THE UNIVERSITY OF HULL

Attitudes of Saudi young people toward working in retail sector

being a Thesis submitted for the degree of Doctor of Philosophy at the University of Hull

By:
Abdulelah Mohammed Alnafisah

(Master of Business Administration 2009)

January 2015

ACKNOWLEDGEMENTS

I must first acknowledge and thank God for allowing the divine design of this research to manifest and for his continual support in my life. This work could not have been accomplished without the help and support of many people. I would like to thank my first supervisor Dr David Bright, I am grateful for him encouragement, support, patience and guidance throughout this entire process. I also thank my second supervisor Dr Denise Thursfield who gives me some suggestions which contribute to improve my thesis.

I would like to acknowledge and thank all of the participants, who graciously volunteered their time and perspectives to the research. Above all, I would like to thank my family especially, my father and mother for their love, encouragement and support during my PhD journey. Unfortunately, my father died two years ago, before he sees the dream comes true. Although he left inside me a massive sadness but my faith in destiny has given me a power and patience to continue and finish the study.

I am sure he is feeling me right now and so glad for me as his support and upbringing did not go down the drain.

ABSTRACT

Saudi culture has its roots in a tribal nomadic society that was dependent on grazing, agriculture and fishing. After the discovery of oil, however, the economy began to grow rapidly, relying on income from oil exports and industries deriving products from petroleum. This led to rapid expansion in the labour market and the emergence of modern projects and new jobs for which Saudi citizens were under-qualified (Shaban et al., 1995). Consequently, the government was forced to employ foreign labour to fill these positions and began to rely heavily on expatriate workers, especially from poor countries, to work mostly in vocational, lower-skilled and manual jobs. These jobs became associated with cheap foreign labour and now have the lowest level of social status in contrast to government and administrative roles. As a result, these lower-paid jobs are viewed rather negatively, especially by the younger generation of Saudis who appear reluctant to undertake such work. These jobs are characterized by low wages, few holidays, long working hours and less prestige. Most people seek government jobs where they can enjoy comfortable offices, high salaries, long holidays and short working hours (Mellah, 2000; King Abdulaziz University, 2009). This has made the private sector dependent on a primarily expatriate work force, and this situation has caused increasing unemployment and substantial economic damage because of financial transfers abroad. The government was, therefore, forced to take action in order to solve this problem and in 1996 decided to apply a policy of Saudization to the labour market (Ministry of Labour, 2009). Yet, Saudization on its own has not been strong enough to create lasting change; salaries are still weak and this has caused low employment continuity, which has made the private sector lose confidence in recruiting Saudis. In addition, the educational system

has proved inefficient in training graduates to fulfil the needs of the labour market. Thus, it has now become necessary to train Saudis in specialized centres and increase their salaries with government subsidies as an incentive. Therefore, the aim of government support is to reduce unemployment and qualify citizens for work. Also, it will be found in this research that the benefits of government support are not limited for reducing unemployment and qualifying citizens but working in lower-skilled jobs specifically in retail sector is a good opportunity for practicing what is taught and establishing a life career.

This study aims to test the success of government support (Saudization, training and financial support) in gaining potential benefits from encouraging Saudis to work in the retail sector, including the rehabilitation of young people and their ability to experience practical application during studies to solve the problem of inadequate state education and reduced unemployment from the perspectives of Saudi workers in the shop market. The study applies structural equation modelling to measure the impact of government support via mediator variables in a model that includes factors contributing to the reluctance of young people towards working in vocational and lower-skilled jobs (salary, domination of expats and negative perceptions regarding working in these jobs) and the willingness of Saudi workers to continue in work. The analysis assesses the relationships between the variables, and the direct and indirect effects in respect to a sample of Saudi workers in the retail sector. The researcher also used a triangulation technique of focus group interviewing with branch managers to confirm the results of the model, as well as investigating further how potential benefits can be obtained via working in retail and the reasons behind branch

managers continuing in work since that time, even though there was great reluctance among Saudi young people with regard to working in this sector.

CONTENTS

ACKNOWLEDGEMENTS II

ABSTRACT III

LIST OF TABLES X

LIST OF FIGURES XI

1 **Chapter one: Introduction** 1

1.1 The importance of working in lower-skilled and vocational jobs, particularly in the retail sector, with regard to the Saudi economy (The significance of the study) 1

1.2 General objective of the research 6

2 **Chapter two: Overview of the country** 8

2.1 Introduction 8

2.2 History Overview, Location and Population 8

2.3 Political Profile 9

2.4 Saudi culture 10

2.4.1 The religion 10

2.4.2 Customs and traditions 12

2.4.3 Cultural dimensions 13

2.5 Overview of the Saudi economy 17

2.5.1 Saudi labour market 21

2.5.2 Women in work 24

2.5.3 Private sector 25

2.5.4 Unemployment 36

2.6 Summary 39

3 **Chapter three: Theoretical framework and hypothesis of the study** 41

3.1 Introduction 41

3.1.1 Factors in the reluctance of Saudi young people towards working in vocational and lower-skilled jobs 43

3.1.2 Government support 52

3.1.3 Willingness of Saudi young people to continue at work (Satisfaction) 67

3.1.4 Potential Benefits of working in retail sector 84

3.2 Hypotheses 106

3.3 Summary 107

4 **Chapter four: Methodology** 110

4.1 Introduction 110

4.2 Using Structural Equation Modelling (SEM) and its contribution 111

4.3 Operationalizing the constructs of study (applying stage 1 and 2) 119
4.3.1 Operationalizing government support 122
4.3.2 Operationalizing reluctance of young people to work in vocational and lower-skilled jobs (retail sector) 122
4.3.3 Operationalizing willingness of Saudi workers to continue in work 123
4.3.4 Operationalizing potential benefits of working in the retail sector 124
4.4 Research philosophy 126
4.5 Positivism 127
4.6 Interpretivism 130
4.7 Research approach 132
4.8 Research methodology 133
4.9 Research strategy (applying stage 3) 135
4.9.1 Case study 136
4.9.2 Survey 137
4.10 Data collection methods 137
4.10.1 Structured interview (a questionnaire) 138
4.10.2 Unstructured interview 145
4.10.3 Direct observation 146
4.10.4 Focus group 147
4.10.5 Participant observation 148
4.11 Validity and reliability of the study (applying stage 4) 149
4.11.1 Validity and reliability in the quantitative approach 150
4.11.2 Validity and reliability in qualitative approach 153
4.12 Sample 156
4.13 Ethical issues 158
4.14 Statistical data analysis 159
4.14.1 Descriptive and frequency analysis 160
4.14.2 Factor analysis 161
4.15 Organizing the interview transcripts 169
4.15.1 Validation of the interview transcripts 170
4.15.2 Analysis of the interview transcripts 170
4.16 Summary 172
5 **Chapter five: Analysis of data** 173
5.1 Introduction 173

5.2 Missing data and outliers 173
5.3 Respondents' characteristics 174
5.4 Descriptive analysis 184
5.4.1 Factors of reluctance among Saudi young people to work in the retail sector 184
5.4.2 Government support 187
5.4.3 Willingness of Saudi workers to continue in work 189
5.4.4 Potential benefits of working in the retail sector 191
5.5 Multivariate analysis 194
5.5.1 Exploratory factor analysis 194
5.5.2 Confirmatory factor analysis 197
5.5.3 Measurement of entire model (with all the constructs) 211
5.5.4 Validity of the measurement 214
5.5.5 The structural model 216
5.5.6 Hypothesis testing from the results of the structural equation 218
5.6 Analysing of the open question 224
5.7 Analysing of focus groups 231
5.7.1 The researcher's experience of collecting data from the focus groups 232
5.7.2 Analysing the data from the two focus groups 234
5.8 Summary 257
6 **Chapter six: Discussion** 259
6.1 Introduction 259
6.2 Factors of reluctance of young people to work in vocational and lower-skilled jobs (retail sector), 259
6.3 Government support 273
6.4 Willingness of Saudi workers to continue in working (satisfaction) 283
6.5 Potential benefits of working in the retail sector 291
6.6 Reasons for the continuity of branch managers in work 301
6.7 Hypotheses 304
7 **Chapter Seven: Conclusion** 309
7.1 Theoretical contribution 309
7.2 Practical contribution 314
7.3 Recommendations 318
7.4 Limitations 325
8 References 327

9 Appendix 1: Questionnaire in English 351
10 Appendix 2: Questionnaire in Arabic 356
11 Appendix 3: Exploratory factor analysis for variables of research 365
12 Appendix 4: Questions of focus groups in English 369
13 Appendix 5: Questions of focus groups in Arabic 369
14 Appendix 6: Tables 370

LIST OF TABLES

Table 1.1: Percentage distribution of GDP by economic activity 4
Table 2.1: Functional requirements expected in the private business sector for 2011 and 2012, classified according to the key economic sectors in the Kingdom of Saudi Arabia 5
Table 3.2: numbers of workers in the private sector according to occupations, nationality and gender in 2010 23
Table 4.2: Operating establishments by size, class of employees and economic activity 2010 30
Table 5.3: numbers of Saudis and expatriates workers in some vocational and lower-skilled jobs in 2006 62
Table 6.5: Descriptive analysis for Expatriates' dominance and low cooperation of private sector, Culture and Salary 185
Table 7.5: Descriptive Statistics for Saudization, Training and Financial support 188
Table 8.5: Descriptive Statistics for Willingness of Saudi workers to continue in work (satisfaction) 190
Table 9.5: Descriptive Statistics for Benefits of working in retail sector (Help) 191
Table 10.5: Cronbach's alpha and The Kaiser- The Kaiser-Meyer-Olkin value 197
Table 11.5: The recommended cut -off values for SEM fit indices 199
Table 12.5: Goodness-of-fit Indices for factors of reluctance among Saudi young people to work in lower-skilled jobs. 200
Table 13.5: Estimated values for factors of reluctance among Saudi young people to work in lower-skilled jobs 201
Table 14.5: Goodness-of-fit Indices for government support 203
Table 15.5: Estimated values for government support 204
Table 16.5: Goodness-of-fit Indices for willingness of Saudi workers to continue working in the shop market. 206
Table 17.5: Estimated values for willingness of Saudi workers to continue working in the shop market. 207
Table 18.5: Goodness-of-fit Indices for potential benefits of working in the shop market 209
Table 19.5: Estimated values for potential benefits of working in the shop market 210
Table 20.5: Goodness-of-fit Indices for Measurement of model 213
Table 21.5: Estimated values for Measurement of model 370
Table 22.5: Average variance extracted **(**AVE) 373
Table 23.5: Composite reliability 374
Table 24.5: Output of the construct correlation matrix 215
Table 25.5: Goodness-of-fit Indices for The structural model 218
Table 26.5: Path coefficients and R squared values for the structural model 376
Table 27.5: Indirect effect between variables 222

LIST OF FIGURES

Figure 1.3: theoretical framework and hypotheses of the study 43
Figure 2.3: the research process onion 110
Figure 3.4: procedure for developing better measures 141
Figure 4.5: Age of young people 175
Figure 5.5: Education level 176
Figure 6.5: Do you have an idea of importance of working in retail sector employment? 177
Figure 7.5: How long have you been working here? 178
Figure 8.5: Job title 179
Figure 9.5: Salary of employee 180
Figure 10.5: Total family income 181
Figure 11.5: Have you been trained to work and where? 182
Figure 12.5: Did you get money support from Human Resources Development Fund? 183
Figure 13.5: Work status 184
Figure 14.5: Confirmatory factor analysis for factors of reluctance among Saudi young people to work in lower-skilled jobs 198
Figure 15.5: Confirmatory factor analysis for government support 202
Figure 16.5: Willingness of Saudi workers to continue working in the shop market 205
Figure 17.5: Confirmatory factor analysis for potential benefits of working in the shop market 208
Figure 18.5: Confirmatory factor analysis for all the constructs (Measurement of model) 212
Figure 19.5: The structural model 216

1 Chapter one: Introduction

1.1 The importance of working in lower-skilled and vocational jobs, particularly in the retail sector, with regard to the Saudi economy (The significance of the study)

Retail is the most important sector after the petrochemical industry in Saudi Arabia. Although the retail sector does not require workers with a high level of skills, it generates a huge amount of revenue. Therefore, this type of work represents a good opportunity for young unemployed people, as many of them have secondary-level education certificates. However, due to reluctance among young Saudis to accept these jobs, there are some dangerous changes occurring that might damage the Saudi economy and cause social problems, such as sharply rising unemployment (especially among those who are 20–25 years old), the transfer of large amounts of funds by foreign labour outside the Kingdom every year, the continued influx of a large expatriate workforce, the lack of comfortable job opportunities (in official posts), the difficulty of gaining admission to university because of the large number of young people demanding places, the failure of the education system in equipping graduates for the needs of the labour market, and increasing levels of poverty and crime. Therefore, there is an urgent need for young people to enter this market to avoid a major disastrous impact on the Saudi economy in the future.

Statistics from the Ministry of Labour indicate that Saudization rates in the mining, oil and gas extraction and quarrying sectors are the highest at 65.97%, followed by the electricity and water sector with 46.76%, and the insurance sector and real estate services with 33.54%. However, the percentages of Saudization are at their lowest in the sectors of social and personal services, transport, storage and communications, manufacturing, the wholesale and retail trade, construction, agriculture, hunting and fishing, where the Saudization rates in these sectors are between 2.27% and 17.27% (Ministry of Labour, 2007).

The College of Business Administration at King Faisal University (2012) conducted a study of the requirements of jobs and the need for training in the private sector in Saudi Arabia. The study shows that the economic sectors that most need to employ Saudis are construction, followed by the wholesale and retail areas, which include hotels, restaurants, markets and social and personal services, while a few sectors (electricity, gas and water) do not need to apply Saudization. Therefore, the labours (manual jobs) has the most need for Saudization compared with administrative jobs.

The study (College of Business Administration at King Faisal University, 2012) also mentioned the need to employ approximately 506,019 Saudis in 2011, and this figure rose in 2012 to require the recruitment of 586,404 in labours (manual jobs). This represents 52% of the total jobs in the labour market which are supposed to be filled by Saudis. This is followed by middle administrative jobs (27%), then lower administrative jobs (14%), and, lastly, top management posts (7%). The secondary school is more required qualifications by 56% followed by a university and diploma by 35% then, High studies by 9%. As most of jobs are not required high qualifications.

The results of the above study also indicate that most jobs that need to be filled do not require more than a secondary school qualification or below. These jobs are technical jobs (43%), then specialist jobs (15%), followed by marketing and supply posts (13%), then accounting positions (11%) and human resource management (5%). The Central Department of Statistics and Information (2013) has also mentioned that Saudis who have secondary-level qualifications or the equivalent represent the largest percentage of the total workforce at 34%.

The Eighth Development Plan (2005-2009) assumed that 20% of the graduates of secondary school and 70% of those graduating from higher education will enter the labour market, and thus the annual flow into the labour market is about 143,591, in addition to graduates from

different grades entering the labour market who have lower than secondary-level and higher than bachelor's qualifications. Therefore, the number may reach 170–180,000 person seeking jobs. This figure does not include graduates of institutes and technical and trade schools, so the total number expected to enter the labour market and seek jobs could be 200–220,000 annually (Ministry of Economy and Planning, 2005).

The findings of the study conducted by the College of Business Administration at King Faisal University (2012) are that the construction sector and the wholesale and retail trades are the sectors producing most of the jobs. Therefore, the study recommends encouraging young Saudis to work in the electricity sector and in blacksmithing and carpentry through increased financial support in order to attract young people to these jobs, and addressing the reluctance of young people by accompanying such measures with advertising to educate all youths. The report also states the need to change the culture of society and its attitude towards labouring jobs

The Central Department of Statistics and Information (2013) refers to the gross domestic product (GDP) for the wholesale and retail trade reaching 143,184 million SR in 2011, then increasing to 152,307 million SR in 2012. This demonstrates the ability of this sector to generate a huge amount of revenue and jobs each year.

Table 1.1: Percentage distribution of GDP by economic activity

	2011	2012
Agriculture , Forestry & Fishing	**3.54**	**3.41**
Mining & Quarrying	**19.77**	**19.86**
a) Crude Petroleum & Natural Gas	**19.16**	**19.25**
b) Other	**0.61**	**0.60**
Manufacturing	**13.56**	**13.52**
a) Petroleum Refining	**1.81**	**1.79**
b) Other	**11.75**	**11.72**
Electricity , Gas and Water	**2.38**	**2.43**
Construction	**7.19**	**7.15**
Wholesale & Retail Trade, Restaurants & hotels	**12.36**	**12.51**
Transport , Storage & Communication	**9.47**	**9.59**
Finance , Insurance , Real Estate ' & Business Services	**13.80**	**13.58**
a) Ownership of Dwellings	**6.48**	**6.32**
b) Others	**7.33**	**7.26**
Community , Social & Personal Services	**3.20**	**3.17**
Imputed Bank Services Charge	**1.41**	**1.36**
Sub - Total	**83.87**	**83.84**
Producers of Government Services	**15.18**	**15.20**
Total	**99.05**	**99.04**
Import Duties	**0.95**	**0.96**
Gross Domestic Product	**100**	*** 100**

(Central Department of Statistics and Information, 2013)

The table 1.1 above shows that in 2012 the highest percentages of the distribution of GDP were mining and quarrying (19.86%) and finance and the producers of government services (15.20%). Insurance, real estate and business services and manufacturing come next with

13.58% and 13.52%, then the wholesale and retail trade, restaurants and hotels with 12.51% (Central Department of Statistics and Information, 2013).

Table 2.1: Functional requirements expected in the private business sector for 2011 and 2012, classified according to the key economic sectors in the Kingdom of Saudi Arabia

Economic sectors	Average number of employees	The proportion of the sector%	Rate of growth	Functional needs for 2011	Functional needs for 2012
Construction	2668947	41.16	0.18716	499520	593010
Wholesale and retail trade	1483573	22.88	0.14285	211928	242202
Community services, social and personal	704338	10.86	0.09094	64052	69877
Manufacturing	695998	10.73	0.087	60552	65820
Agriculture, Forestry and Fishing	488387	7.532	0.1359	66372	75392
Transport, storage and communication	158620	2.446	0.14576	23120	26490
Finance, insurance and real estate services	118606	1.829	0.13437	15937	18078
Mining and Quarries	79370	1.224	0.15	11906	13692
A variety of other economic activities	57793	0.891	0.19111	11045	13156
Electricity, gas and water	28257	0.436	0.13882	3923	4468

(Central Department of Statistics and Information, 2013)

The table 1.2 above shows that the largest sector for expected functional needs for 2011 is the wholesale and retail trade with 211,928 while this is 242,202 for 2012. This indicates that there are massive functional needs every year, which demonstrates the rapid and substantial growth in this sector.

According to all these statistics and studies, it is concluded the importance of entering of Saudi young people in lower-skilled sectors especially retail sector.

1.2 General objective of the research

The aim of this study consists of two parts. Firstly, to test the success of government support (Saudization, training and financial support) in treating unemployment and poor state education by measuring the causal relationship between: factors of government support and potential benefits of working in the retail sector through mediators variables (factors of reluctance of young people to work in vocational and lower-skilled jobs (retail sector) and willingness of Saudi workers to continue in this work. Secondly, to confirm the results of the model through conducting interviews (a focus groups) and identifying reasons for the continuity of branch managers in work and their capabilities in setting up new businesses.

This main aim can be broken down into a number of research questions as follows:

1. What are the dimensional structure of the study constructs (Government support, reluctance of young people to work in vocational and lower-skilled jobs (retail sector), willingness of Saudi workers to continue in this work, and potential benefits of working in the retail sector)?
2. Is there a relationship between the study constructs (Government support, reluctance of young people to work in vocational and lower-skilled jobs (retail sector), willingness of Saudi workers to continue in this work, and potential benefits of working in the retail sector)?
3. What is the impact of Government support (Saudization, financial support and training) on reluctance of young people to work in vocational and lower-skilled jobs (retail sector)?
4. What is the impact of reluctance of young people to work in vocational and lower-skilled jobs (retail sector) on willingness of Saudi workers to continue in this work?

5. What is the impact of willingness of Saudi workers to continue to work in the retail sector (satisfaction) on potential benefits of working in the retail sector?
6. Does Government support impact on potential benefits of working in the retail sector indirectly?
7. What is the strongest impact among factors of government support and reluctance of young people to work in vocational and lower-skilled jobs (retail sector)?
8. To what extent do young people (including students) who work in the retail sector find such employment valuable, especially in addressing education problems and obtaining capability to set up their own businesses?
9. What are the reasons that made branch managers continue to work in the retail sector?

2 Chapter two: Overview of the country

2.1 Introduction

This chapter will highlight an overview of Saudi Arabia with regard to the history of the country and its founding by King Abdulaziz and his role in the unification of the country, as well as uniting the people after they had been scattered tribes and groups in addition to urging them to settle rather than leading a nomadic life characterized by unrestricted travel. It also will mention the political system of the Kingdom of Saudi Arabia that is based on a monarchy and the constitution is the Holy Quran and the Sunnah. The chapter then referred to Saudi Arabia's geographical position in relation to the Arab and Gulf countries and the size and components of the population. It also will illustrate Saudi culture in particular because it is considered an important part of this research, which was conducted in relation to the perception of Saudi youth towards working in the retail market. It also will mention the religion followed by the State, which is Islam, and its approach using the Holy Quran and the Sunnah. It then referred to general life in Saudi Arabia with regard to the customs and traditions of the Saudi people before outlining the cultural dimensions of Saudi society. After that the chapter will illustrate aspects of the Saudi economy, both in terms of development plans, national income, and the labour market as well as women's work. It also focused on the private sector and small and medium-sized enterprises in addition to the retail market and unemployment.

2.2 History Overview, Location and Population

In September 23, 1931, the Arabian Peninsula was united under one state, Saudi Arabia by the late, God willing, King Abdulaziz Al Saud. The most important thing he has done was settlement of Bedouin life and made the advantages to help tribes on stability rather than nomadic life. The first thing he has done was education to be the beginning of modern state.

Due to Hijaz receiving annually pilgrims, work there expanded and appeared jobs through such as spices, carpentry and selling fabrics, butcher and distribution of ZAMZAM water. The labour market at that time was not institutional, but it was based on the efforts of individuals and families.

Then, education became expanded and attracted experts in human development from the outside and started to establish a culture of government work. In fact, government work was a target for many young people because of the social status and fixed income (College of Business Administration in the University of King Faisal, 2012)

‘’The Kingdom of Saudi Arabia lies at the furthermost part of southwestern Asia. It is bordered by the Arabian Gulf, United Arab Emirates and Qatar in the east; Red Sea in the west; Kuwait, Iraq and Jordan in the north; Yemen and Oman in the south. The Kingdom of Saudi Arabia occupies about four-fifths of the Arab Peninsula, with a total area of around 2,000,000 square kilometers’’ (Ministry of Planning, 2011)

The total number of the population of Saudi Arabia is 27,136,977. The number of citizens is 18,707,576. (Ministry of Planning, 2010)

2.3 Political Profile

The monarchy is the platform of government in Saudi Arabia, where the descendents of the founder of the modern Kingdom of Saudi Arabia, King Abdulaziz bin Abdulrahman Al Saud, govern the country and choose ministers to act in the council. The approach applied is that of the Holy Qur'an and Sunnah of the Messenger of Allah (peace be upon him) and thus, the ruling authority is based on justice, consultation, equality, and follows the orders of Islam in

all matters relating to the management of the affairs of the country. The regime was certified in Saudi Arabia in 1992.

In 1953 ministers were appointed to be responsible for the administration of the country's external and internal affairs. In addition, members of the Shura Council were appointed, and their mission is to debate various issues of society and give their views. In fact, the regime is not only based on Islam but also on Saudi culture, customs, traditions and the general picture of life in the society based on Islam. (Al-Farsy, 1986).

2.4 Saudi culture

2.4.1 The religion

Saudi Arabia follows Islamic law and the most significant point is that Islam is not just religious but involves the whole of Saudi life: worship, ethics and behaviour (Karl , 1991).

Ghauri and Cateora (2005, p.85) confirm that the religion has an effect on peoples' habits and behaviour, clothing, food, the type of products that are bought and newspapers that are read as well as on their general outlook on life. Also, commercial advertising can be rejected if it is against Islamic structure.

For example, eating of pork and drinking alcohol is deemed harmful and is forbidden by the Quran, which states that those who indulge in these will be punished by God. Therefore, the Saudi authorities prevent the sale or purchase of these products (Metwally, 1995).

Al-Twaijri (1989) says that religion has a significant effect on the value system of any society and that these values in turn influence the behaviour of people.

Mababaya (2002) says that Saudis follow the teachings of the Islamic religion, which govern all the details of their daily lives: personal and political, economic, commercial and legal, and

this affects their values, personal relationships, social behaviour and attitudes. Islamic Sharia is the law that is derived from the Quran and the Sunnah, and Muslims respect and follow teachings of Islam in every part of life.

He added that the former Saudi Minister of Petroleum and Mineral Resources Ahmad Yamani confirms that Islamic Sharia is law that strictly applied in the Kingdom of Saudi Arabia and its source is the Holy Quran and the Sunnah of the Prophet (peace be upon him) and that it is able to address all the issues of contemporary society (2002 p.36).

Czinkota and Ronkainen (2007, p. 60) observe that worship is an important part of life and people comply by performing the five prayers every day, in addition to fasting, almsgiving, and pilgrimage to the Holy Mosque in Mecca.

In some Islamic aspects, when Muslims perform prayer, all offices, institutions, and commercial markets close when the devoted hear the call to prayer; the prayer session usually lasts between 15 and 30 minutes and takes place either in the mosque or the workplace. All companies, whether national organizations or foreign, are committed to giving Muslim employees enough time to perform the prayer (Moran et al, 2007).

For some aspects within Islam, Ramadan is considered to be a holy month. During Ramadan, all Muslims fast from sunset until sunrise and they also engage in second worship after their pray sessions. Official working hours are reduced from eight to six during the day and work usually starts an hour or two later because of the time spent at prayer during the night. It is expected that foreign companies reduce their working hours in a similar way (Mababaya, 2002).

It is difficult to conduct trade negotiations during the day in Ramadan, but it is considered to be a good season for shopping, with consumerism reaching a peak. Also in the month of Ramadan, most of the markets and shops remain open until 2 a.m. (Rice, 2004).

Badri, et al (1995) and Jones (2005) discuss the point that values vary from community to community and thus values that are common in the West can be rejected or viewed as harmful by Islamic nations.

For example, alcohol is rejected completely in Saudi Arabia, therefore, there is competition between western companies to produce specialised products compatible with Islamic beliefs. For instance, Moussy has become the brand leader in non-alcoholic beer in the Middle East, and derives half of its worldwide sales from Saudi Arabia, where it has achieved impressive success (Onkvisit and Shaw, 2004).

Islamic law is not just involved in worship, rather it organizes and controls financial matters and regulations are based on religious beliefs. For example, Islam prohibits a Muslim to deal with usury or interest (Morrison, 2006).

Islam also prohibits some types of insurance such as life insurance, and therefore companies and foreign institutions that enter the risk factor in their projects and industries insure their staff through international insurance companies (Usunire, 1993).

2.4.2 Customs and traditions

From Saudi culture, there are some customs and common traditional expressions used daily which can be difficult to understand for learners of Arabic. According to a survey done in 1993 by a Saudi professor at the University of King Abdulaziz, there are more than 85% of Saudis using popular expressions, such as “Insha’Allah” which means ‘If God willing’ or “Masha’Allah” which means “whatever God wills” (Bin Kadasah, 2002).

There are also habits in Saudi Arabia and other Arab cultures such as greetings between men by giving kisses on the cheek, while this kind of welcome may not be acceptable in all western cultures (At-Twaijri, 1989).

Saudi culture also has its traditional foods and dishes which distinguish them from others. For example, ‘’KABSA’’ is considered the national dish in Saudi Arabia and consists of rice with some meat or chicken, (Badri et al, 1995).

Moran et al (2007) say that Arabic people are characterized by showing strong emotions, loyal friendship and a strong sense of justice, as well as kindness, generosity and hospitality.

2.4.3 Cultural dimensions

This section will highlight six cultural dimensions identified by Geert Hofstede (Hofstede et al, 2010). Cultural dimensions are the expressed values of a specific culture and the effects of these values on the work and the behaviour of employees. The concept of cultural dimensions includes the following elements:

1- Power Distance. According to Geert Hofstede , Power Distance is “the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally” (p. 61). A High Power Distance indicates that the power is distributed unequally among members of a society. For example, the employees who work with an autocratic boss must follow his decisions without objection. Therefore, Power is confined to a small number of people and the task of the staff is to only follow their job orders. Furthermore, in this power scenario, a large difference exists between the salaries of top management and the salaries of staff members. Usually a High Power Distance occurs when staff-level employees are not as well educated as top management. This is especially true in the field of craftworks. Moreover, the relationship between superior and subordinate is emotional.

According to study of Al-Sariah (2007) mentioned that young people focus mostly when they looking for work on high position and social prestige that has authority even if he/her is low educated

2- Individualism. Geert Hofstede notes that Individualism "pertains to societies in which the ties between individuals are loose: everyone is expected to look after him- or herself and his or her immediate family. Collectivism as its opposite pertains to societies in which people from birth onward are integrated into strong, cohesive in-groups, which throughout people's lifetime continue to protect them in exchange for unquestioning loyalty" (p 92). In the case of Individualism, employees work individually not collectively, which means that no harmony exists between members of the group to achieve the group's goals.

3- Uncertainty Avoidance. Any society subject to face reality and positions is not in the account or a surprise, because the future carries for us a lot of facts that we do not know when they will occur. Therefore, all the societies are trying to reduce the incidence of surprises anxious via issue strict laws or bring new technology to help people to face any risks caused by nature or establish rules to prevent any improper from other people (p.189). A society that does not accept risk or change will be less tolerant in facing ambiguous, unknown, or unusual situations and will try to enact strict laws to reduce the incidence of such cases. This society is characterised by passion and high motivation that arises from the internal energy.

A lot of studies mentioned that Saudi young people prefer to work in government more than private sector because of job security which means that Uncertainty Avoidance is high. (Al Gofeely, 1981),(Al-Hamid, 2009)

4- Masculinity. Every society consists of genders in which both men and women have different roles to play; therefore, the concept of Masculinity depends upon the distribution of the roles between men and women. As Geert Hofstede notes, "A society is called masculine when emotional gender roles are clearly distinct: men are supposed to be assertive, tough, and focused on material success, whereas women are supposed to be more modest, tender, and concerned with the quality of life. A society is called feminine when emotional gender roles overlap: both men and women are supposed to be modest, tender, and concerned with the quality of life" (p. 140).

The more male-dominated and controlled things are in the society, or the more males are preferred over females with regard to holding of power and making decisions, the more the society is viewed as being Masculine.

From a cultural standpoint, the Masculine society is more prevalent in the Arab countries, especially in the Gulf countries. For example, in Saudi Arabia the husband is, typically, the decision-maker at home regarding all matters pertaining to the family. Furthermore, the government prevents the mixing and mingling of the genders at work and most jobs are held by men, while women are required to work in special places so that they will not mix, mingle, or interact with their male coworkers. There are even separate schools, universities, and institutes for women. While some private companies and banks might recruit women to deal with their female customers, these female employees work in isolation from male employees. However, mixing between the genders at work is permitted in the hospitals.

Hofstede mentioned that in Saudi society there is a few of the motives for individual achievements or successes but there is a priority of family life so Femininity is most popular

as studies confirmed that the most Saudis prefer to work in same city where they live and also to be close to their home.

5- Long Term Orientation. According to Geert Hofstede, "Long term orientation stands for the fostering of virtues oriented toward future reward- in particular, perseverance and thrift" (p. 239).

The Saudi government applied the concept of Long-Term Orientation as it established its future goals, such as developing community education and training for young people so they could gain the skills they need to compete in the labour market. It also applied this concept when it established large-scale projects to create new job opportunities for young people in order to simultaneously address the increasing numbers of graduates and the need to reduce the unemployment rate. Furthermore, Saudization was applied when the government spent more money to develop the economy and to encourage young people to seriously work hard, especially if they are working in jobs that do not require high levels of skill.

