

The Influence of the Nitaqat Program and the Saudi Nationality Decree on the Intention to Stay of Indonesian Professional Workers in Saudi Arabia Mediated by Remuneration and Moderated by the Expatriate Residency System in Saudi Arabia

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Abstract

This study examines the influence of the Nitaqat Program and the Saudi Nationality Decree on the decision of Indonesian professional workers to remain working (Intention to Stay) in Saudi Arabia, by considering the mediating role of remuneration and moderation of the expatriate residency system. This study will be conducted using quantitative methods. The results of this study found that the Nitaqat Program has a significant negative effect on Intention to Stay (path coefficient: -0.256, t-statistic: 3.72, p-value: 0.000). In contrast, the Saudi Nationality's Decree has a significant positive effect (path coefficient: 0.354, t-statistic: 4.072, p-value: 0.000). Nitaqat Program has no significant effect on remuneration (path coefficient: -0.033, t-statistic: 0.52, p-value: 0.603), while Saudi Nationality's Decree has a significant positive effect (path coefficient: 0.659, t-statistic: 12.823, p-value: 0.000). Competitive remuneration has a significant positive effect on Intention to Stay (path coefficient: 0.198, t-statistic: 2.456, p-value: 0.014). Remuneration does not mediate the effect of the Nitaqat Program on Intention to Stay (path coefficient mediation: -0.006, t-statistic: 0.492, p-value: 0.623), but mediates some of the effects of Saudi Nationality's Decree (path coefficient mediation: 0.130, t-statistic: 2.441, p-value: 0.015). The expatriate residency system has a significant moderating effect on the relationship between remuneration and Intention to Stay (moderation path coefficient: -0.148, t-statistic: 2.056, p-value: 0.040).

Keywords: Intention To Stay, Indonesian Professional Workers, Nitaqat, Saudization, Decree Saudi Nationality

INTRODUCTION

Saudi Arabia is a wealthy nation with the largest income derived from oil and gas, with nearly 90% of its revenue coming from these sources. However, when global oil prices dropped to \$40 per barrel, the country faced the possibility of a budget deficit reaching \$98 USD or approximately Rp. 1.4 trillion (Alfalih & Hadj, 2020). Muhammad bin Salman bin Abdul Aziz al Su'ud, the Crown Prince and reformer of Saudi Arabia, views this situation as a challenge that needs to be addressed promptly with comprehensive reforms to reduce the country's reliance on oil. He leads the Saudi Vision 2030 initiative, which aims to diversify the economy by fostering Foreign Direct Investment, creating new opportunities, and developing alternative income sources. This initiative requires Saudi Arabia to open up more to the global market and to expand its business ventures beyond oil and gas. Consequently, the kingdom seeks professional workers not only from within the country but also from abroad to support the development goals of Saudi Vision 2030 (Alluhidan et al., 2020).

Health services are one of the strategic issues in Saudi Arabia. The Saudi Arabian government has set a figure for social development and health services of SR 202 billion or 16% of the country's annual budget. However, the big challenge in improving the quality of health services along with the growing population, so that it requires a large number of trained professional health workers. Saudi Arabia introduced the Saudi Vision 2030 strategic plan, which presents various opportunities and potential public health models for the health sector to adjust the direction of future policies (Sajjad & Qureshi, 2020). With changes and acceleration in the economic and social fields, the population growth rate will increase until 2030. Policies and strategies to improve the fulfillment of health workers are carried out comprehensively. In internal policies, the government increases the capacity of educational institutions related to health services to create new graduates as local health workers.

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In external policies, the kingdom makes efforts to bring in qualified professional health workers (Kapologwe et al., 2020).

Transformation of Healthcare Sector Strategy released by MoH KSA, states that nine key areas involving public sector participation include; primary care; radiology; laboratory services; commissioning of hospital services and medical cities (integrated services as complete and integrated health facilities); extended care; rehabilitation; long term care and home care and pharmacy. Until now, Saudi Arabia is still very dependent on foreign health workers and needs to involve the private sector in fulfilling the needs of health facilities in the context of healthcare transportation in Saudi Arabia (Ricchio et al 2023). In several studies, Saudi Arabia is one of the top countries receiving migration of professional health workers. There are five reasons why foreign health professionals are interested in working in Saudi Arabia, including rewards, job entry requirements, religion, influence of family and friends, and changing work environments. This is what drives the increase in the number of foreign professional workers in Saudi Arabia (Almansour et al., 2023).

The Gulf Labor Markets, Migration and Population (GLMM) Program released statistical data on the population of Saudi Arabia from 2010 to 2022, the data shows that there is an increase in population every year, both residents and migrants. The increase in the non-Saudi population is caused by many factors, including the increase in the migrant worker population who have settled for more than 10 years (Adham, 2023). The significant increase in the non-Saudi population, especially concerning the professional labor market in KSA, has encouraged the government to make efforts to balance the influx of migrant professionals and reduce unemployment rates for its citizens. Among them is the tawteen-saudization policy aimed at securing jobs for residents by gradually reducing the number of migrant workers (Jarnadhan, 2022). The Nitaqat Program is a specific policy of saudization, namely a work localization program to encourage the use of local workers. The term "nitaqat" in Arabic means "category" or "classification". The Nitaqat program was introduced as part of an effort to create more jobs for Saudis and reduce dependence on foreign workers. This program classifies companies based on the percentage of Saudi workers in their total workforce. Nitaqat divides companies into four categories, namely; platinum, gold, green, yellow, and red. Platinum and gold are clusters of companies with a standard level of compliance with the Nitaqat program, while yellow and red are clusters of companies that do not comply and violate the employment policy rules in the Nitaqat program (Sobaih & Elnasr, 2023). Companies with platinum, gold, and green cluster status will get convenience in the legal and operational process, while companies with yellow and red cluster status will get a warning and end up with the company being frozen until they meet the standards of the Nitaqat Saudization rules. In addition, employment regulations impose various rules including the collection of residence tax, expatriation costs (rusum), and various other population regulations. So many professional migrant workers object and decide to leave their jobs in Saudi Arabia. This condition causes a new problem, where companies have difficulty finding professional migrant workers (Bi et al., 2022).

