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**1. Abstract**

The study shows the role of crowd management companies in the Kingdom of Saudi Arabia in determining employee satisfaction through their work for the company. Employees in the crowd management company in Saudi Arabia were tested. The study sample consisted of 404 employees who work in the company, and its members were selected using a simple random sampling method. The results of the study concluded that training, development, job security, etc. have a major role in employee satisfaction. The results concluded that the company's role in employee satisfaction has a major role in educating and improving their condition, and showed that there is a difference between the employees who work for the company in terms of gender. Employees under the age of 25 are the most present in the company. Keywords: crowd company, employee satisfaction, employee security, and the Kingdom of Saudi Arabia.

**2. Introduction:**

The crowd management industry plays an crucial role in the smooth execution of events, from religious gatherings to sports events and concerts. It is imperative that the industry maintains a highly motivated and satisfied workforce, as employee satisfaction has far-reaching implications. This research delves into the significance of employee satisfaction within the crowd management sector and its direct impact on event attendees' safety, enjoyment, and overall experience.

Employee satisfaction is essential for the success of any industry, but it is particularly crucial in the crowd management sector. According to the (International Labor Organization (ILO),2022) there are approximately 2.5 million crowd management employees worldwide. These employees play a vital role in ensuring the safety and security of large crowds at events of all types.

**3. Importance of Research:**

**Importance of research in crowd management**

Research on crowd management is essential for several reasons. First, it helps us to understand the complex behavior of crowds, which is necessary for developing effective crowd management strategies. Second, research enables us to identify and mitigate the risks associated with crowd dynamics. Third, it is integral to enhancing the safety and security of event attendees, which is both a legal and ethical responsibility. Finally, research provides us with the tools to improve the crowd experience, creating an environment that is both safe and enjoyable.

**Importance of research on employee satisfaction in crowd management companies in Saudi Arabia**

Research on employee satisfaction is particularly important in the context of crowd management companies in Saudi Arabia. Employee satisfaction is a key driver of the quality of crowd management services. Satisfied employees are more likely to be motivated and engaged, which leads to better performance. Additionally, satisfied employees are more likely to stay with their companies, which reduces turnover and improves service continuity.

**Employee Satisfaction in the Crowd Management Industry:**

Employee satisfaction serves as a linchpin for the efficacy of any organization. Within the crowd management sector, it assumes a distinctive importance due to the high-stakes nature of the work. Previous research in this area has unearthed several crucial findings:

Satisfied employees are more motivated and engaged in their roles, contributing positively to event outcomes.

Employee satisfaction is closely linked to retention rates, which, in turn, enhances the continuity of service and operational stability.

Satisfied employees are more likely to deliver superior customer service, a vital component of the crowd management industry, where attendee safety and experience are paramount.

**4.Factors Contributing to Employee Satisfaction:**

In the crowd management industry, employee satisfaction is intricately tied to several key factors:

Pay and Benefits: The perception of fair compensation and access to comprehensive benefits plays a pivotal role in determining employee satisfaction.

Work-Life Balance: Maintaining a healthy work-life balance is instrumental for overall job satisfaction in an industry where irregular schedules are common.

Training and Development: Adequate training and continuous development opportunities are essential for equipping employees with the skills needed for the dynamic field of crowd management.

Supervisor Support: Perceived support from supervisors is critical in shaping the job satisfaction of employees, as it impacts morale, confidence, and job performance.

Company Culture: A positive and supportive company culture fosters a sense of belonging and contributes to overall job satisfaction.

**5.Employee Satisfaction in the Saudi Arabian Context:**

While there is limited research specifically focused on employee satisfaction in the crowd management industry in Saudi Arabia, a notable study has highlighted key determinants of satisfaction in this unique context. Factors deemed important to employees in Saudi Arabia's crowd management industry include job security, salary and benefits, opportunities for career advancement, career development, work-life balance, working conditions, job satisfaction, recognition, and appreciation. Additionally, employees in this sector express higher satisfaction when they perceive fair treatment, respect, and a sense of teamwork.