According to studies Saudi young people especially new graduates seeking directly to obtain a high position such as a managers in work or quick promotion therefore they tend to focus on the short-term. (Alnafisah, 2008) King Abdulaziz University, 2009).

6- Indulgence versus restraint. The extent to which members in society try to control their desires and impulses. Whereas indulgent societies have a tendency to allow relatively free gratification of basic and natural human desires related to enjoying life and having fun, restrained societies have a conviction that such gratification needs to be curbed and regulated by strict norms. Indulgence scores are highest in Latin America, Nordic Europe; restraint is occurred mostly in East Asia and the Muslim world (Hofstede et al, 2010). Saudi culture is

characterized by restraint because the regime in Saudi Arabia is based on the Qur'an and Sunnah as well as the public life in Saudi Arabia is characterized by religiosity, therefore the majority of people committed to the teachings of Islam and its laws.

2.5 Overview of the Saudi economy

Life in Saudi Arabia before the discovery of oil was very simple and primitive. In the past, nomadic tribes lived in tents in the desert; their livelihoods depended on agriculture, grazing and fishing, and there was no semblance of civilization at that time. With the discovery of oil in the 1930s, people began the transition from tribal nomadic life to settlement and stability in town and cities. This helped to increase the population and according to the census of 2010, the population of Saudi Arabia was 27,136,977 (Central Department Of Statistics & Information, 2010).

The Saudi economy witnessed significant growth during the 1970s and 1980s and this led to a breakthrough in the Saudi labour market, with increased employment opportunities in areas that required skills and qualifications which were not generally held by Saudi citizens (Looney, 1992).

Al Obaid and Atyya (1994) give the following as the most important factors contributing to the economic boom in the Kingdom of Saudi Arabia:

1. 1989 reports indicated that Saudi Arabia has large reserves of oil estimated at 25.6% of the size of world reserves. This means that Saudi Arabia ranks first in the export of oil.

2. Saudi Arabia occupies a special place among the Islamic countries because they have two holy cities, Mecca and Medina. Therefore, Saudi Arabia is considered an important

religious centre, attracting traders and Muslims from all over the world, either for Umrah and Hajj or for investment.

3. Saudi Arabia is characterized by social and political stability and this has helped in its development. As it has never been subjected to colonization or invasion from abroad, its values, culture and religious concepts have not change since ancient times.

4. The Saudi economy developed rapidly due to the increased benefits of technology and by the establishment of special programmes for technological development.

The rapid evolution of the Saudi economy has led to significant developments in trade, and the transition from simple traditional trade-based agriculture and fishing has depended mainly on the petroleum industry using the latest technology. This development has created enormous job opportunities which require skills and qualifications not possessed generally by Saudi nationals and so the government has had to rely on imported labour to cover these jobs (Shaban et al, 1995).

Saudi Arabia is considered the largest free economic market in the Middle East as it accounts for nearly 25 % of the total Arab GDP , and in 2005, Saudi Arabia became member in the World Trade Organization and it has effective contribution in economic organizations , commercial , regional and international such as the International Monetary Fund and the World Bank (Chamber of Commerce , 2007)

All indications confirmed that during 2008 the Saudi economy was one of less the affected economies because the global financial crisis despite a drop in oil's revenues due to falling oil prices (Chamber of Commerce, 2008).

Certain indicators have asserted the strength of the Saudi financial system because of a number of factors, such as the strict economic policy of the Saudi Arabian Monetary Agency (SAMA). Various government procedures have also been implemented to reduce the

likelihood of recession, such as increasing expenditure on development programmes and infrastructure projects. These measures are intended to maintain the rate of economic growth in the country and will, therefore, contribute to economic performance being unaffected by widespread recession caused by the global financial crisis (Chambers of Commerce, 2008). The College of Business Administration at King Faisal University conducted a field study (2012) measuring the impact of world crises on the Saudi economy. The study found that the Saudi economy was not affected by the global financial crisis as statistics showed that the private sector was capable of producing 938,126 jobs in 2010, which might have been the result of increased government spending of SAR (Saudi riyals) 410 billion in 2008 which rose to SAR 550 billion in 2009, according to the budget announcement. This figure further rose to SAR 570 billion in 2010. Therefore, government spending contributed to helping the private sector to expand and produce 52% of new jobs.

The Saudi economy relies mainly on profits from the oil industry, but the non-oil sector also plays an important role in contributing to increases in gross domestic product. The rise of private sector business and the privatization of organizations created great opportunities for investments and enabled Saudi companies to join the global economy. Also, attracting foreign investors contributed to an increase in the gross annual income rate of 3.2% through the period between 1970 and 2000. The petroleum sector grew rapidly, reaching 3.1%, then this rate decreased to between 30.3% and 32.9% throughout the Sixth Development Plan, compared with 46.3% and 57.2% in the First Development Plan. There was growth in non-oil activities and economic diversification. The non-oil sector achieved an annual growth rate of 5.2%, which contributed to an increase in the rate of GDP to 41% in the First Development Plan, rising to 67% during the Sixth Development Plan.

Also, the private sector has had a big role in achieving growth in the annual rate which reached 6%, and therefore GDP increased to 74%, while the rate of contribution of the public sector to the whole output was around 27% (Ministry of Planning, 2001).

Even though oil prices decreased in 2001, the Saudi economy was still attaining a high rate of development in a variety of fields. The non-oil sector and private sector were developing and there was growth in the efficiency of the banking sector which maintains good progress according to international standards. The basic structures of the Saudi economy have also been influenced by the rapid evolution of the system of privatization. For example, the Saudi economy obtained high growth in 2002. The gross income rate of the state went up by 2.8%, reaching 698.5 billion Saudi riyals in 2002. Also, the non-oil sector increased by 3.1%, reaching 436.7 billion riyals, and this signifies around 62.5% of the GDP. The rate of total income of the non-oil sector rose by 4.0% to reach 286.1 billion, which contributed in increasing the income of the government by 1.4% to reach 150.6 billion Saudi riyals. There was also an increase in gross domestic production in the petroleum sector by 2.5% in 2002 (Ministry of Planning, 2002).

The annual report of SAMA in 2008 points out that gross domestic production increased by 7.1% which achieved 1,430,5 billion Saudi riyals in 2007 and also the non-oil sector increased at the rate of 4.5% to reach 840.4 billion Saudi riyals, which means a growth in GDP of 45.6% generally. In addition, there was growth in the non-oil sector of the private sector by 8.0%, to attain 403.8 billion Saudi riyals. Also, the public sector increased by 4.2% to accomplish 228.9 billion Saudi riyals. Generally, the oil sector accomplished growth in the rate of GDP by 8% to reach 778.4 billion Saudi riyals. This means that the GDP attained a high rate of 54.4% in 2008 (SAMA, 2008). However, recent statistics indicated that oil prices have fallen sharply over the past seven months due to insipid economic growth, coupled with surging US production (BBC, 2015).

2.5.1 Saudi labour market

The increase in oil prices led to a big revival in the Saudi economy which led to expansion of the labour market and created new job opportunities. For this reason the government hires a lot of expatriates to work in the Saudi market to contribute to the building of the Saudi economy but at the same time it has recruited large numbers of Saudis in government jobs (Al-Homaid, 2005).

During First Development Plan (1974), the workforce totaled 1.6 million; of this number 1,286,000 were Saudi nationals and 314,000 were expatriate workers. In the Second Development Plan (1979) the labour force rose to 2,471,200, consisting of 1,411,400 Saudis and 1,059,800 expatriates. In the Third Development Plan (1984) employment figures rose to 5,524,460, of which 1,786,000 were Saudi and 3,458,600 expatriate. During the Fourth Development Plan (1989) the workforce increased to 5,671,800, with 1,923,200 Saudis and 3,748,600 expatriates (Kallel, 1993).

During the Sixth Development Plan (1999), the training of Saudis and application of Saudization played a significant role in supporting the economy, leading to a good contribution from the private sector. There was an increase in the number of Saudi workers to 3,172,900, representing around 44.2% of the total manpower, which stood at 7,176,300 workers. The number of expatriate workers also rose to 4,003,400, representing around 55.8% of the workforce (Ministry of Planning, 1995).

In the Seventh Development Plan, employee numbers rose from 7.23 million in 2000 to 8.27 million in 2003, an annual growth rate of 3.4% (Ministry of Planning, 2005).

During the Eighth Development Plan (2005–2009), Saudi manpower increased 5.13%. Although increasing the number of Saudis in employment was the most important aim of this plan, the actual increase was weak over the five years, from 36.9% in 2004 to 39.2% of total

manpower in 2009 (Ministry of Planning, 2009). The total amount of Saudi manpower in 2013 was 46.6%, which represent 5,260,161 of the total workforce (Central Department of Statistics and Information, 2013).

The major problem in the Saudi market is the increase in the unemployment rate due to the high number of expatriates. This problem emerged with the rapid growth of the Saudi economy between 1970 and 1980 (Madhi and Barrientos, 2003).

Currently a large number of university and school graduates cannot find an appropriate work. Ghaban et al (2002) say that the rate of unemployment rose to 27% due to the failure of the private sector to recruit Saudis, especially graduates from universities. Al-Shetwy (2008) says that the unemployment rate is 29.3% and is rising.

Bourland (2002) says the number of unemployed among women reached 11.9%, and this means that there are 328,286 unemployed. Reports indicate that the unemployment percentage among women aged between 20 and 24 is up to 33%. While women for aged between 25 and 29, unemployment reached 18%.

Researchers and experts in business estimate that 95% of managers who work in the advertising sector in Saudi Arabia are non-Saudi and that spending on advertising in the Saudi market is high, reaching $1.7 billion in 2002 (Rice, 2004). Barkho (2007) confirms that foreign advertising agencies target the Saudi market because it is one of the largest markets in the Middle East.

The table 3.2 indicates that number of non-Saudi workers in private sector organizations is 6,266,545 while Saudis is 724,655 and this means domination of expats.

Table 3.2: numbers of workers in the private sector according to occupations, nationality and gender in 2010

Main occupations	Saudi				Non-Saudi			
	Males	Females	Total	%	Males	Females	Total	%
Managers Business	453	31	484	0.07	12	0	12	0.00
Specialists in scientific, technical and humanitarian	569	71	640	0.09	4584	312	4896	0.08
Technicians in the scientific, technical and humanitarian	701	150	851	0.12	5620	734	6354	0.10
Clerical occupations	2144	228	2372	0.33	68	0	68	0.00
Sales occupations	1937	46	1983	0.27	3295	2	3297	0.05
Service occupations	662270	55061	717331	98.99	5960997	86804	6047801	96.51
Occupations of agriculture and animal husbandry, and bird fishing	166	0	166	0.02	65971	13	65984	1.05
Occupations of industrial processes, industries chemical and food	80	26	106	0.01	13054	516	13570	0.22
Basic engineering occupations Help	717	5	722	0.10	124529	34	124563	1.99
Total	669037	55618	724655	100.0	6178130	88415	6266545	100.0
Gender (males and females) ratio	92.32	7.68	100.00		98.59	1.41	100.00	
The proportion of Saudis and non-Saudis by gender	9.77	38.61	10.37		90.23	61.39	89.63	

(Ministry of Labour, 2012)

2.5.2 Women in work

Hamid (2007) indicates, in a paper entitled "Women, the opportunities and challenges, impediments to Saudi women's work in the private sector", that the number of female Saudi workers in private sector companies reached 32,185 in 2004. This represents 0.6% of the total number of male and female workers (both Saudis and expats), 5.2% of the total number of Saudi employees, and 28.7% of all female workers. The study indicates that the most common reasons for the low contribution of Saudi women to the labour market is because of limited career opportunities in the private sector, impediments relating to social customs and traditions.

The Saudi Chamber of Commerce (2007) delivered a workshop entitled "Obstacles to the Saudization of women's jobs in the private sector". The obstacles are: lack of awareness of the rights and obligations of the contracting parties, absence of punitive proceedings when a Saudi employee leaves work without notice, shortage of safe transportation, frequency of holidays for Saudi female employees.

Another workshop carried out by Al-Hamid (2008) highlighted a number of obstacles such as the incompatibility of salary with hours of work, Saudi female employees commissioned to do additional work, non-compliance in giving rewards for overtime, harassment during work, interference in their duties, the absence of job descriptions and a salary ladder, lack of job security, scarcity of suitable work environments relating to avoiding gender mixing.

2.5.3 Private sector

The real growth rate of the private sector in 2012 was 8.98% for all economic activities. The private sector contribution to gross domestic product (GDP) for the year 2008 reached 31.40% and increased to 34.75% in 2012, which indicates the effectiveness of the private sector in the field of manufacturing and service industries as these areas have experienced significant growth in the past few years (Central Department of Statistics and Information, 2012).

Recent statistics (2010) indicate that the number of private sector organizations is 1,300,000, 71% of which only operate or effective. Small organizations that recruit 1–4 workers represent only 84% of the total number of companies in the private sector, medium-sized organizations recruiting 5–19 workers represent 13%, while large organizations that recruit more than 20 workers represent only 3% of the total (Central Department of Statistics and Information, 2010). Therefore, the decision to implement Saudization in 1994, which stipulates the need to reach a Saudization rate of 5% in organizations that increase its employees to approximately 20 workers, faced a lot of criticism from the private sector as the decision falls only on the shoulders of large organizations (Human Resources Development Fund, 2013).

According to a recent study by the Research Centre at King Abdulaziz University (2009), small and medium-sized organizations employ more than 80% of the total number of expats in the Kingdom and this sector is unorganized (because they have fewer than 20 workers). However, if this sector were better organized it would produce a large number of jobs and it would then become possible to apply Saudization. The study recommended creating a programme consisting of regulations and legislation for this sector and forcing institutions that employ five workers or more to have an administrative organization and report their jobs

exactly as large institutions do. This action would open a broad range of jobs, both in terms of quality and quantity, for Saudis and thus increase employment opportunities for this closed sector. Although some of the problems of small organizations are characterized by the number of expats because Saudization is not applied to them, there are a number of benefits they could generate, as studies have mentioned. Therefore, small and medium-sized enterprises (SMEs) will be discussed in more depth in the next section, especially as most Saudi private sector organizations are of this size.

2.5.3.1 Small and medium-sized enterprises (SMEs)

The Saudi government has realized the importance of the SME sector in supporting the national economy and providing job opportunities. Therefore, it has made several efforts in this area, especially in the last five years. The Ninth Development Plan (2010–2015) allocated a special target for the development of the SME sector and the use of frameworks for sponsorship and development in order to diversify the economic base to provide jobs. Thus, the government restructured the Saudi Credit Bank and savings schemes and raised its capital to finance SMEs. In addition to establishing other centres, the government's mission is not only to finance SMEs, but also to provide training courses and guidance in the management of private enterprises. These centres are the National Leadership Institute, which was founded in 2001, the Centennial Fund, established in 2005, and the Prince Sultan Fund to support small enterprises for women which was set up in 2008. These centres have contributed to founding 20,233 enterprises and provided 62,000 jobs in the last five years and they are expected during the coming period to provide 807 jobs a year (Human Resources Development Fund, 2013).

Studies and statistics have shown that most of the private sector institutions in Saudi Arabia are SMEs and individual institutions. The statistics indicate that the number of individual institutions reached 688,000 in 2011, which then represented 85% of the total number of organizations in the Kingdom (Human Resources Development Fund, 2013). According to Al-Nasser's study, there were approximately 600,000 SMEs (fewer than 250 employees). Of the total number of private companies in Saudi Arabia, 97% are SMEs and 71% of the activities of these companies are non-oil. These enterprises employ 25% of the total workforce in Saudi Arabia. The study also states that 70% of SMEs rely on self-financing sources (such as individuals, family and friends) (Al-Nasser, 2012). The statistics also show that most private sector organizations are individually up to 93%, followed by limited companies at 4.11% (Ministry of Planning, 2007).

One study conducted by the Human Resources Development Fund (HRDF) (2013) revealed average invested capital among a sample of small enterprises of SAR 409,000; 99% of the capital is from personal finance, the average of employees is 8 employees, and 4% of the enterprises in the sample are individually.

After examining the above studies and statistics, it is clear that most of the private sector organizations in the Kingdom cannot afford to pay a large amount in salaries to Saudi employees or workers as most of them are run on personal finance or individually, so their invested capital is not particularly large. Therefore, there is no doubt that most of them prefer to employ expats as they are cheaper and more reliable than Saudis, as some previous studies have mentioned (e.g., Al-Hamid, 2009). However, if the government applied Saudization in this sector, as the study by the Research Centre at King Abdulaziz University (2009) recommended, it would be more beneficial for Saudi workers and for the whole Saudi economy in addressing unemployment and in particular encouraging young Saudis to set up their own businesses. The study by the Research Centre at King Abdulaziz University (2009)

indicates that establishing SMEs would have a role in solving the problem of unemployment in the Kingdom, as seen in the following points:

1. Greater government spending through the establishment of enterprises to attract Saudi young people to work would contribute to higher incomes, the purchase of goods and increase the need for workers.
2. Reducing taxes on businesspeople to encourage investment and expansion in economic activities.
3. Developing human resources programmes and workers to improve their utilization via training and education.

The importance of encouraging small enterprises for Saudis as stated in the paper about the role of small and medium enterprises in reducing the unemployment crisis (2009) is as follows:

1. Investment in creative skills.
2. Achieving continuous income and thus improving living standards.
3. Improving social level and integration into society.
4. Starting self-sufficiency in products and services.
5. Job creation and contributing to the reduction of poverty and unemployment.
6. Directing business to global markets and acquiring foreign currency.
7. These enterprises do not need great efforts in infrastructure and are able to contribute to the stability of the population, so there will be reduced migration from villages to cities for work.
8. Reducing the ability of large enterprises to control prices because greater competition is possible.
9. They are the nuclei for larger enterprises.

10. SMEs have a role in increasing levels of growth and reducing unemployment.
11. Small enterprises are fertile ground for developing innovations and serious ideas.
12. Enhanced GDP and their contribution to encouraging and enabling young people in private business.
13. Small enterprises contribute to protecting the handmade craft heritage, which represents an important part of the economy.
14. Helping community members to rely on themselves rather than on others.
15. Assisting in the development of the concept of leadership in the community, establishing the principles and values of initiative and keeping community members away from dependency and reliance on the government for jobs.
16. Helping raise the value of self, work and cooperation, especially individuals' sense of their own ability to achieve their needs from work and production for themselves. (Arab Labor Organization**,** 2009)

A study by Al-Sahlawy (2002) claims that official authorities pay attention to the awareness and rehabilitation of young people and encourage them to set up their own small businesses by ensuring gain, profit and assistance in finding jobs for other Saudi youths. The importance of SMEs lies in absorbing new graduates and their ability to create jobs for them (Al-Sahlawy, 2002). Sometimes, however, although these funding centres make a great effort, whether financial or moral, some of these projects fail for a number of reasons, such as lack of experience. Hence, some authors claim that before the establishment of any business young people must first gain experience. Sahlawi and AbdulKader (2002) indicate in their study a preference for young people to work for the government and in the private sector before

taking the initiative to set up in private business so that they gain the practical and management experience necessary.

2.5.3.2 Retail sector

From the discussion above, it can be seen that most private sector organizations in Saudi Arabia are small and medium-sized but the interesting aspect is that the retail sector represents the majority of these companies. Therefore, this sector is closed, as Saudization is not applied. The statistics show that wholesale and retail trade accounted for 48% of total activities in the labour market, followed by manufacturing activities with 11%, and service activities with 11%. (The Central Department of Statistics and Information, 2010)

The table 4.2 below illustrates that wholesale and retail trade represent the largest number of organizations with 383,962 and shows the domination of small organizations at 339,626, while just 494 are involved in mining and quarrying.

Table 4.2: Operating establishments by size, class of employees and economic activity 2010

Economic Activity	Small(1-4)	medium (5-19)	Large 20+	total
Agriculture, forestry and fishing	75,839	4,005	352	80,196
Mining & quarrying	53	220	221	494
Manufacturing	70432	13866	3949	88247
Electricity, gas, steam and air conditioning supply	331	108	158	597
Water supply; sewerage, waste remediation	1346	367	174	1887

Construction	14316	8942	3217	26475
Wholesale and retail trade	339626	40294	4042	383962
Transportation & storage	8159	3877	1103	13139
Accommodation and food service activities	65618	17473	1949	85040
Information and communication	2817	835	289	3941
Financial and insurance	1848	2212	482	4542
Real estate activities	21895	1644	270	23809
Professional, scientific and technical activities	6365	2520	453	9338
Administrative and support service activities	11686	2837	720	15243
Education	1656	2959	1973	6588
Human health and social work activities	963	1762	1235	3960
Arts, entertainment and recreation	1185	507	133	1825
Other service activities	53255	3589	250	57094
Total	677390	108017	20970	806377

(Ministry of Planning, 2011)

The retail sector also generates a huge amount of money every year, as the Central Department of Statistics and Information (2010) indicates that wholesale and retail trade generated SAR 429 billion in 2009, which represents 17.7% of total Saudi income. Another study (Chamber of Commerce, 2012) states that the proportion of Saudis who work in shopping centres is 42% of the total workforce in this sector. This means that most of this income goes outside the country and represents a waste of part of the economy.

Not many studies have been conducted in relation to the retail sector or the shopping market, particularly with regard to Saudi workers' status or general employment in this aspect of the economy. The majority of studies have focused mainly on statistics. Hence, the researcher

has decided to examine investigations carried out by reliable newspapers, as he has found that there is agreement between the results of these investigations and the results of similar studies cited in this study as well as government statistics and observations by the researcher when he worked in the shopping market. The next section will highlight what has been published and is relevant to this study.

The shopping market in Saudi Arabia

The Alriyadh newspaper cited article under title: (foreigners dominate on 200,000 shops and 54,000 grocery in Saudi Arabia)

In this article, Joseph Dosari chairman of the national trade confirms that the volume of business in small and medium organizations in Saudi Arabia is estimated at 140 billion Riyals, compared with 20 billion for the large organizations of the size of the market, which up to 160 billion

This confirms that the percentage of income in the private sector from business that do not require high skills, which are dominated by foreigners, much higher than the income of large companies

Dosari says that foreigners dominate on 80% from retail market, where the number of retail shops reach 200,000 in addition to 54,000 a license to sell food dominated by foreigners. This means that if a decision of Saudization has been activated in small grocery shops only, will provide 50,000 jobs other than other shops

For this Dosari stressed on applying Saudization in this sector and set strict laws to employ Saudis in these stores and to punish the offender by the Department of Commerce

Also, Dosari mentioned barriers that lead to the reluctance of young people from these jobs such as a long working hours, low wages and lack of training

Dosari proposed unification working hours from eight in the morning until six at night and raise salaries and the need for specialized training institutions to train young people well to be able to manage their own business (Alriyadh, 2011)

Arabia-net (2011) published report taken from the Saudi Economic Journal on its website titled (90% of retail trade out of control)

The report mentioned the growth and spread of the retail market in every street and between populations in the Gulf countries and especially in Saudi Arabia and increased demand on it. This sector is one of the most important private sectors because of its growth rates high, which reached 90 billion SR in 2007 which exceeded expectations, and there is speculation that the size of this market will reach 130 billion SR in 2012

The report also said that employment opportunities in this market do not require high degrees or technical expertise to work in this market. Therefore, this market is the largest incubator for employment opportunities. Previous studies indicate that this market is capable of providing 60,000 jobs in the coming five years and they could be more than that as the number of workers in this market is 2.4 million. Saudis represent only %13 of them

The report contained the view of the Minister of Labour that the Saudization programme has failed to open the door widely, thus allowing foreign workers to monopolize the small and medium business which is generating tens of billions of riyals every year, which causes a financial economic haemorrhage.

The report said that if government expands small and medium organizations and is prepared to offer support of this, they must make plans to improve training

There is an intention to expand small and medium organizations through the training of Saudi youth in the retail business to make them able to manage their affairs by themselves rather than relying on foreigners (Arabia-net, 2011).

The Alriyadh newspaper cited the report under the title labour market retail .. (Our livelihood for others)

The report states that economists confirm that foreign workers account for a large share of the retail market which causes the transfer of large amount wealth out of the country or by money laundering, thereby depriving employing the Saudi youths and increases unemployment rates. Some foreigners are involved in some aberrant practices with adolescents

Abdullah Al-Ahhmary a journalist and economic analyst said that the problem lies in the absence of a system and organization of work in this market as this market is wealth devoured by expats and he added that if there is a good training for Saudi young people in these jobs and encourage them by giving them a portion of the profits in addition to their salaries, it will be accepted by young people.

Al-buanyen, a Saudi economist, states that labour cost for small and medium business is a significant portion of total cost as much as their labour are expats. This leads to a transfer of tens of billions SR outside of the country. Also, he added that the retail market provides not less than 600,000 job and number of unemployed is 500 000. Therefore, if Saudization is applied in retail market, it will eliminate unemployment completely .

He also said that some expatriate workers have engaged in suspicious operations such as the sale of fake drugs or expired or contraband to adolescents.

He also noted the need to activate Saudization in shops that sells women's clothing and accessories and gathering shops in large mall rather than spread on the streets .

Dr. Daqaq, an economic consultant, reported that small and medium business represent in the total sector 85% of the Saudi economy, where this market is dominated by expats. He adds that they do not transfer all their earning outside but save some to invest into joint enterprises among them to increase their market shares .

Yusuf Al- Qaffary a businessman says, we do not really hire labourers rather we bring foreign workers and give them full freedom to run their business. The expats who work in the retail market represent 90% of staff in that sector and they dominate on more than 75% of market share. He said the retail market is the strongest market due to purchasing power enjoyed by the buyers and the rising rates of economic growth .

Al- Qaffary added that lack of control over this market makes the market a fertile environment for expatriate workers who pay a large amount of money to buy a visa and work under the cover up of citizens, where expatriates become the de facto owner of the business and the Saudi just gets small amount of money monthly in return for allowing them to do their business comfortably. Therefore, Al- Qaffary argues that there must be strict control over the issuing of visas, watching of the shops, punishing offenders and support small businesses that employ Saudis. He mentioned some main reasons for the reluctance of young people to take these jobs, which is largely because of working hours and low wages.

Dr. Maduah Alamaduah, a professor of criminology, says that also, there are negative effects created by widely spread employment of expatriate workers and their impact on rising crime rates because of a clash of culture (Alriyadh, 2011)

The Alriyadh newspaper did an investigation about Saudization of vegetables and fruits under the title: Saudization of vegetables.. lie and we believe it .

The investigation mentioned that expats dominate the markets of vegetables and fruits, while authorities demand that shops apply Saudization for more than eight years, where these shops are managed by expatriates with the absence of official censorship .

The investigation mentioned that some Saudi sellers say that there is daily harassment from expatriates as their shops are registered in the names of Saudis but they are managed and owned by them

Saudi sellers add that Saudization did not achieve the desired goal because of the dominance of expatriates and a lack of watching by authorities

(Alriyadh, 2011)

2.5.4 Unemployment

According to recent statistics (2013), the unemployment rate has reached 12%, which represents 629,004 unemployed people. The age group of 20–24 among unemployed males shows the highest percentage at 46.6%, while the highest percentage among unemployed females is for the age group 25–29 at 40.6% (Central Department of Statistics and Information, 2013). There are different types of unemployment as explained below.

Frictional unemployment

Frictional unemployment occurs because of the ongoing movements of workers between regions and different occupations resulting from economic changes in a country. This type of unemployment can be explained by a high number of unemployed despite the presence of jobs that suit them, such as young people under the age of 25 and graduates from schools and

universities. The reason behind this kind of unemployment is the lack of the experience and skills necessary to work.

Structural unemployment

Structural unemployment affects part of the workforce because of changes in the structure of the economy of a country that produce a mismatch between job opportunities and the experience of jobseekers.

This kind of unemployment occurs as a result of a country's economic transformations that occur from time to time in the structure of an economy, for example, discovering new resources or means of production such as the use of modern machines instead of humans or new products appearing and replacing older goods. The Eighth Development Plan (1999–2004), indicated that unemployment in Saudi Arabia is mostly of this type as the Saudi economy is able to produce a lot of jobs but there is lack of qualification among citizens.

Cyclical and seasonal unemployment

This kind of unemployment is produced as a result of a slump in business and fluctuating economic cycles and the inability to meet the total demand for the purchase of available products, leading to the emergence of a gap and a contraction in the economy. This means that employment is in a state of flux between expansion and contraction, so increases in the case of expansion and declines in recession (Alramany, 2001).

The Research Centre at King Abdulaziz University (2009) revealed in its study the economic and political cost of unemployment, such as the inability of the unemployed to secure a living

or pay rent which leads people to be displaced, in addition to being at risk from malnutrition and the emergence of diseases and stress. Another of the problems related to unemployment is the need to work even if that work is not commensurate with the skills, abilities or ambitions of the jobseeker, leading, therefore, to lack of production and creativity at work and the emergence of underemployment.

The above study also shows that society does not take advantage of all its resources and this causes the economy to operate less productively than it should, which leads to wasted investment opportunities. If unemployment continues, the unemployed lose skills and this represents a loss of human capital. Therefore, society would cost rehabilitation through training and education. Rapid progress in technology contributes to creating gaps between work requirements and available capacity. Ghaban et al. (2004) have attempted to describe the risk of rising unemployment, stating that it is having significant adverse effects on the Saudi economy, such as increased poverty, disease and wasted human potential. There are also social risks, such as the spread of violence, crime, and anger at the regime, which may affect the political situation of the State. There could also be an increase in psychological problems such as depression and drug addiction.

Causes of unemployment

1. There is a lack of academic guidance and counselling for students in addition to an absence of training during study.
2. The outcomes of state education are not compatible with the needs of the Saudi labour market.
3. Universities teach specializations not required by the Saudi labour market (Al-Zharany, 2002).

A survey conducted in 1998 by the Saudi Chamber of Commerce outlined the causes of unemployment as follows:

1. State education fails to train students in the skills and capabilities needed by the labour market.
2. There is a lack of interest and compliance at work, poor reliability and frequent absences.
3. Saudis tend to have a negative view of lower-skilled and vocational jobs, despite the large number of these jobs which are available.
4. Saudis are not attracted by the low salaries and wages on offer, especially in small companies.

2.6 Summary

This chapter has highlighted general aspects of the Kingdom of Saudi Arabia with regard to the history of the country and its founding by King Abdulaziz and his role in the unification of the country, as well as uniting the people after they had been scattered tribes and groups in addition to urging them to settle rather than leading a nomadic life characterized by unrestricted travel. The King's first highly important act was to establish education and bring scientists from all over the world to build the country educationally and economically. It was also highlighted in this chapter that the political system of the Kingdom of Saudi Arabia is based on a monarchy and the constitution is the Holy Quran and the Sunnah. The chapter then referred to Saudi Arabia's geographical position in relation to the Arab and Gulf countries and the size and components of the population. The chapter focused on Saudi culture in particular because it is considered an important part of this study, which was conducted in relation to the perception of Saudi youth towards working in the retail market. It also mentioned the religion followed by the State, which is Islam, and its approach using the

Holy Quran and the Sunnah. It then referred to general life in Saudi Arabia with regard to the customs and traditions of the Saudi people before outlining the cultural dimensions of Saudi society. After that the chapter highlighted every aspect of the Saudi economy, both in terms of development plans, national income, and the labour market as well as women's work. It also focused on the private sector and small and medium-sized enterprises in addition to the retail market and unemployment.

3 Chapter three: Theoretical framework and hypothesis of the study

3.1 Introduction

The major activity of the people in Saudi Arabia before 1948 was agriculture and grazing, with nearly 90% of the country's people involved in these activities. However, the impact of the discovery of oil on Saudi society led to new ways of life being developed. The discovery of oil had a major role in the development of cities and in encouraging large numbers of nomads to settle in urban dwellings and enjoy higher living standards. This urbanization also created a number of new jobs and contributed to the integration of social and economic relations between the cities of Saudi Arabia, which enabled the comprehensive development of all the cities in the Kingdom of Saudi Arabia (Al Obaid & Atyya, 1994).