The entry of health workers through the immigration process from other countries became one of the issues raised at WHO in 2010. This led to the birth of the health worker recruitment code of practice, namely the 2010 WHO Global Code of Practice on the International Recruitment of Health Personnel, which regulates the Recruitment of International Health Personnel, so that all countries are encouraged to improve planning for local health worker needs and refrain from recruiting health workers from other countries (Yakubu et al., 2022).

The solution to attracting expatriate professionals, the KSA government has made several efforts, including adjusting remuneration by applying the hafiz system which sets a minimum wage for migrant workers of 3000 SR. In addition, Murphy in the Cooper Fitch study - Salary Guide Saudi Arabia 2022 conducted a survey of 600 companies and stated that the labor market in most sectors in Saudi Arabia will experience an adjustment to around 4%, then 42% of employers plan to increase wages by 10% or more (Hassan et al., 2024). Meanwhile, 68% of businesses in the kingdom will increase their number of employees by 10% or more. However, this condition has not yet become a mainstay for migrant workers who want to settle in Saudi Arabia for a long

period, because they have to deal with the residency regulation system policy for migrant workers which is limited to only being allowed to settle in Saudi Arabia for a maximum of 6 and/or 8 years.

According to the explanation given previously, the formulation of the problem in this study is how to find out and examine the intention to stay of professional migrant workers in Saudi Arabia in response to the gap phenomenon, where professional migrant workers are faced with the Saudiization nitaqat program which is one of the factors of turnover intention.

LITERATURE REVIEW

Nitaqat Program

The Nitaqat program is a Saudi government program to balance the composition of the native workforce by regulating the composition of the expatriate workforce in the Saudi Arabian labor market. Nitaqat linguistically means localization with control of the composition of the workforce. The Nitaqat program is a social response variable to the Saudi Arabian government's policies. Several studies that are indicators of the influence of the nitaqat program on the Saudi Arabian labor market state that nitaqat is a derived variable from job satisfaction that affects employee turnover (Cortés et al., 2023). Furthermore, Al Gharbi stated that nitaqat is one of the factors in employee retention; Basahal stated in his qualitative research that nitaqat is an important factor in determining HR Management policies in companies in Saudi Arabia. Of the several studies that have been conducted, research that focuses on examining Indonesian professional workers in Saudi Arabia, especially those that combine the influence of the nitaqat Program variable and the decree of Saudi nationality in one research model is rare and has never been done, this is because both of these things are most actual and closely related to Saudi Arabian government policy in 2023 (Basahal et al., 2023).

Ahmed Masood stated that nitaqat' is responsible for deporting thousands of illegal foreigners to their homeland; This legislation aims to streamline the labor market and end the illegal and clandestine migration of unskilled workers to Saudi Arabia (Aarthi & Sahu, 2021). Then Alshanbri stated that nitaqat is an Arabic word meaning "range" or "limit". The main objective of this program is to support the "Saudiization" initiative and attract job seekers in Saudi Arabia. Other researchers argue that nitaqat is a Saudization program, to increase employment for Saudi citizens in the private sector. Nitaqat uses a company classification system into four zones; platinum, green, yellow, and red (Alhawsawi & Jawhar, 2023).

Organizational Commitment, and Intention to Stay Theory

The Intention to Stay Theory refers to a concept in human resources management that relates to an employee's intention to stay in the organization where they work. This concept describes an individual's intention to remain in their job and not look for a new job elsewhere (Binu Raj, 2021). This theory is closely related to employee retention, which is an effort to retain employees who are potentially valuable to the organization. In this context, understanding employee intentions to stay or move can help organizations take appropriate steps to strengthen retention and retain high-performing employees (Naz et al., 2020). Factors that can influence intention to stay include; job satisfaction, employee engagement, career development, work environment and company culture, work-life balance, communication and openness, and remuneration and compensation. Chang conducted a model that combines these factors in a relationship between job embeddedness, organizational commitment, and intention to stay (Weng et al., 2023).

Chang's research suggests that organizational commitment can reliably predict employee turnover. A lower level of commitment indicates a higher likelihood of employees quitting. Additionally, when employees identify with their organization and its goals and desire to remain members, organizational commitment is inversely related to absenteeism (Ampofo & Karatepe, 2022). Therefore, organizational commitment reflects an emotional sense of belonging, identification, and involvement. Employees with high organizational commitment enhance member solidarity and boost the organization's competitiveness. Conversely, low commitment results in feelings of insecurity and a tendency to quit (Rodríguez-Oramas et al., 2022). Chang referenced research by Perryer, Jordan, Firms, and Travaglione, which found that organizational commitment effectively predicts the intention to stay. Porter, Steers, Mowday, and Boulian also highlighted that

organizational commitment is a better predictor of the intention to stay than job satisfaction. Their research indicated that organizational commitment is a precursor to the intention to stay and is positively correlated with it. Thus, higher organizational commitment leads to a greater intention to remain with the organization (Agus & Selvaraj, 2020).