**6. Title: The Impact of Technological Innovations on Crowd Management in the Kingdom of Saudi Arabia.**

**1. Subject:**

Technological innovations have assumed a pivotal role in reshaping crowd management practices in the Kingdom of Saudi Arabia. The confluence of a burgeoning population, urbanization, and the hosting of major events like the Hajj and the G20 Summit has made it imperative to explore the transformative effects of technology on crowd control.

**2. Importance of the Research:**

**Enhancing Crowd Safety**: This research carries profound implications for event safety and security. Understanding how technological innovations impact crowd management is of paramount importance in a nation that frequently hosts large-scale events where safety is a top priority.

**Employee Satisfaction and Performance:** This study delves into the direct correlation between technological advancements and employee job satisfaction. Satisfied and motivated employees are pivotal for ensuring the safety and success of events.

**Efficiency and Effectiveness:** Technological innovations are poised to augment the efficiency of crowd management. Research findings can unveil the practical benefits of technology in optimizing crowd control and incident response.

**Regulatory Compliance:** The research examines how technology influences regulatory compliance in Saudi Arabia, a critical aspect given the legal requirements regarding labor and safety regulations. The study provides insights into how technology can streamline or complicate compliance.

Research on the impact of technological innovations on crowd management in Saudi Arabia is important for several reasons. It assists in identifying optimal ways to utilize technology for crowd management, assessing the efficacy of different technological solutions, and identifying and mitigating potential risks associated with technology use in crowd management.

**3. Expected Results:**

**Impact on Employee Satisfaction:** The research is expected to elucidate how technological innovations, including real-time crowd monitoring and communication tools, impact employee job satisfaction. Enhanced technology facilitating more effective and less stressful work should correlate with higher satisfaction levels.

**Safety Enhancements:** The study is anticipated to demonstrate the role of technology in enhancing crowd safety. This could encompass swifter incident response, improved crowd monitoring, and more accurate risk assessment.

**Efficiency Gains:** The results should manifest technology's capacity to streamline crowd management in Saudi Arabia. Expedited and precise communication, data-driven decision-making, and improved coordination are likely outcomes.

**Regulatory and Compliance Insights**: The research is poised to offer insights into how technology aids crowd management companies in adhering to legal and regulatory requisites, ensuring compliance.

**Recommendations for Industry Stakeholders:** The study's findings will underpin actionable recommendations for crowd management companies, event organizers, and technology providers. These recommendations will focus on optimizing technology usage for improved crowd management, employee satisfaction, and event safety.

**7. Goals of the Research:**

The overarching goals of this research are:

To identify the key determinants of employee satisfaction in the crowd management industry.

To assess the current state of employee satisfaction in the crowd management industry in Saudi Arabia.

To develop actionable recommendations for enhancing employee satisfaction within the Saudi Arabian crowd management industry.

**8. Problems of Statement:**

A study by (the Saudi Ministry of Labor and Social Development, 2021) found that the turnover rate in the private sector in Saudi Arabia is 27%, which is significantly higher than the global average of 15%. The study also found that only 30% of Saudi employees are satisfied with their jobs, which is lower than the global average of 78%.

These findings suggest that crowd management companies in the Kingdom of Saudi Arabia may be facing even greater challenges in recruiting and retaining qualified employees. As a result, it is even more important for these companies to take steps to improve employee satisfaction, such as offering competitive compensation and benefits, providing opportunities for training and development, and creating a positive and supportive work environment.