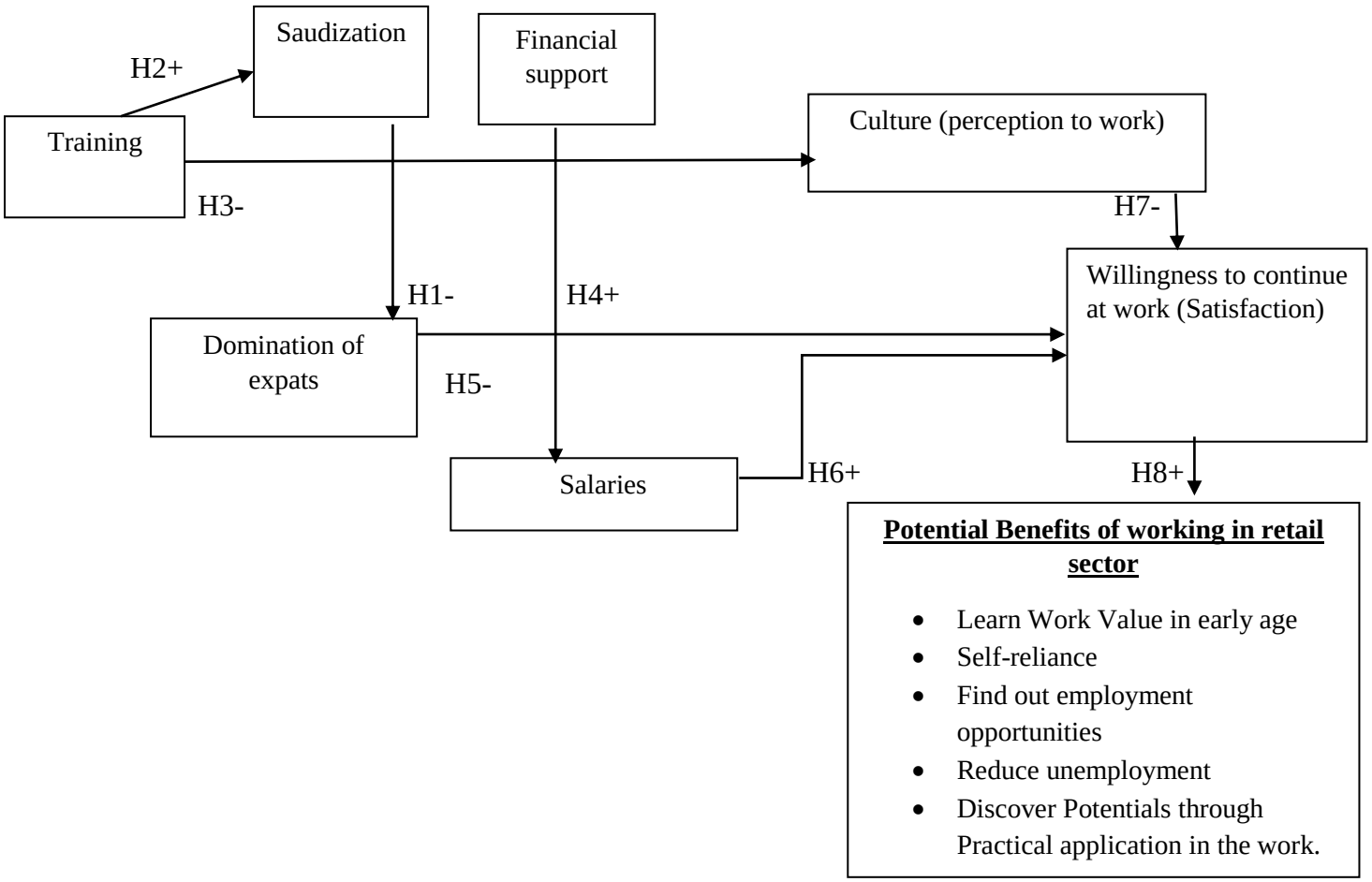
Before the advent of oil, Saudis worked in manual jobs such as in agriculture, tailoring, shoe repair and building houses to earn a living. Al-Faqi and Shamsaldeen (1995) state that all jobs before the appearance of oil were managed by Saudis. The Saudi government sets up a display of an old-fashioned small town every year called "Al-Jenaderyyah" to highlight the nature of life for people's parents and grandparents and the handicrafts that were used in the decades before the advent of oil.

However, after the appearance of oil, the government had to bring in large numbers of cheap labour, especially after the rise in oil prices between 1970 and 1980, to cover opportunities for work, as there were not enough Saudis qualified to do this work at that time. A negative perception towards manual or lower-skilled (blue-collar) jobs appeared after that because they came to be associated with cheap foreign labour and having the lowest level of social status in contrast to administrative functions. Consequently, there is still a very negative attitude towards working in these jobs in the private sector, especially as they are characterized by low wages, fewer holidays, long working hours and less prestige. Most people seek government jobs in comfortable offices with high salaries, long holidays and short working hours (Mellahi, 2000).

This has made the private sector dependent on a primarily expatriate work force, and this situation has caused increasing unemployment and substantial economic damage because of financial transfers abroad. The government was therefore forced to take action in order to solve this problem and in 1996 decided to apply a policy of Saudization to the labour market (Ministry of Labour, 2009). Yet Saudization on its own has not been strong enough to create lasting change; salaries are still weak and this has caused low employment continuity, which has made the private sector lose confidence in recruiting Saudis. In addition, the educational system has proved inefficient in training graduates to fulfill the needs of the labour market. Thus, it has now become necessary to train Saudis in specialized centres and increase their salaries with government subsidies as an incentive. The main aim of government support is to reduce unemployment which is one of benefits of working in retail sector beside practical application during the study to solve the problem of public education, which does not qualify students for the labor market needs.

Therefore, theoretical framework of this study are: the reluctance of young people to work in vocational and lower-skilled jobs; government support; the willingness of Saudi workers to continue in work or their level of satisfaction; and, finally, the potential benefits of working in the retail sector. This chapter will discuss the relationships and impact of these variables between each other.

Figure 1.3: Theoretical framework and hypotheses of the study



3.1.1 Factors in the reluctance of Saudi young people towards working in vocational and lower-skilled jobs

Generally, there is a range of reasons that cause reluctance among young people towards working in vocational and lower-skilled jobs. These reasons were used in this study to measure the causes and their influence on the willingness of Saudi workers to continue to work in the shop market. The causes are as follows: perception of inferiority towards this type of work from parents and sons, the domination of expats in relation to jobs, salary level, and, finally, lack of cooperation from the private sector in employment. However, it was later found from the factor analysis that only the first three causes were evident. This factor was discussed below and measured through 14 questions in the questionnaire (items of the

questionnaire were extracted from the literature review and from observations made when the researcher worked in a shop market).

.

3.1.1.1 Low wages, fewer holidays, long working hours and less prestige (Salary & Culture)

Studies indicate that social values, customs and traditions influence the selection of the type of work. Al-Hamid (2009) states that the positive work values and productivity of Saudi workers decrease when they do not find a job in the government sector, which they see as a form of social security. They find themselves forced to contemplate working in the private sector but the culture of shame and the perception of inferiority regarding some work prevent them making choices, until some young people would prefer to remain unemployed rather than work in a vocational job, even if their qualifications are those of primary-school level. In addition, some young Saudis want to do administrative work, even though their specialties are technical (Al-Hamid, 2009).

Al-Sariah's study (2001) found that work is not isolated from social life. Work is the role practised by individuals in life and through it they obtain rewards for the performance of their role as well as achieving moral and financial benefits and practising authority. Whenever authority is increased, the rewards earned by the incumbent in the job also increase, along with their social reputation.

He adds that avoiding some jobs causes imbalance in the economy. The importance of any work is translated into increased rewards offered by society to the incumbents of the various functions. The rewards are those that help with living, with entertainment, reinforce self-esteem and draw appreciation from others. The last reward has the greatest impact on the selection process. The social prestige of a job causes young people from childhood to look forward to work that is characterized by a good reputation for earning social respect from others in the light of social values (Al-Sariah, 2001)

A field study was conducted to measure the willingness of young people to work in manual and vocational jobs. The results indicate that 80% rejected such work, 74% preferred to work in a high position, 64% sought jobs that have high social status, and the same percentage stated they would prefer government jobs (Madhi & Barrientos, 2003).

Another study carried out by Ibrahim Al Gofeely describes degrees of career preference in Saudi young people. The results indicate that the medical profession was placed at the top of the list of career preferences and hairdressing comes last. Office occupations were preferred by 49% of the sample and manual occupations were preferred by only 10%. These results confirm that Saudis generally prefer office jobs over manual jobs; the former being characterized by high social acceptability and status while the latter are characterized by low social status. This is the main reason for the reluctance of young people to take on manual work, and this leads to companies hiring more and more foreign workers for technical and vocational posts, due to the lack of national capacity.

In the same study the author discusses three reasons for the reluctance of young people to apply for these jobs. The results show that low social status is given by 56%, hard work by 18%, low-income by 16% and limited future by 10%. (Al Gofeely, 1981).

The government may be responsible for creating the negative perceptions of young people with regard to manual work and vocational jobs because it has relied on hiring large numbers of low-skilled labour to fill job opportunities in manual and vocational roles and employed citizens in comfortable offices with high salaries, whereas the government should have trained citizens in manual work or vocational jobs rather than relying on expats. Therefore, Saudi youths have come mainly to focus on wanting a job in a high position and working as a manager (Alanfisah, 2008).

Al-Romi (2001) says that most Saudis would rather work in a comfortable office, even on low pay, than to work in a vocational job with high pay.

The big problem is not related to young people only, but extends to their families. Wiseman and Al-Romi (2001) say that Saudi families usually have a big influence on their children in selecting kind of education or specialization as well as type of job. They add that parents persuade their children to enroll in university education more than vocational or technical education and to get high social position in the private sector. Hammad (2005) explains parents' behaviour, by their negative perception towards vocational and technical jobs as well as uncertainty there are good work opportunities after graduation.

A study by Al-Romaih in (2001) reported that parents play a major role in determining the careers of their children. Also, they are a significant source of influence for their children's important decisions and this depends on the degree of parental education. The higher the standard of parental education, the higher their children's regard for parental advice on important matters (Al-Romaih, 2001).

Parental guidance is the main factor in determining the trends of the children. The results of study of the attitude of young people toward vocational jobs show that most parents of young people who enrol in technical education are already involved in vocational jobs (Al Gofeely, 1981)

Hammad (2005) states that the reasons why young people do not engage in technical and vocational education is due to society's and especially parents' opinions of this type of education. He adds that education has positive effects on the social status of individuals, as an individual who has received an educational degree enjoys better social status than those without. Saudi families tend to consider a qualification from a technical institute as carrying lower social status as it is associated with poor employees. Parents push their children to

engage in higher education to obtain a higher level of social status as well as better income and this has led to a shortage of qualified young people to meet the labour market needs of technical and vocational jobs.

A study by Al-Ghamdi (1994) measured the standard of living in the Kingdom and the attitudes of students and their fathers towards working in vocational jobs. The study revealed that the majority of Saudi people have a high living standard, which means that the task of convincing youths to work in lower-skilled or vocational jobs might become hard unless there is awareness and motivation. The study showed that the level of education of fathers who did not accept the idea of their son working in a vocational job was low. Most of the families had an income of 4000–6000 SR by 29% of students and 34% of fathers.

The study also mentions that 43% of the students asked preferred to study religion and linguistics, while science was chosen by 39% and 17% opted for social studies. The study commented that students were looking for disciplines that would equip them for a comfortable jobs; 63% of students and 59% of fathers rejected vocational jobs. The results of the interviews revealed that 80% of the sample did not think that Saudis realized the value of vocational work and society does not respect those who work in vocational jobs (Al-Ghamdi, 1994).

The reality is that youths in Saudi Arabia have had an upbringing based on being spoilt, which has made children dependent on parents and explains why they are easily influenced by their parents in selecting types of work and study. Therefore, it is not easy for them to adapt to any sort of work, especially if this requires a lot of effort such as working in a shop market; they are instead keen to obtain promotion and a salary increase. Al-Hamid (2009) mentions that Saudi young people aged 24–20 emerge hoping to enter the labour market and it is difficult for them to cope with the requirements and environment of work, because of a

lack of skills, the low salary, the unwillingness to accept the work environment, or an inability to withstand the rigours of work, impatience and a feeling of urgency regarding promotion. Therefore, low income and culture or bad perception of young people are assumed to affect negatively on willingness of Saudi workers to continue at work.

3.1.1.2 Expatriates' dominance of jobs

The spread of foreign workers in all sectors, public and private, has had a negative impact on the country's economic and social level. It has caused major problems such as high unemployment among members of the community, whether male or female, the monopoly of foreign labour in some businesses and jobs, and the spread of customs and cultures that may harm the country socially.

Statistics (2013) show that there are large numbers of expatriate workers in the country and that they are dominating most of the labour market in all fields, especially the retail sector, where expatriate workers reached 6,003,616 while there were 4,631,117 Saudi workers (Central Department of Statistics and Information, 2013). Study by Research Centre at King Abdulaziz University (2009) indicates that most of private sector organizations are small and medium and expats represent 80% of their staff, which indicates the domination of expats on jobs as mentioned in some previous studies. According to the Eighth Development Plan (2005–2009), there is still a high reliance on expatriate labour. (Ministry of Planning, 2005)

The problem of expats is not only in their domination of jobs and the labour market, but some of them aim when they come to Saudi Arabia to escape guarantors in order to start their own businesses, which might be illegal and is likely to cause economic and social problems. Al-Hudeethy (2006) mentions that one of the many problems is that of expats escaping from their guarantors to practise illegal or unauthorized businesses. The problem arises when expats work illegally for other people, whether Saudis or non-Saudis. This is referred to as

the cover-up trade and is a violation of the law. He adds that one type of problem comes when citizens employ fugitive labour in order to reduce costs and increase profits, while others who are the main guarantors bring in new expatriate workers until expats outnumber the citizens who work in the labour market.

The most important negative effects of fugitive expats are as follows:

1. They attempt to do illegal work for a quicker and higher profit because their salary with their main sponsor is low.
2. The existence of 'loose' labour looking for work anywhere causes overcrowding in the streets.
3. The exploitation of expats by sponsors giving them the freedom to work anywhere in any job for a sum of money given monthly to the sponsor.
4. The spread of crime, deviation and forgery.
5. The country is being drained through money transferred abroad.
6. Increased government spending in the security field to track fugitive workers.
7. The association of simple jobs with cheap labour, which causes a bad impression in regard to this work and it then becomes difficult for these jobs to be accepted by Saudis (Al-Hudeethy, 2006).

The General Administration in the combat of the cover-up trade in the Saudi Ministry of Commerce (2012) states that when expats escape they will search for any work for their own business with the help of citizens or people of their own nationality, which is why this is called the cover-up trade. This is a big problem which has contributed significantly to damaging the Saudi economy and the retail market specifically. The cover-up trade can be defined as enabling expats to work or invest in something that is not allowed by the authorities or that assists them in evading the payment of taxes or any other obligations

imposed by the laws of the country. The cover-up trade also enables expats to enter the country illegally in order to be provided with the opportunity to work in their own or an illegal business.

Al-Dahlawi (2002) states that the cover-up trade refers to citizens practising activities as an umbrella that protects expats from the authorities, but the truth is that expats are engaged in these actions on their own account for a sum of money given to citizens. He adds that the cover-up trade is not only harmful to the economy, but is also considered bad behaviour in citizens for encouraging a love of convenient gain and quick money. It also exploits the need of expats to work that citizens impose large amounts of money for covering for them. Therefore, expats will do anything, even illegal work, in order to secure enough money to pay citizens and to make a living for themselves and their family, who are often poor.

The reality is that most of the operations of the cover-up trade occur in the retail sector and Al-Suwailem (2010) mentions that the practice is concentrated in shops and markets such as those selling textiles, vegetables and fruit, bakeries, restaurants, workshops and laundries, as well as in crafts such as plumbing and electrical work. Al-Hamid (2005) states that bad behaviour has been shown by expats, such as in forming agreements with their employer or the owner of the shop in which they work to cover up the actions of the expats who work for them for an amount of money received by the employer each month. Expats dominate and monopolize vocational work, such as workshops and furniture making.

However, the largest problem of expats who work in the retail sector is that they have a low level of education. Therefore, they do not provide any additional value to the economy. Therefore, they become a burden on the economy and society, such as by transferring money abroad. Al-Hudeethy (2006) states that the goal of SMEs is to bring in the least-skilled and cheapest labour to train them in order to reduce costs and increase profitability, which is why

many workers are less educated in the labour market in general and particularly in the retail sector.

The statistics (2013) indicate that the number of non-Saudis in the Saudi labour market who are illiterate or can barely read and write is 1,156,821 (Central Department of Statistics and Information, 2013).

However, the spread of expats in the Kingdom could cause an economic crisis, as they transfer huge amounts of money out of the country annually. Dr Ghazi Al-Gosaibi, a former Labour Minister, has mentioned that there were at least 60 billion SR transferred out of the country annually (2005), and statistics indicate that 92.3 billion SR were transferred in 2009. The investigations mention that although these amounts were registered in the records of banks, the amounts transferred were more than that because the offenders were using different methods to transfer money.

The spread of expats in the Kingdom could also cause a social crisis, such as increased unemployment. According to a study regarding the reluctance of Saudi young people to work in the private sector, one of the reasons for this was the continuation of the private sector to bring in cheap labour (given by 72% of the sample) as well as the preference of the private sector for employing foreign workers (71%) (King Abdulaziz University, 2009).

Al-Hamid (2009) reports that the private sector prefers employing expats to Saudis. The preference of the private sector in the recruitment of foreign labour rather than citizens is justified by Al-Hamid (2005) for several reasons, as he states that the values of expats in the market are those of adherence, commitment and sincerity in whatever work they do, as well as continuing to work long hours and accept lower wages. Al-Gosaibi (2005), a former Labour Minister, has mentioned that there are no appropriate working environments for Saudi workers because these are impossible to provide if a place is crowded with foreign managers

who believe that the presence of Saudi workers is a reason for ending their own employment and, therefore, act on this basis. Therefore, domination of expats is assumed to affect negatively on willingness of Saudi workers to continue at work.

3.1.2 Government support

With high unemployment every year and increasing numbers of graduates from schools and universities who are not sufficiently qualified to work, the government has had to identify swift solutions to this problem. The most important decision has been to activate a Saudization system in the private sector, which involves replacing foreign workers with Saudis and inflicting the severest penalties on companies that do not comply. The government has also ensured that Saudis will be trained and qualified to work by solving the problem of a public education system that does not equip young Saudis for work. In addition, the government subsidizes the salaries received by Saudis for a certain period of time to support both parties; thus the private sector is encouraged to employ young people and young Saudis are encouraged to work. Therefore, it is important to measure the three factors mentioned above and then establish if they have an impact on potential benefits of work in retail sector. Nine questions were asked via the questionnaire to measure government support. Saudization, financial support and training are discussed below. (Items of the questionnaire were extracted from the literature review and from observations made when the researcher worked in a shop market).

3.1.2.1 Saudization

With increased economic development in the country since the advent of oil, many projects have been initiated and expanded and this has led to an increase in the number of jobs. However, the private sector opted to bring in expatriate labour to fill these jobs until expats

acquired 60% of the labor market, which led to the emergence of unemployment among Saudi citizens that continued to rise until the government implemented procedures to curb this problem. The first measure was the issuance of a Royal Order implementing compulsory Saudization in specific proportions in 1994 (King Abdulaziz University, 2009).

Saudization means restricting work to Saudis, as well as the gradual replacement of foreign workers with Saudis and achieving full employment through a national workforce (Ministry of Labour, 2009).

Saudization is the government's strategy for the reform of the gross imbalance in the labour market due to the increase of foreign workers (Bu Haliqa, 2002). Therefore, Saudization is assumed to affect directly and negatively on domination of expats via reducing number of expats and then, affect indirectly and positively on reducing unemployment (Potential benefits).

The Council of Ministers Decree for the application of Saudization on 24 January 1996 makes the following recommendations:

1. All companies must attract Saudi citizens and provide the resources necessary to ensure their continuity in work.
2. In organizations that employ 20 or more workers, the number of Saudis must constitute at least 5% of the total workforce.
3. All organizations must commit to employing only Saudis in certain jobs, such as in reception work, government relations, exchange coordination and security.
4. Organizations that violate the regulations of the Ministry of Labour should be penalized (Ministry of Labour, 2009).

A Workforce Development Programme for Saudi Arabia was prepared by the General Secretariat of the Workforce Council for the period 1999–2023, as follows:

1. To reduce the number of expats and the rationale for hiring them.
2. To achieve integration in the field of the planning and development of labour forces.
3. To set up a complete database of labour market information.
4. To improve the productivity of the national workforce and prepare them to keep pace with technological changes.
5. To ensure the full use of the national workforce.
6. To achieve the best use of the national workforce.
7. To instil devotion to the concepts of belonging, citizenship and work values in Saudi society.

Mechanisms for achieving this strategy are as follows:

1. Directing admissions policies at universities and their rationalization in line with the requirements of development and labour market variables, as well as developing programmes, curricula and university learning systems.
2. Preparation of training programmes or the retraining of graduates whose qualifications do not fit the jobs available.
3. Creation of a unified network of workforce information covering all areas of Saudi Arabia.
4. Revising the laws governing work and those relating to recruitment approaches and procedures and other relevant systems.
5. Development of mechanisms for the labour market and private employment offices and strengthening them to be more effective in the process of employing Saudis.
6. Increasing the contribution of women to the labour market commensurate with their nature in work that does not conflict with Islamic law.
7. Increasing training opportunities for people with disabilities.

8. Deepening the concept of religious, social and psychological considerations of trends and expectations regarding work.
9. Unifying the agencies responsible for issuing work visas.
10. Conducting a feasibility study and establishing ways to create a fund for the retraining of the national workforce (King Abdulaziz University, 2009).

The Chamber of Commerce presented a working paper at the Fifth Conference of Saudi Businessmen, held on 6–9 November 1999, indicating the importance of applying Saudization and listing its benefits as follows:

1. The employment of Saudis achieves stability in economic activity.
2. It provides an opportunity to develop the capabilities of Saudis through on-the-job training and experience.
3. It prevents the transfer of currency out of the country, which leads to depletion of the economic state of foreign currencies and impacts the Saudi economy negatively.
4. It increases the proportion of consumer spending by the national workforce on goods and services, which leads to acceleration of the economic cycle and financial flow in all areas of the national economy (Al-Sheikh, 2001).

Obstacles to Saudization

1. The labour market contains jobs requiring certain skills and capabilities, while the current output of education does not qualify young people for these roles.
2. The low degree of job stability among the Saudi workforce, frequent absences and lack of commitment to work, which will have a negative effect on the job market.

3. There is a negative view towards some jobs, such as those in the service sector, despite the availability of a number of opportunities in this area.
4. The lack of complete information available to students about job opportunities in the labour market and the skills required.
5. The low level of salaries in some organizations in the private sector, particularly for new entrants to the labour market (Chamber of Commerce, 1998).

The Chamber of Commerce (2012) also mentions in a recent study the obstacles to Saudi employment in shopping centres in Riyadh, which include lack of commitment at work, insufficient training, a shortage of experience, and the high salary expected. Alnafisah (2008) also mentions that one of the obstacles to the implementation of Saudization in the private sector is that the percentages imposed on private companies do not match the size of the companies and their activities. Some medium-sized firms cannot compete with large firms in terms of salaries.

The general recruitment strategy in Saudi Arabia (General objectives)

1 - Full employment of the labor force

2- Permanently increase the contribution of national human resources

3 - Upgrading the productivity of local workers to match counterparts in the developed economies.

This strategy has been divided into the strategic goals of progress

1- Interim target short-term - two years – Controlling the unemployment

2- Interim target medium-range - three years- Reducing the unemployment rate

3- Interim target long-term - twenty years - Achieving a competitive advantage for the national economy based on the national employment.

Also, the recruitment strategy aims seek to qualify and employ young people especially those under 22 years old, who have left public education, whether primary or middle or secondary education, in various activities and jobs. However, public education does not qualify for any job.

One of the recruitment strategies is to support and activate programmes of productive families and work from away especially for women. A lot of families, especially those that receive subsidies from charities, have capabilities and expertise in various areas such as cooking, sewing.. etc but their social and living conditions prevent them from engaging in these jobs because they lack the means of production, direction and guidance. Therefore, there will be centres to provide all assistance to those families to work and meet their needs while at the same time contributing to reducing the unemployment rate. Also, the government supports and finances small enterprises through incentives and guarantees to employ Saudis because these enterprises are major employers of migrant workers in less-skilled jobs and can be supported through the Human Resources Development Fund.

The ministry of labour plans to bring highly skilled foreign workers to transfer their expertise and skills to nationals gradually as well as increase Saudi productivity and build the Saudi human workforce and this will only be achieved through training and developing Saudi skills.

(Ministry of Labour, 2009)

Attitude of the private sector towards applying Saudization

Some studies indicate that the private sector is not satisfied with the application of Saudization, The decision that stipulates the need to reach a Saudization rate of 5% in organizations which increase their personnel to about 20 workers has faced criticism from the

private sector, as found in a study conducted by the Chamber of Commerce in Riyadh in 2003. The most prominent criticisms were that most private enterprises are small and medium-sized (82%) and these employ, depending on their size, fewer than 20 workers. Therefore, the decision falls on the shoulders of large enterprises that employ more than 20 people, which represent only 18% of the total number of organizations (Chamber of Commerce, 2003).

However, the private sector functions in terms of profit and, therefore, prefers not to employ Saudis because they see their costs as higher than when employing expats in terms of salary because foreign workers can work for a quarter or half the salary of a Saudi employee. The second factor is that when foreign workers go to Saudi Arabia to work, they have academic degrees and sufficient experience that enable them to start immediately, but Saudi workers need a period of training and rehabilitation, which in turn involves extra costs. Thirdly, the matter of flexibility, which is the ability of foreign workers to work in any area or city at any time as required for the sake of the work, while citizens often prefer to work in the region or city where they have family and there are studies that have demonstrated this preference such as study of King Abdulaziz University (2009). The fourth concern is the stability in work of national labour due to their seeking better job opportunities or higher salaries without taking into account the organization for which they work, while expats find it difficult to do this because they are associated with their organization, whether in terms of work or residence permits in Saudi Arabia. The fifth matter is that obtaining certain types of expats in sufficient numbers is easier than opting for national employment. The sixth is that it is simple to dismiss foreign workers in the case of reduction of his level of work; however, the Ministry of Labour has established strict laws in relation to unfair dismissal, especially for Saudi workers. Seventh is that employers pay social insurance premiums for Saudi workers that involve extra costs, while expats have only end-of-service gratuities. Eighth is that Saudi

workers do not adapt well to the working environment, whether in terms of daily working hours, lack of weekends or insufficient annual leave, and some companies operate two shifts a day or have different shifts. In addition, working in the private sector requires discipline and commitment to work and this is, unfortunately, what is missing from many young Saudi people (Chamber of Commerce, 1992). Therefore, Saudization alone is not enough to reduce unemployment (potential benefits), rather there is need for increasing salary and training.

3.1.2.2 Rehabilitation of young people via training and financial support

After the emergence of oil, a renaissance began in Saudi Arabia and the features of traditional life changed as new industries and techniques appeared which needed management by trained and highly qualified employees. At the time, Saudi citizens were not capable of managing this technology and, therefore, the government was obliged to hire foreign workers to do these jobs. Moreover, state education does not qualify students for the requirements of the modern labour market, and, consequently, the government has had to establish and fund various training centres, in addition to financing private companies that train young Saudi people in their companies and training centres, as well as subsidizing Saudi salaries.

The government has also not ignored the importance of technical and vocational education and its role in economic development. Therefore, plans were made to develop the skills levels of Saudi nationals to be able to meet the needs of the labour market and contribute towards economic development (Al-Masmary, 2007). However, regardless of the reasons behind the government supporting and funding training, training for citizens and for the development of the entire country is of major importance and will be discussed in the following section. The importance of supporting Saudi salaries and its effect will be discussed in next section (Willingness of Saudi workers to continue at work) as it linked with motivation theories.

Concept of training and its importance

Training involves individuals acquiring the information, specialties and functional knowledge related to their jobs and methods of performance optimization, as well as refining the skills and abilities of staff and enabling them to invest their energies in useful work, in addition to behaviour modification and the development of the performance of all employees within a company. Consequently, achieving economic efficiency requires accomplishing the objectives of training, ensuring job stability, reducing absenteeism, turnover rates and occupational accidents, enhancing competitiveness, raising living standards and reducing unemployment. The importance of training also lies in bridging the gap between the outputs of public education and the needs of the labour market and replacing expats with Saudis, as well as keeping abreast of technical developments (Chamber of Commerce, 2008). Therefore, Training is assumed to affect directly on culture via correcting the concept of this work plus affecting indirectly and positively on willingness of Saudi workers to continue at work and potential benefits of working in retail sector via obtaining stability that leads to reducing unemployment.

The history of training in Kingdom started in 1937, when the Saudi government sent students abroad to study the art of printing while others went to Egypt to learn about the glass industry in 1943 (Hammad, 1970).

At the same time efforts were made to establish technical and vocational colleges in Saudi Arabia, the first technical training college opening in Jeddah in 1949. The number of students at that time did not exceed 30. In 1963, the Ministry of Education opened more institutes and centres concerned with technical and vocational education, equipped with all the necessary resources to train young people in various fields such as electrical engineering, mechanics, science and technology. The two most important institutes were the Royal Institute in Riyadh,

which opened in 1967 at an estimated cost of more than USD 20 million and a similar institute in Jeddah, which opened at a cost of approximately USD 35 million (Al-Khatib, 1998).

Saudi Arabia planned to resolve the problem of unemployment in five years through training. According to a previous Minister of Labour, Dr Ghazi Al-Gosaibi, there was a plan at the Jeddah Economic Centre for the employment of 12,000 workers in the Saudi private sector. He refers to continuing efforts to train and qualify Saudis for work and that 75 training institutes were offering intensive courses in the various professions (Al-Bawaba, 2005).

Centres that provide training services

General Organization for Technical and Vocational Training (GOTEVT)

GOTEVT was set up in 1979 and its task is to implement plans and programmes for the preparation and training of a national technical and vocational workforce. The organization oversees a range of programmes and centres that contribute to the preparation of national institutions, such as technical colleges, vocational institutes, technical training centres for girls and professional military training academies. There are also technical and vocational training joint ventures with the private sector, which include institutes and private training centres and training institutes encompassing technical and vocational courses (Chamber of Commerce, 2008).

GOTEVT is the best source of technical education, vocational training and preparation for citizens to be eligible to work in the private sector. Its strategy is as follows:

1. To train young people so that they are qualified to work in all government and private sectors.

2. To help those who are illiterate and who have not received a full education through training commensurate with their capabilities to qualify them for the job market.
3. To train and oversee the development of Saudis in various jobs and professions.
4. To invest in education, skills development and job creation in the vocational sector.
5. To unify the educational system and coordinate private training institutions.
6. To provide vocational guidance to encourage young people to move towards vocational and technical jobs.

Expatriate	Saudi	
280265	58405	Technicians
17870	148142	Writing jobs
206740	69991	sales
1960119	194159	Service occupations
345660	12826	Farming, animal husbands and fishing

Table 5.3: numbers of Saudis and expatriates workers in some vocational and lower-skilled jobs in 2006

The table 5.3 indicates that number of Saudi workers who work in lower-skilled job is much less than expats, therefore, the number of qualified people compared to employment opportunities is still low. In 2007–2008 GOTEVT indicated that the number of graduates from vocational and technical government institutes was approximately 57,825, with about 18,650 from private institutes (General Organization for Technical and Vocational Training, 2007).

Training efforts provided by the Human Resources Development Fund (HRDF)

The HRDF is the most important centre for funding the training and salaries of young Saudi people in work. It is characterized by financial and administrative autonomy and is managed by members of the public and the private sector. Its objectives are as follows:

1. To provide aid and subsidies for the rehabilitation of the national workforce through training and employment in the private sector.
2. To contribute to covering the costs of training and rehabilitation of the national workforce in the private sector.
3. To pay part of the salary after training for a certain period. Therefore, financial support is assumed to affect directly and positively on salary and indirectly and positively as well on willingness of Saudi workers to continue at work and potential benefits of working in retail sector via obtaining stability at work that leads to reducing unemployment
4. To support and fund field projects, plans and studies that aim to increase employment opportunities for the workforce to be qualified to replace immigrant workers.
5. To establish financing institutions to train young people or for the introduction of new technologies.
6. To undertake research and studies focusing on the area of training, qualifications and employment as well as to provide advice to institutions concerned with training.

