. Raddadi (1977) points out that there is a common belief among bedouins that motor cars are not only an excellent substitute for camels but also a symbol of traditional strength. Despite the comparability of wages and fringe benefits between the government and industry mainly in the private sector, the government jobs were sought for the social prestige, the shorter working hours (08:00 – 14:00), and above all, job security since the government seldom dismisses its employees.

### 3.3 CULTURAL VALUES

Due to increasing participation of expatriates in the Saudi labour market, there has been an increasing interaction between the cultural values of employees. This has affected the management strategies with respect to decision-making and job satisfaction for the employees. However, it is not expected that cultural behaviour will be similar among employees from different cultures and countries. Harris and Moran (1970) discussed the influence of culture on organisational behaviour and stated:

“Culture affects the way a manager views even critical factors in the management process ...”

They explain this further, stating:

“management functions will be affected by a belief, value, attitude or assumption which is part of culture in that it is shared by a large number of people in any culture.”

Ali and Paul (1985) found in their study of the relationship between decision making and job satisfaction, that 28 per cent of the sample refer to the Islamic and tribal influences in Saudi society as a basis for the management style of decision making. Accordingly, people's values differ widely depending on their culture. In a society such as Saudi Arabia, which has unique values, the people view some types of work (referred to above) as low status and prefer that neither they nor their children are involved in such work, as they regard it as shameful both for themselves and their families. A man who accepts a low status job, ignoring the shame brought on his family, and the reaction of his family or tribe, may be prevented from taking up the job, if necessary by force. In some cases he may be shunned by family or tribal members and be condemned to live in isolation, a situation most people would dislike. Palmer *et al* (1984) support this argument with the following statement:

Similarly, when respondents were asked to choose between family values and occupation prestige, approximately 65 per cent of the university students and bureaucrats select being close to their family over prestige. For young people, this figure was 87 per cent.

The following paragraphs discuss the role of Islam in shaping social beliefs and attitudes to certain occupations, as well as to female employment.

### **3.3.1 ISLAM AND WORK**

According to Islam, as in many other religions, work is a natural activity of human life. Everyone is asked to fulfil this natural endeavour by making the earth more fruitful and striving to live and work as stated in the Koran. From an Islamic perspective, work carries in itself reward and merit, but poor or unproductive work is unacceptable and dissatisfying to the Muslim personality.

Raphael Patai (1952) pointed out that in Arab culture, religion is a fundamental motivating force in many aspects of Arab culture and has its say in practically every act and moment of life. In fact Islam does not support many of the Arab's attitudes and beliefs, particularly in the social and cultural spheres. For example, in Islam no differences exist between people no matter what their colour, tribe, wealth or position, except in the ways of their practising Islamic principles. By contrast, many Arab people now look down on the non-tribal background or poor people and so on. Islam does not make any value judgments on work and occupations but has encouraged people to work in any kind of job to be self-reliant. There are now, however, many occupations, as discussed above, which are not taken up by many from a tribal background.

Baha Azzee (1981) observed that Islam is not restricted to contemplating withdrawal into a spiritual world far from other aspects and problems of life. It places work as central to the ethics of Moslem society. Work is considered in itself a form of worship which rates highly amongst all formal worship.

In *Al-Koran* it is written:

“Say: work, and Allah will see your work as will his messengers and the believers.”  
(*Al-Koran*, IX, 105)

The Prophet Mohammed said:

“Verily Allah loves the servant who practises trade.”

(*Hadith*, narrated by Al-Bukhari)

The Prophet Mohammed also said:

“He who in the evening is weary from work shall receive pardon for the previous sins he committed.”  
(*Hadith*, narrated by Al-Bukhari)

In *Al-Koran* it is written:

“Never will I suffer to be lost, the work of any of you, be he male or female: you are members, one of another ...”  
(*Al-Koran*, III, 195)

In *Al-Koran* it is also written:

“God has promised, to those among you who believe and work righteous deeds, that he will, of surety, grant them....” “..To all are degrees (or rank) according to their deeds”

(*Al-Koran* XXIV,55)

(*Al-Koran*, VI,132)

Therefore, it is clear from the above holy statements that good work will receive rewards from God during life and in the Hereafter. In Islam there is a double motivation for work: to derive benefits during life, and to reap rewards in the Hereafter.



### 3.3.2 CULTURAL AND SOCIAL IMPACT ON LABOUR SUPPLY

It is common practice in Saudi society that most people who are unemployed can get financial support from their parents or close relatives where there is no unemployment benefit or other system for unemployed people. This financial support could lead to a reluctance to accept low wages, as many Saudi nationals now might wait for a year or more for a job which offers a better salary. This situation clearly affects the local supply of low wage and salary employment. Although most expatriate employees from developing countries might accept only \$200 per month, Saudi nationals consider this insufficient for their needs, taking into account the family's financial commitments and the high cost of living. Social structure and Islamic culture in Saudi Arabia thus have a great influence on employment and worker's decisions. The quality of family life is one of the most important aspects of the Islamic teachings and therefore in the lives of people. It is the responsibility of the male family member to provide for his extended family as soon as he starts working. Consequently, most Saudi males prefer to live near their family residence rather than taking a job away from it. However, most of the industrial and private sector companies are located in the large cities, which would require Saudis from smaller towns to live away from their family homes.

Table 3.1 shows that in 1988 58 per cent of private establishments were located in the three larger cities of Riyadh, Dammam and Jeddah. It also shows that 73 per cent of establishments employing more than 500 workers were also located in these three major cities. Table 3.2 shows that in 1992 70 per cent of total employment in the major cities in Saudi Arabia were in these three larger cities. Dammam ranked first in the provision of private sector job opportunities due to the large number of private firms working with oil and petrochemical industries. However, the fundamental importance

of family relations in a tribal society such as Saudi Arabia, and what this means in terms of type and location of acceptable work opportunities, must be taken into account.

**Table 3.1: Distribution of establishments in the private sector by employment size, 1988**

Employment size	Total	Riyadh		Dammam		Jeddah	
		No.	%	No.	%	No.	%
less than 20	6389	1090	17	1174	18.3	956	15
20-39	2127	475	22.3	523	24.5	364	17
40-59	981	235	24	268	27	178	18
60-79	556	145	26	125	22	126	23
80-99	344	102	30	99	29	58	17
100-199	796	201	25	183	23	164	21
200-299	308	76	25	71	23	70	23
300-399	147	48	33	21	14	31	18
400-499	71	17	24	16	22.5	14	20
500 and over	251	74	29	58	23	52	21
<b>Total</b>	<b>12041</b>	<b>2463</b>	<b>20.4</b>	<b>2511</b>	<b>20.8</b>	<b>2013</b>	<b>16.7</b>

Source: Saudi Arabia, General Organisation for Social Insurance, *Annual Report*, 1988, p.60.

**Table 3.2: Number of Private Establishments and Employment in the Major Cities of Saudi Arabia 1992**

City	Private Establishment		Workers	
	No.	%	No.	%
Riyadh	3221	19.2	296082	24.4
Qassim	488	2.9	29339	2.4
Hail	335	2.0	8950	0.7
Jeddah	2747	16.3	230548	19.0
Makkah	792	4.6	46095	3.8
Madinah	730	4.3	46805	3.8
Tabuk	725	4.3	26707	2.2
Taif	698	4.2	32163	2.6
Yanbu	470	2.8	20937	1.7
Dammam	3455	20.5	319450	26.3
Ahsa	889	5.3	35026	2.9
Jubail	403	2.4	54416	4.5
Abha	1075	6.4	45635	3.8
Jazan	482	2.9	14470	1.2
Najran	306	1.8	8961	0.7
<b>Total</b>	<b>16816</b>	<b>100</b>	<b>1215584</b>	<b>100</b>

Source: Ministry of Finance and National Economy, *Statistical Yearbook*, 1993, pp. 263-273

Palmer *et al* (1984, p.24) found that 89 per cent of the young Saudis sampled preferred lower-paid jobs near their families to well-paid ones far away. This applied not only to those in the lower levels of education, but also to university students and bureaucrats. This study was published in 1984 when the employment situation was very different from the present time; labour demand, particularly in the public sector, and work opportunities have declined in recent years. The question now is whether there has been any change of people's attitudes regarding this issue? According to informal discussions with many employees and employers in some port contractor companies, many Saudi citizens will now accept leaving their home towns for job opportunities as long as they are provided with suitable accommodation. In comparison with employees from ARAMCO in Ras Tannurah and SABIC in Jubail according to the fieldwork questionnaires, employees are more satisfied with their jobs in many aspects (see Chapters 6 and 7). The most obvious reason for this is the housing provision for employees and their families.

Alogla (1990) argues that personal feelings of many Saudi individuals towards some occupations are influenced by their social traditions, particularly by the social strata's differing views toward certain occupations. The values of parents' views may have more influence regarding occupations among members of the *Gabeeli* (a person with a tribal background). In fact, many Saudi citizens now still behave in a traditional fashion towards some specific technical occupations that are currently crucial in port operational activities and many other forms of industrial work. This means that filling some occupations still faces serious obstacles. First, *Gabeeli* believe manual work and some particular skills would be humiliating to their families or tribes. Second, Saudi women have been excluded from the labour market except for a few opportunities in

teaching and health services. This means that the vast majority of women are economically inactive.

### **3.3.3 THE PROBLEMS OF FEMALE EMPLOYMENT**

It is difficult to discuss the economic development of Saudi Arabia and national manpower needs without discussing the role of Saudi women. This has been a controversial issue over the past four decades since the establishment of public education for women in 1959. There was at first a rejection to female education among the conservative majority of Saudis. They claimed that girls' schools would produce demoralisation and destroy the foundation of the family life. Gradually the people began to accept women's education, and the government pressed ahead with the construction of schools for girls despite conservative voices. Tables 3.3 and 3.4 show the very rapid increase of the number and percentage of females in most educational levels. Only the number of females studying abroad decreased from 978 to 841 due to the increased opportunities of local higher education and medical schools. Recently, in 1993, Saudi women comprised approximately 49 per cent of the total university enrolments. Table 3.3 shows a dip in 1991: female enrolments in a higher education decreased to 36,141, only 29 per cent of total higher and university education. The dip was due to the absence of large number of university girls when many Saudi families moved from the East Coast cities and Riyadh when these two regions became main targets during the second Gulf War. A year later, in 1992, female enrolment increased to 42 per cent, and then to 49 per cent in 1993.

Table 3.3: Higher and University Education 1988-1993

	1989	1990	1991	1992	1993
No. Colleges	77	77	79	82	76
Total Students	106601	130328	123497	135780	185160
No. Male	58530	73166	87354	78652	95304
% Male	55%	56%	71%	58%	51%
No. Female	48071	57162	36143	57128	89856
% Female	45%	44%	29%	42%	49%
Total Teachers	9091	9371	9875	10016	12222
No. Saudi	4801	4982	5501	5580	6268
% Saudi	53%	53%	56%	55%	51%
No. non-Saudi	4290	4389	4374	4536	5954
% non-Saudi	47%	47%	44%	45%	49%

Source: Saudi Arabia, Central Department of Statistics, The Statistical Indicator, 1993, p.144.

Table 3.4: Female Educational Enrolment in Saudi Arabia, 1970,1981,1993

Level of education	1970		1981		1993	
	Number	%	Number	%	Number	%
Elementary	114800	30.3	397416	39.8	951065	47.1
Secondary	350	4.0	41819	36.0	152349	45.0
Teacher training for women	6492	65.5	8718	44.7	13886	100 *
Women's Colleges	000	000	7054	100	10447	100 *
Universities	434	6.2	12806	22.6	89856	49.0
Studying Abroad	116	6.3	978	8.2	841	23.3

Sources: Viola (1986, p.197) and *Statistical Yearbook* (1993, pp.45-102)

Viola (1986) refers to the following factors as major constraints against the employment of Saudi women:

- (1) Most job opportunities for women are restricted to fields perceived to be in keeping with the traditional role of women as wives and mothers.
- (2) Freedom of movement is restricted by the ban on women driving and their need for male drivers to accompany them for business purposes. Public transportation for women only (which is consistently claimed by the majority of the people) does not yet exist.

- (3) The paucity of child-care centres restricts the activities of those women who cannot afford live-in servants.
- (4) Business initiatives are hampered by the inability of women to register a business in their own name or obtain home loans or government land grants that might provide the wherewithal to establish a private business.
- (5) A woman is prohibited from working if such work is contrary to the wishes of male members of her family, upon whom she is dependent both socially and economically.
- (6) The religious interpretations of some sectors of society deem it inappropriate for women to work outside the home.
- (7) Fear of social stigma that may be attached to the working woman and/or her family, when suggestions are made relative to the family's economic status or the woman's mortality, is a further constraint on working women.
- (8) Islamic tradition stipulates that the men of the family are responsible for the family's income. This creates the lack of incentive for women to work, taking into account the relatively comfortable circumstances of much of the Saudi population, which reduces the incentives for women's employment.
- (9) The inability of most working Saudi women to have an effective role in the decision-making process in the workforce has choked women's opportunities.
- (10) Centuries of social traditions induced Saudi women to accept rather than challenge their role in life, which has been a powerful deterrent to the advancement of the women's role in society.

Although some of the above constraints no longer exist, such as paucity of child-care, obtaining loans, and land grants, many are still major constraints to the role of women

in the economic development. Saudi women now struggle properly to participate in the labour market in ways that are compatible with Islamic and social norms.

Azzee (1981) argued that there was a great difference between the rights that a Moslem woman enjoys and the rights that she is entitled to according to the Islamic code. In general, if Moslem women knew and insisted on their rights and played roles according to the Islamic way, they would succeed and they would have the support of the Islamic Shariah. There is no objection to this and no one can stand in their way as long as what they do is not against Islamic teachings. Regarding the rights and role of Moslem women in Islamic society, Gamal Badawi (1976) has described this topic and dealt with four main aspects: spiritual, social, political and economic. As we are concerned with the economic aspect, we will quote Badawi in this respect.

According to Islamic law, a woman's rights to her money, real estate, or other properties is fully acknowledged no matter whether she is single or married. She also has the right to decide whether or not to contribute financially to the family income, as the man (father or husband) is responsible for providing family financial support by law. Regarding the right to seek employment, it should be stated that Islam regards the first priority of the woman's role in society as a mother and a wife. On the other hand, there is no decree in Islam which prohibits women from seeking employment whenever there is a necessity for it, especially in positions which fit her nature and in which society needs her most.

### 3.4 EDUCATION AND TRAINING ISSUES AND THE PRIVATE SECTOR'S NEEDS

Many authors and reporters have agreed that public education system has not provided the educational opportunities necessary to learn job skills needed for the private sector or even in some government institutions. Most national college students specialise in human and social studies whereas the need in the private sector is for technicians and skilled labourers. Table 3.5 shows that the expected number of university graduates during the Fifth Development Plan (1990-1995) was 68,006 of whom 30,003 were female and 38,003 are male forming 12 per cent of total expected Saudis entering the labour market during the period of this plan. Of total university graduates, 68.3 per cent were specialised in humanities. Moreover, only 0.3 per cent of total graduates graduated with technical college certificates, and 12.6 per cent were semi-skilled with vocational training certificates. This low percentage is insufficient to meet the increasing demanded skilled employment by the public sector particularly after the increased involvement of this sector in the national economy. It no doubt reflects the attitudes of the majority of Saudis toward crafts and manual labour and also to the attractiveness of working in the government sector with its greater prestige and job security, shorter working hours, less responsibility, and no expectations of experience or foreign languages. Al-Rahaimi (1990) argued that the manpower problem in Saudi Arabia is not confined to a shortage in the number of local workers. Concern is also focused on the quality of those workers, their capabilities and general attitudes toward work. In order to be effective and to achieve high standards, workers who have the capacity, say, to be good administrators, will usually require additional training.



**Table 3.5 Distribution of Saudi Graduates According Levels of Education**

LEVEL OF EDUCATION	GRADUATES			
	MALE	F.MALE	TTL.	%
<b>UNIVERSITY LEVEL</b>	<b>38.3</b>	<b>30.3</b>	<b>68.6</b>	<b>12</b>
-Engineering	4.7	00	4.7	0.8
-Science	4.1	4.7	8.8	1.5
-Medical studies	2.3	1.0	3.3	0.6
-Math, Statistics and computer	3.0	2.1	5.1	0.9
-Economic & Management	3.7	1.6	5.3	0.9
-Social sciences & Education	20.5	20.9	41.4	7.3
<b>TECHNICAL COLLEGES</b>	<b>7.4</b>	<b>00</b>	<b>7.4</b>	<b>1.3</b>
-Industrial colleges	5.7	00	5.7	1.0
-Commercial	1.7	00	1.7	0.3
<b>SECONDARY LEVEL</b>	<b>139.5</b>	<b>9.0</b>	<b>148.5</b>	<b>25.8</b>
-Public high schools	103.1	7.5	110.6	19.2
-Technical & vocational schools	36.4	1.5	37.9	6.6
<b>INTERMEDIATE LEVEL</b>	<b>56.7</b>	<b>3.8</b>	<b>60.5</b>	<b>10.5</b>
<b>ELEMENTARY LEVEL</b>	<b>114.8</b>	<b>12.2</b>	<b>127.0</b>	<b>22.1</b>
<b>PRE-ELEMENTARY LEVEL</b>	<b>85.5</b>	<b>4.9</b>	<b>90.4</b>	<b>15.7</b>
<b>VOCATIONAL TRAINING</b>	<b>72.4</b>	<b>00</b>	<b>72.4</b>	<b>12.6</b>
<b>TOTAL</b>	<b>514.6</b>	<b>60.2</b>	<b>574.8</b>	<b>100</b>

Source: Saudi Ministry of Planing (1993) paper submitted to the conference of national employment 13-14 February 1993, p.76

Until the unification of the Kingdom of Saudi Arabia, most regions except Al-Hijaz (Western Saudi Arabia) were governed in a traditional manner characterised by leadership of tribal sheikhs where less attention given to deal with other form of cultures.

### **3.5 CONCLUSION**

As well as permeating all aspects of life in Saudi Arabia, traditional social structures within Islamic principles have greatly influenced workers attitudes and decisions about their role in the labour market. Family life is one of the most important Islamic principles. Several behavioural problems that impact on work stem directly from the social structure and cultural background of Saudi Arabia. Patronage is rooted in the

social values and customs that give kinship, friendship and family ties precedence over the public interest. Considerable amounts of time are eroded or wasted because Saudi employees prefer to finish work early, using what would otherwise be business hours for purposes unrelated to their paid employment. Another problem involves taking opportunistic advantage of authority and institutional position for personal interest, such as use of official property for private purposes or breaking the law in order to help other members of family or tribe. Those problems can be attributed to ignorance among many Saudi citizens of rules, regulations, procedures and laws, which have changed considerably over the past thirty years. The Saudi government has recognised the problems by adopting long term approach for the solution of the quality aspects of national manpower through re-evaluation and modification of the educational system to ensure that it is directed toward fulfilling its role in achieving the desired goals.

## REFERENCES

1. °Aba-Alkhail, N. (1988), 'An Analytical Study of Job Satisfaction and Motivation among Middle Manager in Saudi Basic Industries Corporation (SABIC), unpublished thesis, University of Liverpool, UK.
2. Abdalwahed, Ahmed (1981), 'Human Resources Development and Manpower Planning in Saudi Arabia', Ph.D. thesis submitted to Clairmont Graduate School, USA.
3. Ailon, Shiloh (1969), *People and Cultures of the Middle East*, Random Harvest, New York, cited by Aba-Alkhail, 1988.
4. Huyette, S. (1985) *Political Adaptation in Saudi Arabia*, Westview Press, p.40.
5. Harries, P.R. and Moran, R.T. (1970), *Managing Culture Differences*, Houston, Golf.
6. Lipsky, G. A. (1959), *Saudi Arabia: its people, its society, its culture*, HRAF Press, New Haven, pp.47-128.
7. Alogla, H., 'Obstacles to Saudi'ization in the Private Sector of the Saudi Arabian Labour Force' thesis, Michigan State University, 1990, pp.4-16.
8. Ali, A. and Paul, S. (1985) 'Managerial Decision Styles and Work Satisfaction in Saudi Arabia's Management', *Decision*, Vol.23, pp.33-42.
9. Palmer, M. (1984), 'The Arabian Peninsula zone of ferment' Stookey, R.W. Stanford University, Hoover Press.
10. Gamal Badawi (1976), *Women in Islam: its meaning and message*, Cairo, pp.130-145.
11. Raddadi, M. (1977) 'Transformation of Agriculture in Western Saudi Arabia, Problems And Prospects', unpublished thesis, University of Durham, p.61.
12. Ministry of Planning (1993), 'Objectives of Fifth Development Plan to the National Manpower', paper submitted to the CINMP, pub: IPA.
13. Al-Ruhaimi (1990), 'An analytical Study of Job Satisfaction in the Saudi Arabian Public Sector' unpublished PhD thesis, University of Liverpool.
14. General Organisation of Social Insurance (1988), Annual Report, p.60.
15. Ministry of Finance and National Economy, Department of Statistics, Statistical Yearbook (1993) pp.263-273.
16. Viola, J. W., (1986) 'Human Resources Development in Saudi Arabia' International Human Resources Corporation, Boston, USA, pp.177-195.
17. Ministry of Interior (1995) 'Report on the National and Expatriate Employment', pub: *Ashsharq Al-Awsat News Paper* No. 6217, 21 June 1995, p.13.

## Notes

1. *Hijra: a new type of settlement began to appear during the early years of Saudi Arabia after 1928 with the encouragement of King Abdulaziz Bin Saud. The head of each tribe was given land in a selected location provided with water wells to support nomads who settled in these Hijras. This gave the government the opportunity to provide education, health, social and other provisions.*

PART II: SURVEY STUDY

CHAPTER 4

**GENERAL BACKGROUND TO THE EASTERN PORTS OF  
SAUDI ARABIA**

- 4.1 INTRODUCTION
- 4.2 PHYSICAL SETTING AND CHARACTERISTICS
- 4.3 POPULATION AND SETTLEMENTS
- 4.4 PORT SITES AND FACILITIES
  - 4.4.1 BERTHING FACILITIES
    - 4.4.1.1 DAMMAM
    - 4.4.1.2 RAS TANNURAH
    - 4.4.1.3 JUBAIL
  - 4.4.2 NAVIGATION AIDS AND MARINE FACILITIES
  - 4.4.3 DAMMAM PORT: CARGO HANDLING AND STORAGE FACILITIES
  - 4.4.4 SHIP REPAIR FACILITIES IN DAMMAM PORT
  - 4.4.5 RAS TANNURAH: PORT TERMINALS AND LOADING FACILITIES
  - 4.4.6 JUBAIL: COMMERCIAL AND INDUSTRIAL CARGO HANDLING FACILITIES
- 4.5 PORT TRADE DEVELOPMENT
  - 4.5.1 COMMODITY SPECIALISATION
  - 4.5.2 DAMMAM: COMMERCIAL EXPORTS AND IMPORTS
  - 4.5.3 RAS TANNURAH: OIL TRADE
  - 4.5.4 JUBAIL: INDUSTRIAL EXPORTS AND IMPORTS
- 4.6 CONCLUSION

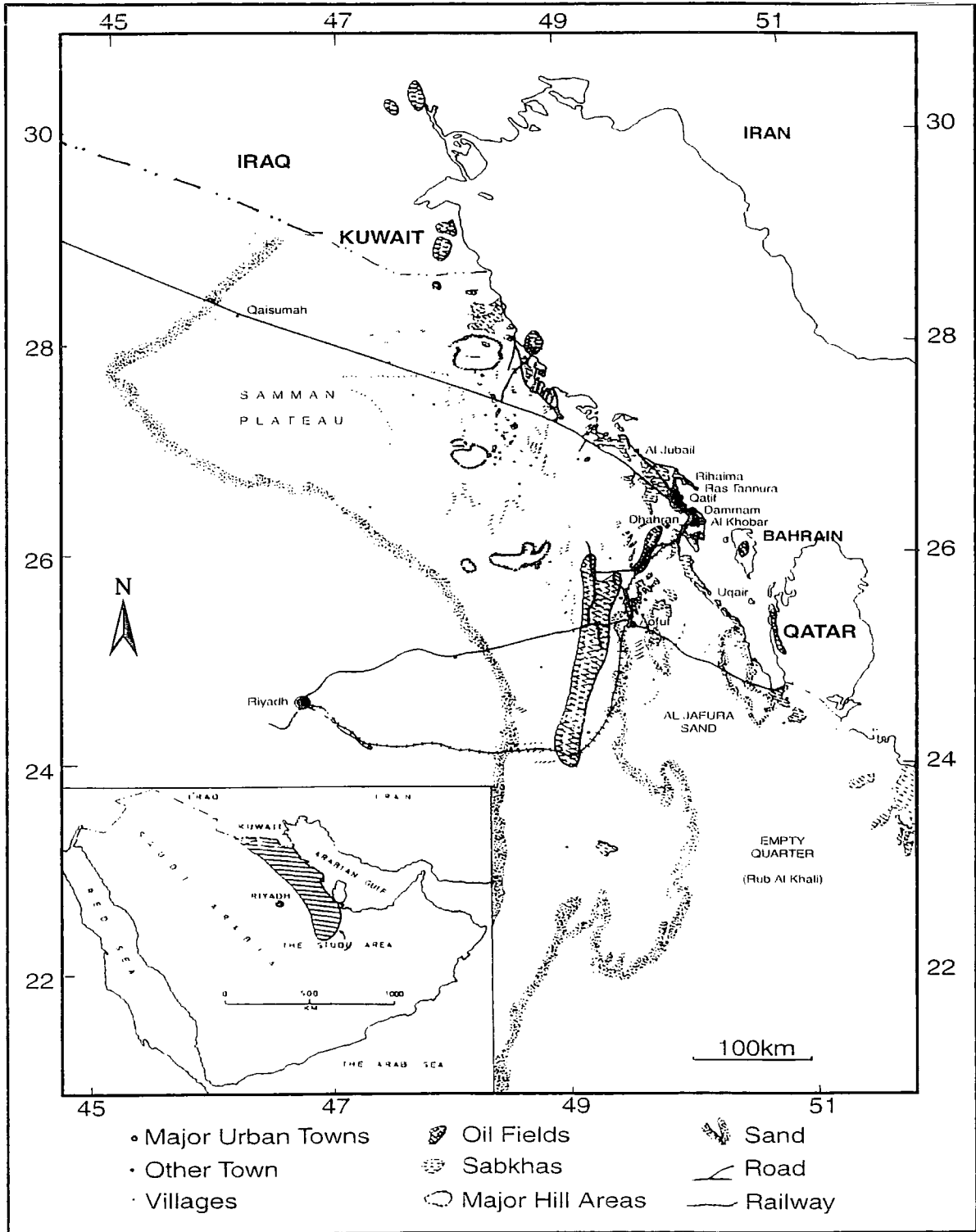
#### 4.1 INTRODUCTION

The case study ports, Dammam, Ras Tannurah and Jubail, are located in the middle sector of the East coast of Saudi Arabia, on the Arabian Gulf within the Eastern Province. This province is the largest of the thirteen administrative regions in Saudi Arabia forming the entire eastern portion of the country. It is a strip roughly 200km wide from the northern part and 1200km long, running from the Kuwait border in the north, to the southern edge of the Empty Quarter in the south. Saudi Arabia's Gulf coast is approximately 680km long. Dammam is the fifth largest city in Saudi Arabia (after Riyadh, Jeddah, Makkah, Al-Madinah) with a population estimated in 1995 to be 450,000.

This chapter outlines the physical geography of the populated area of Eastern Province (Figure 4.1), with particular concentration on the port locations in the central coastal area. It also outlines the population and settlement characteristics of the port hinterlands as a background to their current economic activities and to contemporary labour supply and demand. Finally this chapter will analyse the port sites and facilities in addition to their trade development.

Figure 4.1

Populated area of Eastern Province of Saudi Arabia



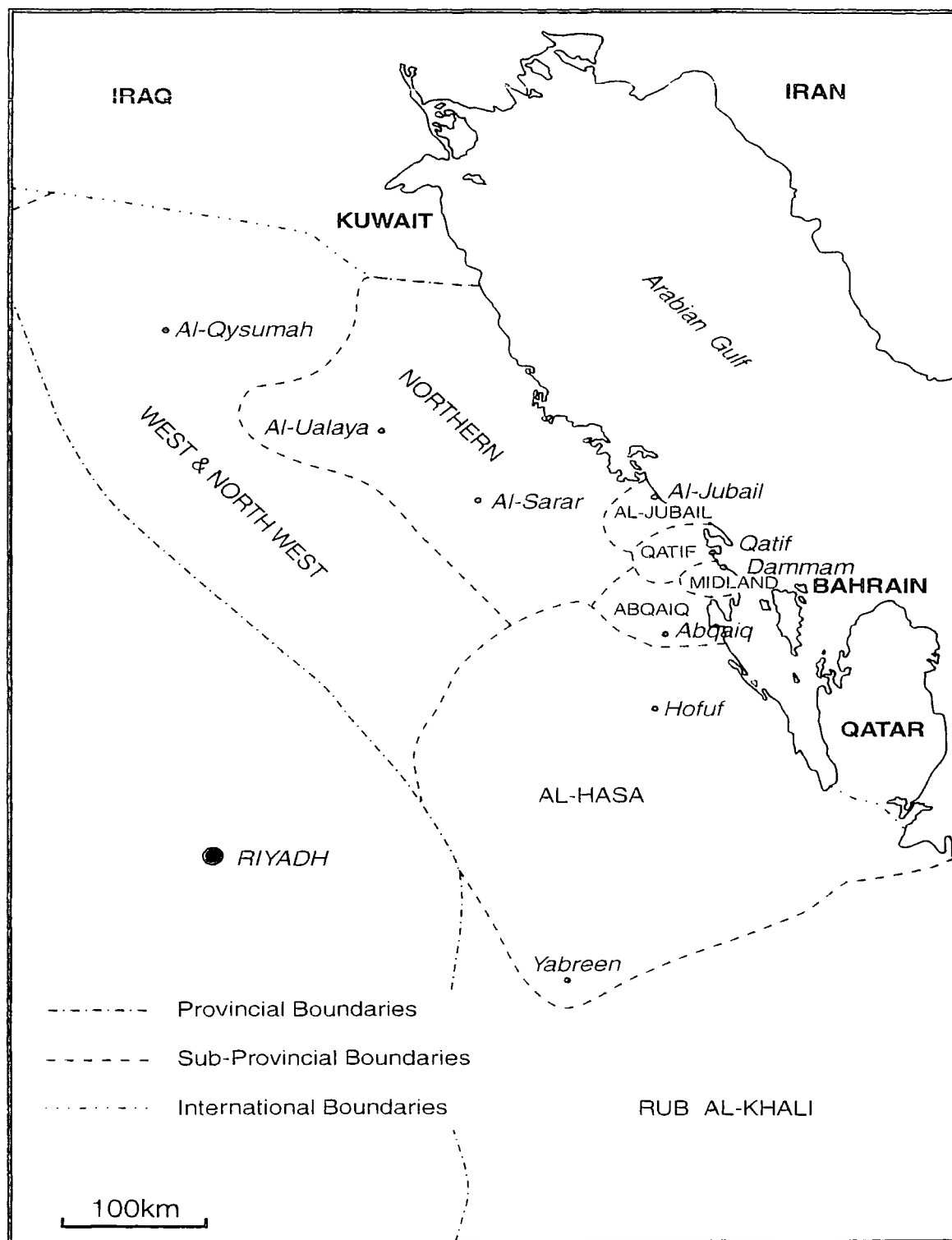
Source: Al-Shuaiby (1976)

#### 4.2 PHYSICAL SETTING AND CHARACTERISTICS OF PORT LOCATION

The populated area of the Eastern Province is divided into three main regions: coastal, northern, and southern including other sub-divisions covering an area of approximately 194,000 square kilometres (Figure 4.2). The land rises from east to west up to 700m. The Dahna Sands in the west form a natural border dividing the Eastern Province from the Central or Najd province. The entire Eastern Province extends from the Nufud Sands in the north, with a width of some 80km, to the Empty Quarter in the south, where the province is 1200km wide. The Summan Plateau and Dibdiba Plain on the north eastern side of Dahna Sands are where many nomadic or Bedouin tribes live. The southern part of the Eastern Province – the largest part – extends from Al-Hasa Oasis in the north, to the south edges of the empty quarter in the south, across Yabrine. Except for Al-Hasa, there are only a few urban settlements in this part and a few Bedouin settlements (Hijars) are scattered over the large area. The most populated region in the Eastern Province is the coastal sector, particularly the middle sector where more than 87 per cent of the coastal area population live, or about half of the total population of the Eastern Province. The industrial and other economic activities are heavily concentrated in this part. The generally featureless coastal plain is about 60km in width and largely covered with gravel or sand. The coast itself is extremely irregular as sandy bay, marshes, and salt flats merge almost imperceptibly with the sea (Figures 4.1, 4.3). As a result, the land surface is unstable; water rises in places almost to the surface and the sea is shallow and full of shoals and coral reefs for an extended distance offshore. Only the construction of long moles at the ports has opened the Saudi coast on the Gulf to seagoing tankers and large ships.

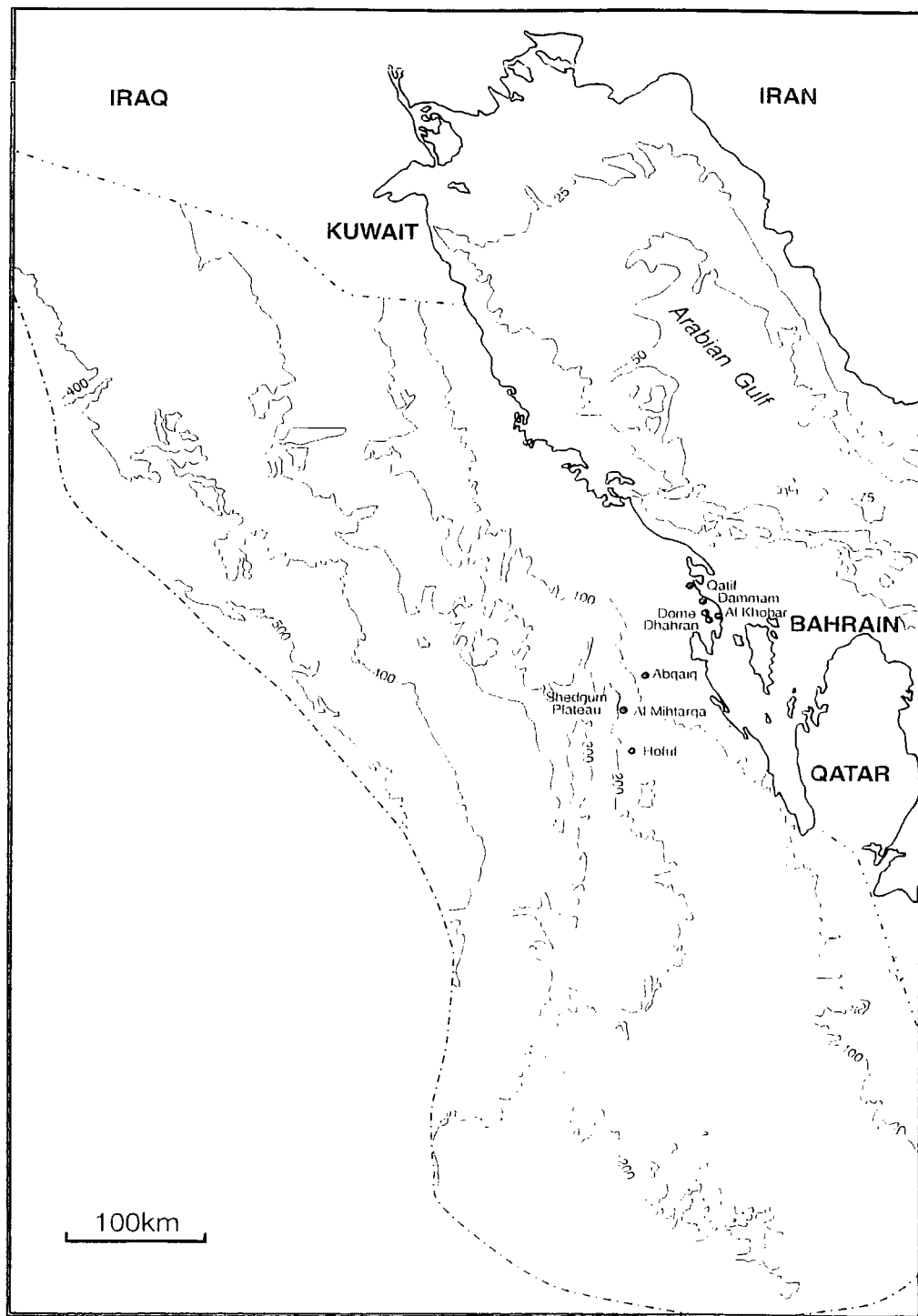


Figure 4.2 Divisions of populated area of Eastern Province



Source, Al-Shuaibi 1976)

Figure 4.3 Topographic map of the Eastern Province



Source, Al-Shuaibi (1976)

Extreme summer heat causes rapid evaporation and high levels of salinity; but the shallows support sea grass beds, and coral reefs grow in water up to fifteen metres deep. The greatest depth is about 100 metres on the Iranian side but the average depth is only 35 metres. The Gulf therefore contains a very small volume of water, which is exposed to intense solar radiation for much of the year, causing rapid evaporation and high salinity. It is therefore highly vulnerable to major pollution disasters such as the oil spill caused during the Iraqi occupation of Kuwait in 1990 (Facey, 1994).

The importance of the location of the ports studied in this thesis may be attributed to the following factors:

1. in comparison with other Saudi ports on the Gulf, there is a short distance to the deep water from all three ports of Dammam, Ras Tannurah and Jubail;
2. their central location in the most populated coastal area on the Gulf;
3. the site of each port on a small peninsula helps protect the ports from the effects of the desert and sand storms (Figure 4.1);
4. their location within the largest oil field reserves in the world.

### **4.3 POPULATION AND SETTLEMENTS**

As in all the other parts of the Kingdom, the Eastern Province includes all three types of population patterns or structures: nomadic tribes, village dweller and urban population. Unlike many other regions, the distinction between those three patterns is smaller due to the share of job opportunities and the similarity of the way of life in the new oil and industrial cities of Eastern Province such as Dammam, Jubail, Ras Tannurah and Al-Khubar. In the several decades since the 1950s, economic changes in the Eastern Province have transformed, probably forever, the nomadic

tribes of the region. From the early days of oil exploration and economic development, tribesmen were drawn into oil company activities, initially as guides and drivers and later as industrial sector employees. Since then, the National Guard has been a major employer, but tribesmen have also been increasingly drawn into other job opportunities.

Before modern times, permanent settlement in the Eastern Province was almost entirely confined to the towns and villages in the two oases of Al-Hasa and Qatif. At the beginning of this century, Al-Hasa Oasis was estimated to have about 67,000 inhabitants including 25,000 in Al-Hufuf, the biggest town, and 9,500 in the second largest town, Mubarraz. In 1985, it was estimated that Al-Hasa's population had reached 345,000. Now, according to the latest published census (1993), the population of the two biggest cities is 444,970.

Qatif Oasis on the Gulf coast was a maritime oasis – the largest on the Arabian shore of the Gulf, and indeed the only significant area of cultivation on the mainland between Kuwait and Dubai. Its population early this century was relatively small (about 26,000), of whom about 10,000 lived in the town of Qatif. The remainder lived in other smaller villages such as Sanabis, Dareen or Tarout. In 1993, the population of Al-Qateef was 98,920. This small increase over almost a century compared with other towns in the Eastern Province is probably largely attributable to the people in Qatif no longer preferring to work in traditional crafts such as cultivation or fishing and so on. They moved to the industrial and oil cities and settled there where better jobs and salaries were more easily available; therefore, the emigration from Qatif oasis to other industrial towns within the Eastern Province is the chief reason for this below normal increase of population over this long period of time. On the other hand, the small villages of Dareen and Sanabas are still flourishing in the Qatif oasis – still fishing ports with an active boat

repair industry. They were also home to a large community of fishermen and pearl-divers, whose 68 boats formed by far the biggest pearling fleet on the Saudi mainland. Jubail is located 50km north of Qatif Oasis. It is the second of the new industrial cities, and was a traditional fishing village when American oil men arrived in 1933, although it had not existed thirty years before. Up to 1974, Jubail was a small town of only 7,221 inhabitants. In 1987 the total population of Jubail was estimated to be 28,000. Because of its industrial projects and many job opportunities provided in these projects since the establishment of an industrial city in 1978, internal emigration to Jubail was increasing and it has been projected that Jubail will accommodate up to 350,000 at the end of the century (Mitra, 1977). According to the latest census figures (1993) Jubail's population has increased more than 18-fold over the past two decades, reaching 140,828 (Table 4.1).

According to William Facey (1994):

“When oil began to flow in commercial quantities in early 1938, Saudi Arabia had entered the oil business. This was the signal for a major influx of skilled employees from America and European nations into the Eastern Province. Construction of an oil port and refinery had been built by 1945 next to deep water at Ras Tannurah, where the Ottoman Government had once maintained a coaling station. Exports of oil began in early 1940 in a small quantity of not more than 20,000 barrels per day (bpd) until 1944. Later in 1949 oil production reached 500,000 bpd.”

Al-Shuaiby (1976) indicated that there was an active migration of people from other Saudi regions to the Eastern Province after the discovery of oil in 1938, but migration increased significantly after 1950, and increased again during the 1960s due to accelerated economic development in the Eastern Province. In great part, population growth in the Eastern Province resulted from immigration from other parts of Saudi Arabia. Due to the absence of census material about internal immigration, most information on this issue has been based on researchers' surveys. According to Al-Shuaiby (1976), the highest percentage of internal migrants to the



populated area in Eastern Province came from Al-Hasa region (33.2%) and Najd (Central Province) (24.6%) (see Chapter 6 for further details). There was no officially estimated population for Ras Tannurah from that time until the official census in 1974 when the population in Ras Tannurah reached 21,153, representing oil refinery and loading employees as well as employees in other support services and security. It appears that the increase in population over the two decades up to 1993 was small compared with other cities in Eastern Province (Table 4.1). This is clearly because of the decrease in the number of expatriates and because, for security reasons, residential expansion within the Ras Tannurah area is not allowed. Also, because number of people working in Ras Tannurah, had moved to live in Dammam or Al-Khubar to be close to the commercial and other entertainment facilities.

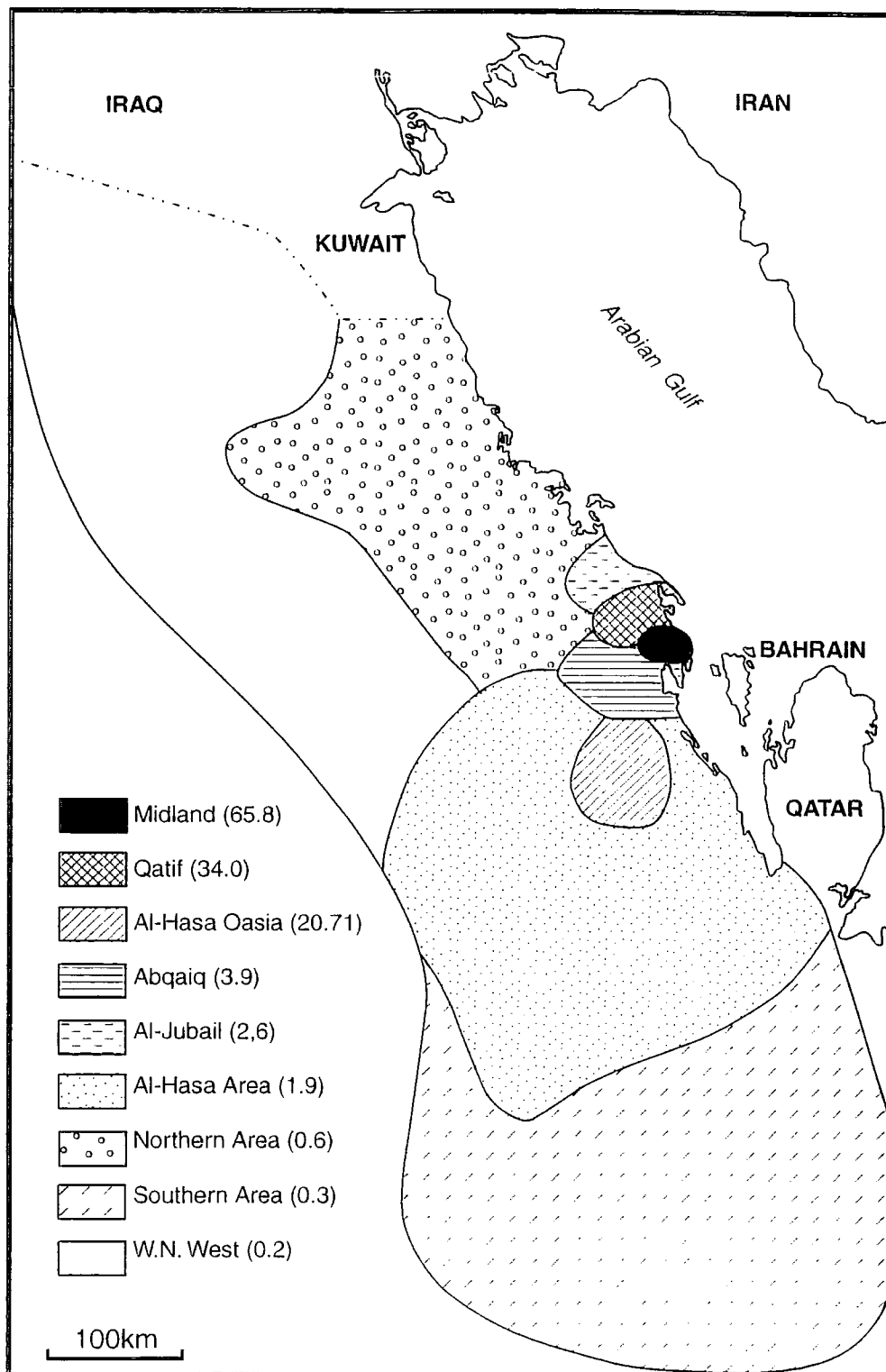
**Table 4.1 Population change in coastal cities of Eastern Province 1974 -1993**

City	1974	1993	% of increase
Dammam	124346	482321	288 %
Al-Khubar	43292	141683	227 %
Jubail	7221	140828	1850 %
Al-Khafjee	12519	49729	297 %
Al-Qateef	25510	98920	252 %
Ras Tannurah	21153	45471	115 %

source, Department of Statistics, census 1974,1993.

Dammam, capital of the Eastern Province since 1953, was a city in its own right, although so close to Al-Khubar and Dhahran that it took only a few minutes to travel between them. In 1982, the three were merged into a single city known as the Dammam region. In 1993, along with surrounding towns, these cities had a population of more than 800,000, forming the most populated area in Eastern Province (Figure 4.4).

Figure 4.4 Population density in the Eastern Province



Historically, approximately one third of the Eastern Province's population were town dwellers, the remainder divided between settled cultivators and the nomadic Bedouin tribes. Today, specifically in the coastal region of Eastern Province, the majority of people live in towns, accustomed to the comforts of suburban life.

#### **4.4 PORT SITES AND FACILITIES**

Dammam ( $26^{\circ}27' N$ ,  $50^{\circ}06'E$ ) is roughly eight miles north west of Ras Kawakib in the middle sector of the Saudi Arabian Gulf coast. The port of Dammam, which is known as King Abdulaziz port, is formed artificially on reclaimed land and connected by a causeway over the shallow water. This causeway extends approximately four miles north east from the coast. King Abdulaziz port comprises west and east ports, two deep-water basins and another basin for the ship-repair yard constructed in 1982. The port site is surrounded by coastal reefs and a number of islands such as Bahrain, Um Nasan and Kaskus Islands. This characteristic gave the port site physical protection from sea storms and major pollution disasters such as the oil spill caused during the Iraqi occupation of Kuwait in 1990-1991. To the north of Dammam, approximately six miles by sea, Ras Tannurah is located in the south east of a low-lying sand strip, less than  $\frac{1}{4}$  mile wide which extends about four miles north west, where it joins the mainland. The level of sand over coral is about 1m high, the reefs are south and west of Ras Tannurah, and they are sometimes visible.



The width of the strip extends to the north reaching ten miles from Ras Al-Juaymah to the western side of the strip. The port comprises of four piers and artificial sea islands consisting of four oil loading platforms. This site is probably fully occupied now by oil tanks and refinery units. There are few possibilities of further extension within this strip although this is just possible in the northern part of the recent port facilities where the residential area of Rahimah town exists, which is also known as Ras Tannurah. This shape provides secure control of this very important project. The extended distance inside the sea alongside this strip and construction of sea islands in the southern part of Ras Tannurah brought it close to the deep water and capable of accommodating huge ships and tankers (Figures 4.5 & 4.6).

Jubail port is located approximately 32 miles to the north west of Ras Tannurah. This port comprises a commercial port, an industrial port, a deep water tanker terminal, and a fishing harbour. The port area comprising the commercial and industrial harbours is protected on the north side by a broad causeway which extends 5 miles to the north east from the shores, 3½ miles north west from Jubail town. On the eastern and south eastern sides, the port area is also protected by three breakwaters. The tanker terminal occupies the breakwater extension at the east end of the causeway. This location is very close to the international sea lane and the deep water (20-30 metres deep) which facilitates receiving the large petrochemical, iron and steel carriers (see Figure 4.7).

Figure 4.5 Dammam and Ras Tannurah Urban Areas

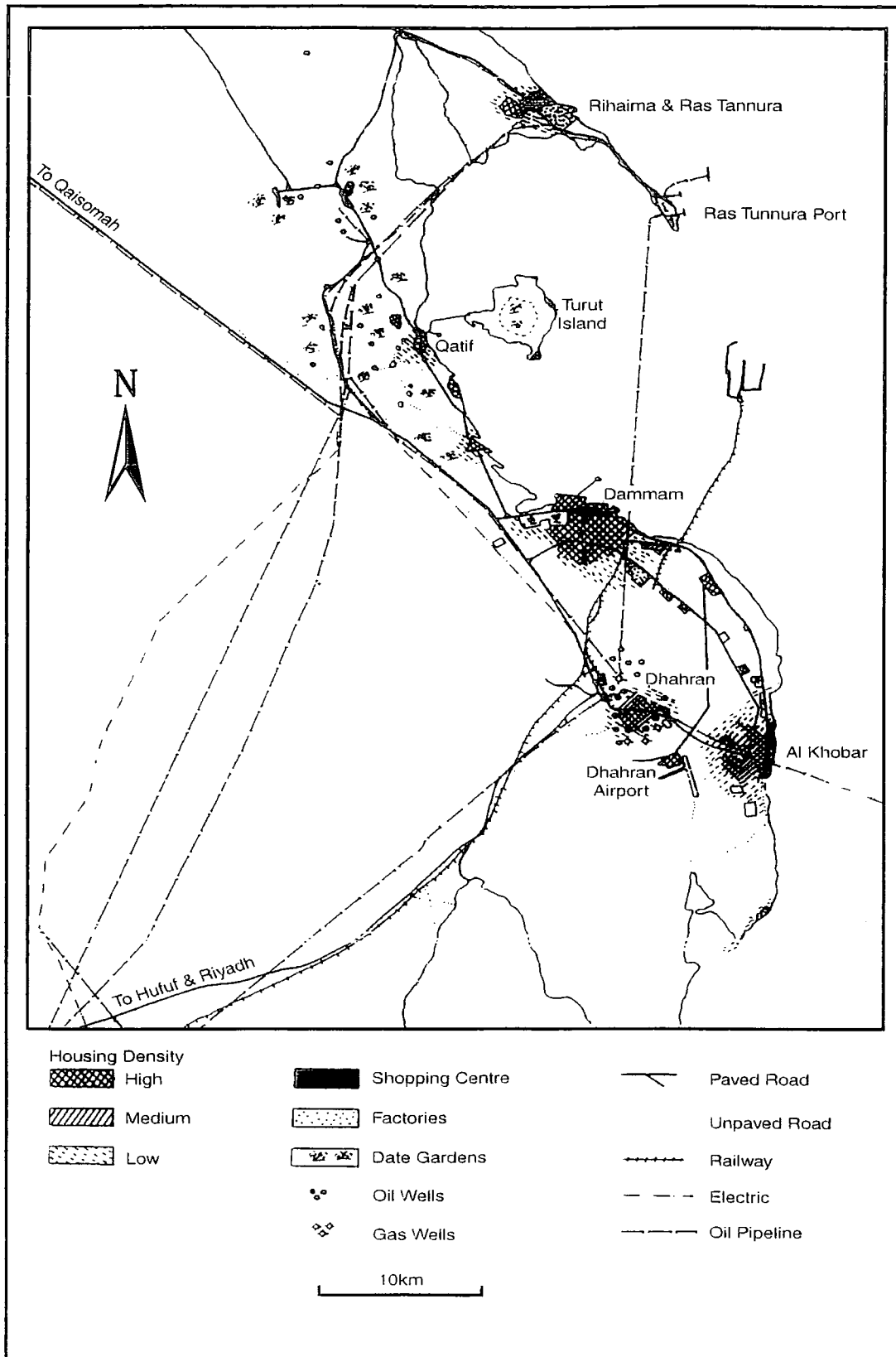
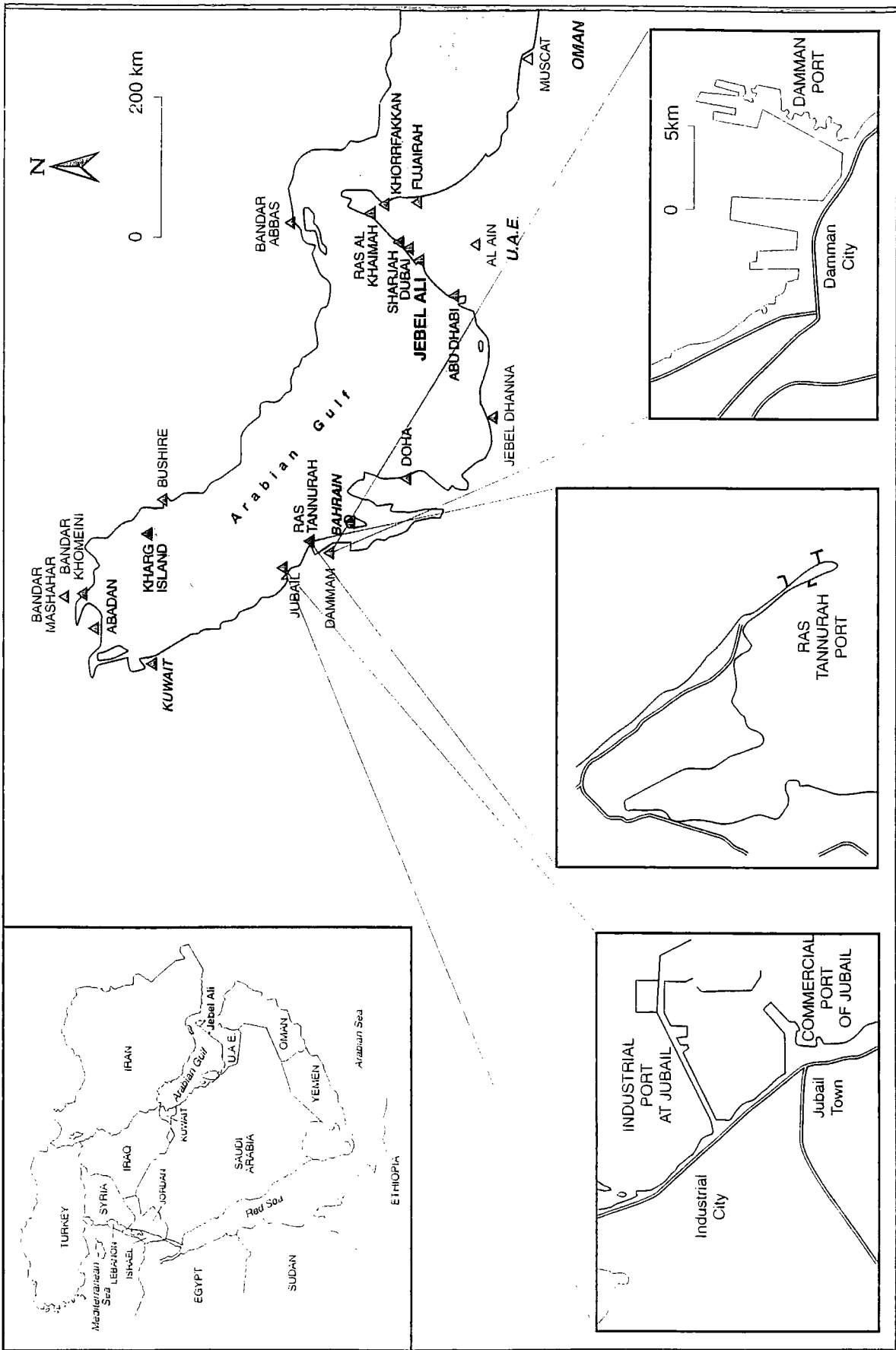


Figure 4.6 Port location in Eastern Saudi Arabia



#### 4.4.1 Berthing facilities

##### 4.4.1.1 Dammam

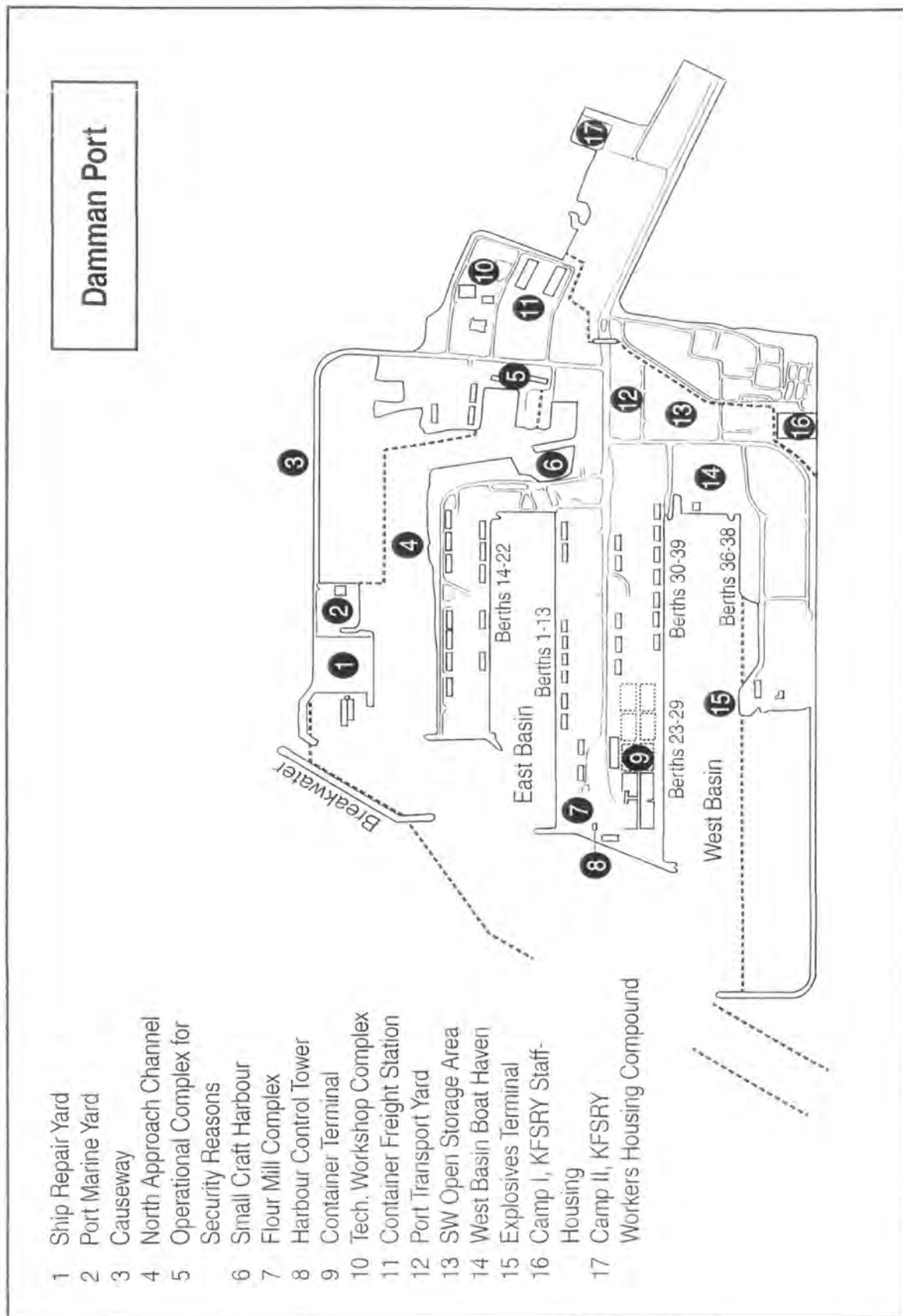
The Eastern Basin of King Abdulaziz port in Dammam consists of two quays 1,740 metres and 2,464 metres in length consisting of 22 berths which are used to handle different cargoes (see Table 4.2). The Western Basin also has a further two quays, the eastern one which is 2,760 metres long and consists of 13 berths, and the western quay which is 540 metres long and comprises 3 berths. To the south of the Eastern Basin, a further harbour has been constructed to accommodate small craft and barge traffic (Table 4.2 and Figures 4.6 & 4.7).