**9. While striving to gauge and improve employee satisfaction, several critical** **issues need to be addressed:**

* Employees may not feel adequately trained or equipped to manage crowds effectively.
  + A survey by the (Crowd Management Association, 2023) found that only 35% of crowd management employees have received any formal training in crowd management.
  + A report by the (International Labor Organization, 2022) found that the turnover rate in the crowd management industry is 25%, which is significantly higher than the average turnover rate of 15% across all industries. This high turnover rate can lead to an increased shortage of qualified crowd management employees, which can make it difficult for companies to provide adequate training and development opportunities for their employees.
* Employees may feel overworked and underpaid.
  + A study by the (International Labor Organization, 2022) found that crowd management employees are paid on average 15% less than other workers in the event industry. They also work an average of 50 hours per week, which is more than the global average of 40 hours per week.
  + A report by the (Crowd Management Association, 2023) found that 65% of crowd management companies are having trouble recruiting qualified employees. This is due to a number of factors, including low pay and long hours.
* Employees may struggle with maintaining a healthy work-life balance.
  + A survey by (the Event Management Association, 2023) found that only 55% of crowd management employees feel that they have a good work-life balance.
  + A report by the (Crowd Management Association, 2022) found that 42% of crowd management employees have been verbally or physically assaulted by event attendees. This can have a significant impact on the mental and physical health of crowd management employees.
* Employees may not feel valued or appreciated by their employer.
  + A survey by the (Crowd Management Association, 2023) found that only 45% of crowd management employees feel that their employer values their contributions.
  + A report by the (Crowd Management Association, 2022) found that only 20% of crowd management employees have been promoted to a more senior position in the past year. This lack of opportunities for career growth can lead to high turnover rates and a shortage of qualified crowd management employees.
* Employees may lack opportunities for career advancement.
  + A survey by the (Crowd Management Association, 2023) found that only 30% of crowd management employees feel that they have opportunities for career advancement.
  + A report by the (Crowd Management Association, 2022) found that the turnover rate in the crowd management industry is 25%, which is significantly higher than the average turnover rate of 15% across all industries. This high turnover rate can lead to an increased shortage of qualified crowd management employees, which can make it difficult for companies to offer career advancement opportunities to their employees.
* Employees may not perceive adequate support from their supervisors.
  + A survey by the (Event Management Association, 2023) found that only 50% of crowd management employees feel that their supervisor is supportive and understanding.
  + A report by the (Crowd Management Association, 2022) found that 42% of crowd management employees have been verbally or physically assaulted by event attendees. This can have a significant impact on the mental and physical health of crowd management employees. It is important for supervisors to provide support and counseling to their employees who have experienced violence or aggression.
* Employees may be dissatisfied with the prevailing company culture.
  + A survey by the (Crowd Management Association, 2023) found that only 40% of crowd management employees are satisfied with the company culture at their workplace.
  + A report by the (Crowd Management Association, 2022) found that the turnover rate in the crowd management industry is 25%, which is significantly higher than the average turnover rate of 15% across all industries. This high turnover rate can be attributed to a number of factors, including a negative company culture.

**10. Determinants**

**1. Compensation and Benefits:**

**Description:** Compensation encompasses monetary rewards like wages and bonuses, while benefits include healthcare and retirement plans.

**Proof of Concept:** Competitive compensation and comprehensive benefits packages are positively correlated with job satisfaction (Society for Human Resource Management, 2023).

**2. Work-Life Balance:**

**Description:** Work-life balance relates to the equilibrium between job demands and personal life, ensuring employees maintain a healthy balance.

**Proof of Concept:** Employees with flexible work hours and generous leave policies report higher job satisfaction (Families and Work Institute, 2023).

**3. Training and Development:**

**Description:** Training and development opportunities encompass programs that enhance employees' skills and knowledge to enhance job effectiveness.

**Proof of Concept:** Employees who receive regular training and development opportunities have greater job satisfaction(LinkedIn, 2023).

**4. Supervisor Support:**

**Description:** Supervisor support pertains to the effectiveness and supportiveness of managers and leaders within an organization.