(Human Resource Development Fund, 2007).

Institute of Public Administration

The institute was created in 1960 to provide national cadres trained in various administrative, financial and related areas in addition to computer programming. The institute has implemented two types of training: preparatory training, which is the rehabilitation of trainees for jobs, and training to develop the skills and abilities of employees. The government sectors take the greatest advantage of the services of the institute.

Training by the Chambers of Commerce and the private sector

The Chambers of Commerce have established centres to undertake the implementation of training programmes. Private companies have also set up their own training centres in the areas that relate to their activities, such as banks and companies that work in the retail market. There are also institutes that cooperate with other training institutions, such as GOTEVT, the HRDF and the National Organization for Joint Training in the implementation of training programmes for the rehabilitation of national labour for work.

According to data from GOTEVT, there were 227 private training centres in 2008. However, 69 of these centres did not conduct training and some of them had closed. Therefore, the actual number of training centres that provided training was 158. The results of the analysis show that 74% of these centres were individual institutions, followed by limited liability companies (13%), and joint stock companies (2%) (Chamber of Commerce, 2008).

The princes of some areas have also contributed to the establishment of projects for the training and rehabilitation of Saudi young people in the following fields: 1. the National Project for Training and Employment in Makkah. The project focuses on the rehabilitation of young people in work that contains few Saudis and offers diplomas in subjects such as health functions, customs clearance, hotel management, travel and tourism, gold and jewelry; 2. the Programme of Prince Mohammed bin Fahd for the rehabilitation and employment of

young Saudis in the Eastern Province. Its goals are to qualify graduates of different stages of education to bridge the gap between job requirements and state education (Chamber of Commerce, 2008).

Al-Masery (2004) cites the following as the most important objectives upon which to focus in general and technical education and vocational training:

1. Vocational training programmes and vocational education must be a key element in the curricula of public education to provide students with knowledge about careers which includes skills and information about different jobs in order to help prepare students to face the future.
2. The development of positive attitudes in students and trainees with regard to respecting jobs and the workplace, as employment is considered an important part of life.
3. The alignment of qualifications and skills acquired by students through education and vocational training with the requirements of society and economic development.
4. Students must be taught skills that are consistent with their interests and improve these abilities as much as possible to improve their employment opportunities, leading them to become productive individuals in the society (Al-Massry, 2004).

The reality of women's training

The government has paid attention to technical training for women. There are two centres that manage training for women: the Ministry of Education, which supervises education institutes and vocational training for women, and the Institute of Public Administration, which supervises the training of government employees. Statistics indicate the low numbers of women who enroll in vocational education, which might be due to lack of employment opportunities.

A study regarding training installations in Riyadh conducted by the Chamber of Commerce (2008) confirmed that training for women in Saudi Arabia still suffers from a severe lack of awareness and quantity as the output does not reach the level of labour market needs and what women require. It indicates the likelihood of increasing the number of graduates from universities and state education while job opportunities are few and thus this might cause a large surplus, especially if appropriate training programmes are not available that can contribute to the training of women in areas that suit their nature, the customs and traditions of society, and which are consistent with Islamic law.

The quality of government training

Despite government efforts and huge financial outlay as well as the expansion of training programmes for young people, some authors are of the opinion that the results of this training have not reached the high standards required by the Saudi labour market. This means that the same mistakes have been made here as previously in state education.

Hammad (2005) says that the problem is the lack of tools to identify the skills required for each type of job, in addition to a lack of follow-up and evaluation of the output of programmes of technical and vocational education. This has caused poor outcomes such as high rates of failure and dropping out, high number of years of educational investment and low rate of efficiency

He adds that there is no remedy for errors to match with the economic needs of the state. This means a huge waste of funds and waste of graduate potential. There is a distinct absence of private sector input in the design of programmes to suit the needs of work and also a lack of coordination between technical institutes and government agencies to determine these needs.

Al-Masmary (2007) attributes the failure of educational plans to the lack of expertise in planning and organization in addition to the lack of capabilities and equipment. Weak financing programmes, the lack of qualified trainers and the lack of follow-up and evaluation of training programmes further compound the problem. In addition, there is no development of curricula and training programmes to keep pace with technological developments

3.1.3 Willingness of Saudi young people to continue at work (Satisfaction)

With the large number of expats and their control over most of the jobs, the government was compelled to introduce procedures such as applying Saudization. However, although the decision to implement Saudization was important for the country to address the problem of unemployment among Saudis, this strategy faced some criticism, such as equal Saudization ratios being imposed on all companies. Moreover, a new phenomenon appeared that caused a serious problem, which is the lack of continuity in work in relation to Saudi workers. This also causes a major problem for the private sector. Therefore, the question is: what is the point of applying Saudization if there is a lack of continuity in work and what are the reasons? Twelve questions were developed for this study to measure the willingness of Saudi workers to continue in work.

Most of the previous studies confirm the low continuity of Saudi workers as well as a lack of commitment at work, especially among youths. Studies have stated some reasons for this but the essential ones are low salaries alongside a large quantity of work or a lot of pressure at work and the mistreatment of expats with Saudi workers. The researcher observed during his work and conversations with co-workers that there was a non-continuation of young Saudis in work because of the aforementioned reasons. The low continuity of Saudi workers has caused private organizations to complain about the low level of Saudis' commitment to work. They justify their complaint by referring to the fact that Saudis are able to leave work at any

time without providing notice, and this can cause significant damage to a company's workflow, especially as there is no protection from the Ministry of Labour in this regard or the presence of a penalty for Saudis who leave work without informing the organization. Hence, employers prefer to employ non-Saudis (Alaqi, 1984; Mellahi, 2000; Alnafisah, 2008; Al-Homaid, 2009). The HRDF conducted a field study (2006) regarding this. The study found that 88% agreed that the main reason for leaving work was low salary; 89% of the sample referred to the lack of financial incentives; 80% to the lack of a housing allowance; 84.3% indicated a lack of moral incentives; 33% left work because their colleagues had left; 30.6% indicated the reason for leaving work was discomfort regarding working with colleagues; 55.8% left work because sway of direct manager; 49.9% left because of harassment of expats; and 70.7% mentioned leaving work because of a lack of attention from the senior management.

Another study discussed the reasons behind the reluctance of young people to work in the private sector, and found that the most common issues are weak salaries and the harassment of expats in the private sector (King Abdulaziz University, 2009). Statistics from 2005 indicate that small installations (fewer than 10 employees) were characterized by the highest rate of turnover for organizations (81.69%) (Human Resources Development Fund, 2006) because their capital and profits are often weak and they cannot give good salaries to Saudi workers.

A study by Alnafisah (2008) also states that the most important factors that have enabled Saudization to succeed are good salaries and moral stimulation in work. All private organizations that have attained high levels of Saudization focus on good pay and moral incentives for employees. These are an important element in continuity in work, as well as fostering better relations between staff and management. Therefore, Saudization and financial support are assumed to affect indirectly and positively on willingness of Saudi workers to

continue at work and potential benefits of working in retail sector (reducing unemployment), while domination of expats is assumed to affect negatively on willingness of Saudi workers to continue at work as Al-Gosaibi (2005), a former Labour Minister, mentioned negative impact of foreign direct manager on Saudi workers. As lack of moral incentives and harassment can make the Saudi workers leave the job.

According to a study by the Chamber of Commerce in 2012 about shopping centres in Riyadh, the most significant barriers to the employment of Saudis are the lack of commitment to work (71%), lack of training (60%), insufficient experience and the high salary expected (58%). These are perceived as the biggest problems that the private sector faces, costing private companies a great deal of money and harming their activities, which is why the private sector prefers not to employ Saudis (Alnafisah, 2008; King Abdulaziz University, 2009). The Sajeeni (1998) Centre for Economic Consultancy conducted a study on Saudi private sector organizations and found that 50.5% of the total sample did not want to employ Saudis for several reasons, including lack of commitment and seriousness at work (60.5%). This had caused private organizations to lose confidence in employing Saudi citizens.

From the other point of view, some Saudis do not trust working in private organizations because of a lack of job security and the fear of dismissal from work. Therefore, job security is also considered one of the reasons behind feelings of reluctance and low continuity in work, as some studies have found (Alnafisah, 2008; King Abdulaziz University, 2009). There is a belief that the private sector would prefer to employ expatriates rather than citizens, which is why Saudization was imposed on private organizations. However, Saudi young people feel that the imposition of Saudization will not protect them from dismissal from employment at any moment. Hence, there is the concept of a preference for government jobs because they are safer but the reality is that this notion comes originally from the influence of parents upon their sons.

However, the government has not ignored this aspect, as Saudi labour law generally focuses in its articles on taking care of citizens, whether male or female, by giving them priority in recruitment, training and rehabilitation. It states the importance of both the employer and the jobseeker knowing the provisions of the work and its systems in order for everyone to know their rights and duties. Saudi labour law provides what is necessary for employers to clarify all provisions related to the features and conditions of offences, sanctions and disciplinary measures that are not consistent with Saudi labour law. Therefore, not applying this procedure in the private sector has generated a sense of fear of the unknown or being dismissed in addition to a lack of knowledge regarding the protection provided by the Saudi Ministry of Labour for workers. As a result, Saudi employees feel unsafe in their jobs and this has caused unwillingness to work in the private sector (Ministry of Labour, 2005).

There is another reason behind the lack continuity and low commitment among Saudis in work, which is the strong relationship between Saudi youths and their parents. A number of studies have reported that Saudi young people are very attached to their family and, therefore, are strongly reliant on them in everything, even in the selection of a course of study and a career. Consequently, they are not able to withstand the difficulties of working or living away from their home town and some studies have stated that Saudi youths prefer working in comfortable jobs with low pay rather than working in a vocational job with high pay, which is an indication of the cultural influence of parents on their children (see section 3.1.1.1 Low wages, fewer holidays, long working hours and less prestige (Salary & Culture)). According to study of the reluctance of young people to work in the private sector, one of the reasons is the place of work not being in the same city as the family home (85%) (King Abdulaziz University, 2009). Therefore, the parents have an important role in continuity of their sons in work via encouraging them to rely on themselves but the problem is that there is even negative view from parents toward working in this sort of jobs. Hence, correcting behavior

and thought is one of the roles undertaken by organization (via training) (Chamber of Commerce, 2008). Also, via motivation methods that will be discussed next section.

It is therefore assumed that training affect negatively and directly culture and affect indirectly and positively the willingness of young people to work and potential benefits of working in retail sector (reducing unemployment) through correcting conceptions about work and motivation methods that applied in the organization. When this influence succeeds, it impacts directly on the potential benefits of working in the retail sector, such as Saudi young people themselves choosing to do this type of work and taking responsibility plus treating unemployment.

3.1.3.1 Relationship between willingness to continue in work and satisfaction and motivation

Low willingness of continuity in work reflects a decline in the need for satisfaction or an absence of motivation. Mullins (2002) defines motivation as being based on guidance and knowing the reasons for people choosing to do certain work for a sustained period, despite the difficulties of that work.

Molander (1996, p191) maintains that "the motivation to work can be defined as the willingness to expend effort on a particular task in order to attain an incentive or incentives of a certain type". Beardwell et al. (2004, p. 505) state that motivation "is characterised by a certain level of willingness on the part of the employee to increase effort, to the extent that this exertion also satisfies some need or desire". Whenever an organization has been able to satisfy the needs of employees, the employees have become more motivated and willing to work harder.

There is also a relationship between the performance of employees and satisfaction. Therefore, the way to raise the level of performance of employees should be through taking an interest in all aspects pertaining to employees' work. Stanley (2008) reports that when

employees sense that organizations pay attention to their cases, this raises motivation. These aspects include everything related to employees and Huczynski and Buchanan (2001) indicate the importance of social influence on motivation and that it is considered one of the factors in achieving the best performance. This should lead to a higher level of production, as Knights and Willmott (2007) state that as long as employees are strongly motivated and satisfied, they will be highly productive.

The main task of managers is to know and understand the methods that raise the performance of employees in their work, such as acquiring information regarding the basics of theories of motivation and its goals and how they can be adjusted. Studies on organizational behaviour mention that there is a relationship between the needs of employees and an organization's goals. As a result, whenever there is coordination between the objectives of an organization and the needs of the employees, the organization has achieved its overall goal (Kast & Rosenzweing, 1979).

3.1.3.2 Basics of motivation that should be provided to staff

1- The most important task for managers is not simply to make employees do the work, but to motivate them to complete the work to the best of their ability (Smith, 2001).

2- Motivational techniques use processes to stimulate staff to perform optimally in the workplace and involve considering the needs and preferences of employees. Staff are unlikely to do their best if they feel uncomfortable or feel that their needs are not being met (Child, 1984).

3- Dell points out that “service is given to people by people. To give excellent service, it is essential that people feel good about themselves...Every worker wants to feel good about doing his or her job. That’s called employee satisfaction” (p.21).

Also, Dell names ten requirements that people want from their jobs in order to be motivated: to work for efficient managers, to think for themselves, to see the end result of their work, to be assigned interesting work, to be informed, to be listened to, to be respected, to be recognized for their efforts, to be challenged and to have opportunities for increased skill development (1992).

4- Johnson and Gill (1993) argue that motivation is "the forces acting on and in an individual and that cause that individual to behave in a particular goal-directed manner" (p.38).

5- Dell also, observes that if employees do the same work every day, they will rapidly become bored and need to be given more responsibilities. He also mentions the possibility of promoting the 'Innovation Quotient' (IQ) of an organization by enhancing positive attitudes and commitment towards innovation as a significant part of the organization's vision. Employees should also expect "flexibility, fun, encouragement, openness about feeling and fairness" (1992, p.69).

6- (Smith, 2001) says "strong motivation comes from inside, it is about who you are, not just about what you want and it is closely related to the way you feel about yourself…competition and challenge will only motivate you if you are able to succeed; progress and success motivate – you get interested in what you are good at" (p.1

Studies have shown that the objectives of employees that generate motivation can be summarized in five groups arranged by degree of importance. The five groups are:

1. "Enjoyment: relaxation, fun, sensation-seeking, exploration, play.

2. Self-Assertion: aggression, power, achievement, competition.

3. Esteem: self-esteem, personal growth.

4. Interpersonal: affection, support, affiliation, social relationships.

5. Avoidance of negative affect: anxiety reduction, stress avoidance" (Robert Beck, 2004.p13).

Therefore, the pressure of work, respect and appreciation Job has a significant effect on the continuation of the employee at work. If there is harassment of foreign direct manager or expats in general, the employee will not feel respect nor appreciation from organization and as a result, he/she will not continue in work. Thus, Saudization positively and indirectly affects willingness of Saudi workers to continue in work. As well as, respect and appreciation linked to self-esteem so, if employee feel self-esteem, it will give him/her self-confidence and self-reliance which is one of potential benefits that can obtain via work. Hence, Saudization positively and indirectly affects on the potential benefits of working in retail sector especially self-confidence and self-reliance are missing in young people because of excess care or spoilt and the severity of the impact of parents on their children plus this contributes to reduce unemployment.

However, Steers et al (1996) say "when we discuss motivation we are primarily concerned with, one: what energises human behaviour, two: what directs or channels such behaviour and three: how this behaviour is maintained or sustained" (p8).

Motivation can be expressed by theories which focus on internal and external needs that should be provided for, arranging them according to priority and importance. Also, they focus on directing the staff behaviour to better performance.

Bratton et al (2007) said that theories of motivation at work are categorized to two parts; CONTENT and PROCESS. Content theories assume that all employees have common basic needs such as Maslow's theory. Process theories assume that perception of employees about their work will affect their performance such as the equity theory.

3.1.3.3 Content theories (Human needs)

Content theories concerned with what are motivators of employees or what are their goals they looking for that form the motivation of their behaviour, such as Maslow's theory. The theories concerned with process of motivation and how employees can be motivated, such as Equity Theory (Martin, 2001)

Moorhead and Griffin (1995) propose that human motivation is caused primarily by deficiencies in one or more important need categories (p 83).

Johnson and Gill (1993) state that "human needs are usually identified as being expressed through an individual's feeling or experiences of physiological, psychological or social deprivation, deficiency or imbalance" (p39).

<u>The different types of human needs</u>

1- The innate needs of human beings, which are mentioned in Maslow's theory (1954). This theory posits that there are nine innate needs of human beings and arranges them in a hierarchy of importance, starting with the most important needs such as food and shelter. These needs are all related to each other in that only when the more important need is satisfied is the next in line considered. However, Wahba and Bridwell (1979) say that the rewards that are related to social needs are formal and controlled by organization, while at the same time Maslow's theory is accepted when the hierarchy of human needs appears in the same order. Bratton et al (2007) adds that Maslow's

theory does not take into account sex, age and ethnicity. Lee and Lawrence (1991) say "there are a number of difficulties with Maslow's hierarchy of needs. First, it does not apply neatly to specific individuals. We can all cite example of people who appear not to have needs for friendship or ego satisfaction. Often an ambitious manager will become unpopular to achieve advancement, sometimes taking considerable risk with personal financial security and even working to physical and psychological exhaustion. An equally difficult problem for the practising supervisor is that employees often obtain need satisfaction outside of the work environment" (p 60)

2- Alderfer's ERG Theory is derived from Maslow's need hierarchy theory. Alderfer's ERG Theory concerned with three types of needs, which are: Existence, Relatedness and Growth needs (Gibson et al, 2003).

a- Existence which represents basic human needs such as food, physiological, physical security needs. Existence: represents the needs which can be satisfied by factors such as food and working conditions, which are included in Maslow's physiological and security needs in addition to benefits like the money.

b- Relatedness which represents needs that can be satisfied via and social relationships and interpersonal. Maslow's affiliation and love needs and self-esteem located under this type of needs

c- Growth which represents needs that are satisfied via Personal development and self-growth. And this fall under Maslow's self esteem needs and self-actualisation needs (Gibson et al, 2003).

Alderfer's ERG assumes that the needs are not associated to each other hierarchy such as Maslow's theory, which assumes the necessary of satisfying the lowest need before moving on to the higher and it can satisfy more than one need at the same time

This theory also assume that if the higher- need is failure to be satisfied , an individual might will back to regress to raise the satisfaction of the lower- need. Kreitner and Kinicki (2007).

Huczynski and Buchanan (2001) state that Maslow's needs was not essentially interested in motivation of work, while ERG theory is developed to fit organisational process .

Maslow's need hierarchy theory is firm because it presumes that the needs are arranged orderly hierarchy. If a lower-need is not satisfied, an individual cannot move to the higher-need, while ERG theory is flexile as the needs are considered as a variety rather than considered them as orderly hierarchy (Porter et al, 2003).

According to Martin (2001) there is some criticism of this theory, such as the cultural impact on modern organizations. Also theory based on theoretical assumptions about the motivation and behavior of individuals that may be inaccurate or incorrect percent 100%.

3- The need for financial support, which belongs to the scientific management approach. Taylor (1947) says of this approach that it assumes that people are motivated by external reward attached to their performance. This approach argues that financial need is at the top of priorities motivating work

Therefore, income is considered the most important factor in persuading Saudi workers to remain in work and increasing their commitment. Alanfisah (2008) states that youths concentrate on accomplishing a higher salary rather than on the sort of work they do, and thus turnover is high. According to Alaqi (1984), financial aspects act as a stimulant for young people. Job satisfaction represents an important aspect in stimulating positive behavior, such as discipline at work, reducing absenteeism, lowering turnover rate, increasing productivity and decreasing the rate of resignations.

Al Harbi's (2003) study on the social and economic effects of Saudization on Saudi society demonstrates that the level of job satisfaction among workers in the private sector is linked to wages, salaries, the compatibility of scientific specialization with the nature of the work, incentives and other features. Alnafisah (2008) also mentions that some companies complain that a lot of Saudis focus only on salary, which is why their performance is very low. As a result, it is assumed that government financial support has an indirect positive effect on the willingness of Saudi workers to continue and potential benefits of working in the retail sector because it would affect directly in raising their salaries which leads to raise continuity and reduce unemployment.

4- The need for psychological and social satisfaction, which belongs to the human relations approach. Lee and Lawrence (1991) explain that in this approach, organizations are committed to providing psychological and social satisfaction to their staff rather than focusing on profit alone.

5- One of the most important need is job satisfaction which belong to the motivator-hygiene theory. This theory is about staff attitudes toward work and was developed by Herzberg (1968). He assumes that there are certain motivation factors which affect job satisfaction for employees, and these are recognition, achievement, responsibility, self-advancement and growth. In other words, factors which cause satisfaction for employees in their work environment. He argues there are two distinct needs: physiological needs that can be fulfilled by financial support and the psychological needs to achieve and grow. Job satisfaction simply is positive or negative attitude because the intrinsic and extrinsic aspects of work (Bhuian and Menguc, 2002) and Fernandes and Awamleh (2006) express Job satisfaction based on the nature of the work and its association with the employee and his attitude of work.

Also, it based on the existence of common interest between the employee and the organization.

Holloway (1991) argues that the motivator-hygiene factors "are (intended to be) universalistic despite the factor that they are expressions of American human relations value and assumptions concerning personal commitment to work" (p.15). Therefore, Motivation is to direct people toward certain behavior serves the goals of the organization Kreitner and Kinicki (2007).

(Comm and Mathaisel, 2000 & Beck, 2004) emphasize the role of the organization in identifying factors that affect job satisfaction and thus handle it to raise the level of productivity and performance.

The other part of motivation theories is called Process theories which emphasise understand and direct behaviour of employees, such as the equity theory, expectancy theory and the goal-setting theory.

3.1.3.4 Process theories

1- Equity theory

(Huczynski and Buchanan, 2007, p.248) say that this theory is "a process theory which argues that perception of unfairness leads to tension, which then motivates the individual to resolve that unfairness". For example, if an employee feels that his colleagues are being rewarded and he/she is not, injustice is felt. Also, they point out that Adams argues that "people respond differently to over-reward and under-reward. People perceive a modest amount of over-reward as 'good luck' and do nothing while a modest under-reward is not so readily tolerated".

Latham, (2007 ,p43) says this theory "deals primary with money.. it states that people examine the ratio of their "outcomes" (denominator) relative to their inputs (numerator) relative to those of a comparison other," inputs mean employees efforts and qualifications, outcomes mean the money, appreciation, working situation. In other word, employee assess the justice of outcomes through comparison between his outcome with other employee outcome

This theory is important to realize the level of social relations in the organization, but it is not devoid of criticism. For example, this theory neglects the impact of cultural differences on equality in an organization (Goodman, 1974). Adam (1989) explains equity theory as equality between input and outcome: input represents the value that employees add to a job, such as experience, education and skills, while outcome represents the value that employees perceive they gain from their job, such as salary, benefits and recognition. Whatever the outcome, it will have a positive or negative effect on job satisfaction and this has a psychological involvement in the behaviour of employees: "autonomy, cohesion and fairness are related to job satisfaction, while pressure is negatively related to job satisfaction" (Swift & Campbell, 1998, p. 56). This confirmed an inverse relationship between level of salary and willingness of Saudi workers to continuity in work.

2- Expectancy theory

Mowday (1996, p. 67) states that "individuals attempt to maximize the attainment of valued outcomes and that motivation levels should be high whenever attractive outcomes are made directly contingent upon performance". This means that to motivate employees to work harder, their expectations of reward should be commensurate with the effort they are making.

For example, if an employee has to work very hard but does not expect to receive a bonus for his or her work, he or she will not work to the fullest extent.

Alaqi (1984) states there is a relationship between a work schedule and the degree of job satisfaction. Whenever hours of work increase, dissatisfaction also increases and thus causes discomfort. Some previous studies, such as those by Al Gofeely (1981), Alaqi (1984) and (Mellahi, 2000) found that one of the reasons behind reluctance or low continuity in working in lower-skilled jobs among Saudi young people is that these jobs are characterized by hard work and a lot of pressure.

Pinder (1984) maintains that the most important factor in motivating staff is for them to feel that they are having fun while working. If employees feel uncomfortable or psychologically pressured in any way, they tend not to give of their best at work. A lack of fun can be felt for many reasons. For example, perhaps the employee did not want the job but needs the money, he or she suffers from problems with other members of staff or the administration, or is disheartened by a low salary or a daily routine that is devoid of innovation and creativity.

According to Vroom (1964), there are two concepts of what determines motivated behaviour: expectancy and valence. Expectancy means "subjective probability or a degree of belief that a certain action is followed by specific outcome", and valence is the psychological value which is associated with an outcome. A "Person's motivation to do a particular behaviour is a function of the valence of the outcome which might follow the behaviour, the person's subjective probability that the outcome actually follows the behaviour" (p. 103).

Dornyei and Ushioda (2011) state that there are two factors involved in motivating employees to do their work well:

- The individual's expectancy of success in a given task and the rewards that successful task performance will bring.
- The value the individual attaches to success on that task, including the value of the rewards and of the engagement in performing the task (p. 13).

3- The goal-setting theory

Ryan (1970) says that the goals and intentions of the staff affect the performance of employees at work. This theory relies on four assumptions important to the achievement of motivation:

1. The objectives of stimulating and encouraging employees to achieve and to work efficiently.

2. The presence of clear objectives and the avoidance of ambiguity.

3. Participation in setting goals.

4. Benefit from the results of past years

(Huczynski and Buchanan, 2007).

There is a good system which can be applied as part of this theory which is management by objective (MBO). This system is important in raising the level of motivation by giving an opportunity for department managers to contribute to the objectives of the organization as a whole, and then dividing these objectives between the various departments thereby creating harmony and motivation in achieving goals (Carroll and Tosi, 1973).

(Dornyei & Ushioda, 2011) note that differences in goal setting can be explained by the differences between the performance of the employees and their perceptions of their goals; therefore, the theory focuses on the following four elements:

1- When the goal is difficult to achieve, the achievement is considered to be great.

2- The goal that is most specific to the performance required to achieve it is more accurate.

3- As long as the goal is both specific and difficult, the employees' performance will be great.

4- As long as the goal is both specific and difficult, the goal becomes challenging and the employees become more committed to achieving the goal.

5- When the employees are persuaded as to the importance of the goal and believe it can be achieved, they will be highly committed to the goal.

There are three elements lead to develop goal setting theory"1- specific high goals lead to higher performance than no goals or even an abstract goal such as "do your best" 2- giving goal commitment, the higher the goal the higher the performance, and 3- variables such as monetary incentives, participation in decision making, feedback, or knowledge of results affect performace only to the extent that they lead to the setting of and commitment to specific high goals" (Latham, 2007 ,p53)

3.1.4 Potential Benefits of working in retail sector

3.1.4.1 Solving the problem of state education through learning and practising the required skills and reducing unemployment

The importance of this variable is in measuring the potential benefits that Saudis obtain from working in the retail sector in terms of reducing the number of unemployed, especially as more of the unemployed are secondary school graduates. Thus, retail work is very useful to them as it does not require long experience or certificates. In addition, this variable was used to measure the success of the experience of students who work and study at the same time in solving the problem of education that does not qualify people for the labour market. Practical application within study has been claimed by some previous studies such as Al-Sultan (1999). In addition, the intention was to measure some of the benefits that accrue for young people from an early age, such as taking responsibility, self-reliance, taking appropriate advantage of free time and learning particular skills, especially as Saudi young people are accustomed to being spoilt and entertained and are not used to doing such jobs. In addition, this work may be an opportunity for Saudi young people, especially students, to identify career opportunities in the labour market, discover their abilities and talents, and then refine them by choosing an appropriate academic specialization and work in the same field. The variable was then used to measure the impact of the government support to obtain these potential benefits from working in the shop market. This factor was measured through 31 questions in the questionnaire (Items of the questionnaire were extracted from the literature review and from observations made when the researcher worked in a shop market). This section will highlight the most important benefits that can be obtained via working in retail sector. Starting with the education system in Saudi Arabia, the problems relating to education, and, lastly, career choice.

3.1.4.2 The system of state education in Saudi Arabia

The government of Saudi Arabia provides free state education for all students, boys and girls, from the primary stage to university level. King Fahd Bin Abdul Aziz set the fundamentals of the system of education in the Kingdom of Saudi Arabia when he was working as the Minister of Education from 1953 to 1962. State education consists of three main stages: primary, intermediate and secondary. These stages are essential, as they provide students with the backbone of an education, help found an Arab-Islamic identity and build all aspects of a student's character.

King Abdul Aziz played an important role in making substantial efforts to establish the system of education after the Unification of Saudi Arabia in 1924. He held a meeting with scholars to urge them to develop and spread education and science across all areas of Saudi Arabia. The first centre of education was established by King Abdul Aziz on 16 March 1926. This centre started its activity by founding 12 schools in the cities of the Hijaz region. This centre then expanded its activity to the Al-Ahsa region and to Najd. In 1927, a Royal Decree was issued approving the establishment of a unified education system in Al-Hijaz (Al-Hamed et al. 2002) and issuing policies and determining the goals of education. The Higher Education Council is composed of the King of Saudi Arabia at the head, and the ministers of the Saudi Arabian as members (Sinbull, 1998).

The mission of the Council is as follows:

1. To plan and develop educational policies.
2. To debate short- and long-term education plans to confirm the development plan.
3. To coordinate the various levels of education to ensure the quality of education.
4. To ratify the education policy for adult literacy.
5. To approve the steps taken by the educational institutions to develop plans to attain

educational aims.

6. To approve the admission policies of the full range of levels of education.
7. To approve the general regulations prepared by the educational institutions with regard to examinations (Mitwally, 1997).

The role of the Ministry of Education is to implement the plans and regulations established by the Council of Higher Education as well as to be responsible for the public education of males and females at all levels of the system of education up to the pre-university stage, in addition to adult literacy and special education or special needs education (Al-Dhuwain et al., 2000).

In addition to state education, there are also institutions responsible for technical education and vocational training (Sinbull, 1998).

Stages of education approved in 1990

Pre-school (kindergarten)

At this stage, children are prepared for primary school. The stage lasts one or two years and its mission is to provide the following:

- Formulation of the moral and mental aspects of children as well as their physical development in response to the requirements of Islam.
- Implanting notions of good conduct and behaviour in children and facilitation of the acquisition of the virtues of Islam.
- Assisting children to become familiar with the school atmosphere.
- Providing a wealth of linguistic expressions and suitable training, motor skills and valid habits (Abduljawd, 1998).

Primary education

This stage consists of six years of schooling for children, usually starting from the age of six. This stage is considered to be the real start of the process of education, as it is intended to achieve the comprehensive and balanced growth of children's personalities, socially, mentally, spiritually and physically. The aims of this stage are as follows:

- To implant the righteous Islamic faith in children, teaching them how to pray, providing comprehensive Islamic care, and performing the pillars of Islam.
- To develop fundamental language and motor skills.
- To provide adequate information.
- To encourage creative, innovative activity and the development of an appreciation for service of the homeland (Abduljawd, 1998).

Intermediate education

After the successful completion of primary school, students enrol in the intermediate stage for a total of three years. Each year is made up of two terms and on the successful completion of studies, students receive an intermediate school certificate which qualifies them for secondary or vocational education school. This stage has the target of reinforcing students' national culture. The goals of this stage are as follows:

- To consolidate the Islamic faith in the hearts of students.
- To provide expertise and knowledge suitable to the age of the students.
- To develop students' mental and proficiency skills.
- To raise students in social and Islamic life and teach them to serve their society and country (Al-Hamed et al., 2002).

Secondary education

Secondary education is the final stage in general pre-university education. This stage is intended to meet the needs of the country and its aims are as follows:

- To implant righteous Islamic principles and loyalty to Almighty God.
- To instil loyalty to Islam and the homeland.
- To develop students' intellectual and innovative abilities and deepen the spirit of research and experimentation.
- To help students and prepare them to continue to higher studies in colleges and universities and also to work in different fields (Al-Hamed et al., 2002).