Table 4.2. Berthing facilities in Dammam port 1995

Berth No.	Length (metres)	Depth (metres)	Use
<i>East Basin</i>			
1	240	14	Grain
2-5	180	12	General Cargo
6-8	150	9	General Cargo
9	178	9	General Cargo
10	215	11	Loading
14-17	180	12	RO/RO, General Cargo
18-20	180	12	Bagged Cement
21	240	14	Bulk Cement
22	240	14	RO/RO, Containers
<i>West Basin</i>			
23-25	240	14	RO/RO, Containers Fruits and Frozen Food
36-39	240	14	General Cargo and Livestock

Source: Fieldwork, 1995.

Figure 4.7 Dammam Port



#### **4.4.1.2 Ras Tannurah**

On the west side of the Ras Tannurah strip is a partially concrete mole, 96m long with a depth of 5.8m used for the discharge of small crafts. Recently, this pier has been taken over by the Saudi Port Authority. Close to the north of the west pier lies an L-shaped oil pier with a depth of 5.5m and used mainly for fuelling small craft and loading coastal tankers. On the eastern side of Ras Tannurah strip, opposite the west pier, is the south pier. It is 366m in length and 32m in width providing four berths used for crude oil and refined products loading. North of the south pier is the north pier which is connected to the shore by a causeway which is 806m long and 34m wide providing six berths used for crude oil and gas carriers loading. Sea Island, 1¼ miles north east of the north pier, is comprised of four loading platforms with four breasting dolphins on each side used as support strength for loading facilities and joined by a catwalk extending about one mile providing eight berths for large tankers from 305-407 metres. All of these berths and loading facilities, except the small west pier, are operated directly by ARAMCO employees. For security reasons, contractors are not permitted to carry out operational activities on the loading berths which belong to ARAMCO other than for small, temporary jobs (see Chapter 5 for more details).

#### **4.4.1.3 Jubail**

The commercial port of Jubail has 16 berths. On the south eastern side of the quay are berths 1 to 8, with a total length of 1,725m. At the north east end are berths 9 and 10 which total of 300m in length. Berths 11 to 16 occupy the north west side of the quay. The total length of the commercial port is 3.85km with a depth alongside

the quay from 12-14 m. Al-Jubail fishing harbour is located within the commercial port and lies a short distance west of the roots of the south breakwater with a quay of about 300m in length and only a 3m depth alongside the quay. Of these berths, 14 are used to handle general cargo, and two are specialised to handle containers and RO-RO vehicles. At the industrial port of Jubail, the 23 berths can be categorised into five main groups: Open Sea Tanker Terminal (OSTT), Breakwater Berths, Petrochemical Quay, a 14 metre quay, and a 6 metre quay. The OSTT is designed to accommodate vessels of up to 300,000 tonnes, whilst the Breakwater and Petrochemical Quays can accommodate vessels up to 80,000 tonnes.

According to SPA (1993) there were 87 berths in Saudi Gulf ports. From the start of the 1970s until the late 1980s, Dammam ranked first among Gulf ports for average capacity and actual annual unloading per berth, and second for number of berths. Since then Saudi ports on the Gulf have faced fierce competition, particularly from Shuwaikh port in Kuwait when it became the best alternative for Iraqi imports during the first Gulf war between Iraq and Iran (1980-1988). Now due to the improvement of port facilities and procedures, competition facing Saudi ports comes from Emirate's ports. In number of berths and commodity discharged, Dammam port now ranks second only to Jeddah among Saudi ports on both coasts.

Table 4.3: Number of berths and commodity discharged in the Arab Gulf States

Port	Berths		Unloading 000 tonnes		Number of vessels arrived	
	No.	Year	No.	Year	No	Year
Jeddah	58	1993	14,680	1993	3725	1988
Dammam	39	1993	6,213	1993	1220	1988
Jubail Industrial & Commercial	16 + 23	1993	4,585	1993	133	1988
Yanbu Industrial & Commercial	9 + 23	1993	1,566	1993	64	1988
Shuwaikh (Kuwait)	18	1982	1,095	1988	133	1988
Salman (Bahrain)	16	1982	0,717	1988	881	1988
Dohah (Qatar)	9	1982	1,102	1988	395	1988
Jabal Ali	66	1982				1988
Rashid (Emirate)	35	1982	2,384	1988	515	1988
Qabuse (Oman)	6	1982	2,777	1988	1112	1988

Sources: Gulf Co-operation Council, General Secretary, Economic Annual Report, 1988

According to comments made by several operation principals, berthing facilities at commercial ports, apart from Ras Tannurah, are currently operating under actual capacity. This situation would lead to a reduction of port profitability as those facilities require annual maintenance. Maintenance expenses are often cut from port revenues. Thus, letting those facilities to the private sector would increase port profitability and create more job opportunities as a consequence.

#### 4.4.2 Navigation aids and marine facilities

Since 1990, new navigational networks and aids have been developed for the safety of ships sailing in Saudi waters. For example, a new navigational system, covering both eastern and western coasts of the Kingdom, has been established. In addition, each port has a fully operational radio station linked with the original navigation network providing a complete communication system for vessels and tankers calling at any Saudi port. To help ships calling at Jubail, and for other marine tasks, the port operates and maintains 23 specialised craft such as tugs, fire-fighting and mooring boats, pilot vessels, hydrographic survey ships, and pollution control boats. In addition there are facilities for identifying, tracking and monitoring the



movement of vessels (Table 4.4). Other navigation services are provided to the vessels' masters such as advice on channel and port conditions, congestion, weather, tides, and advice on the movement of other vessels.

**Table 4.4: Marine craft and equipment**

Equipment type	DAMMAM		JUBAIL*		*RAS TANNURAH	
	No.	size	No.	size	No.	size
Floating crane	1	200 T	1 1 1	200 T* 500 H* 250 H	1	50 T
Tugs	15		6		2	
Inspection launches	1		2		1	
Survey launches	1		1		1	
Fire float	2		1			
Mooring launches	4		6		3	1500 H
Pilot launches	3		5			
Buoy handling tender	1					
Garbage collection vessel	1					
Anti-pollution craft	4		1 2	5500 H 500 H	1	500 H
Floating incinerator	1					

Source, Field Survey, June, 1995

H (horse), T (tonnes), Jubail equipment includes both commercial and industrial ports

Ras Tannurah equipment only at SPA facilities

Marine facilities and navigation services offered differ from one port to another due to the different types of vessels coming to each port based on function. For example, huge vessels carrying oil or petrochemical products need different marine facilities and navigation services from container ships or other commercial vessels. This must be considered in planning port work training and recruitment when private sector takes over these services.

#### 4.4.3 Dammam port: cargo handling and storage facilities

Dammam port is the main dry cargo port of Saudi Arabia on the Arabian Gulf and contains several important features. For example, there is a major container

terminal consisting of five berths served by six gantry cranes and a back up area of 628,000 square metres giving the terminal an overall capability of handling around 600,000 TEUs (twenty-foot equivalent units) annually. There is also a grain terminal at the port where 4,500 tons per day can be discharged. The bulk grain silo on the port can store up to 800,000 tons. Another feature of Dammam port is its extensive cement discharge facilities consisting of three berths with silo vessels which together can discharge 21,000 tons per day and store around 82,000 tons of bulk cement. The container terminal is equipped with rail-mounted gantries, a container-storage area and control facilities. In 1993, the port of Dammam offered the services of 168 mobile cranes ranging from 13 tons lifting capacity to 200 tons in addition to 583 forklift trucks (Table 4.5). Those facilities would be sufficient bearing in mind that Dammam port now works below capacity and any more equipment than needed would reduce the port profitability. There are 13 covered warehouses at the port with a total area of 22,031 square metres, used mainly to store commodities which are affected by weather conditions such as frozen food, grain, livestock and so on. The other open storage facilities form 95.2 per cent of total storage land, measuring approximately 3,806,000 square metres and are located behind the berths and within the container terminal.

Table 4.5: Cargo handling facilities in Dammam port, 1990

Type	No.	Capacity
Forklifts	310	0-4 tons
Forklifts	115	5-10 tons
Forklifts	83	11-25 tons
Forklifts	30	Various
Total	583	
Mobile cranes	84	0-20 tons
Mobile cranes	82	21-90 tons
Mobile cranes	2	More than 90 tons
Total	168	
Container cranes	28	Various
Discharge units	32	0-6 tons
Discharge units	26	Various
Discharge units	4	200 tons/hour
Trucks	427	Various

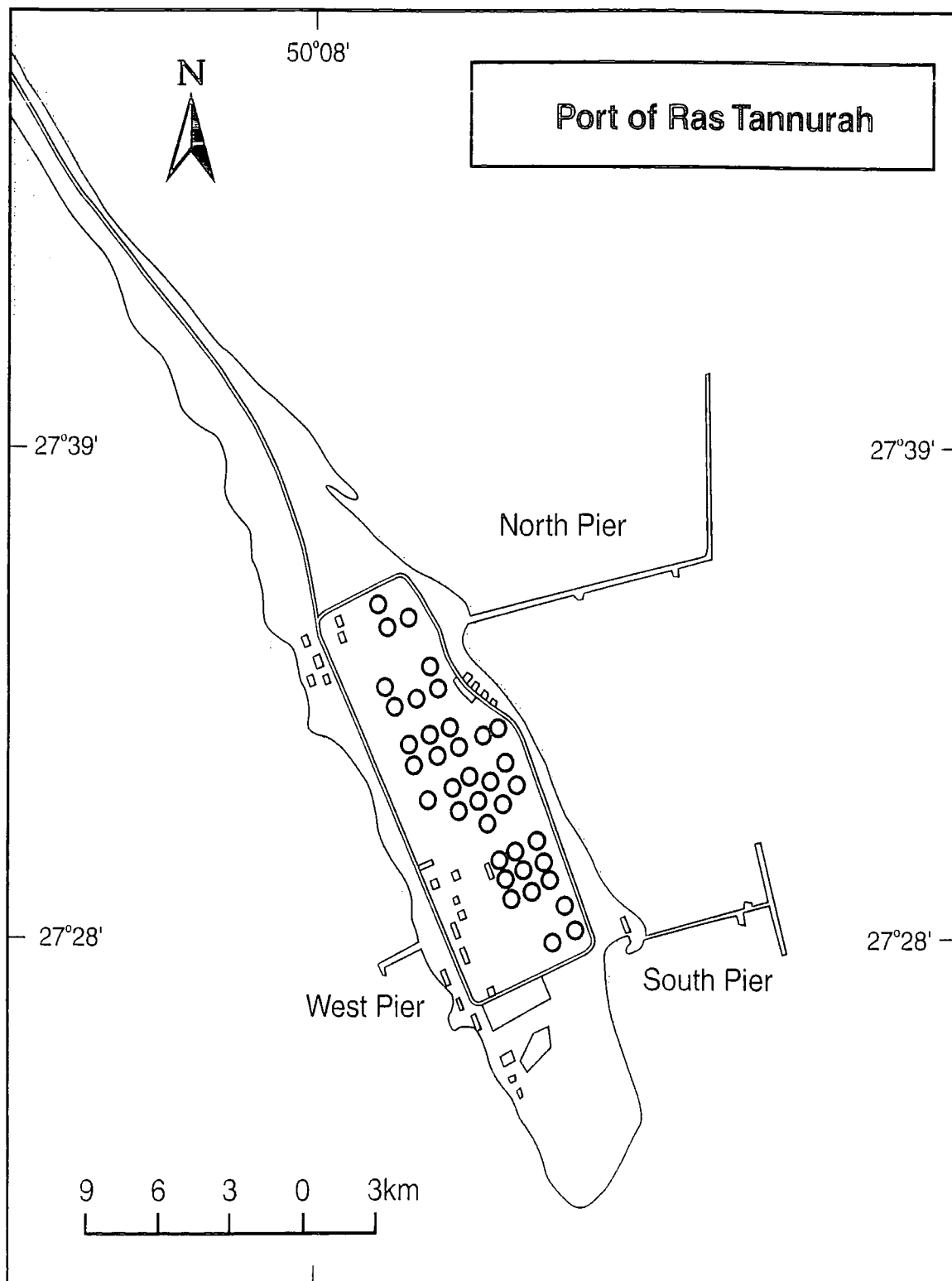
Source: Negamshi, Ports of the Kingdom of Saudi Arabia, 1993.

Most of the above equipment and facilities are operated by contractors, but they are owned by SPA. The workers who use those facilities are almost entirely non-Saudis; therefore, there will be a need to replace existing skilled operators with skilled Saudis through adopting training programmes to fulfil the need for national employees in these kinds of jobs.

#### **4.4.4 Ship repair facilities in Dammam port**

An extensive ship repair complex opened at Dammam port in 1984. The yard occupies 147,000 square metres of reclaimed land and is connected to the main port facilities by a 3km (2 miles) causeway. A repair quay, 400 m long, houses the yard's operations base. The yard is equipped with two floating docks capable of lifting 22,000 and 10,000 tons respectively. The ship repair yard can maintain and repair vessels up to 62,000 tons. The larger floating dock is equipped with two wing wall track-mounted revolving travel cranes, one at 24 tons capacity hoisting weight 25m/20m and an outreach radius of 30m. There is a training centre in the yard belonging to the contractor for training employees in the new skills of ship repair, maintenance and related marine services. Unlike other port training, training in the ship repair yard provides training side by side with practical experience, which all trainees actually need.

Figure 4.8 Ras Tannurah Port



#### **4.4.5 Ras Tannurah: port terminals and loading facilities**

The marine terminal at Ras Tannurah occupies the southern end of a partly man-made peninsula in the Arabian Gulf. It consists of four tank farms onshore and 16 loading berths for tankers offshore. Ras Tannurah terminal stores and ships all grades of crude oil, six refined petroleum products and two refrigerated liquefied petroleum gas (RLPG) products. The four Ras Tannurah tank farms are named the Terminal North Crude Tank Farm (TNCTF), the Terminal South Crude Tank Farm (TSCTF), the Terminal South Product Tank Farm (TSPTF), and the RLPG plant 59. The 16 offshore loading berths are in three locations: Sea Island (six berths), North Pier (six berths) and South Pier (four berths).

Crude oil is pumped from the terminal to Sea Island through two 48 inch loading lines. Operators can select up to two 1,500 horsepower booster pumps plus two big 8,000 horsepower shipper pumps to power each loading line. This combination can deliver up to 140,000 barrels of crude oil per hour through one of the loading lines. The terminal has the capability to berth and load 22 tankers at one time. It can also store over 52 million barrels of hydrocarbons in its tank farms, which include 123 storage tanks. Some of these tanks are massive in size and can hold up to 1.5 million barrels each. There are 84 loading lines from Sea Island to serve the tankers berthed offshore. To meet the world's growing demand for Saudi oil products during the mid-1970s, Ju'aymah crude oil terminal, 20km (12 miles) north of Ras Tannurah terminal, was constructed and began to serve the growing number of oil tankers. The 1980s brought about a new era for the terminal with the implementation of powerful computer technology. Since 1988 a digitally controlled

oil movement information system was installed at the Refined Products Tank Farm. This increased use of technology has continued throughout the 1990s. Therefore, operating these enormous complex facilities require high levels of skilled manpower. Thousands of technical training hours have already been logged by employees at all levels in the organisation. According to the port captain of Ras Tannurah port, over four-fifths of ARAMCO's workforce at Ras Tannurah and Ju'aymah terminals are Saudi nationals.

#### 4.4.6 Jubail: commercial and industrial cargo handling facilities

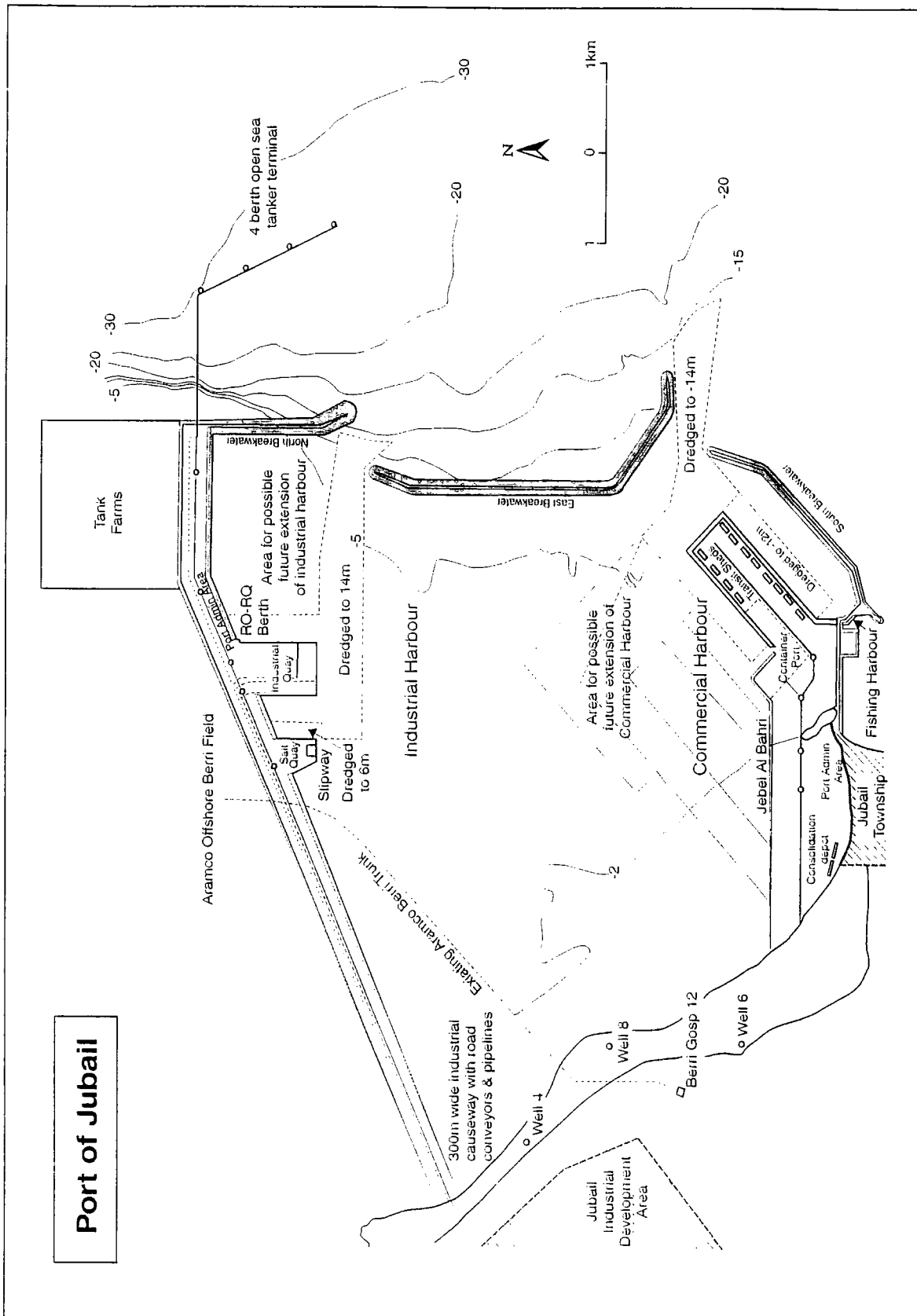
The commercial port facility at Jubail was developed to take delivery of the construction material requirements of the enormous Jubail industrial complex, the site for Saudi Arabia's primary and secondary petrochemical industries, which will eventually become a city with around 300,000 inhabitants. Jubail would also act as a relief port for the Dammam port. The 16 berths at the commercial port, which are capable of handling over 5.5 million tons per year, were equipped with a very high standard of cargo handling facilities as shown in Table 4.6, as well as covered and uncovered storage. Due to the end of congestion problems at Dammam port and the construction of Jubail Industrial City, the commercial port at Jubail is now used at less than its total capacity; and cargo handling facilities are not fully used.

Table 4.6: Cargo handling facilities in Jubail commercial port, 1990

Kind	No.	Capacity
Container cranes	4	30.5 tons
Fork lifts	174	35 tons
Mobile cranes	174	100 tons
Discharge units	6	1500-2500 horsepower
Tugs	9	various

Source: Negamshi, Ports of Saudi Arabia on the Arabian Gulf, 1993.

Figure 4.9 Jubail Port



There are a number of covered storage facilities at Jubail commercial port with a total area of 214,000 square metres and uncovered warehouses of 495,000 square metres. At the industrial port of Jubail, the causeway carries product pipelines. It also carries an iron ore conveyor system which extends approximately three miles (5km) from port site to Hadeed complex carrying iron ore to Hadeed site at the industrial city. It is also a main access roadway and specifically for transporting imported prefabricated plant to the industrial city. The refinery tank farm situated on the northern side of the causeway opposite the petrochemical Breakwater Basin has a total area of 1,726,000 square metres and provides product storage facilities for the refinery companies. The petrochemical tank farm provides 553,000 square metres of space for the storage of various petrochemical products.

The berths at the industrial port of Jubail are served by two 42 ton capacity ship unloaders feeding a conveyor system which runs directly from the berth to the Hadeed steel plant located some 15km (9 miles) away in the industrial city. Because the port was designed primarily for the handling of bulk cargoes, the range of cargo handling equipment is limited in comparison to ports designed to handle general cargo. Therefore, cargo handling in this port depends mainly on conveyor systems and pipelines.

#### **4.5 PORT TRADE DEVELOPMENT**

The main focus in this section is the development of trade in the ports studied according to their functions. For example, at the port of Ras Tannurah, the main activities are exporting crude oil and petroleum refined products. On the other hand, there are sometimes a few other imported cargoes discharged during the year, but they have little impact on the port function as an oil exporting port. In Dammam and Jubail commercial ports, very few petroleum products are discharged, despite the fact that the ports were designed as general commercial ports. Unlike Dammam



and Jubail commercial ports, King Fahad Industrial Port at Jubail was designed primarily to discharge and load industrial products, and all port facilities are for industrial cargo handling operations only. Thus, the following discussion of port trade is focused on the commodity handled in the ports according to the main function of each port.

#### 4.5.1 Commodity specialisation

In order to test whether port commodity specialisation was evident, the index of concentration formula was applied to data from the Saudi commercial ports in 1989. This formula was derived from Bruce Marti's study on Chilean ports (1985). The formula comprises two forms, one for the index of port commodity specialisation (IPCS), the other for the index of national commodity specialisation (INCS).

The basic formulae are:

$$\text{IPCS} = \sqrt{\text{CP}_1^2 + \text{CP}_2^2 + \dots + \text{CP}_n^2} * 100$$

$$\text{INCS} = \sqrt{\frac{\text{CN}_1^2 + \text{CN}_2^2 + \dots + \text{CN}_n^2}{\text{XP}}} * 100$$

Where:

IPCS = the index of port commodity specialisation

INCS = the index of national commodity specialisation

CP = the share of a particular commodity at a specific port

CN = the national share of a particular commodity at a specific port

XP = the number of different commodities handled at a specific port

Marti (1985) describes Index of Commodity Specialisation by the following:

"The merit of utilising indices rather than only percentage shares is that comparisons among ports could be performed. Each index of commodity specialisation was applied for imports and exports which allows one to make quantitative statements regarding the overall comparative importance of commodity specialisation or diversification at individual facilities. An index of specialisation of 100 indicates dependence upon a single commodity. As the index approaches 100, it represents an emphasis in a few commodities, while the inverse is true as it converges on zero."

The data based on SPA statistics 1990 was calculated by using IPCS and INCS formula. Results shown in Table 4.7 reveal that the index of port commodity specialisation for imports in the Saudi commercial ports ranged between 96.2 in Jazan and 58.6 in Dammam; the mean IPCS of 70.7 indicates the reliance on relatively few commodities. All of the Saudi ports achieved an IPCS greater than 50 or even 60; only Dammam was below 60, thus a high degree of import specialisation was apparent within all ports. Indices of national commodity specialisation INCS ranged between 1.4 in Jazan and 63.2 in Jeddah. The high index for Jeddah and Dammam would not be surprising because they are the major two import centres for most imported commodities. For data analysis of exports, IPCS figures varied between 100 for Yanbu and Jazan and 51.4 for Jeddah; a mean of 82.1 was higher than that for imports demonstrating higher levels of specialisation. Again, Jeddah and Dammam led all commercial ports in the dispatch of some commodities such as light industrial products, wheat and some other agricultural products. Ras Tannurah port was not included in this analysis due to the data restriction

**Table 4.7: Total Saudi port maritime commerce, 1990**

Port	Imports			Exports		
	Tons	IPCS	INCS	Tons	IPCS	INCS
Jeddah	9965	61.8	63.2	2241	21.4	64.1
Dammam	4532	58.6	28.2	1635	60.3	38.8
Jubail	1085	66.7	5.9	123	99.1	6.8
Yanbu	794	70.6	5.6	.353	100	0.1
Jazan	266	96.2	1.4	.589	100	3.1

Source: SPA, annual statistics, 1991

Table 4.8: Import tonnage; comparison all SEAPA commercial ports

Commodity	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994
Foodstuffs	9,936,287	11,236,947	11,876,301	9,457,229	9,168,838	9,043,804	10,090,024	11,145,157	8,504,705	11,174,961
Building material	7,548,840	4,998,277	4,063,323	3,301,080	3,096,408	3,111,828	4,300,422	5,162,721	5,896,690	4,999,213
Cement	6,216,684	4,687,900	3,296,123	683,796	186,850	215,720	183,556	291,828	3,349,830	3,934,474
Vehicles	632,554	391,753	444,512	572,713	494,950	573,194	929,272	962,380	433,655	320,370
Equipment	326,840	228,994	218,046	320,499	82,297	89,514	84,823	90,279	353,238	305,826
General cargo	3,878,867	3,591,607	3,677,438	4,306,169	3,623,659	4,140,545	4,843,074	4,906,635	5,256,075	4,859,660
<b>Total import</b>	<b>28,540,072</b>	<b>25,135,478</b>	<b>23,575,743</b>	<b>18,641,486</b>	<b>16,653,002</b>	<b>17,174,605</b>	<b>20,431,171</b>	<b>22,559,000</b>	<b>23,764,193</b>	<b>25,594,504</b>
<b>Total export</b>	<b>2,016,788</b>	<b>3,318,125</b>	<b>4,140,740</b>	<b>5,385,882</b>	<b>4,092,021</b>	<b>4,586,722</b>	<b>5,929,984</b>	<b>6,217,661</b>	<b>6,162,757</b>	<b>5,701,786</b>
<b>Total handled</b>	<b>30,556,860</b>	<b>28,273,603</b>	<b>27,716,483</b>	<b>24,027,368</b>	<b>20,745,023</b>	<b>21,761,327</b>	<b>26,361,155</b>	<b>28,776,661</b>	<b>29,956,950</b>	<b>31,296,290</b>
<b>Livestock (Head)</b>										
Sheep & goats	5,169,859	4,567,241	4,878,661	4,884,502	3,709,369	3,510,585	2,207,828	3,242,798	3,271,180	4,406,986
Cattle, calves & camels	64,371	52,429	60,824	47,548	38,803	26,287	26,431	29,715	45,246	74,812
Horses	11	20	23	10	4	20	52	13	58	5
Vehicles	265,596	120,370	151,939	166,695	165,904	196,750	288,101	319,675	264,086	197,717

Source: Kingdom of Saudi Arabia, Port Authority, *Annual Statistics*, 1994, p.7.

#### 4.5.2 Dammam: Commercial port trade development

Imports discharged at Saudi commercial ports rose from 1.8 million tons during 1970 to reach 6.1 million tons by 1975. Import tonnages continued to increase more than three-fold to 19.3 million tons by the end of 1978, then growing by 3.5 million tons per year on average. In 1984, import tonnages peaked at 41.4 million tons; then imports started to decline reaching 28.5 million tons at 1985 and only 16.6 during 1989 and rose again from 17.1 million tons in 1990 to 25.5 million tons in 1994 (see Table 4.8).

**Table 4.9: Imports; comparison of Saudi commercial ports 1980, 1984, 1988, 1994**

Port	1980		1984		1988		1994	
	000 ton	%	000 ton	%	000 ton	%	000 ton	%
Jeddah	13,503	50.5	20,831	50.3	11,818	55.1	6,595	59.0
Dammam	9,041	33.8	13,223	31.9	4,601	21.5	3,013	27.0
Jubail	1,415	5.5	3,005	7.3	2,925	13.6	0,781	7.1
Yanbu	1,332	4.9	2,740	6.6	1,559	7.2	0,671	6.2
Jazan	1,408	5.3	1,580	3.9	0,564	2.6	0,113	0.7
Total	26,737	100	41,380	100	21,468	100	11,174	100

Source: Quoted from Negamshi (1993) and SPA statistics, 1994.

Tables 4.8 and 4.9 reveal the following:

1. Construction materials including cement and other building materials made up the largest category of cargo accounting for 30 - 48 per cent of the annual import tonnage before 1988. This situation required specialised terminals in all of the Saudi ports to handle importation of construction materials, especially the import of bulk cement. The reason for declining imports of construction materials after 1988 was due, in part, to the local production of cement, and also to the completion of most of the giant infrastructure projects.

2. Foodstuffs, including rice, maize, sugar, barley and livestock (mainly sheep) were the other major category of cargo tonnage handled by the Saudi ports accounting for 34 - 54 per cent of imports from 1985-1994. This situation also necessitated the development of specialised terminals at the major commercial ports to discharge the imported foodstuffs effectively. These special terminals included berths for handling bulk grains and frozen cargo.
3. Imports via Dammam port decreased from 33.8% of the total imports to Saudi Arabia in 1980 to 21.8% in 1988. This might have been due to the Gulf becoming increasingly hazardous, and the existence of other alternative ports at Jeddah, Jazan or Yanbu on the Red Sea. The situation was reversed for Jubail port. Imports into Jubail port increased from 5.5% in 1980 to 13.6% in 1988 of total national imports. This was due to the fact that the imported cargoes to Jubail were necessary to the industrial activities of Jubail. No other alternative port could be conveniently used to discharge these cargoes. The situation reversed again after the end of the Gulf war in 1990 when the percentage of imports increased in Dammam to 27% in 1994 and decreased to 7.1% in Jubail.

#### **4.5.3 Ras Tannurah: crude oil and refined products**

In 1968, the loading capacity of Ras Tannurah port was 3 million barrels per day. In that year, 3,783 oil tankers loaded 805 million barrels of crude oil and refined products. In 1969, oil loaded increased by 12.9 per cent of the total loaded during the previous year, loading 909,237,693 barrels. From the beginning of the 1970s, export of crude oil and refined products fluctuated from time to time depending on the political and economic climate around the world. According to an ARAMCO

report (1985), the loading capacity in Ras Tannurah port reached six million barrels of crude oil and 600 thousand barrels of refined products per day at the beginning of the 1980s. Table 4.10 shows the increase in loading capacity in Ras Tannurah port since 1971 which continued until 1973 due to the beginning of the development plans and the need for extra funds for starting the proposed projects. After 1973, the increase percentage of oil loading declined to 17.4 per cent due to the cost of oil exports to certain countries during the Arab-Israeli war in 1973. After 1980, the data for crude oil loading from Ras Tannurah was released, however, only the number of oil tankers loading from the port was available (see Table 4.11). By comparing Ras Tannurah to the other oil exporting ports in Saudi Arabia, we can see the large gap between Ras Tannurah and other ports. The policy now is to diversify oil exporting ports on both the Gulf and Red Sea coasts.

**Table 4.10: Growth of oil and refined products loading in Ras Tannurah port from 1971-1980**

Year	No. of ships	Crude oil	Change %	Refined products
1971	3407	1,252,572,383	+37.0	180,407,995
1972	3734	1,684,343,473	+34.0	192,775,228
1973	4131	2,263,183,023	+34.0	203,048,515
1974	4479	2,659,338,559	+17.4	204,795,542
1975	3831	2,281,396,277	-16.5	166,182,361
1976*	4197	2,815,485,998	+23.4	202,287,203
1977	3787	3,027,438,347	+7.5	195,676,209
1978	3352	2,692,377,343	-11.0	193,007,563
1979	3861	3,107,347,333	+15.4	205,499,676
1980	3984	3,251,276,690	+4.6	220,758,174

Source: ARAMCO, *Annual Reports "Facts and Numbers"*, 1980.

\* data from 1976 includes loaded exports from Juaima terminal.

**Table 4.11: Tankers carrying oil and oil products by port 1991-1993**

Port	1991	1992	1993
Ras Tannurah	2720	2697	2228
Khafjee	81	186	175
Saud Port	-	2	35
Yanbu	-	-	519
Total	2801	2885	2957

Source: Saudi Arabia, *Statistical Yearbook*, 1992, 1993.

Yanbu, on the Red Sea, after being connected to the oil fields in the Eastern Province via the PETROLINE pipeline became the second largest oil exporting port in the Kingdom. Although tankers loading from Ras Tannurah decreased in number, the total number of oil tankers increased from 2,801 in 1991 to 2,957 due to the start of oil loading from Yanbu and the increased loading from Khafjee and Saudi ports on the northern Gulf coast. It seems now that ARAMCO is increasing its activities in oil refining and shipment via Yanbu due to the greater security in the Red Sea than in the Gulf, particularly since ARAMCO took over SAMAREC, the major refining oil company in Saudi Arabia. Most SAMAREC employees, whether at Yanbu, Jeddah or elsewhere, became ARAMCO employees. Thus it seems that increasing employment at ARAMCO ports is oriented to the West coast at Yanbu. Ras Tannurah will remain a major oil exporting port, providing all ARAMCO employees with training and work experience. According to many port principals, the number of employees is sufficient. ARAMCO wants western shipping companies to use Yanbu instead of Ras Tannurah. An official report on Yanbu oil terminal (1996, p.13) stated:

“Use of the Yanbu terminal provides enormous economies in Europe and North America. Ships bound for those destinations can save about 4,625 miles per round trip, compared with sailing around the Arabian Peninsula from the Eastern Province terminals at Ras Tannurah or Jua`ymah. Those terminals normally handle tankers bound for the Far East.”

#### **4.5.4 Jubail port: industrial and petrochemical trade**

Most of the petrochemical and refined products handled at the port are produced in the industrial city of Jubail and are exported (imports were only about 1.5%). The

products are pumped through pipelines from the industrial city to the port where they are stored in buffer tanks before being transferred to the ships.

During the period 1981-1992, exports increased from less than 500 thousand tons in 1981 and 900 thousand tons in 1983 to more than 17 million tons in 1988, 21.2 million tons in 1992 and up to 24.5 million tons in 1994. According to the port statistics (1982-1992) 88 per cent of the total cargo handled in the port was exports and only 12 per cent imports. Percentage distribution of exports and imports are shown in Table 4.12.

**Table 4.12: Percentage distribution of exports and imports in Jubail port by product 1981-1992**

Exports		Imports	
Petrochemicals	25.1%	Modules/heavy lifts	1.3%
Fertiliser	3.6%	Liquid feedstock	9.4%
Sulphur	10.3%	Solid feedstock	88.1%
Refined products	60.3%	Others	1.2%
Others	1.0%		
Total	100.0%	Total	100.0%

Source: *King Fahad Industrial Port in Jubail, A Decade of Achievement 1982-1992*, p.14.

#### 4.6 CONCLUSION

From discussion in this chapter, it could be said that in spite of the hard physical features of the Eastern Province, a large number of Saudi national migrants have settled in this region due to the job opportunities available. These are mainly in the ports on the Gulf Coast, the location of the major cities of the province, where there are most job opportunities for expatriate workers and Saudi nationals.



However, despite the modern facilities and large capacity in the ports established as a result of congestion problems in the 1970s, commercial ports are now operating below capacity and they are mainly used for imports. This consequently will reduce the port profitability particularly if those facilities require expensive annual maintenance which is often derived from port revenues. There have been calls for the development of non-oil dependent industry to reduce the gap between imports and exports in the commercial ports and increase port operation. This is not enough. It is now time for private organisations to be offered long lettings on those facilities, accompanying the increase of non-oil dependent industry to increase port efficiency and consequently secure employment. Those reforms of commercial ports must be combined with streamlining port regulations and procedures which are a main concern to many traders and foreign shipping company agents.

The exporting ports of Ras Tannurah and KFIP at Jubail both depend mainly on oil, even though it is very risky to depend on only one resource for port development. There are many possible ways to increase efficiency in these ports through the long period contracts with joint venture companies who use some of those facilities particularly at the industrial port in Jubail. During the field survey it was found that a number of joint venture companies had applied for operating such industrial berths. At Ras Tannurah, too, there are opportunities for joint venture companies, or some other form of private sector involvement, for operating the SPA harbour in Ras Tannurah regarding the shipment of locally or regionally refined products.

## REFERENCES

1. Al-Shuaiby, A. (1976), 'Development of the Eastern Province, with particular reference to Urban Settlement and Evolution in Eastern Saudi Arabia', Ph.D thesis, University of Durham, pp.111-135.
2. ARAMCO (1996), *An official report on Yanbu oil terminal*, Al-Mutawa Press, Dammam, p.13.
3. British Admiralty, (1982), *Persian Gulf Pilot* 12<sup>th</sup> ed., Hydrographer of the Navy, pp.53-217.
4. Bruce E. Marti (1985) 'Chilean ports: commodity specialization and potential for containerization', *The Professional Geographer*, Vol. 37, No. 3, August 1985, pp.320-328.
5. Candles Mitra International (1977), *Report on Jubail Project Plan*, Royal Committee for Jubail and Yanbu Projects, pp.23-76.
6. Facey, William, (1994), *The Story of The Eastern Province of Saudi Arabia*, Stacey International, London, pp.91-130.
7. Ministry of Finance, Department of Statistics, Saudi Arabia (1996) *Data of 1993 Census*, pp.2-14.
8. Ministry of Finance, Department of Statistics, Saudi Arabia, *Statistical Yearbooks*, 1992, 1993.
9. Negamshi, A.M. (1993) *Ports of the Kingdom of Saudi Arabia on the Arabian Gulf*, National Guard Publication, pp.213-275.
10. Port Authority, Saudi Arabia, *Annual Statistics 1982-1994*.
11. Port Authority, Saudi Arabia, *Annual Reports 1982-1994*.
12. Port Authority, Saudi Arabia, *King Fahad Industrial Port in Jubail. A Decade of Achievements 1982-1992*.
13. Secil Tuncalp (1992), 'Development of commercial ports in Saudi Arabia', *TWPR*, Vol. 14, No. 4, 1992, pp.371-389.

CHAPTER 5

**PORT MANAGEMENT AND LABOUR DEMAND**

- 5.1 INTRODUCTION
- 5.2 PORT MANAGEMENT
  - 5.2.1 MAJOR OPERATIONAL AUTHORITIES
    - 5.2.1.1 SAUDI PORT AUTHORITY (SPA)
    - 5.2.1.2 SAUDI ARAMCO
  - 5.2.2 PORT CONTRACTORS
  - 5.2.3 PORT USERS
  - 5.2.4 OTHER RELATED AUTHORITIES
    - 5.2.4.1 COAST GUARDS
    - 5.2.4.2 CUSTOMS
    - 5.2.4.3 PASSPORT ADMINISTRATION
    - 5.2.4.4 HEALTH AND AGRICULTURE QUARANTINE CONTROLS AUTHORITY
    - 5.2.4.5 QUALITY AND CONTROL CENTRE
- 5.3 PORT OPERATION
  - 5.3.1 SHIP REPORTING
  - 5.3.2 MARINE CONTROL AND PILOTAGE
  - 5.3.3 BERTHING AND MOORING
  - 5.3.4 CARGO DISCHARGING AND LOADING
  - 5.3.5 SAFETY AND POLLUTION CONTROL
  - 5.3.6 MAINTENANCE AND SHIP REPAIR
- 5.4 IMPLICATIONS OF NEW TECHNIQUES FOR PORT WORK, AND RESPONSES
  - 5.4.1 MANAGEMENT AND EMPLOYEES' RESPONSES
- 5.5 CONCLUSION

## **5.1 INTRODUCTION**

This chapter discusses the role of port operational and other port related organisations, notably the Saudi Port Authority (SPA), the main port operational authority, and ARAMCO, the major operator of Ras Tannurah port. Other operational organisations such as port contractors, port users and other ancillary authorities are also included (Figure 5.1). The reason for discussing the roles of these organisations is to show the range of activity and the employment opportunities provided, leading to the necessity for better port labour planning. This chapter also analyses the processes of port operation, and port work instruction, as well as the implications of new techniques on port work and labour skills.

## **5.2 PORT MANAGEMENT**

Three main organisations manage the ports in Saudi Arabia. Commercial and industrial ports are managed by the Saudi Port Authority (SPA), Ras Tannurah is managed by ARAMCO, and Khafjee oil port (not discussed in this thesis) is managed by Arabian Oil Limited (AOLCO).

### **5.2.1 MAJOR OPERATIONAL AUTHORITIES**

#### **5.2.1.1 SAUDI PORT AUTHORITY (SPA)**

Before the establishment of the SPA in 1976, the Ministry of Communications had been responsible for ports, as well as for roads and telecommunications. The SPA was created with the aim of reorganising Saudi ports on the most up-to-date management

principles. The main objective was to remove with some urgency all obstacles inhibiting the flow of imports into Saudi Arabia. According to Fayes Badr (1980), the first objective was to eliminate waiting times for ships calling at Saudi ports and all surcharges and demurrage charges imposed on cargo bound for Saudi Arabia. This target was hit on schedule by March 1977, within only six months of SPA's creation. The most important measures responsible for increasing the throughput of the ports to an acceptable level within such a short time span may be summarised as follows:

- A regulation was issued stating that all goods remaining in port 15 days after being unloaded would be liable to immediate auction.
- A 24-hour working day, seven days per week was introduced.
- A regulation was issued requiring all break bulk cargo discharged at Saudi ports to be palletised or unitised.
- All ships that had been in service for 15 years or more were banned from entering Saudi ports unless they could provide certified cargo gear which met the productivity requirements of SPA.
- All ships were required to obtain berthing permission before leaving their port of embarkation and to keep the Port Authority informed of their schedules (using a ship appointment system).

In addition to organisational changes, steps were taken to improve cargo handling equipment and storage facilities at existing berths. Cargo handling improvements were achieved mainly by mechanisation and standardisation. Mechanisation involved heavy investment in modern capital intensive operations at all major ports. Standardisation covered the Port Authority's purchasing policy of systematically reducing to a

minimum the number of manufacturers and suppliers of equipment in order to simplify purchase and administration, training, maintenance, spare parts storage, fuelling, lubrication, etc..

However, the Saudi government is currently trying to pass the operation of public enterprises to the private sector, and many port terminals will be operated in future by private companies. According to a Reuters' report of 2 April 1997, the Saudi Arabian government has agreed to allow the private sector to take over operation, maintenance and management of docks and equipment used by the SPA. Operation of the ports would then be run on a commercial basis. The SPA would retain its supervisory role over all ports to ensure against unacceptable rises in handling fees. According to this report, in spite of privatisation, more Saudi nationals would be employed through government strategies to replace expatriate workers. However, the private sector is a long way from providing jobs acceptable to most Saudi nationals regarding salaries, promotion, working hours or job security (more discussion in Chapters 9 and 10). If a private sector take-over is finally agreed, this could mean that some Saudi employees of SPA working in port management may lose their jobs, and more foreign workers might be employed, as hiring expatriate employment would be cheaper and easier based on employer views. According to the port statistics collected from various sources during the field work (June-October 1995), 762 Saudi nationals at Dammam port are employed as casual workers or hour system day workers. These workers would be susceptible to job losses at the SPA or would be transferred to the private sector who will take over SPA's operational work. This issue should be seriously considered by the decision makers in order to achieve successfully both Saudi'ization and privatisation in ports. Sherman (1995) concluded that private sector participation

is needed in port operation both to relieve government of heavy financial responsibility and to promote investment and efficiency. On other hand, he insisted that privatisation carries risks that must be carefully considered before decisions are made:

“Determination must be made as to what if any role should be retained by the public sector; what restrictions or limits should be placed on private operators; and what safeguards are needed to prevent abuses.”

Table 5.1: Composition of personnel at Dammam port (Port Management) 1995

Origin	Employment Status	Number of Employees
Saudi	Regular registered personnel (ranks 1-15)	391
Saudi	Services system personnel (ranks 31-33)	2
Saudi	Casual personnel	762
foreign	Regular contracting Staff	7
foreign	Casual personnel	227
Total		1389

Source, non-published figures provided by SPA, Personnel Affairs, July 1995

### 5.2.1.2 SAUDI ARAMCO

Saudi ARAMCO is both the world's largest oil producing company and foundation stone of the Saudi economy. According to William Facy (1994), it is the major employer in the Eastern Province with a workforce of 43,500, including some 11,500 expatriates, a figure which is steadily being reduced as the Saudi'ization programme takes effect. It was estimated that the oil and gas industries directly employ about one-fifth of the Eastern Province workforce. Saudi ARAMCO divides its oil operations into two areas. The southern area, administered from Abqaiq, is the major processing centre for crude oil and natural gas liquids (NGL). The northern area, administered from Ras Tannurah, is where the crude oil and refined products are stored and shipped to the rest of the world. Saudi ARAMCO carries out most of its own operational activities at Ras Tannurah Port including refinery, storage, and loading using its own highly skilled employees. Smaller jobs are carried out by contractors



Table 5.2 shows that ARAMCO's employees formed 58 per cent of the total employees at Ras Tannurah Port in 1993. In 1995, this number had fallen by more than 100 workers. This reflects both the need to reduce operational costs, and the increased use of new techniques in marine control and mooring of vessels as well as oil loading and refining. Regarding the employment of national workers, ARAMCO played an exemplary role in the recruitment of national manpower. According to ARAMCO's Terminal Department (1992) over four-fifth of the workers in Ras Tannurah terminals are Saudi nationals in most employment categories (see Table 5.3). Only 39 (7.4%) out of 533 ARAMCO employees in Ras Tannurah are non-Saudis.

Table 5.2: Total employment of Ras Tannurah Port 1993

Sector	Number	Percentage (%)
ARAMCO	648	58.4%
Contractors & Ship Agents	281	25.3%
Coast Guards	81	7.3%
Port Management (SPA)	68	6.3%
Customs	18	1.6%
Others	12	1.1%
Total	1108	100%

Source: Field Work, July, 1995.

Table 5.3: Composition of ARAMCO Employees in Ras Tannurah 1995

Category	Saudi		Non-Saudi		Total
	No.	%	No.	%	
Administrative employees	14	93.3	1	6.7	15
Engineers & Technicians	31	91.0	3	9.0	34
Marine Services	63	72.4	24	27.6	87
Inspectors & Operators	137	100.0	00	00.0	137
Security Officers	76	100.0	00	00.0	76
Manual Employees	173	94.0	11	6.0	184
Total	494	92.6	39	7.4	533

Source: Field Work, July, 1995.

### 5.2.2 PORT CONTRACTORS

There are three types of contractual bases for port operation and other port related activities. Firstly, lease contracting for management, operation and maintenance of certain parts of the port facilities. In lease contracting, the contractor is responsible for all of the above works as well as financial resources collected from the shipping agents or any other revenues or fees. This type of contractor will benefit from a percentage of the financial revenues of SPA. Ali Reza Delta Transport Company at Dammam Port is an example of this type of contractor. It is now the contractor for the operation, management and maintenance of the main container terminal, container freight station, refrigerated container inspection facilities at the terminal, and an integrated cargo handling operation. The second type of contract is usually for a long period of time (30 years) on a long-term letting basis. Specialised berths were designed to handle specific commodities or industrial products and leased to national or multinational industrial companies in Jubail and Yanbu. All of the companies under this type of contract using the King Fahad Industrial Port at Jubail are classed as port users in this study and will be discussed in section 5.2.3. The third type of contractual basis is for services such as cargo handling operations, maintenance and safety. An example of this type of contractor is Globe Marine Services, which provides cleaning and maintenance services for SPA. To carry out these services, the contractor employs 727 workers, only 45 of whom are Saudi nationals due to the employer's views about low productivity and commitment among Saudis, and the lower cost of hiring foreign workers (detailed discussion in Chapter 9). It would appear, then, that the third type of contractor employs the smallest proportion of Saudi nationals. This type of contract will be discussed further in later chapters.

Bird (1971) argued:

“It is worth making a distinction between three different basic kinds of port operation: all-comers common users; programmed common users; and programmed tied user. The first applies to a berth that is freely available to

all ships that are willing to pay; the second type comprises the berths that are used by similar class of ships on a regular basis; and the third is where the operator of the terminal also operates the ship, perhaps through an associated company. The first type is every where giving way to the other two types, but it is the first type - the all-comer common user berth that gave rise to casual employment."

According to port statistics for 1994, Table 5.4 shows that the top three port contractors employed 3,569 workers, of whom only 9.7 per cent are Saudis. The low proportion of Saudi nationals in technical and manual positions at these companies might be understandable in terms of the lack of skills or social considerations, but it is surprising that even in managerial and clerical jobs under 20 per cent were Saudis. Regarding nationality, employees from eight countries were employed by port contractors. The highest proportion was from India, forming 69 per cent (2,437 workers) of the total (Saudi and foreign) employees in these companies. Although Bangladeshi and Sri-Lankan workers seem to be attractive because of their lower salaries, employers in Saudi Arabia prefer Indians because of the ease of recruitment and visa procedures, and the Indian nationals' alleged high efficiency in comparison with these two other nationalities.

As mentioned earlier in this chapter, Ras Tannurah Port is operated mainly by ARAMCO. None of the port facilities are operated by private organisations chiefly for security reasons. There are only a few tasks that can be handled by contractors, and then only under the supervision of ARAMCO and the port security authorities. For example, Zamil Marine Company manages and operates a small floating dry dock at Ras Tannurah for ARAMCO, which it also designed and built. In addition it manages 20 offshore jack-up barges, three repair vessels, four supply boats and six floating

accommodation barges and maintenance vessels for ARAMCO to support the latter's offshore exploration and production activities.

**Table 5.4: Manpower distribution of port contractors at the Saudi Eastern ports 1994**

DELTA (DAMMAM PORT)								
Employment Category	Saudi		Non-Saudi		Total	Nationality	No.	%
	No.	%	No.	%				
Managers & supervisors	43	46.3	50	53.7	93	Indian	519	58.4
Clerks	27	25.8	78	74.2	105	Pakistani	84	9.5
Technical	94	21.0	354	79.0	448	Filipino	68	7.6
Labourers	00	00.0	242	100	242	Sri-Lanka	38	4.3
						British	7	0.8
						Korean	5	0.6
						Dutch	1	0.1
						Others	2	0.2
<b>Total</b>	<b>164</b>	<b>18.5</b>	<b>724</b>	<b>81.5</b>	<b>888</b>		<b>724</b>	<b>81.5</b>
GLOBE MARINE (DAMMAM & JUBAIL PORTS)								
Managers & supervisors	5	7.3	64	92.7	69	Indian	696	64.0
Clerks	2	22.3	7	77.7	9	Bangladeshi	95	8.8
Technical	40	16.0	209	84.0	249	Filipino	63	5.8
Labourers	1	0.2	758	99.8	759	Sri-Lanka	49	4.6
						Egyptian	21	1.9
						Sudanese	7	0.6
						Others	107	9.8
<b>Total</b>	<b>48</b>	<b>4.5</b>	<b>1038</b>	<b>95.5</b>	<b>1086</b>		<b>1038</b>	<b>95.5</b>
GULF STEVEDORING (DAMMAM PORT)								
Managers & supervisors	24	13.0	181	87.0	205	Indian	1222	78.6
Clerks	16	10.0	144	90.0	160	Bangladeshi	197	12.7
Technical	51	9.5	489	90.5	540	Sri-Lanka	13	0.9
Labourers	3	0.5	647	99.5	650	Pakistani	10	0.6
						Filipino	8	0.5
						Egyptian	3	0.1
						Others	8	0.5
<b>Total</b>	<b>94</b>	<b>6.1</b>	<b>1461</b>	<b>93.9</b>	<b>1555</b>		<b>1461</b>	<b>93.9</b>
TOTAL								
Managers & supervisors	72	19.7	295	80.3	367	Indian	2437	69.0
Clerks	45	16.5	229	83.5	274	Bangladeshi	292	8.3
Technical	185	15.0	1052	85.0	1237	Filipino	139	3.9
Labourers	4	0.3	1647	99.7	1651	Sri-Lanka	100	2.8
						Pakistani	95	2.7
						Egyptian	24	0.8
						British	7	0.1
						Korean	5	0.1
						Others	124	3.6
<b>Total</b>	<b>306</b>	<b>8.7</b>	<b>3223</b>	<b>91.3</b>	<b>3529</b>		<b>3223</b>	<b>91.3</b>

Source: Field Work, July, 1995.

### 5.2.3 PORT USERS

In this section, port users include all companies using King Fahad Industrial Port in Jubail who have long-term contracts with the Royal Commission in Jubail and Yanbu for land lease including their manufacturing sites and berths. The length of these contracts extends to 30 years before being subject to renewal. According to an interview with the Director of the Operations Department at Jubail during the field work in July 1995, the long period lease contract is now applied in the industrial port because all berths were designed to handle specific commodities which are always produced in or imported for specific companies in the Jubail industrial complex. Thus, the industrial port is now working at over 50 per cent of its capacity. On the other hand, Jubail commercial port works under 30 per cent of its actual capacity. This is might be due to the facilities provided for commercial commodity handling and transportation at Dammam port which makes it preferable among traders particularly taking into account the railway link with Riyadh. Although the commercial port is considered a relief port for Dammam, it could serve both as a relief port and as a profitable port in its own right, were the operational capacity increased by letting the unused berths. Many private sector companies are now seeking long-term lease contracts to operate the port. This could create more jobs not only for port operational activities but also for other port related industries. The most pressing step now is extension of the railway to Jubail to encourage traders to use this port.

Regarding employment of port user companies in 1995, Table 5.5 shows that despite the large number of companies now using the industrial port (13 companies), only 301 workers are employed, This low number of employees might be due to the application of high technology and new methods of cargo handling in the new port facilities, particularly handling bulk materials. The highly skilled Saudis employed at those multinational companies form 79 per cent of total employees at the industrial port.

Saudi nationals are highly satisfied with many of the employment and working conditions in these companies. Thus, more Saudi nationals are seeking employment at these companies every year (further details will be discussed in Chapters 6-9).

**Table 5.5: Manpower distribution of port user companies at Jubail Industrial Port 1995**

Company	Type of Activity	Saudi Employees	Foreign Employees	Total Employment
ARAMCO	Sulphur Handling	33	-	33
SADAF	* Import and Export	15	1	16
HADEED	Iron Ore Handling	15	16	31
SAMAD	Urea Handling	39	2	41
AR-RAZI	Methanol Handling	14	2	16
IBN SINA	Methanol Handling	0	4	4
KEMYA	Butane and Hezene Handling	4	4	8
SASREF	Refined Products Handling	29	8	37
SHARQ	Mono-Ethylene Handling	19	3	22
PETRO KEMYA	Ethylene Handling	31	4	35
IBN ZAHR	Exports of Buthyl Ether	7	5	12
SAFCO	Urea Bulk & Bags Handling	17	12	29
IBN AL BAYTAR	Ammonia & Related Products Handling	15	2	17
<b>TOTAL</b>	<b>No.</b>	<b>238</b>	<b>63</b>	<b>301</b>
	<b>%</b>	<b>79</b>	<b>21</b>	<b>100</b>

Source: Field Work, July, 1995.

\* Comprising import of Phosphoric Acid and Benzene, and export of Ethanol, Caustic, Styrene and Ethylene.

#### 5.2.4 OTHER PORT-RELATED ORGANISATIONS

This section analyses the work of other government authorities that affect port operations and other port-related activities. According to the managers of some port contractors, particularly in the commercial ports, the very complicated procedures of some government authorities working in the ports have caused problems by delaying the handling of certain types of commodities which can be affected by weather conditions, such as foodstuffs, livestock and so on.

#### **5.2.4.1 COAST GUARDS**

This is a military organisation responsible for the security of all checkpoints along the coastline, including ports. It proved to be extremely difficult to obtain precise figures for employment in this authority, but it could be said that employment within this authority, as with all military authorities, is very largely restricted to Saudi nationals. All employees at the ports must obtain from the coast guards individual and car entrance permits to any site within the port. For security reasons, sometimes employees of certain nationalities are not allowed these permits. This can cause problems for many port contractors as they employ expatriates of various nationalities. For example, during the second Gulf War (1990-1991), Sudanese, Yemenis, Jordanians and Palestinians were prevented from entering Saudi ports because of the sympathetic attitudes of their respective countries towards the invasion of Kuwait. This interrupted the work at the ports as it was difficult to replace those workers by others of different nationalities at such short notice. There were also a few complaints by many port employees about the exaggerated checking at the gates by the coast guards, which usually caused delays to employees getting to work or in transportation of cargo out of the ports.

#### **5.2.4.2 CUSTOMS**

Unlike many other countries in the world, the role of customs in Saudi Arabia goes to far greater lengths to check for all alcoholic products, drugs or any publications inconsistent with Islamic customs and teachings. This government organisation is the only one to hire female employees, usually working as managerial or clerical officers

on separate sites. Customs inspection, in addition to the aforementioned duties, includes collecting taxes for all taxable imported commodities. Customs work in Saudi ports, therefore, appears to be extremely heavy in comparison with that in other countries. In the three studied ports, there were only 136 customs employees (115 male, 21 female). The insufficient number of customs officers who work outside the normal daytime working hours (08:00 – 15:00) creates problems in commodity discharge. Traders often complain from the delay of customs inspection which clearly due to the insufficient number of inspectors. This delay always affects their commodity, particularly if it comprises food or frozen products. To facilitate port operational activities, steps need to be taken to increase the number of customs officers.

#### **5.2.4.3 PASSPORT ADMINISTRATION**

Passport Administration is another military authority dealing with passengers and crew of all ships calling at the ports. One of the complaints of shipping agents and crew was regarding the regulations made by the authorities which states that all crew must remain inside their ships during discharge or loading except for medical or other urgent reasons. In order to encourage more international maritime lines and increase port revenues, these regulations should be reconsidered as suggested by many traders and port principals to increase the port revenues. In fact, Passport Administration's role regarding passengers in the studied ports was very limited because none of the ports is used for passengers, unlike Jeddah, Yanbu or Deba on the Red Sea, where passengers arrive for Hajj (pilgrimage), or to cross the Red Sea to Safaja in Egypt from Deba, north east of Saudi Arabia. Passport Administration could play an important role in



increasing the port economy or employment and to increase port revenues, by facilitating the procedures and regulations regarding shipping agents and crew to encourage other maritime lines to call at Saudi ports and to give the crew temporary entrance permits.

#### **5.2.4.4 HEALTH AND AGRICULTURE QUARANTINE CONTROL**

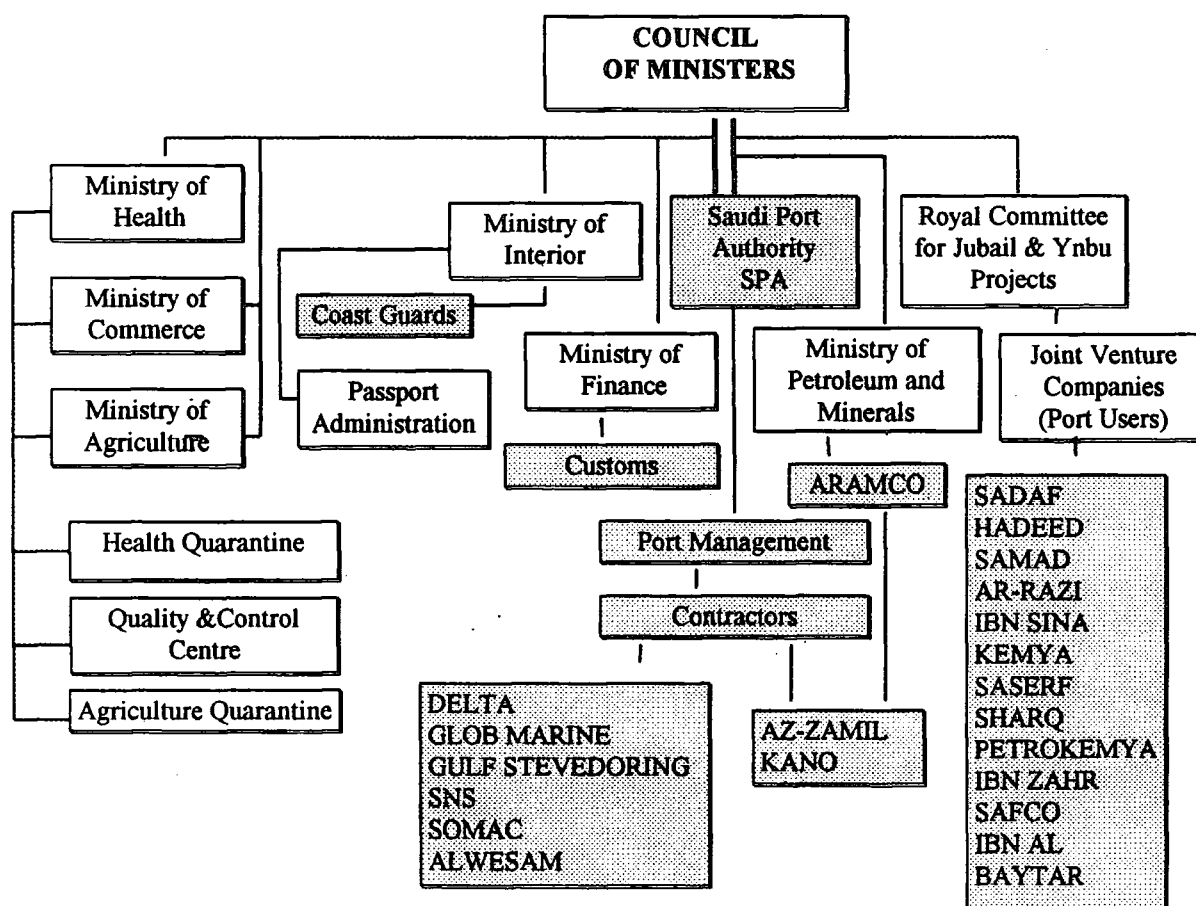
##### **AUTHORITIES**

These two small government authorities have a small number of employees who are all skilled. The main task of these two authorities is to check on all foodstuffs, medicine and livestock and to ensure that commodities are free from radiation. Livestock are kept in covered storage and checked by the agriculture reserve. The procedures of these reserves are usually simplified and no complaints were made by shipping agents, except for one complaint by an Australian livestock ship in late 1992, the cargo of which included a few sheep which were carrying a particular animal disease. This ship was not given a permit to discharge its load of livestock. These kind of complaints, particularly by Australian ships, cause political tensions between Australia and Saudi Arabia, because the entire cargo of livestock would be lost even if only a few sheep failed to satisfy the Agricultural Quarantine Authority standards. Employees from these two authorities were not included in the study sample because they are subject to change from time to time, but they numbered between 13 and 37, mainly graduates of an agricultural and health colleges or secondary institutes.