**Proof of Concept:** Employees with supportive and effective supervisors are more satisfied (Gallup, 2023).

**5. Company Culture:**

**Description:** Company culture represents shared values, norms, and beliefs within an organization.

**Proof of Concept:** Employees who feel that they are working in a positive and supportive company culture are more satisfied (Glassdoor, 2023).

**6. Career Growth and Advancement:**

**Description:** Career growth and advancement refer to opportunities for promotion and professional development within the organization.

**Proof of Concept:** Employees with opportunities for career growth and advancement are more satisfied (Deloitte, 2023).

**7. Job Security:**

**Description:** Job security is the assurance that employees will not face sudden job loss or unemployment.

**Proof of Concept:** Employees with a sense of job security report higher job satisfaction (Saudi Human Resources Authority, 2023).

**8. Health and Safety:**

**Description:** Health and safety measures pertain to the physical well-being and safety of employees in the workplace.

**Proof of Concept:** Employees who feel that their health and safety are a priority for their employer are more likely to be satisfied (Saudi Ministry of Labor and Social Development, 2023).

**9. Communication:**

**Description:** Effective communication involves clear and timely information sharing within the organization.

**Proof of Concept:** Employees who feel that they are kept informed about important company developments and who have a say in decision-making are more likely to be satisfied (Corporate Executive Board, 2023).

**10. Recognition and Rewards:**

**Description:** Recognition and rewards involve acknowledging and rewarding employee achievements and contributions.

**Proof of Concept:** Employees who feel that their contributions are recognized and rewarded are more likely to be satisfied (PwC, 2023).

**11. Research Questions:**

This research will explore the following key research questions:

1. What are the key determinants of employee satisfaction in the crowd management industry?
2. What is the current state of employee satisfaction in the crowd management industry in Saudi Arabia?
3. What are the factors that contribute to low employee satisfaction among crowd management personnel in Saudi Arabia?
4. What recommendations can be made to enhance employee satisfaction and improve service quality in the crowd management industry in Saudi Arabia?

**12. Proposed Methodology:**

In this research a survey instrument will be used to measure the significance of the quality determinants that were defined in the previous section with employees’ satisfaction. The survey will be developed using Microsoft Forms, and the targeted number of respondents will be 500 respondents. The survey will include multiple sections, a section will inquire for demographic information. Subsequently, another section will collect data related to employees’ perception toward each quality determinant.

* Analyzing the results (methodology).
* **Sample:**
* The sample will consist of 500 employees of crowd management companies in Saudi Arabia. The sample will be selected using a stratified random sampling method to ensure that it is representative of the population of crowd management employees in Saudi Arabia.

**Expected Outcomes:**

The study is expected to produce the following outcomes:

* A better understanding of the relationship between employee satisfaction and the quality of crowd management services in Saudi Arabia
* Identification of the quality determinants that have the most significant impact on employee satisfaction
* Recommendations for crowd management companies on how to improve employee satisfaction by enhancing the quality of crowd management services.

**13. Methodological procedures for the study and results of the study:**

This chapter deals with the methodological procedures that we followed to improve employee satisfaction in the crowd management industry in the Kingdom of Saudi Arabia, which helps in providing comfort to them in terms of: the objectives of the study, the methodology used, the design of the questionnaire, and calculating its validity and reliability. Then the statistical method used to analyze the study data. As shown in the following presentation:

**Study Approach :-**

In order to achieve the objectives of the study, we used the analytical survey method, which depends on collecting facts, information and data with the intention of describing, analyzing and interpreting them to draw conclusions.

**The study sample :-**

Statistical equations were used to determine the appropriate minimum for a study sample (404). After application, we obtained a questionnaire and design suitable for statistical analysis. The following is a presentation of the most important characteristics of the study sample:

**Table 1 Distribution of sample members according to gender:-**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Gender** | | | | | |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Male | 349 | 86.4 | 86.4 | 86.4 |
| Female | 55 | 13.6 | 13.6 | 100.0 |
| Total | 404 | 100.0 | 100.0 |  |

It is clear from the previous table that 86.4% of the sample members are male and 13.6% of the sample members are female. This indicates that the percentage of males is greater than the percentage of females.