Higher or university education

The Ministry of Higher Education was established in 1975. The ministry's responsibilities involve the supervision, planning and coordination of the needs of Saudi Arabia in the fields of higher education, in order to provide national cadres specialized in managerial and scientific fields to serve national development aims.

Higher education has proceeded effectively in most areas, as there are now 21 universities, all with a high capacity and well distributed geographically throughout the areas of Saudi Arabia. All these universities are associated with the Ministry of Higher Education and enjoy a great deal of autonomy in managerial and academic areas.

The ministry also sponsors students to study outside Saudi Arabia, and Saudi students are distributed among several countries via diverse scientific disciplines that are required in the Kingdom (Ministry of Higher Education, 2009).

The Higher Education Council was founded in 1993 to coordinate the work of the universities and develop their competence in new specializations. The council also works to promote cooperation between educational institutions and universities, and to increase the number of lecturers in the preparation of the instruction process in the colleges (Al-Dhuwain et al., 2000).

One of the most important aims of studying at university is to reinforce loyalty to Almighty God and to provide students with Islamic studies and a recognition of their responsibilities within Islam. In addition, the curriculum has been designed to give students high-quality scientific teaching and enable them to be well qualified to work and serve the country according to the principles of Islam (Abduljawd, 1998).

3.1.4.3 Problem of state education

In fact, the majority of authors indicate that the main cause of unemployment is the failings of state education, as it does not provide the skills needed by the labour market. Students find that their school or university qualifications do not help in finding work.

A study by Al-Ghamdi and Al-Boraie (1998) indicates that relationship between subjects taught in universities and the needs of the labour market is weak and that there is a big gap between theory and application. The authors claim that what students learn does not seem to benefit them in their jobs (Al-Sheikh, 2001).

This is due to the lack of coordination between educational planning and planning for economic and social development. This causes a mismatch between the output of technical education and the requirements of the economy in terms of the necessary skills and qualifications. This has led to low productivity in Saudi workers and negative impact on the quality of products and the development of industry in Saudi Arabia (Al-Masmary, 2007).

Al-Romi (2001) and Alnafisah (2008) argue that the major problem is that the secondary curriculum does not provide students with the basic skills that the labour market needs. Students do not feel motivated to take on any kind of work and so they and their families focus only on university education. However, universities are turning out large numbers of students unqualified for the labour market and this is the main reason why their contribution is low, leading automatically to increased unemployment.

Hammad (2005) says that poor planning in human resource development has caused lack of accuracy in the information available on Saudi market needs. In addition, the absence of guidance and counselling in schools fails students in the discovery of their abilities and interests in order to determine educational paths.

A study of managers working in the public sector was conducted to measure to what extent there is a consensus between the outputs of a course in public administration at King Saud University and the requirements of the labour market.

The results showed an incompatibility in what is taught on this course and the skills required by businesses. According to the opinions of managers working in the public sector, five significant skills are deficient in graduates of this course.

1. Computer skills by 60%
2. Decision-making skills by 60%
3. Communication skills by 54%
4. Mastery of English by 47.2%
5. Management skills and employment by 47.1%

Also, (Alanfisah, 2008) found in his study that State education fails to teach adequate basic skills in communication, planning and self-confidence.

Salem Al-Qahtani conducted a survey by questionnaire to find out the perspective of faculty members and students as to why educational outcomes do not match with labour market needs.

The results were as follows:

1. Students have difficulty in talking to lecturers outside lecture times.

2. There is a low level of training and there are weaknesses in the tools used in teaching.

3. There is no opportunity for lecturers to meet students during office hours.

4. The curriculum is not compatible with the skills required by the labour market.

5. There are few books and resources available.

(Al-Qahtani and Al-Mathhab, 2004)

A group of researchers conducted a study on job opportunities available to women in the public and private sectors and the results showed that there is no correlation between what women learn during their studies and the requirements of the labour market, by 7.5% in the public sector and 3.42% in the private.

The study notes some of the factors contributing to the aggravation of this problem:

1. The skills requirements of work in both the public and private sectors are not taken into account in the design of educational programmes for women.

2. There is a lack of academic programmes available to women in the fields of technical education and vocational work.

3. There is a lack of development of curricula according to the requirements of the public and private sectors.

4. The lack of English language proficiency and the inability to carry out analysis and innovation.

(Al-Shetwy, 2008)

According to the Eighth Development Plan (1999-2004) that still there is the lack of fit between the outputs of education and training with the requirements of the labour market plus there is no match between the desires of job seekers with the type and conditions of jobs available in the labor market

Al-Sultan (1999) stresses the importance of cooperative learning in which students apply what they have learned in schools, universities and educational centres through their work in the private sector. This is an excellent way to link theory and application and equips students for work after graduation. He adds that cooperative education is very important because it is a great opportunity to develop the necessary skills needed by the labour market.

3.1.4.4 Career choice

Career choice mostly belongs to psychology. The researcher recognizes that career choice is highly important and linked to the current study as it is one of the reasons for young people not choosing to work in certain jobs and the perception of inferiority towards working in lower-skilled positions because of the culture of society, especially the influence of parents on sons with regard to career and study choice. It is also linked to continuity in work and satisfaction and motivation. These aspects were discussed in the previous sections, but this section will demonstrate a new and important element, which is the discovery of the tendencies and capabilities of youths via work. A disproportion between inclinations and abilities with regard to work might represent a reason to leave a job in a shop market, rather than the low salary, the harassment of expats or lack of job security as mentioned in previous studies. It might also not be commensurate with qualifications because is not usual, for

example, to see an engineer working as a seller in a shop market; even if this engineer works in a shop market, he will not usually continue to do so, unless he or she discovers a tendency or the capabilities to work in that environment. This situation could occur as there is no career guidance in schools.

Therefore, this section will highlight the most important theories regarding career choice which are linked to this study without incursion into psychology. Firstly, there is the need to define a career choice. The relationship between people and work and career choice is not determined on the date of someone starts searching for a job or receiving a job, but begins in the early stages of a person's life (King Abdulaziz University, 2009). Abdulhadi (1986) maintains that choosing a particular job involves a process that goes back to early childhood, where the characteristics of an individual's personality begin to be composed, as well as the choice of occupation being affected by social, economic and psychological factors. Hence, the process of occupational choice is considered an essential factor in determining the future of an individual and the extent of his or her satisfaction economically, socially and psychologically from a job. The failure to choose an appropriate job that conforms to the capabilities and tendencies of the individual may lead him or her to fail in a career path in the future.

Abdulhadi (1986) adds that occupational choice is a set of decisions made by the individual and ultimately leads to him or her choosing a particular work or detracting from certain other jobs. Jobseekers judge each of these decisions by drawing comparisons between ideal preferences and the expectations that arise through impressions and experience.

Al-Sariah (2007) defines career choice as a decision taken by an individual towards his or her career by selecting a particular job or a certain group of jobs or avoiding others based on fundamentals, principles and priorities that contribute to that particular decision-making

process. When he or she wants to pursue a particular job, that individual is balancing between personal preferences, skills and qualifications and what is available from the jobs in the society.

The most important theories in relation to the decision of choosing a future career are as follows.

Ginzberg's Theory of Occupational Choice (1951)

Ginzberg defines occupational choice as a process that grows during a certain time period, starting with experience and ending by reconciling the tendencies and abilities of the individual on the one hand with the opportunities available on the other.

This theory assumes that four variables control the process of career choice:

A Realism factor: it is the individual's response to the circumstances of social and economic environments.

B The type and level of education: this earns him or her flexibility in career choice.

T Emotional factors: since passion has a role in the selection of work.

W Values: the values of the individual.

Stages of career growth in Ginzberg's theory

- Imagination stage (ages 4–10): involves emotional attachment to the family, feeling the needs and whims of fantasy, the development of the child's personality via playing, acting and following others.

- Pilot stage (initial) (ages 11–18): this precedes the career choice, and involves determining individual trends, knowing work requirements, inclinations, abilities and personal values, and hence making the right decision about professional identity.
- Realism stage (ages 18–22): concerns choosing the required career and coordination between realism factors and personal factors.
- Exploration stage (ages 18–19): here, the selection of career is based on the needs of the community, personal values and discovering job opportunities that are available and appropriate.
- Gelling stage (ages 20–21): involves individuals determining their main specialty and making decisions that are consistent and well established and choosing the right career.

Therefore, career decisions that are taken by the individual do not emerge out of nowhere, but come to meet a certain reality in human life. Consequently, the quality of education and the social and psychological trends of the individual play a key role in the process of career choice. (Ginzberg, 1951**).**

Super's Theory of Career Development (1957)

This theory addresses the issue of occupational maturity. Super built his theory on two basic elements: the psychology of individual differences, which refers to the differentiation between individuals as a result of growth and development, and the self-concept about career in the individual, which is the image formed by the individual within him or herself based on observations of children and following adults involved in the work.

This theory assumes that job satisfaction and life satisfaction depend on how far individuals have been able to access their abilities, inclinations, personal traits and values. This depends

on the stability within a particular career being consistent with the lifestyle of the individual and with his or her experiences in growth and discovery.

The process of occupational growth is essentially that of development and the achievement of the concept of self, since self-concept is a result of the interaction of inherited capacity, configuration of the nervous system, practising multiple roles in a positive life, and the desirability of the people who are around.

Super states that the occupational selection process is ongoing throughout human life, because an individual chooses a career that seems more appropriate to him or her to obtain self-achievement through the work.

Super believes that the occupational choice passes through stages, whereby he divided occupational growth into the five steps shown below.

1. The growth stage (birth–14 years)

   This stage is characterized by the concept that the self grows through the identification of important people in the family and school, and here fantasies, tendencies and needs control an individual until capacities become of great importance, as well as increasing social participation and testing reality.

2. Discovery stage (15–24 years)

   In this stage, occupational choice becomes more mature but it will not be final. This stage is characterized by self-testing and attempting to play a role in the discovery of occupations at school.

3. Establishment stage (25–44 years)

Here, an individual obtains suitable employment and finds a permanent place in work. During this stage, an individual acquires basic skills and experiences and improves the career reality.

4. Remaining stage (45–64 years)

   In this stage, an individual is trying to maintain what he or she has achieved or acquired from work, and leaning towards not changing career as he or she has achieved a good status in work.

5. Regression stage (65 years of age and over)

   During this time, physical and mental abilities become weakened, work activities are changing and ultimately end in retirement.

Super explains five practical activities carried out by the individual. These activities are called evolutionary occupational appearances, and involve the following:

1. Gelling (14–18 years): this is an important period in the formation of occupational goals in general through awareness and realization of the occupational sources available, as well as through the values, interests and planning for a favourite career.
2. Determination (18–21 years): this is a period of transition from occupational preferences to more specific occupational activity, when a person has a clear enough concept of specialization to be about to join.
3. Application (21–24 years): here a person is in actual training for a specific occupation or entering appropriate work.
4. Stability (24–35 years): this is a period of confirmation about the favourite occupation through real experience and using skills and talents in confirming occupational choice.

5. Integration (35 years old and above): a period of creation or establishment in a career, by progress in the occupation through professional status, experience, seniority in the occupation, and also through integration with the occupation and dedication to it (Super, 1957).

Roe's Theory of Occupational Choice (1956)

Roe's theory confirms that there is a relationship between the methods of family upbringing and early experiences and satisfying the needs of the child on the one hand, and trends, capabilities, interests and personal characteristics on the other. This affects an individual's choice about a future career and his or her vision of a career that obtains his or her gratification and satisfaction.

Roe observed that there are methods of family upbringing linked to choosing a job, which are methods of emotional concentration (warm and cold)

The method of cold upbringing assumes that a family provides its children extra protection but that this produces spoilt children, which is exactly what is occurring in most Saudi families. In the warm method, a family ask its children to undertake large missions such as achieving a high level or grade in academic performance.

The method of emotional concentration in general is based on pushing children towards careers that are close to people because of the belief that all people are affectionate towards their children.

Therefore, Roe (1956) sees that family atmosphere affects the type of occupational activities. One of the reasons for the difference between the choice of career and career performance is due to the variations in daily life experiences that are represented in the different styles of satisfying a child's needs and the approach to family upbringing. When

applied to family upbringing in Saudi Arabia, more families now have a good financial situation and, therefore, have the ability to satisfy all their children's wishes without their having to make any effort to achieve them. In addition, the tendency in Saudi families to spoil and take extra care of their children causes them not to be committed to work or to take responsibility for work or self-reliance as they attached to their parents in everything especially in selecting type of study and work. This part is linked to the influence of parents, as discussed earlier in this chapter (See 3.1.1.1Low wages, fewer holidays, long working hours and less prestige (Salary & Culture) section). Therefore, it is assumed that culture has an direct negative effect on willingness of Saudi workers to continue in work via weak stability and also, it affects indirectly on potential benefits, because if sons are much spoiled, Saudi youths will not be reliant on themselves or have the ability to withstand the rigours of employment plus existence of negative look from parents that will effect negatively on their sons, and this will leads to leave the job and then, increase unemployment. Therefore, the role of training is to provide awareness and correct misconceptions to make them understand the important of work and stay in it. If a young man continues in work, he basically achieves these benefits, which is that he becomes self-reliant and eliminates the influence of his family.

All the above theories concern the stages of an individual's choice of career and they can be summarized and applied in this study. The theories in general outline four basic stages for occupational selection, starting with the growth stage from birth to 17 years old. This stage is the beginning of family upbringing, which determines the trends, values and inclinations of the individual in forming the self and then identifying a career path. According to previous studies (See 3.1.1.1 Low wages, fewer holidays, long working hours and less prestige (Salary & Culture) section), Saudi young people associate a great deal with their family and

are often spoilt. Therefore, Saudi families use the method of cold upbringing in dealing with children that assumes that a family provides its children with extra protection. Consequently, parents have a significant effect on their sons in their selection of a specialization of study and type of work. Also in this stage occurs gelling, as Super (1957) called it, because in this period the occupation goals of the individual start to form through awareness and realization and the occupational sources available, as well as through the exploration of values, interests and planning for a favourite career. Previous studies (See 3.1.1.1 Low wages, fewer holidays, long working hours and less prestige (Salary & Culture) section) mention the ability of parents to influence their children, such as by planting the idea of government work and its prominent status in Saudi society, while those who work in lower-skilled or vocational jobs do not have a social status or are not appreciated by people. Therefore, parents focus only on enrolling their children in universities in any discipline, even if it is not commensurate with their interests or desires, just because those who have a bachelor's degree have a strong place in society and can gain a high position and salary. At this stage, the values of the young are crystallized according to parental beliefs and influence, especially in the absence of the role of educational and occupational guidance at schools, making it difficult to convince Saudi young people to work in the shop market or in lower-skilled jobs.

The second stage is exploratory, from 18 to 20 years of age. In this stage, sons determine the type of work they want to do according to certain values, capabilities and tendencies with the assistance of educational and occupational guidance in schools. (Ginzberg, 1951) mentions the role of educational and occupational guidance in this field in the following points.

1. The guide should start by helping students from early childhood, from the imagination to the realism stage.
2. Knowing if a student is late in making choices and then helping him or her to overcome that stage to move to the next.

3. Helping students to learn about their inclinations, abilities and aptitudes.
4. Helping students to learn about the occupations required in the labour market.
5. Helping students to reach the right career choice.

Suissy (2011) has observed that the presence of occupational guidance from an early stage in schools is of great significance because it benefits students in the following way:

- Achieving high rates of success in the field of study/work.
- Lowering school dropout rates and educational wastage.
- Providing an opportunity for students to gain experience inside or outside school, and preparing them for a future career.
- Enabling students to feel satisfaction about their choice of study or career, which will reflect positively on their psychological family.
- Lowering rates of absence of employees from work because they feel comfortable about their job.
- Increasing the quality and quantity of production, noting that workers' skills help them to lead a higher standard of living.
- Improving the relationship between employers and employees, and then achieving greater occupational satisfaction and social welfare.

Suissy (2011**)** states that the importance of entry-level educational and occupational guidance in schools from an early age is one of the most important tasks of a school because it helps students to choose a type of study that is consistent with their mental abilities and preferences and helps them to choose a field of occupation commensurate with their mental, emotional and psychological requirements. This guidance is represented in the provision of information, and counselling and assisting students to know their weaknesses and strengths when making the decision to choose a career. The guidance role is also to instil in students the skills of self-

direction and an understanding of their abilities and interests, because self-achievement is the most important humanitarian need in students and this will not occur unless students recognize their own abilities and self-confidence.

However, since there is no educational or occupational guidance in schools in Saudi Arabia as Al-Romi (2001) Hammad (2005) and (Alnafisah,2008) mentioned, which would help students in determining inclinations and abilities, students identify a career path based on personal values only or according to the control of the parental culture, such as the perception of the inferiority of some jobs and a focus on government work or enrolling on university study courses to obtain a high social position. Therefore, most Saudi young people aim for government jobs even if the salary is low because of the associated high social status and less work pressure.

(Ginzberg, 1951**)** also mentions that this stage involves discovering job opportunities that are available and appropriate, but this does not exist in Saudi society because education curricula in schools and universities do not provide information about job opportunities available in the labour market and there is no educational professional guidance (Hammad, 2005). As a result, students feel lost, do not know what is appropriate, and their selections depend mostly on what jobs are wanted in the labour market and are commensurate with personal values, regardless of inclinations and capabilities. This consider one of reasons of low continuity.

This study presumes that the entry of students from an early age into the labour market opens channels for them to identify career opportunities and experimentation, then to discover their abilities and talents. This will help them to choose a course of study and work appropriate for them and would solve the problem of the absence of educational and occupational guidance in schools. Thus, this study assumes that government support (Saudization, Financial support and Training) affect indirectly and positively on the potential benefits of working in retail

sector (Shop market) and it assumes that the willingness of Saudi workers to continue in work has a direct and positive impact on the potential benefits. The potential benefits here are that when a young Saudi continues to work, this demonstrates that the work is commensurate with his abilities and inclinations or, in other words, he has found himself in this work.

The third stage is that of work and application, which occurs between the ages of 21 and 24. Here the person begins training in a specific occupation or enters proper work, but a young man in Saudi Arabia would not work; instead, he relies on his family or, more accurately, he does not work for the duration of his studies until graduating from university. Hence, he is surprised when he finds that what he has learned is not commensurate with the requirements of the labour market and then he begins the process of training; this is if it is assumed that the specialization that he studied is in line with his inclinations, because, in this case, even if what he was taught at university meshes with the requirements of the labour market, he will not continue in work long but will instead seek other training and another job.

The final stage is that of stability and is from the age of 25 until retirement. At this stage, the individual becomes better able to find a job that most satisfies him/her and fits with his/her inclinations and abilities. Therefore, he or she is looking to develop his or her experience and basic skills and improve the actual career. What occurs in Saudi Arabia at this stage, however, is that a young man who has freshly graduated from university will look for training to qualify him for available work or seek a specific job characterized by a high salary or position, although he does not have the necessary experience and what he was taught is not commensurate with the needs of the labour market. Therefore, the stability is low.

All the efforts that the government has made are basically to reduce unemployment, as this is one of the potential benefits that can be achieved by having more Saudi young people in work. Hence, the willingness of Saudi workers to continue in work has a direct positive effect on

the potential benefits. If government support has been achieved successfully and the level of continuity is increased, a reduction in unemployment will be achieved.

The main potential benefits that can be obtained through working in the retail sector at an early age can be summed up by addressing three basic problems. The first is that state education does not qualify Saudi young people to work because what is taught in schools and universities does not match the requirements of the labour market in Saudi Arabia. Consequently, graduates will not benefit from the information they studied in the practical application of work, as mentioned in previous studies. The second problem is that students feel lost in the selection of a course of study that suits their inclinations and abilities because there is no educational or occupational guidance in schools and universities. Instead, students specialize based on the grades obtained or the places available at college, or select specializations required in the labour market regardless of inclinations and abilities. The third problem is that there is no practical application during study, as this would help students gain experience and qualify them professionally.

A study by Al-Sariah (2007) mentions the most important factors that influence career choice:

1. The decision to choose a particular job is influenced by subjective, cultural, social and economic factors.
2. Work is not a space separate from social life. Work is the role exercised by the individual in life, who obtains through it a reward for his or her performance of this role as well as acquiring moral and financial benefits and practising power.
3. The greater the power distance, the more rewards he or she will receive from this work and the greater the social fame acquired.

4. The importance of any work is translated by the rewards offered by society to the incumbent. These rewards have three forms: the first is a reward that help with living, which is represented by salary; second, when work is eminent; third, when an employee achieves self-esteem and appreciation from others for his or her work. The last is the most important form because it has a great deal of influence in the process of occupational choice, as the social prestige of a job causes a person from childhood and in the light of the social values of the individual to look forward to work that has a high social reputation and earns the respect of others. Therefore, this explains the concentration of Saudi young people upon working in government jobs because these are characterized by high social reputation, in addition to the desire of most graduates of universities and schools to work in prestigious administrative functions because these jobs are characterized by power, high social prestige and respect from people, as opposed to lower-skilled jobs that are characterized by cheap labour.
5. The power of ambition and the self-motivation of the individual are considered to be very important in the selection process of a career as formed by the effects of community, family and the learned capabilities of the self, because these work to urge the individual towards achieving certain qualifications, such as a particular education, training and specialization in order to reach the highest levels of a career.
6. The final circle for the selection process of career choice is to enter any occupation simply to escape unemployment. This is what often occurs after a young man graduates in Saudi Arabia, as he has no experience of any kind of work and he does not have a specific orientation for a particular job and, therefore, he begins looking for any position available in order to avoid the prospect of unemployment.

3.2 Hypotheses

There are eleven hypotheses which describe the relationships between the research variables shown in Figure 1.3.

It is hypothesized that factors of government support are negatively and positively associated with the factors of reluctance of young Saudi people to work in vocational and lower-skilled jobs (retail sector).

H1: Saudization has a negative direct effect on the labour market domination by expatriates.

H2: Training has a positive direct effect on Saudization.

H3: Training has a negative direct effect on the negative cultural beliefs surrounding this type of work.

H4: Financial support has a positive direct effect on salaries.

- It is hypothesized that the factors of reluctance of young Saudi people to work in vocational and lower-skilled jobs (retail sector) are negatively and positively associated with their willingness to continue in this type of work.

H5: Expatriate job market domination has a negative effect on the willingness of young Saudi people to continue in their jobs.

H6: Salaries have a positive direct effect on the willingness of Saudi workers to continue in their jobs.

H7: Cultural beliefs (negative perceptions towards such work) have a negative direct effect on the willingness of Saudi workers to continue in this type of work.

It is hypothesized that the willingness of Saudi workers to continue in their jobs is positively associated with the potential benefits of working in the retail sector.

H8: Willingness of Saudi workers to continue in work has a positive direct effect on the potential benefits of working in the retail sector.

It is hypothesized that factors of government support are positively and indirectly associated with the potential benefits of working in the retail sector

H9: Financial support has a positive indirect effect on the potential benefits of working in the retail sector.

H10: Saudization has a positive indirect effect on the potential benefits of working in the retail sector.

H11: Training have a positive indirect effect on the potential benefits of working in the retail sector.

3.3 Summary

This chapter discussed four key factors of this study: the reluctance of young people to work in vocational and lower-skilled jobs; government support; the willingness of Saudi workers to continue in work or their level of satisfaction; and, finally, the potential benefits of working in the retail sector. The literature reviewed the correlations between these factors and the influence direction in relation to each other by assuming certain hypotheses. The role of government support is concerned with three important factors. Firstly, Saudization, which is a policy imposed on the private sector to employ Saudis because of the high number of expats who occupy the majority of private sector jobs that has led to a rise in unemployment. It is,

therefore, assumed that Saudization has negatively affected the domination of expats and thus positively and indirectly affected the willingness of Saudi workers to continue in work, as studies have confirmed that the conduct of foreign direct managers and the domination of expats in general have had a negative impact on the continuation of Saudi young people in work. It has been reported that some expats, especially foreign direct managers, harass or treat Saudi employees badly. Direct managers might also have a role in guidance, which is one of the potential benefits of working in the shop market. Therefore, a positive indirect impact is assumed between government support and the potential benefits of working in the retail sector or a shop market.

Another role of government support is in training, which is an extension of Saudization because the policy in itself is not enough if a young man does not have the necessary qualifications to work as a result of a state education that does not qualify young people for labour market requirements. The private sector also plays a part in this role, whereby most private sector companies, especially larger organizations, have their own special training centres designed to train staff in all aspects of work, including companies that operate in the retail sector. The training also includes an aspect of development and clarifies the value of work and its importance in the private sector, especially in the shop market, to correct the negative perception towards this type of work. Therefore, the training is supposed to affect Saudization positively, and act negatively on culture or perceptions towards working in shop markets or jobs that do not require a high level of skill. If the negative perception of young people can be changed, young Saudi people will continue in work. Hence, it is assumed that training has a positive and indirect effect on the willingness of young people to continue in work and on the potential benefits of working in the retail sector or a shop market as there will be the practical application during training.

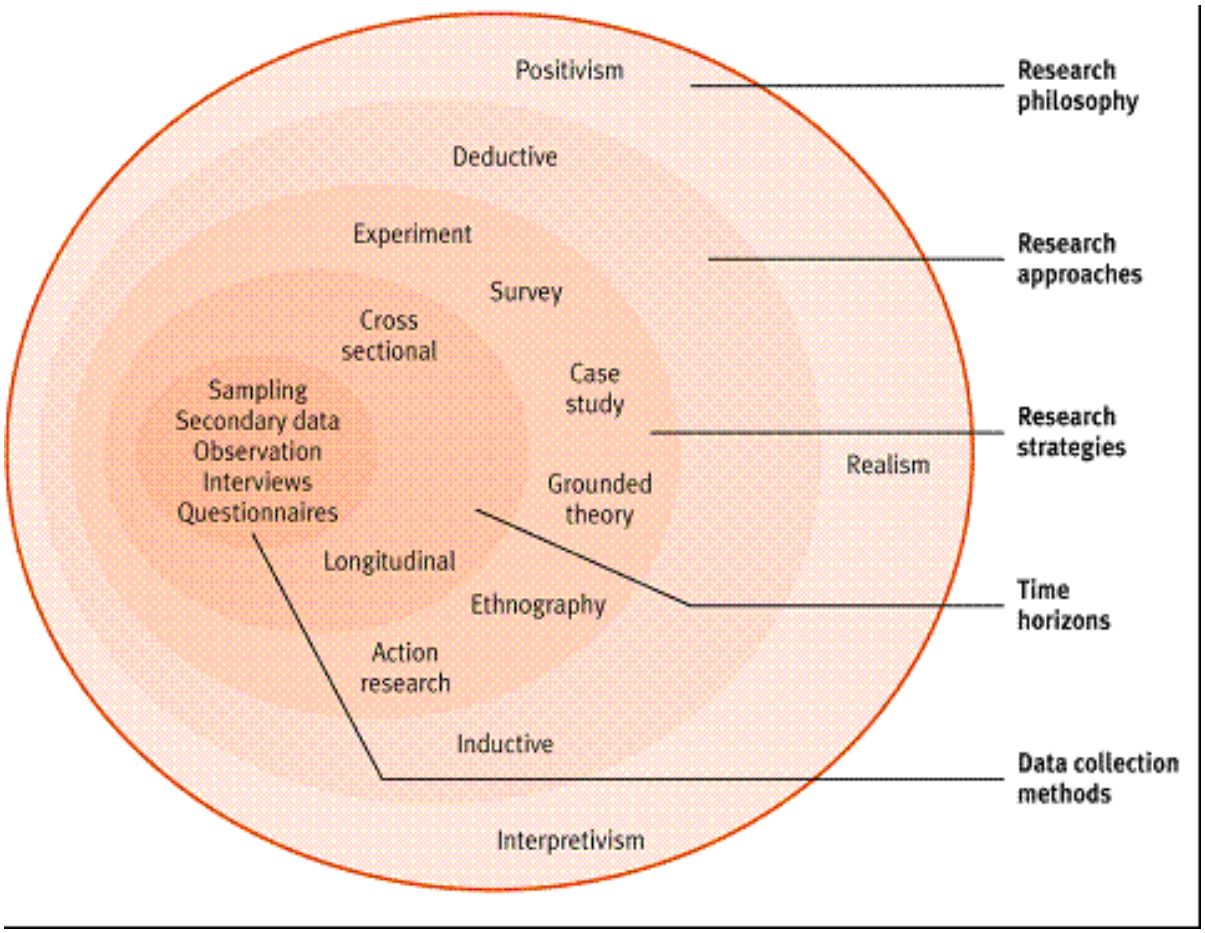
The final role that the government is undertaking is financial support in terms of salary, as wages are the most important factor in the reluctance of young people to work or their low level of continuity in jobs, as reported by many previous studies. Therefore, it is assumed that financial support has a positive effect on salaries and a positive and indirect influence on the willingness of Saudi workers to continue in work. In general, the most important aim of government support is to reduce unemployment. If salaries increased, young people became qualified to work and the number of Saudis in private sector companies increased. Unemployment will be reduced, which will allow Saudi youths to obtain greater potential benefits, such as practical application during their studies, which would be a solution to the inadequacy of state education, as well as identifying employment opportunities in the labour market at an early age to instill self-reliance, knowing their own capacities and inclinations, then specializing in courses and work that would better suit their abilities. This may be considered a solution to the absence of the role of career guidance in the curriculum at the present time. Thus, working from an early age and direct managers have a role in guidance and counselling. As a result, factors of government support are assumed to have a positive and indirect effect on the potential benefits of working in the retail sector or a shop market.

4 Chapter four: Methodology

4.1 Introduction

This chapter will discuss operationalization and definition of constructs, the research philosophy, approach, strategy, data collection methods and design for this study. The choice of methodology will be justified, as this research applies mixed methods: positivism and interpretivist philosophy. This chapter will outline the six steps of applying SEM, the approach to the questionnaire and focus group, justify their use as the main sources of data collection and explain the process of their construction. The chapter considers the validity and reliability of the research variables in relation to a quantitative and qualitative approach. This chapter will also discuss the statistical analysis techniques employed in this study and highlight the method of analysis for the focus group interviewing.

Figure 2.3: the research process onion



Saunders et al. (2009)

4.2 Using Structural Equation Modelling (SEM) and its contribution

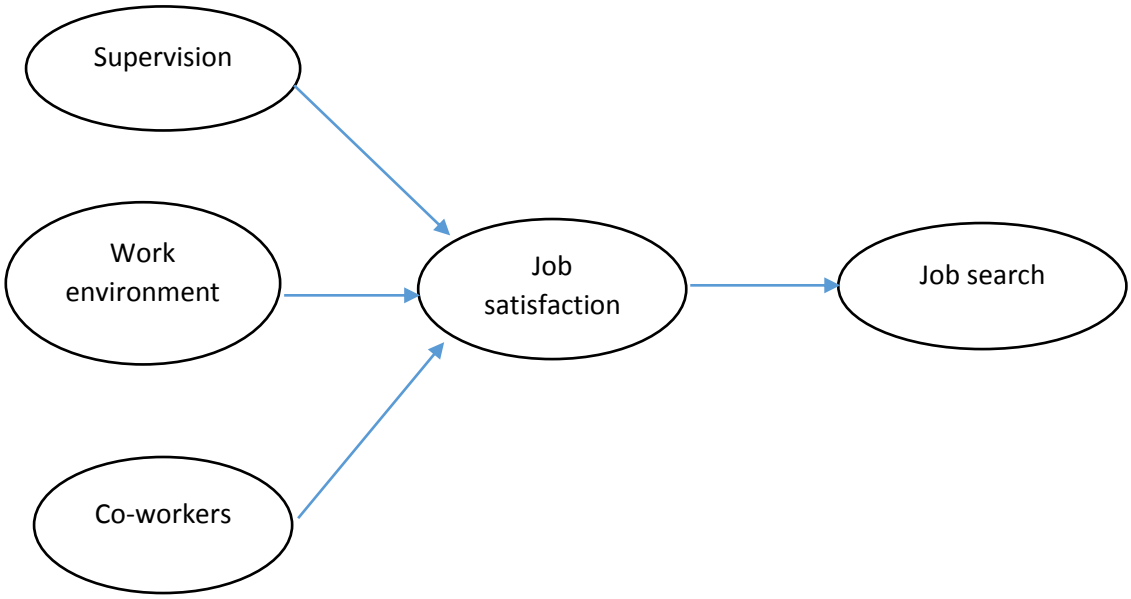


Figure 2.4: Model of Hair et al, (2010).