### 5.2.4.5 QUALITY CONTROL CENTRE

The Quality Control Centre (QCC) is a government agency responsible for checking on non-food products unloaded at ports. Certain standards are required by the QCC in Saudi Arabia for many consumer goods such as cars, electrical products, electronic products, parts and so on. The QCC is in charge of checking the standard requirements of commodities discharged at all Saudi ports. This agency employs only a small number of workers (no figures were provided) who are subject to regular change. The employees of this Centre were also excluded from the study sample for the same reasons as those of the health and agriculture reserves.

Figure 5.1 Port and Port-related Organisations



### **5.3 PORT OPERATION**

This section describes the most important work at ports, from ships reporting in, through all maritime jobs, up to cargo handling and transportation. Due to the multiplicity of authorities in the ports, it seems that there is a delay in decision-making in some aspects of the work. For example, any ship calling at the port must have permission from the marine department, coast guards, as well as having passports for the ship's crew. Ships also have to wait before discharging their cargoes until certain inspections have been completed, causing problems in the delay of cargo and dissatisfaction to port users. This section investigates the operational activities in the ports studied, with an indication of the functional variations.

#### **5.3.1 SHIP REPORTING**

According to interviews with a number port users, all ships must obtain permission from port control prior to entering the port limits giving the exact time of their movements. Agents of vessels are to give the following details in writing:

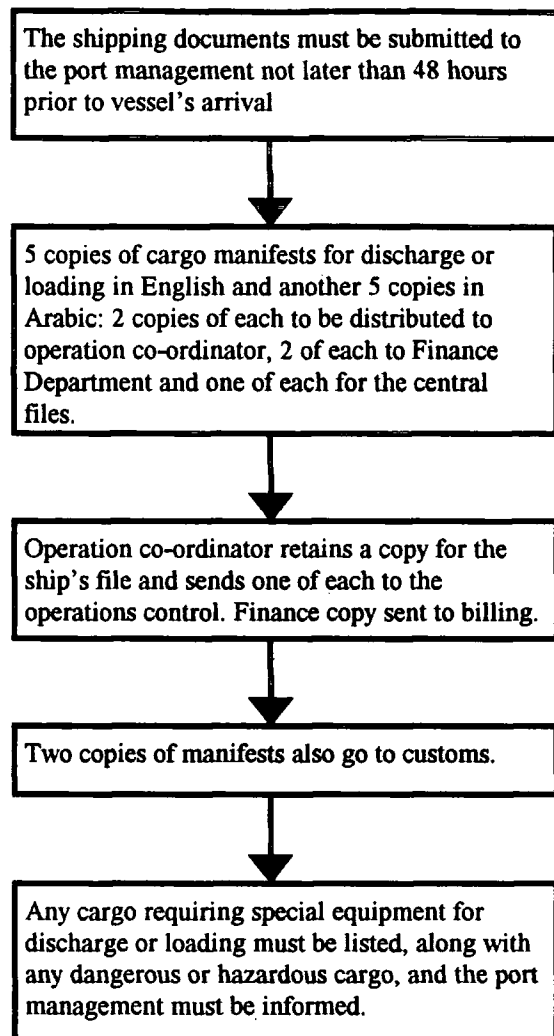
1. Name of the vessels
2. Type and visual markings
3. Frequency of UHF radio channels.

The Port Authority also requires the following documents and information to be submitted before a ship's arrival:

1. Cargo plan
2. Copy of manifest
3. Cargo summary.

Shipping documents must be submitted by the shipping agents as shown in Figure 5.2.

Figure 5.2: Shipping Documents



Source: Saudi Port Authority (SPA) 1986, *Port Information and Procedures Manual*.

### 5.3.2 MARINE CONTROL AND PILOTAGE

Marine control is conducted by trained personnel on a watch system which provides 24 hour coverage. Daily meetings are held between marine and operations departments to co-ordinate shipping movement. The duty controllers are in constant contact with port control room both by telephone and radio ensuring accurate up to date information is always available regarding arrivals and departures of vessels using the port, and keeping careful control of all marine traffic moving within the port area.

According to SPA, *Port Information and Procedures Manual* (1986), when a check is made on all vessels by the marine controller and coast guards, rotation numbers are assigned for each vessel on entry to territorial waters. A regular anti-pollution and danger to navigation patrol is maintained to ensure that no environmental hazards are created.

The duty marine controller ensures that all marine department charts are correct up to the latest issue of notices to mariners, and that the light lists are also up to date. Pilot services are provided by each port to all vessels prior to berthing. Pilotage is provided by the SPA at Dammam and Jubail ports, and by Saudi ARAMCO at Ras Tannurah port. Pilotage is compulsory and the pilots in all three ports are well experienced in handling the various types of vessels using the ports. At Dammam, the master of a vessel notifies the Dammam pilot of any special conditions, defects or peculiarities which might impose special hazards in connection with the mooring of a vessel such as defective equipment, lines or gear and so on. The pilot may decline to moor a vessel if it is not equipped with satisfactory mooring facilities. The ship's captain is entirely

responsible for the safety of the ship during pilotage, and must take all precautions whether or not advised by the pilot. Prior to bringing a vessel into port, the pilot inspects the vessel's certificates in accordance with the rules and regulations for Saudi ports, and he will update the master on any new notices to mariners affecting the port and its approaches. Pilotage at Saudi ports is free of charge unless the vessel is removed from the berth due to a vessel-related problem, including (but not limited to) equipment or safety deficiencies, pollution, etc.. There is a charge for harbour pilot and tug services and for subsequent re-berthing.

On departure from the Ras Tannurah terminal, masters of vessels 150,000 tonnes dead-weight and above with a draft of 18.28 metres or more may request additional pilotage assistance to line up for the deep water departure channel. Such pilotage is essential for vessels with a draft of 20.73 metres or more. The harbour pilot will remain on board until the vessel is safe. In certain cases it is possible to arrange for the pilot to leave by helicopter (see section 5.3.3).

### **5.3.3 BERTHING AND MOORING VESSELS**

According to the *Working Instructions and Rates Tariff* (circa 1993) published by SPA, it is the policy of the port to berth vessels at available berths in order of each vessel's arrival and registration at Dammam port on a 'first come first served' basis. However, according to the kind of cargo to be discharged, the criteria for making decisions to berth vessels out of turn will give priority to vessels carrying cargo such as livestock, fresh fruit or vegetables, which are subject to damage or impairment by berthing delay (Figure 5.2). Priority berthing is also given to any vessels with special

circumstances approved by the port management. According to the *Port Booklet, Rules and Information of Ras Tannurah Port* (1992), vessels calling at port terminals are assigned berths based on a variety of factors including nominal date, time of arrival, product to be loaded, vessel size, and the available berths and sailing draft. If there are no berthing prospects, vessels will be directed to anchor in the northern holding anchorage at north pier or Ju'aymah terminal. Consequently all arriving vessels except small coastal tankers of 5,000 tonnes dead weight or less, have to be fitted with the minimum mooring requirements of winches, lines, rope tails and cable mooring. Then a mooring boat brings the hawser pick-up rope and makes it fast to the operators. Unlike other port terminals, mooring boats are not used in Ju'aymah gas terminal at Ras Tannurah. Vessels must have heaving lines ready for shore operation after landing alongside. Heavy cables are sent singly, and ropes two at a time. The ship's crew is on duty continuously to handle mooring lines. Mooring lines on board vessels are not handled by Saudi ARAMCO personnel. They are the responsibility of the ship's crew.

Helicopter operations in the port of Ras Tannurah are carried out according to the International Chamber of Shipping Guide to Helicopter/Ship operation. Helicopters are used to transport ARAMCO personnel and equipment to and from tankers. They carry 12 to 18 passengers and are fully equipped for night operations with the capability of either landing or winching operations.

#### **5.3.4 CARGO DISCHARGING AND LOADING**

At the commercial ports of Dammam and Jubail, prior to berthing of vessels, if the owner or agent satisfies the port authorities that all the cargo in a vessel is clear of

customs and that consignees will positively arrange to collect their cargo from the ship, then the vessel will be placed in the direct delivery queue at the time such a declaration is made. With the permission of the port authority, agents may arrange discharge of vessels by their own stevedores using their own barges prior to submitting evidence that cargo has been cleared through customs and is ready for direct delivery.

Discharging dry foodstuffs such as rice, maize, wheat, flour or sugar and so on has to be delivered direct from the ship's tackle into the consignee's trucks. Commercial ports at Dammam and Jubail will not accept such cargo for storage except under special circumstances approved by Port Authority due to the unsatisfactory or hazardous nature of the cargo discharged.

Oil loading at Ras Tannurah continues 24 hours a day, in three shifts of eight hours each. Operational work is mainly carried out by ARAMCO employees, unlike the industrial and commercial ports in Jubail as well as Dammam port, where operational work is mainly conducted by contractors employees. According to an interview with the Operations Director at Dammam Port, the Port Management requirement for operational contractors is to hire workers sufficient to handle the work on a 24 hour day two shift system. Although the day shift is usually from 07:30 to 19:30, and the night shift from 19:30 to 07:30, these shifts are subject to change during Ramadan and the extreme heat in summer. The categories of the stevedores includes supervisors, shift foremen, ship/berth foremen, crane drivers, fork-lift drivers, tally clerks, translators, and labourers. At Ras Tannurah, all operations in connection with starting of loading, discharging or switching of tanks are directly supervised by the ship's officer. It is the responsibility of the vessel to advise shore personnel to shut down



cargo and bunker loading when the vessel's cargo and bunker requirements are met. Upon completion of the loading of crude oil or refined products, the vessel is normally required to leave the berth immediately after disconnecting from the hoses/arms. It is expected that most vessels are able to accept any cargo as fast as it can be delivered. If loading of crude oil or refined products is too slow, it is subject to additional rates unless exceptional circumstances are approved by ARAMCO. The types of crude oil loaded from Ras Tannurah are Arabian Light, Extra Light, Medium and Heavy Crude. Refined products are also loaded from Ras Tannurah terminal, but little liquid petroleum gas (LPG), which is mostly loaded from Ju'aymah Terminal north of Ras Tannurah. Large tankers usually take half of their actual loading of LPG at Ju'aymah and the remaining loading of crude oil at the sea island because the channel depth is insufficient for movement of a fully laden ship.

At Jubail industrial port, solid bulk cargo and petrochemical as well as refined products are handled. Sulphur pills, urea and some other fertilisers are exported, and iron ore is imported. Sulphur is formed into pills at a plant inside the port. The raw material is liquid sulphur which is pumped into the port via a pipeline from the gas separation plant. Chemical fertilisers are produced in the industrial city and trucked into the port where bagging facilities are available. Two giant gantry-type iron ore unloaders serve bulk carriers at one berth. The iron ore is transported to the industrial city via a conveyor belt which extends to 3km from the port site to Hadeed Company complex.

Other types of cargo handled at Jubail industrial port in liquid form include petrochemical and refined products. These products are pumped through pipelines

from the industrial city to the port where they are stored in tanks before being pumped to the ships.

The use of casual employment at the Saudi ports is now very limited because all dock work or cargo handling is on a contractual basis. Contractors hire enough workers to meet the needs of expected daily unloading. If, for any reason, more vessels call at the port, contractors of dock workers must hire a number of casual workers to meet this increase in unloading. Such a situation occurred in the ports under study during the Gulf War when ports had to hire casual employees to replace those registered by contractors who left the port areas for security reasons. As Damodar Panda (1990) indicated, the problem of casual employment in dock work exists in most developed and developing countries. He concluded that this system was responsible for underemployment for certain groups because a worker may not be able to seek employment elsewhere due to unpredictable arrivals of ships. Under this arrangement, dock workers are abused by employers as the workers are forced to be on stand-by for hours or even days sometimes in some developing countries, remaining idle without wages.

To avoid these problems, other methods may be suggested for so-called casual workers to accept low levels of permanent wages for standing by to start work at a certain time every day, and given extra wages for practical working. According to the Principal of the Operations Department at Dammam port, payment to dock worker contractors is according to the number of tonnes handled. Similar methods could be used between the employer and dock workers, for example, being paid according to the number of tonnes handled.

### 5.3.5 SAFETY AND POLLUTION CONTROL

Fire and other safety control are on a contractual basis in Dammam and Jubail ports but they are the responsibility of ARAMCO at Ras Tannurah port.

This is to provide all necessary facilities at the ports through the use of specialist contractors whenever possible, leading to the training and employment of national personnel. This policy could further enhance the port's ability to deal with emergencies using skilled Saudi nationals trained by expert safety contractors.

However, emergencies are not limited to the shore but may also happen on ships, on the high seas or in the port alongside a berth. Therefore, the ports are ready to deal with such emergencies. At Ras Tannurah, Saudi ARAMCO adopts a strong policy of pollution prevention, detection and clean up. The equipment and material used in the clean up effort is determined by on-site judgment of qualified professional personnel. Ships at Jubail industrial port may spill their cargo of petrochemicals or fuel. The Pollution Control Unit (PCU) has been set up to combat the potentially hazardous effects of chemical pollution. The main tasks of this unit are to monitor the port and its approaches and conduct clean up operations. Specialist training and careful co-ordination with other organisations are essential.

Training programmes are run by the Port Training Centre at Dammam port, and similar programmes are run by ARAMCO Training Centre covering port safety and firefighting (*SPA Annual Reports 1988-1993*) (see also ARAMCO, *Port Booklet*, 1992).

### 5.3.6 MAINTENANCE AND SHIP REPAIR

All ports provide the facilities of open and covered land storage areas, berths, cargo handling facilities, marine services, electric power for ships in dock and telecommunications. These services, which are essential for the safe and reliable handling of commercial and industrial products, are exposed to the harsh marine environment and their maintenance has top priority. For this reason, all ports employ maintenance groups with skilled specialists for various systems, supported by civil, mechanical, electrical and telecommunications workshops. So far, very few Saudi nationals are involved in these types of activities in the ports because all of these jobs are conducted by contractors who tend not to employ Saudis (for reasons discussed in Chapter 9). On the other hand, at Ras Tannurah most of maintenance jobs at the port terminals are mainly conducted by Saudis. Ship repair services are one of the most essential operational services at the ports under study, which could absorb a considerable proportion of Saudi workers. According to the SPA report (1990), the King Fahad Ship Repair Complex at Dammam contains two floating dock facilities, one of which is able to accept vessels of 62,000 tonnes and the other vessels of 35,000 tonnes. Ship repairs at Ras Tannurah are available from local business concerns. Saudi ARAMCO cannot assist in making emergency repairs on their own vessels. It is usually discussed by masters and shipping agents prior to requesting or authorising repair work.

## **5.4 IMPLICATIONS OF NEW TECHNIQUES ON PORT WORK AND RESPONSES**

According to Couper (1986, p.29), technological changes to port work have had a considerable impact on the quality as well as quantity of employment:

“Port workers who could previously be described as either unskilled or semi-skilled are now either unskilled or fully skilled.”

This means that many jobs previously done by workers with limited skills have been replaced by new techniques in cargo handling and marine services requiring fewer unskilled workers. The employees who had limited skills had to increase their skills to handle these new techniques properly, or face redundancy. The need for fully skilled personnel is increasing but the internal labour market is still unable to provide the ports with fully skilled port work employment.

### **5.4.1 MANAGEMENT AND EMPLOYEES' RESPONSES**

Since all the studied ports are new ports, they have never employed large numbers of manual workers. Commercial ports are equipped with up to date cargo handling equipment. Vessels are also equipped with new types of cranes with the capability of lifting around 20 tonnes and more. It could be argued that port management had not sufficiently conducted a training policy for national employment from the beginning, not necessarily in their short term training programmes, but also in the long term training programmes which are conducted by government training authorities. Port management at commercial ports, in addition to providing new cargo handling equipment, increased the dependence on containers in the break bulk cargo handling. This method according to Couper (1986) comprises 21 per cent of world shipping by

gross registered tonnage. Couper (1986) concluded the benefits of containerisation by the following statement:

“The adoption of containerisation had a great impact not only on the ratio of labour to capital in cargo handling, but also on land use, inland transportation, industrial location and human skills.”

Couper (1986) argued that adoption of this method in developing countries with plentiful labour and scarce capital would be harmful in the short term. However, port authorities in those countries had realised then that ports which did not respond would eventually become backwaters. The situation in Saudi Arabia is completely the opposite: capital is plentiful and national workforce is scarce. Thus the management response was to adopt new methods of all types of cargo handling and to replace labour and labour-intensive methods with capital resources. This is particularly the case at commercial ports and to some extent in industrial ports. At Ras Tannurah and the industrial port in Jubail where crude oil, petroleum products and petrochemicals are handled, handling is carried out almost entirely by automated systems with low manpower requirements involving supervision and safety.

In the absence of workers' unions, it is very difficult to report formal responses of employees to some issues. The best way is by conducting field surveys and to analyse formal and informal data relating to these issues (more details in Chapters 6-10).

## **5.5 CONCLUSION**

The ports examined here are distinguished by having a variety of economic activities and types of work. Although activities in the ports studied are distributed among three main sectors: trade, manufacturing and services, large numbers of diverse activities also exist.

The manufacturing sector is prominent in the port and port-related industries, particularly in Jubail. More job opportunities will be provided for the increasing numbers of unemployed graduates and school leavers. The increased use of new cargo handling techniques will reduce the dependence on low paid labour-intensive activities. These activities are currently carried out by expatriate labourers.

Trade sector activities in the ports have enabled the provision of some job opportunities for Saudis in many public or private enterprises such as transport, safety and security, insurance, shipping agents and so on.

There is as yet little evidence that privatisation of port operations in its recent form will significantly increase recruitment of Saudi nationals. However, there is some sign that regulations for minimum wages and job security and stability in the private sector might induce more Saudi labour involvement in the private sector (Council of Manpower, 1997).

## REFERENCES

1. Bird, J. (1971), *Seaports and Seaport Terminals*, Hutchinson University Library, London, p.59.
2. Council of Manpower (1997), Report on a minimum wages project in the private sector, in *Ashsharq Alawsat (Middle East) Newspaper*, No.6930, 18 November 1997, p.11.
3. Couper, A.D. (1986), *New Cargo Handling Techniques: Implications for Port Employment and Skills*, International Labour Office (ILO), Geneva, pp.9-31.
4. Damodar, Panda (1991), *Cargo Handling in the Major Ports of India*, Minerva Association (Publication) PUT Ltd., Calcutta, pp.40-45.
5. Facey, William (1994), *The Story of The Eastern Province of Saudi Arabia*, Stacey International, London, pp.91-130
6. Fayez, I. Badr (1980), President of Port Authority of Saudi Arabia, *Operational and Technical Development of Saudi Arabia's Ports, published report by SPA, P.13*
7. Reuters (1997), Report on Saudi port privatisation, pub: Reuters, World Wide Web, 2 April 1997.
8. Saudi Arabia, Port Authority (circa 1993), *Working Instructions and Rates Tariff, King Abdul Aziz Port, Dammam*, pp.1-17.
9. Saudi Arabia, Port Authority (1979), *King Abdul Aziz Port, Dammam, General Information*.
10. Saudi Arabia, Port Authority, *Annual Reports, Riyadh 1986-1993*.
11. Saudi Arabia, Port Authority, *King Fahad Industrial Port in Jubail: A Decade of Achievements 1982-1992*.
12. Saudi ARAMCO, Terminal Department, (circa 1992), untitled brochure about Ras Tannurah and Ju'aymah Terminals.
13. Saudi ARAMCO (1992), *Port of Ras Tanmurah Port Booklet, Regulations, Rules and Information*, pp.2-79.
14. Saudi Arabia, Port Authority (1986), *Port Information and Procedures Manual*, pp.1-5, 9-26.
15. Sherman, R.B. (1995), 'Privatisation of Seaports', *Transportation Quarterly*, Vol. 49, No.3, Summer 1995, pp.93-100.



CHAPTER 6

**CHARACTERISTICS OF PORT EMPLOYEES**

- 6.1 INTRODUCTION
- 6.2 NATIONALITIES OF PORT EMPLOYEES
  - 6.2.1 DISTRIBUTION BY SECTOR
  - 6.2.2 DISTRIBUTION BY PORT
- 6.3 SOCIAL CHARACTERISTICS
  - 6.3.1 AGE
  - 6.3.2 MARITAL STATUS AND FAMILY SIZE
  - 6.3.3 FAMILY ATTITUDES TOWARDS EMPLOYEES' JOBS
  - 6.3.4 ORIGINS OF WORKERS
- 6.4 NATURE OF WORK OF THE SAMPLED EMPLOYEES
- 6.5 CONCLUSION

## **6.1 INTRODUCTION**

Chapters 6-10 will present and analyse the data obtained from employees' questionnaires and from interviews conducted with selected officials from key port organisations and authorities from June to October 1995. The justification for the use of this approach was explained in the first chapter of this study. Accordingly, in line with the research aims discussed in Chapter 1, the following chapters will examine the port policies toward their employees, both Saudi and non-Saudi with special regard to achieving proper levels of job satisfaction in terms of social characteristics, training and experience acquisition, salaries, promotion opportunities, and the working environment.

This chapter will present both descriptive and analytical data of social characteristics of the sampled employees particularly age groups, origins of workers, marital status family type and size as well as attitudes of employees' family towards employees' jobs. Such an analysis leads to a clear understanding of the recent policy of certain port sectors toward recruitment of different employees from those different groups. It also gives better indication to what extent these social characteristics might affect port employees' jobs.

## **6.2 NATIONALITIES OF PORT EMPLOYEES**

In order to examine whether port sector organisations are genuine in their declared intentions to employ Saudis, an analysis of the distribution of nationalities among

different port organisations is presented in this section. The data used was generated from both sampling and actual port employment figures for 1995.

Table 6.1 shows that 62.4 per cent (251) of sampled employees in the ports of study were Saudis while the rest of the workforce was made up of non-Saudi nationalities (4.1 per cent western or developed countries and 33.5 per cent from other non-developed or developing countries). For comparison, Tables 1.5 (Chapter 1) and 5.4 (Chapter 5) show that Saudis formed only 42.6 per cent of the total port employment in both public and private organisations. Significantly however, the Saudi share decreases to only 9.7 per cent of total contractors' employment.

**Table 6.1: Nationality of Sampled Port Employees**

<b>Nationality</b>	<b>Value</b>	<b>Frequency</b>	<b>Percentage</b>
SAUDI	1	251	62.6%
INDIAN	2	60	14.7%
EGYPTIAN	3	33	8.2%
PHILIPPINO	4	16	4.2%
PAKISTANI	5	13	3.4%
BRITISH	6	11	2.7%
SRI-LANKAN	7	6	1.5%
AMERICAN (USA)	8	5	1.2%
SUDANESE	9	3	0.7%
CANADIAN	10	1	0.2%
BANGLADESHI	10	1	0.2%
MALAYSIAN	10	1	0.2%
BAHRAINI	10	1	0.2%
<b>TOTAL</b>		<b>402</b>	<b>100%</b>

Source: Field Work, July (1995)

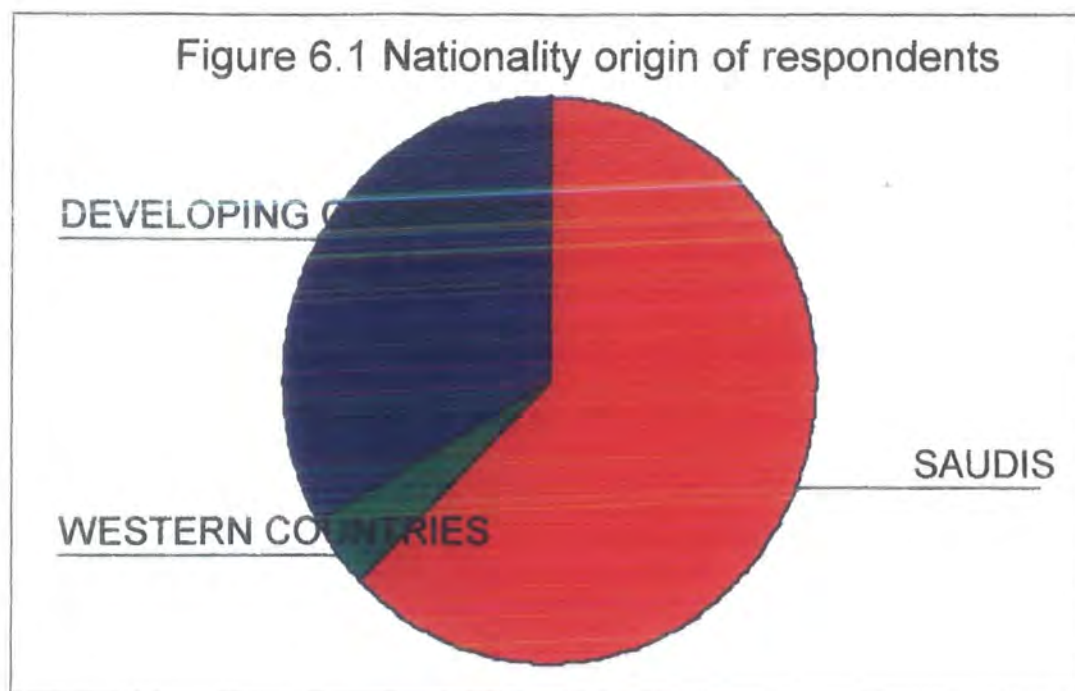


Table 6.1 presents the distribution of all nationalities of sampled employees. It shows that Saudis were given more chance to be drawn by selecting 251 out of 402 – 62.6 per cent of the total sample. This was due to the fact that their responses to the low proportion of Saudis in the port work and shortage of skilled national workers in the ports are more essential. Because Saudis were given more chance to be drawn in the sample in general, Table 6.2 shows that 32.2 per cent of the contractors' employees were Saudis while they represent only 8.7 per cent of total employment of the top three port contractors (see Table 5.4). It is also essential to investigate attitudes of Saudi employed by private sectors toward port work under private contractors as privatisation of ports is now being processed

**6.2.1 DISTRIBUTION OF NATIONALITIES BY SECTOR**

The involvement of different organisations and management is often recognised even in a specialised port. Thomas (1994) commented that this diversity of ownership and administration systems is not surprising. There are considerable social, political, cultural, geographical, commercial and military influences on port administrative structure.

Four main sectors were recognised as being involved in the Saudi port administrative structure – government, ARAMCO, contractors and users – Table 6.2 shows the distribution of employees within each of these sectors broken down by nationality. However, it was necessary to combine the Western and other groups together for subsequent analysis because of the low cell values found in the table. The analysis then compares Saudi employees against non-Saudi employees. This comparison of categories may in itself introduce some problems of interpretation as it is apparent that separate organisations or sub-sectors do differentially employ Western individuals. Thus combining two groups for statistical purposes may to some extent lead to some critical data relevant to the interpretation at a later stage being lost.

Table 6.2 Distribution of sampled employees by sector

SECTOR	SAUDIS	WESTERN COUNTRIES	DEVELOPING COUNTRIES	TOTAL
Government Sector	138 74.2%	3 0.7%	45 11.2%	186 100%
ARAMCO	53 81.5%	11 17%	1 1.5%	65 100%
Contractors	39 32.2%	1 0.8%	81 67%	121 100%
Users	21 72.4%	2 6.9%	6 20.7%	29 100%
<b>Total</b>	<b>251</b> <b>62.6%</b>	<b>17</b> <b>4.2%</b>	<b>133</b> <b>33.2%</b>	<b>401</b> <b>100%</b>

Source: Field work, July 1995

Tables 6.1, 6.2 also shows that the majority of sampled foreign employees are from less developed countries (88.7% of the total foreign employees) such as India, Egypt, the Philippines and other South Asian countries. The lowest number of employees are from developed countries (only 17 out of 151 – 11.2% of total foreign employees are American, Canadian and British). 11 of those respondents were from ARAMCO employees in Ras Tannurah.

This could be explained by the fact that ARAMCO was a completely American company until 1986 and Western involvement in ARAMCO still exists despite of its transformation to Saudi ARAMCO. On the other hand, ARAMCO was still one of the major employers to most of the national and local workforce and has played a tremendous role in the transformation of technology in the country.

The increased dependence on developing country employees among port contractors and sub-contractors can be explained by their relatively low wages. As with many other companies, port contractors aim to maximise their profits and minimise costs and consequently shop around to find the lowest wage labour force which usually means recruiting from developing countries. It might be accepted if the high proportion of foreign employment in the port contractors' employment was among blue-collar workers, but it is surprising that it even includes white-collar workers, as is shown in Table 5.4, where the percentage of non-Saudi managers and supervisors were 80.3 per cent, clerks 83.5 per cent, technicians 85.0 per cent and labourers 99.7 per cent of total employment. According to the study published by the Ministry of Labour and Social Affairs (1993) there was a significant increase in the number of work permits given to

private companies during the beginning of the 'nineties for hiring foreign employees. For example, the number of work permits increased by 62 per cent in 1990. The lower wages paid to foreign employees do not attract Saudi nationals as such wages could not meet their expectations and needs. (More details about salaries and wages, and employees' responses, will be discussed in Chapters 9 and 10).

According to the Saudi Arabian Monetary Agency (1992), the private sector was given opportunities to invest in operation of port public utilities such as ship repairing yards, container stations and handling of bulk cereals facilities. About 37 companies are currently operating in Saudi ports. Approximately 100 shipping and catering agents were licensed to serve ships arriving at Saudi ports. These activities are all on a contractual basis whereby contractors hire workers according to the needs of the port work available.

However, it must be noted here that figures given for contractors employees should only be considered for the field survey period June-October, 1995 and not generalised for the whole year. This is due to the fact that although contracts indicate to a minimum number of registered labour must be provided by contractor, it is required also to provide a casual labour under any circumstances (Al-Ghannam, 1995). Alan Harding (1993) argued that it is difficult to say how many men work in a port under contractual base. Registration was seen as a way of raising the level of the casual worker and has been for many years encouraged by the International Labour Organisation.



According to Mr. Saeed Al- Dossari, the project manager of Delta in Dammam port, port contractors are willing to employ nationals but one of the major constraints affecting national manpower recruitment in the ports is that the Port Authority requires such port work to be done in a very short period of time according to lease contracts, which are limited to a maximum of three years, not guaranteed to be renewed. At the same time, contractors are also obliged to employ expatriate employees because they do not have the time to run training programmes in this short period of contracting time. He suggested that a better solution is either by increasing the period of contracts or transferring port operations to the private sector. According to Mohammed Bakr (1997), privatisation in port work is now being processed in many port operational activities. More than 20 kinds of port activities were nominated by SPA to be transformed to a private operators whose expected investment in the ports would be SR 2,500 million, providing 4,000 jobs in the ports.

Therefore, priority should be given to enable national manpower to occupy those opportunities of employment in the private sector. On the other hand, there should be a review of the recruitment systems in the private sector. The experience of ARAMCO and SABEC through their multi-national companies in their national manpower recruitment policies should be taken as a good example of the process of Saudi'ization. Private sector companies who are assigned to run operational activities in the ports should be obliged to absorb Saudi labour by certain types of rules such as minimum wages or salaries requirements and reconsider current procedures of employing foreign labour particularly illegal workers, to protect national manpower from the ease with which expatriate recruitment occurs.

## 6.2.2 DISTRIBUTION OF NATIONALITIES BY PORT

Table 6.3: Distribution of nationalities by port

	Total	Dammam	Jubail	Ras Tannurah
Saudis	251 (62.6%)	76 (53.1%)	80 (54.4%)	95 (84.8%)
Developing Countries	134 (33.2%)	64 (44.8%)	64 (43.6%)	06 (5.3%)
Developed Countries	17 (4.2%)	3 (2.1%)	3 (2%)	11 (9.9%)
Total	402 (100%)	143 (100%)	147 (100%)	112 (100%)

Source: Fieldwork (1995)

This section analyses the differences of nationality among employees by port.

Table 6.3 shows that Dammam, when compared with Jubail and Ras Tannurah, has the lowest in the proportion of national manpower. This finding is consistent with official figures showing Saudi labour in Dammam represent only 34.0% of the total employed and also 73.0% of the total foreign employed in all studied ports were employed at Dammam. This can be explained by the fact that involvement of port contractors in Dammam is greater than in any other ports in the region because it is the major commercial port on the Gulf and the second largest port in the Kingdom. More goods are imported not only to the Eastern region but to the entire country of Saudi Arabia. Therefore efforts towards Saudi'ization in Dammam must depend on changes in contractors' arrangements discussed above.

Table 6.3 also shows that Jubail comes second (54.4%) and Ras Tannurah first (84.4%) in employing Saudi nationals. These findings also agree remarkably well with the official port statistics of employment shown in the first chapter (Table 1.6) in which Saudis form 34.0 per cent of the total employment in Dammam, Jubail 43.9 per cent and Ras Tannurah 84.0 per cent. As indicated previously, ARAMCO had a long term

policy toward the Saudi'ization of manpower in all its activities, including oil exporting and refining in Ras Tannurah. Therefore, the increase in the number of Saudi employees was a result of this policy. The same applies to port users in Jubail industrial port, as most of the multi-national companies working in Jubail industrial complex have been encouraged by the Saudi government to increase recruitment of national manpower to increase their beneficial involvement in the most successful petrochemical industry in the Middle East.

It was surprising that the percentage of workforce from the developed countries was the lowest in Jubail port (only 2%), where Jubail could be expected to include a large number of Western employees because Jubail complex includes a number of Western-Saudi companies. However this does not necessarily mean that Western employees work in the industrial port. During the fieldwork, most Western employees were seen to be involved in the production sector at Jubail industrial complex whereas Saudis and very few other foreign workers were carrying out the loading facilities and discharging work at the industrial port of Jubail. According to port official figures only 77 foreign workers (25.5%) of the total employment involved in port work at Jubail (see Figure 1.8). Those who are Western nationalities are only 21 employed by either SPA or joint venture companies.

### **6.3 SOCIAL CHARACTERISTICS**

It is commonly recognised that social characteristics have large influence on the employees' job satisfaction. For example, circumstances that may satisfy a married worker might not satisfy an unmarried worker, such as a shift system or particular

working hours; salaries which may satisfy employees from a developing nations may not be high enough to satisfy Saudis or employees from developed states.

Distribution of employed individuals in studied ports by sex shows that very few females were employed, and then in only one government organisation (Customs). A gender analysis has not been included in this chapter, but investigation of reasons for female labour shortages in port work is included in Chapter 9. This chapter includes analysis of respondents' age groups, marital status, family size and family attitude towards employees' jobs, and country of origin.

### 6.3.1 AGE GROUPS

TABLE 6.4 DISTRIBUTION OF PORT EMPLOYEES BASED ON AGE GROUPS

AGE GROUPS	SAUDIS		EXPATRIATES		TOTAL	
15 - 19 YEARS	1	100%	0	0.0%	1	0.3%
20 - 24	15	93.7%	1	6.3%	16	4.1%
25 - 29	47	71.2%	19	28.8%	66	16.8%
30 - 34	69	72.6%	26	27.4%	95	24.2%
35 - 39	52	70.2%	22	29.8%	74	18.9%
40 - 44	32	51.6%	30	48.4%	62	15.8%
45 - 49	18	51.4%	17	48.6%	35	8.9%
50 - 54	8	33.3%	16	66.7%	24	6.1%
55 - 59	4	23.5%	13	76.5%	17	4.3%
60 - MORE	0	00%	2	100%	2	0.5%
<b>TOTAL</b>	<b>246</b>	<b>62.8%</b>	<b>146</b>	<b>37.2%</b>	<b>392</b>	<b>100%</b>

SOURCE: FIELD WORK, August, 1995

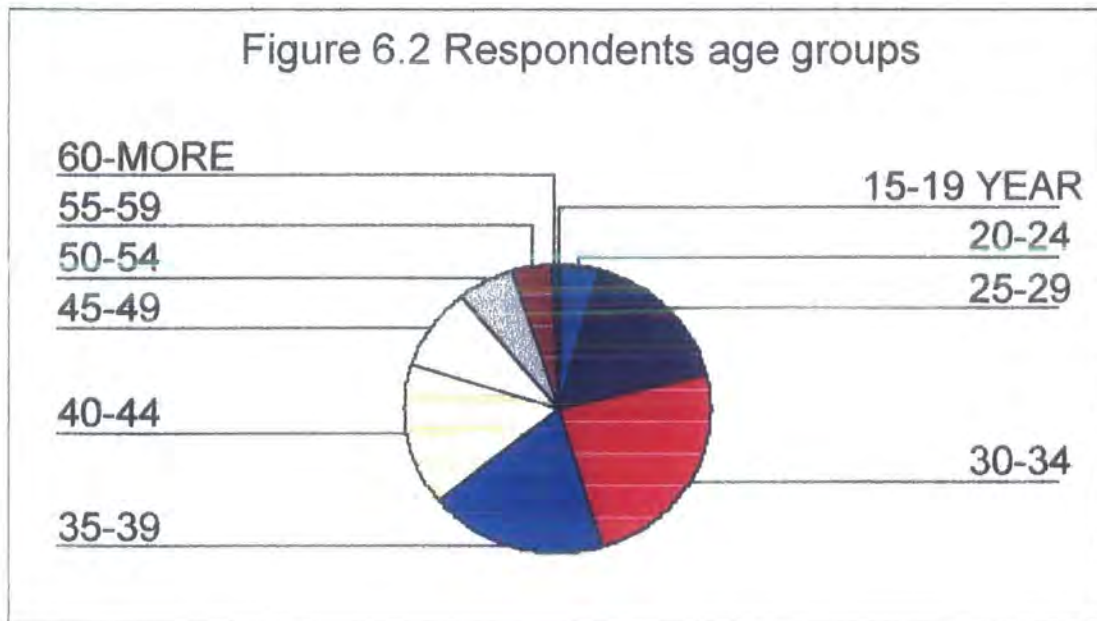


Table 6.4 shows that 392 out of 402 employees (97.5%) answered the question about age. This response is highly acceptable, particularly if we take into account that the question of age is a very sensitive one to many people. The reason for this high response rate might be because the question did not require anyone to specify the exact age but gave a multiple choice selection of 5 years ranking to each group. It could also be due to the absence of female responses, as women are usually more sensitive about revealing their age than men. This table also shows that a high proportion of port employees are relatively young workers – 64.3 per cent are from 15-39 years old. Based on nationality, 71.5 per cent of middle-aged employees were Saudis and only 28.5 per cent were foreigners. On the other hand, 72 per cent of port employees over 50 years old were non-Saudis while only 28 per cent were Saudis. This could be explained by the fact that most expatriates tend to be well qualified and experienced. They have often worked for some years before coming to Saudi Arabia.

Table 6.5 shows that in all age ranks, clerks came first or second in number. This might be due to their total number compared with other categories of employment – 35.2 per cent of total respondents. On the other hand, managers, when compared with other categories of employment, particularly clerks, came first only at the fifth and seventh ranks (35-39 and 45-49 years). This may be due to the high qualification and experience of these two stages. Other finding shows that number and percentage of professional increase by moving to upper rank of age group. Among workers aged 25-29, there were eight (12.3%) professional increased to 13 (13.7%) among 30-34 years old and 15 (20.3%) among 35-39 years. Nevertheless professionals decreased in their number from age 40 and above, their percentage continued to increase reaching 100 per cent of employees aged 60 plus. This is clearly due to the increase of qualification and practical experience obtained among older professional.

**TABLE 6.5 AGE GROUPS OF EMPLOYEES' BY JOB CATEGORIES**

AGE	Managers	Professional	Clerks	Skilled	Semi-skilled	Manual	Total
15-19			1 100%				1 0.3%
20-24	2 12.5%		10 62.5%	2 12.5%		2 12.5%	16 4.1%
25-29	8 12.3	8 12.3	32 49.2	12 18.5	2 3.1	3 4.6	65 16.7%
30-34	20 21.1%	13 13.7%	33 34.7%	19 20.0%	7 7.4%	1 1.4%	95 24.4%
35-39	25 33.8%	15 20.3%	23 31.1%	8 10.8%	2 2.7%		74 19.0%
40-44	16 26.2%	13 21.3%	18 29.5%	11 18.0%	2 3.3%		60 15.7%
45-49	12 34.3%	11 31.4%	9 25.7%	2 5.7%	1 2.9%		35 9.0
50-54	2 8.7%	10 43.5%	8 34.8%	3 13.0%			23 5.9%
55-59	3 17.6%	10 58.8%	3 17.6%				17 4.4%
60 plus		2 100%					2.5
<b>Total</b>	<b>88 22.6%</b>	<b>82 21.1%</b>	<b>137 35.2%</b>	<b>57 14.7%</b>	<b>14 3.6%</b>		<b>388 100%</b>

Source: Field Work, 1995

**6.3.2 MARITAL STATUS AND FAMILY SIZE**

Table 6.6 shows that a high percentage among respondents were married workers (81.1%). Saudi nationals (62%) showed higher levels than non-Saudis (38%). The findings of the high rate of married workers among respondents in general could be explained by reference to the age category of the employees who responded, where 78.7 per cent of the total respondents were 30 years old and over. The high rate of married employees among Saudis themselves owes much to the culture and religion in Saudi Arabia, where sexual relationships are prohibited except within marriage.

**Table 6.6: Marital Status of Port Employees**

Marital Status		SAUDIS	NON-SAUDIS	TOTAL
Single		44	27	71
		62.0%	38.0%	17.9%
		17.9%	17.9%	
Married		200	122	322
		62.1%	37.9%	81.1%
		81.3%	80.8%	
Divorced		2	1	3
		66.7%	33.3%	0.8%
		0.8%	0.7%	
Widower			1	1
			100%	0.3%
			0.7%	
<b>Total</b>		<b>246</b>	<b>151</b>	<b>397</b>
		<b>62.0%</b>	<b>38.0%</b>	<b>100%</b>

Source: Field Work, August, 1995

**Table 6.7 Family Size of Port Employees**

No. of Dependants	SAUDIS	NON-SAUDIS	ROW TOTAL
1-2	37	47	84
	44.0%	56.0%	21.7%
	15.5%	31.8%	
3-4	68	51	119
	57.1%	42.9%	30.7%
	28.5%	34.5%	
5 - more	92	22	114
	80.7%	19.3%	29.5%
	38.5%	14.9%	
no dependants	42	28	70
	60.9%	39.1%	18.1%
	17.6%	18.9%	
<b>COLUMN TOTAL</b>	<b>239</b>	<b>148</b>	<b>387</b>
	<b>61.8%</b>	<b>38.2%</b>	<b>100%</b>

Source: Field Work, August, 1995

Regarding family size, Table 6.7 shows that 73.2 per cent of married workers have three or more dependants. 80.7 per cent of employees who have five or more dependants are Saudis. This could be explained by the social characteristics of Saudi society, as having large families is common for Saudi individuals. This might give more stability to employees, but on the other hand it will increase dissatisfaction with jobs if they are far away from the family residence. Thus, acceptable housing facilities within port areas are required for most employees. ARAMCO policy in this regard in addition to providing wide choices of housing for its employees based on the number of dependants, provide teaching and training for employees' children. This is definitely would increase job productivity as employees do not have to worry about their children of having good education and transportation within port residential areas. One example on ARAMCO's care of its employees families when the hazard increase during the second Gulf war (1990-1991), immediate action has been made to remove 3,500 members of ARAMCO employees' families on ARAMCO's air flights to their original homes whether inside or outside the Kingdom (ARAMCO, 1992))

Therefore, schooling for dependents of port employees and other types of social activities must be considered for improvement while port operations are being transferred to the private sector. SPA should participate in this matter to increase port labour efficiency and consequently port profitability.



## 6.3.3 FAMILY ATTITUDES TOWARDS EMPLOYEES' JOBS

Table 6.8 Family Combination of Sampled port employees

Does your family live with you?		SAUDIS	NON-SAUDIS	TOTALS
YES		185 83.7%	36 16.3%	221 56.4%
NO		47 31.5%	102 68.5%	149 38.0%
USUALLY		5 41.7%	7 58.3%	12 3.0%
NO RESPONSE		8 80.0%	2 20.0%	10 2.6%
<b>COLUMN TOTAL</b>		<b>245</b> <b>62.5%</b>	<b>147</b> <b>37.5%</b>	<b>392</b> <b>100%</b>

Table 6.9 Satisfaction of Sampled port Employees toward their family acceptance of port work

Origin		very dissatisfied	dissatisfied	to certain extent	satisfied	very satisfied	Row Total
Saudis		17 7.1%	17 7.1%	70 29.0%	95 39.4%	42 17.4%	241 63.6%
Western nationals		1 6.7%	1 6.7%	8 53.3%	4 26.7%	1 6.7%	15 4.0%
Developing country nationals		3 2.4%	4 3.3%	36 29.3%	56 45.5%	24 19.5%	123 32.4%
Column Total		21 5.5%	22 5.8%	114 30.1%	155 40.9%	67 17.7%	379 100%

Source: Field Work, August, 1995

Table 6.8 shows that 56.4 per cent of port employees live with their families. Of these, 83.7 per cent are Saudis, and 16.3 per cent are non-Saudis. The low proportion of expatriate workers may be explained by the difficulty in obtaining permission for foreign workers' families to join them. Saudi laws usually permit only those individuals earning over a certain salary or employed in a particular technical or professional occupation to bring their families. Regarding the attitude of employees' families to their jobs, Table 6.9 shows that overall port employees were satisfied with what they believed to be their families' attitude to their job. Ideally it would have been useful to ask the families directly how they felt about a family member working in a port, but it was not practical to do so. Family attitudes can affect the degree of job satisfaction of employees themselves positively or negatively. It is apparent that satisfaction among non-Saudis, particularly those from developing countries, is greater than among Saudi

nationals. This may be due to the modest financial expectations of the foreign employees' families in their home countries (MLSA, 1993). On the other hand, Table 6.9 shows that among those who are dissatisfied about their family attitudes toward their work, Saudi employees came top (14.2% of total Saudis), followed by Western expatriate employees (13.4% of total Western expatriate respondents) and respondents from developing countries (5.8% of the total responding from this group). This is possibly related to dissatisfaction with salaries, promotions or other job benefits among a large portion of Saudis employed in port work where housing or housing allowance were provided to all foreign port employees, but not to nationals. However, employees from developing countries are satisfied with their wages compared with wages in their own countries. (examples and other details in Chapter 10)

### 6.3.4 ORIGINS OF WORKERS

Although there are insufficient data on internal migration in Saudi Arabia, it is widely recognised among Saudis that the Eastern Province includes a high proportion of internal immigrants from all other Saudi provinces due to the excellent job opportunities.

**Table 6.10 Distribution of Sampled Port Saudi Employees by Origin Province**

ORIGIN	Under 10 years	10-20 years	21-30 years	more than 30 years	Total and %	
Northern	5		2	4	11	13.5%
Western	5	5		2	12	14.4%
Southern	1	10	7	8	26	31.3%
Central	14	7	3	10	34	40.6%
Kuwait		1			1	1.2%
<b>Total (respondents from internal immigrants)</b>	<b>25</b>	<b>23</b>	<b>12</b>	<b>24</b>	<b>84</b>	<b>100 %</b>
<b>% of immigrants to total respondents originally from Eastern Province</b>					<b>[33.5 %]</b>	
<b>Row Total (total Saudis)</b>					<b>251</b>	<b>100%</b>

Source: Field Work, 1995

Table 6.10 shows that 84 out of 251 (33.5%) of employed Saudi individuals originally moved from other provinces, and of these immigrants, 40.4 per cent came from the Central Province, and 31 per cent from the Southern Province. More than 75% of the population who have been settled for more than 20 years came from Central and Southern regions. Two decades ago these regions, unlike the Western region, were facing a shortage of employment opportunities. Therefore it is common to find that one or more individuals from each family from the Central region now have experience of working in ARAMCO or another company in the Eastern Province for part of his life. This is also true in the Southern region, where one or more people from each tribe has worked somewhere in the Eastern region.

#### **6.4 NATURE OF WORK OF THE SAMPLED EMPLOYEES**

This section analyses the distribution of sampled employees based on job categories and the nature of work. Table 6.5 shows that sampled employees were distributed among six main categories: managers or supervisors, professional, clerical, skilled, semi-skilled, and manual. It also shows that responses from clerical workers were higher than from other categories, partly because clerks outnumber other categories (see Table 1.6), but also because they had time to spend on paperwork.

It is surprising that, although clerical jobs do not require higher skills, the percentage of foreign clerical personnel compared with Saudis increased from 38.7% in 1993 to 42.6% in 1995 (see Table 1.6). To reduce the number of clerks, more information technology systems could be applied with the increasing dependence of new methods of handling cargo and containers. This clearly requires more skilled or semi-skilled

workers for which local training by ports or vocational training is still insufficient (see Chapter 7 for more details).

Whilst managers formed the smallest category of port employees, their response rate of 22 per cent (89 respondents out of 424 managers) was bettered only by clerical workers (35 per cent of the total sample). The reason behind this is that managers are more able than employees from other categories to express clear ideas about port labour and employment issues. The same justification applies to professionals, where their responses are important in judging the port labour and employment issues. Professionals were 20.9 per cent of the total sample, whereas skilled and semi-skilled workers were only 18.2 per cent. This is due to the difficulty facing these employees because they are always working on different sites within the port. The manual worker response rate was the lowest, despite their actual number of 2226 out of 8305 employees. This is due to the fact that most of them were from developing countries and can neither speak nor write Arabic or English, and illiteracy is high among employees of this category. It could also be due to the fact that many employees contractually defined as manual, defined themselves as skilled or semi-skilled.

Out of 420 respondents, 360 answered a question about specific type of job. It was found that 23 types of jobs were available. The highest percentage (23.6%) of respondents were office workers. The lowest percentage were ship foremen (0.2%) and plumbers (0.2%) (see Table 6.11). Although many of those types of skills such as plumbing, mechanical and electrical work or other general maintenance skills are taught in many vocational and technical public training centres, they are still unable to provide ports with highly skilled workers because those skills are slightly different in

the ports; therefore, employees seeking jobs at ports might need extra training by the port training centres. Recently, as private sector involvement in the port operations is being increased, more consideration should be given to port work training in order to meet the shortages of skilled national workers in the port jobs.

**TABLE 6.11 NATURE OF JOBS FOR SAMPLED PORT EMPLOYEES**

NATURE OF JOB	VALUE	NUMBER	PERCENT
OFFICE	1	95	23.6%
MANAGERS OR ADVISORS	2	50	12.6%
OPERATORS	3	38	9.5%
ENGINEER	4	25	6.2%
PILOTAGE	5	22	5.5%
ACCOUNTING	5	22	5.5%
GENERAL MAINTENANCE	6	13	3.3%
SECURITY	6	13	3.2%
MECHANIC	7	11	2.8%
CUSTOMS INSPECTION	7	11	2.7%
CARGO HANDLING	8	10	2.6%
PORT CAPTAIN, MASTER	9	8	2.0%
ELECTRICIANS	10	7	1.7%
MANUAL LABOURERS	10	7	1.7%
SHIP AGENTS	11	6	1.5%
FIRE, SAFTY OFFICERS	11	6	1.5%
DRIVERS	12	4	1.0%
INTERPRETERS	12	4	1.0%
STATISTICIANS	13	2	0.5%
PLUMBERS	14	1	0.2%
INSURANCE	14	1	0.2%
SHIP FOREMEN	14	1	0.2%
TRANSPORTATION	14	1	0.2%
NO RESPONSE		44	10.8%
<b>TOTAL</b>		<b>402</b>	<b>100%</b>

Source: Field Work, August, 1995

## 6.5 CONCLUSION

By analysing the data on the nationality of port employees, it was found that Saudi nationals were predictably given greater preference over other nationalities in the government sector, but also by ARAMCO, port users, and multi-national companies.

Port contractors, however, showed a heavy dependence on expatriate labour. This supports the second research hypothesis, that expatriates are preferred by private companies (port contractors) due both to their low salaries and to their relatively high qualifications and practical experience. Delta Company, for example, along with the other two large port contractors Globe Marine and Gulf Stevedoring, employ 3223 foreign workers, forming 91.3 per cent of their total labour (3529 employees). Nevertheless, more private sector involvement in port work is being implemented through privatisation program of port work. Therefore, there should be some efforts by SPA to protect domestic labour from the dependence on foreign labour by most of private sector organisations.

In their proportions of Saudi employees, it was found that Dammam had the lowest compared with Ras Tannurah and Jubail. This was due to the increased involvement of the private sector in port activities. Employees from developing countries were also higher in Dammam for the the same reason. It was found that Saudis and Western nationalities were higher at Ras Tannurah port due to the ARAMCO policy of increasing national employment in the oil industry. William Facey (1994, p.96) in this regard stated:

“The Saudi element was vital from the start, and was encouraged by ARAMCO’s vigorous training programs. By the 1950s general schooling was available for company employees who, as their education skills increased, rose steadily more responsible positions. By 1967, they held 57 per cent of the company’s 1373 managerial or supervisory posts.”

Western involvement in ARAMCO is because ARAMCO used to be an American company before its take-over by the Saudi Arabian government during the 1980s, and Western consultants and advisors are still required for certain ARAMCO activities.

Regarding the social characteristics of port employees, it was found that 64.3 per cent of port employees were relatively young. Married workers form 81.1 per cent of total employees, of which 62 per cent are Saudis. It was also found that 73.2 per cent of married workers have three or more dependants. However, Saudis were more dissatisfied with their family attitudes of their jobs than employees from other nationalities. This agrees with the fourth hypothesis that employees who are over 30 years old or married are less willing to accept either working away from their family residence or work with shift system. This hypothesis is related to the past finding, showing that high percentage of Saudi labour in ports are married, particularly if we take into account that working in the ports often required moving from the normal residence and also more shifts. ARAMCO policy in this regard in addition to providing housing for its employees, provides schooling for employees' children and other social activities for employees families. This would increase job productivity as employees would no longer worry about their children having good education and transportation and other social activities within port residential areas. Thus schooling and social activities for employees' dependants must be considered while port operation is being transformed to private sector. SPA should participate in this matter to increase port labour efficiency and consequently port profitability.

Finally, it was found that 33.5% of the Saudi employed originally migrated from other provinces. This finding somewhat contradicts the third hypothesis that there are very limited job opportunities for Saudis from outside the Eastern Province in the port sector.

REFERENCES

1. Bakr, M. General director of Saudi Port Authority SPA, (1997), Interview published by *AR-Riyady Newspaper*, 28 May 1997. No.10565, p.13.
2. Ministry of Labour and Social Affairs, (1993), *The role and point of view of the MLSA of increasing Saudi labour in private sector*, Report published by Institute of Public Administration, pp.50-53.
3. Facey, William, (1994), *The Story of the Eastern Province of Saudi Arabia*, Stacey International, London, pp.91-130.
4. Al-Ghannam, F., an officer at Contracts Administration, SPA Headquarters, Riyadh, Interview conducted 2 September 1995.
5. Harding, A.S. (1993) 'Restrictive Labour Practices in Seaports' working papers presented to World Bank, Washington D.C., p.5.
6. Saeed Al- Dossari, the project manager of Delta in Dammam Port (1995), Interview conducted 13 September 1995.
7. Saudi Arabian Monetary Agency (1992), Annual Report 1992, p.89.
8. Thomas, B.G. (1994) 'The need for organisational change in seaports', Marine Policy, *International Journal of Ocean Affairs*, Vol.18, No.1, January 1994, p.70.
9. Saudi ARAMCO (1992), Annual Report, p.28.



**CHAPTER 7**

**EDUCATION AND TRAINING ISSUES**

- 7.1 INTRODUCTION
- 7.2 QUALIFICATIONS AND LANGUAGE SKILLS
- 7.3 VOCATIONAL TRAINING
  - 7.3.1 PRE-PRIMARY VOCATIONAL TRAINING
  - 7.3.2 POST-PRIMARY VOCATIONAL TRAINING
- 7.4 TRAINING OPPORTUNITIES FOR PORT EMPLOYEES
- 7.5 TRAINING LOCATIONS
  - 7.5.1 PORT TRAINING CENTRES
  - 7.5.2 EXTERNAL TRAINING
  - 7.5.3 EMPLOYEES' SATISFACTION WITH TRAINING POLICY
- 7.6 EXPERIENCE LEVELS OF PORT EMPLOYEES
- 7.7 THE APPLICATION OF TRAINING SKILLS
- 7.8 CONCLUSION

## 7.1 INTRODUCTION

Education and training are very important aspects of human resource development, which should be provided routinely by port training centres or as part of any port contracting operation. Couper (1986) demonstrated that in a time when automation, computerisation and micro-electronics are being applied in port work, there is an pressing need for more formal training schemes for port workers.

The absence of a Saudi port training policy, despite the existence of two port training centres in Dammam and Jeddah, has led to a perceived shortage of trained and experienced Saudi national labour force. This type of problem has, however, been of major concern since the 1980s to ports throughout the world, especially those in countries with developing economies. Thomas (1981, p.180) stated:

“The absence of formal career-development programmes has resulted in a severe shortage of adequately trained and experienced indigenous managers. Furthermore, it has resulted in a continued and increasing dependence on expatriate staff to manage port facilities. This is a retrograde step for developing countries and an indictment of the failure of port authorities to plan effectively for the future.”

In this chapter, the state of education and training for port employees, as well as the impact of port organisations on human resources, is examined by analysis of the attitudes of sampled employees, and investigation of their qualifications, language skills and vocational training. The objective is to investigate Saudi whether nationals might, in time, become as skilled in port work as the current expatriate workers, and whether different port sectors are satisfied with local training for port work.

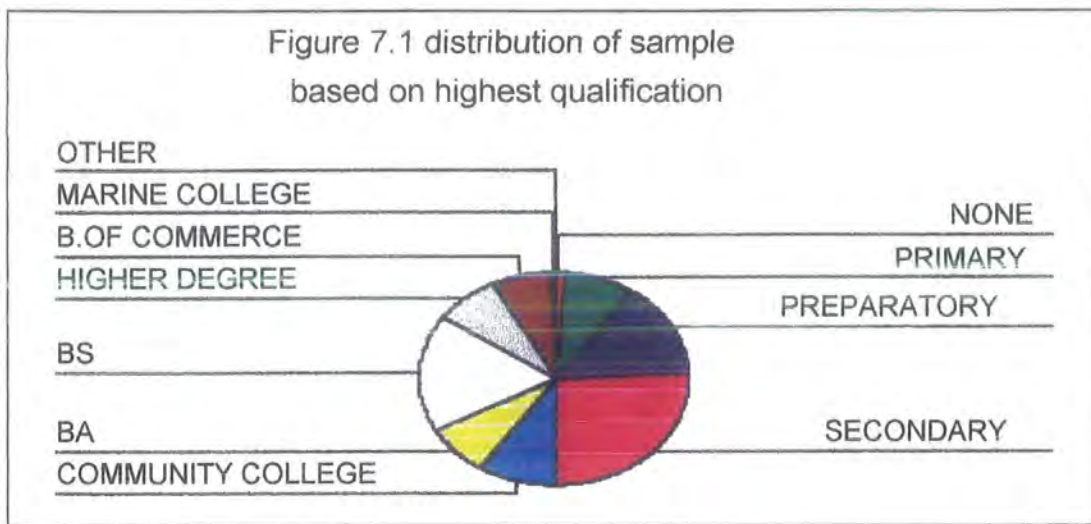
## 7.2 QUALIFICATIONS AND LANGUAGE SKILLS

By analysing qualification and language skills of respondents, Table 7.1 shows that one half (49.6%) of total responding employees held qualifications awarded only at sub-university level, and the other half (50.4%) had been awarded university degrees (first degrees and/or higher degrees). Assessing these figures may be problematic because of varying national interpretations of the term 'first degree'. The sampled employees probably included an unrepresentatively high proportion of graduates because many non-graduates declined to complete questionnaires. Considering Saudis respondents alone, 70.2 per cent of total sampled Saudis held qualifications awarded only at sub-university level, and of these, half (50%: 87/174) held only sub-secondary level qualifications.

TABLE 7.1 DISTRIBUTION OF SAMPLED EMPLOYEES BASED ON QUALIFICATION BY NATIONALITY ORIGIN

QUALIF.	Saudis		Western		Developing Countries		TOTAL	
NONE	2	0.8%			3	2.3%	5	1.3%
PRIMARY	29	11.7%			4	3.0%	33	8.3%
PREPARATORY	56	22.6%			2	1.5%	58	14.6%
SECONDARY	87	86.7%	1	5.9%	13	9.8%	101	25.4%
Total non-graduates	174	70.2%	1	5.9%	22	16.6%	197	49.6%
COMMUNITY COLL.	15	39.5	4	23.5%	19	14.4%	38	9.6%
BA	8	25.8%			23	17.4%	31	7.8%
BS	28	40%	4	23.5%	38	28.8%	70	17.6%
B. OF COMMERCE	12	4.8%	5	29.4%	11	8.3%	28	7.1%
MARINE COLLEGE					1	0.8%	1	0.3%
MA & PH.D. DEGREES	10	4%	3	17.6%	18	13.6%	31	7.8%
OTHER	1	0.4%					1	0.3%
Total graduates & higher degrees	74	29.8%	16	94.1%	110	83.4%	200	50.4%
Total responds	248	100%	17	100%	132	100%	397	100%

Source, Field work, September, 1995



It was surprising that although most employees from developing countries were working in jobs that do not usually require degree qualifications, 83.4 per cent of them hold university degrees and only 16.6 per cent of them do not. This begs two questions: what qualifications are really necessary for port work? and what proportion of the Saudis who are supposed to replace expatriates might need to hold degrees?