Remuneration

Remuneration or salary compensation or reward system is one of the variables in the intention to stay theory and is known as an indicator of the factors that influence the intention to stay (Ferdian, 2022). Yadewani and Wijaya (2021) stated that compensation together with career development affects employee turnover intention. Oya (2021) stated that the reward system affects organizational commitment and employee performance. In the intention to stay theory, several variables are factors that influence the intention to stay of Indonesian professional workers in Saudi Arabia. Several studies have been conducted related to the intention to stay and intention to leave of migrant workers in Saudi Arabia, as has been done including factors that influence the intention to leave of nurses in Saudi Arabia, factors that influence work engagement in hospital employees in Saudi Arabia, and the influence of the Nitaqat Program on the migration of Indian professional workers in Saudi Arabia (Alreshidi et al., 2021).

Total rewards—the sum of all forms of financial and non-financial compensation—play a key role in increasing employee retention in an organization. This is in line with the Saudi Arabian government's policy in its efforts to reduce turnover retention rates and increase intention to stay to attract migrant workers from abroad, namely by increasing wages by 4% in 2022, although this condition must deal with the residency regulation system policy for foreign workers who are limited to only being allowed to stay in KSA for a maximum of 6 or 8 years (Alhmoud & Rjoub, 2020).

Decree Saudi Nationality

Concerning the Saudi Nationality Decree according to the Royal Order No. 8/20/5604 of the Ministry of Interior of the Kingdom of Saudi Arabia regarding Grant Citizenship to Highly Skilled Foreign Professionals for 14 foreign professional workers, which was published in the official account of the Kingdom of Saudi Arabia government in Imarat al Multaqo Makkah on March 17, 2023, it is possible for migrant professional workers to naturalize as Saudi citizens, so that it is hoped that after naturalizing professional workers who previously had the status of migrant professional workers will not be affected by the Saudi Nitaqat program policy or other policies that are barriers for migrant professional workers to work in Saudi Arabia (Potnuru & Arora, 2022).

Among the fourteen professions that are given the opportunity to undergo naturalization are medical experts, namely physicians, pharmacists, pharmacologists, and nurses. Almakki explained that what is meant by medical experts are all health professionals who have undergone official health education in their fields and can take a health profession practice eligibility test at the Saudi Commission for Health Specialties (SCFHS). Those included in the Medical Expert profession category include physicians, nurses, pharmacists, and other health professionals (Mozetič, 2022).

METHOD

According to Bougie and Sekaran (2019), research design is a framework for collecting, measuring, and analyzing data created to answer research questions. Based on the type of research strategy, this research is included in quantitative research. Quantitative research is conducted using a questionnaire based on indicators/dimensions of each variable and is carried out objectively because the data analysis can be measured through clear and detailed stages, and produces objective data because conclusions are generated through statistical calculations. There was no intervention on the research subjects during the research, so the research is included in non-interventional research. The data in this study were only obtained through a questionnaire instrument with observations on predetermined subjects. This study also uses a descriptive quantitative study, namely research on the symptoms and conditions currently experienced by the subjects being studied. This

research is intended to raise facts, conditions, variables, and phenomena that are currently occurring (when the research is in progress) and present them as they are. Hypothesis testing in this study uses a specific inferential statistical method, namely by looking at the significance value based on the data parameters that are tested statistically, to explain and analyze the influence between variables in a research framework (model) that has been prepared. If the results of hypothesis testing using data from the sample show significant numbers, then the research results are considered to be generalizable to a wider population.

RESULT AND DISCUSSION

Evaluation of Measurement Model (Outer Model)

The measurement model or outer model describes the causality or relationship between variables and the indicators that measure them. Evaluation of the measurement model begins by looking at the level of validity of the measurement items, namely how well the items used in the study reflect the research variables. Validity is measured using the outer loading value, with an acceptable threshold of ≥ 0.70 . The reliability of research variables is determined by Cronbach's Alpha and Composite Reliability (CR), both requiring values of ≥ 0.70 . Additionally, Rho A and convergent validity are assessed using the Average Variance Extracted (AVE), which should be ≥ 0.50 .

In addition to convergent validity, evaluation of the measurement model also requires a discriminant validity check, namely checking that the variables are different from other variables and are statistically tested. The statistical measure for discriminant validity is the HTMT (Heterotrait Monotrait Ratio) criterion.

The evaluation of discriminant validity is accepted according to the HTMT (Heterotrait Monotrait Ratio) criteria, namely the ratio of Heterotrait (the average correlation between items measuring different variables) to the root of the geometric multiplication of Monotrait (the correlation between items measuring the same variable). The HTMT value is below 0.90 which indicates that the evaluation of discriminant validity is accepted.

According to the PLS model estimation, all measurement items in this study are valid, with outer loadings above 0.70. The Nitaqat Program is assessed using 5 measurement items, with outer loadings ranging from 0.714 to 0.862, indicating that these items effectively explain the Nitaqat Program variable. Notably, the NTQ3 and NTQ4 indicators have the highest outer loadings. The Saudi Nationality's Decree is evaluated using 5 measurement items, with outer loadings between 0.761 and 0.895, demonstrating their validity in explaining the Saudi Nationality's Decree variable. The DSN2 and DSN3 indicators have the highest outer loadings in this category.

Remuneration is measured by 5 items, with outer loadings ranging from 0.721 to 0.869, confirming their validity in explaining the Remuneration variable. The DSN2 and DSN3 indicators again have the highest outer loadings. The Residential System Expatriate is measured using 5 items, with outer loadings between 0.818 and 0.903, showing their validity in explaining the Residential System variable. The SRE2 and SRE5 indicators have the highest outer loadings. Lastly, Intention to Stay is measured by 5 items, with outer loadings ranging from 0.725 to 0.796, indicating their validity in explaining the Intention to Stay variable.