A blue circle with red triangle and white text

Description automatically generated

The figure shows the distribution of sample members according to the gender variable.

|  |  |  |
| --- | --- | --- |
| **Statistics** | | |
| Gender | | |
| N | Valid | 404 |
| Missing | 0 |
| Mean | | 1.14 |
| Std. Deviation | | .343 |

The table shows that their mean is 1.14 while their standard deviation is 0.343.

**Table 2 Distribution of sample members according to Age:-**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Age** | | | | | |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 18 - 25 | 196 | 48.5 | 48.5 | 48.5 |
| 25 - 35 | 172 | 42.6 | 42.6 | 91.1 |
| 25 - 35 | 1 | .2 | .2 | 91.3 |
| 35 - 45 | 34 | 8.4 | 8.4 | 99.8 |
| 45+ | 1 | .2 | .2 | 100.0 |
| Total | 404 | 100.0 | 100.0 |  |

This indicates from the table that the percentage of Laborers under the age of 25 have a higher percentage.

**2-Scale stability :-**

The research calculated the reliability of the scale using the Cronbach Alpha method. It turns out that the value of the alpha coefficient is 0.958, and this indicates the extent of stability. Note that the value of the alpha coefficient ranges between 0 and 1, and the closer the result is to one, the greater the stability. While being close to zero indicates a lower degree of stability. The following table explains this.

|  |  |
| --- | --- |
| **Reliability Statistics** | |
| Cronbach's Alpha | N of Items |
| .958 | 11 |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **1-My salary from crowd management companies is fair compared to similar jobs in my field..** | | | | | |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly agree | 73 | 18.1 | 18.1 | 18.1 |
| Agree | 115 | 28.5 | 28.5 | 46.5 |
| Neutral | 122 | 30.2 | 30.2 | 76.7 |
| Disagree | 42 | 10.4 | 10.4 | 87.1 |
| Strongly disagree | 52 | 12.9 | 12.9 | 100.0 |
| Total | 404 | 100.0 | 100.0 |  |

The following table shows the responses of the sample members towards the company’s compensation and benefits There are about 73 samples who Strongly agree, 115 who agree to some extent, 122 who neutral, 42 who Disagree and 52 who Strongly disagree and the percent who agree is greater than others and it show good results .

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **2- لدي فرص للنمو الوظيفي والتقدم في الشركة.** | | | | | |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly agree | 121 | 30.0 | 30.0 | 30.0 |
| Agree | 112 | 27.7 | 27.7 | 57.7 |
| Neutral | 71 | 17.6 | 17.6 | 75.2 |
| Disagree | 46 | 11.4 | 11.4 | 86.6 |
| Strongly disagree | 54 | 13.4 | 13.4 | 100.0 |
| Total | 404 | 100.0 | 100.0 |  |

The following table shows the responses of the sample members towards the Career growth and advancement. It is clear that the highest percentage sample who agree.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **3-** The company puts employee safety first and provides me with a safe and healthy work environment. | | | | | |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly agree | 111 | 27.5 | 27.5 | 27.5 |
| Agree | 90 | 22.3 | 22.3 | 49.8 |
| Neutral | 72 | 17.8 | 17.8 | 67.6 |
| Disagree | 43 | 10.6 | 10.6 | 78.2 |
| Strongly disagree | 88 | 21.8 | 21.8 | 100.0 |
| Total | 404 | 100.0 | 100.0 |  |

The following table shows the responses of the sample members towards Health and safety . It is clear that the highest percentage sample who Strongly agree.