SEM is a reliable technique for analysing multiple and interrelated relationships among the constructs in a model (Tabachnic & Fidell, 2007; Chen & Quester, 2008; Byrne, 2010; Hair et al., 2010).

SEM was applied in this study to test multiple causal relationships between the variables and their direct and indirect effects in relation to the variables in the study's proposed model (Byrne, 2010).

A structural model is a "set of one or more dependence relationships linking the hypothesised model`s constructs. The structural model is most useful in representing the interrelationships of variables between constructs" (Hair et al., 2010, p. 634).

Hair et al. (2010) define a model as "a representation of a theory. Theory can be thought of as a systematic set of relationships providing a consistent and comprehensive explaining of phenomena. From this definition, we see that theory is not the exclusive domain of academia, but can be rooted in experiences and practice obtained by observation of real-world behaviour" (p. 637). Hair et al. (2010)

further state that “Theory is often a primary objective of academic research, but practitioners may develop a set of relationships that are as complex and interrelated as any academically based theory. Thus, researchers from both academia and industry can benefit from the unique analytical tools provided by SEM model” (p. 638).

All the theses and published articles that have applied SEM carried out the six stages (below) referred to (Hair et al., 2010) to produce their theoretical and practical contributions, starting, along with the current study, by specifying the model and defining the individual constructs according to theory and empirical study and ending by assessing the validity of the measurement and structural. The following sections in this chapter and the analysis chapter will present these stages in detail.

1. Defining individual constructs
2. Developing the overall measurement model
3. Designing a study to produce empirical results
4. Assessing the validity of the measurement model
5. Specifying the structural model
6. Assessing the validity of the structural model.

   (Hair et al., 2010)

The results of assessing stages 4 and 6 determine whether there is a theoretical and practical contribution, as they describe the nature of the impact between variables and also identify relationships between the observed variables and latent variables (Hair et al., 2010).

Before explaining the current study model and its contribution, the researcher selected a simple example from the book by Hair et al. (2010) to explain the concept behind the model and how it is formed.

Hair et al. (2010) state that their model was built according to managers’ experience. The example illustrates variables that affect job satisfaction, according to the managers’ experience. The managers in their study reported that there were three main factors that affect job satisfaction: supervision, the work environment and co-workers. The managers also stated that job satisfaction affects the

likelihood of staff looking for other work (see Figure 2.4 above). In other words, the managers believed that whenever the effect of the three factors (supervision, work environment and co-workers) on job satisfaction was positive, this would lead to a reduction in the likelihood that staff would search for another job.

Job satisfaction was used in the above example as a mediator variable because the aim of managers is to know which of these three factors (supervision, work environment and co-workers) has the greatest indirect influence on the likelihood of staff searching for another job.

The theoretical contribution here is to establish whether there is a relationship and impact between the factors in this model (assessing the validity of the measurement model and the structural model). According to Hair et al. (2010), their results proved that the influence of co-workers on job satisfaction is stronger than the effect of supervision and work environment. Their results also indicate that job satisfaction affected the likelihood of staff searching for another job, whereby greater job satisfaction leads to a lower likelihood of staff looking for other work. These results indicate that proving the validity of the measurement model and the structural model are both done.

Hair et al. (2010) further state that proving a theory and demonstrating the relationships between the added variables in the model by applying SEM are beneficial for both academic and practical purposes because this relates to the development of theory. Therefore, proving the validity of the measurement model and the structural model considered to be both a theoretical and practical contribution.

The researcher has used this example because this model is quite close to the model of the current study but it is quite complicated to explain to the reader the meaning of the model and the contribution that it could make.

The current study theory is that the reluctance of young Saudi people to work in lower-skilled jobs and the related weakness of their intention to continue in such work are due to several factors, and considers the efforts of the Saudi government in treating the problem using the factors of financial

support, training and Saudization. The next section will explain the model (the building of study model and the relationships between variables) in detail.

The researcher confirmed the validity of the model in the current study by proving the relationships between the variables and their impacts on each other, which are considered the theoretical and practical contributions of the study, through the application of the six stages referred to above (Hair et al. 2010) (see the analysis chapter):

The theoretical and practical contribution of the study focuses on two elements: the first is proving the validity of the measurement model and the second is proving the validity of the structural model. Proving the validity of the measurement model alone by obtaining Goodness of Fit and construct validity is considered the theoretical contribution, because it confirms that every construct was measured using the correct indicators, these indictors demonstrate the strongest factor which considered the theoretical contribution plus these indictors reveal new factors not mentioned in literature and this is also the theoretical contribution which are both obtained in the current study. However, the current study also proved the direct and indirect impacts of the constructs upon each other using the hypotheses, which shows the validity of the structural model. According to the results of the analysis, the validity of both the measurement model and the structural model has been confirmed successfully. The results confirm the relationships between the observed variables and latent variables and the effects between latent variables. They also confirm the impacts of government support, indicating financial support as having the strongest impact on reducing unemployment, which is represented in the study under the potential benefit construct. (see the conclusion chapter)

In addition, the theoretical and practical contributions of this study are not only limited to the model; there is also the contribution from a focus group, thus confirming the results of the model and exploring new factors that encouraged the branch managers who took part in the study to stay in their job until they had reached their present position (see the conclusion chapter).

The following section presents parts of two theses and two published articles that built their models according to the literature and used SEM by applying the six stages referred to above to confirm their theoretical and practical contributions.

The first article to be considered is "Examining data and measurement model specification in SEM: An illustration from management development" (2013) by Ghulam Dastgeer, Atiq ur Rehman and Wali Rahman, *Journal of Business and Economics*, 4(1): 62-88.

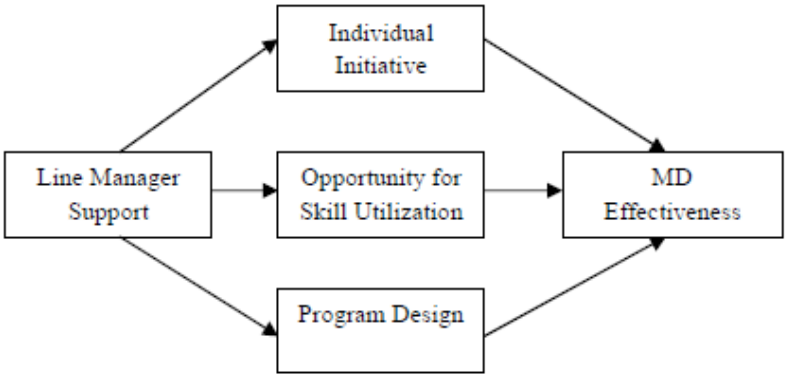


Figure 2.5: Model 1

The researcher specifies his or her model according to a previous study which explains factors that affect management development effectiveness. The factors are line manager support, individual initiative, the opportunity for skill utilization, and programme design, as shown in the figure 2.5. The researchers mention that the first step in SEM is developing a theoretical model and converting that model into a path diagram showing the causal relationships among the constructs. The model portrays the relationship among the variables, utilizing a total of five constructs and six hypotheses.

The research follows only the first four stages which means that the research proved only the validity of the measurement model, as it alone is sufficient to obtain a theoretical contribution without providing structural model validity because confirming relationships between the observed variables and latent variables is considered developing the theory.

The researchers stated that the findings can help in resolving procedural issues that eventually lead to the better prediction and reliability of results. The researchers mention that this study contributes to the literature on SEM by providing a more holistic view of data examination prior to SEM analysis and practical guidance for researchers in using the modelling more effectively.

The second article is "A structural equation modeling (SEM) evaluation of the statistical adequacy of the strategic management model" (2011) by Kee-Luen Wong, Thiam-Yong Kuek and Seng-Fook Ong, *African Journal of Business Management* (Jul. 18): 5960-5965.

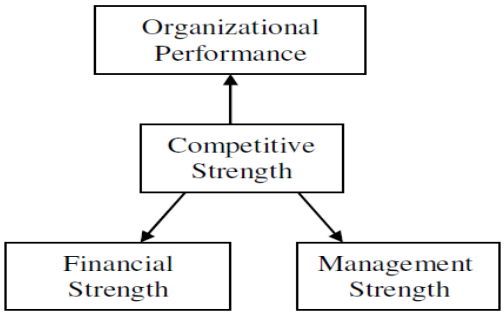


Figure: 2.6: Model 2

In this article, the researchers apply all six stages (Hair et al., 2010) to prove the validity of the structural model but it is noteworthy that the researchers do not provide further details about proving the validity of the measurement model. Proving the validity of the measurement model should already have been done, however, because confirming the structural model validity cannot be achieved unless the measurement model validity has been shown, along with evidence that the researchers state that the model fits the data. However, the researcher didn't add details about assessing the measurement model validity because the published paper is limited by specific number of words.

The researchers specify their model according to a previous study which explains the adequacy of the strategic management model by applying it on SEM. The model contains three factors considered to be outcomes of competitive advantage: the profitability and performance of organizations, management strength and financial strength, as shown in the figure 2.6. The researchers confirm the validity of the measurement and structural models, which represents the theoretical contribution of the

study. The researchers also confirm that competitive advantage has a positive impact on the profitability and performance of organizations and financial strength was found to be a better predictor of competitive advantage than management strength and this is considered the theoretical contribution.

The first of the two theses to be considered is *The relationship between quality management and competitive advantage* by Ibrahim Abdelhamid Elshaer (2012).

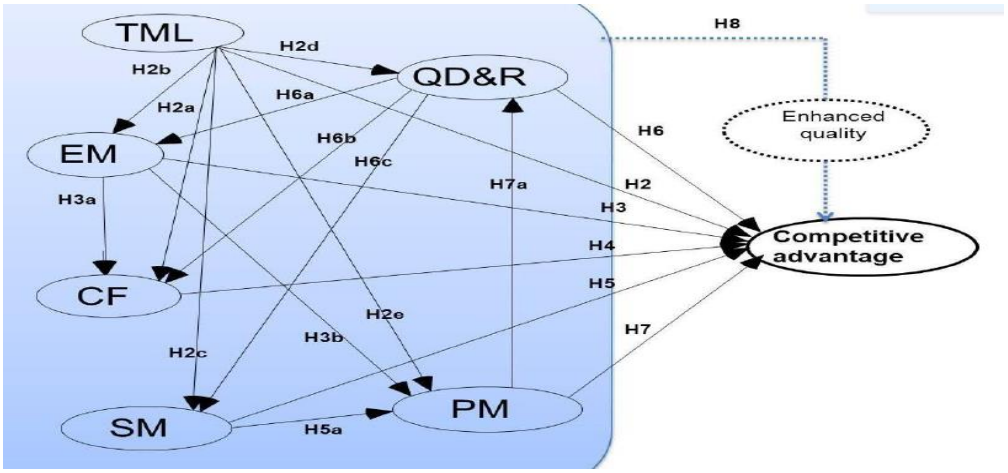


Figure: 2.7: Model 3

In this thesis, the researcher attempts to test the relationship between quality management and competitive advantage by using different models. This study aimed to investigate the impact of quality management (QM) on competitive advantage (CA) in the Egyptian hotel industry. The researcher refers to the lack of clarity concerning the dimensional structure of the QM construct, which QM practices generate CA, and whether the relationship between QM and CA is direct or indirect. A conceptual framework was then developed, based on an extensive review of previous studies, to illustrate the interrelations between QM practices and their impact on CA. There are six potential dimensions of QM that are widely covered and validated in the previous empirical studies: top management leadership (TML), customer focus (CF), employee management (EM), supplier management(SM), quality data and reporting (QD&R), and process management (PM), as shown in the figure 2.7.

The researcher applied the six stages (Hair et al., 2010) and proved the validity of the measurement and structural models. He mentioned in his theoretical contribution section that the study contributes in providing further evidence (a model) for QM research that enhances our understanding and knowledge of the causal relationship between QM and CA. This involves demonstrating stages 4 and 6, which are the measurement model validity and the structural model validity, to consider the theoretical contribution.

The second thesis is *Role conflict as mediator of the relationship between total quality management practices and role ambiguity* by Teh Pei Lee (2010).

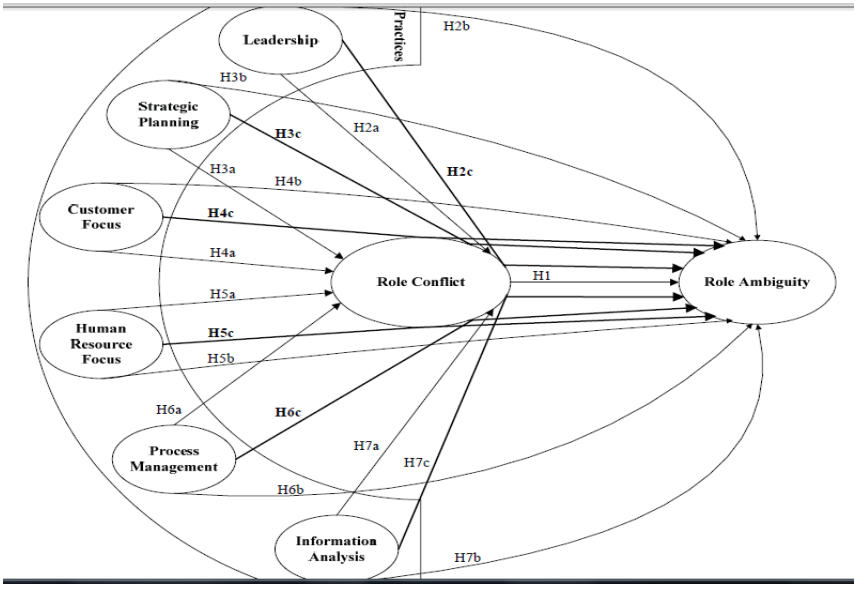


Figure: 2.8: Model 4

This research focuses on the importance of product and service quality. This study examines the multidimensional and mediating relationships between six total quality management (TQM) practices and role conflict as well as role ambiguity. The six TQM practices are, namely, leadership, strategic planning, customer focus, human resource focus, process management, and information analysis, as shown in the figure 2.8. The research model for this study was built from an extensive review of the literature, in particular, TQM and role stressor literature.

The researcher states that the hypothesized model exhibits a good fit to the data, which means that the validity of the measurement and structural models has been proved and that the research has confirmed the relationships and impacts between the variables contained in the model.

The researcher mentions that this study and its findings have resulted in theoretical contributions and practical implications by the formation of a theory-based model which integrates the variables in the model, which are the practices of TQM, role conflict and role ambiguity, and confirms the interrelationships among the TQM practices, role conflict and role ambiguity. This indicates that confirming the validity of the measurement and structural models was achieved, which is considered to be the theoretical contribution of the study.

4.3 Operationalizing the constructs of study (applying stage 1 and 2)

Operationalizing constructs can be carried out by selecting measurement scale items and scale type (Hair et al., 2006). The first stage of operationalization is to identify a conceptual definition of the study constructs (Bollen, 1989) and, after that, choose appropriate definitions for each construct and then identify their dimensions. The third step is selecting indicators that measure each dimension (Corbetta, 2003).

Studies (e.g. Human Resources Development Fund, 2006*)* have measured the factors that have an effect on increasing unemployment or factors of reluctance among Saudi young people towards taking on some jobs in the labour market and the low continuity of Saudis in such work. Consequently, the government decided to implement Saudization, training and financial support to address the problem.

There are no studies that have measured the impact of these three factors (factors of government support) on reducing unemployment or addressing the reluctance of Saudi young people to take on certain jobs in the labour market and the low continuity of Saudi workers in such work, but studies have assessed the impact of factors of reluctance among young people to work and the continuity of Saudi workers in certain jobs. Findings suggest that salary has a

positive relationship with continuity in work, while the domination of expats and culture has a negative relationship with the continuity of Saudi workers in work. Hence, low salary, the bad perception of Saudis towards lower-skilled jobs (retail sector) and the domination of expats reduce the likelihood of continuity of Saudi workers in work and increases the unemployment rate (Al-Gofeely, 1981; Madhi and Barrientos, 2003; Human Resources Development Fund, 2006; King Abdulaziz University, 2009; Al-Homaid, 2009).

Therefore, this study had the aim of measuring the success of government support (Saudization, training and financial support) in addressing the problem of unemployment, which represents the potential benefits of working in the retail sector, as well as an education system that does not qualify Saudi young people for the needs of the labour market, by using SEM as it encompasses multiple factors and relationships. The effect of government support on the potential benefits of working in the retail sector can be measured through mediator factors, which are the factors of reluctance among young people towards work and willingness of Saudi workers to continue in work. The influence here between government support and potential benefits is supposed to be indirect, as it would be difficult to establish the role of government support in realizing such benefits of work or reducing unemployment unless the impact of factors of reluctance among young people to work and willingness of Saudi workers to continue in work can be identified. In addition, it is necessary to identify the strongest factors among the aspects of government support (financial support, Saudization, training) that influence factors affecting the reluctance of Saudi young people to work in lower-skilled jobs (dominance of expats, culture, salary) and then establish the strongest factors influencing the reluctance of Saudi young people to work and its effect on the willingness of Saudi workers to continue in work. Therefore, the structure of the study is intended to present a measure of the impact of government support on the reluctance of Saudi young people, the influence of the reluctance of young people on the willingness of Saudi

workers to continue in work, and then the effect of the willingness of Saudi workers to continue in work on the potential benefits of working in the retail sector.

In other words, government financial support leads to a salary increase and this leads to raising willingness (both having a positive relationship); Saudization leads to a reduction in the domination of expats (negative relationship) and a reduction in the domination of expats will lead to increased willingness (negative relationship); and training leads to raising awareness about such work and its importance for Saudi workers (negative relationship with culture) as well as qualifying Saudis for work which gives them opportunities for employment (positive relationship with Saudization). This then leads to an increase in young people's willingness to continue in work (positive relationship). Once continuity is achieved, it will lead to a decline in unemployment, which is the most important potential benefit of working in the retail sector. This study also reveals further potential benefits of working, such as career development and obtaining experience and skills (see Figure 1.3).

Consequently, Saudization, training and financial support are exogenous or independent variables, the domination of expats, culture and salary, and the willingness of Saudi workers to continue in work are mediator variables, while the potential benefits of working in the retail sector is endogenous or dependent variable.

The measured variables for these constructs were evaluated by applying a five-point, agree–disagree Likert scale. As this study is the first to measure the extent of the success of government support, the researcher applied Churchill's (1979) paradigm for developing better scales (see 4.9 Data collection methods).

This study applied reflective indicators as every measured valuable used as a measure of its construct. In other word, measured valuables cause the constructs.

4.3.1 Operationalizing government support

According to the literature, Saudi government support has three dimensions: Saudization, financial support and training. These constructs can be defined as what Saudi workers think about the role of Saudization, financial support and training in motivating Saudi young people to work and the private sector to recruit Saudis. The measured variables were extracted from the literature review and from observations made when the researcher worked in a shop market and they can be represented by the following 9 items.

- Saudization has contributed to increasing the number of Saudis in the labour market.
- Saudization has reduced the adoption in the private sector of foreign workers.
- Saudization has reduced the domination of expatriates in the labour market.
- Training has contributed to motivating Saudis to work and reducing unemployment rates.
- Training has contributed to detecting the capabilities of individuals and developing them.
- Training has contributed to qualify Saudis for work.
- The government paying part of the salary of Saudi workers has had a role in motivating Saudis to work.
- The government paying part of the salary of Saudi workers has had a role in stimulating the private sector to employ Saudis.
- The government paying part of the salary of Saudis has had a role in reducing the number of expatriates employed in the private sector.

4.3.2 Operationalizing reluctance of young people to work in vocational and lower-skilled jobs (retail sector)

According to the literature, there are four dimensions for the reluctance of Saudi young people to work in vocational and lower-skilled jobs: salary, the domination of expats in such jobs, culture, and a lack of cooperation from private sector organizations. However, once the exploratory factor analysis (EFA) had been conducted, the results revealed only three factors: 1. the domination of expats, 2. salaries and 3. culture. This might be because the lack of cooperation from private sector organizations is involved in salaries and expatriates' dominance.

These constructs can be defined as what Saudi workers think about the reasons for the reluctance of Saudis to take a job in the retail sector. The measured variables were extracted from the literature review and from observations made when the researcher worked in a shop market and they can be represented by the following 14 items.

- There are no job opportunities for Saudis because of the dominance of expatriates in the job market
- The difficulty in finding work is because most markets are managed by expatriates
- There is alliance between expatriates which make them gloss over each other
- The private sector does not give work opportunities to Saudis
- The private sector does not take into account the social status of Saudis
- The private sector prefers expatriate to Saudi workers
- Salaries are not commensurate with the pressure and volume of work in private sector
- Saudi salaries are the same or close to expatriate salaries in private sector
- Salaries do not meet the requirements of life in Saudi Arabia in private sector
- I feel embarrassed of this work in front of friends and family because of the perception of the inferiority of this work
- I feel embarrassed of this work because of this work belong to cheap labor
- Customers prefer dealing with expatriates rather than Saudis
- This work is not commensurate with the customs and traditions of Saudi society
- It is usually perceived that those who do this type of work have been unsuccessful in their studies

4.3.3 Operationalizing willingness of Saudi workers to continue in work

The literature demonstrates some aspects of the low continuity of Saudi workers in work but, after conducting EFA, the results show one construct that describes the willingness of Saudi workers to continue in work. This construct can be defined as how far Saudi workers feel satisfied and willing to continue in work. The measured variables were extracted from the literature review and from observations made when the researcher worked in a shop market and they can be represented by the following 12 items.

- I do not feel comfortable at work because the job is hard and I work long hours.

- I do not feel happiness or fun at work.
- I work here on a temporary basis because there are no other job opportunities.
- I find this work to be on a lower level than my abilities.
- I prefer administrative to vocational work.
- I see this work has no future.
- I have experienced harassment from expatriates.
- There is no stimulation from family or friends for continuity in work.
- There is no encouragement or support from shopkeepers to develop my abilities.
- My boss do not give me chance to develop my abilities.
- The private sector prefer non-Saudi so there is no job security.
- The salary is low in private sector.

4.3.4 Operationalizing potential benefits of working in the retail sector

The main aim of government support is to reduce unemployment, which is the most important potential benefit of working in the retail sector once government support is implemented, as well as addressing the problem of poor state education. It is worth mentioning that the objectives of this study were not only to measure the role of government support in reducing unemployment, but also to measure further potential benefits of working in the retail sector regarding gaining experience, skills and a career, and, therefore, many items have been added.

After conducting EFA, the results show a higher-order factor model with three correlated dimensions because they all measure one higher-order factor: the potential benefits for Saudis who work in the shop market. The three dimensions are as follows: 1. solving educational problems and establishing a life career with four indicators; 2. learning work value and proving worthiness with four indicators; and 3. reducing unemployment and building self-reliance with three indicators. Most of these items were extracted from observations made when the researcher worked in the shop market. This construct can be defined as the extent to

which Saudi workers think that working in the retail market is beneficial, and this can be represented by the following 31 items.

- This work has helped me to discover my potential and thus choose a course of study that suits my abilities.
- This work has helped me in practising what I am learning in school or university.
- I find this work a good opportunity to develop my abilities and open new and wider fields in the future.
- This work has helped me to discover employment opportunities in the labour market.
- I like this work as it is characterized by a lot of movement instead of sitting behind a desk.
- This work has helped me to instil the concept of commitment and discipline in myself.
- This work has helped me to rely on myself.
- This work is better than wasting my time searching for administrative jobs.
- This work is an excellent opportunity to establish my career.
- This work has helped to lower unemployment rates in Saudi Arabia.
- This work is very useful because it does not require high qualifications.
- This work has helped me to understand the basics and principles of work.
- This work has helped me to communicate with people and form relationships.
- This work has helped me to take better advantage of my free time.
- This work has helped me increase my income.
- This work has helped me to achieve high marks in school or university.
- This work makes me feel responsible.
- This work makes my family and me proud.
- This work makes me feel that I have a role in the economic development of my country.
- This work makes me feel that I have a role in reducing the social and economic problems of expatriates.
- This work has helped me to learn new languages and skills.
- This work has helped me in managing my spending and time.
- This work has helped me to understand the importance of the value of work.
- This work has helped me to change society's perception of the inferiority of such work.
- This work makes me feel that Saudis are trustworthy if they are given opportunities.
- I work here to prove that the efficiency of Saudis is not less than the efficiency of expatriates.
- This work is a good chance to continue studying and working at the same time.

- This work has helped in solving the problems of a public education system that does not qualify Saudis for labour market requirements.
- This work has contributed to stopping the transfer of money out of the country.
- This work has helped me to gain experience that will qualify me for work after graduation.
- I advise all parents to push their children to work in retail market.

4.4 Research philosophy

A research philosophy clarifies how the world is observed and the choice of assumptions influences the strategies of research and the methods selected for a study (Saunders et al., 2009, p. 108).

There are two main branches of research philosophy: ontology and epistemology. They will be discussed below and linked to the research topic.

McLaughlin (2007) defines ontology as an approach to discovering the core of things that create the world or the theory of the natural world. Epistemology focuses on the nature of our knowledge of the world, and is based on facts. It is about how we know what is real and leads to questions about our knowledge of what exists in the world. Bernard (2000) describes epistemology as how things can be known or how to study social phenomena.

Ontology basically assumes that reality can be external (objective) or internal (subjective), while the role of epistemology is to identify causal explanations and fundamental laws that explain regularities in human social behaviour in the case of external reality, or allow people who are involved in particular phenomena to express their feelings and experiences in the case of internal reality (Easterby-Smith, 2008).

Generally, ontological assumptions are concerned with whether reality is external and objective to individuals or a result of individuals' actions. Epistemological assumptions concern the formation of knowledge, what formation can be gained, and how. For instance,

whether the nature of knowledge is considered real and tangible or spiritual and needing in-depth insight into the nature of an individual person (Burrell & Morgan, 1979).

There are two important assumptions associated with epistemology: positivism and interpretivism (Baker, 2001).

4.5 Positivism

This philosophy assumes the existence of an objective reality for phenomena that are studied by measuring the relationship between variables.

Positivism emphasizes facts rather than feelings; for example, phenomena of social behaviour can be observed objectively. It focuses on "causality and law-like generalizations, reducing phenomena to the simplest" (Saunders et al., 2009, p. 119). Furthermore, "Positivists believe the basis of science lies in the theoretically neutral observation language, which is both ontologically and epistemologically primary" (McLaughlin, 2007, p. 26).

Positivism is the function of the natural sciences in the study of social reality. It tries to understand the real world using an objective approach as a way to test theories and create scientific knowledge. It seeks to identify causes and effects (Walliman, 2007, p. 15).

Positivism argues that research is concerned with theoretical ideas that describe a particular problem or world. These help to formulate testable hypotheses that explain a particular problem or the world that will be investigated (Stanley & Wise, 1993; Blaikie, 2003; Payne & Payne, 2004).

Comte defines positivism as follows: "our knowledge of phenomena is relative, not absolute. We know not the essence, nor the real mode of production, of any fact, but only its relations to other facts in the way of succession or of similitude. These relations are constant, that is, always the same in the same circumstance" (p 6). Continuation of similarity links social

phenomena together and the regularity of sequence classifies them as laws, but these laws are unidentified (Mill, 1866).

Positivism basically embodies an epistemology that will "seek to explain and predict what happens in the social world by searching for regularities and causal relationship between its constituent elements" (Burrell & Morgan, 1979, p. 5).

The role of the researcher in positivism should be independent of the social phenomenon that is being observed, as there are objective criteria that determine the way of studying social phenomena, rather than involving people's beliefs (Easterby-Smith, 2008).

The theory on which this research is based is that most young people are reluctant to consider lower-skilled and vocational jobs because of the effect of certain related factors, such as low social status, poor wages, fewer holidays, long working hours and less prestige, as well as factors having a negative effect on the willingness of Saudis to continue in such work. Therefore, the government is making huge efforts and has invested a lot of money in training young people, contributing to paying half their salaries for a certain period to motivate them to take such jobs, as well as forcing private sector companies to recruit Saudis to solve this problem and achieve potential benefits of work, such as reducing unemployment and increasing practical application during study. The study applied this theory to structural equation modelling via a meditation model, since government support positively affects the potential benefits of work through the following mediator variables: factors of reluctance among Saudi young people to accept lower-skilled and vocational jobs, (salary, domination of expats and culture) and the willingness of Saudi workers to continue in work

The focus in this study is on the retail sector (the shop market), as it is the most important after the petrochemicals sector, although this sector does not require high-level skills, and it generates a large amount of money.

As a result of the reluctance to work referred to above, there are some dangerous changes occurring that might damage the Saudi economy and cause social problems such as sharply rising unemployment, especially among young people (20–25 years of age), the transfer of large funds by foreign labour outside the Kingdom every year, the continued influx of large numbers of expatriate labour, lack of secure job opportunities (in official posts), the difficulty in gaining admission to university because of the large numbers of young people demanding places, the failure of education in equipping young people for the needs of the labour market, and increasing levels of poverty and crime. Therefore, there is an urgent need for young people to enter this market to avoid a disastrous impact on the Saudi economy in the future.

This study applied a positivist paradigm, as, according to Collis and Hussey (2009, p. 63), the approach of the "positivist paradigm is to study the literature to identify an appropriate theory and then construct a hypothesis" (see 4.2 Operationalizing the constructs of study section and Figure 1.3).

The researcher has attempted to test the hypotheses statistically to answer the research questions. According to McLaughlin (2007, p. 26), "Positivism concerns two types of knowledge: empirical and logical". The empirical method deals with the natural sciences and logical knowledge using statistics. It focuses on the observation of raw data and attempts to discover facts and laws, which would not be possible using other approaches.

The social phenomenon under investigation is that of young people's attitude towards the retail market or lower-skilled jobs generally in Saudi Arabia and can be measured statistically through measuring cause–effect relationships between the variables. The study required a large sample of participants, as young people make up the highest percentage of the population in the Kingdom. The number of young people (aged 20–24) who are unemployed is around 194,000, and the total number of Saudis who work in the retail sector is more than

180,000, most of them youths (Ministry of Labour, 2009). Therefore, positivism was the most appropriate paradigm for this research as it concentrates on statistical analysis for identifying the cause–effect relationships between variables in a large number of people in a sample, whereas the interpretive approach would be adequate only for a small number of people (Rubin & Babbie, 2005). The hypotheses were tested statistically to answer the research questions through the use of structured interviews or a questionnaire (quantitative method) that contain closed and open questions to obtain accurate results. The quantitative method focuses on data that can be used as the bases for analysis and the results of statistical calculations (Charles, 1995).

However, the problem with this method is that the questions can be understood incorrectly, as there is no direct communication with respondents. Collis and Hussey (2009, p. 56) state that there are some criticisms of positivism:

1. People can be separated from the social environment in which they exist.
2. The researcher cannot understand people through testing their perceptions.
3. This method of research design imposes restrictions on the results and it may ignore factors linked to the results.
4. "Researchers are not objective, but part of what they observe. They bring their own interests and values to the research" (p. 56).
5. Using a single measure for complex phenomena gives misleading or inaccurate results.

4.6 Interpretivism

The second type of epistemology is interpretivism. This philosophy assumes that there is no one way of viewing the world and that there is no single objective reality, but that it is people's perceptions about the world which shape the truth. Therefore, social phenomena

cannot be measured statistically; instead, the researcher needs to conduct an in-depth investigation to discover their meanings and to involve him or herself in the event. In other words, the researcher is part of a social phenomenon and seeks meaning through interaction with people (Bryman, 2001). Interpretivism sees that the "social world is essentially relativistic and can only be understood from the point of view of the individuals who are directly involved in the activities which are to be studied". The social world must be understood from inside the situation, rather than outside (Burrell & Morgan, 1979, p. 5).

The interpretive approach describes a range of meanings about social phenomena that are expressed by people. In other words, there is no real absolute that is valid for all people, but reality is expressed individually, subjectively and by different interpretations (Corbetta, 2003).