Table 1. Reliability Level.

Variable	Cronbach's alpha	Composite reliability (rho_c)	Description
Nitaqat Program	0.842	0.886	Reliable
Decree Saudi Nationality's	0.886	0.917	Reliable
Remuneration	0.869	0.905	Reliable
Residential System Expatriat	0.930	0.944	Reliable
Intention To Stay	0.816	0.871	Reliable

The reliability level of all research variables shows acceptable results where the Cronbach's Alpha and Composite Reliability (Rho c) values for the Nitaqat Program, Saudi Nationality's Decree, Remuneration and Intention To Stay and Residential System Expatriates variables are above 0.70. Cronbach's alpha estimate's reliability using the same weight, while Composite Reliability estimates reliability based on the resulting outer loading weight. However, the results of both reliability measures are very satisfactory above 0.70. These results indicate that the internal consistency of each measurement item that measures all research variables is met

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(reliable). The research variables have reliable measurement items and can be relied on to measure these variables.

Table 2. Convergent Validity.

Variable	Average variance extracted (AVE)
Nitaqat Program	0.611
Decree Saudi Nationality's	0.688
Remuneration	0.658
Residential System Expatriat	0.770
Intention To Stay	0.574

Next is the Convergent Validity level with AVE where the recommended value is above 0.50. Based on the processing of the AVE value of all research variables above 0.50 which indicates the accepted convergent validity. The large variation of measurement items/indicators contained in the Nitaqat Program variable of 61.1% exceeds the accepted convergent validity requirement of above 50%. Therefore, the validity of the Nitaqat Program is accepted. Likewise with the AVE of other variables with estimated results above 0.50 (the convergent validity of all research variables is accepted).

Table 3. HTMT.

	Intention To Stay	Nitaqat Program	Remuneration	Residential System Expatriat	Decree Saudi Nationality's
Intention To Stay					
Nitaqat Program	0.427				
Remuneration	0.553	0.171			
Residential System Expatriat	0.147	0.185	0.312		
Decree Saudi Nationality's	0.625	0.180	0.748	0.277	

The third evaluation of discriminant validity at the variable level is HTMT where if HTMT is less than 0.90 then the discriminant validity evaluation is accepted. The HTMT measure is recommended because it can detect discriminant validity more accurately. The estimation results show that all pairs of variables have HTMT less than 0.90 then the discriminant validity evaluation is accepted. Variables divide variance into measurement items that measure each of them higher than dividing variance into items on other variables.

Structural Model Evaluation (Inner Model)

Structural model evaluation is related to testing the hypothesis of the influence between previously hypothesized research variables. Structural model evaluation consists of first, checking collinearity between variables with the Inner VIF (Variance Inflated Factor) measure, second, testing the path coefficient hypothesis where if the p-value of one-way testing is less than 0.05 (significant), testing the significance of mediating and moderating variables and fourth, evaluating the influence of variables at the structural level with f square.

Table 4. Inner VIF.

	VIF
Nitaqat Program -> Intention to Stay	1.102
Decree Saudi Nationality's -> Intention to Stay	1.828
Nitaqat Program -> Remuneration	1.028
Decree Saudi Nationality's -> Remuneration	1.028
Remuneration -> Intention to Stay	1.862
Residential System Expatriat -> Intention to Stay	1.162
Residential System Expatriat x Remuneration -> Intention to Stay	1.032

The first is a multicollinear test between variables were based on the processing of the inner VIF (Variance Inflated Factor) value of the variables that affect remuneration and intention to stay is less than 5, then the multicollinearity between the variables is low (can be ignored). These results indicate that the resulting parameter estimates are acceptable. The parameter estimates of the PLS model are not biased or the parameter estimates can be used to determine the influence between variables.

The second is a partial test, namely testing the research hypothesis of the influence between variables consisting of direct effects, mediation effects, and moderation effects. If the t-value of the test statistic is > 1.645 or p-value < 0.05 then there is a significant influence. The testing process in PLS-SEM uses bootstrapping. The following are the results of data processing.

Table 5. Hypothesis Testing (Direct Effect).

Hypothesis	Hypothesis Statement	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Description
H1	Nitaqat Program -> Intention To Stay	-0.256	-0.260	0.069	3.720	0.000	Supported
H2	Decree Saudi Nationality's -> Intention To Stay	0.354	0.358	0.087	4.072	0.000	Supported
H3	Nitaqat Program -> Remuneration	-0.033	-0.037	0.063	0.520	0.603	Not supported
H4	Decree Saudi Nationality's -> Remuneration	0.659	0.663	0.051	12.823	0.000	Supported
H5	Remuneration -> Intention To Stay	0.198	0.190	0.080	2.456	0.014	Supported

Based on the results of the hypothesis testing above, it is known as follows:

- The first hypothesis (H1) is accepted/supported, namely the Nitaqat Program has a significant negative effect on Intention To Stay with a path coefficient of -0.256 and a t statistic of 3.720 > 1.96 or a p-value of 0.000 < 0.05 .
- The second hypothesis (H2) is accepted/supported, namely, the Saudi Nationality's Decree has a significant positive effect on Intention To Stay with a path coefficient of 0.354 and a t statistic of 4.072 > 1.645 or a p-value of 0.000 < 0.05 .
- The third hypothesis (H3) is rejected / not supported, namely the Nitaqat Program does not have a significant effect on Remuneration with a path coefficient of -0.033 and a t statistic of 0.520 < 1.645 or a p-value of 0.603 > 0.05 .
- The fourth hypothesis (H4) is accepted/supported, namely that the Saudi Nationality's Decree has a significant positive effect on Remuneration with a path coefficient of 0.659 and a t statistic of 12.823 > 1.96 or a p-value of 0.000 < 0.05 .
- The fifth hypothesis (H5) is accepted/supported, namely that Remuneration has a significant positive effect on Intention To Stay with a path coefficient of 0.198 and a t statistic of 2.456 > 1.645 or a p-value of 0.014 < 0.05 .