However, regarding language skills, it was found that among foreign employees, only 38.2 per cent speak Arabic. This percentage also includes Arabs from outside Saudi Arabia, so that Arabic is probably quite rare among other groups. This is obviously one of the major constraints for Saudi employees to acquire experience from those expatriates as one of the indirect benefits of non-Saudi employment is to learn from their experience and skills. Thus, training at port centres should also include Arabic teaching for non-Arabic speakers, along with English for Saudi employees to narrow the gap between these two groups, and to reach the target as quickly as possible.

It was discovered that some English is spoken by 69.8 per cent of total Saudi port employees (Table 7.2). This is due to the requirements of most port contractors and organisations.

By comparing qualifications and language skills among sampled employees based on the main four port sectors – government, Aramco, contractors and users – it was discovered that government employees were the lowest in both qualifications and language skills (see Tables 7.3 and 7.4). This can be attributed to the government policy of not requiring higher qualifications and language skills for most applicants for port jobs. When Saudis are employed at any port they usually take an English course and some other technical skills. Some port employees in jobs which need certain levels of training not provided locally might be sent abroad for further training. ARAMCO employees were top in their qualifications and language skills. Only 29.6 per cent of the total ARAMCO employees hold only sub-university level qualifications. More than 81 per cent speak both Arabic and English, 13.8 per cent speak only English, 4.6 per cent speak English and another language, but not Arabic. This is not only because ARAMCO require job seekers to have an acceptable level of English comprehension, the company also has a very high standard of English schools for new employees. English is also the formal language for all ARAMCO activities in Ras Tannurah and elsewhere in ARAMCO oil producing areas (Tables 7.4).

**TABLE 7.2 DISTRIBUTION OF RESPONDING EMPLOYEES BASED ON LANGUAGE SKILLS BY NATIONALITY GROUPS**

Language	Saudis	Western	Developing countries	Total
Only Arabic	69 (28.2%)		8 (6.1%)	77 (19.6%)
Only English		13 (76.5%)		13 (3.2%)
Only Tamili			3 (2.3%)	3 (0.8%)
Malabari & Bangali			1 (0.8%)	1 (0.3%)
Arabic & English	171 (69.8%)		20 (15.2%)	191 (48.5%)
Arabic & English & other language	5 (2.0%)		29 (22%)	34 (8.6%)
English & other language not Arabic		4 (23.5%)	70 (53.0%)	74 (18.7%)
Arabic & other language not English			1 (0.8%)	1 (0.3%)
Total	245 (100%)	17 (100%)	132 (100%)	394 (100%)

Source, Field Work, September, 1995

**TABLE 7.3 DISTRIBUTION OF RESPONDING EMPLOYEES BASED ON QUALIFICATION BY SECTOR GROUPS**

Qualification	Government	Aramco	Contractors	Users	TOTAL
None	1.1%		2.5%		1.3%
Primary	14.6%		5.0%		8.3%
Preparatory	20.5%	10.9%	10.9%		14.6%
Secondary	25.4%	18.8%	24.4%	44.8%	25.4%
Total Below College	61.6%	29.6%	42.8%	44.8%	49.6%
Community College	4.9%	17.2%	9.2%	24.1%	9.6%
BA	8.1%	1.6%	12.6%		7.8%
BS	14.6%	31.3%	14.3%	20.7%	17.6%
B. of Commerce	5.4%	9.4%	8.4%	6.9%	7.1%
Marine College			0.8%		0.3%
MA & Ph.D. Degrees	5.4%	10.9%	11.8%		7.8%
Other				3.4%	0.3%
Total Degrees	38.4%	70.4%	57.2%	55.2%	50.4%
Total	185 (100%)	64 (100%)	119 (100%)	29 (100%)	397 (100%)

**TABLE 7.4 DISTRIBUTION OF RESPONDING EMPLOYEES BASED ON LANGUAGE SKILLS BY SECTOR GROUPS**

LANGUAGE	govern- ment	Aramco	contractors	users	Total
only Arabic	58		18	1	77 (19.6%)
only English		9	2	2	13 (3.2%)
only Tamili			3		3 (0.8%)
Malabari & Bangali			1		1 (0.3%)
Arabic & English	76	53	41	21	191 (48.5%)
Arabic, English and other language	20		14		34 (8.6%)
English, other language not Arabic	21	5	41	7	74 (18.7%)
Arabic, other language not English	1				1 (0.3%)
	176	67	120	31	394 (100%)

Source, Field work, September, 1995

### 7.3 VOCATIONAL TRAINING

Vocational or technical training is essential to many kinds of port work at certain levels, depending on the type of work. Employees were asked about the type of vocational training certificate they held, if any. Table 7.5 shows that only 24.1 per cent (97/402) of employees were vocational certificate holders, of whom 60.8 per cent were Saudi.

**TABLE 7.5 RESPONDING VOCATIONAL TRAINING CERTIFICATES**

Vocational qualification	SAUDIS	WESTERN	DEVELOPING COUNTRIES	TOTAL
Primary	3		1	4
Intermediate	25	1	9	35
Secondary	30	2	24	56
Other	1		1	2
Total vocationally qualified	59 (23.5%)	3 (17.6%)	35 (26.1%)	97 (24.1%)
Total responding employees	251 (100%)	17 (100%)	134 (100%)	402 (100%)

Source, Field Work, September, 1995

Surprisingly perhaps, although non-Saudis were preferred by many port contractors, they came with no vocational certificates. They were doubtless attractive because most of them had practical port experience in their home countries.

Vocational training in Saudi Arabia is the responsibility of the General Organization for Technical Education and Vocational Training (GOTEVT). This authority is responsible for a wide range of activities from vocational and on-the-job training to commercial and agricultural education. GOTEVT activities are discussed below.

### 7.3.1 PRIMARY VOCATIONAL TRAINING

This training is held for males, 17 - 45 years of age, who have completed at least grade five elementary education – ranging from 12 to 18 months. The most popular courses are for mechanics, electricians, welders, carpenters and air conditioning technicians. In addition, there are training programmes for young males, 14 - 17 years of age, working in industry and having reached fourth grade elementary education, as well as evening sessions for those in employment wanting to upgrade their skills (*MEED*, 1987).

It was found that only three (4.6%) employed individuals out of 64 sampled Saudis were involved in primary vocational training. This may be due to most port workers



needing higher levels of vocational training than primary levels or because port organisations are not satisfied with vocational training provided by GOTEVT and prefer to run special vocational training depending on their own needs.

### 7.3.2 INTERMEDIATE VOCATIONAL TRAINING

This type of training is also run by the GOTEVT government organisation and a few other public and private institutes for males, 14 - 30 years of age, who have attained elementary or intermediate school certificates. This training offers a number of skills courses in many disciplines including process technology, business administration and maintenance engineering. In collaboration with private sector companies, this training is also provided on-the-job by GOTEVT and similar organisations, to enable employed workers to qualify as technical supervisors and instructors in their own firms (MEED, 1987). According to Mr. Al-Dala'an, General President of GOTEVT (1996), all training programs in this level are being upgraded to secondary level due to the increase need for skilled labour. The number of semi-skilled workers trained on primary vocational programmes is now sufficient.

Table 7.5 shows that virtually all (95.8%) employees holding vocational certificates were at the post-primary level of which 60.2% were Saudis. This suggests that Saudis, whether in public or vocational education, are similarly or more highly qualified than non-Saudis, but have less practical experience.

### 7.3.4 TRAINING OPPORTUNITIES FOR PORT EMPLOYEES

Training programmes are essential for port work due to the rapid changes of port operational methods such as commercial cargo handling, oil loading and other industrial and petrochemical cargo handling.

**TABLE 7.6 RESPONDING EMPLOYEES' ATTITUDES TO THE NEED FOR TRAINING**

Does the nature of your job needs further training?								
ORIGIN	YES		NO		NOT SURE		TOTAL	
SAUDIS	192	77.5%	44	17.7%	12	4.8%	248	100%
WESTERN	4	23.5%	12	70.6%	1	5.9%	17	100%
DEVELOPING	40	31.3%	78	60.9%	10	7.8%	128	100%
TOTAL	236	60.1%	134	34.1%	23	5.8%	393	100%

Source: Field Work, September, 1995

Employees were asked whether their jobs require frequent training courses because of the degree of changes in work techniques. The results in Table 7.6 show that more than 60 per cent of the total sampled employees answered "Yes" to that question. Among Saudis 77.4 per cent answered "Yes" while 17.7 per cent answered "No" and 4.8 per cent were not sure. On the other hand, 70.6 per cent of the Western employees answered "No" and 60.9 per cent of employees from the third world answered "No". This obviously agrees with the first hypothesis of this study which indicates that working in port jobs requires certain skills and experience not generally part of the Saudi repertoire of work skills because of the lack of marine and other technical job training. However, it was found that training courses in some port organisations are carried out with inadequate depth of study and appropriate training. There are no evident links between training and employees' positions and promotion prospects.

When employees were also asked if they have been involved in any training courses, it was found that 52.8 per cent of the total sampled employees who answered this

question have been involved in training courses, of which 82.6 per cent were Saudis. Among Saudis themselves, this percentage was 67 per cent, while among non-Saudis this percentage decreased to less than 50 per cent. This may be due to the fact that non-Saudis are assumed to be well trained and skilled; therefore they are assumed not to require further training (see Table 7.7).

TABLE 7.7 EMPLOYEES' TRAINING COURSES INVOLVEMENT

Have you been involved in training courses?						
ORIGIN	YES		NO		TOTAL	
SAUDIS	166	67.2%	81	32.8%	247	100%
WESTERN	8	47.1%	9	52.9%	17	100%
DEVELOPING	27	23.1%	90	76.9%	117	100%
TOTAL	201	52.8%	180	47.2%	381	100%

Source: Field Work, September, 1995

When employees were asked about equal training opportunities for all employees, there were no significant differences between answers based on the total of employed individuals but there was a slight difference based on each nationality group. For example, among Western employees 47.1 per cent of the total Western employees were dissatisfied with port policy in equalisation of training opportunities for all employees in ports while this percentage decreased among Saudis to 32.4% and 16.7% among third world employees (Table 7.8). This may be due to the cultural background of the Western employees where democracy enables the people to express their opinions with more freedom, particularly concerning the policy of such authorities as government or employer.

TABLE 7.8 RESPONDENTS' ATTITUDES TOWARDS EQUAL OF TRAINING OPPORTUNITIES

Do you think there is equalisation of training to all employees?	Saudis	Western	Developing countries	TOTAL
YES	26.3%	23.5%	36.5%	115 (29.5%)
NO	32.4%	47.1%	16.7%	109 (27.9%)
TO CERTAIN EXTENT	32.0%	23.5%	18.3%	106 (27.2%)
NO ANSWER	09.3%	5.9%	28.5%	60 (15.4%)
TOTAL	274 (100%)	17 (100%)	126 (100%)	390 (100%)

Source: Field Work, September, 1995

## 7.5 TRAINING LOCATION

An important focus of this study is the location of training courses held for port employees because it can be used as an indication of the role of the different port organisations in the development of Saudi human resources. The main objective is to investigate the degrees of employees' attitude to three types of training location locally, abroad and both locally and abroad, and their attitudes towards on-the-job training.

**TABLE 7.9 LOCATION OF TRAINING HELD FOR RESPONDING EMPLOYEES**

LOCATION	Saudis	Western	Developing countries	TOTAL
LOCALLY	115 (47.1%)	6 (35.3%)	20 (17.2%)	141 (37.4%)
ABROAD	13 (5.3%)	2 (11.8%)	3 (2.6%)	18 (4.8%)
BOTH LOCALLY & ABROAD	36 (14.8%)		2 (1.7%)	38 (10.1%)
NON APPLICABLE	80 (32.8%)	9 (52.9%)	91 (78.5%)	180 (47.7%)
TOTAL	244 (100%)	17 (100%)	116 (100%)	377 (100%)

Source: Field Work, September, 1995

Table 7.9 shows that 47.1 per cent of Saudis were involved in training courses locally, whereas only 5.3 per cent were trained abroad and 14.8% were given opportunities both locally and abroad. It might be surprising that 35.3 per cent of Western employees and 17.2 per cent of employees from developing countries were involved in training courses locally at a time when they should have been sufficiently trained to carry out the job from the beginning. During the field work, it was found that many employees, particularly those working in a technical sector, needed to be engaged in training programmes, because of the rapid changes in port facilities and equipment about which they were required to know. Training sessions are often arranged for employees from a particular department regardless of whether they were Saudi or non-Saudi, to train them in the operation of new equipment. Non-Saudi employees, because of their previous experience, usually assimilate the necessary training more

quickly. It is assumed that they will transfer this knowledge and experience to Saudis but, as discussed earlier, language may be one important obstacle to acquiring the experience of non-Saudis.

### 7.5.1 PORT TRAINING CENTRES

Two port training centres were established in 1977 at Jeddah and Dammam ports. Training courses at these centres covered various specialisations such as marine pilotage, tug handling, seamanship, diving, the use of marine charts, marine survey and marine radar operation. Training was also provided for supervisors, inspectors and controllers for cargo handling, and programmes were run covering port safety and fire-fighting (SPA report, 1988, p.60). According to the Saudi Port Authority's (SPA) Annual Report 1990, 620 employees were trained during 1990, of which 446 employees were trained by the port centres, 158 were trained by other local training centres, and 16 were trained abroad (see Table 7.10). The total number of trainees increased from 130 in 1977 to 1,421 during 1987, then decreased to 785 during 1988 and 620 during 1990, and finally to 680 during 1993 (SPA, 1994).

**TABLE 7.10 TRAINING COURSES CONDUCTED BY THE (SPA) WITHIN AND OUTSIDE SAUDI ARABIA 1977-1990**

YEARS	SPA training centre	other local institutions	overseas training	TOTAL
1977	90	30	10	130
1978	110	49	15	174
1979	230	65	12	307
1980	525	36	19	580
1981	771	46	16	833
1982	784	64	18	866
1983	810	86	15	911
1984	873	93	20	986
1985	907	75	27	1009
1986	903	76	19	998
1987	1313	90	18	1421
1988	687	80	18	785
1989	384	179	16	599
1990	446	158	16	620

Source: Saudi Port Authority (SPA), Annual Reports, 1988, 1992

When the sampled employees were asked about their opinions as to whether training should be held locally, 36.1 per cent of the total sample agreed and 27.5 per cent strongly agreed. Only 10.7 per cent disagreed with this statement. However, disagreement among Saudis to this statement was also very high (Tables 7.11 & 7.12).

As indicated in Chapter 2 above, increasing the quality and quantity of manpower was one of the objectives of the Third Development Plan (1980-1985) through improving education and vocational training. This clearly occurred with a doubling in the number of training courses conducted (Table 7.10) but training courses have since declined in number. Presley and Westaway (1987, p.53) showed their concern about the impact of rapid expansion of the number of students and schools by stating the following:

“Inevitably, expansion on this scale has brought problems. Particular concern has been expressed about both the efficiency and effectiveness of the education system, which features high drop-out and repetition rates and a marked mismatch between skills and labour needs.”

Al-Ghaith and Al-Mashouq (1996) agreed with this in their later findings. One hypothesis, which indicated that improvement of training both qualitatively and quantitatively will increase employment in the private sector, was rejected.

**TABLE 7.11 (A) RESPONDENTS' ATTITUDES TOWARD LOCAL TRAINING BASED ON NATIONALITY GROUPS**

Training courses should be held locally?	Saudis	Western	Developing Countries	TOTAL
STRONGLY DISAGREE	010 (04.3%)		001 (01.0%)	011 (03.2%)
DISAGREE	013 (05.6%)	002 (16.7%)	011 (11.0%)	026 (07.5%)
AGREE TO CERTAIN EXTENT	059 (25.2%)	003 (25.0%)	025 (25.0%)	089 (25.7%)
AGREE	082 (35.0%)	005 (41.7%)	038 (38.0%)	125 (36.1%)
STRONGLY AGREE	070 (29.9%)	002 (16.6%)	023 (23.0%)	095 (27.5%)
TOTAL	234 (100%)	012 (100%)	100 (100%)	346 (100%)

**TABLE 7.11 (B) EMPLOYEES' ATTITUDES TOWARD ON-JOB TRAINING**

Training courses should be combined with work?	Saudis	Western	Developing Countries	TOTAL
STRONGLY DISAGREE	004 (01.7%)	00000000000	006 (05.7%)	010 (02.8%)
DISAGREE	007 (02.9%)	001 (08.3%)	005 (4.7%)	013 (03.6%)
AGREE TO CERTAIN EXTENT	031 (12.9%)	005 (41.7%)	023 (21.7%)	059 (16.5%)
AGREE	065 (27.1%)	004 (33.3%)	026 (24.5%)	095 (26.5%)
STRONGLY AGREE	133 (55.4%)	002 (16.7%)	046 (42.1%)	179 (50.0%)
TOTAL	240 (100%)	012 (100%)	106 (100%)	358 (100%)

Source: Field Work, September, 1995

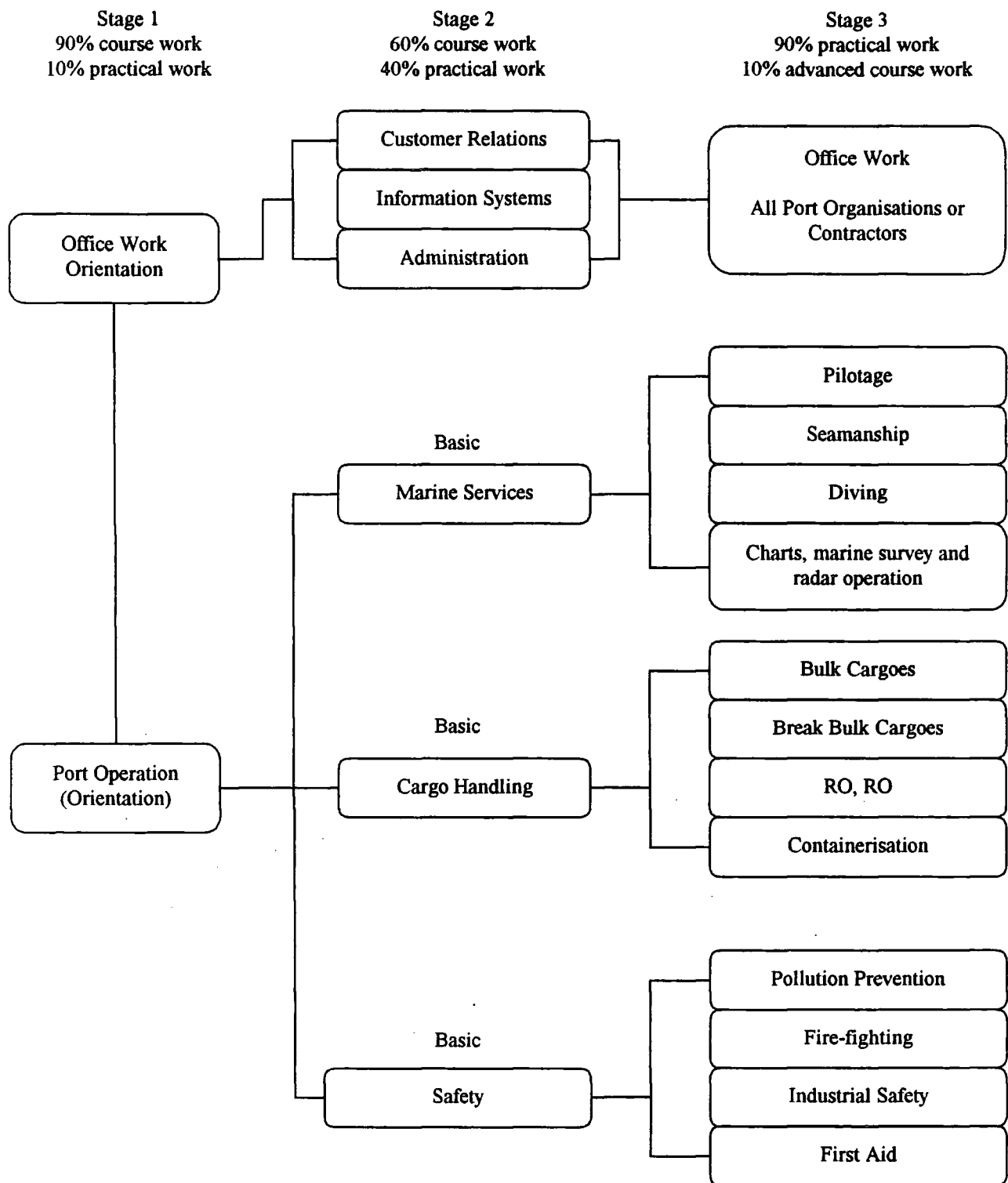
Thus, Saudis agreed that training should be carried out locally and more than 82 per cent either agreed or strongly agreed that on-the-job training is preferable (Table 7.12). A programme of on-the-job training which was set for the Saudi Combined Electrical Company (SCECO) indicated that trainees at vocational or technical institutions might be employed gradually by this programme (Saudi Chamber of Commerce, 1991). A similar model was suggested for all those private companies who will replace the public sector in all port operational activities, for their training and recruitment purposes (see Figure 7.2).

**TABLE 7.12 RESPONDING EMPLOYEES' ATTITUDES TOWARD LOCATION OF TRAINING BASED ON SECTOR GROUPS**

Training courses should be held locally?	government	Aramco	contractors	users	TOTAL
STRONGLY DISAGREE	3 (01.9%)	4 (6.9%)	2 (01.9%)	2 (08.3%)	11 (03.2%)
DISAGREE	8 (05.0%)	9 (15.5%)	6 (05.8%)	3 (12.5%)	26 (07.5%)
TO CERTAIN EXTENT	39 (24.1%)	19(32.8%)	24 (23.1%)	7 (29.2%)	89 (25.7%)
AGREE	63 (39.4%)	18(31.0%)	36 (34.6%)	8 (33.3%)	125 (36.1%)
STRONGLY AGREE	47 (29.4%)	8 (13.8%)	36 (34.6%)	4 (16.7%)	95 (27.5%)
TOTAL	160 (100%)	58 (100%)	104 (100%)	24 (100%)	346 (100%)

Source: Field Work, September, 1995

Figure 7.2: On-the-job training model



Source: SCECO, 1991



This model shows that on-the-job training which might be suitable for port work and recruiting Saudi graduates from public or vocational intermediate and secondary schools consists of three stages. In the first stage, students will work for 10 per cent of their time and undertake 90 per cent basic course work including some orientation regarding their future job roles. This stage is suggested to be 5-6 months in duration. In the second stage, students will increase their work element gradually with specialisation in specific work concentrating on a very narrow subject in the final stage, leading to full employment in the relevant firm.

### 7.5.2 EXTERNAL TRAINING

Although disagreement to the previous statement showing training should be local was generally low, in comparing employees of ARAMCO and joint venture companies (users) with employees from government sector and contractors, Table 7.12 shows that there is a slight increase of disagreement among ARAMCO and users' employees. This is due to the fact that this category of employees considered training abroad, particularly in the original companies in Western countries, essential to them. There were criticisms of the multinational companies for not increasing the number of trainees in their home countries in developed countries to gain more experience and skills. For example, Al-Salamah (1994, p.165) argued that:

“This is not in line with the argument put forward in this study that multinational companies should train the local labour force, thereby reducing local unemployment and also increasing the level of skills available in the host countries. This should be considered as having negative impact for the MNCs in SABIC because the parent companies are not training Saudis in their home countries in any significant number.”

Multinational companies responded to these criticisms by saying that when plants were built and started up, employees were trained in similar plants in the parent company's homeland. However, at present, local training centres were utilised. All facilities and experienced manpower were provided with training on the job. In addition, local institutions are also available for training purposes.

### 7.5.3 EMPLOYEES' SATISFACTION WITH TRAINING POLICY

**TABLE 7.13 RESPONDENTS' ATTITUDES ABOUT THEIR LEVEL OF TRAINING**

Do you think you are trained enough to carry out your job sufficiently?	Saudis		Western		Developing countries		total	
	No	%	No	%	No	%	No	%
YES	92	37.4	13	76.5	90	74.4	195	50.8
NO	79	32.1	1	5.9	8	6.6	88	22.9
TO CERTAIN EXTENT	73	29.7	2	11.8	15	12.4	90	23.4
NO RESPONSE	2	0.8	1	5.9	8	6.6	11	2.9
<b>TOTAL</b>	<b>246</b>	<b>100</b>	<b>17</b>	<b>100</b>	<b>121</b>	<b>100</b>	<b>384</b>	<b>100</b>

Source: Field work, September, 1995

Before asking employees about their degree of satisfaction about their training, they were asked whether they think they were trained sufficiently to carry out their jobs. Table 7.13 shows that 50.8 per cent of the total employees answered "Yes". Among Saudis, only 37.4 per cent agreed that they were trained enough, whereas 76.5 per cent of Western employees and 74.4% of employees from developing countries believed that they were trained enough. Clearly Saudis are less trained and experienced than most of foreign labour and they are not satisfied with their skills and wish to increase their experience. A similar question was asked about whether employees were satisfied with the training of their colleagues. Employees were neutral in their responses to this question, 36.4 per cent of the total respondents were satisfied to a certain extent and only 11.4 per cent were unsatisfied. By comparing unsatisfied employees within the

four port sectors, it was found that dissatisfaction with training of colleagues increased among employees from the joint venture companies (users) (24.1%). This may be due to the fact that some employees of multinational companies were trained abroad by the parent firms in developed countries and many were trained locally, as indicated above in this chapter; thus, dissatisfaction with colleagues' training reflects the dissatisfaction with local training by some employees (Table 7.14).

**TABLE 7.14 EMPLOYEES' SATISFACTION WITH THEIR COLLEAGUES' LEVEL OF TRAINING BASED ON SECTOR GROUPS**

Are you satisfied with training of your work colleagues?	government	Aramco	contractors	users	TOTAL
YES	49 (28.5%)	25 (39.7%)	35 (36.5%)	8 (27.6%)	117 (32.5%)
NO	18 (10.5%)	5 (07.9%)	11 (11.5%)	7 (24.1%)	41 (11.4%)
TO CERTAIN EXTENT	77 (44.8%)	26 (41.3%)	30 (31.3%)	10 (31.5%)	143 (39.7%)
CAN NOT DECIDE	28 (16.2%)	7 (11.1%)	20 (20.7%)	4 (13.8%)	59 (16.4%)
TOTAL	172 (100%)	63 (100%)	96 (100%)	29 (100%)	360 (100%)

Source: Field Work, September, 1995

Employees were asked about their satisfaction with the policy of their employers for training. Table 7.15 shows that 146 (62.3%) of Saudis were satisfied to some level with their employer's training policy while 88 (37.7%) had some degree of dissatisfaction. Most of those dissatisfied workers complained about the inequality of training opportunities. As discussed in Chapter 3 above, personal relationships play a significant role, not just regarding employment or training opportunities, but also in many other aspects of life.

Turning to foreign employees, Table 7.15 shows that Western respondents were neutral toward the training policy, 20 per cent dissatisfied, 46.7 per cent were satisfied to some extent, and finally 26.7 per cent were satisfied.

**TABLE 7.15 RESPONDENTS SATISFACTION WITH TRAINING TECHNIQUES BASED ON NATIONALITY GROUPS**

Degree of satisfaction	Saudis	Western	Developing countries	TOTAL
STRONGLY DISSATISFIED	042 (17.9%)	000 (0000%)	006 (05.1%)	048 (13.1%)
DISSATISFIED	046 (19.7%)	003 (20.0%)	019 (16.2%)	068 (18.6%)
TO CERTAIN EXTENT	073 (31.2%)	007 (46.7%)	031 (26.5%)	111 (30.3%)
SATISFIED	046 (19.7%)	004 (26.7%)	044 (37.6%)	094 (25.7%)
STRONGLY SATISFIED	027 (11.5%)	001 (06.7%)	017 (14.5%)	045 (12.3%)
TOTAL	234 (100%)	015 (100%)	117 (100%)	366 (100%)

Source: Field Work, September, 1995

These results may be because not many Western employees were involved in training by their employers. Similarly with employees from developing countries. More than 78 per cent were satisfied to some degree, despite the fact that not many of these employees were given opportunities to be trained by their employers.

## 7.6 EXPERIENCE OF PORT EMPLOYEES

**TABLE 7.16 RESPONDENTS YEARS OF EXPERIENCE IN PRESENT JOB BASED ON NATIONALITY GROUPS**

YEARS OF EXPERIENCE	Saudis	Western	Developing countries	TOTAL
LESS THAN 3 YEARS	034 (13.7%)	001 (05.9%)	022 (16.5%)	057 (14.3%)
3 - 6 YEARS	057 (22.8%)	004 (23.5%)	033 (24.8%)	094 (23.6%)
7 - 9 YEARS	041 (16.5%)	003 (17.7%)	016 (12.1%)	060 (15.0%)
10 YEARS OR MORE	117 (47.0%)	009 (52.9%)	062 (46.6%)	188 (47.1%)
TOTAL	249 (100%)	017 (100%)	133 (100%)	399 (100%)

Source: Field Work, September, 1995

Employees were asked about length of experience in their present jobs. It was found that 62.1 per cent of total respondents (248/399) had 7 years or more experience in their present jobs. Among Saudis 63.5 per cent also had 7 years or more experience,

70.5 per cent of Western employees worked 7 years or more, and 58.6 per cent of employees from developing countries had the same length of experience (Table 7.16).

It was found that more than half of Western respondents had 10 years or more of experience. However, it seems to be difficult in a short time to have similarly skilled and experienced Saudis. On the other hand, employees from developing countries were liable to be replaced at any time depending on the end of the contracts. This is also true when investigating years of experience among the four group sectors shown in Table 7.17. This table shows that among employees from the government sector, 74.2 per cent had 7 years or more experience, with 73.9 per cent of ARAMCO employees, 37.0 per cent of contractors' employees, and 62.1 per cent of user employees also having a similar length of experience. This finding agrees with the previous one, particularly in the low percentage of experienced employees among developing countries and contractors' employees, for the same reason indicated above relating to employee replacement.

**TABLE 7.17 EMPLOYEES' EXPERIENCE IN PRESENT JOB BASED ON SECTOR GROUPS**

EXPERIENCE YEARS	government	ARAMCO	Contractors	users	TOTAL
LESS THAN 3 YEARS	14 (07.5%)	9 (13.8%)	33 (27.7%)	1 (03.4%)	57 (14.3%)
3 - 6 YEARS	34 (18.3%)	8 (12.3%)	42 (35.3%)	10 (34.5%)	94 (23.6%)
7 - 9 YEARS	30 (16.1%)	7 (10.8%)	15 (12.6%)	8 (27.6%)	60 (15.0%)
10 YEARS OR MORE	108 (58.1%)	41 (63.1%)	29 (24.4%)	10 (34.5%)	188 (47.1%)
TOTAL	186 (100%)	65 (100%)	119 (100%)	29 (100%)	399 (100%)

Source: Field Work, September, 1995

The reason for the increase in experience among government sector employees reflects the stability of public sector jobs. It should be emphasised here that years of experience does not necessarily mean practical experience. However, there is no disagreement between these findings and the second hypothesis of this study, which indicates that Saudis are not preferred by the private sector due to their low practical experience. It is well recognised that many employed Saudis depend on their expatriate colleagues to do the practical work instead of them. On other hand, those expatriates often feel happy to do this job which makes them always in demand.

Table 7.18 shows that although the majority of employees were satisfied to a certain extent with their training and experience acquired in their present job, dissatisfaction increased among Western employs compared to the other nationality groups. This may be because they were already trained and experienced.

**TABLE 7.18 RESPONDENTS' SATISFACTION WITH TRAINING AND ACQUIRED EXPERIENCES BASED ON NATIONALITY GROUPS**

Degree of satisfaction	Saudis	Western	Developing countries	TOTAL
STRONGLY DISSATISFIED	038 (15.8%)	001 (06.7%)	010 (08.5%)	049 (13.1%)
DISSATISFIED	036 (14.9%)	004 (26.7%)	016 (13.5%)	056 (15.0%)
TO CERTAIN EXTENT	078 (32.4%)	007 (46.7%)	044 (37.3%)	129 (34.5%)
SATISFIED	061 (25.3%)	002 (13.3%)	039 (33.1%)	102 (27.3%)
STRONGLY SATISFIED	028 (11.6%)	000 (00.0%)	008 (06.8%)	036 (09.6%)
NOT APPLICABLE	000 (00.0%)	001 (06.6%)	001 (00.8%)	002 (00.5%)
TOTAL	241 (100%)	015 (100%)	118 (100%)	374 (100%)

Source: Field Work, September, 1995

Further discussion of the issues of employees' satisfaction with training and experience acquired will be presented in the final two chapters.

It was discovered that there is a positive relationship between the level of satisfaction and years of experience. Table 7.19 shows that 1.9 per cent of the total respondents

who were strongly dissatisfied with the training and experience acquired were among those with less than three years of experience. Satisfaction increased gradually as experience increased, reaching 4.0 per cent dissatisfied among 3-6 years of experience, 5.7 per cent satisfied to a certain extent among 7-9 years of experience, and finally 10.2 per cent were satisfied among those with 10 years or more experience.

**TABLE 7.19 EMPLOYEES' SATISFACTION WITH TRAINING AND ACQUIRED EXPERIENCES BASED ON YEARS OF EXPERIENCES**

Degree of satisfaction		LESS THAN 3 YEARS	3-6 YEARS	7-9 YEARS	10 YEARS OR MORE	TOTAL
STRONGLY DISSATISFIED	Count	007	017	009	016	049
	Col. Pct	(13.5%)	(19.3%)	(14.3%)	(09.4%)	(13.1%)
	Tot. Pct	(1.9%)	(4.6%)	(1.6%)	(4.3%)	
DISSATISFIED	Count	004	015	012	025	056
	Col. Pct	(07.7%)	(17.0%)	(19.1%)	(14.6%)	(15.0%)
	Tot. Pct	(1.1%)	(4.0%)	(3.2%)	(6.7%)	
TO CERTAIN EXTENT	Count	017	022	021	069	129
	Col. Pct	(32.7%)	(25.0%)	(33.3%)	(40.4%)	(34.5%)
	Tot. Pct	(4.6%)	(5.9%)	(5.7%)	(18.6%)	
SATISFIED	Count	020	027	017	038	102
	Col. Pct	(38.5%)	(30.7%)	(26.9%)	(22.2%)	(27.3%)
	Tot. Pct	(5.4%)	(7.3%)	(4.6%)	(10.2%)	
STRONGLY SATISFIED	Count	004	007	004	021	036
	Col. Pct	(07.7%)	(08.0%)	(06.4%)	(12.3%)	(09.6%)
	Tot. Pct	(1.1%)	(1.9%)	(1.1%)	95.7%)	
NOT APPLICABLE	Count	000	000	000	002	002
	Col. Pct	(00.0%)	(00.0%)	(00.0%)	(01.2%)	(00.5%)
	Tot. Pct				(0.5%)	
TOTAL		052 (100%)	088 (100%)	063 (100%)	171 (100%)	374 (100%)

Source: Field Work, September, 1995

## 7.7 THE APPLICATION OF TRAINING SKILLS

The practical application of the skills which employees acquired through training courses is an important aspect of training. When comparing the groups regarding this issue, there were no significant differences among the three groups of nationalities (Table 7.20) and the four sector groups (Table 7.21). Overall, 85.8 per cent were satisfied to some level with the application of their skills acquired through training.

**TABLE 7.20 RESPONDENTS' SATISFACTION WITH THE APPLICATION OF TRAINING AND SKILLS ACQUIRED BASED ON NATIONALITY GROUPS**

Degree of satisfaction	Saudis	Western	Developing countries	TOTAL
STRONGLY DISSATISFIED	016 (06.8%)	000 (00.0%)	003 (02.6%)	019 (05.2%)
DISSATISFIED	025 (10.7%)	001 (06.2%)	007 (06.1%)	033 (09.0%)
TO CERTAIN EXTENT	095 (40.6%)	008 (50.0%)	033 (28.7%)	136 (37.3%)
SATISFIED	070 (29.9%)	007 (43.8%)	051 (44.3%)	128 (35.1%)
STRONGLY SATISFIED	028 (12.0%)	000 (00.0%)	021 (18.3%)	049 (13.4%)
TOTAL	234 (100%)	016 (100%)	115 (100%)	365 (100%)

Source: Field Work, September, 1995

Table 7.20 shows that Western employees were more realistic than the other two groups in their responses. They did not respond in an extreme manner as to whether they were dissatisfied or satisfied with their application of skills. This may be due to the cultural background, where serious criticism as well as enhancement of own skills is a recognisable characteristic among Arabs and some other cultures in less developed countries. Among Saudis, 82.5 per cent were satisfied with benefits gained from training. Those who were dissatisfied (17.5%) tended to feel that the time allocated for completion of the job was inadequate because the training officials had not previously assessed the necessary training time.

**TABLE 7.21 RESPONDENTS' SATISFACTION WITH THE APPLICATION OF TRAINING AND SKILLS ACQUIRED BASED ON SECTOR GROUPS**

Degree of satisfaction	Government	ARAMCO	contractors	users	TOTAL
STRONGLY DISSATISFIED	009 (05.3%)	002 (03.2%)	008 (07.6%)	000 (00.0%)	019 (05.2%)
DISSATISFIED	014 (08.2%)	005 (07.9%)	009 (08.6%)	005 (18.5%)	033 (09.0%)
TO CERTAIN EXTENT	067 (39.4%)	026 (41.3%)	034 (32.4%)	009 (33.3%)	136 (37.3%)
SATISFIED	056 (32.9%)	021 (33.3%)	041 (39.0%)	010 (37.0%)	128 (35.1%)
STRONGLY SATISFIED	024 (14.1%)	009 (14.3%)	013 (12.4%)	003 (11.1%)	049 (13.4%)
TOTAL	170 (100%)	063 (100%)	105 (100%)	027 (100%)	365 (100%)

Source: Field Work, September, 1995



Among foreign workers more than 91 per cent were satisfied with the application of their skills. Dissatisfaction by the few individuals from those two groups was no doubt related to the lack of training opportunities available to them locally or abroad.

## 7.8 CONCLUSION

It has been concluded regarding qualifications of port employees that there is little enhancement of qualification required by many port employers. Thus, more than half of the sample, which was randomly selected from the target group, were degree holders in general subjects. This finding supports the research hypothesis showing that enhancement of employment conditions including qualification is one of the main obstacles to the Saudi'ization of port work. There needs, therefore, to be some level of co-operation between port organisations and other public or even private vocational training institutions to provide general and specific training with balanced education plus port studies and related vocational subject. This system, and other similar schemes, as Couper (1986) indicated were developed in Netherlands and other countries with a view to offering youngsters careers in port work .

It was also found that less than 38 per cent of foreign employees speak Arabic and more than 30 per cent do not understand English. This leads to less benefit from expert expatriates, and restricts the cultural exchange between the mixed society represented by expatriates.

Bohning (1996) demonstrated that language training is the most essential and immediate need when expatriate workers do not speak the local language. Shimada

(1994) argued that although there is a very little economic incentive for employer to help trainees acquire more than basic knowledge of local language, it brings significant social and economic benefits by increasing the productivity and skills exchange with local labour.

This study showed that many port organisations did not participate in the training activities, particularly on-the-job training. Moreover, it was found that most public vocational schools and training centres did not provide the port sector with skilled national employees. A model was suggested to benefit from those institutions by on-the-job training leading to full-time employment.

Overall, the majority of employees have been satisfied with their employer's training policy, techniques for training and application of the skills acquired through training courses. However dissatisfaction does exist, and this could be due to non-systematic training. It was found for example that training was carried out with no depth and study of the skills needed to be gained, or any link between training courses and the development of the workers to take new positions. However few employees were dissatisfied with inequality of opportunities for training among employees. Personal relationships were very important in becoming involved in training courses in order to get better positions than the employee's skills or the job requires.

## REFERENCES

1. Al-Ghaith, M., Al-Mashouq, M. (1996), *National Manpower Recruitment in the Private Sector*, published by the Institute of Public Administration, Riyadh pp.166-180.
2. Al-Salamah, A. (1994), *Employee perceptions in multinational companies: a case study of the Saudi Arabian Basic Industries Corporation*, Ph.D. thesis, Durham University, p. 165.
3. Presley, John and Westaway, Tony (1987), 'Training is key theme of five-year plan', *quoted by MEED, June 1987, Special Report Saudi Arabia, pp. 53-54.*
4. Saudi Port Authority, Annual Reports, 1988, 1992.
5. SCECO (1991), "On-Job Training Experiences at Eastern Province's Electrical Company". *Working paper submitted to the Symposium of Training and Saudisation, 13-14 May 1991*, published by the Saudi Arabian Chamber of Commerce and Industry (SCCI), Dammam, pp. 103-7.
6. Thomas. B.J. (1981) 'Port management development- a strategy for the provision of a training capability in developing countries, *Maritime Policy and Management, vol.8, No.3, pp.179-190.*
7. Couper, A.D., (1986), "*New Cargo Handling Techniques Implications and Skills*", International labour Office (ILO), P.93.
8. Bohning, W.R. (1996) '*Employing foreign workers*, ILO publication, Geneva, pp.73-74
9. Shimada, H. (1994) '*Japan's guest workers: Issues and policies*, University of Tokyo press, Tokyo, pp.97.

CHAPTER 8

RESIDENTIAL LOCATION AND THE JOURNEY TO  
WORK

- 8.1 INTRODUCTION
- 8.2 HOUSING POLICIES
- 8.3 THE JOURNEY TO WORK
  - 8.3.1 DISTANCE
  - 8.3.2 TIME
  - 8.3.3 MODE OF TRANSPORT
  - 8.3.4 CORRELATION WITH SHIFT WORKING
- 8.4 EMPLOYEES' ATTITUDES TO THEIR RESIDENTIAL LOCATION
- 8.5 PROBLEMS OVER THE JOURNEY TO WORK
- 8.6 CONCLUSION

## **8.1 INTRODUCTION**

In a geographical context, as Hoyle and Pinder (1981) indicate, the growth of city ports is essentially affected by the land situation, the water situation, the land site and the water site. Urban growth in the city ports is a reflection of the land situation, with the nature and extent of economic activities in the ports and the character of the transport network. On the Gulf coast of Saudi Arabia, port location and residential areas tend to be far apart because of the geography of the coastal lowlands and inshore waters. The coast is highly indented but deep water is rare in the bays along the coast. At the same time extensive areas of sebkha (salt marshes) restrict the opportunity to build. Thus, ports and housing often have to be separated by distance (see Figure 8.1 and more details on port location in Chapter 4). Consequently, long distances to work and time-consuming travel were major concerns to large number of port employees along with limited housing facilities provided to employees within port areas. This chapter investigates employees' residential locations and housing conditions and policies which together create the characteristics of the journey to work.

## **8.2 HOUSING POLICIES**

Most nations in the world have experienced some kind of housing problem at one time or another. Governments and private institutions jointly attempt to provide housing facilities for their populations. McGuire (1981) argues that the way in which housing is produced, financed and even consumed is determined by a combination of government activities, customs, and market forces. Therefore, consideration of housing policy cannot be separated from the culture in which it operates.

Housing problems in Saudi Arabia did not exist before the breakdown of the extended family. Over the past two decades, as in many other Middle Eastern cities, younger couples have broken away from extended families and established their own homes, without developing another extended family (A. Al-Sheikh, 1977). The Saudi Arabian government has taken most of the responsibility for the creation of new residential areas in many Saudi Arabian cities to house the growing numbers of government employees and other Saudi nationals. Three types of government housing policies have been identified: free land and interest free loans are available to every Saudi national to build their own private house; housing facilities for military personnel during their military employment; and provision of housing for certain employees in some government institutions such as Customs, Saudi Port Authority and university staff.

Due to the increasing population and numbers of government employees, many now have to wait for a considerable time before benefiting from any of the above government provision. However, some private organisations provide housing for their employees to encourage Saudi nationals to work within the private sector. For example, ARAMCO provides high standard housing facilities to all employees. Similar facilities are also provided for employees in the multi-national companies at Jubail. On the other hand, housing provided by the SPA is inadequate, and most employees are less satisfied with these facilities. Port contractors do not usually provide housing but they give their employees a housing allowance.

Table 8.1A shows that 69 per cent of the total sampled employees in all port sectors benefit from housing facilities provided by the port organisations, of whom 25.3 per

cent have been provided with houses. This is clearly due to the large size of many Saudi families. This percentage provided with housing facilities does not necessarily mean actual residential accommodation but it could be allowances or subsidies for housing. Naturally employees prefer to live close to their family or relatives rather than living close to their work places. Thus, a number of social and economic factors affect their residential location choices.

**TABLE 8.1(A) TYPES OF HOUSING FACILITIES PROVIDED TO PORT EMPLOYEES**

TYPE OF HOUSING FACILITIES	VALUE	FREQUENCY	%
HOUSE	1	71	17.6
FLAT	2	19	04.7
BACHELOR ACCOMMODATION	3	53	13.2
PORTABLE HOUSES	4	66	16.4
HOUSING SUBSIDY	5	15	03.7
HOUSING ALLOWNACE	6	50	12.4
NONE OF THE ABOVE	7	123	30.5
NO REPLY	8	5	01.5
TOTAL		402	100

SOURCE: FIELD WORK, SEPTEMBER, 1995

**TABLE 8.1(B) REASONS FOR LIVING OUTSIDE PORT RESIDENTIAL AREA**

If you do not benefit from housing in port what was the reason?			
REASONS	VALUE	FREQUENCY	%
NO HOUSING FACILITIES PROVIDED	1	60	14.9
OWN A PRIVATE HOME	2	52	12.9
NOT ELIGIBLE FOR HOUSING	3	23	05.7
NOT WILLING TO LIVE IN PORT AREA	4	14	03.5
WAITING FOR HOUSING	5	17	04.2
OTHER	6	4	01.1
NOT APPLICABLE	7	217	53.8
NO REPLY	9	15	03.9
TOTAL		402	100

SOURCE: FIELD WORK, SEPTEMBER, 1995

Table 8.1B shows that among respondents, 14.6 per cent were not provided with accommodation, and 4.2 per cent were waiting for accommodation. This is clearly a low number, while more than 53 per cent were provided with accommodation and the remaining percentage may not be eligible for housing for some reason, or do not want



the accommodation provided by port organisations. They usually benefit from government subsidies for private housing.

Table 8.2 shows that 54.4 per cent of government employees were not provided with any type of housing facilities. This neglect of housing provision, with the absence of other alternatives was clearly a cause of the lower efficiency of many public sector employees. On the other hand, 41.5 per cent of ARAMCO employees and more than 72 per cent of users' employees were provided with either houses or flats in addition to others with subsidies or housing allowance. This will definitely increase employees' satisfaction with their work and their employers and consequently their work efficiency.

**TABLE 8.2 TYPES OF HOUSING FACILITIES BASED ON GROUP SECTORS**

TYPE	government		ARAMCO		contractors		users		ROW TOTAL	
	NO	%	NO	%	NO	%	NO	%	NO	%
HOUSE	32	17.6	21	32.3	3	2.5	15	51.7	71	17.9
FLAT	5	2.7	6	9.2	2	1.7	6	20.7	19	4.8
BACHELOR ACCOMMODATION	13	7.1	4	6.2	35	28.9	1	3.4	53	13.4
PORTABLE	24	13.2	3	4.6	38	31.4	1	3.4	66	16.6
SUBSIDY			15	23.1					15	3.8
ALLOWANCE	9	4.9	12	18.5	24	19.8	5	17.2	50	12.5
NON OF ABOVE	99	54.4	4	6.2	19	15.7	1	3.4	123	31.0
	182	100	65	100	121	100	29	100	397	100

SOURCE: FIELD WORK, SEPTEMBER, 1995

### 8.3 THE JOURNEY TO WORK

In many parts of the world, including cities in the Middle East, urban transport has been broadly investigated. Abane (1993) claimed that the most widely researched aspect of the urban transport problem in the developing world is the attempt to explain patterns of travel behaviour of city dwellers in their journey to and from work. He argued that despite the fact that many of the previous studies have done well to

investigate the problems of the journey to work in the cities of the third world, it is difficult to generalise the implications of those problems for all workers in all countries. Harris and Bloomfield (1997) described the journey to work as follows:

“It is interesting not only for what it can tell us about the geography of the city, but also for its fundamental significance to the commuter. The time and money spent as well as stress in commuting are costs that employees must bear and that have implications for the other household members.”

However, there are clearly differences of socio-economic and demographic characteristics as well as technology of transportation infrastructure which influence the journey to and from work as well as residential location decision. Levinson and Kumar (1997) indicated that “residential density in the area around the tripmaker’s home is an important factor: the higher the density, the lower the speed and the shorter the distance”. Dubin (1982) argued that financial costs of the journey to work appear to play an important role in the residential location decision but there was little evidence by Dubin that the time cost of the journey to work is an important factor in the location decision. Another important factor influencing residential location decisions particularly in the developing countries is proximity to other people such as relatives, family, friends or groups from the same social or cultural background. Swanland (1995) demonstrated that Chinese ethnic background was essential in their residential location choice when a Chinese family in Houston established their own town with a high level of social and cultural integrity. This is similarly true in Saudi Arabian cities where tribal, religious, geographical, and ethnic background play important roles in residential location choices, no matter what the consumption of money or time. Thus people from similar tribes or minority groups tend to live in areas close to each other. For example, Shiit people, who hold Islamic beliefs which differ slightly from those of Sunnat Moslems (the majority in Saudi Arabia), originally lived

together in Qateef or Al-Hasa and surrounding villages. When a member of this group had to work away from his original town, he often preferred to live close to individuals from the same minority group. Zubairis, who were originally Saudi merchant immigrants in Iraq, returned to Saudi Arabia during the first Gulf War (1981-1989) having been forced to participate in the Iraqi military force. For a while after their return, they found it difficult, due to the length of time living in Iraq, to reassimilate into Saudi society. Therefore, they established their own residential areas, not only in the Eastern Province, but also in Riyadh.

Chung Ping (1994) argued

“Despite the steady relocation of high-tech jobs to Hsinchu area in Taiwan over the past 13 years, many workers have elected to commute very long distances rather than relocate their residence”.

Table 8.3 shows that 21.1 per cent of Dammam port employees live outside the city of Dammam, 12.4 per cent of Jubail port employees live outside Jubail, and 44.6 per cent of Ras Tannurah port employees live outside the area of Ras Tannurah. The following paragraphs will examine the three elements of commuting: distance, time and mode of transport, exposing the similarities and differences among the various categories of employee regarding these elements. Other influences on the journey to work are also examined such as the safety of roads, accessibility to the workplace from residential locations, number of shifts in relation with other factors, and other commuting problems addressed by the sampled employees.

**TABLE 8.3 CITY OF WORK AND CITY OF LIVING OF PORT EMPLOYEES**

	DAMMAM		JUBAIL		RAS TANNURAH		ROW TOTAL	
	count	%	count	%	count	%	count	%
DAMMAM	112	78.9	7	4.8	13	11.6	132	33.1
KHUBAR	12	8.5			7	6.3	19	4.8
QATEEF	14	9.9	4	2.8	16	14.3	34	8.5
JUBAIL			127	87.6	3	2.6	130	32.6
R. TANNURAH					62	55.4	62	15.5
SAFWA	1	0.7	4	2.8	6	5.4	11	2.8
SAIHAT	2	1.4			3	2.7	5	1.3
OTHER	1	0.6	3	2.0	2	1.7	6	1.4
TOTAL COLUM	142	100	145	100	112	100	399	100

SOURCE: FIELD WORK, SEPTEMBER, 1995

**8.3.1 DISTANCE**

The survey revealed rather surprisingly that 39.8 per cent of the total port employees commute 20km (13 miles) or more. Among those commuters who travel 30km (19 miles) or more, 52.4 per cent are employed at Ras Tannurah port (Table 8.4). Nevertheless, ARAMCO, which manages this port, is considered to provide the best housing facilities or housing allowances for employees.

**TABLE 8.4 JOURNEY DISTANCE FOR SAMPLED EMPLOYEES**

	Less than 10 km		10 - 19 km		20 - 29 km		30 km or more		TOTAL	
	Row %	Col %	Row %	Col %	Row %	Col %	Row %	Col %	Row No.	Row %
DAMMAM	48.3	50.0	18.2	25.0	22.4	41.0	11.2	19.5	143	35.6
JUBAIL	31.3	33.3	32.0	45.2	21.1	39.7	15.6	28.0	147	36.6
R. TANNURAH	20.5	16.7	27.7	29.8	13.4	19.2	38.4	52.4	112	27.9
COL. TOTAL		34.3		25.9		19.4		20.4	402	100

SOURCE: FIELD WORK, SEPTEMBER, 1995

These findings are clearly consistent with the arguments given above which reveal that social background and other socioeconomic characteristics exert a powerful influence on choice of residential location. Thus, a large proportion of Ras Tannurah employees prefer to commute daily more than 30km each way rather than live in isolated

residential areas close to the port. Table 8.4 shows that only 20.5 per cent of the total employees in the port of Ras Tannurah live 10km (6 miles) or less from the port site (see Figure 8.1). At the same time, Table 8.5 shows that 65.5 per cent of the employees of user companies at the industrial port of Jubail live 10km or more from the port site (Figure 8.2). This is in fact because the port itself extends out to sea by more than 5km, in addition to the industrial zone, which separates the residential area from the port site. Thus employees in this case have less choice in the selection of their residential location as far as housing provided by their companies is concerned.

At Dammam port, 33.6 per cent travel 20km or more for a one-way trip ( Figure 8.3).

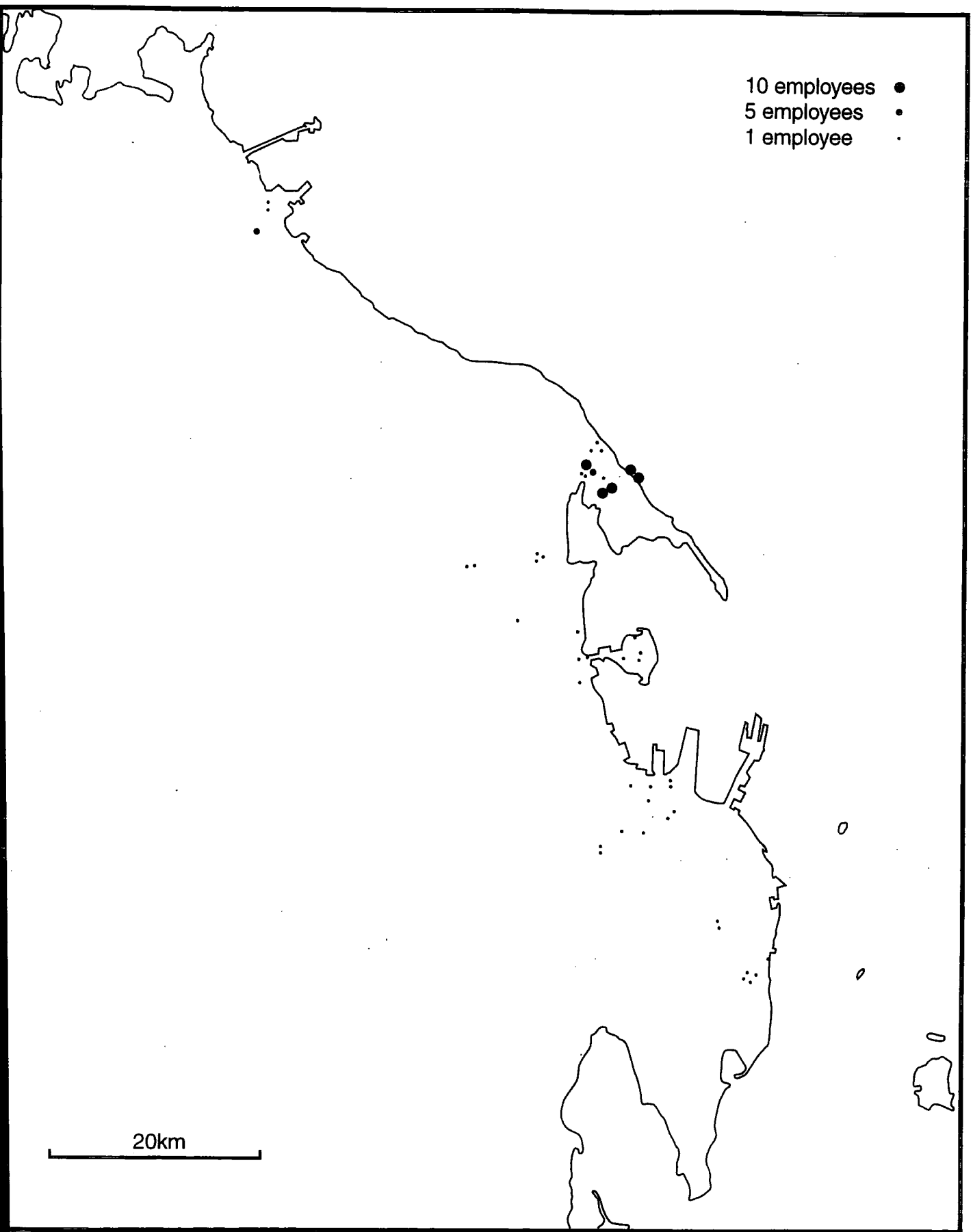
**TABLE 8.5 COMMUTING DISTANCE BY GROUP SECTOR EMPLOYEES**

	Less than 10 km		10 - 19 km		20 - 29 km		30 km or more		TOTAL	
	Row %	Col %	Row %	Col %	Row %	Col %	Row %	Col %	Row no	Row %
GOVERNMENT	38.0	51.4	25.1	45.2	20.3	48.7	16.6	37.8	187	46.5
ARAMCO	23.1	10.9	23.1	14.4	12.3	10.3	41.5	32.9	65	16.2
CONTRACTORS	42.1	37.0	27.3	31.7	16.5	25.6	14.0	20.7	121	30.1
USERS	3.4	0.7	31.0	8.7	41.4	15.4	24.1	8.5	29	7.2
TOTAL		34.3		25.9		19.4		20.4	402	100

SOURCE: FIELD WORK, SEPTEMBER, 1995

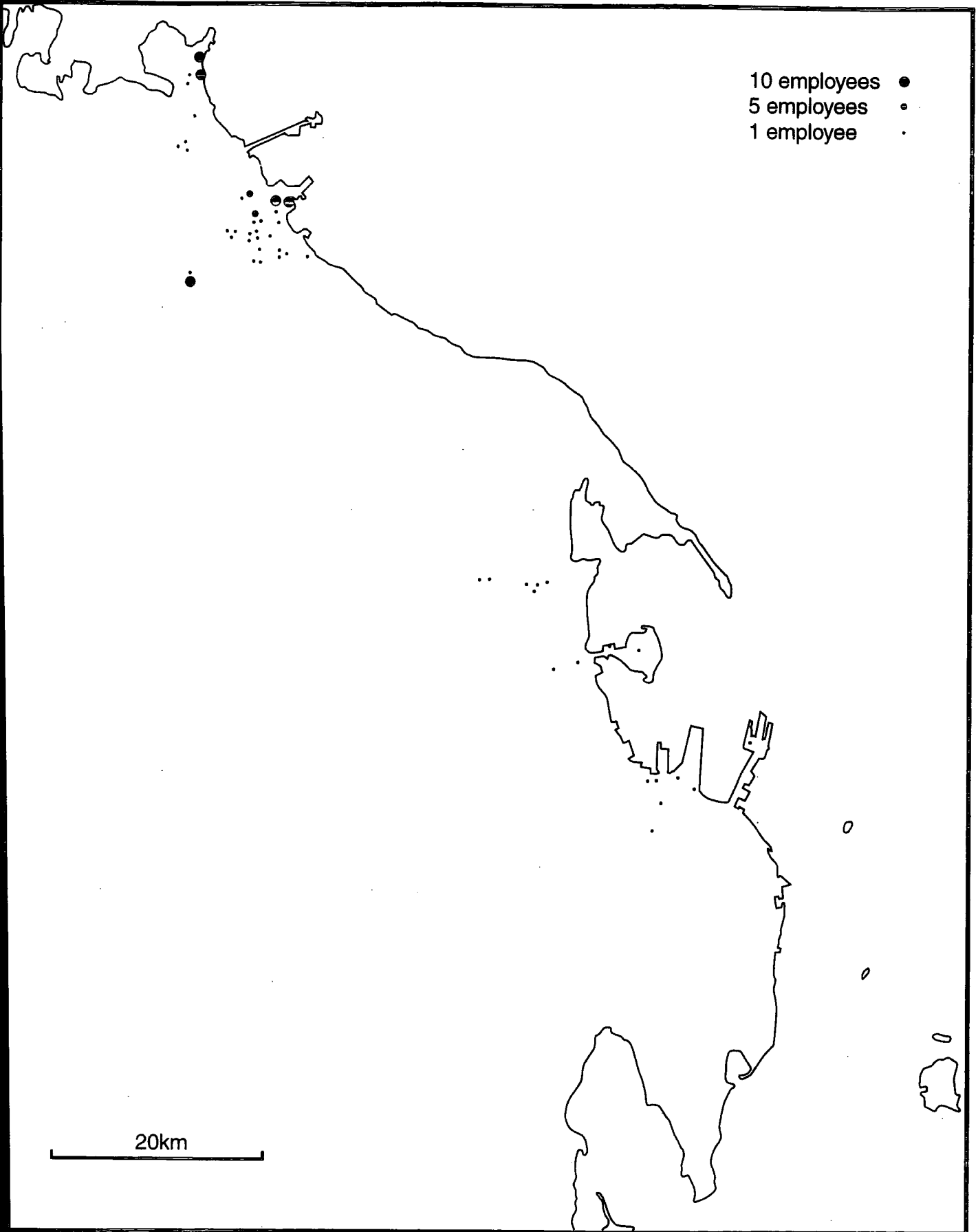
Therefore, in the studied ports, travel to work distances were generally long, averaging slightly more than 10km for a one-way trip for 65.7 per cent of the total sampled employees. This is consistent with Abane's (1993) argument in considering this long distance, particularly if the weather conditions were taken into consideration during the long summertime from the late March to September. Temperatures sometimes reach beyond 50°C, and relative humidity towards one hundred per cent. This condition obviously makes commuting rather unaffordable.