According to Easterby-Smith (2008, p. 59), "We should therefore try to understand and explain why people have different experiences, rather than search for external causes and fundamental laws to explain behaviour".

Therefore, the researcher used the interpretive approach to identify the reasons for Saudi branch managers continuing to work for a number of years despite external causes of reluctance of Saudi young people to engage in lower-skilled jobs, as well as to confirm the results of the SEM and assess the capability of Saudi branch managers in setting up new businesses.

Saunders et al. (2009, p. 119) maintain that interpretivism is concerned with "Subjective meanings and social phenomena. Focus upon the details of situation, a reality behind these details, subjective meanings motivating actions". They confirm that subjective meanings play a crucial role in social actions and aim to reveal interpretations and meaning.

Walliman (2007, p. 20) states that interpretive theory concentrates "on the search for constants in human behaviour", and Rubin and Babbie (2005) are of the opinion that

interpretive researchers need to understand how people believe inside, looking at their personal interpretations of everyday experiences and seeking to understand the deeper meanings and causes of their behaviour.

Ontology is associated with two assumptions: realism and nominalism. The realist assumes that people are born into and live in a world independently of the existence of reality. In other words, people do not have a hand in creating reality (Burrell & Morgan, 1979). Realists define the reality of the world as existing in such terms as objective truths, causes, fundamental laws, data, universals and facts (May, 1997).

4.7 Research approach

Amaratunga et al. (2002, p. 17) state that "research is a process of enquiry and investigation that is systematic and methodical and increases knowledge". Therefore, research is based on the theories that should be conducted through the process of study. Finn et al. (2000, p. 14) maintain that "Research needs theory as a framework for analysis and interpretation, and they need research to constantly review, modify, and challenge theoretical details". A research tool is determined according to the type of theory. For example, if a piece of research is based on building a new theory, then the tool or the approach is inductive; if the research is based on testing existing theory, the approach is deductive (Tashakkori & Teddilie, 1998; Miller & Brewer, 2003). However, Cooper and Schindler (1998) and Bryman (2004) believe that it is difficult to use one approach and fully dispense with the other, as in fact they support each other. Therefore, this study used both approaches to obtain accurate outcomes.

Thus, the researcher used deductive methodology to draw conclusions through rational reasoning and deduced hypotheses from the existing knowledge that could be tested and then accepted or rejected. The quantitative approach is associated with this kind of research. McLaughlin (2007) advises using the deductive approach when social phenomena can be

measured and classified and when hypotheses are acceptable for testing to prove whether they are right or wrong.

A statement is deduced through observation, then the statement shapes the subsequent theory. This theory can be right or wrong and can be proved by examining the facts to establish how far there is harmony between theory and fact. Ghauri and Gronhaug (2005, p. 15) state that "deduction is based on logic". Walliman (2007) asserts that in the study of social science there are two options for obtaining knowledge. The first is by the inductive method, i.e., knowledge which can be obtained by sensory experience. The second is by the deductive method, by which knowledge is obtained by reasoning, which is the approach used in this research.

4.8 Research methodology

Burrell and Morgan (1979) state that to determine the right methodology for a piece of research, it is necessary to identify the nature of the social world. If it is an external reality, the focus will be on the analysis of relations and regularities between a variety of components and how these relations can be expressed. In this view, the search is for universal laws that explain the observed reality. Conversely, if social reality is thought to be constructed from individuals' experiences, then the aim is to understand how people express themselves about the world individually rather than finding universal causes.

This research is based on both external and internal realities with regard to measuring the effect of government support on the potential benefits of work through factors that affect the reluctance of Saudi youths to work in lower-skilled jobs and the willingness of Saudi workers to accept lower-skilled and vocational jobs, especially in the retail sector. Therefore, the study is intended to explain this social phenomenon and uncover the causes of reluctance of young people that explain regularities in young people's behaviour and also their willingness

to continue in work. This is associated with a realist approach to understanding the structure of this phenomenon and its mechanism of generation. It also explains the social reality that was constructed from branch managers' experiences to understand how they express themselves individually about the world.

The methods used in this study are quantitative, which belongs to positivist philosophy and its tool is the survey. The quantitative deals with an event neutrally as the researcher measures the phenomenon statistically. Patton (2002, p. 16) maintains that "statistical data provides a succinct parsimonious summary of major patterns, while select case studies provide depth, detail and individual meaning".

This approach is also characterized by not being complex and its sample is selected randomly (Lillis & Mundy, 2005). In this way the results of the investigation are deemed to be accurate. In addition, the emotions of the researcher are not involved in such an investigation and this is why the quantitative approach is more objective and reliable.

A qualitative method was also used in this study. This method belongs to interpretivist philosophy and is associated with questions that start with 'how' and 'why'. These types of question focus on explanations and they are also used in the history and experiment methods. These kinds of question investigate a situation using an inductive approach to discover the truth about events through people's perspectives and by observing their behaviour using sources from case studies to build explanatory theory (Perry, 1998).

Bogdan and Biklen (2007) assert that qualitative research does not adhere to a certain fixed approach in the study of phenomena, but has methods of data collection which keep to certain standards. A qualitative approach focuses on personal face-to-face interviews to obtain uniform comparative data using the interview method.

Walliman (2007, p. 20) states that the interpretive method concentrates on the "search for constants in human behaviour" and is concerned with how to study these and the motivation and causes behind such behaviour. Rubin and Babbie (2005) maintain that interpretive researchers need to understand how people feel and believe and how they interpret their everyday experiences, seeking meanings for feelings and the causes of their behaviour.

However, using a qualitative alongside a quantitative method is important, as Rubin and Babbie (2005, p. 41) suggest that "it is not enough to measure the subject's external behaviour or questionnaire answers. The subjective meanings and social contexts of an individual's world must be examined more deeply".

4.9 Research strategy (applying stage 3)

Saunders et al. (2009) define a research strategy as an appropriate plan that enables the researcher to answer the research questions. They add that there is no specific strategy that is the best for a researcher; rather, that more than one strategy can be applied in accordance with the requirements of the research in terms of the philosophical assumptions and research questions. Bryman and Bell (2003) and Creswell (2003) also mention that there are various strategies that may be affiliated to one of the two approaches (deductive and inductive) or both. The strategies are: survey, action research, ethnography, grounded theory, case study and experiment.

There are three conditions that are important for selecting an appropriate method for research: "(a) the type of research question posed, (b) the extent of control an investigator has over actual behavioural events, and (c) the degree of focus on contemporary as opposed to historical events" (Yin, 2009, p. 8).

This study applied a case study to four companies operating in the retail sector: Panda, Othaim, SACO and Extra. By using both approaches, a survey, which is deductive and belongs to the positivist philosophy, as well as a focus group was applied, which is inductive and belongs to interpretivism, to investigate the issue among a large sample of young people.

4.9.1 Case study

The case study has been defined as "an empirical inquiry that investigates a contemporary phenomenon in depth and with its real-life context, especially when the boundaries between phenomenon and context are not clearly evident" (Yin, 2009, p. 18). Case studies assess the reasons for decisions and how they can be applied, and can involve single or multiple cases. Thomas (2011) defines a case study as a kind of research that concentrates on one thing, looking at it in detail, not seeking to generalize from it, the thing may be a person, group, an institution, a country, an event or a period in time.

The case study is considered the most important method used in qualitative research for collecting information. Quantitative research can also be used alongside qualitative research in the case study method. As a result, most sociologists believe strongly that the case study is the best method and is appropriate for the discovery of facts during an investigation process. Therefore, it can be the initial stage in the process of research, while the survey is considered suitable for describing the facts and testing them statistically. The case study method provides a valuable contribution to research (Otley & Berry, 1994) and permits the achievement of a deeper understanding of the issues that cannot be possible using the survey method alone (Ramli et al., 2009).

Qualitative research is the primary method in a case study but quantitative methods can be used to enhance the process for two important reasons: either to make sure that the

information that is collected in other ways is correct or to obtain additional information that can only be accomplished by, for example, a questionnaire (Yin, 2009).

4.9.2 Survey

Saunders et al. (2009, p. 92) state that a survey is

> Usually associated with the deductive approach, allows the collection of a large amount of data from a sizeable population in a highly economic way. Often obtained by using a questionnaire, the data are standardized, allowing easy comparison. In addition, the survey strategy is perceived as authoritative by people in general.

The researcher used a survey to gather information from a large number of Saudi workers in the shop market to achieve accurate results. A survey is very useful when the study aims to describe phenomena, measure the spread of a social phenomenon or particular attitude or test a theory, and the results are statistical and numerical. As an example, the spread of theft among young people can be measured via a questionnaire consisting of open or closed questions. This kind of method is used with research questions beginning ‘what’, ‘how much’, ‘how many’, ‘who’ and ‘where’. These forms of question do not need in-depth information or interaction with people who are involved in an event; the researcher here is using a deductive approach to observe cause–effect relationships between variables (Al Qur‟an, 2010). Saunders et al. (2009, p. 138) describe a survey as follows: “data collected using a survey strategy can be used to suggest possible reasons for particular relationship between variables and to produce models of these relationships”.

4.10 Data collection methods

There are several ways to collect data and these are based on the research methodology (Thietart et al., 2001). Basically, there are two types of data source: secondary data, which are data that can be found in books, films and documents; and primary data, which can be collected for a particular research project (Collis & Hussey, 2003; Saunders et al., 2009).

The researcher used both methods to collect data. Firstly, this study was assisted by previous research, studies, books and articles that investigated youths working in the private sector, especially in vocational jobs and those that do not require a high level of skills, and all sources regarding the economy and the Saudi labour market.

Secondly, the researcher used a questionnaire to enable him to include responses from a large number of Saudi workers in the shop market to achieve accurate results, as they are the largest percentage of the population (Sapsford & Jupp, 2006). Sapsford and Jupp (2006, p. 252) define a questionnaire as "a set of carefully designed questions given in exactly the same form to a group of people in order to collect data about some topic(s) in which the researcher is interested". A questionnaire belongs to positivism as a research philosophy and deductive as a research approach.

The researcher also used a focus group with branch managers in the shop market to confirm the results of the questionnaire and to obtain more details in relation to work in the retail sector.

Using both the qualitative and quantitative approaches can lead to superior results. According to Hopmann (2002), Ritchie and Lewis (2002) and Creswell (2003), using two methods covers the weaknesses in each and takes advantage of their strengths, in addition to using both methods to obtain a high degree of reliability and validation with strong results. Lukka and Kasanen (1995, p. 81) state that "in some research settings statistical analysis and case observations can be combined to make results even more credible".

4.10.1 Structured interview (a questionnaire)

The structured interview is used in the quantitative method and employs a questionnaire as its main tool. Sarantakos (1998) states that a structured interview is carried out by means of a

questionnaire which an interviewer gives to a number of interviewees to obtain their responses.

A questionnaire is composed of fixed questions in a particular order, to which specific answers are given. Ghauri and Gronhaug (2005, p. 100) describe the structured interview as follows: "a standard format of interview is used with an emphasis on fixed response categories and systematic sampling and loading procedures combined with quantitative measures and statistical methods". Bryman and Bell (2007) state that all interviewees are asked the same questions in the same order and are given specific choices according to the schedule to avoid variation between responses. Therefore, this type of questioning offers the interviewee a particular range of answers.

Alston and Bowles (2003, p. 115) emphasize that an interviewer in a structured interview must use "exactly the same wording, prompts, and tone of voice for each interview". The aim is to deal with all the interviewees in the same way without any bias in order to obtain more accurate information. The interviewer must also avoid influencing the interviewee and the interviewee must not be allowed to influence the interviewer; otherwise, the validity of the information could be negatively affected (Oliver, 2004).

It is very important for the interviewer to create a good relationship with the interviewee and to show genuine interest, so that the interviewee feels comfortable in revealing information. Oppenheim (1992) suggests that the interviewer should show his or her interest in order to make the interviewee effective in the interview, and Robson (1993, p. 236) suggests that an appropriate "approach for interviewer carrying out structured interviews to be pleasant; try to make the respondent comfortable".

However, Bryman and Bell (2003) mention that building a good relationship between the interviewee and interviewer can be difficult in a structured interview because questions are

formal and restricted, which means that there is no possibility of changing the questions or their formulation.

Kumar (1999) reports that the advantages of the structured interview are its flexibility and the high rate of response. Therefore, it does not matter if some of the questionnaires are not answered. This type of interview is also easy to control and need not take long to complete. It is also a means of collecting standardized responses (Arksey & Knight, 1999) which can be analysed easily, and is very effective in terms of time and cost (McNeill, 1990). However, according to Gillham (2000), such specific answers do not always express the feelings of the interviewee.

Overall, the advantages of applying a questionnaire are that it can save money and time and reduce bias and does not require the identity of the respondent to be revealed, which makes his or her answers more reliable (Nachmias & Nachmias, 2007). However, there are some issues that should be considered when preparing a questionnaire, such as ensuring the questions are easy to read and answer, are clear to avoid confusion, and are reliable and valid (Punch, 2005; Malhotra, 2010). Zikmund (2002) states that the most important requirements of questionnaire design are the definition of the required data and then including accurate and specific questions related to the topic of research.

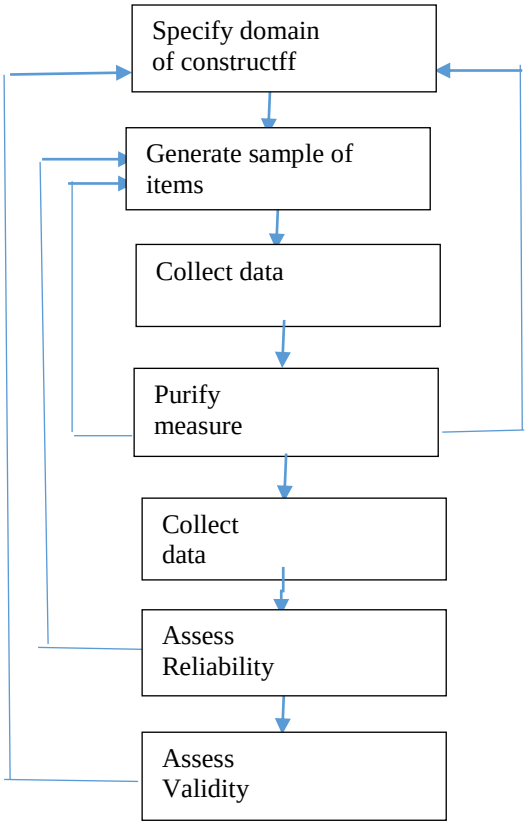
4.10.1.1 Questionnaire design

The research is based on a study of the attitude of young people who work in the retail market. Thus, the questionnaire was divided into five sections: the first section is for personal information regarding the respondent, such as age, length of service, size of salary and kind of training. The other four sections measure the main factors of this study: 1. factors involved in the reluctance of young people to work in vocational and lower-skilled jobs (salary, domination of expats and culture) via 14 items; 2. Government support (Saudization, training

and financial support) via 9 items; 3. Willingness of Saudi workers to continue in work via 12 items; and 4. Potential benefits of working in retail sector with 31 items. The questionnaire used a Likert scale because this has been found to communicate interval properties to respondents (Hair, 2007). This enabled the researcher to describe the nature of the study and explore the relationships between the variables by applying structural equation modelling.

For the development scale, the researcher used Churchill's (1979) paradigm for developing better measures. The paradigm consists of the following steps.

Figure 3.4: procedure for developing better measures



Literature search
Experience survey
Insight stimulating examples
Critical incidents
Focus group
Coefficient alpha
Factor analysis

Coefficient alpha
Split-half reliability
Multitrait-multimethod matrix
Criterion validity

- *Specifying the domain of the construct*

The literature review demonstrated that there is a reluctance among Saudi youth towards working in vocational and lower-skilled jobs for many reasons, such as the perception of the inferiority of such jobs, the low salary and the domination of expats. These factors have caused a significant rise in unemployment among young Saudis, especially noticeable since these sorts of jobs are the most widely available, in addition to the decline in continuity in work for Saudi youths when they are working in the private sector. The private sector also complains that graduates from schools and universities are not eligible for the requirements of the labour market and this has certainly contributed to rising unemployment. Thus, this prompted the government to introduce procedures to address the problem through the application of Saudization, training, and financial support to increase salaries, reduce expats and rehabilitate Saudis for work plus correcting a negative image about work . Therefore, the constructs of this study were as follows: three constructs for factors of reluctance of young people to work in the retail sector; three constructs for government support; one construct for the willingness of young Saudi people to continue in work; and one high-order construct for potential benefits of working in the retail market, as this describes some potential advantages such as reducing unemployment and learning the culture of work (see 4.2 Operationalizing the constructs of study section). The aim of this study is to establish the impact of government support in achieving potential benefits upon Saudi workers in the retail sector through applying SEM. All these constructs have been debated in detail in the literature review and were identified as the main factors for each construct.

- *Generating a sample of items*

The researcher worked in the shop market selling bread and pastries for three months. This shop belongs to a large private company operating in the retail sector. Through the work of the researcher and his contact with the workers in the shop and the customers, he was able to obtain a full picture of the nature of work in the retail sector and the conditions for Saudi and non-Saudi workers. He was also able to obtain accurate information about the administration responsible for managing these shops, and the conditions of the other stores belonging to the company in terms of the number of Saudi and non-Saudi workers. The researcher held conversations and informal interviews with everyone belonging to this company, whether with the workers who worked with him in the shop or in other shops as well as those in direct administration who are responsible for the work and the staff. Hence, the researcher was able, through conversations, informal interviews and observations, to build the questionnaire and specify appropriate statements, in addition to having the support of the literature review. It is worth mentioning that when he asked to work in the shop market, the researcher did not present himself as a researcher; instead, he presented himself as a jobseeker looking for work to avoid arousing suspicion and to be treated equally with everyone else.

- *Collecting data and purifying the measure (pilot study)*

It is very important to test a questionnaire by distributing it to a small group before involving the researcher in the full investigation, in order to establish how far the items are appropriate to the study, if there is a need to add or delete items or clarify the questions, and decide the period needed for answering the questions. Borg and Gall (1983) state that all questionnaires need to be tested and adjusted in a real-world situation,

as no one is able to create a perfect questionnaire even if he/she has long years of experience.

One of the greatest advantages of a pilot test is to make sure that the questions are fully understood by the sample. Thus, the researcher discovered that some Saudi workers in the shop market were not able to understand some of the questions in the questionnaire because most of them still have not obtained sufficient education. Therefore, the researcher had to simplify the questions and meet the Saudi workers personally or in small groups to explain the meaning of each question. After collecting 20 responses, a reliability test was applied to identify to what extent the scale was reliable. The result indicated to the reliability of scale.

- *Collecting data*

After the pilot test and proving the reliability of scale, the researcher randomly visited 40 shops markets belonging to four different companies specializing in retail in Riyadh and Jeddah to distribute the questionnaires. The companies are Othaim, Panda, Extra and SACO. All the questionnaires were distributed personally by the researcher, such as by interviewing or meeting Saudi workers in small groups to explain the questions before distribution. Initially, 340 questionnaires were distributed and 326 questionnaires were collected, then the number was filtered to 300 according to the credibility and seriousness of the responses.

- *Assessing the validity and reliability*

To assess validity and reliability of measurement, the researcher applied content and construct validity plus applying factor analysis and Coefficient Alpha. All results indicated that the data is reliable and valid (see 4.10.1 Validity and reliability in the quantitative approach and 5.5 Multivariate analysis sections)

4.10.2 Unstructured interview

An unstructured interview is any communication or conversation occurring between two or more people without adopting certain questions, during which the interviewer asks questions in order to obtain answers from the interviewee. It can also take the form of a discussion from which information can be extracted. Dillon (1990, p. 7) states that "All must communicate through answers, someone else will ask questions. That is the normal question–answer communication". Arksey and Knight (1999) also state that that an interview is considered to be a conversation between people. However, some authors consider that the interview is not just about asking questions and waiting for answers, but can also take the form of a discussion between the interviewer and interviewee, such as in a focus group. Denscombe (2007, p. 173) asserts that "Interviews are actually something more than just a conversation. Interviews involve a set of assumptions and understandings about the situation which are not normally associated with a casual conversation". Hussey and Hussey (1997, p. 156) see interviews as "a method of collecting data in which selected participants are asked questions in order to find out what they do, think or feel".

The interview is the most important tool used in collecting data when using the qualitative method. Bogdan and Biklen (2007) maintain that a qualitative approach focuses on personal face-to-face interviews to obtain uniform comparative data by the interview method, while

Saunders et al. (2009) state that the interview is the most important method used by researchers in gathering the information necessary to fulfil the objectives of their research.

An interview is an essential source of evidence in qualitative research and case studies, as the questions focus on quality not quantity. If sources of information in case studies are used without a survey, the case studies would be more subjective as the researcher interacts personally with the participants in the investigation and the role of the researcher in this investigation is more interactive. These types of question seek a deeper understanding of human behaviour, which should be observed over time to obtain accurate results, and are not simply concerned with measuring attitudes or a spread of opinion or "providing statistical details about the cause–effect relationships between variables within the examined phenomena" (Al Qur‟an, 2010, p. 105). In this case, applying a survey or archival analysis would not have been helpful. The most significant consideration was to identify and classify the research questions to be able to determine the right methods to answer the questions correctly.

The proportion of validity and flexibility is high, as a case study can be applied in other places using the same processes to emerge with the same results. However, errors can occur or the researcher can be biased in terms of his or her personal views or alignment of opinions to those of others.

This approach is also characterized by complexity, as the researcher can study multiple cases and the sample is small and chosen carefully (Ticehurst & Veal, 2000).

4.10.3 Direct observation

Direct observation is very important in a case study, especially if the phenomenon is contemporary and not historical. Therefore, it is important to obtain additional information

or to confirm material that is acquired from other sources. Phenomena can be observed in any way, whether observing the behaviour of people or a particular environment. An interviewee can also be observed during an interview. Such observation can be invaluable if it is accompanied by photographs of the phenomenon under study, as this confirms and increases the reliability of the observational evidence (Yin, 2009). The researcher used direct observation when he worked in a shop market to collect information. This method helped the researcher a great deal in obtaining a full picture with regard to working in the retail sector.

4.10.4 Focus group

There are a number of different types of group interview, such as the nominal group technique, brainstorming, a citizens' jury and a focus group (King & Horrocks, 2010). A focus group is not simply a matter of questions and answers, but a form of genuine interaction and debate about a particular subject between an interviewer and interviewees, or, alternatively, solely between interviewees. Walliman (2006, p. 98) defines a focus group as "a type of group interview, which concentrates in-depth on a particular theme or topic with an element of interaction. The group is often made up of people who have particular experience or knowledge about the subject of the research, or those who have a particular interest in it". King and Horrocks (2010, p. 65) describe a focus group as "a research technique that collects data through group interaction on a topic determined by the researcher". A focus group usually consists of a small number of people.

In a focus group, the participants can express their opinions about and experiences of the chosen topic. They are able to ask each other questions for clarification and raise issues within the discussion in order to stimulate each other to find out more information. In this way, the researcher can discover the necessary information through the interaction between

the members of the group (Finch & Lewis, 2003). According to Finch and Lewis (2003, p. 171), "focus groups are synergistic", as, when the members of a group work together, they can generate a greater depth of information.

King and Horrocks (2010, p. 61) point out that "group interviews can open up an opportunity to obtain opinions or attitudes at another level". They add that a focus group is helpful when the researcher wants to investigate participants' wider thoughts and feelings regarding a specific phenomenon.

Creswell (2007, p. 133) states that

> Focus groups are advantageous when the interaction among interviewees will likely yield the best information, when interviewees are similar and cooperative with each other, when time to collect information is limited, and when individuals interviewed one-on-one may be hesitant to provide information.

Another advantage of the focus group is that it gives participants the opportunity to express their opinions freely and create interaction. This leads to the discovery of more facts and information about the research topic than would be achieved by individual interviews. Participants' attitudes are also coordinated through group discussion (Vanderstoep & Johnston, 2009). However, running a focus group requires particular skills for obtaining the required information, and so the researcher should make sure he or she has the ability to manage the discussion in a productive way.

4.10.5 Participant observation

Participant observation assumes the existence of different roles in a case study. In this resource, the researcher becomes a participant or part of the event, such as when studying a phenomenon in a particular neighbourhood where the researcher is a resident or a work environment where he or she becomes an employee in an organization (Yin, 2009). The

researcher applied this type of observation before starting his studies officially, working in a shop selling pastries and bread in Saudi Arabia in order to observe and study the work environment and employee behaviour as relevant to his research. This experience helped the researcher a great deal in discovering facts he did not know beforehand. Therefore, this source is very important because it provides important information about a case study which may not be known by anyone else, as the researcher is inside the event. However, the researcher may also become involved in some of the problems, such as when he is biased towards a particular group or party and looks only to support this group.

The above is considered in some case studies as an essential source for the collection of information. It is also important because it provides the opportunity to understand the truth from another point of view, i.e., from inside the event. Therefore, there is much to indicate that this source is invaluable, as it creates an accurate perception of the phenomenon.

4.11 Validity and reliability of the study (applying stage 4)

Validity and reliability are important criteria for confirming the credibility and trustworthiness of research findings. They are the basic criteria for assessing the accuracy of a piece of research. Measurements must be valid; that is to point out, they should be accurate and the findings should concern the assertion under investigation. Measurements must also be reliable and valid; that is, precise: the same answer should be obtained on re-measurement and the same results or observations could be obtained or made by different researchers on different occasions (Saunders et al., 2006).

This research applied mixed methods in using two data collection methods (a questionnaire and a focus group), an assessment of validity and reliability was conducted for each method to ensure the accuracy of the research findings. This section will examine validity and reliability for both the quantitative and qualitative paradigms.

4.11.1 Validity and reliability in the quantitative approach

The measurement of an instrument's validity is vital, as it is important to assess the design of a study to obtain accurate findings. Polit and Hunger (1999, p. 148) state that "Validity refers to the degree to which an instrument measures what it is supposed to be measuring"; it is also defined as "the degree to which a test measures what it claims, or purports, to be measuring" (Brown, 1996, p. 231). There are three approaches to the validation of an instrument: content validity, criterion-related validity and construct validity (Litwin, 1995; Punch, 1998).

Content validity assesses the scale of a questionnaire and whether it will measure what it is supposed to (Hair et al., 2007). Content validity is believed to have been achieved in this study through the following techniques. The questionnaire was modified by Dr David Bright and Dr Ruth Butler. Three professors from King Saud University in Saudi Arabia also checked the questionnaire in English and a copy of the translation in Arabic. They advised the researcher to replace some words with others which were more appropriate. Also, three experts working in large companies operating in the retail sector checked the questionnaire. Finally, a pilot test was conducted and corrections made so that the questionnaire would be ready for operationalization.

Criterion-related validity "reflects the success of measures used for prediction or estimations" (Cooper & Schindler, 1988, p. 168). In other words, how well a set of variables can predict results according to information from other variables (Hair et al., 2006).

Construct validity is the most commonly cited validity evaluation in the field of social science. It concerns how a measurement conforms to theoretical expectations (Cooper & Schilinder, 1998; Punch, 1998). It is developed by relating a measuring instrument to a general theoretical framework in order to identify whether the instrument is correlated to the concepts and theoretical assumptions the researcher is using (Nachmias & Nachmias, 1996). This is important as it can determine some unobservable dimensions of the construct being

measured. Construct validity can be divided into two main categories: convergent and discriminant (Cooper & Schilinder, 1998).

Convergent validity involves measuring the degree of correlation between two tests of constructs that theoretically measure the same concept (Nachmias & Nachmias, 2007). Convergent validity can be evaluated through the following steps: 1. the factor loading of the items in the constructs should be above 0.50; 2. a composite reliability test should yield values greater than 0.70; and 3. the average variance extracted (AVE) should be more than the cut-off value of 0.05 (Hair et al., 2006). Composite reliability involves measuring the overall reliability of a set of various similar indicators, while individual variable reliability can be assessed by measuring Cronbach's alpha. Composite reliability is concerned with testing the reliability of a construct/latent variable. The average variance extracted reveals the general amount of variance in the manifest variables accounted for in each construct (Hair et al., 2006). This study used the above-mentioned three main criteria to assess convergent validity. (See analysis chapter)

Discriminant validity involves illustrating that one measure does not correlate with another, and, from this, no theoretical associations are expected. In other words, discriminant validity is the measure that confirms whether measures that are assumed not to be related, are, in reality, unrelated (Schumacker & Lomax, 2010). Confirmatory factor analysis presents two regular methods for measuring discriminant validity (Hair et al., 2006). First, through the correlation between any two particular latent constructs that can be fixed as equal to one; in essence, this is the same as identifying that the items that structure two constructs can just as well make only one construct. If the fit of the two-construct model is significantly diverse from each of the one-construct models, this means that discriminant validity is supported (Byrne, 2010). Hair et al. (2006) state that although practising this method does not offer strong proof of discriminant validity, because correlations can sometimes be as high as 0.9, it

can still involve a major variation in fit between the two models. Thus, a further test is provided by Fonell and Larcker (1981) and Hair et al. (2006) which compares the AVE value for any two constructs with the square of the correlation estimates between the same two constructs. The variance extracted estimates should be greater than the squared correlation estimates to obtain proof of discriminant validity. Byrne (2010) mentions that confirming discriminant validity can be achieved through identifying correlations between items in two constructs.

Regarding Reliability in the quantitative approach, it indicates the trustworthiness of the research outcomes. Hair et al. (1998), Cooper and Schindler (1988) and Nachmias and Nachmias (2007) state that reliability is an evaluation of the degree of consistency among diverse measurements of variables. The way to judge reliability is to assess the harmony of the items. According to Nunaly (1968), reliability is a basic indictor to test the validity of data but is not sufficient in itself.

There are three techniques for testing the reliability of a measurement scale: test-retest reliability, parallel-forms reliability, and internal consistency reliability (Cooper & Schindler, 1988).

The researcher used Cronbach's coefficient alpha to measure the reliability of a measurement scale, which belongs to the third category referred to above: internal consistency. Malhotra (2010) recommends using Cronbach's coefficient alpha as it is a technique for computing the mean reliability coefficient through splitting a set of items in half. Cronbach's coefficient alpha should be 0.70 or more (Devellis, 2003, Hair et al., 2006). Otherwise, it is necessary to check the items used to eliminate what does not fit to improve reliability.

4.11.2 Validity and reliability in qualitative approach

Response bias can occur when interviewees do not reveal everything in relation to a social phenomenon, which causes the failure of the researcher in obtaining real information. A number of processes have, therefore, been established to assess reliability and validity regarding qualitative data. These processes are triangulation by applying different sources, member checking, audit trails, disconfirming evidence, prolonged engagement and peer validation (Creswell & Miller, 2000).

The aim of validity is to ensure the truthfulness of research, as this reflects that a researcher is able to demonstrate findings that are consistent with the theory and the concept of the research (Sarantakos, 1997; Silverman, 2000; Golafshani, 2003). Creswell and Miller (2000) state that validity is supported by how far an account representing participants' responses is accurate in revealing the reality of social phenomena and is credible to them. It measures how far findings of research have accurately represented the real situation (Collis & Hussey, 2003).

Patton (2002) argues that validity and reliability are significant elements and should be considered when designing a study, analysing outcomes and assessing the quality of the study. Basically, this involves convincing people that the findings of an investigation or piece of research are worth paying attention to (Lincoln & Guba, 1985). Lincoln and Guba (1985) state that neutrality, credibility, dependability and transferability are vital criteria for assessing the reliability and validity of a study, regardless of whether the study has applied a quantitative or qualitative approach. Lincoln and Guba (1985) utilize dependability particularly in qualitative approach, while reliability is used with a quantitative approach. Clont (1992) and Seale (1999) indicate that the concept of dependability is associated with the notion of the consistency of data in the qualitative approach. Trustworthiness is an essential element in testing the reliability and validity of a study in the qualitative approach

(Seale, 1999). It is also identified as ‘defensible’, which means achieving confirmation that a finding is trustworthy (Johnson, 1997).

Collis and Hussey (2003) indicate that the reliability of researching phenomena is based on determining whether the interpretations or observations obtained are similar to interpretations or observations made by other observers (Collis & Hussey, 2003; Bryman & Bell, 2007). There are certain criteria for assessing the reliability of the qualitative approach: dependability, trustworthiness, confirmability, and authenticity (Guba & Lincoln, 1994; Collis & Hussey, 2003; Bryman & Bell, 2007).