The third is the mediation test, which tests the role of remuneration mediation in mediating the indirect effect of the Nitaqot program and the Saudi Nationality's Decree on intention to stay. This test uses the bootstrapping process.

Table 6. Mediation Test.

Hypothesis	Hypothesis Statement	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Description
H6	Nitaqat Program -> Remuneration -> Intention To Stay	-0.006	-0.007	0.013	0.492	0.623	Not supported
H7	Decree Saudi Nationality's -> Remuneration -> Intention To Stay	0.130	0.125	0.053	2.441	0.015	Supported

Based on the results of the mediation test, the following can be seen.

- The sixth hypothesis (H6) is rejected / not supported, namely that Remuneration plays an insignificant role as a mediating variable, namely a variable that mediates the indirect influence of the Nitaqat Program on increasing Intention To Stay with a mediation path coefficient (-0.006) and t statistic (0.492 < 1.645) or p-value (0.623 > 0.05).

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- b) The seventh hypothesis (H7) is accepted/supported, namely that Remuneration plays a significant role as a mediating variable, namely a variable that mediates the indirect influence of the Saudi Nationality's Decree on increasing Intention To Stay with a mediation path coefficient (0.130) and t statistic (2.441 > 1.645) or p-value (0.015 < 0.05). Because the Saudi Nationality Decree has a significant direct effect on the Intention to Stay in the second hypothesis (H2), the mediation effect of Remuneration is included in partial mediation.

Table 7. Moderation Test.

Hypothesis	Hypothesis Statement	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Description
H8	Residential System Expatriat x Remuneration -> Intention To Stay	-0.148	-0.137	0.072	2.056	0.040	Supported

Next is the moderation test. The results of the moderation test on the eighth hypothesis (H8) are accepted/supported, indicating that the Residential System Expatriate significantly moderates the effect of Remuneration on Intention To Stay with a moderation path coefficient (-0.148) and t statistic 2.056 > 1.645 or p-value 0.040 < 0.05. The moderation coefficient is negative, indicating that the Residential System Expatriate weakens the effect of Remuneration on Intention To Stay.

To show the significance of moderation testing, it can be described in a simple slope analysis. Respondents who give a high assessment/agree to the Residential System Expatriate (green line) will have a lower influence of remuneration on the intention to stay compared to respondents who give a low assessment/disagree (red line) on the Residential System Expatriate program. The more respondents believe or give a positive assessment of the Residential System Expatriate program, the lower the influence of remuneration on the intention to stay.

Table 8. F square.

	f-square
Nitaqat Program -> Intention To Stay	0.104
Decree Saudi Nationality's -> Intention To Stay	0.120
Nitaqat Program -> Remuneration	0.002
Decree Saudi Nationality's -> Remuneration	0.757
Remuneration -> Intention To Stay	0.037
Residential System Expatriat x Remuneration -> Intention To Stay	0.053

The fourth is the effect size f square test. F square is the influence of variables at the structural level. The interpretation of the direct effect f square value is different from the moderation effect. The direct effect f square value can be interpreted as low influence (f square = 0.02), moderate influence (f square = 0.15), and high influence (f square = 0.35). The moderation f square is low influence (f square = 0.005), moderate influence (f square = 0.010), and high influence (f square = 0.025). Based on data processing, the following can be produced:

- The influence of the Nitaqat Program on Intention To Stay at the structural level is f square 0.104 and is classified as a low influence approaching moderate.
- The influence of the Saudi Nationality's Decree on Intention To Stay at the structural level is f square 0.120 and is classified as a low influence approaching moderate.
- The influence of the Nitaqat Program on Remuneration at the structural level is f square 0.002 and is classified as a low influence.
- The influence of Saudi Nationality's Decree is significant on Remuneration at the structural level of f square 0.757 and is classified as a high influence.
- The influence of Remuneration on Intention To Stay at the structural level of f square 0.037 is classified as a low influence.

- f) The moderating influence of the Residential System Expatriate in moderating the influence of Remuneration on Intention To Stay at the structural level of f^2 0.053 and is classified as a high influence.

Discussion of the First Hypothesis (H1)

The first hypothesis (H1) shows that the Nitaqat Program has a significant negative effect on the Intention To Stay. This indicates that the existence of the Nitaqat Program significantly influences the decline in the intention of workers to stay in Saudi Arabia. This finding is consistent with previous studies showing that migration policies or employment regulations can affect the intention to stay of workers. In practical terms, this can be seen when workers feel limited in career development or feel unappreciated professionally, this can reduce their intention to stay (De Clercq, 2022).

Statistical data shows that the first hypothesis (H1) is accepted/supported, namely the Nitaqat Program has a significant negative effect on Intention to Stay with a path coefficient of -0.256 and a t statistic of $3.720 > 1.96$ or a p-value of $0.000 < 0.05$.