**Figure 8.1** Employees residences at Ras Tannurah Port



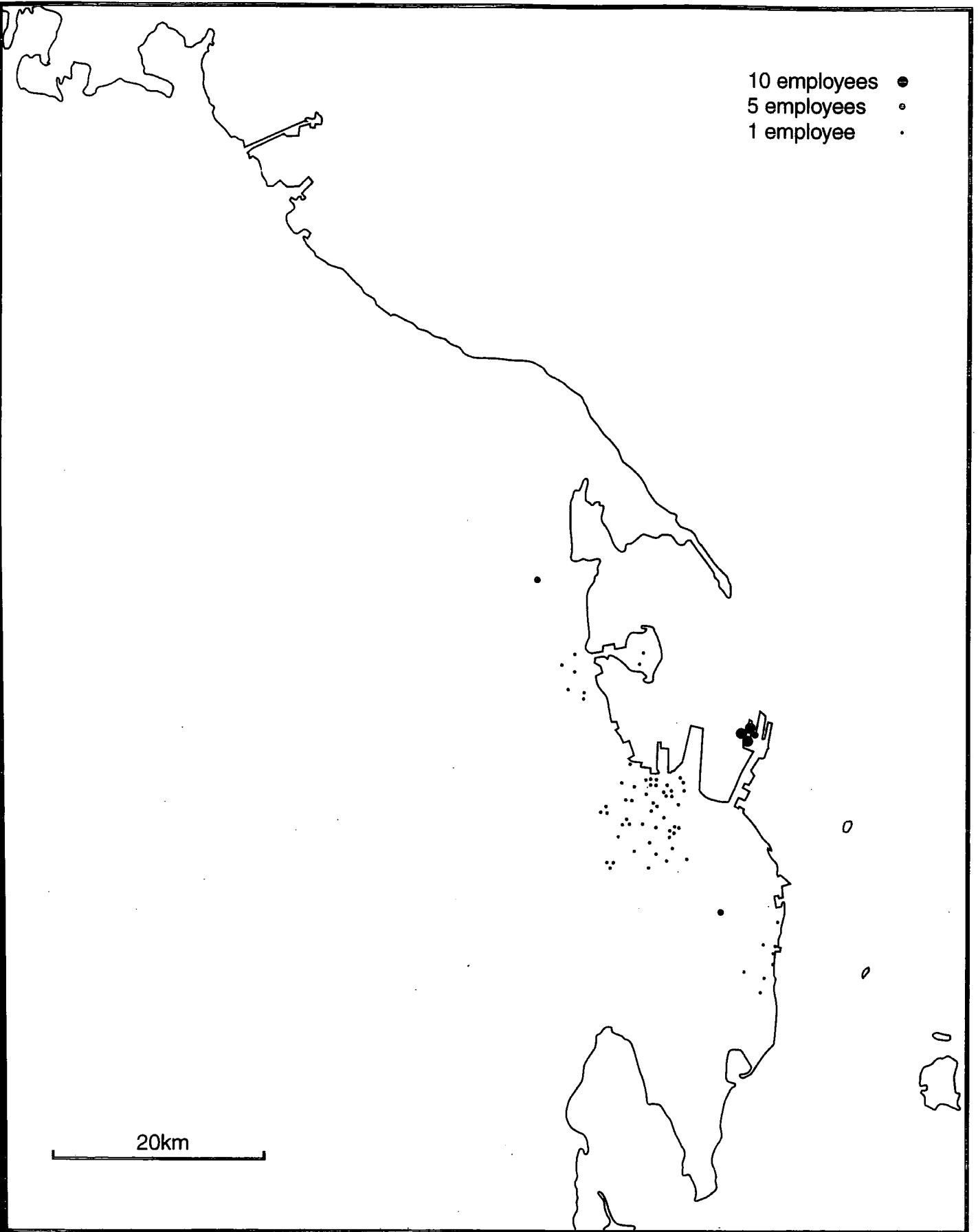
Source: Fieldwork, October, 1995.

**Figure 8.2**      **Employees residences at Jubail Port**



Source: Fieldwork, October, 1995.

**Figure 8.3** Employees residences at Dammam Port

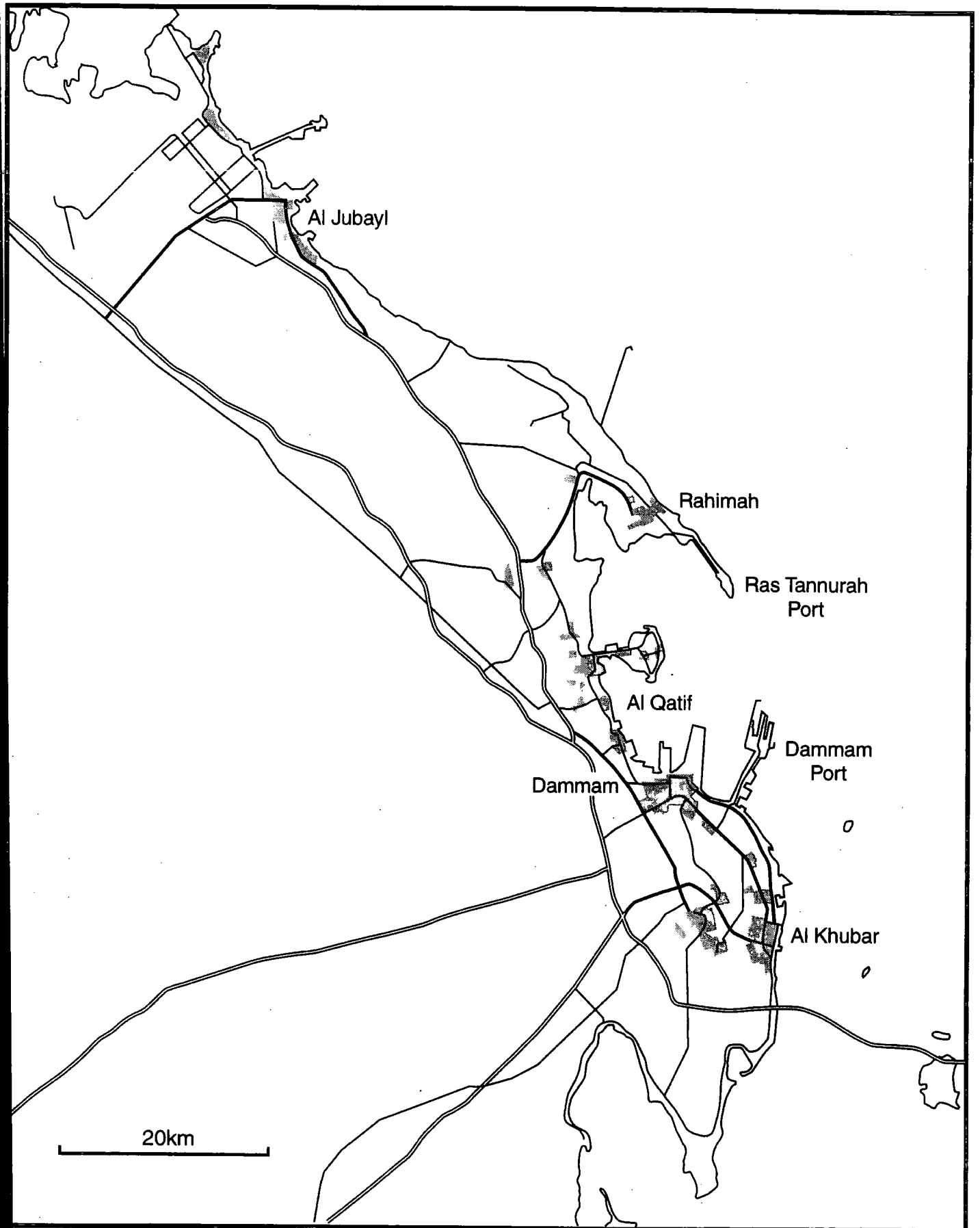


Source: Fieldwork, October, 1995.



**Figure 8.4**

**Residential locations at Eastern Saudi Ports**



Source: Aerial Survey Dept., Ministry of Petroleum & Minerals

It should be noted that there were differences in journey distances according to employees' characteristics such as nationalities, job categories and income. For example, higher income employees tended to travel a greater distance to work than those with lower incomes. This is consistent with part of Gordon *et al.*'s (1989) argument indicating that

“high income households have more choice in residential location, implying that these households can choose good housing if it is close to the workplace. Similarly, high income households may place a higher dollar value on time and be more willing to substitute money for commuting time. Both factors may lead to shorter travel times in the polycentric urban model. However, in the monocentric city, travel distances have typically been found to be longer for high income persons who more often live in the suburbs.”

Table 8.6 shows that 80 per cent of employees with a monthly income in excess of SR11,000 live 10km or more from the port, and, on the other hand, 80.6 per cent of employees whose monthly income is below SR1,000 live within areas less than 10km from the port.

**TABLE 8.6 COMMUTING DISTANCE BY EMPLOYEE'S INCOME**

INCOME	Less than 10 km		10 - 19 km		20 - 29 km		30 km and more		ROW TOT	
	Row %	Col %	Row %	Col %	Row %	Col %	Row %	Col %	Row no	Row %
less than 1000 SR	80.6	21.2	11.1	3.9	8.3	3.9			36	9.0
1001 - 2000	40.6	19.0	31.3	19.4	10.9	9.1	17.2	13.6	64	16.1
2001 - 3000	44.4	14.6	33.3	14.6	8.9	5.2	13.3	7.4	45	11.3
3001 - 4000	39.0	11.7	29.3	11.7	17.1	9.1	14.6	7.4	41	10.3
4001 - 5000	25.9	5.1	29.6	7.8	7.4	2.6	37.0	12.3	27	6.8
5001 - 6000	26.5	6.6	26.5	8.7	23.5	10.4	23.5	9.9	34	8.5
6001 - 7000	19.4	4.4	25.8	7.8	45.2	18.2	9.7	3.7	31	7.8
7001 - 8000	6.3	0.7	6.3	1.0	56.3	11.7	31.3	6.2	16	4.0
8001 - 9000	28.0	5.1	28.0	6.8	28.0	9.1	16.0	4.9	25	6.3
9001 - 10000	7.7	0.7	38.5	4.9	15.4	2.6	38.5	6.2	13	3.3
10001 - 11000	31.3	3.6	6.3	1.0	31.3	6.5	31.3	6.2	16	4.0
110001 and more	20.0	7.3	26.0	12.6	18.0	11.7	36.0	22.2	50	12.6
TOTAL		34.4		25.9		19.3		20.4	398	100

SOURCE: FIELD WORK, SEPTEMBER, 1995

However, looking at nationalities among those employees who commute less than 10km for their daily trip, there are 21.5 per cent of Saudis, 41.2 per cent of the total Western employed and 57.5 per cent of the total employees from developing countries (Table 8.7). This is presumably due to the fact that non-Saudi personnel are usually provided with housing facilities within the port areas. However, they are less influenced by the extended families on the residential location choices of Saudis.

**TABLE 8.7 COMMUTING DISTANCE BY NATIONALITY**

DISTANCE	SAUDIS		WESTERN		DEVELOPING COUNTRIES		ROW TOTAL	
	NO	%	NO	%	NO	%	NO	%
Less than 10 km	54	21.5	7	41.2	77	57.5	138	34.3
10 - 19 KM	59	23.5	6	35.3	39	29.1	104	25.9
20 - 29 KM	59	23.5	3	17.6	16	11.9	78	19.4
30 km or more	79	31.5	1	5.9	2	1.5	82	20.4
TOTAL	251	100	17	100	134	100	402	100

SOURCE: FIELD WORK, SEPTEMBER, 1995

Based on job categories, it seems that managers, skilled workers and professionals tend to travel a greater distance than clerks and manual employees. This is largely because of their higher incomes that give them more choice when selecting their place of residence and their mode of transport (Table 8.8).

**TABLE 8.8: DISTANCE BY JOB CATEGORY**

CATEGORY	- 10 KM	10 - 19	20 and more	Row total
MANAGERIAL	20.2	27.0	52.9	100
PROFFESIONAL	38.1	22.6	39.3	100
CLARICAL	44.0	24.1	21.9	100
SKILLED	25.5	28.8	45.7	100
MANUAL	42.4	30.7	26.9	100
TOTAL	34.6	25.6	39.8	100

SOURCE: FIELD WORK, SEPTEMBER, 1995

### 8.3.2 TIME

Travel time is always affected by distance, speed and to some extent, road conditions.

Ambiguously, as was discussed by Levinson and Kumar (1997), travel time might be affected by residential density. They stated.

“... density’s effects on time is ambiguous; speed and distance are offsetting effects on time .... The paper suggests a threshold density at which the decrease in distance is overtaken by the congestion effects, resulting in a residential density between 7,500 and 10,000 persons per square mile (neither the highest nor the lowest) with the shortest duration auto commuters.”

Residential density at Dammam, which is considered to be the highest among the cities in the Eastern Region of Saudi Arabia, is only 1,601 per square mile; therefore the effects of density on travel time seems to be less in the ports studied. On the other hand, the traffic system and road conditions have considerable influence on the journey time. Al-Jarad (1993) argued that out-of-vehicle travel time (OVT) related to private car users is usually considered to be nil, because automobiles provide a so-called “door-to-door” service. On the other hand, time spent by travellers of other modes including access, waiting, and egress comprises a major part of the total travel time. Table 8.9 shows the relationship between the mode of transport and journey time.

**TABLE 8.9 JOURNEY TIME BY MODE OF TRANSPORT**

TIME	Private Car		Bus		Taxi		Work transport		foot		Other		ROW TOTAL	
less than half hour	136	56.4	7	63.6			96	73.8	10	100	3	60.0	252	63.3
half - 1 hour	86	35.7	3	27.3	1	100	28	21.6			1	20.0	119	29.9
1 - 2 hours	19	7.9					6	4.6			1	20.0	26	6.5
more than two hours			1	9.1									1	0.3
COL. TOTAL	241	100	11	100	1	100	130	100	10	100	5	100	398	100

SOURCE: FIELD WORK, SEPTEMBER, 1995

The survey reveals that although more than 60 per cent of the total respondents use their private cars in their journey, 56.4 per cent of the total spent less than half an hour

on their journey. This percentage increases to 63.6 among bus users and furthermore to 73.8 among work transport users. This is an advantage of public work transportation. Consequently, using this mode should be encouraged and provided to a large segment of employees.

Comparing ports, Table 8.10 shows that 64 per cent of Ras Tannurah employees spend more than half an hour for their daily one-way trip, whereas only 26.6 per cent of Dammam port employees and 26.2 per cent of Jubail port employees spend this length of time for their daily one-way journey. This is due to the preference of employees at Ras Tannurah to live outside the port location.

**TABLE 8.10 EMPLOYEE'S JOURNEY TIME BY PORT**

TIME	DAMMAM		JUBAIL		RAS TANNURAH		ROW TOTAL	
	NO	%	NO	%	NO	%	NO	%
less than half hour	105	73.4	107	73.8	40	36.0	252	63.3
half - one hour	36	25.2	29	20.0	54	48.6	119	29.9
1 -2 hours	2	1.4	8	5.5	17	15.3	26	6.5
more than 2 hours			1	0.7			1	0.3
COL. TOTAL	143	100	145	100	111	100	398	100

SOURCE: FIELD WORK, SEPTEMBER, 1995

### 8.3.3 MODE OF TRANSPORT

The survey revealed that six regular modes of transport are used for the journey to work at the ports under study: private car, public buses, taxis, work buses, walking and other modes, which are assumed to be accompanying friends or work mates in their private cars, according to the researcher's observations or occasionally by bikes and motorcycles.

Although private cars seem to be more convenient, it was confirmed that this mode is more affected by the road conditions and traffic system during the journey to ports.

According to employees' responses to an open-ended question (number 49) asking respondents to identify any problems over the journey to work, despite the low response, traffic and the road conditions were the major problems raised by private car users (Table 8.11). Among those who see distance, as well as traffic and road conditions, as the major concerns to them over their journey, 90 per cent were also private car users. According to the author's observations during the field work for the study, the combination of private car mode and work buses would be the best solution, as addressed by many ARAMCO employees. Employees in this way would use their private car in part of their trip from their homes to public parking on the major highway to Jubail, then they would use the work buses to the work sites. Work bus services run between these car parks and the work sites every ten minutes for an hour before the formal start of work, and after work finishes. This gives the workers the chance to carry out other business, such as shopping, on their way home. At the same time, it avoids the problem of traffic and road condition effects in the city of work.

**TABLE 8.11 JOURNEY & HOUSING PROBLEMS BY DIFFERENT MODE USERS**

PROBLEMS	private car	public buses	taxi	work buses	foot	other	total
[1] waiting at gates	75.0%	25.0%					100%
[2] residential location	54.5%			45.5%			100%
[3] traffic & road conditions	100%						100%
[4] distance	93.8%			6.2%			100%
[5] (2 + 3)	90.0%			10.0%			100%
[6] (2 + 3 + 4)	100%						100%
[7] high housing rent	88.9%	11.1%					100%
[8] cost of fuel	83.3%				16.7%		100%
[9] no response	53.2%	2.5%	0.4%	39.5%	3.3%	1.1%	100%
Total	58.9%	2.7%	0.3%	34.3%	3.0%	0.9%	100%

SOURCE: FIELD WORK, SEPTEMBER, 1995

### 8.3.4 CORRELATION WITH SHIFT WORKING

Employees were asked whether they work in more than one shift or whether they only work during normal working hours from 07:30 – 14:30. Among those who work in shifts, 74 (58.7%) out of 126 travel 10km or more for a one-way trip. Thus, if they work two shifts, they need to commute four times, increasing the total distances to 40km or more. This will clearly increase driving stress, as well as traffic problems, and consequently decrease their work efficiency over the long term (see Table 8.12).

**TABLE 8.12 SHIFT WORKING AND JOURNEY DISTANCE**

DISTANCE	Do you work in shift system?						ROW TOTAL	
	YES		NO		SOMETIMES			
	number	%	number	%	number	%	number	%
Less than 10 km	52	41.3	80	32.7	4	18.2	136	34.7
10 - 19 km	32	25.4	59	24.2	10	45.4	101	25.8
20 - 29 km	21	16.6	49	20.1	4	18.2	74	18.8
30 km and more	21	16.7	56	23.0	4	18.2	81	20.7
col. Total	126	100	244	100	22	100	392	100

SOURCE: FIELD WORK, SEPTEMBER, 1995

### 8.4 EMPLOYEES' ATTITUDES TO THEIR RESIDENTIAL LOCATION

Employees were asked whether they were satisfied with the location of their residences or whether this location was not suitable to the workplace. Table 8.13 shows that 65.3 per cent of the total respondents were satisfied and 18.6 per cent were satisfied to a certain extent. Among those who were not satisfied (16.1 per cent of the total sample), 22.8 per cent were private car users, whereas only 9.1 per cent were public transport users and 5.5 per cent were work transport users. This finding supports previous findings in section 8.3.3, which give priority to the use of work and public transport modes, particularly for commuting, despite the convenience of private cars for other purposes. This is also consistent with Levinson and Kumar's (1997) conclusion showing that

“the increase in travel time indicates the possibility that beyond that threshold, congestion increases making driving a less attractive option. The declining transit time and increasing auto time explains the evidence of higher transit mode share in higher density areas.”

**TABLE 8.13 EMPLOYEES ATTITUDES TO RESIDENCE LOCATION**

Is your residence location suitable to your work place?								
MODE	Yes		No		to a certain extent		ROW TOTAL	
car users	124	52.3%	54	22.8%	59	24.9%	237	100%
bus	9	81.8%	1	9.1%	1	9.1%	11	100%
taxi	1	100%					1	100%
work buses	108	85.0%	7	5.5%	12	9.4%	127	32.4%
foot	10	90.9%			1	9.1%	11	2.8%
other	4	80.0%	1	20.0%			5	100%
total	256	65.3%	63	16.1%	73	18.6%	392	100%

Source: Field work, September, 1995

## 8.5 PROBLEMS OVER HOUSING AND JOURNEY TO WORK

Employees at the three ports were asked to state any problems over housing and the journey to work. More than 84 per cent of the total respondents at Jubail and Ras Tannurah ports did not indicate any problems. On the other hand, this percentage decreased to 76.5% at Dammam port. Among those who suffer from the distance problem, 56.3 per cent were from Dammam port, 31.3 per cent from Jubail and only 12.5 per cent from Ras Tannurah port. It is surprising that Ras Tannurah employees travel further than Dammam and Jubail ports' employees, and at the same time they are the lowest in suffering from distance problem. This is presumably because they chose to live far from their workplaces and did not perceive distance as a problem or because the combination of the two modes of transport used – private cars and transport provided – reduced suffering from the distance problem. The modern road system is another obvious asset.



The second problem shown by employees was the type of accommodation provided, especially among 63.3 per cent of employees who suffer from this problem from Dammam port. This is clearly because accommodation provided by the port authority at Dammam port is available only to a small segment of port employees. On the other hand, a very high standard housing is provided by other sectors at Jubail and Ras Tannurah ports; therefore, employees at these ports were highly satisfied with housing.

**TABLE 8.14 JOURNEY & HOUSING PROBLEMS BY DIFFERENT MODE USERS**

PROBLEMS	DAMMAM		JUBAIL		RAS TANNURAH		ROW TOTAL	
	no	%	no	%	no	%	no	%
[1] waiting at gates			3	75.0%	1	25.0%	4	100%
[2] residential location	7	63.6%	3	27.3%	1	9.1%	11	100%
[3] traffic & road conditions	2	33.3%	2	33.3%	2	33.3%	5	100%
[4] distance	9	56.3%	5	31.3%	2	12.5%	16	100%
[5] (2 + 3)	3	30.0%	4	40.0%	3	30.0%	10	100%
[6] (2 + 3 + 4)	1	100%					1	100%
[7] high housing rent	3	33.3%	1	11.1%	5	55.6%	9	100%
[8] cost of fuel	6	100%					6	100%
[9] no response	101	36.6%	101	36.6%	74	26.8%	276	100%
total	132	38.9%	119	35.1%	88	26.0%	339	100%

SOURCE: FIELD WORK, SEPTEMBER, 1995

Table 8.14 shows that only Dammam port employees complained about the price of fuel. This is clearly due to the lower incomes and absence of public or work transport at Dammam port. Among those who suffer from high rent prices, 55.6 per cent were from Ras Tannurah because of the shortages of suitable houses to rent at Rahima – the closest town to Ras Tannurah port. A long period of waiting time at the port gates was shown only at Jubail and Ras Tannurah ports, largely for security reasons: at Ras Tannurah as an oil exporting port, and Jubail as an industrial port. It is also due to the lack of co-ordination and information exchanged between the coast guards on one hand, and port management and other port organisations on the other. Respondents' comments and direct observation showed that no distinction is made during inspection

at the gates between daily port workers, and ship agents or occasional users. Three inspectors from different port organisations of which one has different procedure of inspection lengthens the waiting time both for occasional port users and for normal daily workers. These differences in procedures along with inconsistency of information exchange between port administration and coast guards or other government agencies clearly reduce employees' satisfaction with port work itself and working conditions, which in turn reduces their productivity and therefore port efficiency as a consequence.

Traffic and road conditions were equally mentioned by employees in the three ports. This may be because the same traffic systems operate in these three cities. It might have been expected that employees from Ras Tannurah would suffer from this problem more than employees in other ports because they travel greater distances. Presumably, as was expected, the use of public transport reduced suffering from traffic and road effects among Ras Tannurah employees.

## **8.6 CONCLUSION**

The effects of residential location and the journey to work on work efficiency cannot be measured or evaluated by examining the attitudes of employees alone. Other factors such as employers' attitudes, number of transfers, accidents and absences should also be given consideration. A shortage of relevant data means that only employees' attitudes were used in relation to their satisfaction with housing policies and their residential location choices, with some other key data regarding commuting time and distance and mode of transport.

It was revealed that many port employees choose their place of residence based on social and cultural characteristics. They prefer to live closer to their own families and relatives, for those belonging to minority groups and other cultural and economic facilities this is crucially important. This conclusion is consistent with Levinson and Kumar's (1997) finding, which states:

“For individuals choosing a residence, their relevant accessibility includes factors other than employment, such as access to family, schools, parks, shops, and the like.”

Many port employees who live within Dammam or Al-Khubar, tend to work outside the Dammam urban area, and commute daily more than 30km each way. This eventually increases the amount of congestion, car accidents, gasoline usage and air pollution.

This survey reveals that more than 65 per cent of the total sampled employees travel more than 10km per one-way trip, increasing this to 40km for both ways for those who work in two shifts. 37 per cent of total respondents often take more than half hour to more than two hours in their journey to work. This distance and time of commuting along with weather condition clearly make it rather expensive and uncomfortable.

To reduce the effects of the journey to work over the short term, the transport system used by ARAMCO should be applied to all port employees. This could reduce the congestion and gasoline usage by using work buses for part of the journey, and also reduce the incidence of lateness to work as well as the number of car accidents. Over the long term, there should be efforts made to encourage people to live in Ras

Tannurah and to increase government housing subsidies at Ras Tannurah and Jubail. According to some respondents, all houses at the new city of Jubail were allocated. No new houses are being constructed. Waiting lists for housing at Jubail are increasing; therefore, it is now time for the private sector to participate in the housing sector. Schools and other social and recreational facilities should be given some attention by the policy makers to reduce the number of commuters to Jubail and Ras Tannurah from Dammam and surrounding towns.

## REFERENCES

1. Abane, Albert, (1993) 'Mode choice for the journey to work among formal sector employees in Accra, Ghana', *Journal of Transport Geography*, Vol. 1, Number 41, November, pp. 219-229.
2. Al-Jarad, S.N. (1993) 'Disaggregate mode choice modeling for intercity non-Business travelers in the Saudi Arabia-Bahrain corridor'. Ph.D. Thesis, Indiana University, pp. 27-58.
3. Al-Sheikh, A. (1980) 'Residential mobility in Riyadh. A study in intra-urban migration'. Ph.D. thesis, University of Wisconsin, Madison, USA, pp. 7-23.
4. Chung, Yee-Ping (1994) 'Migration, urban amenities and commuting: a case study of high-technology workers in Hsinchu, Taiwan'. Ph.D. thesis, University of Southern California, pp. Abstract.
5. Dubin, Robin Ann (1982), 'Residential Location Decisions of Single and Multiple Worker Families', PhD thesis, Johns Hopkins University, Dissertation Abstracts.
6. Gordon, P., Kumar, A. and Richardson, H.W. (1989) 'The influence of metropolitan spatial structure on commuting times'. *Journal of Urban Economics*, 26, pp. 138-149.
7. Harris, Richard and Bloomfield, A. Victoria (1997) 'The impact of Industrial Decentralization on the Gendered Journey to Work', *Economic Geography*, Vol. 73, No. 1, January, pp. 94-117.
8. Hoyle, B.S. and Pinder, D.A. (1981), *City Port Industrialization and Regional Development*, pp. 2-11.
9. Levinson, David M., and Kumar, Ajay (1997), 'Density and the journey to work'. *Growth and Change*, Vol. 28, Spring, pp. 147-172.
10. McGuire, C. (1981) *International Housing Policies*, pp. 3-14.
11. Swanland, Brian (1995) 'Chinese ethnicity in the Houston primary metropolitan statistical area (Texas)'. Ph.D. thesis, University of Texas at Austin, Abstract.

CHAPTER 9

**EMPLOYEES' PERCEPTIONS OF THE FACTORS  
LEADING TO PORT MANPOWER SHORTAGES**

**9.1 INTRODUCTION**

**9.2 REASONS WHY EMPLOYEES CHOSE PORT WORK**

- 9.2.1 FINANCIAL INCENTIVES
- 9.2.2 HOUSING FACILITIES PROVIDED
- 9.2.3 GAINING SKILL AND PRACTICAL EXPERIENCE
- 9.2.4 HEALTH PROVISION
- 9.2.5 FRIENDSHIP AND PERSONAL RELATIONS
- 9.2.6 NO OTHER ALTERNATIVES

**9.3 FACTORS LEADING TO SAUDI PORT LABOUR SHORTAGES**

- 9.3.1 SALARIES AND INCENTIVES
- 9.3.2 WORKING HOURS AND SHIFT SYSTEMS
- 9.3.3 LEVEL OF SKILLS AND PRACTICAL EXPERIENCE
- 9.3.4 TRADITIONAL VALUES AND CUSTOMS
- 9.3.5 COST OF FOREIGN LABOUR
- 9.3.6 SAUDI PRODUCTIVITY AND COMMITMENT

**9.4 SAUDI AND FOREIGN LABOUR INVOLVEMENT IN PORTS**

- 9.4.1 EMPLOYEES' ATTITUDES TO PORT WORK
- 9.4.2 THE SAUDI PROPORTION IN PORT ACTIVITIES
- 9.4.3 THE NEED FOR FOREIGN LABOUR IN PORTS
- 9.4.4 RISKS OF MORE FOREIGN LABOUR RECRUITMENT IN PORTS
- 9.4.5 ATTITUDES TO FEMALE EMPLOYMENT IN PORTS

**9.5 CONCLUSION**

## 9.1 INTRODUCTION

The supply of indigenous labour in Saudi Arabia has been investigated by a number of researchers. Many authors concerned with this issue demonstrated that economic and social factors in Saudi Arabia have considerable influence on the shortage of national manpower in many economic activities, particularly in the private sector. Al-Towajiri (1992) argued:

“National workers may have to leave their families in order to work in the major cities. However, the teachings of religion, tradition, and the education system induce national workers to stay next to their families in their home towns to take care of their parents”.

However, according to the Riyadh Chamber of Commerce and Industry (RCCI, 1993), it is impossible to reach commercial profitability by employing Saudi nationals in the open labour market because of the very low wages accepted by foreign employees compared with nationals.

According to RCCI (1989), the private industrial and commercial sectors in Saudi Arabia were reluctant to hire Saudi workers for the following reasons:

1. Saudi workers are less committed to the organisation they work for because they are always looking for better opportunities and higher salaries.
2. Foreign workers will work in any place the organisation asks them to, whilst Saudis prefer to work in locations near to their families.
3. Foreign workers can be hired at a lower salary rate and yet have a higher rate of productivity.
4. For each Saudi employee, the employer is required to pay 8 per cent of the worker's basic salary to the Social Insurance Agency and must pay the Saudi



worker compensation for service when the contract is terminated by the employer.

5. The desires and expectations of Saudi workers about their career are not always easy to meet.
6. It is easier to get visas for foreign workers, and to have them ready faster, than to recruit Saudis who meet the organisation's immediate needs.
7. It is easier to terminate the contract and send away foreign workers in case of dispute or project completion.

Port operations are in the process of being transferred to the private sector. The reasons given above show significant constraints on the private sector employing Saudi nationals in general, which is likely to remain the case in ports unless action is taken by decision makers in the port authority, by port contractors or by training and educational institutions.

This chapter investigates the factors affecting domestic manpower involvement in the ports as viewed by port employees. The main focus is on factors relating to the port and port-related activities. Other issues associated with the national manpower shortage and increase in foreign workers are also included. The chapter concludes with comments on the risks of recruiting more employees from different cultures from around the world, and on attitudes to female employment in the ports.

Table 9.1 shows that 58.8 per cent of total respondents believed that absence of other alternatives to seek employment elsewhere was a very important reason for their involvement in their present jobs. Saudis referred to the scarcity of vacancies in many other sectors; therefore, working in ports was the only option for them when they applied for jobs. However, expatriates believed that because they were recruited by their employers, they were committed by their contracts. Thus, higher support was given to this reason. The following section investigates the reasons for the employees' involvement in the port activities.

Table 9.1 Responses to factors for employees' involvement in the port work

factors	not important	less important	to a certain extent	important	more important	total
financial incentives	6.0%	4.6%	15.7%	27.2%	46.5%	100%
housing facilities	16.6%	14.6%	16.1%	23.7%	29.0%	100%
gaining skill & experience	15.1%	11.3%	21.8%	24.9%	26.9%	100%
health care	15.2%	13.2%	18.9%	19.2%	33.5%	100%
social relations	18.1%	17.2%	23.5%	23.2%	18.0%	100%
other reason (no other alternatives)	10.3%	3.4%	10.3%	17.2%	58.8%	100%

Source: field work, August, 1996

### 9.2.1 FINANCIAL INCENTIVES

It is clear that financial reasons, including better wages or salaries and promotions, are the most important objective for any employed person. When employees were asked to give a weighting to the financial incentives, 73.7 per cent of total respondents considered them important to some level. However, based on origin, Western employees saw financial reasons as even more important for their involvement in their job. This is because Western employees in Saudi Arabia are always from the top categories of employment, such as consultants or advisors, with very high skill levels and experience. For them, it may be easy to find a job in their home countries but they

are usually given higher salaries in Saudi Arabia than in their own countries. Among respondents from Saudi Arabia and other developing countries, financial reasons are also very important, but lower than among Western employee respondents. The percentages were 46.3 per cent of Saudis and 46 per cent of respondents from developing countries, and 50 per cent of Western employees (see Table 9.2).

Table 9.2 The financial factor's impact on employees' involvement in ports, by origin

Origin	not important	less important	to a certain extent	important	more important	total
Saudis	7.2%	4.7%	16.1%	25.8%	46.2%	100%
Western	0.0%	6.3%	00.0%	43.7%	50.0%	100%
Developing Countries	4.3%	4.3%	17.2%	27.6%	46.6%	100%

Source: field work, August, 1996

Based on port organisations, Table 9.3 shows that for employees of ARAMCO and joint venture companies (users), financial reasons would be more important for their involvement in these organisations. This is presumably because working for ARAMCO and user companies often requires more hours and shifts than working for the government or contractors. Thus, those employees would not have taken their present jobs unless higher salaries or wages were provided.

Table 9.3 The financial factor's impact on employees involvement in ports, by sector

sector	not important	less important	to a certain extent	important	more important	total
Respondents from Government	5.9%	5.9%	18.2%	26.5%	43.5%	100%
ARAMCO respondents	6.5%	4.8%	11.3%	24.2%	53.2%	100%
Contractor respondents	6.4%	3.6%	16.4%	30.0%	43.6%	100%
User respondents	3.8%	0.0%	7.7%	26.9%	61.6%	100%

Source: field work, August, 1996

### 9.2.2 HOUSING FACILITIES PROVIDED

Of total respondents, 68.3 per cent considered housing was an important attraction to some degree. However, it varied among employees from different port organisations. For joint venture (user) companies and ARAMCO employees, housing facilities were clearly important (80.8 per cent for users and 79.1 per cent for ARAMCO). This is again another attractive factor for employees' involvement in those sectors, offsetting the long working hours and hard working environment (see Table 9.4). On the other hand, among employees from the government sector and contractors, the percentage decreases to 62.1 per cent and 67.9 per cent. This is clearly because the housing facilities were either in poor condition or not provided at all. Housing facilities provided by Port Authority for example are insufficient and provided only for the top managers and professionals. No housing is given to other employees from other government organisations or contractors. Housing is the responsibility of employees themselves.

Table 9.4 The impact of the housing factor on employees' involvement in ports, based on sector

Sector	not important	Less important	to a certain extent	important	more important	total
Government employees	19.3%	18.0%	12.7%	20.8%	29.2%	100%
ARAMCO employees	11.3%	9.6%	32.3%	22.6%	24.2%	100%
Contractor's employees	16.2%	15.8%	12.3%	29.3%	26.4%	100%
User's employees	15.4%	3.8%	15.4%	23.1%	42.3%	100%

Source: field work, August, 1996

### 9.2.3 GAINING SKILL AND PRACTICAL EXPERIENCE

It was revealed that 73.7 per cent of total respondents believed that gaining skill and practical experience was an important factor for their involvement in port work. This

percentage decreases to 26.7 per cent among employees of contractors because they presumably have enough skills and experience before starting their present job, particularly if we take into consideration that most of the contractors' jobs are limited to specific crafts and do not require highly skilled workers. Among employees from the joint venture companies (users) more than 80 per cent believed that gaining skill and experience to be important factors to some degree for their involvement in their present jobs (see Table 9.5).

Table 9.5 The impact of training and experience on employees' decisions to work in ports, based on their sectors

Sector	not important	less important	to a certain extent	important	more important	total
Government respondents	11.0%	11.1%	23.3%	25.8%	28.8%	100%
ARAMCO respondents	8.1%	14.5%	21.0%	22.6%	33.8%	100%
Contractor respondents	27.5%	9.8%	20.6%	23.5%	18.6%	100%
User respondents	7.7%	11.5%	19.2%	30.8%	30.8%	100%
Total respondents	15.0%	11.3%	21.9%	24.9%	26.9%	100%

Source: field work, August, 1996

This finding is consistent with Al-Salamah's (1994) argument showing that external benefits from training programmes and high technical experiences by the multi-national companies (MNCs) increase the skills level of the workers, who may leave the MNCs and work in local firms using their acquired skills.

Based on origin (Table 9.6), among Saudi respondents, 80.4 per cent consider gaining skill and experience important to their involvement in port work, because Saudi school leavers from all levels of education lack the necessary practical experience or training related to their employment. This finding is consistent with the argument in Chapter 7 above that on-the-job training or co-operative learning are highly recommended by

most employees and planners. Mansour (1994) argued that recently, with the rapid technical growth in Saudi Arabia, which requires an improvement in the quality of the labour force, there is now a need for experiential learning and training to enable school leavers to carry out their job with greater efficiency.

Table 9.6 Skill acquisition and experience in employees' involvement in ports, based on origin

origin	not important	less important	to a certain extent	important	more important	total
Saudi respondents	10.2%	9.4%	19.5%	28.1%	32.8%	100%
Western respondents	31.3%	31.3%	25.0%	12.4%	00.0%	100%
Developing Countries' respondents	23.5%	12.7%	27.5%	19.6%	16.7%	100%

Source: field work, August, 1996

However, among respondents from Western countries, gaining skill or experience was not important to their involvement in their present job because they were already skilled and experienced before coming to Saudi Arabia. Respondents from developing countries held a similar belief, although 36.3 per cent believed in the importance of this factor for some individuals. This is because there is a greater opportunity for many workers who come from less developed countries to work in highly technical jobs to increase their skills and gain more experience. This issue is now debated among the public and decision makers, who are concerned about the influx of unskilled workers from the less developed countries, legally and much more illegally, following the period of pilgrimage (Hajj) increasing obstacles to Saudi'ization process. Al-Towajri (13 November 1994) criticised those who came from outside the country, without skills or experience, and with little respect either for the Muslim culture of Saudi society or for the country's regulations, who gained greater benefits than they expected. To people who behave badly in their host country, he addressed an

American proverb: "love it or leave it." He suggested that low level jobs which require less educated workers should be carried out by workers from cultures similar to Saudi Arabia such as Yemen, Sudan or Egypt.

#### 9.2.4 HEALTH PROVISION

Employees were asked to report a level of importance of the health provision provided by their employers to their involvement in port work.

Table 9.7 The impact of the health factor on employees' involvement in port work, based on sector

sector	not important	less important	to a certain extent	important	more important	total
Government employees	14.8%	15.8%	22.9%	18.3%	28.0%	100%
ARAMCO employees	8.1%	14.5%	21.0%	22.6%	33.8%	100%
Contractor's employees	27.5%	9.8%	20.6%	23.5%	18.6%	100%
User's employees	7.7%	3.8%	23.2%	11.5%	53.8%	100%

Source: field work, August, 1996

Table 9.7 shows that 33 per cent of respondents agreed that health and safety provision are very important attractions for their involvement in their job. Among employees from the joint venture companies (users), this percentage rises, to 53.8 per cent. On the other hand, among government employees, the percentage decreased to 27.8 per cent. This is clear evidence that public sector organisations at ports depend on public health care, whereas joint venture companies and some other private companies follow the health insurance and depend on private health services or their own hospitals. It is also evidence that safety procedures and facilities exist and are well organised by the joint venture companies at the Jubail industrial port.

### 9.2.5 FRIENDSHIP AND PERSONAL RELATIONS

Table 9.8 shows that 41.3 per cent of total respondents see this factor as important to some degree for their involvement in their present job. For Western employees, only 13.3 per cent believe in the importance of this factor. On the other hand, the percentage increased to more than 40 per cent among Saudis and respondents from developing countries. This may reflect the fact that there are tendencies for certain employees who might be expatriates to employ their friends or relatives from their own countries. This is against the regulations indicating that job vacancies should be occupied by foreigners only when skilled Saudi nationals are unavailable.

Table 9.8 The impact of the social factor  
on employees' involvement in the port, based on origin

How important were friendship and personal relations in affecting your decision to work in ports?						
Origin	not important	Less important	to a certain extent	important	more important	total
Saudi respondents	18.1%	16.4%	22.0%	26.3%	17.2%	100%
Western respondents	26.7%	26.7%	33.3%	13.3%	00.0%	100%
Respondents from developing countries	16.7%	17.6%	25.5%	17.6%	22.5%	100%
Total respondents	18.1%	17.2%	23.4%	23.2%	18.1%	100%

Source: field work, August, 1996

Table 9.9 shows that personal relations and friendships were important and more important to 57.7 per cent of the total joint venture companies' employees in their involvement in their jobs. This percentage decreases to 44.6 per cent among employees of contractors, 44.3 per cent for ARAMCO and further to 35.2 per cent for government employees. This may be explained by the permanency of jobs in the government sector which clearly would not be created by friendship or personal



relations. On the other hand, by moving to the private sector as represented by contractors or joint venture companies (users), jobs are created based on number of contracts, thus personal relations play a tremendous role in employees' involvement in their jobs. However, the transformation of the port operations to the private sector may increase the advantages of job creation to Saudi nationals.

Table 9.9 The impact of the social factor on employees' involvement in the port, based on sector

How important the impact of friendship and personal relations on your involvement in port works?						
Sector	not important	less important	to a certain extent	important	more important	total
Government respondents	22.0%	21.4%	21.4%	23.3%	11.9%	100%
ARAMCO respondents	14.7%	13.1%	27.9%	32.8%	11.5%	100%
Contractor respondents	16.5%	15.5%	23.3%	15.5%	29.2%	100%
User respondents	7.7%	7.7%	26.9%	30.8%	26.9%	100%

Source: field work, August, 1996

### 9.2.6 NO OTHER ALTERNATIVES

A few respondents stated other reasons not listed in the questionnaire, such as duty and the absence of other alternatives. Nevertheless, although only 20 per cent of the total sample directly indicated such factors, many others have indirectly referred to them in their comments in other parts of the questionnaire which have been qualitatively investigated. It was found that 58.6 per cent of the total respondents believed that absence of other alternatives was influential for their decision to work in the ports. This percentage increased among Saudis to 63.2 per cent and further to 78.6 per cent among employees in the government sector (Table 9.10). This is obviously because most Saudis work within the government sector and it was rare to find other sectors providing jobs with higher salaries and more stability except with user

companies and ARAMCO, which require more skills and hard work (see Table 7.10). However, 50 per cent of expatriates, whether from Western or developing countries, believe that because they were committed by contracts, they had no options to work elsewhere

Table 9.10 The impact of the lack of alternatives on employees' involvement in the port work

How did the absence of other alternatives affect your decision to work in ports?						
Respondents based on origin	not important	less important	to a certain extent	important	more important	total
Saudi respondents	5.3%	5.2%	5.2%	21.1%	63.2%	100%
Western respondents	00.0%	00.0%	00.0%	50.0%	50.0%	100%
Respondents from developing countries	25.0%	00.0%	25.0%	00.0%	25.0%	100%
Respondents based on sectors						
Government respondents	7.1%	7.1%	7.1%	00.0%	78.7%	100%
ARAMCO respondents	00.0%	00.0%	00.0%	100%	00.0%	100%
Contractor respondents	28.6%	00.0%	28.6%	00.0%	42.8%	100%
User respondents	00.0%	00.0%	00.0%	25.0%	75.0%	100%

Source: field work, August, 1996

### 9.3 FACTORS LEADING TO SAUDI PORT LABOUR SHORTAGES

The rise and persistence of shortages in national manpower since the beginning of the 1980s pose many difficult questions for economic and policy analysis. Al-Thomaley (1986) argued:

“On the one hand, labour shortage is not supposed to exist because wages should equate the supply of and the demand for labour. But, on the other hand, the question is not only what went wrong, but also, what to do to correct the problem.”

RCCI (1989) related the problem to certain reasons as seen by employers in private industrial and commercial sectors (summarised in the introduction of this chapter).

The following sections attempt to address these questions through the investigation of the factors which led to the low proportion of Saudi national manpower in the ports according to port employees' responses. Other comments on those factors by a number of principals at ports and some other related organisations will also be included. Employees were asked to evaluate the influences of various reasons on Saudi labour shortages in port work. These reasons were:

1. Low salaries and lack of incentives
2. Long working hours and shift systems
3. The low levels of skills and practical experience
4. Traditional values and customs
5. The low cost of hiring foreign labour
6. Lack of commitment and productivity of Saudi workers

Influence was ranked from "nil" (coded: 1) to "great" (coded: 4). Respondents were asked to select the number closest to their views.

### **9.3.1 SALARIES AND INCENTIVES**

Overall, 38.7 per cent of respondents agreed that low salaries and lack of incentives exert a great influence on the low proportion of Saudi nationals in the port activities (Table 9.26).

Table 9.11 Employees' views to the effect of low salary on the shortages of national manpower in the port activities based on nationality

Respondents based on origin	[1]	[2]	[3]	[4]	TOTAL
	nil	low	average	great	
Saudis	7.5%	25.5%	26.4%	40.6%	100%
Western	18.2%	9.1%	27.3%	45.5%	100%
Developing Countries	10.2%	28.7%	26.9%	34.3%	100%

Source: field work, August, 1996

As shown in Table 9.11, there were no great differences among the three groups of employees based on their attitude to the influence of low salaries on Saudi labour shortages. This finding is consistent with other findings in section 9.2.1, showing no great difference among these groups in their responses to the importance of the financial reasons to their involvement in the port jobs.

However, based on the category of employment among employees from skilled, semi-skilled and manual categories, the percentages of those who believe that there is a great influence of low salaries on national manpower shortages decrease compared with other categories. This is because other reasons such as customs and social influences clearly apply more in manual work or technical jobs (see Chapter 3 and section 9.3.4 in this chapter for more details).

Table 9.12 Employees views of the effect of low salary on the shortages of national manpower in port activities based on employment category

Employment categories	[1]	[2]	[3]	[4]	TOTAL
	nil	low	average	great	
managerial	9.2%	24.1%	20.7%	46.0%	100%
professionals	13.0%	17.4%	30.4%	39.2%	100%
clerical	7.0%	28.1%	25.8%	39.1%	100%
skilled	4.1%	26.5%	36.7%	32.7%	100%
semi-skilled	7.1%	50.0%	7.1%	35.8%	100%
manual	28.6%	29.6%	28.5%	14.3%	100%

Source: field work, August, 1996

Thus, skilled and semi-skilled workers in Saudi ports compared with other categories of employees, particularly clerks, seem to enjoy earning good wages. According to an interview with Al-Dosari, the manager of Delta Project at Dammam Port Container Station (DPCS) on 11 August 1995, the average monthly wage for Saudi secondary vocational level willing to work at the company ranges from SR3,800 to SR5,000 (\$1,013-\$1,330), depending on experience and language skills. Intermediate and primary levels range from SR1,800 to SR3,500 (\$480-\$933). This is consistent with Couper's (1986) assertion:

"there is sufficient evidence worldwide that port workers on average have enjoyed earnings above comparable grades of workers."

He gave examples of dock workers' wages in many ports around the world. One example was from Sri Lanka, where the average monthly wage for a port worker in Rupees increased from 239 to 469 during the period 1964-76. According to a Sri Lankan worker at Dammam, the monthly wage in any case now is no more than 620 Rupees which is equal to only SR41.3. Workers from India, Sri Lanka or Bangladesh in the Saudi ports are paid approximately ten times more than their wages in their own countries (SR400) and skilled or semi-skilled workers are paid between SR700 and SR1,200 (\$186-\$320), which is still lower than most Saudi workers require. As reported in the Fifth Development Plan (1990-1995, p.117), the gap between Saudi and non-Saudi wages since the middle of the Third Development Plan is now becoming a serious barrier to the employment of Saudis, particularly in the private sector and low skill occupations. On the other hand, according to many contractors in the port, it is not only the low wages of foreign workers, which force them to employ expatriates to fulfil their work requirements. There are other reasons considered to be

major obstacles to increasing the proportion of Saudis in the technical sector jobs. These are discussed in the following sections.

Despite the fact that salaries given to employees of joint venture companies (users) are relatively high, Table 9.13 shows that, based on sector, they surprisingly reported a higher percentage for the effect of low salaries on the shortages of Saudis in port work than any other sector. This is because most respondents from this sector were Saudis who were dissatisfied with policies of joint venture companies, which give priority to non-Saudi employees of mother companies through high salaries and incentives.

Table 9.13 Employees views of the effect of low salary on the shortages of national manpower in the port activities based on sector

Sector	[1]	[2]	[3]	[4]	TOTAL
	nil	low	average	great	
Government respondents	5.1%	29.5%	22.2%	43.2%	100%
ARAMCO respondents	23.6%	10.9%	38.2%	27.3%	100%
Contractor respondents	7.7%	27.9%	27.9%	36.5%	100%
User respondents	4.2%	25.0%	25.0%	45.8%	100%

Source: field work, August, 1996

However, in the case of the government sector, it was expected that respondents would record a high percentage of agreement (as to the influence of low salaries and incentives on the shortage of national manpower) because over the past decade there have been few vacancies in this sector, and because government policy nowadays tends to encourage school leavers to work in private sector organisations.

### **9.3.2 WORKING HOURS AND SHIFT SYSTEMS**

Shift working is essential in most of the active ports. Unlike airports or rail transport, dock work is mainly conducted outside the cover of buildings next to the sea quays. Employees in this case suffer more from the weather conditions, particularly on a hot, dry coast such as in the ports under study. Actual working hours, as Couper (1986) indicates, vary between countries and geographical regions. Official work in the ports range from 40 to 48 hours weekly in developing countries and sometimes less than 35 hours in developed countries, as reported in London and Australian ports (Couper, 1986). Thus, shifts and shift allocation are affected by the weather conditions. Couper (1986) reported that in summer conditions in the Arabian Gulf and Red Sea regions, a different system of working hours in the ports is followed. Work starts at 07:00 and finishes early at 14:00. Another shift in the evening might be worked. According to the Saudi Port Authority (SPA, 1981), official working hours varied from one activity to another. Administrative offices, for example, open from 07:00 to 15:00 daily except on Fridays and government holidays. Operational activities run from 07:00 to 23:00 except on Fridays. The first shift at pier offices runs from 07:00 to 15:00, the second shift from 15:00 to 23:00, and the third shift from 23:00 to 07:00. Warehouse work runs from 07:00 to 15:00 on weekdays, with no delivery on Fridays without prior arrangement. During the field survey in August 1995, it was found that two forms of shift system are followed in the studied ports. They are changeable depending on the type of activities and weather conditions (Figures 9.2, 9.3). A three-shift system was mainly followed by most of the operational activities during the winter time, and a four shift system (Figure 9.3) was followed in the summer time by most of the pilotage and stevedoring activities.

Figure 9.2: Three shift system

07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	00	01	02	03	04	05	06
MORNING SHIFT 8 hours							NOON SHIFT 8 hours							EVENING SHIFT 8 hours									

Figure 9.3: Four shift system

06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	00	01	02	03	04	05
MORNING SHIFT 7 hours						NOON SHIFT 6 hours						EVENING SHIFT 6 hours						LATE NIGHT SHIFT 5 hours					

The Eastern Province, as discussed by William Facey (1994)

“Lies within an arid climatic belt extending from the Atlantic in the West (North Western Africa) to Western Pakistan in the East.”

Extreme heat and dryness are experienced during the summer. Temperatures tend to be very high, where 50°C has been recorded in the period between the beginning of July and the end of August. Table 9.14 shows maximum and minimum temperatures and relative humidity. According to the Statistical Yearbook (1990), the highest maximum temperature in Saudi Arabia in August 1989 was 47.7°C recorded in Dahran in the Eastern Province. For humidity, the highest readings were in Yanbu (97.3%), the second in Abha (96.3%), and the third in Dahran in the Eastern Province (95.5%). This means that people in this region, particularly workers, suffer a great deal from these extreme weather conditions. Thus, special consideration must be given to workers outside the air conditioned buildings.



Table 9.14 Temperature and humidity in the Eastern Province, Saudi Arabia, 1989

Month	Temperature (degrees centigrade)		Humidity (%)	
	Maximum	Lowest	Maximum	Lowest
Jan	22.4	02.6	94	15
Feb	25.5	03.2	100	18
Mar	33.3	11.2	97	13
Apr	40.4	10.4	96	9
May	44.6	20.8	82	9
Jun	45.5	21.0	95	8
Jul	47.2	26.2	97	6
Aug	47.7	26.4	96	6
Sep	44.6	21.4	96	9
Oct	40.6	17.7	98	14
Nov	35.4	14.8	98	20
Dec	29.6	08.1	98	22
<b>Average</b>	<b>38.1</b>	<b>15.3</b>	<b>95.5</b>	<b>12.4</b>

Source: General Meteorological Department, in Statistical Yearbook, 1990.

This data based on Dahrán station representing the central coast of the region (study area)

Employees were asked to evaluate the effect of working hours and shift systems on the employees' willingness to work in the ports. Table 9.15 shows that only 15.5 per cent of the managers believed that the influence of working hours and shift systems on the shortage of national manpower was great. On the other hand, only 28.7 per cent of the professionals support the lower categories of response. This finding supports the previous argument concerning the effects of weather conditions on the workers, where managers do not usually work longer hours and outside their offices, while professionals always spend more time outside close to the vessels, machinery or construction works. Manual workers do not see working hours as having a great influence on their job. This is because either they believe manual work requires more hours than other jobs or because most manual workers, who are mainly from less developed countries, see it as more advantageous to be employed even with long working hours and hard weather conditions than being unemployed.

Based on sector, it is not surprising that government employees showed the lowest percentage in their view of the influence of this factor (47.7 per cent) because they work only in the morning, unless urgently needed, while employees from other sectors showed a higher percentage in the weight given to this factor on employees' willingness to work in port activities.

Among respondents from user companies, 80 per cent supported the view that high temperature and humidity increased their suffering from the effects of chemical products exported and imported in the industrial terminals, where, in the main, most of the port users work, and daily handle petrochemical products. This is also true for ARAMCO employees, as they regularly experience pollution caused by oil and refined products. To some extent, contractors' employees stand in the same position, but in contrast, their place and working times are subject to change depending on the employer's decision and port requirements (Table 9.15).

Table 9.15 Views of employees on the effect of working hours and shift system on the shortages of national manpower in the ports

Respondents based on employment categories	[1] nil	[2] low	[3] average	[4] great	Total
Managerial	25.0%	28.6%	31.0%	15.4%	100%
Professionals	18.7%	20.0%	34.7%	26.6%	100%
Clerical	23.6%	17.9%	33.3%	25.2%	100%
Skilled	11.3%	20.8%	52.8%	15.1%	100%
Semi-skilled	21.4%	35.7%	28.6%	14.3%	100%
Manual workers	20.0%	40.0%	20.0%	20.0%	100%
Respondents based on sector	[1]			[4]	Total
Government	25.0%	27.3%	28.5%	19.2%	100%
ARAMCO	22.4%	15.5%	44.8%	17.3%	100%
Contractors	16.4%	21.4%	37.9%	24.3%	100%
Users	8.0%	12.0%	56.0%	24.0%	100%
Respondents based on port	[1]			[4]	Total
Damma	28.7%	23.0%	33.6%	14.7%	100%
Jubail	14.4%	24.2%	37.9%	23.5%	100%
Ras Tannurah	20.2%	20.2%	34.6%	25.0%	100%
Total porta	20.9%	22.6%	35.5%	21.0%	100%

Source: field work, August, 1996

However, other findings shown in Table 9.15 support the previous one indicating that government employees are the least affected by working hours and shift system. Among respondents in Dammam port employees, only 14.8 per cent attach much importance to this factor, while the percentage increases among respondents from Ras Tannurah and Jubail ports. This is clearly because the number of government employees at Dammam port is much higher than in the other ports: Table 9.16 shows that overall government employment in Dammam was the highest among the Eastern ports of Saudi Arabia. This is because it is the second largest commercial port in the Kingdom and most commercial activities in the Eastern and Central region of Saudi Arabia pass through this port. Thus, 75 per cent of port management employees work mainly in Dammam. On the other hand, only 26.3 per cent of coast guard and customs employees work in Dammam. This is because Jubail and Ras Tannurah are the most

strategic ports in Saudi Arabia on the East Coast, and thus, employ a large number of security officers and coast guards.

Table 9.16: Government employees in Saudi Arabian Eastern Ports, 1995

Sector	Dammam		Jubail		Ras Tannurah		Total	
	No.	%	No.	%	No.	%	No.	%
Port Management	1380	75.0	329	17.8	133	7.2	1842	100
Customs and Coast Guards	289	26.3	384	35.0	424	38.7	1097	100
Total	1669	56.8	713	24.2	557	19.0	2939	100

Source: Generated from Tables 1.5, 1.6, 1.7

### 9.3.3 LEVEL OF SKILLS AND PRACTICAL EXPERIENCE

The Fifth Development Plan (1990-1995) has set out to increase the efficiency and improve the technical and productive skills of Saudi manpower. Students should be provided with better skills and work habits to enable them to function effectively in their fields of specialisation. According to the Fifth Development Plan, there was a need to minimise the skill mismatches between what the education and training systems are producing and the needs of employers in the private sector.

In terms of port employment, global technological changes have a considerable impact on the manpower skills requirements. Port workers who have not upgraded their skills will be decisively replaced by those who have. Thus, those skilled expatriates working in Saudi ports now will not be replaced by Saudi nationals unless sufficiently qualified and highly skilled national workers are provided to carry out the port work.

Port employees were asked whether in their view the low level of technical skills and practical experience among Saudis compared with expatriates was an important factor

in the shortage of national manpower in the port activities: 56.8 per cent agreed on the important effects of this factor. However, based on employee categories, as shown in Table 9.17, a high percentage of professionals and skilled employees reported great and average influences for this factor (62.7 per cent and 75.4 per cent respectively). Based on origin, more than half of the responding Saudis reported important influences. A higher percentage of responses from other nationalities reported a greater influence. These findings are consistent with Al-Mashouq et al.'s (1996) findings showing that 86.6 per cent of Saudi employers in the private sector, 73.2 per cent of Saudi executives, and 76.9 per cent of non-Saudi executives recognise the negative effects of the low practical experience and technical skills of Saudi job applicants on the low proportion of Saudi manpower in the private sector.

Table 9.17 Views of employees on the effect of low skills and practical experience of Saudis on the shortages of national manpower in the port activities

respondents based on origin	[1] nil	[2] low	[3] average	[4] great	TOTAL
Saudis	11.7%	34.6%	34.2%	19.5%	100%
Western	00.0%	17.9%	33.8%	48.3%	100%
Developing Countries	9.6%	30.4%	30.4%	29.6%	100%
respondents based on employment categories	[1]			[4]	
Managerial	14.0%	31.4%	33.7%	20.9%	100%
Professionals	9.8%	26.7%	28.8%	34.7%	100%
Clerical	10.9%	39.5%	33.3%	16.3%	100%
Skilled	5.7%	18.9%	37.7%	37.7%	100%
Semi-skilled	14.3%	50.0%	28.6%	7.1%	100%
Manual	14.3%	42.89%	28.6%	14.3%	100%
Total employees	10.6%	32.6%	32.9%	23.9%	100%

Source: field work, August, 1996

Thus, there is little argument about the effect of this factor. This begs the question: what instruments can be used to increase practical experience among Saudis, particularly taking into account that technical and practical experience will be required either by working with technical private sector, joint venture companies or public enterprises such as ARAMCO or electric companies. Public enterprises and joint venture companies represent only a small sector in comparison with the private sector, and unable to absorb a large proportion of Saudi job applicants. The private sector, including port contractors, currently plays only a weak role in absorbing the large proportion of school leavers. The situation can only worsen as public services are progressively transferred to the private sector. Al-Dosari (23/12/1996) in his article in a Riyadh newspaper quotes an academic study that 50 per cent of Saudis looking for jobs in the private sector have no previous practical experience, 21.5 per cent have less than one year's experience and only 2.5 per cent have more than four years experience.

Therefore, co-operative learning and co-operation between the private sector and training centres with an on-the-job training model (see Figure 7.1) should increase the level of technical skills and practical experience of Saudis to enable them to handle the port work with greater efficiency and be able to replace the expatriate workers in due course. However, enhancement of job requirements by private sector employers has been debatable since the Saudi'ization process was introduced in the Third Development Plan (1980-1985). Some argue that replacement of expatriates by Saudis is a national aim and must be taken seriously by the decision makers without overstating requirements for Saudi new job applicants. Others believe this process to

be economically unimportant. According to a special report published by *MEED* (July 1980):

“A leading Jeddah merchant from the Alireza group says: ‘Is there really any need to have Saudi construction workers at this stage of our development when a Korean company can come in and do the job quickly and well at a price which no local outfit could meet?’”