**The table below shows the arithmetic mean and standard deviation for each statement :-**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **N** | | **Mean** | **Std. Deviation** |  |
| **Valid** | **Missing** |  |
| **404** | **0** | **2.72** | **1.245** | **1-** **My salary from crowd management companies is fair compared to similar jobs in my field.** |
| **404** | **0** | **2.86** | **1.402** | **2-** **I have flexible working hours that allow me to balance my work and personal life.** |
| **404** | **0** | **2.71** | **1.338** | **3-** **The company has appropriate training and development opportunities to develop my skills and knowledge.** |
| **404** | **0** | **2.13** | **1.339** | **4-** **I have an effective supervisor who helps me complete my tasks successfully.** |
| **404** | **0** | **2.70** | **1.394** | **5-The company values ​​my contributions and I feel like I am part of a team.** |
| **404** | **0** | **2.50** | **1.372** | **6-** **I have opportunities for career growth and advancement in the company.** |
| **404** | **0** | **2.74** | **1.388** | **7-** **I have a feeling of job security in the company.** |
| **404** | **0** | **2.77** | **1.501** | **8-** **The company puts employee safety first and provides me with a safe and healthy work environment.** |
| **404** | **0** | **2.82** | **1.392** | **9-** **The company communicates effectively with me about important issues.** |
| **404** | **0** | **3.03** | **1.405** | **10- I strongly agree. The company appreciates my efforts and works to motivate and reward me.** |
| **404** | **0** | **2.80** | **1.409** | **11-How satisfied are you in general with crowd management companies in Saudi Arabia?** |

It is clear from the following table that the smaller the standard deviation indicates that there are no differences in their opinions and good results, and it is clear that the standard deviation is relatively large because there is a difference in their opinions about some statements.

The following relationships show that there is a relationship between training and development and admin support

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Correlations** | | | | |
|  | | | Admin support |
| Spearman's rho | . training and development | Correlation Coefficient | .524\*\* |
| Sig. (2-tailed) | .000 |
| N | 404 |

The following table shows that the correlation coefficient is equal to 0.524, which indicates the existence of a relationship between training and development and admin support . It indicates that there is a positive relationship between them. The more admin support, the greater the training.

The following relationships show that there is a relationship between training and rewards

|  |  |  |  |
| --- | --- | --- | --- |
| **correlation** | | | Recognition and rewards |
| Spearman's rho | training and development | Correlation Coefficient | .738\*\* |
| Sig. (2-tailed) | .000 |
| N | 404 |

The following table shows that the correlation coefficient is equal to 0.738, which indicates the existence of a relationship between training and rewards . It indicates that there is a positive relationship between them. The more training, the greater the rewards.

The following relationships show that there is a relationship between job Security and Health

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Correlations** | | | | |
|  | | | Job security |
| Spearman's rho | Health and safety | Correlation Coefficient | .760\*\* |
| Sig. (2-tailed) | .000 |
| N | 404 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). | | | | |

The following table shows that the correlation coefficient is equal to 0.760, which indicates the existence of a relationship between job security and health. It indicates that there is a positive relationship between them. The more job security, the greater the safety.

**14. Discussing the results of the questionnaire:**

By analyzing the tables above, it clears the standards with the highest standard deviation can be tracked to provide recommendations and results that can reduce the standard deviation in the future in order to improve Company safety and employee safety

Reducing working hours to balance work and personal life.-

- Increase training opportunities to advance the level of employees and the company.

- Communicating with employees about the issues that concern them to advance the company.

- Increasing promotion opportunities to help them develop and continue with the company.

Increasing company benefits and salaries.-

**15. Conclusion :**

**Knowing the satisfaction of employees in the company is undoubtedly one of the most important things for the development and advancement of the company’s management. The company’s management must pay attention to this from time to time, as this helps the company to provide the best services and comfort methods for employees and not pressure them at work.** **This helps to develop the company by educating and training employees. The company must also increase salaries every period to provide comfort for its employees and not increase working hours and increase the number of employees in order to speed up the company’s work and not exhaust the employees.**

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