Based on the statistical data above, there is a significant negative relationship between the Nitaqat Program and the Interest of Expatriate Professionals to Stay in Saudi Arabia. This means that the higher the value of the Nitaqat Program, the lower the Interest of Expatriate Professionals to Stay in Saudi Arabia.

The results of the regression test show that the Nitaqat Program has a significant negative effect on the Interest of Expatriate Professionals to Stay in Saudi Arabia. The regression coefficient $\beta = -0.256$ indicates that every one-unit increase in the value of the Nitaqat Program will decrease the Interest of Expatriate Professionals to Stay in Saudi Arabia by 0.256 units.

From the description above, it can be concluded that H-1 is accepted, meaning that the Nitaqat Program has a significant negative influence on the intention to stay of Expatriate Professionals in Saudi Arabia.

Discussion of the Second Hypothesis (H2)

The second hypothesis (H2) shows that the Saudi Nationality's Decree has a significant positive effect on the Intention To Stay. This shows that the policy of granting citizenship or certain legal status can increase the intention to stay of workers. In practical terms, this can be seen when workers feel they have legal security and certainty of status, this can increase their intention to stay. This finding is consistent with previous studies showing that policies granting citizenship or certain legal status can increase the intention to stay in the workforce. Studies by Khalil Mohammed (2018), show great interest from expatriates in Saudi Arabia to become Saudi citizens, due to the various facilities and priority services provided by the Saudi Arabian government. Statistical data shows that the second hypothesis (H2) is accepted/supported, namely that the Saudi Nationality's Decree has a significant positive effect on Intention to Stay with a path coefficient of 0.354 and a t statistic of $4.072 > 1.645$ or a p-value of $0.000 < 0.05$.

Based on the statistical data above, there is a significant positive relationship between the Saudi Nationality's Decree and the Interest of Expatriate Professionals to Stay in Saudi Arabia. This means that the higher the value of the Saudi Nationality's Decree, the higher the Interest of Expatriate Professionals to Stay in Saudi Arabia.

The results of the regression test show that the Saudi Nationality's Decree has a significant positive effect on the Interest of Expatriate Professionals to Stay in Saudi Arabia. The regression coefficient $\beta = 0.354$ indicates that every one-unit increase in the value of the Saudi Nationality's Decree will increase the Interest of Expatriate Professionals to Stay in Saudi Arabia by 0.354 units. This finding is in line with previous research showing that policies that provide opportunities for foreign workers to obtain citizenship can increase their interest in staying in a country.

So, from the description above, it can be concluded that H-2 is accepted. The Saudi Nationality Decree has a significant positive influence on the Interest of Expatriate Professionals to Stay in Saudi Arabia.

Discussion of the Third Hypothesis (H3)

Based on the research results, the third hypothesis (H3) shows that the Nitaqat Program does not have a significant effect on Remuneration. This shows that the Nitaqat Program policy does not significantly affect the compensation or reward system for workers in Saudi Arabia. Statistical data shows that the third hypothesis (H3) is rejected / not supported, namely that the Nitaqat Program has no significant effect on Remuneration with a path coefficient of -0.033 and a t statistic of 0.520 <1.645 or a p-value of 0.603 > 0.05.

Based on the statistical data above, there is no significant relationship between the Nitaqat Program and Remuneration. This means that the Nitaqat Program does not have a significant effect on the level of remuneration of foreign workers in Saudi Arabia. The results of the regression test show that the Nitaqat Program has an insignificant effect on Remuneration. The regression coefficient $\beta = -0.033$ indicates that every one-unit increase in the value of the Nitaqat Program will only decrease Remuneration by 0.033 units. This shows that the Nitaqat Program has no practical effect on the level of remuneration of foreign workers in Saudi Arabia.

The Nitaqat Program in Saudi Arabia is designed to increase the use of local labor and encourage private companies to employ more Saudi citizens. Although the program has various implications for the labor market and immigration policy, there are indications that the Nitaqat program has not had a significant impact on the remuneration or compensation system for workers in Saudi Arabia (Lucien et al., 2023).

So, from the description above it can be concluded that H-3 is rejected. The Nitaqat Program does not have a significant effect on Remuneration. This finding shows that the Nitaqat Program is not likely to have a negative impact on the wages of foreign workers in Saudi Arabia.

Discussion of the Fourth Hypothesis (H4)

Based on the fourth hypothesis (H4) which states that the Saudi Nationality's Decree has a significant positive effect on Remuneration, this finding is supported by statistical data that shows that the fourth hypothesis (H4) is accepted/supported, namely the Saudi Nationality's Decree has a significant positive effect on Remuneration with a path coefficient of 0.659 and t statistic 12.823 > 1.96 or p-value 0.000 <0.05. Correlation of the Saudi Nationality's Decree - Remuneration: 0.757 (strong and positive), and the Saudi Nationality's Decree Regression Test - Remuneration: $\beta = 0.659$, $t = 12.823$ (significant).

Based on the statistical data above, there is a strong and positive relationship between the Saudi Nationality's Decree and Remuneration. This means that the Saudi Nationality's Decree has a significant influence on the level of remuneration of foreign workers in Saudi Arabia. The regression test shows that the Saudi Nationality Decree has a significant effect on Remuneration. The regression coefficient $\beta = 0.659$ shows that every one-unit increase in the value of the Saudi Nationality Decree will increase Remuneration by 0.659 units. This shows that the Saudi Nationality Decree has a practical effect on the level of remuneration of foreign workers in Saudi Arabia.