Nevertheless, what was mentioned by this merchant was true in the stage of infrastructure development during the 1970s and the beginning of the 1980s. This was because the country had experienced very rapid economic development and therefore, foreign labour was urgently needed due to the insufficient national labour. On the other hand, during the stage of operation and maintenance of the infrastructure projects since the late 1980s, replacing expatriates by the growing number of skilled nationals is becoming an essential objective despite the disparity of wages.

The fundamental question is: “are we prepared enough for Saudi’ization in all kinds of jobs, different skills and sectors?” Al-Ajlan (*Riyadh Newspaper*, 29 July 1997) found a reasonable answer to this question by identifying two groups of personnel, each group needing to be investigated separately. The first group represented jobs related to the service sector that, in the main, do not need prerequisite skills or training and experience. This kind of job should be Saudi’ized immediately, whether in public or private sectors without any improvement in employment conditions. The second group comprised professional and technical personnel, who require a higher level of qualifications and skills, and maybe a number of years of experience. Saudi’ization in this group should be gradually introduced and well planned and organised, because moving swiftly into this process could have negative effects on standards, which would clearly lead to higher costs and lower productivity.

The ports under study, as with any others in the world, comprise all categories of employment and sectors. The enhancement of employment conditions was investigated among all types of respondents based on employment categories, origin and sector.

Based on categories (Table 9.18), most professionals employed in ports did not attribute a strong influence to the overstating of employment conditions by employers on the shortages of Saudis in port work. It is always desirable for professionals to exceed the minimum requirements which are usually prerequisite, such as higher qualifications, technical and language skills. Saudi professionals employed by ports often achieve those requirements.

On the other hand, a higher percentage of clerical employees (38.9 per cent) support a "great" influence for this factor. This difference is because employers from port contractors, users and some other authorities always require higher levels of qualifications and language skills, and sometimes a degree of knowledge of computer techniques for all individuals applying for clerical jobs, which are often not available among Saudis. Respondents from other categories did not attribute a great influence to the overstating in employment conditions on their involvement in port works. This is either because they were prepared enough for port job requirements or port employers did not overstate in job requirements.

Table 9.18 also shows that Saudi respondents supported the view that overstating employment requirements has a great influence on the shortage of national manpower



in port jobs. On the other hand, Western employees do not see a great influence for this factor. This is because in the Western countries, it is not a prerequisite to require such qualifications, skills and years of experience and to some extent foreign language for new job applicants, because those requirements can often be acquired in developed countries.

Table 9.18 Respondents' views of the effect of overstating in employment conditions on the shortages of Saudis in the port work

respondents based on categories	[1] nil	[2] low	[3] average	[4] great	TOTAL
managerial	11.8%	23.5%	36.5%	28.2%	100%
professionals	15.5%	33.8%	26.8%	23.9%	100%
clerks	10.7%	14.5%	35.9%	38.9%	100%
skilled	3.8%	13.5%	48.1%	34.6%	100%
semi-skilled	14.3%	7.1%	50.0%	28.6%	100%
manuals	00.0%	28.6%	42.9%	28.5%	100%
respondents based on origin	[1]			[4]	TOTAL
Saudis	8.3%	17.9%	35.0%	38.8%	100%
Western	8.3%	50.0%	33.4%	8.3%	100%
Developing Countries	15.9%	23.0%	40.7%	20.4%	100%
respondents based on sector	[1]			[4]	TOTAL
Government employees	10.3%	20.6%	38.8%	30.3%	100%
ARAMCO employees	11.9%	25.4%	36.6%	26.1%	100%
Contractor's employees	12.3%	20.8%	34.9%	32.1%	100%
User's employees	4.0%	8.0%	28.0%	60.0%	100%

Source: field work, August, 1996

In comparison with the study of Al-Gaith *et al.* (1996) concerning the recruitment of national manpower in the private sector, Saudis, job seekers, and employers believe in the great influence of job requirements which are difficult to meet on recruitment of Saudis in private sectors.

Surprisingly, it was found that highest percentage of respondents who support the great influence of overstating employment conditions was from the joint venture companies (users). This might be explained by the fact that multi-national companies in

Jubail tend to employ ready skilled workers from the mother countries rather than investing in training national employees. However, the only way to do this is to require impossible job requirements for nationals.

#### **9.3.4 TRADITIONAL VALUES AND CUSTOMS**

As discussed above in Chapter 3, individuals must give considerable attention to family considerations when applying for a job. Type of work and location should be acceptable to the worker's family. Certain categories of work are considered contemptible, demeaning and unworthy for most Saudis, particularly those who have a tribal background. For example, people look down on barbers, butchers, carpenters and plumbers and many other craftsmen.

In order to examine the effects of this factor on the shortages of Saudi manpower in port works, employees were asked to evaluate the effect of this factor ranking from nil to great effect. Table 9.19 shows that overall, 54.8 per cent viewed the influences as low and nil; 55.1 per cent of responding Saudis also reported negligible effects. Based on categories, among all different categories, over 50 per cent supported the lower effects of this factor. This is clearly because port activities do not include any kinds of contemptible jobs for Saudi individuals due to the technological changes of port activities and the implication of higher technical skills in cargo handling, oil exports and industrial products discharge. This finding is inconsistent with the fifth hypothesis of this study which indicates that Saudi port employees are less willing to accept technical employment due to their traditional views regarding acceptability of technical occupations. This hypothesis might be sustained if we were discussing this factor

among overall employees in the private sector, where a number of disliked crafts are included. Similar questions were asked by Al-Mashouq *et al.* (1996) to sampled employees in sampled private sector enterprises, with 79.2 per cent of Saudi employers and 76.6 per cent of job seekers attributing an important impact to this factor. This finding was inconsistent with the above findings in this study because Al-Mashouq's sample comprises employees drawn from private sector organisations where jobs were disliked.

Table 9.19 Employees' views on the effect of traditional values and customs on the shortages of national manpower in the port activities

Respondents based on origin	[1] nil	[2] low	[3] average	[4] great	TOTAL
Saudis	26.5%	28.6%	23.5%	21.4%	100%
Western respondents	16.3%	23.5%	23.4%	36.8%	100%
Respondents from developing countries	27.4%	29.3%	27.4%	15.9%	100%
Employment categories	[1] nil	[2] low	[3] average	[4] great	TOTAL
Managerial	31.0%	26.4%	26.4%	16.2%	100%
Professionals	23.0%	28.4%	20.3%	28.3%	100%
Clerical	27.0%	28.6%	22.2%	22.2%	100%
Skilled	13.5%	28.8%	38.5%	19.2%	100%
Semi-skilled	50.0%	35.7%	00.0%	14.3%	100%
Manual	25.0%	25.0%	50.0%	00.0%	100%
Total respondents	26.3%	28.5%	24.6%	20.6%	100%

Source: field work, August, 1996

### 9.3.5 COST OF FOREIGN LABOUR

The gap between wages of Saudi and foreign labour is now becoming a serious barrier to the employment of Saudis in the private sector, as shown in the Fifth Development Plan (1990-1995). According to an interview with Al-Towajiri from the Ministry of the Interior, the total costs for importing a worker ranks only between SR5,000 to SR8,000 (£833-£1333) plus travel expenses. Monthly wages for unskilled workers from developing countries are approximately SR500, skilled SR1,200-1,800 and

professionals rank from SR3,000-5,000. Since most of those workers often live together in camps, they will not usually spend much money on housing or transportation. On the other hand, Saudi employees, who are usually responsible for their own families, cannot afford to live on this salary. At the same time, Saudis are not allowed to have an additional part-time job, because part-time jobs are prohibited for full-time workers, and anyway this is hardly practical for full-time port employees.

Employees were asked to evaluate the effects of the low cost of hiring foreign labour on employing Saudis in ports (Table 9.20). Overall responses recognised the important impact of this factor (72.4%): over 50 per cent of responding employees believe it has a great influence. The great effect of this factor tended to dominate other factors. This is clearly due to the absence of a Minimum Wages Act (such as is proposed for Britain) applicable to Saudis who are willing to work in the private sector. According to an interview with Hussain Mansour, General Secretary of the Saudi Manpower Council, published by Ashsharq Alawsat newspaper (18 November 1997), a Minimum Wages and Salaries Act in the private sector is being processed to be consistent with the international scales.

Table 9.20 Employees' views on the cheap cost of foreign labour on the lack of Saudi manpower in the port work, by category

How do you see the effect of low cost of hiring foreign labour on recruiting Saudis in ports?					
Employment categories	[1] nil	[2] low	[3] average	[4] great	total
Managerial	9.3%	14.0%	19.7%	57.0%	100%
Professionals	18.4%	18.4%	14.5%	48.7%	100%
Clerical	10.9%	18.8%	19.5%	50.8%	100%
Skilled	1.9%	11.3%	34.0%	52.8%	100%
Semi-skilled	14.3%	14.3%	28.6%	42.8%	100%
Manual	12.5%	12.5%	37.5%	37.5%	100%
Total respondents	10.9%	16.4%	21.3%	51.4%	100%

Source: field work, August, 1996

### 9.3.6 SAUDI PRODUCTIVITY AND COMMITMENT

According to a study conducted by the Riyadh Chamber of Commerce and Industry (RCCI, 1993), productivity of Saudi employees based on selected private sector employers is very low when compared with expatriate workers. An index of advantages goes to expatriate employment (Table 9.21). Although productivity of Saudi labour tends to be low compared with foreign labour, Saudis are worse on some other characteristics than non-Saudis. However, Table 9.21 shows some contradictions between commitment (8.2%) and non-authorized absence (66%) among Saudis. The same is true with non-Saudis employees for commitment (91%) and non-authorized absence (34%).

Table 9.21 Comparison of national and expatriate employment

Characteristics	% preferability	
	Saudi Employment	foreign employment
Commitment	8.2	91.8
non-authorized absence	66.0	34.0
stability in the work	12.0	88.0
respect of work procedures	15.0	85.0
Skills	3.3	96.7
foreign language	21.0	79.0
acceptance of transfer based on the work need	17.4	82.6
low wages	13.0	87.0
Productivity	23.0	77.0

Source: RCCI, 1993, p. 65.

After various investigations, it was found that what was meant by non-authorized absence was the absence after a holiday: it is now common in Saudi Arabia to see many advertisements in the daily newspapers accompanied by photographs indicating that a worker, who was given a re-entry visa for a certain period of time, did not return to his job, and asking that if anybody has seen him to contact the nearest immigration

department or police. After one month from this advertisement, the employer will automatically be eligible to have another visa to replace the missing worker. On the other hand, those foreign workers who are about to leave the country for a holiday always prefer to have a re-entry visa even if they are not going to come back because they want to keep the decision in their hands over whether or not to return. They sometimes come back, but work with another employer or run their own businesses illegally. This is a reason why employing Saudi nationals is better than foreign labour, for in this respect Saudis are always available and traceable.

Table 9.22 shows that 67.9 per cent of Saudis believe that the view of employers towards productivity and commitment has an important effect on the shortage of national manpower in the port sector.

Table 9.22 Employees' assessment of the employers' views' of the low productivity and lack of commitment of Saudi labour

Origin	[1] nil	[2] low	[3] average	[4] great	TOTAL
Saudi respondents	15.0%	17.1%	32.1%	35.8%	100%
Western respondents	7.1%	35.7%	57.2%	00.0%	100%
Respondents from developing countries	16.5%	18.3%	43.5%	21.7%	100%

Source: field work, August, 1996

Overall, 66.6 per cent of respondents support the important effects of this factor. In comparison with other factors affecting Saudi labour involvement in ports, productivity and commitment of Saudis were important to some extent (Table 9.23). Thus increased productivity of national manpower was validated by the Fifth and Sixth Development Plans. According to the Saudi Ministry of Planning (1993, p.13), the fourth objective of the Sixth Development Plan (1995-2000) stated the following:

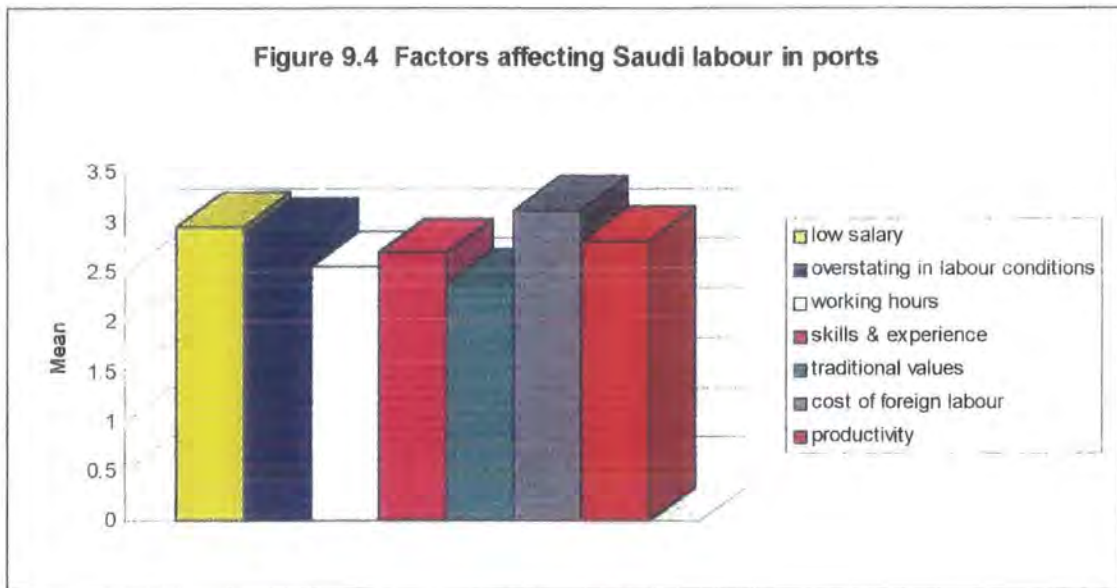
“To develop human resources and continually ensure an increasing supply of manpower; upgrading its efficiency sufficiently to meet the requirements of the national economy; and replacing non-Saudi manpower with suitably qualified Saudis.”

We shall show later that overall, 36.4 per cent of employees in all sectors and categories believe that there is some influence of employment conditions on the shortage of Saudis in the port sector.

Table 9.23: Differences in respondents' views toward effects of various factors causing national labour shortages in the port work.

Factors	[1] nil	[2] low	[3] average	[4] great
low cost of hiring foreign workers	10.8%	16.6%	21.2%	51.4%
low salaries and lack of incentives	8.6%	25.9%	26.8%	38.7%
overstating in employment conditions	10.7%	20.5%	36.4%	32.4%
low productivity and commitment among Saudis	15.1%	17.9%	36.6%	30.4%
lack of skills and practical experience	10.8%	32.7%	32.9%	23.6%
working hours and shift system	20.9%	22.6%	35.8%	20.7%
traditional values and customs	26.8%	27.8%	24.7%	20.7%

Source: Field work, September 1995.



9.4 SAUDI AND FOREIGN LABOUR INVOLVEMENT IN PORTS

9.4.1 PORT EMPLOYEES' ATTITUDES TO PORT WORK

Employees were asked about whether port work was convenient to their needs or whether they had been forced by absence of other alternatives to accept work in ports. Table 9.24 shows that overall responding employees, (47.4%) agreed to some levels with the fact that working in ports was not convenient to them. However, professionals and semi-skilled showed higher agreement. This is perhaps because most of those who are not committed to their job in those categories are among foreign labour specifically from developing countries. It seems that foreign labourers are now becoming less satisfied with their wages and incentives than before. One responding port worker from Pakistan stated the following:

“Employees use their own transport or pay conveyance to public transport. Salaries compared to high prices of essential commodities are less. The port management should consider this matter. Annual increment is frequently stopped. This should be given annually as per contract.”

Table 9.24 Respondents' views of the convenience of port work to their need

What is the degree of your agreement to the following statement? “Working in ports is not convenient for my needs.”					
Respondents based on origin	agree	to certain extent	disagree	no response	total
Saudis	6.9%	36.7%	44.9%	11.5%	100%
Western	6.3%	31.3%	18.8%	43.6%	100%
Developing countries	12.7%	42.5%	19.4%	25.4%	100%
Category					
Managerial	6.8%	39.8%	46.6%	6.8%	100%
Professionals	10.8%	41.0%	25.3%	22.9%	100%
Clerical	8.7%	38.4%	36.2%	16.7%	100%
Skilled	8.5%	35.6%	32.2%	23.7%	100%
Semi-skilled	21.4%	50.0%	21.4%	7.2%	100%
Manual	00.0%	10.0%	40.0%	50.0%	100%
Total respondents	8.9%	38.5%	35.2%	17.4%	100%

Source: fieldwork, August, 1996



Table 9.24 also shows that 44.9 per cent of Saudis disagreed with this statement, which means that a high percentage of Saudis were convinced of the acceptability of port jobs. Again this finding disagrees with the fifth hypothesis of this research, indicating that Saudis employed in the ports are less willing to accept technical employment due to the traditional views towards crafts. This could be explained by the increased use of high technology in the port activities, which has nothing to do with the disliked crafts among Saudi individuals. It is also due to the remarkable changes of the new generation's attitudes towards the traditional views of work.

**9.4.2 SAUDI PROPORTIONS IN PORT ACTIVITIES**

In order to compare proportions of Saudi and foreign employed in the ports studied, and because of the lack of official figures on port employment in all port organisations, employees were asked to state whether Saudis exceed, equal, or were lower than expatriates in certain port activities (Table 9.25).

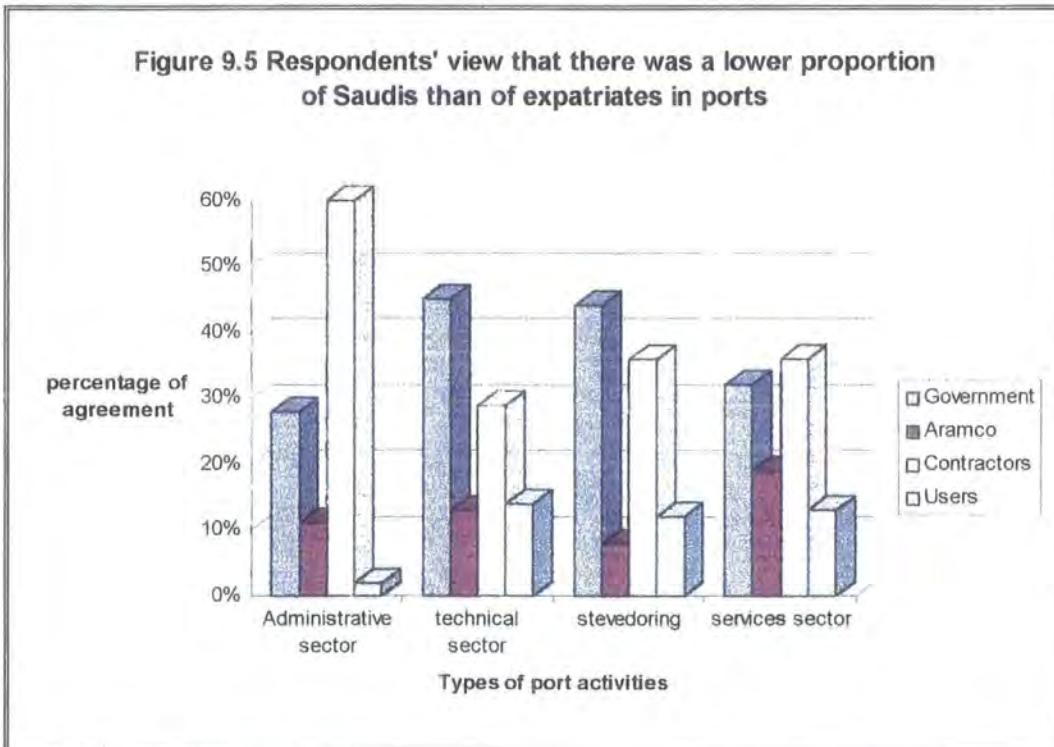
**Table 9.25 Respondents' view of the Saudi proportions compared with expatriates in port activities**

How do you see the proportions of Saudis in the following port activities compared with expatriates?					
Type of activity	exceed	equal	lower	no response	total
administrative activities	32.1%	14.1%	12.8%	41.0%	100%
technical activities	26.1%	30.7%	29.3%	13.9%	100%
stevedoring	20.6%	37.0%	21.2%	21.2%	100%
services and support activities	25.6%	33.0%	25.9%	15.5%	100%

Source: field work, August, 1996

Table 9.25 shows that 32 per cent of the total respondents overall believe the Saudi proportion exceeds the foreign in the administrative sector, while more than 50 per cent see the proportion of Saudis as equal to or lower than expatriates in other activities; technical, stevedoring, services and the support sector. This is perhaps due

to the shortage of skills and practical experience, which are often prerequisites for these activities. On the other hand, by looking to the views of respondents from different sectors (Figure 9.5), contractor respondents surprisingly believe that Saudis were lower in number than expatriates in administrative activities, despite the availability of Saudis to work in these activities. This supports previous findings showing that the low cost of hiring foreign labour was the most serious obstacle to Saudi'ization in the private sector. Respondents from ARAMCO and joint venture companies (users) did not show agreement to the low proportions of Saudis in all types of port activities. This was expected because Saudis were given priority in all types of port activities in those sectors.



Source: Field Work, August, 1995

By analysing data from each individual port (Table 9.26), it was revealed that 43.9 per cent of responding employees from Ras Tannurah believe Saudi employees exceeded expatriates in the technical activities whereas only 16.1 per cent of respondents from Dammam port agreed with this statement. This percentage increases to 22.3 per cent of respondents from Jubail port.

Table 9.26 Respondents' view of the Saudi proportion in port technical activities compared with expatriates in each individual port

How do you see Saudi proportion in the port technical activities compared with expatriates?					
Port	exceed	equal	lower	no response	total
Dammam	16.1%	39.5%	29.0%	15.4%	100%
Jubail	22.3%	27.7%	33.8%	16.2%	100%
Ras Tannurah	43.9%	23.5%	23.5%	9.2%	100%

Source: field work, August, 1996

This was clearly because work at Ras Tannurah port is conducted mainly by highly skilled workers, due to the use of highly technical facilities in oil shipment. Thus, for over three decades, employing Saudi nationals has been planned and targeted in Ras Tannurah. On the other hand, port activities at Dammam and the commercial port at Jubail are conducted on a casual contractual basis. Contractors in this case recruit skilled foreign workers because it takes longer to train nationals in certain activities needed by the contracts, which are usually of a relatively short duration, perhaps no more than five years. However, the effect of the casual contractual base on port workers has been the main concern to planners. According to the International Transport Federation (ITF) Dockers' Bulletin (1995), the continuing expansion of the use of casual labour has been the main problem facing port workers in the United Kingdom. It was stated that there had been a number of industrial injuries in the ports reflecting the lack of training and experience among the labour force along with

redundancy among registered dock workers. Thus, lessons should be learned from other experiences where casual labour was a major problem to permanent dockers in the United Kingdom. It has been a major problem to recruit and train Saudi manpower in most industrial sectors including ports. These short contract schemes will be gradually replaced by the long term privatised ones in the port sector. This target was indicated by the general objectives of the Sixth Development Plan (1995-2000) (p.17) that the policy of privatisation should be implemented through:

“... providing the private sector with the opportunity to operate, manage, maintain and renovate many of the utilities currently operated by the government, on condition that this would result in lowest costs, better performance, and employment opportunities for Saudi citizens.”

Consequently, while port operation is being transferred to the private sector, there should be serious efforts made by the government to increase Saudi ports profitability and therefore recruitment of Saudis in all port activities. This might be by facilitating the current port procedures to encourage transit trade and coastal transportation to increase the use of the Saudi commercial ports.

#### **9.4.3 THE NEED FOR FOREIGN LABOUR IN PORTS**

It is difficult to assess to what extent ports will continue their reliance on foreign employment while being transferred to the private sector, or whether an alternative form of recruiting and training Saudi manpower will be applied.

Employees were asked to give their view of a statement indicating that port activities are still in need of expatriate employment because recruitment of Saudis will continue to be difficult. Table 9.27 shows that 20.9 per cent of overall respondents reported a

high level of agreement with this statement while 40.6 per cent reported some of agreement and 26.9 per cent disagreed or strongly disagreed.

Table 9.27 Employees' view of the continuing need for expatriates in port activities

What is the degree of your agreement on the following statement? The need for expatriates in port work will continue over the following decade.					
degree of agreement	Government	ARAMCO	contractors	users	total
agree	20.0%	4.7%	32.8%	13.8%	20.9%
to certain extent	41.1%	53.1%	33.6%	37.9%	40.6%
disagree	23.8%	34.4%	13.4%	24.1%	22.4%
strongly disagree	3.2%	00.0%	7.6%	10.3%	4.5%
no response	11.9%	7.8%	12.6%	13.8%	11.6%
total	100%	100%	100%	100%	100%

Source: field work, August, 1996

There were no significant differences in response among employees from different sectors. It was not surprising that contractors' employees reported the highest percentage of agreement because they comprise the highest number of foreign workers and also because profitability increases with employing expatriates. The main current contractors, such as Delta and Globe Marine Services, are winning the competition for port privatisation and they tend not to recruit Saudis. Therefore, there should be some kind of government pressure for such firms to increase recruitment of national manpower, consistent with the sixth Development Plan (1995-2000) targets.

#### 9.4.4 RISKS OF MORE FOREIGN LABOUR RECRUITMENT IN PORTS

Employees were asked to report their attitude to certain risks that may result from the increasing number of foreign employment. The question was:

o Do you think this country may suffer from the following risks when recruiting more foreign labour? Please tick the appropriate number to your view

	[1] agree	[2] to certain extent	[3] disagree	[4] no response
security risk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
social risk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
economic risk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
psychological risk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Overall, agreement of respondents on economic, social and security risks was high among over 60 per cent of respondents (Table 9.28A). Similarly, among Saudis, 70 per cent of respondents agreed the first three risks (Table 9.28B). This finding reflects concerns among the public to the increased number of foreign workers in all economic sectors and geographical regions of Saudi Arabia. Over the past two decades, not only has the number of foreign workers increased, but also the country of origin of new workers has changed. The variety in culture, language, background environment, political and religious beliefs and other social differences has been reflected on Saudi individuals. According to Al-Khouli (1985),

“the desire of the Saudi planners to reduce the dependency on foreign manpower is due to their beliefs that the negative factors associated with having a large body of foreign manpower within the country are greater than positive factors. This belief is based on projected effects on many social, political, religious, economic and demographic characteristics.”

Not surprisingly perhaps, the responses of non-Saudis to the perceived risks for expatriate workers was disagreement or simply not recognised among more than half of the respondents (Table 9.28 C, D). Western respondents however reported high agreement on the existence of social risks in this multinational culture in the Saudi labour market within a very strict country.

Table 9.28 Employees' attitudes to the risks of more foreign labour recruitment

## (A) Overall respondents

RISKS	agree	to certain extent	disagree	no reply	total
economic risk	45.5%	20.8%	15.8%	17.9%	100%
social risk	39.3%	31.6%	13.7%	15.4%	100%
security risk	41.8%	24.3%	18.8%	15.1%	100%
psychological risk	29.6%	22.7%	20.5%	27.2%	100%

## (B) Saudi respondents

economic risk	61.6%	19.6%	9.4%	9.4%	100%
social risk	50.2%	33.4%	8 +2%	8.2%	100%
security risk	53.3%	26.1%	11.8%	8.8%	100%
psychological risk	26.9%	27.0%	18.5%	17.6%	100%

## (C) Western respondents

economic risk	6.3%	25.0%	37.5%	31.3%	100%
social risk	17.7%	41.1%	17.6%	17.6%	100%
security risk	21.4%	28.6%	50.0%	0.0%	100%
psychological risk	6.3%	25.0%	18.7%	50.0%	100%

## (D) Respondents from developing countries

economic risk	20.3%	22.7%	25.0%	32.0%	100%
social risk	22.0%	26.0%	23.6%	28.4%	100%
security risk	32.3%	28.0%	39.8%	0.0%	100%
psychological risk	19.0%	14.3%	24.6%	42.1%	100%

Source: field work, August, 1996

The economic effects of recruiting foreign manpower are felt nation-wide because of the money transferred to the labour-exporting countries. Port and port-related authorities are unable to do anything about the effect of money transfer, and the issue is a government responsibility. On the other hand, there are many things that could be done to reduce risks. For example, improvement of social relations among all segments of workers may increase skills and productivity of port labour. However paying attention to housing and recreational activities would have a positive effect directly or indirectly in risk reduction.

#### 9.4.5 ATTITUDES TO FEMALE EMPLOYMENT IN PORTS

Despite sharing many labour features with other developing countries, and even more features with other Gulf states, Saudi Arabia has a unique employment policy towards women. Unlike women in other Gulf states, women employed in Saudi Arabia always work apart from men except for a very few working in the health sector.

Al-Khouli (1985) argued that the social background of any economic evaluation needs to be given special consideration. Although there are work opportunities for females allowed by religious teaching, many of these opportunities are not filled by Saudi nationals. Al-Khouli (1985) also argued that the progress toward female participation in Saudi Arabia since the early 1970s was slow as a result both of traditional roles or misconceived views of female work and the increasing number of low-wage, foreign workers of both sexes. The fourth major objective of the Fifth Development Plan (1990-1995) prioritised the increased female participation in the workforce, stating:

“To enhance the participation of Saudi women in the development of the Kingdom, the following policy measures will be implemented:

- A Saudi'ization plan will be prepared each year to increase gradually the employment of Saudi women in the public sector.
- Periodic reviews of the occupations, in both the public and private sectors, in which employment of women deemed to be in accordance with the Sharia (Islamic law) will be undertaken. This information will be disseminated widely to the public through the media.
- A study examining the feasibility of allowing women to teach boys up to grade four at the elementary school level will be carried out.”

The Sixth Development Plan (1995-2000) reinforces this target as its seventh major objective. It is clear that increasing the participation of women in the national



workforce, consistent with the teaching of Islam, is an important element in national manpower strategy and gradual replacement of foreign workers.

Since this issue has been fully discussed at national level throughout the introductory chapters of this study, particularly Chapter 3, this section will mainly concentrate on attitudes of port employees towards female participation in port activities.

In the Western countries, women have experience of working in the port activities. According to the International Transport Federation's (ITF) Dockers' Bulletin (1995), a long range goal of employing females has been adopted by the Pacific Maritime Association (PMA) and the International Longshoremen's and Warehousemen's Union (ILWU) in the United States. The women work as marine clerks and longshore workers at the port in considerable numbers. It was clear that women registered as marine clerks or longshore workers are expected to meet the normal availability and work performance standards generally applicable to marine clerks and longshore workers respectively. Some dockers, according to ITF (1995), felt that women are taking their jobs and others believe that women did not belong in the docks. Connie, a woman who worked as a stevedore, reported that even some women did not agree with her taking a job in a male dominated labour force.

Employees were asked if they agreed with the possibility of women participating in port work in Saudi Arabia. Table 9.29 shows that among overall respondents, 44.9 per cent support women working in port activities while disagreement was reported among only 34.6 per cent of responding. On the other hand, based on origin of respondents,

Saudis showed slight disagreement with women's work in ports (40.6%). This is clearly due to the social and cultural background of many Saudi individuals responding to this item, but still 40.2 per cent of Saudis support female employment in ports. Indeed, the rapidly growing number of Saudi women applying for jobs has required government to find proper ways to increase women involvement in the labour force nowadays.

Table 9.29 employees' attitudes to female employment in the port activities

Do you think women could participate in port work in Saudi Arabia?				
	yes	no	no response	total
<b>Respondents based on origin</b>				
Saudi respondents	40.2%	40.6%	19.2%	100%
Western respondents	70.6%	11.8%	17.6%	100%
Respondents from developing countries	50.4%	27.0%	22.6%	100%
<b>Respondents based on category</b>				
Managerial respondents	48.9%	36.4%	14.7%	100%
Professional respondents	54.2%	32.5%	13.3%	100%
Clerical respondents	44.5%	32.8%	22.7%	100%
Skilled respondents	28.1%	38.6%	33.3%	100%
Semi-skilled respondents	42.9%	35.7%	21.4%	100%
Manual respondents	36.4%	36.3%	27.3%	100%
Total respondents	44.9%	34.6%	20.5%	100%

Source: field work, August, 1996

Based on respondents' sectors, skilled workers showed a higher disagreement with female employment in ports. This is perhaps because they believe women, due to their physical features, would not manage to work in a stevedoring or marine services. This is also due to the necessity of sharing work with men to which Saudi women are not accustomed. Professional respondents however showed the highest agreement to women's work in ports because they believe professional woman could participate in port work apart from men; during this stage of increasing application of high technology in port activities a professional worker could do his/her job in a separate control mechanised room.

However, regarding types of activities suitable for women, employees were asked to report their level of agreement that certain jobs might be occupied by females in the port sector. Table 9.30 shows that employees reported high agreement with medical care and first aid services, as well as secretarial and data processing, whereas less agreement was given to technical operation. Although few women are currently registered as customs officers in Saudi ports, customs work ranked third as suitable for women among respondents. This is because priority was given by most Saudis to all types of clerical jobs at all port activities and medical services jobs, which being unoccupied or occupied by foreign labour. These occupations can be filled immediately by skilled Saudi females who always have a long wait to find jobs in the public sector.

In fact, the low proportion of female employment in ports is a reflection of the low participation of women in the labour force in Saudi Arabia in general, due to many reasons such as religion, traditions and social background. However, there were many complaints that women in Saudi Arabia have not even given enough opportunities in the most suitable sectors for women employment: education and health services. Thus, it should not be expected over the following decade, that women participation in port work would change seriously.

**Table 9.30 employees' attitudes to the possibility of certain types of port jobs being occupied by Saudi women**

How do you see the possibility of the following activities for female employment in port work in Saudi Arabia?						
type of activity	very possible	possible	just possible	Impossible	absolutely impossible	total
customs	32.7%	26.4%	23.4%	12.6%	4.9%	100%
medical care & first aids	51.6%	26.5%	14.9%	3.3%	3.7%	100%
switch boards	29.8%	20.6%	14.7%	22.8%	12.1%	100%
secretarial & data processing	43.5%	22.8%	14.6%	9.4%	9.7%	100%
technical operation	6.3%	7.4%	17.7%	40.2%	28.4%	100%

Source: field work, August, 1996

Employees were asked to report the degree of importance to attach to certain factors affecting female employment (Table 9.31). As expected, religion and social restraints were very important to more than half of the responding employees. More than 40 per cent of total respondents believed that the nature of port activities, whether regarding the work itself or in connection to a traditional view, were also important factors to a certain extent working against female work at ports. Again the growing number of female job applicants should prompt decision makers to find proper ways to absorb women in the labour force and would also oblige individuals to reconsider many traditional views towards women's work.

**Table 9.31 employees' attitudes to factors affecting female employment in the port activities**

How do you see the effect of these factors on female involvement in port work?							
factors	not important	less important	important to some extent	important	more important	no response	total %
difficulty working apart from men	8.1%	7.0%	13.1%	17.8%	25.9%	28.1%	100%
port work is inappropriate	8.3%	06.7%	15.3%	15.8%	25.8%	28.1%	100%
religion and social restrains	4.7%	1.6%	8.0%	5.8%	52.5%	27.4%	100%
shortages of technical skills	14.3%	13.8%	10.9%	9.5%	22.6%	28.9%	100%

Source: fieldwork, August, 1996

## 9.5 CONCLUSION

It was found that the majority of responding port employees (78 per cent) had no realistic alternatives to seeking employment in the ports (Table 9.1). However, compared with other sectors, ARAMCO and joint venture employees were highly attracted by financial incentives and housing facilities provided due to higher wages and better promotion prospects in their companies. The other reasons, such as social relationships, health care and training or practical experience acquired in the port jobs were relatively minor considerations.

Based on employees' attitudes toward the factors which underlie national manpower shortages in the port sector, it was revealed that the beneficial effect of the lower cost of hiring foreign employees was seen as significant among over 50 per cent of responding employees. This is consistent with many planners' concerns that the gap between Saudi and non-Saudi wages is becoming a serious barrier to the employment of domestic manpower. Thus, this factor dominates all others, as shown in Table 9.21.

It may come as a surprise that the majority overall, including foreign respondents, did not report very high agreement as to the importance of traditional customs viewed as a deterrent to port work. This is partly due to the fact that port jobs do not now employ many of the types of work seen as demeaning to Saudi individuals, due to wider use of high technology. It is also due to the tremendous changes of the new generation's attitude to work, the majority of respondents being under 39 years of age. This finding is inconsistent with the fifth hypothesis, that Saudi employees at ports are less willing to accept technical jobs due to their traditional views regarding the acceptability of

manual and technical occupations. In regard to the type of activities Saudis often get involved with, it was found that the majority of Saudi port employees overall are in the administrative sector, with a lesser proportion involved in technical, stevedoring and support services. On the other hand, looking at each individual port, it was revealed that the majority of Saudis at Ras Tannurah port were involved in the technical sector. The majority of Saudi manpower is thus involved in the administrative sector only at the commercial ports of Jubail and Dammam. Therefore, the government policy to increase national labour force in all sectors must be extended to the commercial ports. This policy should give more priority to contractors who employ a higher proportion of Saudi nationals in their total labour force. It was found that employees expect ports to continue to use expatriate employment, particularly over the next decade, due to the shortage of skills among national workers currently available in the labour market, and also due to the lack of training centres. More than 60 per cent of respondents agreed to a certain extent to this view.

It was revealed that increasing female participation in port jobs would not provide an immediate solution to the low proportion of national manpower. While half of those responding would accept women as colleagues in the docks, there are still major obstacles to overcome. Saudi employees would have been less willing to accept women's work in ports but sooner or later this is going to be real fact. It was believed that women would not be able physically to handle such hard work in the ports, particularly in extremes of weather. However, female employment was accepted to some extent in health care, first aid and office work, including customs officers.

## REFERENCES

1. Al-Ajlan (1997), 'Saudi'ization' *Riyadh Newspaper*, 29 July 1997, in Arabic, p. 12.
2. Al-Dosari, (1995), Interview conducted with Al-Dosari, the Delta project manager at Dammam port, 12 September 1995.
3. Al-Kholi, S. (1985), 'Forecasting manpower skills by occupation and nationality in a petrodollar-surplus economy: the case of Saudi Arabia', Ph.D. thesis, University of Colorado at Boulder, pp. 54-72.
4. Al-Mashouq *et al.* (1996) *National manpower recruitment in the private sector* (in Arabic). Published by the Institute of Public Administration, pp. 15-131.
5. Al-Thomli, M. (1986), 'Meeting labour shortage with expatriate workers: The effects of immigration on domestic wage and employment levels in the private non-agricultural sector in Saudi Arabia' P.h.D. thesis, university of Pennsylvania, USA, PP. 2-77
6. Al-Towaijri, F. (1995), Interview with Mr Al-Towaijri of the Ministry of the Interior.
7. Al-Towaijri, H. (1994), 'Extent of our real need for foreign employment', *Al-Jazirah Newspaper*, 13 November 1994, in Arabic, p. 4.
8. Al-Towaijri, H. (1992), 'The labour market in Saudi Arabia', unpublished Ph.D. thesis, University of Oregon, pp. 26-58.
9. Al-Salamah, A. (1994), 'Employees' perceptions in multinational companies of Saudi Arabia', Ph.D. thesis, University of Durham.
10. Couper, A.D. (1986), *New cargo handling techniques, implications and skills*. International Labour Office (ILO), pp. 33-71.
11. Facey, William (1994), *The Story of the Eastern Province of Saudi Arabia*. Stacey International, London, pp. 3-16.

12. International Transport Federation (ITF), *Dockers' Bulletin* (1995), Women on the waterfront, pp. 7-8.
13. International Transport Federation (ITF), *Dockers' Bulletin* (1995), Overview of the ports industry 1992-1994, p. 18.
14. Masoud, Hussain (1994) 'co-operative learning is the solution' published article, Riyadh Newspaper, 13.6.1994, p.12
15. *MEED* Special Report, July 1980, pp. 95-105
16. Ministry of Planning (1990) *The Fifth Development Plan (1990-1995)*, pp. 115-131.
17. Ministry of Planning (1995) *General objectives and strategic bases of the Sixth Development Plan (1995-2000)*, pp. 9-15.
18. Riyadh Chamber of Commerce and Industry (RCCI) (1993) *Instruments of increasing national manpower in the private sector* (published report, in Arabic), p.62
19. Riyadh Chamber of Commerce and Industry (RCCI) (1989), Published report on the private sector in Saudi Arabia, p. 7.
20. Saudi Port Authority (SPA) (1981), *Working Instruction and Rates Tariff*, p. 1.



CHAPTER 10

**JOB SATISFACTION OF PORT EMPLOYEES**

- 10.1 INTRODUCTION**
- 10.2 JOB SATISFACTION THEORIES**
  - 10.2.1 MASLOW'S NEED THEORY
  - 10.2.2 HERZBERG'S TWO FACTORS THEORY
  - 10.2.3 ADAMS' EQUITY THEORY
- 10.3 JOB SATISFACTION MEASUREMENT**
- 10.4 SATISFACTION WITH THE WORK ITSELF AND WORKING CONDITIONS**
  - 10.4.1 NATURE OF PORT WORK
  - 10.4.2 JOB REGULATIONS AND PROCEDURES
  - 10.4.3 METHODS OF JOB TERMINATION AND TRANSFER
  - 10.4.4 VACATION AND LEAVE SYSTEMS
  - 10.4.5 WORKING HOURS AND SHIFT SYSTEMS
  - 10.4.6 JOB STABILITY
  - 10.4.7 TRAINING PROVISION
  - 10.4.8 FAMILY ACCEPTANCE OF EMPLOYEE'S JOB AND TIME TO SPEND WITH FAMILY
- 10.5 SATISFACTION WITH SALARY AND OTHER JOB BENEFITS**
  - 10.5.1 SALARY OBTAINED AND PROMOTION OPPORTUNITIES
  - 10.5.2 HOUSING
  - 10.5.3 TRANSPORTATION AND JOURNEY TO WORK
  - 10.5.4 RECREATIONAL FACILITIES
  - 10.5.5 SECURITY AND SAFETY
- 10.6 SATISFACTION WITH THE METHODS OF SUPERVISION AND RECOGNITION**
  - 10.6.1 JOB EVALUATION
  - 10.6.2 APPRECIATION BY SUPERVISORS
  - 10.6.3 FREEDOM OF SELF-EXPRESSION
  - 10.6.4 RECOGNITION OF SKILLS AND EXPERIENCES ACQUIRED
- 10.7 CONCLUSION**

## 10.1 INTRODUCTION

According to Collins Dictionary, satisfaction means: "the pleasure obtained from the fulfilment of a desire" (p. 753). In the American Heritage Dictionary it means: "the fulfilment or gratification of a desire, need or appetite" (p. 387). Job satisfaction or attitudes concern the way people feel about their work. This has become a prominent area for social studies within the field of organisational behaviour. Kreitner and Kinicki (1992) defined job satisfaction as an effective or emotional response "towards various facets of one's job" (p. 58). In other words, job satisfaction involves a person's positive or negative feelings about his or her job. Lawler (1973) pointed out that according to motivation and some needs theories, the more people obtain of what they want, the more satisfied they will be. Al-Fadli (1996) argued

"Job satisfaction among employees in a particular organisation is associated with other important factors such as adequate financial resources, use of modern technology, efficient administrative policy."

In practice, it is very difficult to measure and understand job satisfaction. This is because what satisfies employees today, will not necessarily satisfy them tomorrow; and what satisfies them in one place may not satisfy them elsewhere. However, individual differences in human beings which affect job satisfaction must also be considered.

Furnham (1992), Muchinsky (1990), and Mullins (1990) pointed out that although several theories have emerged attempting to sound out and explain what makes for job satisfaction, none of these theories has succeeded in embracing all the circumstances surrounding this phenomenon.

The purpose of this chapter is to explore the importance of certain factors to job satisfaction for port employees. In order to have a clear idea and better understanding of port labour problems investigated throughout previous chapters, the study of job satisfaction is clearly an important topic. This will be particularly the case during the port employment changeover, transferring port operations to the private sector, while the Saudi Government is simultaneously trying to improve working conditions for its people, and replace expatriates with similarly skilled Saudi manpower.

However, it is important to be aware of such differences when attempting to compare results from different studies in different cultures or comparing different groups of employees from different cultural, social or administrative backgrounds. Therefore, it is necessary to begin with a short investigation of the three most common theories of job satisfaction before moving on to analysing job satisfaction of port employees.

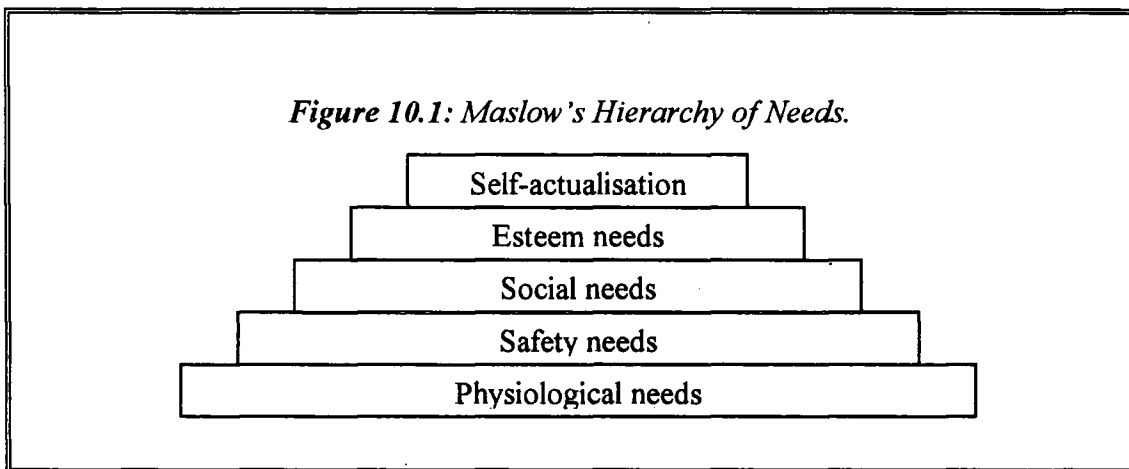
## **10.2 JOB SATISFACTION THEORIES**

There are a considerable number of popular theories of job satisfaction, which have emerged originally from Maslow's need theory and Herzberg's two factors theory. These two theories, along with Adams' equity theory, are the best known, and may be considered fundamental theories. Many researchers refer to them in their arguments and discussions and also rely on them to build up a set of questionnaires to measure workers' job satisfaction.

### 10.2.1 MASLOW'S NEED THEORY

The need hierarchy theory of Abraham Maslow became most significant in job satisfaction research. According to Maslow (1970), human needs can be classified into a hierarchy of five basic needs: physiological, safety, social, esteem and self actualisation (Figure 10.1).

The first level of needs are the physical needs which must be satisfied for the person to survive, including food, water, shelter and so on. Maslow believes that all five categories are related to each other, and once an individual fulfils the first category, he will be dominated by the next need until it is satisfied.



Thus a person who feels the lack of one of the five needs can be motivated until he reaches the level of satisfaction in this particular need. The next need in the hierarchy that remains unsatisfied will dominate his behaviour and can be used as a motivator. According to Maslow, people will never fulfil all their needs completely.

Organisational factors that might satisfy the physiological needs include the minimum pay necessary for survival and working conditions that promote existence. When these

needs are fulfilled, employees gradually become more concerned with higher levels of needs, such as personal security, stability, freedom from anxiety, and a structured and ordered environment. Conditions that might meet those needs include safe working conditions, fair and sensible rules and regulations, job security, a comfortable working environment, and pay above the minimum needed for survival.

When a person has satisfied the first two levels of need (physiological and security), social needs will emerge. These include social interaction, belongingness, friendship and love. Those needs might be met through the opportunity to interact with others on the job, friendly and supportive supervision, and team working. Namer (1990) suggested that work that cannot provide its employees with a sense of belonging and cannot strengthen the relationship between its employees will be faced with serious managerial problems such as absenteeism, staff turnover and decline in productivity.

The esteem needs include the feeling of self-trust, and the outside recognition which ultimately leads to self confidence. Organisational factors that might satisfy those needs include the opportunity to master tasks leading to feelings of achievement and responsibility. They may also include awards, promotion, prestige and professional recognition.

The final level of need is self-actualisation. It is, according to Maslow, the need for a person to do either what he/she actually wants to do or be what he/she wants to be.

### 10.2.2 HERZBERG'S TWO FACTORS THEORY

This theory, unlike the previous one, has been based on empirical findings. Psychologist Frederick Herzberg and two colleagues conducted empirical research concerning job attitude among 203 accountants and engineers in the Pittsburgh area in 1959, asking them to discuss the times when they felt good and bad in their job. After categorising the responses and analysing them, Herzberg *et al.* (1959) came up with two sets of factors that determine job satisfaction and dissatisfaction. They summarised the theory as follows (p. 81-82):

“The three factors of work itself, responsibility, and advancement, stand out strongly as the major factors involved in producing high job attitudes. Their role in producing poor job attitudes is by contrast extremely small ... company policy and administration, supervision and working conditions represent the major job dissatisfiers with little potency to affect job attitudes in a positive direction. The job satisfiers deal with the factors that define the job context.

Thus, what makes people satisfied at work are factors that relate to the content of their jobs, specifically achievement, recognition for achievement, interesting work, increased responsibility, growth and advancement. On the other hand, what makes people unhappy at work is not what they do, but how well or poorly they are treated. These treatment factors (dissatisfiers) are related not to the content of work itself, but to the context of the job. The main factors of this group are company policy and administration practices, supervision, interpersonal relationships, working conditions, salary and security in the job.

### 10.2.3 ADAMS' EQUITY THEORY

This theory has received considerable attention and support from researchers such as Muchinsky (1990), and Furnham (1992). It is a theory of work motivation and satisfaction developed by J. Stacy Adams (1965). This theory argues that a major input into job performance and satisfaction is the degree of equity or inequity that people perceive in their work situation. Equity exists only when a person's perception of his input, including experience, education, qualifications, effort, skills, etc., and outcome, including pay, recognition, promotion and so on, is equal to others in a similar position. Thus job satisfaction will change depending on this equity.

### 10.3 JOB SATISFACTION MEASUREMENT

It should be mentioned that measuring job satisfaction in any study will not be perfect or accurate. This is due to the fact that job satisfaction is related directly to the complexity of human feelings. However, a number of efforts have been made to measure job satisfaction by interviews, group discussions or by structured questionnaire. Several indices of satisfaction have been suggested and receive support from researchers. Cook *et al.* (1981) reviewed 249 measures of job satisfaction, including a number of methods of measurement.

The rating scale instrument is one of the most frequently used for measuring satisfaction. In this method employees are asked to rate their feeling about certain facets of their job such as pay, work itself, or recognition. Each facet has either three or five levels of options, ranking from a score of one to either three or five,



representing the value or degree of satisfaction related to this item. Another method of measurement is the Minnesota Satisfaction Questionnaire (MSQ) which was designed by Weiss *et al.* (1967). MSQ consists of three scales: intrinsic, extrinsic and general satisfaction. The intrinsic items include ability utilisation, achievement, activity, advancement, compensation, co-workers, creativity, independence, moral values, social service and status, and working conditions. The extrinsic items consist of authority, company policy and practices, recognition, responsibility, security and variety. The general satisfaction items are drawn from the twenty items above and other external factors relating to or affected by the person's job.

The satisfaction level items used in this study to gather data are based on two methods: the rating scale and MSQ. These methods are well tried and relatively easy to apply, and were most appropriate for use among industrial employees. The last part of the questionnaire aimed to measure the level of satisfaction about certain aspects of the port jobs. Each item in this part was a five-scaled multiple-choice question ranging from "very dissatisfied" (coded: 1), to "highly satisfied" (coded: 5). Respondents were asked to tick the box that best matched their feeling regarding each item. Finally, percentages and means of those choices were used in the analysis.

TABLE 10.1 (A) LEVELS OF EMPLOYEES 'JOB SATISFACTION WITH CERTAIN ASPECTS OF PORT JOBS AT THE EASTERN PORTS IN SAUDI ARABIA (JUNE - OCTOBER, 1995)

Level of satisfaction with...	Total	Response by Origin nationality			Response by place of work (Ports)		
		Saudis	Western	Developing countries	Dammam	Jubail	Ras Tanurah
Regulations & Procedures	3.54	3.41	3.35	3.80	3.57	3.51	3.54
Working hours	3.88	3.57	4.00	3.79	3.85	3.61	3.50
Scheduling shifts	3.66	3.57	3.92	3.80	3.83	3.57	3.55
Promotion	2.68	2.66	2.28	2.75	2.48	2.69	2.88
Salary obtained	2.93	2.98	3.11	2.77	2.75	2.85	3.20
Job stability	3.43	3.53	2.64	3.32	3.28	3.52	3.46
Training system on the job	3.05	3.02	2.71	3.15	2.90	3.02	3.26
Appreciation from supervisors	3.67	3.52	3.62	3.92	3.75	3.75	3.44
Feeling of job importance	4.03	3.95	3.76	4.19	4.09	4.12	3.81
System of job evaluation	3.75	3.63	3.18	3.91	3.95	3.75	3.58
Dealing with foreign supervisors	3.92	3.63	3.69	4.08	4.20	3.94	3.63
Dealing with Saudi supervisors	3.86	3.80	3.64	3.99	4.02	3.85	3.66
Responsibilities you have	3.93	3.86	3.70	4.07	3.95	3.92	3.88
Nature of port work	3.84	3.73	3.76	4.03	3.85	3.91	3.71
Freedom of self-expression	3.53	3.41	3.35	3.76	3.58	3.55	3.40
Techniques for training programs	3.05	2.87	3.07	3.39	3.08	2.92	3.15
Family attitudes of your job	3.59	3.52	3.20	3.76	3.50	3.72	3.51
Time to spend with your family	3.22	3.40	2.53	2.86	3.34	3.13	3.11
Methods of termination & transfer	3.01	2.95	2.75	3.13	2.99	2.91	3.12
Vacation & leave systems	3.30	3.30	3.18	3.28	3.37	3.09	3.45
Recognition of your skills	3.42	3.29	3.37	3.69	3.40	3.45	3.40
Range of experience gained	3.81	3.80	3.46	3.86	3.91	3.81	3.66
Recruitment of Saudis in ports	3.57	3.67	3.50	3.37	3.62	3.49	3.59
Housing facilities provided	2.95	3.64	3.81	3.40	2.68	3.02	3.20
Recreational activities	2.38	2.14	3.81	2.61	2.27	2.19	2.73
Transport facilities	3.05	2.68	3.87	3.62	2.86	3.02	3.29
Your journey to work	3.45	3.13	4.06	3.95	3.43	3.50	3.35
Security and safety	3.76	3.60	4.06	4.01	3.64	3.80	3.85

Source, Field Work, September, 1995

TABLE 10.1 (B) LEVELS OF EMPLOYEES 'JOB SATISFACTION CERTAIN ASPECTS OF PORT JOBS AT THE EASTERN PORTS IN SAUDI ARABIA ( JOUNE-OCTOBER, 1995)

Level of satisfaction with..	RESPONDING BY SECTOR				RESPONSE BY STATUS					
	GOV	ARM	CON	USR	MNG	PRF	CLR	SKL	S.SK	MNL
Regulations & Procedures	3.50	3.80	3.50	3.42	3.45	3.76	3.46	3.63	3.53	3.00
Working hours	3.76	3.67	3.58	3.44	3.79	3.86	3.54	3.55	3.42	3.70
Scheduling shifts	3.69	3.78	3.63	3.25	3.64	3.91	3.60	3.57	3.30	3.70
Promotion	2.47	3.15	2.57	3.28	2.53	2.78	2.56	3.00	2.42	3.10
Salary obtained	2.78	3.56	2.63	3.44	2.97	3.17	2.64	3.16	2.71	2.80
Job stability	3.42	3.66	3.25	3.50	3.51	3.44	3.30	3.44	3.46	3.70
Training system on the job	3.00	3.56	2.86	2.96	3.53	3.22	2.89	3.14	3.00	3.40
Appreciation from supervisors	3.82	3.53	3.52	3.46	3.23	3.69	3.72	3.44	3.35	3.60
Feeling of job importance	4.10	3.90	4.01	3.86	4.16	4.08	3.95	4.01	3.85	3.60
System of job evaluation	3.93	3.52	3.90	3.33	3.82	3.61	3.86	3.72	0.00	0.00
Dealing with foreign supervisors	4.30	3.48	4.01	3.63	4.00	3.77	4.04	3.91	0.00	4.00
Dealing with Saudi supervisors	4.00	3.65	3.81	3.62	3.95	3.75	3.98	3.67	3.61	3.63
Responsibilities you have	3.97	3.80	3.43	3.86	4.00	4.07	3.84	3.83	4.07	3.60
Nature of port work	3.89	3.70	3.84	3.72	3.87	3.96	3.69	3.89	3.92	4.00
Freedom of self-expression	3.52	3.55	3.48	3.65	3.62	3.70	3.30	3.57	3.46	3.90
Techniques for training programs	2.94	3.50	2.96	2.96	3.00	3.21	2.82	3.21	3.30	3.70
Family attitudes of your job	3.71	3.76	3.38	3.48	3.58	3.73	3.48	3.58	3.66	3.63
Time to spend with your family	3.52	3.11	2.88	2.60	3.41	3.01	3.28	2.44	3.08	3.40
Methods of termination & transfer	2.92	3.34	2.94	2.92	2.87	3.03	2.99	3.05	3.00	3.60
Vacation & leave systems	3.54	3.49	2.89	2.93	3.46	3.22	3.27	3.14	3.50	3.20
Recognition of your skills	3.42	3.47	3.39	3.40	3.56	3.53	3.27	3.46	3.25	3.12
Range of experience gained	3.86	3.76	3.76	3.71	4.00	3.74	3.72	3.75	3.83	4.00
Recruitment of Saudis in ports	3.72	3.75	3.09	4.07	3.54	3.30	3.70	3.68	3.36	3.55
Housing facilities provided	2.64	3.72	2.84	3.48	2.84	3.44	2.56	3.29	2.80	3.20
Recreational activities	1.85	3.45	2.48	2.51	2.14	2.80	2.07	2.61	2.20	3.50
Transport facilities	2.61	3.93	3.14	3.24	2.70	3.52	2.83	3.38	2.53	3.55
Your journey to work	3.29	3.74	3.50	3.36	3.25	3.81	3.35	3.38	3.41	3.44
Security and safety	3.69	4.12	3.61	3.92	3.53	4.06	3.73	3.85	3.46	3.40

Source, Field Work, September, 1995

GOV: Government      MNG: Managerial      S.SK: Semi-Skilled  
 ARM: ARAMCO      PRF: Professionals      MNL: Manual  
 CON: Contractors      CLR: Clerical  
 USR: Users      SKL: Skilled

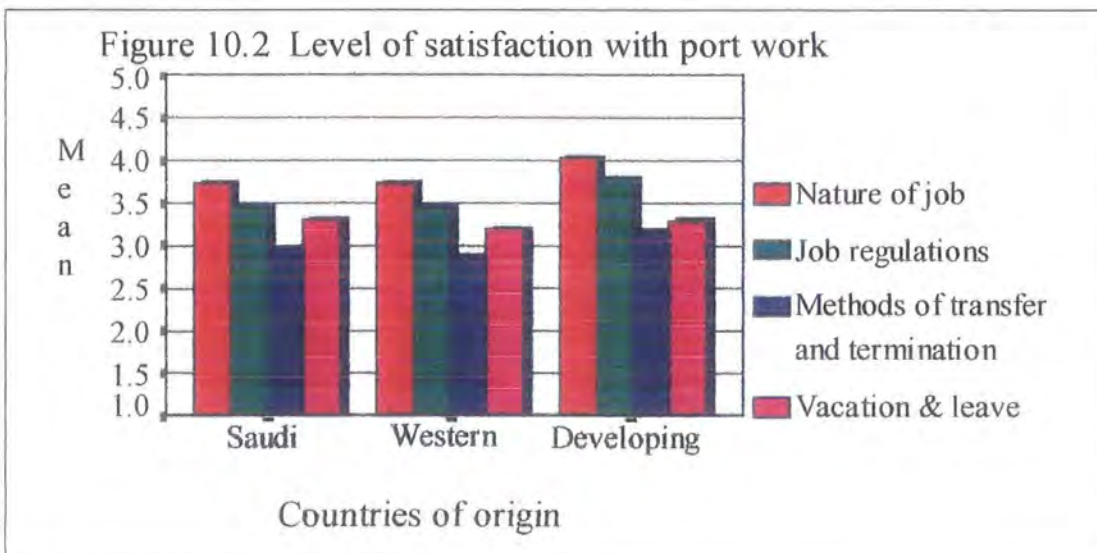
### 10.4 SATISFACTION WITH THE WORK ITSELF AND WORKING CONDITIONS

This section aims to measure the level of satisfaction in port work itself and the role of working conditions in determining the level of job satisfaction. Eight items are included below.

#### 10.4.1 NATURE OF PORT WORK

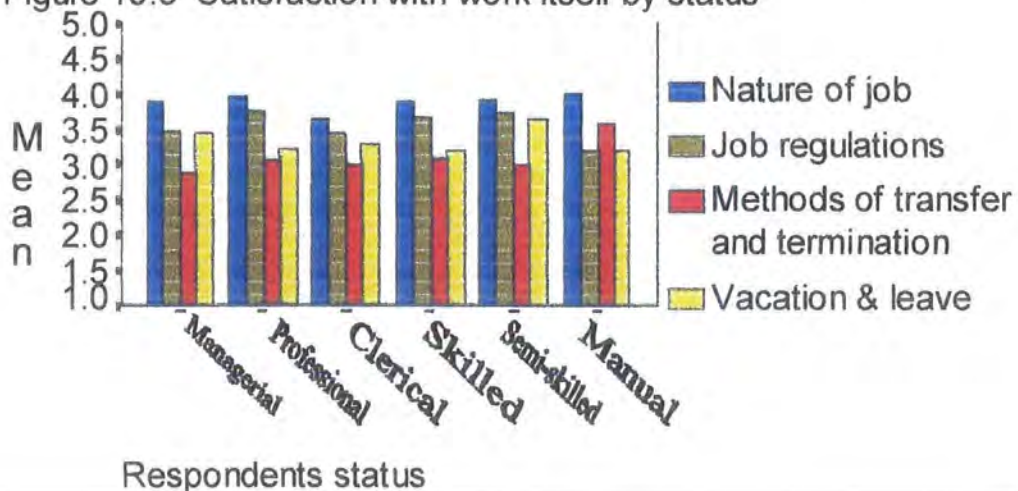
As argued by Locke (1984), people usually try to seek a job where they can practice their skills, see their output, and have responsibility, to strive for success and so on. They seek a job where they can find their interests satisfied.

Respondents were asked to state their level of satisfaction about the nature of port work. By analysing the results, it was found that the overall mean of respondents was 3.84, which is above average. However, there were slight differences in the results based on nationality (see Table 10.1 and Figure 10.2).



It was found that satisfaction about the nature and kind of port work increased among respondents from developing countries. This is probably due to the fact that those employees came from poor countries such as India and Bangladesh, and they will generally respond positively, avoiding negative response of their present job in order to keep their job as long as possible. However there was no significant difference in the level of satisfaction towards the nature of port work between Saudis (3.73) and Western employees (3.76). When comparing the results between respondents from different job categories, it was found that level of satisfaction towards the nature of port work was lower among office workers (managers 3.87, and clerks 3.69) (Table 10.1) (Figure 10.3). This is because employees from these categories believe that when the system of port work has been changed from a public institution system to the civil service system, there was no difference to working in ports or any other job within the city.

Figure 10.3 Satisfaction with work itself by status

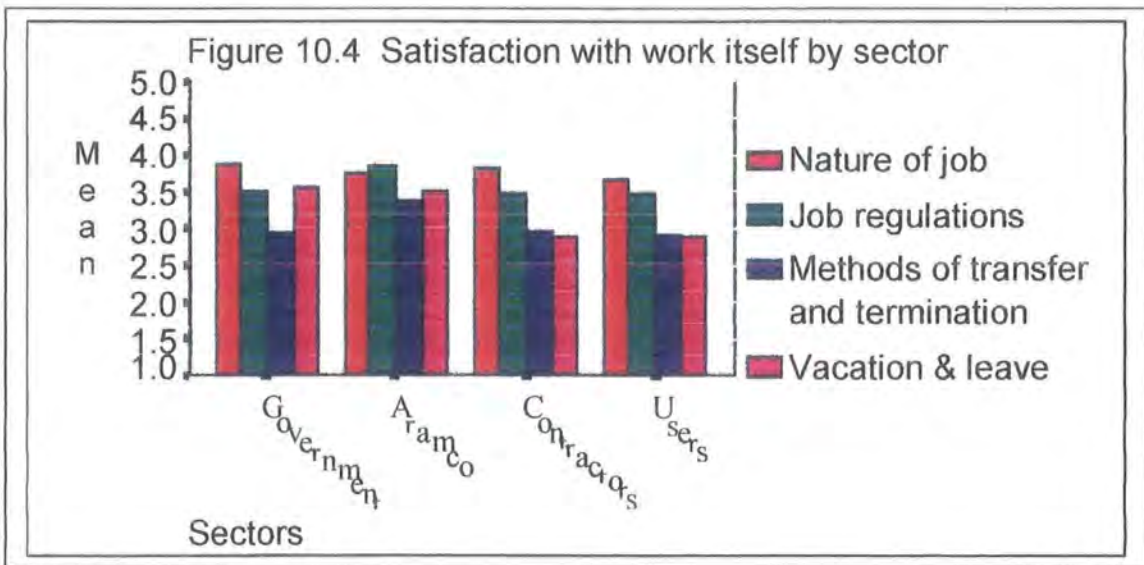




### 10.4.2 JOB REGULATIONS AND PROCEDURES

It was necessary to investigate the employees' satisfaction with regulations and procedures implemented by port management and related authorities. The level of employees' satisfaction toward this factor will influence employees' satisfaction with other job factors such as methods of termination of contract and transfer to other employment, vacation and leave systems, and consequently port work in general.

Figure 10.4 shows that based on sectors, ARAMCO employees reported the highest level of satisfaction towards job regulations and procedures. This is in agreement with many previous findings in this study showing that a high standard of management system was established and applied in ARAMCO, originating from the American mother companies in the United States.



Based on nationality, respondents from Western countries showed the lowest level of satisfaction regarding this factor compared with other nationalities (see Table 10.1

and Figure 10.2). This is not surprising because the Western styles of management are totally different from those of developing countries, where democracy rarely exists in such bureaucratic systems.

Based on job categories, apart from manual workers, office workers showed lower satisfaction with job regulations and procedures than other categories. This is consistent with the previous finding showing levels of satisfaction about the nature of port work, as office workers were unhappy with the transfer of port work from the public institution system to civil service system. The regulations of the first system gave more consideration to promotion and extra benefits regarding salaries and other initiatives.

#### **10.4.3 METHODS OF JOB TERMINATION AND TRANSFER**

Overall, the level of satisfaction of respondents to this factor was the lowest in comparison with other factors (Table 10.1). It has to do with employees' resignation or transfer of their own accord to another employment.

Based on origin, Figure 10.3 shows that respondents from developing countries reported the highest level of satisfaction. This could be explained by the benefits they received from being recruited in Saudi Arabia. As mentioned above, they come from poor countries such as India and Bangladesh with a high rate of unemployment.

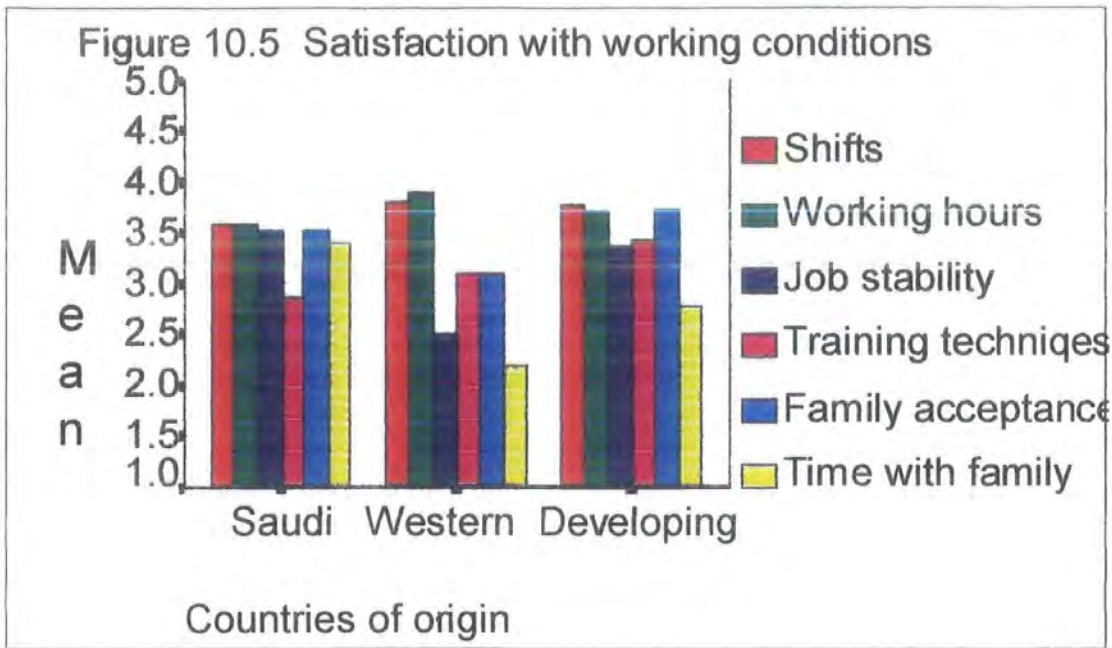
On the other hand, Saudis believe that the methods of resigning and transfer to other jobs are an obstacle to Saudi'ization. According to civil service regulations, any one

resigning from his job will not be employed again until one year after termination. Very complicated rules and procedures must be followed when transferring to another job. Some way must be found of simplifying these methods in order to increase Saudi'ization and encourage the private sector to absorb Saudi nationals who are willing to transfer from public or other private sector organisations to work in the ports.

#### **10.4.4 VACATION AND LEAVE SYSTEMS**

By comparing levels of satisfaction with vacation and leave systems between three groups of nationalities, it was revealed, as shown in Table 10.1, that foreign respondents showed lower levels (Western 3.18 and those from developing countries 3.28). This is clearly an advantage to national manpower as they are given only one month vacation each year whereas foreign employees have 45 days including a return ticket to their home or normal country of residence. Nevertheless satisfaction with this factor was high among Saudi nationals. On the other hand, expatriates were less satisfied with the leave system, especially employees not accompanied by families or dependants. They complained about shortness of vacations (Figure 10.2). Based on port sectors, respondents from contractors and joint venture companies (users) reported the lowest level of satisfaction with the leave system. This is again because these two sectors comprise a high number of expatriates who are less satisfied with this factor than Saudis.





**10.4.5 WORKING HOURS AND SHIFT SYSTEMS**

By comparing levels of satisfaction with shift systems among the three nationality groups, it was found that Saudis reported the lowest level of satisfaction to this factor (Figure 10.5). This can be explained by the inequality in salaries and other job benefits with Saudis who work in some other sectors with similar hours and shifts but are allegedly treated better.

Respondents from ARAMCO, for example, reported the highest level of satisfaction to this factor compared with other respondents from other sectors (Figure 10.6). Table 10.1 shows some contradictions in the results of satisfaction with this factor which need to be explained. There is a contradiction in that respondents at Ras Tannurah reported the lowest level of satisfaction (3.50) to working hours and shift systems compared with other ports, but respondents from ARAMCO who work at Ras Tannurah showed the highest level of satisfaction compared with other sectors. This is because the majority of Saudi government employees at Ras Tannurah showed a

low level of satisfaction to working hours and shift systems. These employees are mainly officers of the Coast Guard and Customs who work more hours and shifts at Ras Tannurah for security reasons. Their responses caused the decrease of level of satisfaction to this factor despite the high level of satisfaction among ARAMCO's employees.

#### **10.4.6 JOB STABILITY**

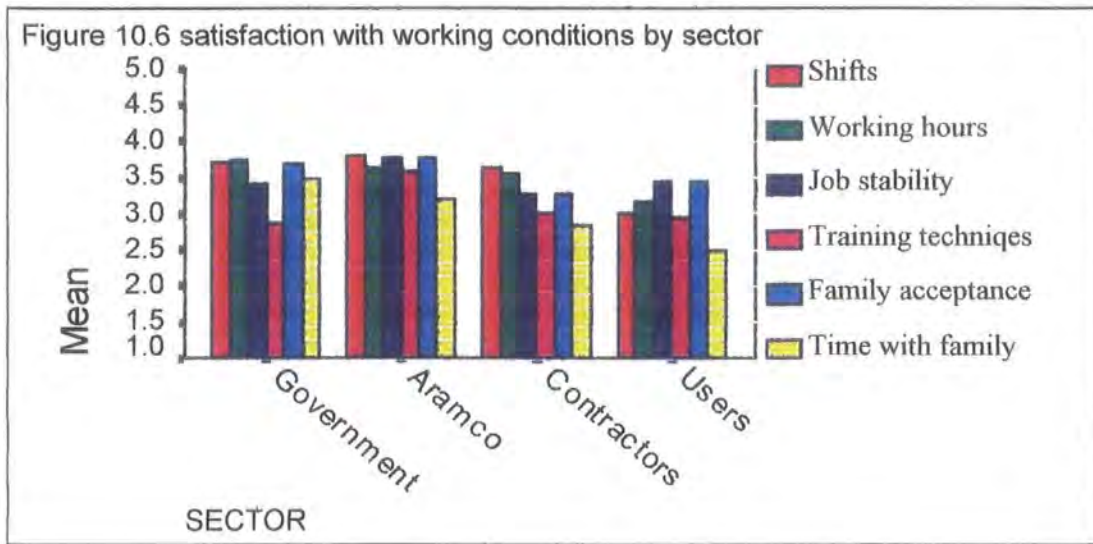
The feeling of security and stability of employment insurance and pensions are one of the most important factors influencing the level of job satisfaction as a whole. Argyle (1989) believes this desire may increase among unskilled or semi-skilled employees or lower income workers. In contrast, as shown in Table 10.1, manual workers reported a higher level of satisfaction with this factor (3.70). This is due to the fact that most manual employees felt very sure that a lower priority was given to replacing them with Saudi nationals due to the difficulties of replacing these workers with national workers over a short period of time.

Based on sector, respondents from contractor companies reported the lowest level of satisfaction with this factor. This is clearly because there is less job stability in casual or temporary contracts, as exists in most of the ports prior to the start of the port privatisation process.

#### **10.4.7 TRAINING PROVISION**

Respondents were asked to indicate their level of satisfaction with techniques of training in their present job.

It was found that all respondents based on sector reported a low level of satisfaction except for those from ARAMCO (Figure 10.6). This can clearly be explained by the increased number of casual employment at the studied ports as a result of the short lease contracts of port operation. Thus, equal employment anticipates establishing a training policy for the long term. However, the transformation to the private sector will improve the implementation of education and training policies.



Turnbull and Wass (1995) argued that casual labour is widespread throughout the world's ports, but were highly regulated in some ports. However, under privatisation many trade unions which responded to the Turnbull and Wass study showed higher satisfaction with training provision in the private sector.

Another finding revealed in Table 10.1 was that office workers reported a lower level of satisfaction with training provision when compared to other categories, mainly technical and manual. This is because most of the training opportunities are oriented

workers in the technical sectors. Therefore, in the future, there must be some kind of attention given to increasing training opportunities for office workers, for example training related to computer and accounting skills which will be much needed when the private sector takes over responsibility for port operations.

Based on nationality of origin, Figure 10.4 shows that Saudis reported the lowest level of satisfaction with provision of training in ports (2.87) compared with respondents from other nationalities. Many Saudi respondents were dissatisfied with the inequality of training opportunities and the lack of equipment and instruments used by the port training centres. There is always disagreement between what is written about training techniques and port training centres and what employees actually experience, particularly in the commercial ports at Dammam and Jubail and also the SPA harbour in Ras Tannurah. Some Saudi respondents contributed additional points regarding training provision. They believe that port management and some contractors do not provide proper guidelines to those responsible for training. They also believe that the people responsible for training do not study the real needs of the trainees and are therefore unable to create courses matching those needs.

#### **10.4.8 FAMILY ACCEPTANCE OF EMPLOYEES' JOB AND TIME TO SPEND WITH FAMILY**

Employees were asked about their satisfaction with family attitudes to their job and time available to spend with their families. These social factors have a considerable effect on the level of job satisfaction. Such family acceptance and adequate time spent with family could assist the individual to stay with his current job and improve his

productivity. Figure 10.5 shows that respondents from developing countries showed the highest level of satisfaction with their families' acceptance of their jobs in Saudi Arabia. This finding could be explained by the hardship faced at home before coming to work in the ports and the generous level of remittance. Those who left their dependants behind in their home countries when accepting work abroad because their families are in need of financial assistance are often satisfied with their family acceptance of their job, but this satisfaction is subject to change depending on time spent with their families. Respondents from Western countries reported the lowest level of satisfaction with this factor. This could be explained by the differences of culture, religion, language, values and history. Although almost all Western employees live in special residential complexes which include all the facilities they would normally require, this artificially-created living environment could create a feeling of alienation from the local population, affecting the Western families' acceptance of living in Saudi Arabia. Western respondents also showed the lowest level of satisfaction with time to spend with their families (Table 10.1). This is because of greater unhappiness about long working hours among those accompanied by their families. Similarly western respondents expressed dissatisfaction with the vacation and leave systems with which Western employees were also less satisfied compared to other nationalities.

Table 10.1 showed another surprising finding. Respondents from Ras Tannurah reported the lowest level of satisfaction with time to spend with their families compared with the ports of Dammam and Jubail. On the other hand, respondents from ARAMCO who were mainly from Ras Tannurah showed the highest level compared with other sectors. This is consistent with the finding regarding the low level of satisfaction with working hours and shift systems of security officers among coast

guards and customs officers. It is clearly that dissatisfaction with time available to spent with families among Ras Tannurah employees in general is very much related to the long journey to work which discussed in Chapter 8. On the other hand, the high level of satisfaction with this factor among only ARAMCO employees within Ras Tannurah might be due to the short distance of ARAMCO residential area (Najmah) to port which allows them to spend adequate time with their families.

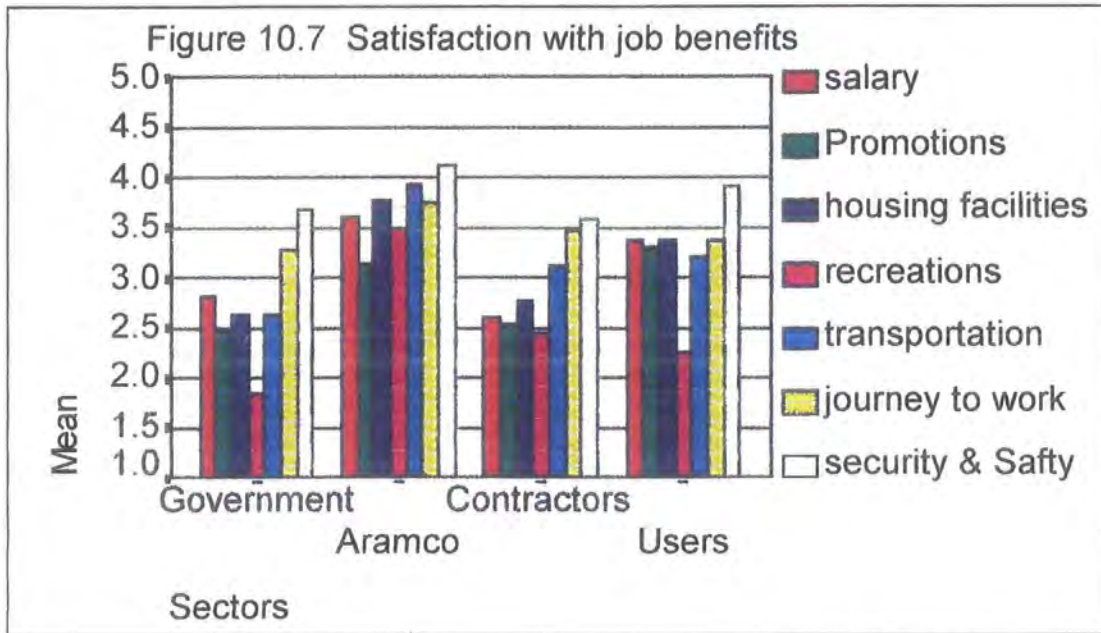
### **10.5 SATISFACTION WITH SALARY AND OTHER JOB BENEFITS**

The factor of pay has attracted many researchers who have tried to explore its effect on overall job satisfaction. Lawler (1973) believed that pay satisfaction is one of the strongest factors in job satisfaction. However, as Armstrong (1988) argues, although pay is important, it has not been possible to establish a direct link between the level of pay and satisfaction with the work itself. He described money as a powerful force because it leads to other ends which may satisfy employees' values (p. 150). Locke (1976) and Ashour (1983) argue that money has another value to employees: it is a means to achieve recognition, security, and freedom in life in general.

Other job benefits such as housing and transportation facilities provided by organisations as well as recreational activities, security and safety have considerable effects on overall job satisfaction. According to many responding comments, employees will be more satisfied with their job even with lower salaries if they are provided with satisfactory housing and transportation facilities along with other job benefits.



This section examines employees' satisfaction regarding salaries and opportunities for promotion, housing, transportation facilities and recreational activities – as well as security and safety.



**10.5.1 SALARY OBTAINED AND PROMOTION OPPORTUNITIES**

By comparing levels of satisfaction with salary factor among the three nationality groups, it was found that respondents from Western countries showed the highest level of satisfaction with salary obtained (3.11), whereas Saudi respondents and respondents from other developing countries showed lower levels (2.98, 2.77) (Table 10.1). This is no doubt due to the fact that most Western employees are from the top level of categories (supervisors or consultants) who are paid high salaries.

This finding agrees with Al-Towaijri's (1989) argument that "when Saudi managers compared their pay to their American counterparts, they indicated dissatisfaction". On the other hand there is disagreement with Al-Salamah's (1994) findings which showed higher satisfaction with pay among Saudis compared to non-Saudis in his

only one organisation (SABIC), while this study includes a wider range of workers from many sectors in the ports.

Table 10.1 showed another finding based on employment sectors. It was revealed that ARAMCO and joint venture (users) respondents reported a higher level of satisfaction than respondents from the government sector and contractors. This again supports many arguments in this study in Chapter 9, showing that the employment policy implemented by ARAMCO and the joint venture companies should be taken as good practice for dealing with manpower in the future stages of port privatisation, leading to the increased recruitment of national manpower.

Based on employment categories, it was found that professionals and skilled employees showed a higher level of satisfaction with salary obtained. This finding was unsurprising because employees from these categories are often paid higher salaries than others in any sector due to the demand for their services and to the amount of time they usually work.

Regarding opportunities for promotion, it was found that respondents from Western countries were less satisfied than respondents from other nationalities because they were already in the top level of categories, and there were few opportunities for further advancement. Based on sectors, respondents from ARAMCO reported the highest level of satisfaction with opportunities for promotion. This is clearly due to the fact being such a large organisation, ARAMCO management is able to provide its employees with more opportunities for promotion. On the other hand, except for the government sector, all other sectors contain small organisations. In the government



sector, the reasons for the low level of satisfaction with opportunities for promotion may be due to the recent government policy of decreasing opportunities for promotions. This is because government policy now tends not to increase job opportunities in the port public sector due to the gradual transfer of port operation to the private sector, therefore, there were perceived shortages of job vacancies for upgrading.

### **10.5.2 HOUSING**

Housing is one of the most significant benefits with which certain organisations try to recruit good employees and to increase productivity in their work. It was revealed that respondents from ARAMCO and the joint venture companies showed higher levels of satisfaction with this factor than the government and contractor sectors. This again could be explained by the same reason as salary obtained. The policy implemented by the former two organisations for their employees to encourage an increase in productivity includes providing housing facilities. On the other hand, absence of housing or the lack of housing of adequate standard provided by some government organisations in the port sector created less satisfaction among respondents from those sectors.

Respondents from Dammam port were less satisfied with housing facilities compared with respondents from other ports. This is clearly due to the lack of this facility provided by SPA. On other hand, housing facilities provided by ARAMCO and joint venture companies in Ras Tannurah and Jubail were considered to be satisfactory.

### 10.5.3 TRANSPORT AND THE JOURNEY TO WORK

These two factors seem to be very much related to each other. When comparing groups of respondents based on their sector and nationalities, it was found that a group showing the highest or lowest level of satisfaction with one factor would often show a similar level with the other factor (Figure 10.6). For example, respondents from ARAMCO reported the highest level in both factors compared with other respondents from other sectors. On the other hand, respondents from government organisations showed the lowest level of satisfaction with both factors. This is because those who work in the government organisations in the ports, such as the Port Authority, Customs or Coast Guard, believe that there is some kind of inequity with other public sector employees, particularly those who live within the cities and are paid the same wages, and who at the same time do not suffer from the stress of problems associated with journeys to work.

Similarly, when comparing groups of respondents based on their nationalities, Saudis showed the lowest level of satisfaction to both factors while non-Saudis showed the highest (Table 10.1). This is clearly due to the place of residence. Most non-Saudis live within the port areas, whether in artificially created camps or family housing, because contracts with non-Saudi employees always includes providing accommodation or housing allowances. Based on ports, it was revealed that respondents from Ras Tannurah and Jubail ports reported higher levels of satisfaction than respondents from Dammam. This again is due to the transportation policy implemented by ARAMCO, which provides public transport via company buses at Ras Tannurah. However, in the case of the industrial city of Jubail, the higher levels of satisfaction are largely due to the new transport network that has been established (see Chapter 8). On the other hand, daily traffic problems in Dammam, whether within the city itself or at the port

gates, creates a great deal of stress for port employees and therefore reduces the level of satisfaction with transportation and the journey to work.

#### **10.5.4 RECREATIONAL FACILITIES**

Recreational activities including sports or social programs and so on are considered to be a crucial factor for any organisation in increasing the efficiency and happiness of their employees. There is thus a strong link between stress and satisfaction with the port policy toward recreation, which plays a vital role in helping to relieve stress and therefore increase overall job satisfaction.

It seems that this factor is not given much attention by many port organisations. As shown in Table 10.1, the mean of satisfaction of overall respondents was only 2.38, which is below average. However, by comparing level of satisfaction among different groups of employees, it was found that respondents from government organisations showed a very low level (1.85) compared with those responding from other sectors. On the other hand, respondents from ARAMCO reported the highest level (3.45). This again is due to the very well organised policies for many services and job benefits oriented to ARAMCO employees. Recreational facilities are provided within ARAMCO employees' residences, whether for employees themselves or their families. Therefore, it is important to increase recreational activities and facilities when port operations are transferred to the private sector to attract more Saudi manpower into these activities.

### 10.5.5 SECURITY AND SAFETY

Security and safety problems in port work include the dangers of handling oil and petrochemical products and other hazards encountered almost daily, added to the fact that port employees work on a shift system in all weather conditions. These problems may lead to stress which, in turn, leads to dissatisfaction, particularly if combined with poor equipment or lack of attention. Safety and health hazards in ports were mentioned by an International Labour Office (ILO) publication (1996, p.4) in the following statement:

“The competent authority should, on the basis of an assessment of safety and health hazards and in consultation with shipowners’ and seafarers’ organisations, adopt national laws or regulations to ensure the safety and health of seafarers working.”

By examining the level of satisfaction with this factor among four groups of employees from different sectors, it was found that contractors’ employees showed the lowest level of satisfaction. Employees of port contractors are generally considered casual employment. Therefore, this finding agrees with Turnbull and Wass’s (1995) argument showing that the increased number of casual employees in the ports has increased the number of new recruits who have not received any formal basic training. This has contributed to an increasing number of accidents and deaths in the ports. Thus, because of the short-term lease between port management and port contractors, which is not usually more than three years in length, contractors are hiring cheap and untrained casual workers to carry out their work as fast as they can without paying any attention to the safety of the workers or the work itself. Therefore, respondents from contractors showed the lowest level of satisfaction with safety regulations and facilities. This should be noted when port activities are transferred to the private sector, and appropriate action taken.

## **10.6 SATISFACTION WITH THE METHODS OF SUPERVISION AND RECOGNITION**

Employees tend to be concerned about the way in which they will be supervised, and the way their work will be recognised. Shortcomings in these factors may lead to feelings of dissatisfaction. Encouragement and recognition, whether from supervisors or colleagues, enhances and boosts employees' self esteem. Gruneberg (1979) argues that encouragement may be received through promotion, salary, or even verbal acknowledgement.

This section investigates levels of satisfaction with four sub-factors related to these two factors: job evaluation, appreciation from directors, democracy of self-expression and recognition of skills and experience. It is a comparative analysis between different groups of respondents based on nationalities, sectors and categories.

### **10.6.1 JOB EVALUATION**

The job evaluation factor has been investigated by several studies, such as Lawler, Kerr and Hamner (1987). These studies dealt directly with problems of reward allocation and implementation. However, it has been indicated that the evaluation system has a positive impact on individuals' motivations to participate and perform positively in their jobs.

**Table 10.2 Level of employees' satisfaction with supervision and recognition**

Level of satisfaction with ...	Country groups			
	Saudis	Western	Developing states	Total
the system of job evaluation	3.63	3.18	3.91	3.75
Appreciation from your managers	3.52	3.62	3.92	3.67
dealings with Saudi managers	3.80	3.64	3.99	3.86
dealing with foreign managers	3.63	3.69	4.08	3.92
freedom of self-expression	3.41	3.35	3.76	3.53
recognition of your skills	3.29	3.37	3.69	3.42

level of satisfaction with..	Sectors				
	Government	ARAMC O	Contractors	Users	Total
the system of job evaluation	3.93	3.52	3.90	3.33	3.75
appreciation from your managers	3.82	3.53	3.52	3.64	3.67
dealings with Saudi managers	4.00	3.65	3.81	3.62	3.86
dealing with foreign managers	4.30	3.48	4.01	3.63	3.92
freedom of self-expression	3.52	3.55	3.48	3.65	3.53
recognition of your skills	3.42	3.47	3.39	3.40	3.42

level of satisfaction with..	Status groups						
	Managers	profession als	clerical	skilled	semi- skilled	manual	Total
the system of job evaluation	3.82	3.61	3.86	3.72	0.00	0.00	3.75
appreciation from your managers	3.23	3.69	3.72	3.44	3.35	3.60	3.67
dealings with Saudi managers	3.95	3.75	3.98	3.67	3.61	3.63	3.86
dealing with foreign managers	4.00	3.77	4.04	3.91	0.00	4.00	3.92
freedom of self-expression	3.62	3.70	3.30	3.57	3.64	3.90	3.53
recognition of your skills	3.56	3.53	3.27	3.46	3.25	3.12	3.42

Source, Field work September 1995

By discussing this issue among employees, they were asked to report their level of satisfaction to the methods of evaluating their work. Table 10.2 shows that

respondents from Western countries reported the lowest level compared with respondents from other groups based on nationality. This may be explained by the fact that Western employees found differences in the area of personal evaluation between Western countries and Saudi Arabia, where personal evaluations involved taking the individual himself into consideration rather than just his performance. This is different to personal evaluation in the West where organisations evaluate employees on their strengths and weaknesses regarding job performance rather than personality. Several respondents complained of this in their comments about personal evaluation. They believed that advancement towards higher positions, promotion, or salary increases are determined by personal connections, nepotism and family relationships. Ali and Paul (1985, p.40) have stated in this regard:

“We know that in Saudi Arabia, and in the rest of the Arab states, salary is determined without regard to merit and performance and promotion and salary increases are largely determined by personal connections and manoeuvre, nepotism and sectarian and ideological affiliation.”

#### **10.6.2 APPRECIATION BY SUPERVISORS**

Employees were asked to express their attitudes towards management's appreciation by reporting levels of satisfaction with the following three topics

- appreciation from immediate supervisors
- dealing with Saudi supervisors
- dealing with foreign supervisors

Overall, respondents reported above average levels of satisfactions to the three items above (means of 3.67, 3.92 and 3.86) (see Table 10.1).

Table 10.2 shows that overall, respondents from all sectors, nationalities and categories reported a good level of satisfaction as all means were over 3.00. However, it was found that most respondents from all groups reported a higher level of satisfaction to the way foreign managers dealt with them. For example based on sectors, respondents reported a lower level of satisfaction with Saudi managers except in the case of those responding from ARAMCO. Based on nationality, respondents from both Western and developing countries reported a lower level of satisfaction to the way Saudi bosses dealt with them. A similar result was found from respondents based on category. This higher level of employees' satisfaction with the way non-Saudi managers dealt with them probably reflects the positive impact of joint venture companies or foreign contractors in terms of the superiority of their operation. Non-Saudi managers will probably be seconded by foreign partnerships to look after their investment. Managers or supervisors from Western countries would often emphasise the merits of equality among their employees and minimise differences. Thus, adopting good methods of communication with employees including appreciation of their views of certain aspects of the job and freedom of self-expression might have increased the level of employees' satisfaction with foreign managers. On the other hand, Saudi supervisors due to tribal background like to tell their subordinates exactly what to do and how to do it. Their management technique when dealing with subordinates does not enable both sides to discuss work issues and does not yield to subordinates' suggestions.



### **10.6.3 FREEDOM OF SELF-EXPRESSION**

When employees were asked to report their level of satisfaction with democracy of self-expression in their work, respondents did not show significant differences in their attitude. However, based on nationality, it was unsurprising that Western respondents reported the lowest level of satisfaction compared with other nationalities (see Table 10.2). This is because Western people tend to have open and unlimited freedom of self-expression to explain and discuss any problems relating to their job in their countries. They are protected by many laws and unions less readily available to workers in many developing countries.

### **10.6.4 RECOGNITION OF SKILLS AND EXPERIENCE ACQUIRED**

The final, but no less important, issue relates to recognition of the skills and experience employees have acquired in their present job. All respondents showed a good level of satisfaction with this factor. Based on nationality, all levels were above 3.00. Saudis showed the lowest level because their skills rightly or wrongly have still not been recognised as better than non-Saudis. Therefore, the low proportion of Saudis was a result of their shortages of skills. Based on sector, contractors' employees showed the lowest level of satisfaction with this factor. Respondents from contractors complain that since they started work, they have gained experience and more skills but their wages have not been increased. However, based on categories, the lowest level of satisfaction was among manual employees who often have few skills, and these are mainly manual skills, while ports are now trying to increase the application of technology to end manual working in port activities.

## 10.7 CONCLUSION

This investigation of the port employees' job satisfaction was during the period from June to the end of October 1995. Results may not necessarily agree with other measurements made at a different time or place. As mentioned in the first part of this chapter, measuring job satisfaction can be neither perfect nor accurate because it is related directly to the complexity of human feelings. Thus, it is the case that what might satisfy employees today would not necessarily satisfy them tomorrow, and what might satisfy them in one place might not satisfy them elsewhere.

By using the rating scale instrument and Minnesota Satisfaction Questionnaire (MSQ), three groups of items were selected and investigated: firstly, work itself and working conditions; secondly, pay and other job benefits; and thirdly, supervision and recognition. The investigation included a comparison between groups of respondents based on nationality, port organisations or sectors, and category and sometimes comparison between respondents based on ports studied.

In terms of level of satisfaction with port work itself, Saudi and Western respondents showed a similar level of satisfaction to the nature of port work whilst respondents from developing countries showed higher levels. However, in terms of job regulations and procedures, respondents from ARAMCO reported the highest level of satisfaction compared with respondents from other organisations. In fact, levels of satisfaction among employees of ARAMCO for all aspects of the work itself and working conditions were higher than from other organisations except their feelings about long working hours and time to spend with their families. This finding supports a key

conclusion of this research, showing that the well organised working policy implemented by ARAMCO should be taken as a model for all organisations of the port sector in the future. This should increase performance of employees.

In terms of pay and other job benefits, overall respondents reported below average levels of satisfaction with most aspects of this factor. However, based on sector, again respondents from ARAMCO showed the highest levels of satisfaction to all items except promotion opportunities. Respondents from the multinational companies (users) exceeded all other sectors in their level of satisfaction regarding promotion. This was due to competition between many joint venture companies to increase their investment in Saudi Arabia by increasing the productivity of their employees through promotion opportunities. It should be said that since most port employees are less satisfied with pay and other job benefits such as housing, training and skills acquired, and recreational facilities, port management should take this factor into consideration when signing long term contracts with the private sector for port operations.

However, in terms of satisfaction with methods of supervision and recognition, it was found that social and cultural background plays a vital role in the degree of satisfaction with certain aspects of this factor. For example, Arabs tend to look at the individual's personality before his strengths and weaknesses regarding his job when evaluating employees. Personal relationships among relatives or employees from the same tribe affect job evaluation. The above reason might be the cause for the increased level of satisfaction to the way foreign managers deal with employees when compared to Saudi managers, particularly if we add to the reasons the fact that non-Saudi managers will probably be seconded by foreign partnerships to look after their investment.

Finally, it was found that among Saudis, the lowest levels of satisfaction were with pay and other job benefits. For example, recreational, transport facilities and promotions were the topics Saudi employees most were dissatisfied with. However, all segments of employees whether by sector, origin, status or place of work reported low levels of satisfaction specifically with recreation facilities. Therefore, serious efforts should be made in the stage of port privatisation. In this regard, the first step should be establishing sport facilities and social clubs within port residential areas for employees themselves and their dependants. Housing was another main issue of concern particularly among respondents from Dammam. Therefore, there should be some kind of attention to improve housing and to establish more facilities at Dammam. Although available land near port areas will not allow for more buildings due to the limited space, there is adequate government land along the coastal zone which might be used for establishing more housing for Dammam port employees.

Regarding satisfaction with the nature of the work, methods of resignation and transfer to other employment, these were also of concern to respondents from government and contractors. In this time of port work privatisation, these important issue need to be addressed with some urgency in order to give government employees the opportunity to try working with private sector for a period of time and perhaps to return if they want to public sector work. If private sector will fulfil the needs of those employees, they will continue as port registered labour.

## REFERENCES

1. Adams, J.S. (1965) 'Inequity in social exchange', in Uroom, H. and Deci, L.D. (eds.) (1992) *Management and Motivation*, 2nd Edition. London: Clays Ltd., pp. 129-138.
2. Al-Fadli, M. (1996) 'Factors determining the level of job satisfaction in police work; case study of police force in Cairo, Egypt' Ph.D thesis submitted to the University of Exeter, PP.11-78.
3. Al-Salamah, A. (1994) 'Employee Perception in Multi-National Companies of Saudi Arabia'. Ph.D. thesis, University of Durham.
4. Al-Towaijri, M. (1989) 'A cross-culture comparison of American-Saudi managerial values in US-related firms in Saudi Arabia' in *Management and its environment in the Arab Gulf States, International Studies of Management and Organisation*, Vol. 19/2, pp. 58-73.
5. Ali, A. and Paul, S. (1985) 'Managerial decision styles and work satisfaction in Saudi Arabia', *Management Decision*, Vol. 23, pp. 33-42.
6. *American Heritage Dictionary* (1979). p. 387.
7. Argyle, M. (1989) *The Social Psychology of Work*, 2nd Edition. London: Penguin Books Ltd., p. 239.
8. Armstrong, M. (1988) *A Handbook of Personnel Management Practice*. London: Kogan Page.PP.148-152
9. Ashour, A. (1983) *Personnel Management*. Beirut: Dar A-Nahdhah Al-Arabian, pp. 138-150.
10. *Collins Dictionary* (1987). London: Collins, p. 753.
11. Cook, J.D., Hepworth, S.J., Wall, T.D. and Warr, P.B. (1981) *The Experience of Work: A Compendium and Review of 249 Measures and Their Use*. London: Academic Press.
12. Furnham, Adrian (1992) *Personality at Work: The Role of the Individual Differences in the Workplace*. London: Routledge, p. 199.
13. Gruneberg, M.M. (1979) *Understanding Job Satisfaction*. London: Macmillan Press Ltd.p.37
14. Herzberg, F., Mausner, B. and Snyderman, B. (1959) *The Motivation to Work*. New York: John Wiley and Sons, pp. 27-35.
15. International Labour Office (ILO) (1996) *Accident prevention on board ships at sea and in port*. Geneva: ILO Publications.
16. Kreitner, R. and Kinicki, A. (1992), *Organizational Behaviour*. Homewood, IL: Irwin Inc.
17. Lawler, E. (1973), *Motivation in Work Organization*. Monterey, California: Wadsworth Publishing Company Inc. p.78
18. Lawler, E., Kerr and Hamner, W. (1987), in Steers, M. and Porter, L. (editors), *Motivation and Work Behaviour*. New York: McGraw Hill, pp. 210-252.

19. Locke, E.A. (1976) 'The nature and causes of job satisfaction' in Dunnette, M.D. and Skokie, I. (editors) *Handbook of Industrial and Organisational Psychology*. Chicago.
20. Locke, E.A. (1984) 'Job satisfaction' in Gruneberg, M. and Wall, T. (editors) *Social Psychology and Organisational Behaviour*. New York: John Wiley and Sons, p. 1321.
21. Maslow, A.H. (1970) *Motivation and Personality*, 2nd Edition. New York: Harper and Row, pp. 31-37.
22. Muchinsky, P.M. (1990) *Psychology Applied to Work: An Introduction to Industrial and Organizational Psychology*. California: Brooks Cole, p. 303.
23. Mullins, Laurie J. (1990) *Management and Organisational Behaviour*, 2nd Edition. London: Pitman, A Division of London Group, p. 335.
24. Namer, S.M. (1990) *Administrative Behaviour*. Riyadh: King Saud University, p. 160.
25. Turnbull, P. and Wass, V. (1995) *Reform and Structural Adjustment in the World's Ports*. Report published by the ILO, Geneva.
26. Turnbull, P. and Wass, W. (1995) *Reform and Structural Adjustment in the World's Ports*. Report published by the International Transport Workers' Federation (ITF), pp. 9-20.
27. Weiss, D.J., Dawis, R.U., England, G.W. and Lofquist, L.H. (1967) *Manual for the Minnesota Satisfaction Questionnaire*. Minnesota, USA: Industrial Relations Centre, University of Minnesota.

## **CHAPTER 11**

### **CONCLUSION AND RECOMMENDATIONS**

11.1 RESEARCH SUMMARY

11.2 RESEARCH FINDINGS

11.2.1 DEVELOPMENT PLANS AND LABOUR ISSUES

11.2.2 SOCIAL CHARACTERISTICS

11.2.3 EDUCATION AND TRAINING

11.2.4 PROBLEMS OVER THE JOURNEY TO WORK

11.2.5 EMPLOYEES' VIEW OF THE SHORTAGES OF NATIONAL  
MANPOWER IN PORT WORK

11.2.6 PORT EMPLOYEES' JOB SATISFACTION

11.3 RECOMMENDATIONS

11.3.1 GENERAL RECOMMENDATIONS

11.3.2 RECOMMENDATIONS TO SAUDI PORT AUTHORITY (SPA)  
AND OTHER PORT RELATED AUTHORITIES

11.4 SUGGESTIONS FOR FURTHER STUDIES



## 11.1 RESEARCH SUMMARY

Research on port labour in Saudi Arabia is particularly complex because of the multi-dimensional interaction between a wide variety of factors. Port labour in Saudi Arabia cannot easily be compared directly with port labour in most economically developed countries in the world, for example, because the use in Saudi ports of non-unionised labour drawn from economically developing countries creates unique social tensions, and serious problems when attempting to Saudi'ize the jobs. Equally, port work in Saudi Arabia cannot easily be compared directly with port labour in most economically developing countries in the world, because massive oil revenues have enabled the Saudi government to invest heavily in sophisticated technology and petrochemical infrastructure, far beyond the reach of all but the most economically developed countries. The intense strategic value of Saudi Arabia's oil reserves and petrochemical industry, coupled with its highly vulnerable geopolitical location, make wresting sensitive information from reluctant officials problematic. Further, Saudi Arabia is not primarily a politically democratic society, and Western liberal expectations about freedom of information are inappropriate. In addition, the speed and scale of Saudi industrial development over the past three decades has been so great, that only now is there time to evaluate what has taken place. This pace of technological, industrial and commercial change has necessitated impacting a significantly tribal society (both nomadic and settled) with goals, values and practices far from consonant with those of the traditional Islamic way of life. This study therefore required a variety of research strategies, all of which were deployed by the author, including:

1. Desk research:

- a) Tracing manpower development and port labour in Saudi Arabia during the six Development Plans (1970-2000).

- b) Analysing the effects of Islamic culture and tribal background on labour supply.
  - c) Investigating current employment problems as viewed by relevant literature.
2. Field survey:
- a) Questionnaire: including the investigation of current employment problems as viewed by port employees.
  - b) Interviews: including the investigation of current employment problems as viewed by port employees and management.
  - c) Direct observation of:
    - i. port hinterlands;
    - ii. port work, describing (and subsequently analysing) the current port management and port labour demand.

As indicated in Chapter 1, oil revenues have dominated Saudi national income since the 1970s, representing around 90 per cent of all government income. This dominance has led questioning about the future of the economy, and what would happen once the oil started to decline. Couper (1975, p.4) warned that:

“The present generation have the responsibility of using oil revenues wisely in order to create an economic structure for the future in which oil may be less important and less available.”

Couper suggested a range of industrial activities which could build up a strong economy in the Arab oil-states, many of which would require maritime trade facilities.

He was well aware (p.4) of the problem of inadequate national manpower in shipping:

“It should be noted that national shipping normally requires nationals to engage as masters and officers and to operate and manage the ships and associated enterprises. This could be looked on as a diversion of scarce educated Arab manpower.”

Similar problems were evident in port and port-related industries. This situation forced the Saudi government to consider seriously investing financial resources to diversify the economy so that it was not so heavily dependent on a single depletable commodity. This process was started in the 1970s by creating the necessary physical and social infrastructure as a pre-requisite to urgent economic development. Among the primary targets have been the establishment and expansion of ports and airport facilities, construction of roads and telecommunications, provision of clean water, and improvements of the health service, the education system and vocational training.

Throughout the early stages of development plans, the public sector dominated the economy. This situation began to change from the early 1980s, when the role of the public sector began to diminish due to completion of most of the essential infrastructure construction, and because there was a reduction in government income from oil in the late 1980s. The private sector then began to increase its contribution to economic growth throughout the economy on a contractual basis, especially in the second half of the 1980s and the early 1990s. Due to the scarcity of adequate skilled national manpower, there was a need for expatriate labour to participate in this rapid economic development. Beginning in the late 1970s, and increasing through the second half of the 1980s, there was an influx of foreign manpower drawing, according to the Ministry of Interior (1995), on 190 nationalities especially from South and South Eastern Asia. This heavy dependence on foreign labour, particularly in the private sector, was a real obstacle to the rapid achievement of Saudi'ization. The term 'Saudi'ization', which means replacing expatriate employees with similarly skilled Saudi nationals, has been recognised since the beginning of the 1980s, and became an important objective for all following development plans.

Port labour problems are a reflection of the overall manpower situation in the country. Most types of organisational sectors were represented at the ports studied. These included the public sector (such as civil and military personnel represented by the port authority, customs officers and coast guards) and the private sector (such as port contractors) at all the ports. Government enterprises were represented by Saudi ARAMCO at Ras Tannurah, with multinational companies represented by SABIC and joint venture companies using the Jubail industrial port (port users).

Port statistics show that Saudi nationals formed only 18 per cent of the total port labour force in 1992. Port work depends mainly on contractors' labour. However, there has traditionally been a reluctance of Saudis to train for and seek employment in the port sector. It was also perceived that there was a reluctance on the part of Saudi manpower to be involved in certain kinds of technical work, which dominated the private sector work, due to their tribal background and social views which classify work into acceptable and unacceptable. It was found that very few of the so-called unacceptable jobs are to be found in the modern port due to the increased use of machinery and technology in port operation. Few jobs today require the manual effort so disliked by workers with a tribal background.

Despite the economic development that has taken place in Saudi Arabia over the past 27 years, the economy still depends mainly on oil revenues which dominate the national income representing, over 75 per cent of the total income. Insufficient progress has been made in diversifying economic resources. Thus, port activities are affected directly by the oil trade situation. However, many job opportunities in ports have been taken up by foreign employees due to the shortage of all types of skilled

Saudi labour, particularly in the early stages of port development. This problem seems set to continue, however, both in the case of skilled and less skilled personnel, as private companies tend to employ foreign labour from other developing countries who accept low wages and are willing to work in unfavourable working conditions.

Throughout the second part of this study, an empirical investigation was conducted to assess several employment problems in the ports studied, based on a comprehensive survey. There was a preliminary visit to collect the necessary data and to examine the questionnaire followed by a major field survey. During this fieldwork, a questionnaire was distributed among a carefully selected sample of employees drawn from most of the port organisations, and thus drawing both on Saudi and on foreign workers. The sample also included respondents from six main employment categories: managerial, professional, clerical, skilled, semi-skilled and manual employees. The main objective of this survey was to investigate port employees' attitudes to port work and current employment problems. Employees' responses were supported by employers' views through interviews with a number of principals in port and related authorities as well as relevant literature. Findings of this investigation are presented throughout the following section.

## **11.2 RESEARCH FINDINGS**

### **11.2.1 DEVELOPMENT PLANS AND LABOUR ISSUES**

As a result of the economic development of Saudi Arabia in the 1970s, and the concomitant development of a physical (industrial, commercial, communications and residential) infrastructure, huge port facilities were established, in part, to overcome

the congestion problems. The major infrastructural projects having been completed, imports began to decline from the second half of the 1980s, and most of the ports have since operated below capacity. The unused port facilities often require expensive monthly and annual maintenance which is accounted from total port outcome. Port profitability is therefore lower than might otherwise have been the case, which is inopportune while port work is being transferred to the private sector. Port labour is necessarily affected.

It was found that the manufacturing sector was prominent in the port and port-related industries, particularly in Ras Tannurah and Jubail ports. The increased use of new cargo handling techniques in those ports reduced the dependence on low paid labour-intensive work, which is mainly carried out by expatriate labourers. However, trade sector activities continued to depend on foreign labour in stevedoring and containerisation which are conducted mainly by port contractors. There was little evidence that private companies have any reason to reduce foreign labour, particularly in stevedoring and maintenance work.

It was found, perhaps predictably, that Saudi nationals were given preference over other nationalities in the government sector, but also by ARAMCO and multinational firms (port users). On the other hand, port contractors showed a heavy dependence on foreign labour. This supports the second hypothesis, that foreign workers are preferred by private companies due to the low wages and their relatively high qualifications and practical experience. It was also found that Dammam port ranked below Ras Tannurah and Jubail in the proportion of Saudi employees due to greater involvement of the private sector in port work.

There was little evidence that privatisation of port operation in its recent form would increase recruitment of domestic manpower. However, according to the Council of Manpower (1997), there are encouraging signs of new regulations for minimum wages and job security and stability in the private sector which might increase Saudi labour involvement in the private sector and consequently in ports.

### **11.2.2 SOCIAL CHARACTERISTICS**

It was found, regarding ages of port employees that 64.3 per cent were relatively young, from 19-39 years old, and 81.1 per cent were married of which 62 per cent were Saudis. Some 73.2 per cent of married port workers have three or more dependants. Saudis were unhappy with their families' attitudes towards their jobs in the ports compared with employees from other nationalities. This is in agreement with the fourth hypothesis of this study that employees who are over 30 years old or married are less willing to accept either working away from their family residence or work with a shift system. This is related to the previous finding, showing that a higher percentage of Saudi labourers in ports are married, particularly taking into account that working in Saudi ports requires shift working and long distance commuting. ARAMCO's policy in this regard, in addition to providing good housing facilities within the port area at Ras Tannurah, provides schooling and other social facilities for employees' dependants which is likely to assist in increasing productivity among ARAMCO employees.

The majority of employees from developing countries at all ports have left their dependants behind in their home countries and, in large proportion, their earnings are sent abroad as remittances. Those employees found it difficult to obtain permission to bring their families with them due to the regulations, which give this right only to those

who earn over a certain salary or those who have professional jobs. Thus, Western employees, with their higher salaries and professional jobs, have more opportunity than employees from developing countries to bring their families to Saudi Arabia.

Regarding the origins of employees, this study revealed that 33.5 per cent of Saudi port employee respondents originally migrated from other regions within Saudi Arabia. This finding disagreed somewhat with the third hypothesis, which was that, within the port sector, job opportunities for Saudis from outside the Eastern Province are limited due to the higher level of education and experience, acquired by ARAMCO involvement, among people local to the Eastern Province. However, most port employees from other provinces have been settled in this region for many years. Al-Shuaiby (1976) in this regard indicated that there was a very active movement of people from other Saudi regions to the Eastern Province after the discovery of oil in 1938 but immigration increased during the 1960s due to the increased economic development in the eastern region. Thus, according to Al-Shuaiby (1976), a great part of population growth in the Eastern Province resulted from immigration from other parts of Saudi Arabia.

Due to the tribal background of most of Saudi individuals, it has been found that several behavioural and attitudinal problems occur which have a considerable impact on work issues. The favouritism problem, which has its own roots in the social values and customs that give kinship, friendship, and family ties precedence over the public interest had a considerable impact on work benefits in ports according to a number of respondents' comments. An absence of concern for the productive and efficient use of time was another form of problematic behaviour, for example leaving work early, using



work hours for private business or activities not related to work. Another problem involved taking opportunistic personal advantage of institutional position and authority, such as using official property for private purposes, or flouting regulations in order to help other members of one's family or tribe.

### **11.2.3 EDUCATION AND TRAINING**

It has been concluded regarding qualifications of port employees that there was some overstating by many port employers of qualifications required for non-manual employment. Thus, more than half of the sample, which was randomly selected from the target group, were degree holders in general subjects. This increase of the degree holders among sampled employees was perhaps because large segment of port employees who are manual workers were insufficiently represented in the sample due to their inability to understand either Arabic or English. Even so, there remains a high number of degree holders among non-manual workers. This supports the research hypothesis showing that overstating employment qualifications is a significant obstacle to the Saudi'ization of port work.

It was also found that less than 38 per cent of foreign employees speak Arabic and more than 30 per cent did not even understand English. The benefit of experience acquisition for Saudi nationals, an important reason for bringing into the country non-Saudi workers, is limited when indigenous and expatriate employees are unable to communicate with each other. Teaching Arabic to expatriate employees benefits not only domestic labour but also their employers by increasing work productivity, and local society in general. Bohning (1996) demonstrated that language training is the most essential and immediate need when expatriate workers do not speak the local

language. Shimada (1994) argued that although there is a very little economic incentive for employers to help trainees acquire more than a basic knowledge of the local language, doing so brings significant social and economic benefits by increasing the productivity and skills exchange with local labour.

This study showed that many port organisations did not participate in training activities, particularly on-the-job training. Moreover, it was found that most public vocational schools and training centres did not provide the port sector with adequate skilled national manpower. A model was suggested to benefit from those institutions by on-the-job training leading to full-time employment (see Figure 7.2).

Overall, the majority of employees were satisfied with their employer's training policy, training methods and application of the skills acquired through training courses. However, dissatisfaction existed, and this could be due to non-systematic training. It was found for example that training was carried out with no depth and study of the skills required, or any link between training courses and the development of the workers to take new positions. However few employees complained of inequality of training among employees. Personal relationships were very important in becoming involved in training courses in order to get better positions than the employee's skills or the job requires.

#### **11.2.4 PROBLEMS OVER THE JOURNEY TO WORK**

It was revealed that many port employees choose their place of residence based on social and cultural characteristics, preferring to live close to their own families and relatives. For those belonging to minority groups and other cultural and economic

facilities this was crucially important. This conclusion is consistent with Levinson and Kumar's (1997) finding, which states:

“For individuals choosing a residence, their relevant accessibility includes factors other than employment, such as access to family, schools, parks, shops, and the like.”

Thus, it was found that a large portion of employees who work outside the Dammam urban area, such as in the ports of Dammam and Ras Tannurah tend to live within Dammam or Al-Khubar and travel to work more than 30km per one-way trip. This no doubt contributes to the amount of congestion, car accidents, gasoline usage and air pollution.

This survey also revealed that more than 65 per cent of total sampled employees travel more than 10km per one-way trip, increasing daily travel to 40km for the return journey for those who work two shifts. Thus 37 per cent of total respondents often take between half an hour to more than two hours in their journeys to work. This distance and time spent commuting especially in high temperatures clearly made it rather uncomfortable.

#### **11.2.5 EMPLOYEES' VIEW OF THE SHORTAGES OF NATIONAL MANPOWER IN PORT WORK**

Investigation of employees' attitudes toward the factors which underlie national manpower shortages in the port sector revealed that the beneficial effect of the lower cost of hiring foreign employees was seen as significant among over 50 percent of responding employees. This is consistent with many planners' concerns that the gap

between Saudi and non-Saudi wages is becoming a serious barrier to the employment of domestic manpower. Thus, this factor dominates all other explanations in Chapter 9.

It may come as a surprise that the majority overall, including foreign respondents, did not report very high agreement as to the importance of traditional customs and attitudes as a deterrent to port work. This is partly due to the fact that port jobs do not now employ many of the work methods seen as demeaning to Saudi individuals, due to wider use of high technology. It is also due to the tremendous changes of the new generation's attitude to work, the majority of respondents being less than 39 years old. This finding is therefore inconsistent with the fifth hypothesis, that Saudi employees at ports are less willing to accept technical jobs due to their traditional views regarding the acceptability of manual and technical occupations. Regarding the type of activities with which Saudis often get involved, it was found that the majority of Saudi port employees overall are in the administrative sector, with a smaller proportion involved in technical, stevedoring and support services. On the other hand, looking at each individual port, it was revealed that the majority of Saudis at Ras Tannurah port were involved in the technical sector. The majority of Saudi manpower is thus involved in the administrative sector only at the commercial ports of Jubail and Dammam. Therefore, the government policy to increase national labour force in all sectors must be extended to the commercial ports. This policy should involve giving greater incentives to contractors who employ a higher proportion of Saudi workers in their total labour force. It was found that employees expect ports to continue to use expatriates, particularly over the next decade, due to the shortage of skills among national workers currently available in the labour market, and also due to the lack of

training centres. More than 60 per cent of respondents agreed to a certain extent with this view.

It was revealed that increasing female participation in port jobs will not provide an immediate solution to the low proportion of national manpower. Whilst half of those responding would accept women as colleagues in the docks, there are still major obstacles to overcome. Saudi employees would have been less willing to accept women's work in ports but sooner or later this is going to be real fact. It was believed that women would be unable physically to handle such hard work in the ports, particularly during extremes of weather. However, female employment was accepted to some extent in health care, first aid and office work, including work as customs officers.

#### **11.2.6 PORT EMPLOYEES' JOB SATISFACTION**

Among Saudis, the lowest levels of satisfaction were with regards to pay and other job benefits. For example, recreational facilities, transport facilities and job promotion were the topics with which Saudi employees were most dissatisfied. However, all categories of employees, regardless of sector, origin, status or place of work, reported low levels of satisfaction specifically with recreation facilities.

Satisfaction with the nature of work, methods of resignation and transfer to other employment, were of concern to government and contractors' employee respondents.

In terms of level of satisfaction with port work itself, Saudi and Western respondents showed similar levels of satisfaction, whereas respondents from developing countries

showed a higher level. However, in terms of job regulations and procedures, respondents from ARAMCO reported the highest level of satisfaction compared with respondents from other organisations. In fact, levels of satisfaction among ARAMCO employees for all aspects of the work itself and working conditions were higher than from other organisations, except for misgivings about long working hours and time to spend with their families. This finding supports a key conclusion of this research, showing that the well organised working policy implemented by ARAMCO should be taken as a model for all organisations of the port sector in the future. This could greatly increase the performance of port employees.

### **11.3 RECOMMENDATIONS**

#### **11.3.1 GENERAL RECOMMENDATIONS**

Although increasing the number of Saudis in the total workforce and private sector in particular, has been a major objective of past development plans, relatively little success has been achieved particularly in public sector. Thus, it is essential for government to take more effective measures related to both supply and demand. This will involve penalising those employers who hire illegal foreign labour, while increasing the quality of national manpower both inside and outside the workforce. Several strategies might be adopted to achieve these objectives.

1. National manpower might be protected from highly competitive imported labour who will work for low wages and in poor working conditions. This could be done by implementing clear labour importing regulations and imposing a high charge for obtaining permission to recruit from abroad.

2. Imposing minimum wages for both national and foreign labour in the private sector in addition to a levy to be imposed on employers for each foreign worker through either of the following methods suggested by Al-Ghaith and Al-Mashouq (1996):
  - (a) a flat rate for every foreign employee
  - (b) a proportional rate dependent upon salary received
  - (c) a proportional rate dependent on the number of foreign workers out of the total employed. This income might be used to subsidise training costs for Saudi nationals
  
3. A comprehensive education and media campaign should be adopted to eliminate the effects of tribal and cultural background on work attitudes such as nepotism, favouritism and antipathy toward certain types of work. All available media should be used whether through newspapers, televisions or radio programs, leaflets, conferences and courses in schools or any other organisations.
  
4. Job opportunities for women should be increased in the Saudi labour market in public and private sectors. This means that some of the duties and responsibilities of the civil services should be assigned to women consistent with of Islamic teaching and social traditions of the Saudi people. Hence, those organisations with work that might be suitable for women should ideally have completely independent buildings in which all positions are staffed only by women. Nevertheless the role of women in the Saudi social environment is highly valued since the family system underpins Saudi society. The growing number of educated

and skilled women who apply for jobs requires us to reconsider the status of women's employment. For example, some women find it difficult to work longer hours because of their duties and obligations in their homes; therefore, it might be necessary to examine the possibility of reducing the working hours for women.

5. Policies of general education and vocational training should be reviewed to be consistent with the needs of the private sector by offering more and better opportunities for science and technology fields as well as extending and investing more in the quality of vocational training rather than just the quantity.

### **11.3.2 RECOMMENDATIONS TO SAUDI PORT AUTHORITY (SPA) AND OTHER PORT RELATED AUTHORITIES**

A number of specific recommendations based on some of the study findings are presented to the port management and port-related authorities in respect of port work and port labour as follows:

1. In order to increase port operation throughput, SPA should carry out programmes to encourage coastal and regional sea transport. This might be through co-operation with related organisations in other Gulf states as well as other port related industries such as fishing, tourism, and land transport organisations. Berths could be allocated for fishing or tourism services and operated by private companies. Land transport authorities should participate to increase port performance by establishing the suggested northern railway connecting the eastern



ports of Saudi Arabian with neighbouring countries to the north. This would clearly increase transit trade and extend the ports' hinterland beyond the country.