The Saudi Nationality Decree (Grant Citizenship) is an important step that has the potential to increase remuneration (salary and benefits) and the desire to stay for expatriate professional workers in Saudi Arabia. This decree provides opportunities for 14 skilled professions to obtain Saudi citizenship (Alshahrani, 2022). So, the Saudi Nationality's Decree (Grant Citizenship) has a significant positive influence on remuneration and residence desire for expatriate professional workers in Saudi Arabia. The increasing trend of expatriate interest

in becoming Saudi citizens and living in Saudi Arabia shows the positive impact of this Decree. This can encourage economic growth and development of Saudi Arabia in the future (Singh et al., 2022).

From the description above, it can be concluded that H-4 is accepted. The Saudi Nationality's Decree has a significant and positive impact on Remuneration. This finding indicates that the Saudi Nationality's Decree is likely to have a positive impact on the wages of foreign workers in Saudi Arabia.

Discussion of the Fifth Hypothesis (H5)

Based on the fifth hypothesis (H5) which states that Remuneration has a significant positive effect on Intention to Stay, this finding is supported by statistical data that the research Fifth Hypothesis (H5) is accepted/supported, namely Remuneration has significant positive effect on Intention to Stay with a path coefficient of 0.198 and t statistic $2.456 > 1.645$ or p-value $0.014 < 0.05$. Correlation Remuneration - Intention to Stay: 0.311 (moderate and positive) and Remuneration Regression Test - Intention to Stay: $\beta = 0.198$, $t = 2.456$ (significant).

Based on the statistical data above, there is a moderate and positive relationship between Remuneration and Intention to Stay. This means that Remuneration has a significant influence on the level of interest in staying foreign workers in Saudi Arabia. The regression test shows that Remuneration has a significant influence on Intention to Stay. The regression coefficient $\beta = 0.198$ shows that every one-unit increase in the value of Remuneration will increase the Intention to Stay by 0.198 units. This shows that Remuneration has a practical influence on the level of interest in staying foreign workers in Saudi Arabia.

In Saudi Arabia, the labor system is based on a comprehensive labor law that stipulates a range of mandatory benefits for employers to ensure compliance with applicable regulations. Common remuneration or additional benefits provided to employees in Saudi Arabia are aimed at attracting and retaining a competent workforce (Adham & Hammer, 2021). Some of the additional benefits often offered include comprehensive health insurance, a monthly housing allowance to help cover the high cost of accommodation, a transportation allowance to help employees overcome the limitations of public transportation, and an annual airfare allowance to facilitate expatriate employees visiting their home country (Barnes, 2021). In addition, telecommunications allowances, retirement savings packages, and education allowances are also common forms of support provided by employers. While there is no universal minimum wage in the private sector, the public sector has a minimum wage set by the government, and certain industries also have minimum wages that must be met (Werner & Balkin, 2021). Overtime regulations entitle employees to a premium for hours worked more than the standard, and after a minimum of one year of service, workers are entitled to an end-of-service gratuity as a form of severance pay. To ensure that employees receive a decent salary, Saudi Arabia has implemented the Wage Protection System, which ensures that all salaries are paid on time via electronic transfer to the employee's bank account (Belwal et al., 2020).

From the description above, it can be concluded that H-5 is accepted. Remuneration has a significant and positive influence on Intention to Stay. This finding shows that remuneration is one of the important factors that need to be considered by the Saudi Arabian government to increase the interest of foreign workers to stay in the country.

Discussion of the Sixth Hypothesis (H6)

Based on the results of the mediation test on the sixth hypothesis (H6), which states that Remuneration does not play a significant role as a mediating variable on the indirect effect of the Nitaqat Program on increasing Intention To Stay. This is in line with previous studies which state that research by Al Shanbri (2014) and Al Gharbi (2021) shows that Nitaqat is a derivative variable of job satisfaction that affects employee turnover but does not significantly affect remuneration. This shows that the Nitaqat Program policy focuses more on other aspects that affect job satisfaction and the decision of workers to continue working in Saudi Arabia.

This finding is supported by statistical data that the sixth Hypothesis (H6) is rejected / not supported, namely that Remuneration plays an insignificant role as a mediating variable, namely the variable that mediates the indirect effect of the Nitaqat Program on increasing Intention To Stay with a mediation path coefficient (-0.006) and t statistics ($0.492 < 1.645$) or p-value ($0.623 > 0.05$). Mediation Coefficient: Remuneration = -0.006, t Statistic: 0.492 and p-value: 0.623. Based on the statistical data, Hypothesis 6 is rejected. This means that Remuneration does not act as a mediating variable that mediates the indirect effect of the Nitaqat Program on increasing Intention To Stay. This finding indicates that Remuneration cannot explain the relationship between the Nitaqat Program and Intention To Stay.

This finding indicates that Remuneration cannot explain the relationship between the Nitaqat Program and Intention To Stay. This means that although the Nitaqat Program has a negative effect on Intention To Stay, this effect cannot be explained by Remuneration. Some possible explanations for this finding are:

- a) Other factors are more important: There is a possibility that other factors are more important in influencing Intention To Stay than Remuneration, such as job opportunities, quality of life, or sense of security.
- b) Remuneration measurement: The method of measuring Remuneration in this study may not be accurate or comprehensive enough.
- c) Complex relationship: The relationship between the Nitaqat Program, Remuneration, and Intention To Stay may be more complex than modeled in this study.

From the description above, it can be concluded that H-6 is rejected. Remuneration does not act as a mediating variable that mediates the indirect effect of the Nitaqat Program on increasing Intention To Stay.