2. Training programmes conducted at port training centres should be reviewed in order to improve the relationship between training and all port work requirements. The training programmes should take place at times and locations based on both the personal and professional needs of employees. However, the Saudi Port Authority and its contractors should make use of the multi-national companies (port users) and ARAMCO in creating appropriate training courses or participating in training courses in-service
3. To reduce the effects of the journey to work over the short term, the transport system used by ARAMCO should be applied to other port employees. By using works buses for part of the journey, congestion, gasoline usage and car accidents could be reduced, along with absenteeism and lateness. Over the long term, there should be efforts made to encourage people to live in Ras Tannurah and to increase government housing subsidies. Schools and other economic and entertainment facilities should be given some imaginative attention by the policy makers to reduce the number of commuters to Jubail and Ras Tannurah from Dammam and surrounding towns.
4. As ports are transferred to the private sector, serious efforts should be made to increase port labour productivity by increasing employee satisfaction with pay and other job benefits. Apart from reconsidering pay and promotion, the first step to achieving this should be the establishment of sport centres, social clubs and other

recreational facilities within port residential areas for employees and their dependants. Since housing was another main issue of concern, there should be a programme to improve housing and to establish more facilities at Dammam. Although limited space near the ports will not allow more building, there is adequate government land along the coastal zone, which might be used for establishing more housing for Dammam port employees. According to some respondents, waiting lists for housing at Jubail are lengthening; therefore, it is now time for the private sector to participate in the housing sector.

5. There must be more effective co-operation between SPA and other port operational organisations and other government authorities dealing with port and sea transport regulations and procedures in order to facilitate the current port operation and maritime procedures and policies. It is essential for example to reconsider the strict procedures for issuing temporary entry visas for vessels' crew by passport administration.
6. Female participation in port labour must be increased in all port organisations particularly in office work or marine control rooms and communications. Since Customs experience at commercial ports has been encouraging in employment of women, this policy should be adopted by private companies who are going to take part in port shipping operations. Mechanisation of port work is to be widely implemented whether at commercial or industrial ports; thus, physical effort is being progressively eliminated.

#### **11.4 SUGGESTION FOR FURTHER STUDIES**

This study has constituted an initial study of port labour problems and prospects in Eastern Saudi Arabia, with particular reference to the shortages of national manpower in port work based on employees perceptions of the working environment and job satisfaction. It has attempted to discuss some of the problems associated both with port employees themselves and with port work. However, the scope to deal with such an important area has necessarily been limited, and the task is complicated by the involved nature of the port work, which includes public and private sectors along with public enterprises and multinational sectors. There are several subjects raised throughout the study that could usefully be examined in future research. First, a study of the problems of port labour training is essential because it is the means of providing the ports with the skilled national manpower to replace the growing number of expatriate port workers. This should include further evaluation of training courses and training locations discussed in Chapter 7. Another valuable study would be evaluation of port labour in selected port activities after two years of port privatisation. This research should assess the comparative advantages of different forms of port work privatisation discussed in this study in order to determine which are more beneficial to port performance and indigenous port manpower productivity.

Finally, further research might also be attempted on the smaller ports on the coast of eastern Saudi Arabia, which depend mainly on fishing, tourism and regional trade and transport. Their activities do not depend essentially on oil trade, and their development could be important in the diversification of economic activities in the Eastern Province of Saudi Arabia.

## REFERENCES

1. Al-Ghaith, M., Al-Mashouq, M. (1996), *National Manpower Recruitment in the Private Sector*, Institute of Public Administration, Riyadh, pp.166-180.
2. Al-Shuaiby, A. (1976), 'Development of The Eastern Province, with particular reference to Urban Settlement and Evolution in Eastern Saudi Arabia', Ph.D thesis, University of Durham, pp.111-135.
3. Bohning, W.R. (1996) *Employing foreign workers*, ILO publication, Geneva, p.73
4. Council of Manpower (1997), Report on a minimum wages project in private sector, in: *Ashsharq Alawsat (Middle East) Newspaper* [in Arabic], No.6930, 18.11.1997. p.11.
5. Couper, A.D. (1975), New Maritime Orientations, *Maritime Studies and Management*, Vol. 3, Nos. 1-4, July 1975 - April 1976, pp.3-4.
6. Levinson, David M., and Kumar, Ajay (1997), 'Density and the journey to work'. *Growth and Change*, Vol. 28, Spring, pp. 147-172.
7. Shimada, H. (1994) *Japan's guest workers: Issues and policies*, University of Tokyo Press, Tokyo, pp.97.

## BIBLIOGRAPHY

- Aba-Alkhail, N. (1988), 'An Analytical Study of Job Satisfaction and Motivation among Middle Manager in Saudi Basic Industries Corporation (SABIC).', Unpublished thesis, University of Liverpool, UK.
- Abane, Albert, (1993) 'Mode choice for the journey to work among formal sector employees in Accra, Ghana', *Journal of Transport Geography*, Vol. 1, Number 41, November, pp. 219-229.
- Abdalwahed, Ahmed, 'Human Resources Development and Manpower Planning in Saudi Arabia', Ph.D. thesis submitted to Clairmont Graduate School, USA, 1981.
- Adams, J.S. (1965) 'Inequity in social exchange', in Uroom, H. and Deci, L.D. (editors) (1992) *Management and Motivation*, 2nd Edition. London: Clays Ltd., pp. 129-138.
- Ailon, Shiloh, *People and Cultures of the Middle East*, Random Harvest, New York, 1969, cited by Aba-Alkhail, 1988.
- Al-Ajlan (*Ar-Riyadh Newspaper*, 29/7/97), Saudisation, [article in Arabic], p. 12.
- Al-Dakhail and Al-Omi (1993) "Increasing National Employment in the Private Sector" Paper submitted to the Conference of National Manpower (CNMP), Riyadh, Institute of Public Administration (IPA) 12-13/4/1993.
- Al-Dosari, 12 September 1995, Interview conducted with Al-Dosari, the Delta project manager at Dammam port.
- Al-Fadli, M. (1996) 'Factors determining the level of job satisfaction in police work; case study of police force in Cairo, Egypt' Ph.D thesis submitted to the University of Exeter, pp. 11-78
- Al-Ghaith, M.A, and Al-Mashouq, M. (1996) 'National Employment Recruitment in The Private Sector', [in Arabic], Published by The Institute of Public Administration, Riyadh
- Al-Ghannam, F., an officer at Contracts Administration, SPA headquarters, Riyadh, an interview conducted on 2nd of September, 1995.
- Ali, A, and Al- Shakis, M. (1985) "Management Value Systems For Working in Saudi Arabia: An Empirical investigation, Group and Organisational Studies, Vol. 10, pp. 135-151.
- Ali, A. and Paul, S. (1985) "Managerial Decision Styles and Work Satisfaction in Saudi Arabia's Management Decision, Vol. 23, pp. 33-42.
- Ali, S. (1987) "Value Systems as Predictors Of Work Satisfaction of Arab Executives" *International Journal of Manpower*, Vol. 8, Part 2, pp. 3-6.

- Al-Jarad, S.N. (1993) 'Disaggregate mode choice modeling for intercity non-Business travelers in the Saudi Arabia-Bahrain corridor'. Ph.D. Thesis, Indiana University, Bloomington, USA.
- Al-Kholi, S. (1985), 'Forecasting manpower skills by occupation and nationality in a petrodollar-surplus economy: the case of Saudi Arabia', Ph.D. thesis, University of Colorado at Boulder, USA.
- Al-Nofaie, A. (1993), "Replacement of National Manpower in the Private Sector" IAP publications, P. 61.
- Alogla, H., 'Obstacles to Saudisation in the Private Sector of the Saudi Arabian Labour Force', Ph.D. thesis, Michigan State University, 1990.
- Al-Ruhaimi (1990), 'An analytical Study of Job Satisfaction in the Saudi Arabian Public Sector' Unpublished Doctoral thesis, University of liverpool.
- Al-Salamah, A., 'Employee Perception in Multi-National Companies of Saudi Arabia'. Ph.D. thesis, University of Durham, 1994.
- Al-Sheikh, A. (1980) 'Residential mobility in Riyadh. A study in intra-urban migration'. Ph.D. thesis, University of Wisconsin, Madison, USA.
- Al-Shuaiby, A. (1976), "Development of The Eastern Province" with particular reference to Urban Settlement and Evolution in Eastern Saudi Arabia, A Ph.D thesis, University of Durham, PP.111-135
- Al-Thomli, M. (1986) '*Meeting labour shortage with expatriate workers: The effects of immigration on domestic wage and employment levels in the private non-agricultural sector in Saudi Arabia*' P.h.D. thesis, university of Pennsylvania, USA.
- Al-Towaijri, F. (1995) Interview with Mr Al-Towaijri of the Ministry of the Interior.
- Al-Towaijri, H. (1992) 'The labour market in Saudi Arabia', unpublished Ph.D. thesis, University of Oregon, pp. 26-58.
- Al-Towaijri, H., *Al-Jazirah Newspaper*, 13 November 1994, 'Extent of our real need for foreign employment', [article in Arabic], p. 4.
- Al-Towaijri, M. (1989) 'A cross-culture comparison of American-Saudi managerial values in US-related firms in Saudi Arabia' in *Management and its environment in the Arab Gulf States, International Studies of Management and Organisation*, Vol. 19/2, pp. 58-73.
- American Heritage Dictionary* (1979).
- Aramco (1996), An official report on Yanbu oil terminal, Al-Mutawa Press, Dammam, p.13

- Argyle, M. (1989) *The Social Psychology of Work*, 2nd Edition, Penguin Books Ltd, London.
- Armstrong, M. (1988) *A Handbook of Personnel Management Practice*, Kogan, London
- Arrow, K.J., and Capron W.M, (5/1959) "Dynamic Shortages and Price Rise" *Quarterly Journal of Economics*, PP.292-308.
- Ashour, A. (1983) *Personnel Management*. Beirut: Dar A-Nahdhah Al-Arabian, pp. 138-150, [in Arabic]
- Azzee, B.H., *Shipping and Development in Saudi Arabia*, Tehama, Jeddah, 1981.
- Badawi, Gamal (1976) 'Women in Islam:its Meaning and Message' Cairo, pp.130-145
- Bader, Fayez, 1995, State Minister and the President of the SPA "Interview with the Author on 19/7/1995"
- Badr, Fayez. I. (1980), President of Port Authority of Saudi Arabia, *Operational and Technical Development of Saudi Arabia's Ports, published report by SPA, P.13*
- Bakr, M. General director of Saudi Port Authority SPA, (1997), *Interview published by AR-Riyady newspaper on 28<sup>th</sup> of May, 1997. No.10565, P.13*
- Bird, J. (1971), '*Seaports and Seaport Terminals*' Hutchinson University library, London.
- Blank, D.M and G.T. Stigler (1957), "The Demand and Supply of Scientific Personnel" National Bureau of Economic Research, New York.
- Bohning, W.R. (1996) '*Employing foreign workers*, ILO publication, Geneva.
- BP *Statistical Review of World Energy*, June 1984 quoted by F. Al-Farsy, Saudi Arabia: A Case Study in Development, 2nd edition, 1986
- Braun, J.S., and F. Bayer (1973), "Social Desirability of Occupations" *Vocat. Guid*, Quart. 21, pp.202-205.
- British Admiralty, (1982), '*Persian Gulf Pilot*' 12<sup>th</sup> Edition, Published by the Hydrographer of the Navy,PP.53-217
- Candles Mitra International (1977), Report on Jubail Project Plan published by the Royal Comity for Jubail and Yanbu Projects,PP.23-76
- Chung, Yee-Ping (1994) 'Migration, urban amenities and commuting: a case study of high-technology workers in Hsinchu, Taiwan'. Ph.D. thesis, University of Southern California, USA.

- Civil Service Council, Saudi Arabia, *Civil Service in Three Years*, published report, 1994.
- Collins Dictionary* (1987). London, Collins.
- Cook, J.D., Hepworth, S.J., Wall, T.D. and Warr, P.B. (1981) *The Experience of Work: A Compendium and Review of 249 Measures and Their Use*. London: Academic Press.
- Council of Chambers of Commerce (1993), "Private Sector's Trends of Training and Supplement of National Manpower, paper submitted to *the Conference of National Manpower (CNMP), Riyadh, IPA, 12-13 April, 1993*.
- Council of Manpower, (1997) report on a minimum wages project in private sector, in Ashsharq Alawsat (Middle East) Newspaper [in Arabic], No.6930, 18.11.1997. p.11
- Council of Manpower, Saudi Arabia, 'Increasing Saudis in the Port Sector, unpublished report quoted in Riyadh Newspaper, 14 January 1996.
- Couper, A.D. (1975), *New Maritime Orientations, Maritime Studies and Management*, volume 3, Number 1-4, July, 1975- April 1976, pp.3-4.
- Couper, A.D., (1986), "New Cargo Handling Techniques Implications and Skills", International labour Office (ILO), Geneva.
- Dubin, Robin Ann (1982), 'Residential Location Decisions of Single and Multiple Worker Families', PhD thesis, Johns Hopkins University, USA.
- Duncan, O.D. (1961), "A Socio Economic Index for All Occupations" in A.J Reiss, J.R. "Occupation and Social Statues.
- Facey, William, (1994), *The Story of The Eastern Province of Saudi Arabia*, Stacey International, London, pp.91-130
- Furnham, Adrian (1992) *Personality at Work: The Role of the Individual Differences in the Workplace*, Routledge, London.
- General Organisation of Social Insurance (1988), Annual report, p.60
- Gordon, P., Kumar, A. and Richardson, H.W. (1989) 'The influence of metropolitan spatial structure on commuting times'. *Journal of Urban Economics*, 26, pp. 138-149.
- Gruneberg, M.M. (1979) '*Understanding Job Satisfaction*' London, Macmillan Press.
- Hall, Richard, H. (1975), "Occupation and Social Structure", 2end Ed., Englewood, Cliffs.NJ, Prentice Hall. London.
- Harding, A.S. (1993) 'Restrictive Labour Practices in Seaports' working papers presented to the World Bank, Washington D.C, p.5.



- Harries, P.R. and Moran, R.T. (1970), 'Managing Culture Differences' Houston. Golf.
- Harris, Richard and Bloomfield, A. Victoria (1997) 'The impact of Industrial Decentralization on the Gendered Journey to Work', *Economic Geography*, Vol. 73, No. 1, January, pp. 94-117.
- Herzberg, F., Mausner, B. and Snyderman, B. (1959) *The Motivation to Work*. New York: John Wiley and Sons.
- Hoyle, B.S. and Pinder, D.A. (1981), *City Port Industrialization and Regional Development*.
- Huyette, S. (1985) *Political Adaptation in Saudi Arabia*, Westview Press, p.40.
- International Labour Office (ILO) (1996) *Accident prevention on board ships at sea and in port*. Geneva: ILO Publications.
- International Transport Federation (ITF), *Dockers' Bulletin* (1995), Women on the waterfront, pp. 7-8.
- International Transport Federation (ITF), *Dockers' Bulletin* (1995), Overview of the ports industry 1992-1994, p. 18.
- Kohn, M., and C. Schooler (1969) "Class Occupation and Orientation." *AMER, Social Rev.* No.34, PP.659-678.
- Kreitner, R. and Kinicki, A. (1992), *Organizational Behaviour*. Homewood, IL, Irwin Inc.
- Lawler, E. (1973), *Motivation in Work Organization*. Monterey, California: Wadsworth Publishing Company.
- Lawler, E., Kerr and Hamner, W. (1987), in Steers, M. and Porter, L. (editors), *Motivation and Work Behaviour*. New York: McGraw Hill.
- Levinson, David M., and Kumar, Ajay (1997), 'Density and the journey to work'. *Growth and Change*, Vol. 28, Spring, pp. 147-172.
- Lipsky, G. A. (1959)'Saudi Arabia: Its People, Its Society, Its Culture' HRAF Press, New Haven, PP.47-128.
- Locke, E.A. (1976) 'The nature and causes of job satisfaction' in Dunnette, M.D. and Skokie, I. (editors) *Handbook of Industrial and Organisational Psychology*. Chicago. USA.
- Locke, E.A. (1984) 'Job satisfaction' in Gruneberg, M. and Wall, T. (editors) *Social Psychology and Organisational Behaviour*. New York: John Wiley and Sons.
- Looney, R.G., 'Pattern of Human Resources Development in Saudi Arabia', *Middle Eastern Studies*, Vol. 27 No. 4, October 1991, p.669.

- Marti, Bruce E. (1985) Chilean ports: Commodity specialization and potential for containerization, *The Professional Geographer*, Vol. 37, Number 3, August 1985, pp. 320-328.
- Maslow, A.H. (1970) *Motivation and Personality*, 2nd Edition. New York: Harper and Row.
- Masoud, Hussain (1994) 'co-operative learning is the solution' published article, Ar-Riyadh Newspaper, 13.6.1994, [Article in Arabic], p.12
- McGuire, C. (1981) *International Housing Policies*, pp. 3-14.
- MEED Special Report, July 1980, pp. 95-105
- MEED, 'Special Report: Saudisation, putting the Kingdom to work', 5 April 1996, p.55.
- MEED, 'Special Report: Searching for elusive Saudi worker', 16 March 1990.
- MEED, 'Special report', July 1984, p.78.
- MEED, 'Special Report', July 1985, pp.95-105.
- Ministry of Finance, Saudi Arabia, (1993), *Statistical Year Book*.
- Ministry of Interior (1995) 'Report on the National and Expatriate Employment' published by Ashsharq Al-Awsat News Paper No. 6217, 21/6/1995. P.13
- Ministry of Labour and Social Affairs (1993), "Perspectives Toward Increasing National Manpower in the Private Sector" Paper submitted to the (CNMP) Published by IPA, Riyadh.
- Ministry of Planning (1995) *General objectives and strategic bases of the Sixth Development Plan (1995-2000)*, pp. 9-15.
- Ministry of Planning 'Objectives of Fifth Development Plan to the National Manpower' paper submitted to the CNMP, (1993) published by IPA, Riyadh
- Ministry of Planning, Saudi Arabia, (1970), *The First Development Plan (1970-1975)*, Riyadh.
- Ministry of Planning, Saudi Arabia, (1975) *The Second Development Plan*, (1975-1980), Riyadh.
- Ministry of Planning, Saudi Arabia, (1980), *The Third Development Plan*, (1980-1985), Riyadh.
- Ministry of Planning, Saudi Arabia, (1985), *The Fourth Development Plan*, (1985-1990), Riyadh.
- Ministry of Planning, Saudi Arabia, (1990), *The Fifth Development Plan*, (1990-1995), Riyadh.

- Ministry of Planning, Saudi Arabia, (1995), *The Sixth Development Plan*, (1995-2000), Riyadh.
- Morrison, Keith, (1993), 'Planning and accomplishing school-centred evaluation' Peter Frances publisher, London.
- Muchinsky, P.M. (1990) *Psychology Applied to Work: An Introduction to Industrial and Organizational Psychology*. California: Brooks Cole.
- Mullins, Laurie J. (1990) *Management and Organisational Behaviour*, 2nd Edition. London: Pitman, A Division of London Group.
- Namer, S.M. (1990) *Administrative Behaviour*. Riyadh: King Saud University, p. 160.
- Negamshi, A.M. (1993) *Saudi Arabian ports on the Arabian Gulf "study in Port Geography"* [ in Arabic], National Festival Publication, Riyadh.
- Palmer, M. (1984), 'The Arabian Peninsula zone of ferment' Stookey, R.W. Stanford University, Hoover Press.
- Panda, Damodar (1991), *Cargo Handling in the Major Ports of India*, Minerva Association (Publication) PUT Ltd., Calcutta, pp. 40-45.
- Port Authority, Saudi Arabia, (1993), *King Fahad Industrial Port in Jubail, A Decade of Achievements 1982-1992*.
- Port Authority, Saudi Arabia, *Annual Reports*, 1978-1993.
- Port Authority, Saudi Arabia, *Annual Reports*, 1992-1993.
- Port Authority, Saudi Arabia, *Annual Statistics 1982-1994*.
- Presley, J. and Westaway, T., 'Special Report: Saudi Arabia', *Middle East Economic Digest (MEED)*, 1987, pp.53-55.
- Raddadi, M., (1977) 'Transformation of Agriculture in Western Saudi Arabia, Problems And Prospects' Unpublished thesis, University of Durham,P.61
- Reuters, (April,2,1997), report on Saudi port privatisation, published through Internet, Reuters site on World Wide Web infoseek
- Riyadh Chamber of Commerce and Industry (RCCI) (1989), Published report on the private sector in Saudi Arabia, p. 7.
- Riyadh Chamber of Commerce and Industry (RCCI), *Methods of Increasing Saudi Employment in the Private Sector*, 2nd edition, 1993, pp.11-23.
- SABIC (1993), "Increase of National Manpower", Paper submitted to the CNMP published by IPA, Riyadh.
- Saeed Al- Dossari, the project manager of Delta in Dammam port(1995), an interview conducted on September, the 13<sup>th</sup>, 1995.

- Saudi Arabia, Port Authority (1979), *King Abdul Aziz Port, Dammam, General Information*.
- Saudi Arabia, Port Authority (1986), *Port Information and Procedures Manual*.
- Saudi Arabia, Port Authority (circa 1993), *Working Instructions and Rates Tariff, King Abdul Aziz Port, Dammam*, pp. 1-17.
- Saudi Arabian Monetary Agency (1992), Annual report (1992), p.89
- Saudi Aramco (1992), Annual report, p.28
- Saudi ARAMCO, 1992, *Port of Ras Tannurah Port Booklet, Regulations, Rules and Information*.
- Saudi ARAMCO, Terminal Department, (circa 1992), Brochure about Ras Tannurah and Ju'aymah Terminals.
- Saudi National Company for Sea Transport (1993), "Obstacles to National Employment Recruitment" Paper submitted to the (CNMP), Published by IPA, Riyadh.
- Saudi Port Authority (SPA) (1981), *Working Instruction and Rates Tariff*.
- SCECO (1991), "On-Job Training Experiences at Eastern Province's Electrical Company". *Working paper submitted to the Symposium of Training and Saudisation, 13-14 May 1991*, published by the Saudi Arabian Chamber of Commerce and Industry (SCCI), Dammam, pp. 103-7.
- Schotta, C., 'Saudi Arabia in a Global Economy', *Middle East Insight*, April 1996, p.39.
- Sherman, R.B., (1995), Privatisation of Seaports, *Transportation Quarterly*, Vol.49, No.3, Summer 1995, PP.93-100
- Shimada, H. (1994) '*Japan's guest workers: Issues and policies*', University of Tokyo press, Tokyo, pp.97.
- Swanland, Brian (1995) 'Chinese ethnicity in the Houston primary metropolitan statistical area (Texas)'. Ph.D. thesis, University of Texas at Austin, USA.
- Thomas, B.G. (1994) 'The need for organisational change in seaports, *Marine Policy*, the international journal of ocean affairs, vol.18, no.1, January, 1994, p.70.
- Thomas. B.J. (1981) 'Port management development- a strategy for the provision of a training capability in developing countries, *Maritime Policy and Management*, vol.8, No.3, pp.179-190.
- Tuncalp, Secil 'Development of Commercial Ports in Saudi Arabia' *TWPR 14-4-1992*, Ankara, Turkey, pp.371-389.

- Turnbull, Peter and Wass, Victoria (1995), "*Reform and Structural Adjustment in the World's Ports, the Future for Labour and Unions*", International Transport Workers' Federation (ITF), PP.7-25
- United Nation Conference On Trade and Development (UNCTAD), Port News letter November, 1996, p.2
- Viola, J.W., *Human Resources Development in Saudi Arabia*, International Human Resources Development Corporation, 1986, Boston, USA, pp.177-195.
- Weiss, D.J., Dawis, R.U., England, G.W. and Lofquist, L.H. (1967) *Manual for the Minnesota Satisfaction Questionnaire*. Minnesota, USA: Industrial Relations Centre, University of Minnesota.

## APPENDICES

APPENDIX (A)  
QUESTIONNAIRE (ENGLISH VERSION)

**PORT EMPLOYMENT IN  
EASTERN  
SAUDI ARABIA**

CASE STUDY OF  
DAMMAM, JUBAIL and RAS TANNURAH PORTS

**QUESTIONNAIRE FOR PORT  
EMPLOYEES**

PORT.....

QUE #

--	--	--

### QUESTIONNAIRE FOR PORT EMPLOYEES

Dear Employee:

This questionnaire is a part of academic research conducted by a Ph.D. researcher of the Department of Geography, University of Durham, UK to identify the labour force status in the Saudi Ports. The information to be included in this questionnaire will be strictly confidential, and will only be used for the purpose of this research.

Consequently, it is very important to answer the questions and be as realistic as possible. However, this questionnaire deals with your job and the port employment issues. The results could be used to improve your job conditions.

Thank you very much for your co-operation

Abdullah M. Al-Negamshi

### PART ONE: SOCIAL AND DEMOGRAPHIC PROFILES

1- SEX <sub>1</sub> Male <sub>2</sub> Female

2- AGE   
<sub>1</sub> 15-19 Years <sub>2</sub> 20-24 <sub>3</sub> 25-29   
<sub>4</sub> 30-34 <sub>5</sub> 35-39 <sub>6</sub> 40-44   
<sub>7</sub> 45-49 <sub>8</sub> 50-54 <sub>9</sub> 55-59   
<sub>10</sub> 60-or more.

3- MARITAL STATUS <sub>1</sub> Single <sub>2</sub> Married <sub>3</sub> Divorced   
<sub>4</sub> Widower

4- NATIONALITY <sub>1</sub> Saudi <sub>2</sub> Non-Saudi

5- IF YOU ARE NON-SAUDI, WHAT IS YOUR NATIONALITY? (Please specify)

<sub>1</sub> Arabian (.....) <sub>2</sub> European (.....)   
<sub>3</sub> East Asian (.....) <sub>4</sub> American (.....)   
<sub>5</sub> South Asian (.....) <sub>6</sub> Other (.....)

***If you are not Saudi, please go to question number 9***

6 - ARE YOU ORIGINALLY FROM EASTERN PROVINCE?

<sub>1</sub> Yes <sub>2</sub> No

7 - IF NOT, WHICH REGION DID YOU COME FROM?   
 [.....]

8 - WHEN DID YOU (OR YOUR PARENTS) COME TO THIS REGION?

<sub>1</sub> Less than 10 years <sub>2</sub> 10-20 years   
<sub>3</sub> 21-30 years <sub>4</sub> More than 30 years



**9 - IF YOU ARE NON- SAUDI, FOR HOW LONG YOU HAVE BEEN WORKING IN SAUDI ARABIA?**

- 1  Less than 2 years                      2  2 - 5 years  
 3  6 - 9 years                              4  10 - 14 years  
 5  15 - 19 years                            6  20 years or more

**10 - IF YOU ARE MARRIED, WHAT IS THE NUMBER OF DEPENDANTS IN YOUR FAMILY?**

- 1  1 -2                      2  3 -4                      3  5 or more

**11 - IN WHICH CITY YOU ARE LIVING NOW?**

- 1  Dammam                      2  Khubar                      3  Qateef  
 4  Jubail                              5  Ras Tannurah                      6  Safwa  
 7  Saihat                              8  Abqaiqe                      9  Other

**12 -IN WHICH NEIGHBOURHOOD YOU ARE LIVING NOW?.....**

**13 - DOES YOUR FAMILY LIVE WITH YOU?**

- 1  Yes                      2  No                      3  Usually come for part of the year

**14 - IF NOT OR USUALLY, PLEASE SPECIFY THE CITY, REGION OR COUNTRY WHERE YOUR FAMILY LIVES.**

- 1  Dammam                      2  Khubar                      3  Qateef  
 4  Jubail                              5  Ras Tannurah                      6  Safwa  
 7  Saihat                              8  Abqaiqe                      9  Al -Ahsa  
 10  Other

**15 - WHAT IS YOUR MONTHLY INCOME?**

- <sub>1</sub> less than 1000 SR                      <sub>2</sub> 1001 - 2000                      <sub>3</sub> 2001 - 3000  
<sub>4</sub> 3001 - 4000                      <sub>5</sub> 4001 - 5000                      <sub>6</sub> 5001 - 6000  
<sub>7</sub> 6001 - 7000                      <sub>8</sub> 7001 - 8000                      <sub>9</sub> 8001 - 9000  
<sub>10</sub> 9001 - 10000                      <sub>11</sub> 10001 - 11000                      <sub>12</sub> more than 11000 SR

**PART TWO: RECENT STATUS OF PORT LABOUR FORCE**

**16 - PLEASE SPECIFY THE SECTOR OR THE COMPANY YOU ARE INVOLVING WITH:**

- <sub>1</sub> SPA                      <sub>2</sub> ARAMCO                      <sub>3</sub> Boundary guard  
<sub>4</sub> Customs                      <sub>6</sub> Other Private sector (name of the firm).....

**17 - YEARS OF EXPERIENCE IN YOUR PRESENT JOB:**

- 1 Less than 3 years                       2 3 - 6  
 3 7 - 9                                       4 10 years or more

**18 - HAVE YOU BEEN WORKING IN ANY OTHER SECTOR BEFORE?**

- 1 Yes                       2 No

**19 - IF YES, HOW MANY JOBS HAVE YOU HAD BEFORE?.....**

**20 - WHAT IS THE LONGEST PERIOD YOU HAVE WORKED IN ANY OF YOUR PREVIOUS JOBS?****21 - ARE YOU WILLING TO RETURN TO ANY OF YOUR PREVIOUS JOBS?****22 - WHAT IS THE HIGHEST QUALIFICATION YOU OBTAINED?**

- 1 None                       2 Primary                       3 Preparatory  
 4 Secondary                       5 Community College                       6 Bachelor of Art  
 7 Bachelor of Science                       8 Higher Degree                       9 Other

**23 - WHAT ARE THE LANGUAGE SKILLS YOU HAVE:**

- 1 Arabic                       2 English  
 3 Urdu                       4 Other (Please Specify).....

**24 - WHAT IS THE NATURE OF YOUR WORK?****25 - FROM WHICH OF THESE CATEGORIES ARE YOU?**

- 1 Managerial                       2 Professional                       3 Clerical  
 4 Skilled                       5 Semi-skilled                       6 Manual  
 7 Other (Please specify).....

**26 - IF YOU ARE HOLDING VOCATIONAL TRAINING CERTIFICATE, IS THIS TRAINING:**

- 1 Before primary education                       2 Intermediate vocational training  
 3 Secondary vocational training

**27 - HAVE YOU BEEN IN ANY TRAINING COURSES DURING YOUR PRESENT JOB?**

- 1 Yes                       2 No

**28 - IF YES, WHERE ARE THESE COURSES HELD?**

- 1 Elsewhere in Saudi Arabia                      please specify where.....  
 2 Abroad                      please specify the country.....

**29- WHAT DO YOU THINK THE NUMBER OF SAUDIS COMPARED WITH EXPATRIATES IN YOUR ORGANISATION:** Please tick [✓] on the appropriate number you think it is right

- \* In the administrative sector     1 exceed     2 equal     3 lower     4 not sure  
 \* In the technical sector             1 exceed     2 equal     3 lower     4 not sure  
 \* In the service(subordinate)sector  1 exceed     2 equal     3 lower     4 not sure  
 \* In the stevedoring                     1 exceed     2 equal     3 lower     4 not sure

**30 - DO YOU THINK THAT RECRUITING SAUDIS IN THIS PORT IS:**

- 1 higher than what should be             2 exactly what should be  
 3 lower than what should be             4 I have no idea

**31 - TO WHAT EXTENT YOU THINK THE FOLLOWING FACTORS LEAD TO THE LOW PERCENTAGE OF SAUDIS IN THE PORT ACTIVITIES:**

Please cross  the appropriate number where 4 = great, 3 = average, 2 = low, 1 = nil

	1	2	3	4
1/31 Low salaries & lack of incentives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2/31 Overstating in employment conditions including academic qualifications, work experience and knowledge of foreign language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3/31 Long working hours & shifting system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4/31 The frequent transfer of the Saudi worker from one organisation to another and his job instability.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5/31 The low level of technical and practical experiences of the Saudis applying for jobs in the ports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6/31 Customs & traditions leading to low (unpreferable) view towards some professional crafts of port activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7/31 Low economical cost of the expatriate labour compared with national worker.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8/31 The low (unpreferable) view of employers toward the Saudi worker's discipline, productivity and seriousness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**32 - DO YOU THINK THE EFFICIENCY OF THE SAUDI WORKER COMPARED WITH EXPATRIATE IS:**

- 1 greater             2 equal  
 3 lower             4 unknown to me

**33 - DO YOU THINK THE SAUDI NATIONAL IS NOT YET SUFFICIENTLY WILLING TO WORK IN THE PORTS**

- 1 agree  2 agree to a certain extent  
 3 disagree  4 unknown to me

**34 - DO YOU THINK PORT ACTIVITIES ARE STILL IN NEED FOR EXPATRIATE EMPLOYMENT IN THE COMING YEARS , HOWEVER, REPLACEMENT BY NATIONAL EMPLOYMENT WILL BE VERY DIFFICULT :**

- 1 agree  2 agree to certain extent  
 3 disagree  4 impossible  5 Unknown to me

**35 - DO YOU THINK THIS COUNTRY MAY SUFFER FROM THE FOLLOWING PRECAUTIONS ON RECRUITING EXPATRIATES:**

Where 1 = agree, 2 = agree to a certain extent, 3 = disagree, 4 = unknown to me

- |                             |                            |                            |                            |                            |
|-----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| * Security precautions      | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| * Social precautions        | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| * Economic precautions      | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| * Psychological precautions | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |

**36 - DO YOU THINK FEMALES CAN WORK IN THE PORT ACTIVITIES?**

- 1 Yes  2 No  3 Not sure

**37 - IF SO, GIVE THE DEGREE OF POSSIBILITY TO THESE ACTIVITIES:**

Where 1 = largely possible, 2 = possible, 3 = slightly possible, 4 = impossible, 5 = absolutely impossible

- |                                       |                            |                            |                            |                            |                            |
|---------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| * Secretarial and data processing     | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| * Medical care and first aid services | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| * Customs                             | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| * Central phone operation             | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| * Technical activities                | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |

**38 - IF NOT, GIVE DEGREE TO EACH OF THE FOLLOWING REASONS**  
 where 5= very important, 4 = important, 3 = important to certain extent, 2 = less important, 1= not important Please cross  the appropriate number

	1	2	3	4	5
* Religion and social restraints	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
*The nature of port activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
*difficulties in the ports to participate in isolated places	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
* The shortages of skilled female employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
* any other reason or comments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### PART THREE: HOUSING AND JOURNEY TO WORK

**39 - HOW FAR DO YOU HAVE TO TRAVEL TO WORK?**

- 1  less than 10 km    2  10 - 19 km    3  20 - 29 km    4  30 km or more

**40 - DOES THE WAY TO YOUR WORK:**

- 1  safe    2  safe to a certain extent    3  not safe    4  unknown to me

**41 - WHICH MODE OF TRANSPORTATION DO YOU USUALLY USE TO COME TO YOUR WORK?**

- 1  private car    2  public transportation (buses)  
 3  Public transportation (taxis)    4  Transportation belongs to your employer  
 5  Walking    6  Other mode..... ↙

**42 - HOW MUCH TIME DO YOU SPEND TO COME TO YOUR WORK?**

- 1  less than half an hour    2  half - 1 hour    3  1 - 2 hours    4  more than 2 hours

**43 - WHAT TYPE OF HOUSING FACILITIES ARE PROVIDED TO YOU?**

- 1  Family accommodation(Houses)    2  Family accommodation(Flats)  
 3  Single rooms    4  Portable houses or camps  
 5  Subsidise for private housing    6  Housing allowance  
 7  Non of the above

**44 - DO YOU THINK THE LOCATION OF YOUR HOUSE IS SUITABLE TO YOUR PLACE OF WORK?**

- 1 Yes     2 No     3 to a certain extent

**45 - IF YOU DON'T BENEFIT FROM HOUSING, SPECIFY THE REASON**

(please tick only one) by crossing  one box

*You own a private accommodation.	1
*You are not eligible for these facilities.	2
*You prefer to rent accommodation rather than to live in the port area.	3
*Your name on the waiting list	4
*Other reason (specify.....)	5

**46 - DO YOU USUALLY WORK IN SHIFTS**

- 1 Yes     2 No

47 - IF SO, SPECIFY THE NUMBER AND TIME OF SHIFTS:

Shift..... Shift..... Shift.....  
 Time from.....to..... Time from.....to..... Time from.....to.....

48 - ARE THERE ANY PROBLEMS OVER THE HOUSING OR THE JOURNEY TO WORK?

1 Yes  2 No  3 To certain extent

49 - IF SO, PLEASE USE THIS SPACE TO ADD ANY COMMENTS:

.....  
 .....

**PART FOUR: EMPLOYEES SATISFACTION TOWARD TRAINING AND THE WORKING ENVIRONMENT.**

50 - DO YOU THINK THERE IS AN EQUALISATION TO ALL EMPLOYEES IN TRAINING OPPURTUNITIES?

1Yes 2No 3To a certain extent 4Don't know

51 - DO YOU THINK YOU HAVE BEEN TRAINED ENOUGH TO CARRY OUT YOUR WORK WITH MORE SUFFICIENCY?

1Yes 2No 3To a certain extent 4Don't know

52 - DOES THE NATURE OF YOUR WORK NEED TRAINING COURSES REGULARLY?

1Yes 2No 3Not sure

53 - IF YOU HAVE BEEN INVOLVED IN ANY TRAINING COURSES, ARE YOU SATISFY WITH THE LEVEL OF TRAINING YOU OBTAINED ?

1Yes 2No 3To a certain extent 4Don't know

54 - ARE YOU SATISFY WITH THE LEVEL OF TRAINING YOUR COLLEAGUES OBTAINED IN YOUR WORK?

1Yes 2No 3To a certain extent 4Don't know

55- GIVE THE DEGREE OF AGREEMENT TO THE FOLLOWING STATEMENTS where 5 = Strongly agree , 4= agree, 3= agree to certain extent, 2= disagree, 1 = Strongly disagree

*They should be always combined with working locally by professionals	1	2	3	4	5
*They should be held locally by the institutions of vocational education	1	2	3	4	5
*They should be held abroad in the developed countries	1	2	3	4	5
*There should be an alternative to employees according to their need	1	2	3	4	5
*I have not been willing to work in ports	1	2	3	4	5
*Working in the ports is not appropriate to my skills	1	2	3	4	5
*I have not been able to handle my work sufficiently till I spent a time	1	2	3	4	5

practising and involving in training courses					
*Job which requires manual work is not acceptable to me	1	2	3	4	5
*I will not accept any job away from my home town	1	2	3	4	5

**56- HAS YOUR PAY INCREASED SINCE YOU START WORKING IN THIS PORT?**

1 Yes       2 No

**57 - IF YES, PLEASE SPECIFY THE AMOUNT OF INCREASE:**

1 0-1000     2 1001 - 2000     3 2001 - 3000     4 more than 3000 SR

**58 - ARE YOU SATISFY WITH THIS INCREASE?**

1 Yes       2 No       3 To certain extent

**59- GIVE DEGREE TO THE FOLLOWING STATEMENTS IN ACCORDANCE WITH THEIR IMPORTANCE CONCERNING YOUR INVOLVEMENT IN THIS PORT, where 5= very important, 4 = important, 3 = important to certain extent, 2 = less important, 1= not important Please cross  the appropriate number**

- \* Financial reason(s) (e.g. salaries, financial additions or rewards)    1     2     3     4     5
- \* Housing reason (e.g. provided accommodation)    1     2     3     4     5
- \* Future reason ( e.g. in-house or external training opportunities)    1     2     3     4     5
- \* Health reason ( e.g. provision of health service)    1     2     3     4     5
- \* Social reason(s) ( e.g. friendship, personal relations, etc.)    1     2     3     4     5
- \* Any other reason(s). please specify in this space    1     2     3     4     5

**60 - THE FOLLOWING STATEMENTS ARE IN CONNECTION WITH YOUR SATISFACTION ABOUT VARIOUS ASPECTS OF THE JOB. PLEASE CROSS  THE VALUE WHICH MATCHES YOUR DEGREE OF SATISFACTION CONCERNING EACH STATEMENT.**

where 1 = means absolutely dissatisfied , 2 = dissatisfied, 3 = satisfied to certain extent, 4 = satisfied, 5 = means very satisfied.

1/60 - Regulations and procedures of your job	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
2/58- Working environment	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
3/58- Working hours	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
4/58 - Scheduling of shifts	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
5/58 - Promotional chances available	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
6/58 - The salary you obtain	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
7/58 - Job stability					

8/58 - Opportunities for training and experience	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
9/58 - Appreciation of your boss/director	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
10/58 - The feeling of the importance of your job	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
11/58 - The way of evaluating your job	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
12/58 - The way foreign supervisor deals with you	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
13/58 - The way your Saudi supervisor deals with you	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
14/58 - The responsibility you have	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
15/58 - Your salary compared with the responsibilities you have	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
16/58 - Nature and kind of your job	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
17/58 - Democracy of self- expression with regard to your job	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
18/58 - The port techniques of training	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
19/58 - Your family acceptance of your job	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
20/58 - The available time to spend with your family	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
21/58 - Methods of job termination and transfer	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
22/58 - Vacation or leave system	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
23/58 - The application of the skills which you acquired	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
24/58 - Extending your experience through practising your job	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
25/58 - The percentage of Saudi workers in your work	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
26/58 - The housing facilities provided	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
27/58 - Recreational facilities	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
28/58 - Transportation facilities	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
29/58 - Distance and the journey to work	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
30/58 - Security and safety	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

- Any other comments would you like to add, please use this space below:





APPENDIX (B)  
QUESTIONNAIRE (ARABIC VERSION)

**القوى العاملة في الموانئ السعودية**

**في المنطقة الشرقية**

دراسة تطبيقية لموانئ  
الدمام ، الجبيل ، رأس تنورة

استبانة للعاملين في الموانئ

ميناء.....

استبانة رقم

--	--	--

## بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

### استبيان العاملين في الموانئ

#### أخي الموظف

إن الهدف من هذا الاستبيان هو دراسة قضايا العمالة في الموانئ والمشكلات التي تواجه العاملين فيها إضافة إلى البحث عن أسباب انخفاض نسبة العمالة المواطنة في أعمال الموانئ خاصة في القطاع الخاص أو قطاعات التشغيل. والبيانات المستخلصة من هذا الاستبيان جزء رئيس من دراستي للحصول على درجة الدكتوراة في مجال الجغرافيا الاقتصادية من جامعة درهام بالمملكة المتحدة. أمل إن شاء الله أن تكون نتائج هذا البحث مفيدة ونافعة لمخططي الموانئ بشكل خاص والعمالة بشكل عام؛ لذلك فإن إجابتك على أسئلة هذا الاستبيان سوف تكون ذات قيمة بالغة. ومن المهم جدا الإجابة بواقعية قدر الإمكان ولا تتردد بالاستفسار عن أي غموض في أي من أسئلة هذا الاستبيان، كما أرجو عدم ذكر الاسم والإجابة بحرية تامة، علما بأن المعلومات التي يحتوي عليها هذا الاستبيان لن تستخدم خارج نطاق هذا البحث.

شكرا لحسن تعاونكم

عبدالله محمد النغمشي

### القسم الأول: الخصائص السكانية و الاجتماعية

- 1- الجنس :  1 ذكر  2 أنثى
- 2- العمر :  1 15 - 19 سنة  2 20 - 24  3 25 - 29  4 30 - 34  5 35 - 39  6 40 - 44  7 45 - 49  8 50 - 54  9 55 - 59  10 60 سنة فأكثر
- 3- الحالة الاجتماعية :  1 أعزب  2 متزوج  3 مطلق  4 أرمل
- 4- الجنسية :  1 سعودي  2 غير سعودي
- 5- إذا لم تكن سعوديا فضلا حدد الجنسية فيما يلي :
- 1 عربي فضلا حدد الدولة .....  2 من جنوب آسيا .....  
 3 من شرق آسيا .....  4 أوروبي .....  
 5 أمريكي .....  6 أخرى .....
- في حالة كونك غير سعودي فضلا انتقل الى السؤال رقم (9) .....
- 6- هل أنت من المنطقة الشرقية أصلا ؟  1 نعم  2 لا

7- إذا كانت بلا فمن أية منطقة قدمت؟ (.....)

8- منذ متى قدمت أنت (أو والداك) للإقامة في المنطقة الشرقية؟

1  أقل من 10 سنة

2  10 - 20 سنة

3  21 - 30 سنة

4  أكثر من 30 سنة

9- في حالة كونك غير سعودي، منذ متى وأنت تعمل في المملكة؟

1  أقل من سنتين

2  2-5 سنة

3  6-9 سنة

4  10-14

5  15-19

6  20 فأكثر

10- إذا كنت متزوجا ما عدد أفراد عائلتك التابعين لك؟

1  2-

2  3-4

3  5 فأكثر

11- في أي مدينة تسكن حاليا؟

1  الدمام

2  الخبر

3  لقطيف

4  الجبيل

5  رأس تنورة

6  صفوى

7  سيهات

8  بقيق

9  أخرى فضلا حدد .....

12- ما اسم الحي الذي تسكنه؟ .....

13- هل تقيم معك عائلتك في المدينة التي تعمل فيها؟

1  نعم

2  لا

3  في بعض الأوقات

14- إذا كانت الإجابة بلا أو في بعض الأوقات، أين مقر إقامة عائلتك الدائم؟

1  الدمام

2  الخبر

3  القطيف

4  الجبيل

5  رأس تنورة

6  صفوى

7  سيهات

8  بقيق

9  الأحساء

10  الثقبه

11  أخرى..... فضلا حدد .....

15- كم يبلغ دخلك الشهري؟

3000-2001	<input type="checkbox"/> 3	2000-1000	<input type="checkbox"/> 2	أقل من 1000 ريال	<input type="checkbox"/> 1
6000-5001	<input type="checkbox"/> 6	5000-4001	<input type="checkbox"/> 5	4000-3001	<input type="checkbox"/> 4
9000-8001	<input type="checkbox"/> 9	8000-7001	<input type="checkbox"/> 8	7000-6001	<input type="checkbox"/> 7
أكثر من 11000	<input type="checkbox"/> 12	11000-10001	<input type="checkbox"/> 11	10000-9001	<input type="checkbox"/> 10

### القسم الثاني: معلومات عن الوضع الراهن للقوى العاملة في الموانئ

- 16- فضلا حدد القطاع أو الشركة الذي تعمل فيها؟
- 1  المؤسسة العامة للموانئ      2  أرامكو      3  حرس الحدود
- 4  الجمارك      5  قطاع خاص فضلا
- حدد اسم الشركة أو المؤسسة.....

- 17- منذ متى وأنت تعمل بمهنتك الحالية؟
- 1  أقل من 3 سنوات      2  3-6 سنة      3  7-9 سنة
- 4  10 سنوات أو أكثر
- 18- هل سبق لك العمل في قطاع آخر قبل عملك الحالي؟
- 1  نعم      2  لا
- 19- إذا كان الجواب بنعم فكم عدد الجهات التي عملت بها من قبل.....
- 20- ما أطول مدة قضيتها في أي من أعمالك السابقة..... سنة
- 21- هل ترغب العودة الى أي من الأعمال السابقة؟.....

- 22- ما هي أعلى شهادة تعليمية حصلت عليها؟
- 1  لا يوجد      2  الابتدائية      3  المتوسطة
- 4  الثانوية      5  كلية متوسطة      6  جامعية (آداب)
- 7  جامعية (علمية)      8  دراسات عليا      9  أخرى.....

- 23- ما المهارات اللغوية أو اللغات التي تجيدها؟
- 1  العربية      2  الانجليزية      3  الأوردو
- 4  أخرى فضلا حدد.....

- 24- ما هي طبيعة عملك الحالية ؟.....

- 25- من أي الفئات المهنية التالية أنت؟
- 1  إدارية قيادية      2  تخصصية عالية      3  كتابية
- 4  فئات ماهرة      5  فئات شبه ماهرة      6  عمالة يدوية      7  أخرى.....

26- إذا كان لديك شهادة مهنية فهل هي :

1  شهادة مهنية قبل المرحلة الابتدائية 2  شهادة مهنية متوسطة 3  شهادة مهنية ثانوية

27- هل تلقيت دورة تدريبية خلال فترة عملك الحالية؟ 1  نعم 2  لا

28- إذا كانت الإجابة بنعم فضلاً حدد مكان انعقاد هذه الدورة :

1  داخل المملكة (.....) 2  خارج المملكة (.....)

29- كيف تقدر عدد السعوديين مقارنة بالوافدين في القطاعات التالية؟ فضلاً ضع إشارة (√)

على الرقم الذي تراه مناسباً حيث: 4 = يزيد عن الوافدين، 3 = يتساوى مع الوافدين، 2 = يقل عن الوافدين، 1 = ليس لدي علم بذلك

4	3	2	1	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1/29 - في القطاع الإداري
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2/29 - في القطاع التقني
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3/29 - في القطاع الخدمي المساعد
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4/29 - في قطاع مناولة البضائع

30- هل تعتقد أن اتاحة الفرص لتوظيف العمالة السعودية في الجهة التي تعمل فيها:

1  أعلى مما يجب 2  كما يجب 3  أقل مما يجب 4  لا أدري

31- إلى أي حد تعتقد ان العوامل التالية تؤدي الى تدني نسبة السعوديين في أنشطة الموانئ؟

فضل ضع إشارة  على درجة التأثير التي تعتقد أنها صحيحة مما يلي: حيث: 4 = كبيرة

3 = متوسطة، 2 = ضعيفة، 1 = لا يوجد

4	3	2	1	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1/31 قلة الرواتب وضعف الحوافز
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2/31 المبالغة في شروط التوظيف ( مثل المؤهلات العلمية ، الخبرة العملية واللغة الأجنبية)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3/31 طول فترة العمل اليومي ونظام الفترات الزمنية
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4/31 كثرة تنقل العامل السعودي من منشأة لأخرى وعدم استقراره
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5/31 تدني الخبرة الفنية والعملية لدى طالبي العمل في الموانئ من السعوديين

<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	العادات والتقاليد ذات النظرة الدونية لدى البعض تجاه الحرف	6/31
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	انخفاض تكلفة العامل الوافد مقارنة بالمواطن	7/31
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	النظرة الدونية لأرباب العمل تجاه انضباط الموظف السعودي ونتاجيته	8/31

32- كيف تقيم كفاءة الموظف السعودي مقارنة بزميله الوافد؟

1 أكبر  2 متساوية  3 أقل  4 لأدري

33- هل ترى أن المواطن السعودي لا يزال غير راغب في العمل بالموانئ؟

1 نعم  2 إلى حد ما  3 لا  4 لأدري

34- هل تعتقد أن أنشطة الموانئ لا تزال بحاجة ماسة لخدمات العمالة الوافدة لسنوات قادمة ولا بد

من الإستعانة بها ؟ 1 نعم  2 إلى حد ما  3 لا أعتقد

4 لا يمكن  5 ليس لي علم بذلك

35- هل تعتقد أن المخاطر التالية يمكن أن تعاني منها البلاد عند توظيف العمالة الوافدة؟

مخاطر أمنية 1 موافق  2 إلى حد ما  3 لا أعتقد  4 لا أدري

مخاطر اجتماعية 1 موافق  2 إلى حد ما  3 لا أعتقد  4 لا أدري

مخاطر اقتصادية 1 موافق  2 إلى حد ما  3 لا أعتقد  4 لا أدري

مخاطر نفسية 1 موافق  2 إلى حد ما  3 لا أعتقد  4 لا أدري

36- هل ترى أن العمالة النسائية يمكن أن تسهم في أنشطة الموانئ

1 نعم  2 لا  3 غير متأكد

37- إذا كانت إجابتك بنعم ، فهل تعتقد أن العمالة النسائية يمكن أن تعمل في الأعمال التالية ؟

• أعمال النسخ والسكرتارية

1 ممكن جدا  2 ممكن  3 ممكن إلى حد ما  4 غير ممكن  5 مستحيل

• الخدمات الطبية والإسعافات الأولية

1 ممكن جدا  2 ممكن  3 ممكن إلى حد ما  4 غير ممكن  5 مستحيل

-الجمارك-

1 ممكن جدا  2 ممكن  3 ممكن إلى حد ما  4 غير ممكن  5 مستحيل

-الخدمات الهاتفية المركزية ( السنترال )-

1 ممكن جدا  2 ممكن  3 ممكن إلى حد ما  4 غير ممكن  5 مستحيل

## -الأعمال التقنية الفنية-

1  يمكن جدا 2  يمكن 3  يمكن الى حد ما 4  غير ممكن 5  مستحيل

38- إذا كنت تعتقد أن العمالة النسائية لا يمكن أن تسهم في أعمال الموائى فما درجة أهمية كل من الأسباب التالية في نظرك؟ فضلا ضع اشارة  على الرقم المناسب حيث:

5 = مهمة جدا، 4 = مهمة، 3 = مهمة الى حد ما، 2 = أقل أهمية، 1 = لا أهمية لها

5	4	3	2	1	-المخازير الدينية والإجتماعية
5	4	3	2	1	-طبيعة العمل في الموائى
5	4	3	2	1	- صعوبة العمل في أماكن معزولة للنساء في الموائى
5	4	3	2	1	- قلة الخبرة في أعمال الموائى لدى العمالة النسائية
5	4	3	2	1	أية أسباب أخرى حددها .....

القسم الثالث: أوضاع السكن والتنقل إلى العمل

39- كم المسافة التي تقطعها للوصول إلى مقر عملك؟

1  أقل من 10 كم  
2  10 - 19 كم  
3  20 - 29 كم  
4  30 كم فأكثر

40 - هل الطريق إلى العمل

1  آمن  
2  آمن نوعا ما  
3  غير آمن  
4  لا أدري

41- مانوع وسيلة النقل التي تستخدمها للوصول الى مقر عملك؟

1  سيارة خاصة  
2  نقل عام (باصات)  
3  نقل عام (سيارة أجرة)  
4  نقل تابع لجهة عملك  
5  مشي  
6  أخرى.....

42 - كم من الزمن تستغرقه للوصول الى مقر عملك؟

1  أقل من نصف ساعة  
2  من نصف ساعة - 1 ساعة  
3  1 - 2 ساعة  
4  أكثر من ساعتين

43- ما نوع التسهيلات التي توفرها لك جهة عملك في مجال السكن؟

1  سكن عائلي (فلل)  
2  سكن عائلي (شقق)  
3  غرف مفردة للعزاب  
4  مساكن متحركة  
5  قرض خاض لبناء مسكن  
6  بدل سكن  
7  لا شيء مما ذكر

44- هل تعتقد أن موقع سكنك ملائم لموقع العمل؟

1  نعم 2  لا 3  إلى حد ما

45- في حالة كونك لا تستفيد من تسهيلات السكن فضلا حدد السبب الرئيسي في ذلك

بالإشارة إلى واحد فقط مما يلي؟ فضلا ضع إشارة [ ✓ ] في المربع امام أقرب اجابة لحالتك

1  - لا توفر الجهة التي تعمل بها أي نوع من التسهيلات الموضحة آنفا

2  - تملك مسكنك الخاص ولا تحتاج إلى هذه الخدمة

3  - لا يحق لك الحصول على هذه الخدمة

4  - لا تفضل السكن في إسكان الميناء وتفضل الاستئجار على ذلك

5  - تنتظر وصول دورك للحصول على هذه الخدمة

6  - أي سبب آخر

46- هل تعمل بنظام الفترات الزمنية؟

1  نعم 2  لا 3  أحيانا

47 - إذا كان كذلك فضلا حدد الفترة والوقت :

الفترة.....	الفترة.....	الفترة.....	الفترة.....
الوقت/من.....الى.....	الوقت/من.....الى.....	الوقت/من.....الى.....	الوقت/من.....الى.....

48- هل هناك مشكلات تعاني منها فيما يتعلق بالسكن والتنقل إلى العمل؟

1  نعم 2  لا 3  إلى حد ما

49- إذا كان كذلك فضلا استخدم هذا الفراغ لذكر أية مشكلات في هذا الشأن

القسم الرابع : الرضاء الوظيفي لدى العاملين في الموانئ تجاه الأنظمة المتبعة في التدريب ومحيط العمل

50- هل تعتقد أن هناك مساواة في فرص التدريب لدى العاملين؟

1  نعم 2  لا 3  إلى حد ما 4  لا أدري

51- هل تعتقد أنك أخذت نصيبك من التدريب لتقوم بعملك على أكمل وجه؟

1  نعم 2  لا 3  إلى حد ما 4  لا أدري



52- هل طبيعة عملك تتطلب دورات تدريبية من وقت لآخر؟

1  نعم 2  لا 3  غير متأكد

53- في حالة انائك لأي دورة تدريبية في مجال العمل، هل أنت راض عن مستوى التدريب الذي

تلقيته؟ 1  نعم 2  لا 3  إلى حد ما 4  لأدري

54- هل أنت راض عن مستوى التدريب الذي تلقاه زملاؤك في مجال العمل؟

1  نعم 2  لا 3  إلى حد ما 4  لأدري

55- فضلا أعط درجة موافقتك على العبارات التالية وذلك بوضع إشارة  في المربع الذي

يحتوي على الرقم الذي تختاره لكل عبارة. حيث:

1 = غير موافق اطلاقا	2 = غير موافق	3 = الى حد ما	4 = موافق	5 = موافق جدا
----------------------	---------------	---------------	-----------	---------------

5	4	3	2	1	- يجب أن يكون التدريب على رأس العمل بواسطة متخصصين
5	4	3	2	1	- يجب أن يفرغ الموظف لتلقي التدريب لدى مؤسسات التدريب المهني
5	4	3	2	1	- التدريب يجب أن يكون خارجيا في الدول المتقدمة
5	4	3	2	1	- يجب أن يكون هناك خيارات لدى العاملين في إختيار نوعية الدورة والمكان والزمان
5	4	3	2	1	- شخصيا لم أكن راغبا العمل في الميناء
5	4	3	2	1	- مجالات العمل في الميناء ليست متوافقة مع مؤهلاتي ومهاراتي
5	4	3	2	1	- لم أتمكن من القيام بعمل في الميناء بشكل مرض إلا بعد ممارستي للعمل لمدة غير قصيرة واجتياز دورات تدريبية في مجال العمل
5	4	3	2	1	- ان المهن التي تتطلب العمل اليدوي غير مرغوبة لدي
5	4	3	2	1	- لن أقبل العمل الذي يتطلب التنقل خارج مكان اقامتي

56- هل إزداد راتبك الشهري منذ إلتحاقك بالخدمة؟

1  نعم 2  لا

57- إذا كانت إجابتك بنعم فما مقدار الزيادة؟

1  أقل من 1000 ريال 2  1001 - 2000

3  2001 - 3000 4  3000 أو أكثر

58- هل أنت راض عن هذه الزيادة؟ 1  نعم 2  لا 3  إلى حد ما

59- قيم الأسباب التالية لإلتحاقك بالخدمة في هذا الميناء حسب أهميتها: حيث:

5	4	3	2	1
مهم جدا	مهم	مهم الى حد ما	غير مهم	لا أهمية له اطلاقا

فضل ضع اشارة  في المربع الذي يحتوي على الرقم الذي تختاره لكل من الأسباب التالية

5	4	3	2	1	
					-أسباب ماله (رواتب، مكافآت، حوافز ماله)
					-وجود السكن المناسب
					-فرص مستقبلية (إبتعاث، تدريب، درجات علميه)
					-رعاية صحية متقدمة
					-أسباب إجتماعية (صداقات، علاقات شخصية)
					-أية أسباب أخرى

60- النقاط التالية متعلقة برضاك عن بعض القضايا في عملك، فضلا ضع اشارة  على القيمة

التي تطابق مدى رضاك عنها مثلما هو موضح بهذا الجدول:

5	4	3	2	1
راضي جدا	راضي	راضي الى حد ما	غير راضي	غير راضي إطلاقا

5	4	3	4	1		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	-أنظمة وإجراءات العمل	1/60
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	-البيئة المحيطة بمكان عملك	2/60
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	-ساعات العمل	3/60
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	-تنظيم فترات العمل	4/60
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	-الحوافز المتوفره	5/60
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	-الرواتب	6/60
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- إستقرارك في العمل	7/60
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	-فرص التدريب والخبرة	8/60
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- التقدير من الرئيس أو المدير المباشر	9/60
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	-الشعور بأهمية عملك	10/60
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	-طريقة تقييم عملك	11/60
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	-طريقة تعامل المدير أو الرئيس غيرالسعودي	12/60

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	13/60	-طريقة تعامل المدير أو الرئيس السعودي معك
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	14/60	- المسئولية الملقاة على عاتقك
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	15/60	-راتبك مقارنة بمسئولياتك
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	16/60	-طبيعة ونوع العمل التي تزاوله
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	17/60	- الحرية في مناقشة قضايا العمل
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	18/60	-التقنية المتوفرة للتدريب
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	19/60	-قبول عائلتك لعملك
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	20/60	-الوقت المتاح لك لتمضية مع العائلة
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	21/60	-الطرق المتبعة لإنهاء الخدمة والنقل لقطاع آخر
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	22/60	-نظام الأجازات والتفرغ
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	23/60	- الطلب على الخبرات التي اكتسبتها
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	24/60	-زيادة خبرتك خلال ممارستك لعملك
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	25/60	- نسبة السعوديين في عملك
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	26/60	-التسهيلات المتوفرة في مجال الإسكان
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	27/60	-الخدمات الترفيهية
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	28/60	-خدمات النقل و المواصلات
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	29/60	-المسافة والتنقل إلى العمل
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	30/60	-الأمن والسلامة
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

أخيراً لك مني جزيل الشكر على تعاونك معي وفي حالة رغبتك في ابداء أية مقترحات أو آراء أخرى فالرجاء استخدام هذا الفراغ أو أي مساحة داخل هذه الإستبانة وسوف تكون هذه الآراء محل تقديري وشكرا

.....

.....

.....