Discussion of the Seventh Hypothesis (H7)

Based on the results of the mediation test on the seventh hypothesis (H7), which states that Remuneration plays a significant role as a mediating variable on the indirect influence of the Saudi Nationality's Decree on increasing Intention To Stay. This finding is supported by statistical data that the seventh Hypothesis (H7) is accepted/supported, namely, Remuneration plays a significant role as a mediating variable, namely a variable that mediates the indirect influence of the Saudi Nationality's Decree on increasing Intention To Stay with a mediation path coefficient (0.130) and t statistics ($2.441 > 1.645$) or p-value ($0.015 < 0.05$). Because the Saudi Nationality's Decree has a significant direct effect on the Intention To Stay in the second hypothesis (H2), the mediation effect of Remuneration is included in partial mediation.

Based on the statistical data above, Hypothesis 7 is accepted. This means that Remuneration plays a significant role as a mediating variable that mediates the indirect influence of the Saudi Nationality's Decree on increasing Intention To Stay. This finding suggests that Remuneration can explain the relationship between Saudi Nationality's Decree and Intention To Stay. This means that although the Saudi Nationality's Decree has a positive influence on the Intention To Stay, this influence is partly explained by Remuneration.

One possible explanation for this finding is that Saudi Nationality's Decree can increase Remuneration, which in turn can increase the Intention To Stay. This is supported by the results of the study which show that Saudi Nationality's Decree has a significant positive effect on Remuneration.

The findings of this study have several important implications for future research. First, future research needs to consider the role of mediating variables in explaining the relationship between independent and dependent variables. Second, future research needs to develop a more complex model to explain the relationship between Saudi Nationality's Decree, Remuneration, and Intention To Stay.

From the description above, it can be concluded that H-7 is accepted. Remuneration acts as a mediating variable that mediates the indirect effect of Saudi Nationality's Decree on increasing Intention To Stay.

Discussion of the Eighth Hypothesis (H8)

Based on the results of the moderation test on the eighth hypothesis (H8), which states that the Residential System Expatriate significantly moderates the effect of Remuneration on Intention To Stay with a negative moderation coefficient, indicating that the Residential System Expatriate weakens the effect of Remuneration on Intention To Stay. Statistical data for this eighth hypothesis states that the results of the study The results of the moderation test on the eighth hypothesis (H8) are accepted/supported which shows that the Residential System Expatriate significantly moderates the effect of Remuneration on Intention To Stay with a moderation path coefficient (-0.148) and t statistic $2.056 > 1.645$ or p-value $0.040 < 0.05$. The moderation coefficient is negative which indicates that the Residential System Expatriate weakens the effect of Remuneration on Intention To Stay.

Based on the statistical data above, Hypothesis 8 is accepted. This means that the Residential System Expatriate moderates the effect of Remuneration on Intention To Stay. This finding suggests that the relationship between Remuneration and Intention To Stay is influenced by the Expatriate Residential System. This means that the effect of Remuneration on Intention To Stay will be weaker for respondents with a poor Expatriate Residential System, and vice versa.

One possible explanation for this finding is that a poor Expatriate Residential System can reduce the positive effect of Remuneration on Intention To Stay. This may be because a poor Expatriate Residential System can make respondents feel uncomfortable and unsafe living in Saudi Arabia, so even though they get high Remuneration, they may still not want to stay there.

Factors such as government regulations on residency restrictions, subjective factors in determining professions, costs of changing professions, and complex document management systems can all influence expatriates' decisions to stay in Saudi Arabia, regardless of the remuneration received (Moshood et al., 2020). This shows that the decision to stay (Intention To Stay) is influenced by many complex factors, and the Expatriate Residential System plays an important role as a moderator in the relationship between remuneration and Intention To Stay. From the above explanation, it can be concluded that H-8 is accepted. The Expatriate Residential System moderates the effect of Remuneration on Intention To Stay.

CONCLUSION

The results of this study indicate that the Nitaqat Program has a significant negative effect on the Intention To Stay of expatriate professionals, with a path coefficient of -0.256 and a t statistic of $3.720 > 1.96$ (p-value $0.000 < 0.05$). On the other hand, the Saudi Nationality's Decree has a significant positive effect on the Intention To Stay with a path coefficient of 0.354 and a t statistic of $4.072 > 1.645$ (p-value $0.000 < 0.05$). However, the Nitaqat Program does not affect the Remuneration received by expatriate professionals, with a path coefficient of -0.033 and a t statistic of $0.520 < 1.645$ (p-value $0.603 > 0.05$). Saudi Nationality's Decree is proven to have a significant positive effect on Remuneration, with a path coefficient of 0.659 and a t statistic of $12.823 > 1.96$ (p-value $0.000 < 0.05$). In addition, Remuneration also has a significant positive effect on Intention To Stay, with a path coefficient of 0.198 and a t statistic of $2.456 > 1.645$ (p-value $0.014 < 0.05$). However, Remuneration does not play a significant role as a mediating variable for the influence of the Nitaqat Program on Intention To Stay, with a mediation path coefficient of -0.006 and a t statistic of $0.492 < 1.645$ (p-value $0.623 > 0.05$). On the other hand, Remuneration successfully mediates some of the influence of Saudi Nationality's Decree on Intention To Stay, with a mediation path coefficient of 0.130 and a t statistic of $2.441 > 1.645$ (p-value $0.015 < 0.05$). This influence is called partial mediation. In addition, the results of the moderation test show that the Expatriate Residential System significantly moderates the influence of Remuneration on Intention To Stay with a moderation path coefficient of -0.148 and a t statistic of $2.056 > 1.645$ (p-value $0.040 < 0.05$), which indicates that the residential system weakens the influence of Remuneration on Intention To Stay.

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