Dependability assumes that the qualitative approach has particular features which are worthy of trust. Trustworthiness is represented by how far a researcher can be accurate in developing a database for a case study. Confirmability refers to the ethics and credibility of the researcher and whether he or she has acted impartially or his or her personal beliefs have influenced the research results. Finally, authenticity is measured by the ability of a researcher to converge the opinions acquired to reach the view that is closest to the correct one (Bryman & Bell, 2007).

The importance of proving reliability and validity lies in the consideration that the personal feelings of a researcher may sometimes enter into the analysis of the responses and thus may yield incorrect findings. Therefore, there are several methods for validating qualitative data, such as triangulation, validation of respondents and peer validation (Creswell & Miller, 2000).

This study applied a triangulation strategy, as it is recommended by a number of authors such as Johnson (1997), Mathison (1988), Merriam (1998) and Patton (2001) in demonstrating reliability, validity and trustworthiness. Johnson (1993, p. 4) states that the aim is to “engage in research that probes for deeper understanding rather than examining surface features” in any qualitative research. Triangulation is defined as “a validity procedure where researchers

search for convergence among multiple and different sources of information to form themes or categories in a study" (Creswell & Miller, 2000, p. 126). Merriam (1998, p. 204) also mentions employing "multiple methods to confirm the emerging findings", including integrating.

Triangulation can also be defined as a strategy for testing or improving the reliability and validity of a study or to evaluate findings in a way that "strengthens a study by combining methods" (Patton, 2001, p. 247). Mathison (1988, p. 13) states that "Triangulation has raised an important methodological issue in naturalistic and qualitative approaches ....to control bias and establishing valid propositions because traditional scientific techniques are incompatible with this alternate epistemology".

Triangulation is the use of multiple methods, such as interviews, tape recordings, surveys and focus groups, to ensure the attainment of more reliable, valid, and varied constructions of realities. In addition, triangulation should improve the analysis and understanding of the construction of realities of the selected sample.

The focus in this study is on the attitude of Saudi young people towards working in the retail sector. Thus, two types of methodology were applied to analyse the data—a questionnaire and a focus group—as the main objective of the use of triangulation was for each method to confirm the results of the other, especially since the researcher had developed and tested the theory by using structural equation modelling. Therefore, the researcher felt that it was important to prove the validity of the results of the model through using a focus group as well or making a comparison between the data collected from the questionnaires and interviews to confirm the reliability and validity of the outcome in addition to the other objectives of using a focus group.

The researcher also engaged in peer validation to gain feedback regarding the data that were collected as well as the questions used in the interviews and the findings of the research. Johnson (1997, p. 284) suggests that a qualitative researcher can "use investigator triangulation and consider the ideas and explanations generated by additional researchers studying the research participants". Peer validation argues the necessity of involving a neutral party to check responses to ensure that they are accurate and relevant to the topic of research (Creswell & Miller, 2000).

The peer validation of this study involved two people familiar with government support and the retail sector who have a wide range of experience in lower-skilled jobs, especially in relation to shop market issues in Saudi Arabia.

The validation of the respondents was also used to establish the validity of this study. The validation of respondents argues that the researcher has to check responses that were obtained by asking respondents to validate their own answers, even if they have to modify some of the responses. The aim of validation is to bring harmony between the impression of the researcher and the opinions of the respondents.

The researcher communicated with the members of the sample by telephone after the meeting and discussed with them the conversation that had taken place between them. The researcher then modified the transcripts in accordance with changes the members of the sample made during the second conversation.

4.12 Sample

The researcher randomly visited 40 shop markets belonging to four different companies specializing in retail in Riyadh and Jeddah to distribute the questionnaires. The companies

were Othaim, Panda, Extra and SACO. Othaim and Panda are major supermarkets, while Extra and SACO are shopping centres for all household needs.

All the questionnaires were distributed personally by the researcher to Saudi workers who work in shop markets aged between 18 to 25. Filling questionnaire was sometimes by face to face and sometimes in small groups to explain the questions before distribution. As mentioned above, a total of 350 questionnaires were distributed and collected, then the number was filtered to 300 according to the credibility and seriousness of the responses plus there were some questionnaires not fully completed. The researcher preferred to meet Saudi workers individually or in small groups to explain the questionnaire because, when he conducted the pilot study, he observed that most Saudi workers had difficulty in understanding some of the questions and he wanted to make sure that their answers were based on understanding, not random selection. The questions might have been hard to understand, especially as most Saudi workers have only secondary school level education or below and they have not reached a sufficiently advanced level of education to understand some of the questions, as well as the weakness of the public education system in Saudi Arabia in general. The target sample comprised Saudi workers in the retail sector aged between 18 and 25, regardless of whether they were students or not.

Regarding the sample for the focus groups, there were two focus group: six branch managers from Othaim and six branch managers from Panda. The reason for not including SACO and Extra managers was that these companies have only a few branches and these managers are non-Saudis. The second point is that the focus group was not the main method used in this study; it was employed to support the results of the questionnaires. This research also had the aim of investigating the opportunities available for branch managers to set up their own shop market in the retail sector, as this type of business has dominated the market more strongly than shopping centres catering to household needs.

4.13 Ethical issues

Ethics is defined as, "the norms or standards of behaviour that guide moral choices about our behaviour and our relationship with others" (Cooper & Schindler, 2008, p. 34).

According to Collis and Hussey (2003), it may be easy to believe that ethics are important in the field of science, such as in pharmacy, but it is also difficult to study the social sciences without encountering ethical arguments.

According to Burns (2000, p. 17), "Ethical problems can relate to both the subject matter of the research as well as to its methods and procedures, and can go well beyond courtesy or etiquette regarding appropriate treatment of persons in a free society". Therefore, researchers should respect the principles of ethical issues in their work and not harm or deceive participants. Collis (2003) maintains that the principles of ethical issues are determined by the research supervisor and the researcher according to the type of work being done.

Ethical principles were applied in this study, as listed by Bryman and Bell (2007), by:

- Avoiding harm to the participants in the research, whether physical or psychological, e.g., damage to self-confidence or harm to future career.
- Giving prospective participants all the information they required regarding the research, to enable them to make the right decision as to whether to participate or not.
- Avoiding invasion of privacy without permission from the participant.
- Avoiding deception, i.e., presenting matters falsely.

The ethics of covert participate observation

The purpose of working in a shop was to understand an environment of a shop market and jobs such as this is very helpful for generating a questionnaire questions, Churchill, (1979) mentioned in his paradigm for developing better measures that interviewing people is important way of generating a

sample of items for a questionnaire. Also, Yin, (2009) stated that direct observation is an important way to understand the phenomenon which means that the researcher becomes part of the phenomenon to observe the behaviour of people directly. This action makes the study more reliable.

Therefore, the work of the researcher in a shop was very beneficial to obtaining reliable results. When the researcher worked in a shop, people there didn't know that he was researcher. He didn't think this was an ethical problem because he behaved as an employee and when he did his research he behaved as an independent researcher.

4.14 Statistical data analysis

Several statistical techniques were applied through SPSS software to analyse the data, such as descriptive statistics, Pearson's correlation coefficient and SEM to test the hypotheses.

The questionnaire data were analysed in different stages, such as preliminary analysis, which involves screening data, descriptive analysis, and multivariate analysis. Preliminary analysis is the first step prior to multivariate analysis and aims at investigating important issues such as how to treat missing data and outliers, as well as testing for normality. The next stage was descriptive analysis, which included some central tendency assessments such as variability (dispersion) measures. Then, multivariate analyses were applied such as those concerning reliability and validity. Factor analysis was applied to test the reliability and validity of the scale and dimensionality. Furthermore, structural equation modelling was applied to investigate multiple relationships between variables plus the direct and indirect effects in relation to the variables in the study's proposed model.

The next section will present the descriptive analysis and multivariate analysis methods used in this study: exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and structural equation modelling (SEM).

4.14.1 Descriptive and frequency analysis

Descriptive statistics are used for several reasons: to interpret the characteristics of data, and to examine to what extent the variables are violated of the assumptions implied statistical tool that was applied to answer the research questions (Pallant, 2010).

Descriptive statistics encompass different measures such as central tendency which contain the mean, mode and median; dispersion concerns standard deviation and range. There are also methods for assessing the distribution of scores which relate to skewness and kurtosis (Field, 2006; Stevens, 2009).

The mean is the sum of the values of the data divided by their number. This measure is commonly used in studies to determine the statistical average of the data accurately, but the drawback of this method is that it is influenced by extreme values (Levine & Stephan, 2009).

The median is basically the middle value in a list of numbers which must be listed in numerical order. A benefit of using the median is that extreme values do not affect the result; therefore, it can be considered a good alternative to using means. However, it should be taken into account that if there are unequal gaps between the values, this might yield incorrect results (Panik, 2005).

The mode is the value that appears most often. In other words, if no number appears more frequently than the others, this means that there is no mode for a set of data (Levine & Stephan, 2009). The range refers to the difference between the smallest and largest numbers or values (Panik, 2005).

Standard deviation is the measure of how far each value is spread out from its mean. A small standard deviation means that the data points are close to the mean, while a large standard deviation means that the data points are spread out away from the mean. Standard deviation

becomes zero when all values are equal. It is commonly used to measure the variability of data but is also affected by extreme values (Bryman & Cramer, 2005).

A descriptive statistics technique was used in order to obtain a summary of the large set of data through the identification of statistical indicators that give meaning to the data. For example, "Typically, a frequency distribution shows the variable name and description, frequency counts for each value of the variable, and cumulative percentages for each value associated with a variable" (Hair et al., 2007, p. 308). Central tendency is related to measuring the attributes of a variable in a single indicator to make it more understandable (Hair et al., 2007).

4.14.2 Factor analysis

Factor analysis assesses how far the questions asked are related to the research construct that the researcher wants to measure (Field, 2005). In other words, factor analysis is helpful in understanding the structure of a theory (Tabachnick & Fidell, 2007). Acton et al. (2009, p. 241) state that factor analysis is "a data reduction technique", which means that it is used for reducing items and summarizing data.

Factor analysis is composed of two types: exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). EFA basically means appointing variables under appropriate constructions and reducing the items that are not uncorrelated for each variable (Pallant, 2010). EFA contains statistical techniques for testing the factorability of a set of data, such as Bartlett's test of sphericity which is used to test the null hypothesis that the correlation matrix is an identity matrix and should be significant to more than 0.05 to be acceptable (Bartlett, 1954). The second technique is the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy, which is used to assess the appropriateness of applying factor analysis to a set of

data. KMO ranges from 0 to 1 and the minimum rate that should be acceptable is 0.6 (Tabachnick & Fidell, 2007).

CFA is useful for confirming a relationship between observed variables and is usually applied for two reasons: testing dimensions and validating measurements (Tellefsen & Thomas, 2005; Hair et al., 2006). Therefore, CFA was applied in this study to achieve these aims.

CFA is used to test the validity of a study through a loading factor for each variable or the validity of the factor structure of a set of data (Gerbing & Anderson, 1988; Tellefsen & Thomas, 2005; Byrne, 2010). It can validate the constructs of convergent and discriminant validity (Hair et al., 2006; Kline, 2011).

CFA is commonly applied with structural equation modelling and this technique is usually used in an advanced stage of a piece of research to test theory. SEM is a statistical tool used to test hypotheses (Byrne, 2010) and has become a progressively more common technique among researchers for assessing models theoretically (Gefen et al., 2000). It can estimate a number of multiple regressions together (Blaikie, 2003). These types of factor analysis were all applied in this study.

.

4.14.2.1 Structural equation modelling (SEM) (applying stage 5 and 6)

Structural equation modelling has risen to become an essential technique for the analysis of data and has attracted a lot of researchers from diverse specializations and progressively more in the social sciences (Chow & Chan, 2008; Oke et al., 2008; Totterdell et al., 2008; Čater & Čater, 2010). SEM assumes two major features in the steps used: (1) causal processes that are characterized by a series of structural regression; and (2) these structural relationships can be modelled in an image to demonstrate a clearer conceptualization of the theory under study (Tabachnic & Fidell, 2007). SEM was applied in this study to test multiple causal relationships between variables and the direct and indirect effects in relation to the variables in the study's proposed model (Byrne, 2010).

SEM is a reliable technique for analysing multiple and interrelated relationships among the constructs in a model (Hair et al., 2006; Tabachnic & Fidell, 2007; Chen & Quester, 2008; Byrne, 2010). It is also the only technique that completes and simultaneously measures all correlations in complex and multidimensional phenomena (Tabachnic & Fidell, 2007, p. 679). Muthen (2002, p. 82) expresses the opinion that "structural equation modelling took factor analysis one step further by relating the constructs to each other and the covariance in systems of linear regressions thereby purging the structural regressions of biasing effects of measurement error". SEM basically allows the dependent variables in one equation to be independent variables in another. SEM can also represent latent variables in the relationships between variables while taking into consideration the estimated measurement error associated with an imperfect measurement of a variable (Schumacker & Lomax, 2010).

4.14.2.1.1 Model specification

Model specification, as Schumacker and Lomax (2010, p. 213) explain, means "determining every relationship and parameter in the model that is of interest to the researcher". This was accomplished in this study through literature review. For example, when a conceptual model is specified incorrectly, biased parameter estimates will be raised; this means that parameter estimates are diverse from what they are in the actual population model, which represents specification error (Schumacker & Lomax, 2010). When a conceptual model is specified accurately, the association between the indicators and factors as well as the relationships between the factors can be identified in SEM by applying AMOS software in two ways: the first is by fixing one of the factor loadings to 1.00; second is fixing the factor variance to 1.00 (Raykov & Marcoulides, 2006). AMOS software automatically fixes the first of the factor loading estimations to 1.00 (Arbuckle, 2008).

4.14.2.1.2 Model evaluation

The next stage of the model parameter estimates was to determine how far the data fitted the model, or to establish to what extent the theoretical model was supported by the observed sample data (Schumacker & Lomax, 2010). There are two processes for model evaluation: the first is measurement evaluation of a model and the second is structural model evaluation. The measurement model identifies relationships between the observed variables and the latent variables (Hair et al., 2006). Evaluating the measurement model was carried out using CFA to test the factor loadings for each observed variable on the latent variable. This allowed the evaluation of the constructs in terms of convergent validity, unidimensionality and discriminant validity (Byrne, 2010). The evaluation of the structural model is discussed below.

4.14.2.1.3 Evaluation of the structural model

An evaluation of fit is the most important step in testing a model (Hair et al., 2006). There are two methods for evaluating model fit: the first is by examining the adequacy (fit) of each single parameter in the model; the second is by examining the goodness of fit (GOF) for the whole model (Byrne, 2010; Schumacker & Lomax, 2010). These two methods are discussed below.

4.14.2.1.4 Testing the adequacy of each parameter estimate

There are three core features of the adequacy of each parameter, as identified by Schumacker and Lomax (2010). The first feature is whether a free parameter is considerably diverse from zero (Byrne, 2010). Therefore, when parameter estimates are accomplished, standard errors for each single estimate are also achieved. A percentage of the estimated parameter to the standard error estimated is calculated as a critical ratio (CR). A critical ratio is presumed to have a normal distribution; therefore, critical ratio can be calculated by dividing a parameter estimate by its standard error (Byrne, 2010; Schumacker & Lomax, 2010). It is a function of a z-statistic in testing the estimate and is statistically different from zero. At a significance level of 0.05, the test statistic must be more than the value of ± 1.96 and in this case a null hypothesis is rejected, which means that no relationship exists (Byrne, 2010). The critical value, parameter estimate and standard error are automatically provided in the AMOS output for a model. The second feature involves determining whether a sign is positive or negative, as well as whether the direction of the estimate is consistent with the theoretical model (Schumacker & Lomax, 2010). A third feature is that parameter estimates should be logical or the values should be within an expected range (e.g., no negative values attained and correlations are supposed not to be more than the value of 1.00) (Byrne, 2010). Consequently, all free parameters should be statistically different from zero and in the anticipated positive or negative direction (Schumacker & Lomax, 2010).

In addition, squared multiple correlations (R^2) for each single observed variable individually can be used for showing how well these values measure the latent variables and range from 0 to 1 (Byrne, 2010). Each squared multiple correlation is also identified for each endogenous variable individually. These values also range from 0 to 1 and function as an indicator of the strength of the structural relationships (Schumacker & Lomax, 2010).

Testing the model as a whole

This step is employed to measure the goodness of fit (GOF) for the whole model. It describes how well sample data fit the model. In other words, it determines the GOF between the hypothesized model and the sample data (Byrne, 2006). There are different indicators for testing GOF and these will be discussed below.

Chi-square (CMIN)

Chi-square is the essential measure of GOF and is considered a mathematical outcome between the estimated covariance matrix (Σk) and the real observed covariance matrix (S) (Hair et al., 2006). The χ^2 value rises when the sample size increases. Likewise, the SEM estimated covariance matrix (Σk) is affected by a number of parameters that are free to be estimated, and, therefore, the model's degrees of freedom (df) are calculated by discounting the number of estimated parameters from the number of data points (i.e., variances and covariances of the observed variables) and also influences the χ^2 value (Byrne, 2006). To prove that a relationship exists, the P-value must be greater than 0.5 (Hair et al., 2006; Tabachnick & Fidell, 2007). Consequently, when the chi-square is greater than the P-value, the null hypothesis is accepted and it is evidence that the sample data fit the model well.

Absolute fit measures

An absolute fit measure involves measuring a model's GOF in general. For example, "This type of measure does not make any comparison to a specific null model (incremental fit measure) or adjust for the number of parameters in the estimated model (parsimonious fit measure)" (Hair et al., 2006, p. 706). In fact, the most essential fit index is chi-square but because it cannot be applied alone, there are other alternative fit indices, such as RMR, SRMR and RMSEA (Hair et al., 2006). These fit indices will be discussed below.

Root mean square residual (RMR), standardized root mean square residual (SRMR) and root mean square error of approximation (RMSEA)

The RMR is the average residual value attained by calculating the square root of the mean squared differences between the individual observed and estimated covariance and variance terms (Hair et al, 2006, p. 771).

Normally, a small RMR indicates a 'good-fitting' model. However, it is sometimes hard to interpret an unstandardized residual as the scale of the variables affects the size of the residual (Tabachnick & Fidell, 2007; Harrington, 2009). Therefore, the use of a standardized root mean square residual (SRMR) is recommended rather than RMR. The RMR has a range of values between 0 and 1, where values of 0.08 or less are accepted (Byrne, 2006; Hair et al., 2006), but values of 0.05 or less are preferred (Schumacker & Lomax, 2010).

The RMSEA value differs from the RMR and is a well-known indicator. Whenever the RMSEA value is low a better fit is indicated, while a higher value indicates a worse fit (Hair et al., 2006).

Incremental measures

Incremental measures evaluate how well a specific model fits relative to alternative baselines (Hair et al., 2006). Incremental measures consist of the normed fit index (NFI), the comparative fit index (CFI), and the Tucker-Lewis Index (TLI). The cut-off that indicates model fit is a value of 0.9 or more (Tabachnick & Fidell, 2007).

Parsimony fit indices

These measures were developed to provide information regarding the best among a set of models by competing between them in considering fit relative to complexity. These measures are the parsimonious comparative fit index (PCFI) and the parsimonious normed fit index (PNFI). The cut-off value is 0.5 or greater (Byrne, 2006).

4.14.2.1.5 Model modification and validation

Model modification is the final procedure in SEM to test the model in order to gain a better model fit. The researcher checked that the modified model fitted the hypothesized structural model to make it acceptable and performed a specification search to attain a better fit for the hypothesized model with the observed sample variance–covariance matrix (Kline, 2011). Parameters that are insignificantly different from zero and/or add extra parameters can be removed to reach a better mode fit (Tabachnic & Fidell, 2007). The techniques that are most commonly applied for removing parameters are as follows: comparing the t-statistic for each single parameter to the tabulated t-value, since $t > 1.96$ is statistically significant; and using the Wald (W) statistic since $t > 1.96$ is also statistically significant (Schumacker & Lomax, 2010). To add extra parameters, the most regularly used processes are: choosing the maximum value in the modification index (MI); choosing the maximum value of the expected parameter change statistic (EPC); and utilizing the Lagrange multiplier (LM) statistic (Tabachnic & Fidell, 2007).

A researcher can also use a standardized residual matrix to modify a model, as large values for standardized residuals that are more than 1.96 or 2.58 mean that a particular variable relationship is not well accounted for in the hypothesized model (Schumacker & Lomax, 2010).

The researcher in this study applied these processes to modifying the model. After accomplishing a model fit, the researcher tested the research hypotheses by checking each path in the structural model between the latent variables representing a particular hypothesis.

To test the null hypothesis, the researcher should examine the P-value: if it is less than the significance level ($t > 1.96$), the null hypothesis is rejected; if the P-value is more than the significance level ($t < 1.96$), the null hypothesis is accepted (Pallant, 2010). The significance for the standardized coefficient of research parameters is the essential determinant for accepting or rejecting a hypothesis. The level of significance that was applied in this research was 0.05 (Terziovski, 1999; Ahire & Dreyfus, 2000; Kaynak, 2003; Zu et al., 2008). After obtaining a better model fit, the researcher needed to validate the model (Schumacker & Lomax, 2010). (see 4.10.1 Validity and reliability in the quantitative approach section)

4.15 Organizing the interview transcripts

The interview transcripts were read many times to make sure that the researcher had obtained answers to the research questions as well as a generally rich picture of the entire set of interviews. All interviews were undertaken in Arabic, as this was easier for communication and for allowing the members of the sample to express their views clearly. After finishing the interviews, the transcripts were translated by the researcher. Through reading and checking the transcripts, the researcher was able to identify the most important themes and discourses

in relation to the research. The researcher realized that the real process of analysing the data began with arranging and checking the transcripts, because he had to read the transcripts repeatedly to identify themes. This process also revealed important ideas and further information regarding the benefits of working in the retail sector and reasons for the continuation of Saudis in work.

4.15.1 Validation of the interview transcripts

There are a number of ways to validate data from interviews but in this study two methods were applied to establish this: respondent validation and peer validation. Respondent validation assumes that the researcher will return to the respondents with the transcripts and check the documents with them again to give them an opportunity to modify or verify the content, even if they remove certain points that were raised during the interviews. The main reason for applying respondent validation is to establish the degree of harmony between the impression of the researcher and the views of the respondents.

Peer validation means involving a third party that is not connected with either the interviewee or the researcher in the process of validation to check the transcripts. The aim of peer validation is to ensure that the researcher's transcripts were prepared accurately and, most importantly, that the transcripts cover the subject of the research. Peer validation was applied in this research to provide deeper validation, because third parties will be more accurate as they have no vested interest in interfering with what was said during the interviews. Two PhD students were appointed to check the transcripts to obtain a reasonable level of validation.

4.15.2 Analysis of the interview transcripts

The analysis of data from interviews is considered a process of categorizing, organizing and meaningfully interpreting a large volume of words gained from conversations between interviewees and the interviewer. It is worth mentioning that, whatever the method of data analysis, it must be tied to the conceptual framework and associated with the research

questions (Miles & Huberman, 1984; Bourgeois & Eisenhardt, 1988; Yin, 1994; Creswell, 2003). Miles and Huberman (1994) propose three stages in the analysis of interviews: data reduction, display and conclusion drawing. Data reduction involves organizing the text by reducing a large amount of words by means of focusing, simplifying, summarizing and converting the data from the transcripts of the interviews. The essential procedure in the reduction stage is the coding of data and the categorization of transcripts into different themes and core areas of study. Data display is considered the second step in analysing data as it involves arranging and matching the data after reduction into a reasonably understandable form to allow the researcher to draw conclusions and make propositions regarding, in particular, an issue, policy or practice. Conclusion drawing is the final step and is known as the interpretation stage, as it gives meaning or makes sense of the data from the interviews (Miles & Huberman, 1994; Creswell, 2003).

4.15.2.1 Coding of data

Coding of data involves reviewing the data and providing labels for the core themes or meanings arising that seem to answer the research questions. Coding involves looking systematically at the indicators of different preferences and understanding the perceptions and behavioural actions or events of the people involved in the interviews (Miles & Huberman, 1994; Bryman & Bell, 2007). Regarding analysis of focus group particularly, Harding (2013) stated that the coded key word approach is the manner of analysis of focus group, which means the same method used in analysing the interviews. He adds, the coded key word approach involves reading the focus group notes thoroughly and assigning a code/key word to each comment in order to identify themes or categories within the text.

At the end of the coding procedure, there must be a number of key categories representing concepts and constructs for answering the research questions.

4.16 Summary

This chapter highlighted the methods that were applied to achieve objectivity in the current study. This was followed by discussion of the research philosophy, approach and strategy, the data collection methods and the research design and development scale. The various perspectives of the research design were explained to clarify the assumptions that underlie the methodology. The choice of methodology was also justified. This research applied mixed methods: positivism and interpretivism. Positivism was the appropriate paradigm to explore the causal relationship between the variables. Thus, a quantitative approach was adopted to collect and analyse data. An interpretivist philosophy was applied to support the results of the quantitative approach.

This chapter also examined the research strategy used in this study: a case study, survey questionnaire and focus group were the main methods used. This chapter defined the questionnaire and focus group, justified their use as the main sources of data collection and explained the process involved in their construction. The content validity of the questionnaire was considered through the interviews with a group of lecturers and experts in the same field. The limitations of using both methods as a data collection method were also discussed. This chapter explained the measurement of the research variables. After explaining the structure and administration of the questionnaire, the chapter considered the validity and reliability of the research variables for a quantitative and qualitative approach. The structure and distribution of the questionnaires and meeting the branch managers in the focus group were also discussed in this chapter. This chapter also presented the statistical analysis techniques employed in the current study (including preliminary analysis, descriptive analysis, factor analysis and SEM) and highlighted the method of analysis for the focus group (interviews).

5 Chapter five: Analysis of data

5.1 Introduction

This chapter sets out the findings of this study in two parts. The first part presents the quantitative analysis of the data obtained from the questionnaire survey in order to test the dimensional structure of government support and identify the direct impact of government support on factors of reluctance among Saudi young people to work, the indirect impact of government support on the willingness of Saudi workers to continue in work, and the potential benefits of working in the retail sector. This analysis was carried out in successive phases. This part of the chapter will discuss the results of the survey, starting with screening the data and highlighting relevant issues such as missing data and outliers. Then, a summary of the descriptive analysis that indicates the characteristics of the respondents, means, standard deviations, skewness and kurtosis is given, followed by testing the normality of the data and the reliability of the scale. The next phase is concerned with multivariate analysis, such as the factor analysis (EFA and CFA) employed to test the validity of the data, and structural equation modelling that was used to investigate the direct and indirect effects of the variables in the research framework. The second part of the analysis will be conducted in relation to the focus groups interviews and will be presented later in the chapter.

5.2 Missing data and outliers

SPSS software was applied to identify any missing data. Of the 350 responses collected by the researcher personally, 50 were excluded as they did not seem fully reliable, which means that they were completed randomly or the questionnaires were not given sufficient attention during completion, as well as some of the responses lacking certain information. However, there were not found to be any with much missing data, as the researcher completed all the questionnaires personally either one to one with respondents or with small groups to explain the questions to the young Saudi workers involved to make sure that they were all completely

understood. The researcher had found in the pilot study that some Saudi workers had difficulty in understanding a few of the questions, as most of these employees are young. In addition, when the researcher collected the questionnaires from the Saudi workers, he checked each document to ensure that everyone had completed all the questions correctly. However, some of the respondents had seemed to be in a hurry when they completed the questionnaire or returned it uncompleted and, therefore, the researcher decided to collect more than 300 to make sure that a sufficient number of responses were fully reliable and without any missing data.

To determine outliers, the researcher applied a boxplot graph in SPSS. The boxplot diagram for the variables shows a few outliers for these items. The researcher decided to retain these outliers as they fall within the ordinary range of values for each of the variables. These observations are not particularly high or low for each variable but are unique in their combination of values across the variables (Hair et al., 2010).

5.3 Respondents' characteristics

Figure 4.5 shows the age distribution among the Saudi workers. It illustrates that the highest number of respondents are in the age range of 24–25, since the frequency is 96. Those in the age range 20–21 come next with 78, although the range 18–19 is close in number to this with a frequency of 70. The lowest number of respondents, with 56, are in the age range 22–23.

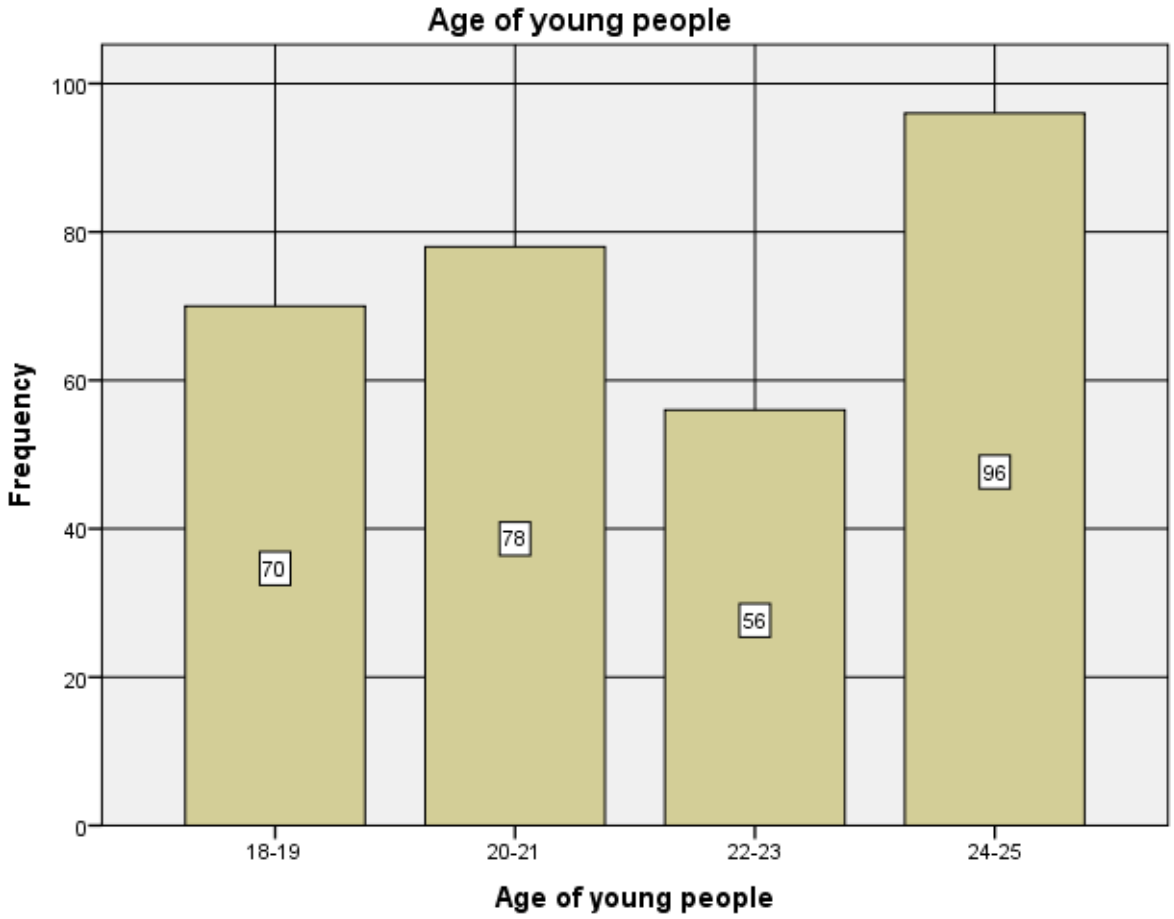


Figure 4.5: Age of young people

Figure 5.5 shows the education level distribution among the Saudi workers. It illustrates that the highest number of respondents are those who attended high school, since the frequency is 188, then 44 have a university degree and 40 received intermediate-level schooling. Not many of the respondents received a diploma, as the frequency for this is 26. The smallest group contains the two respondents who attended elementary school.

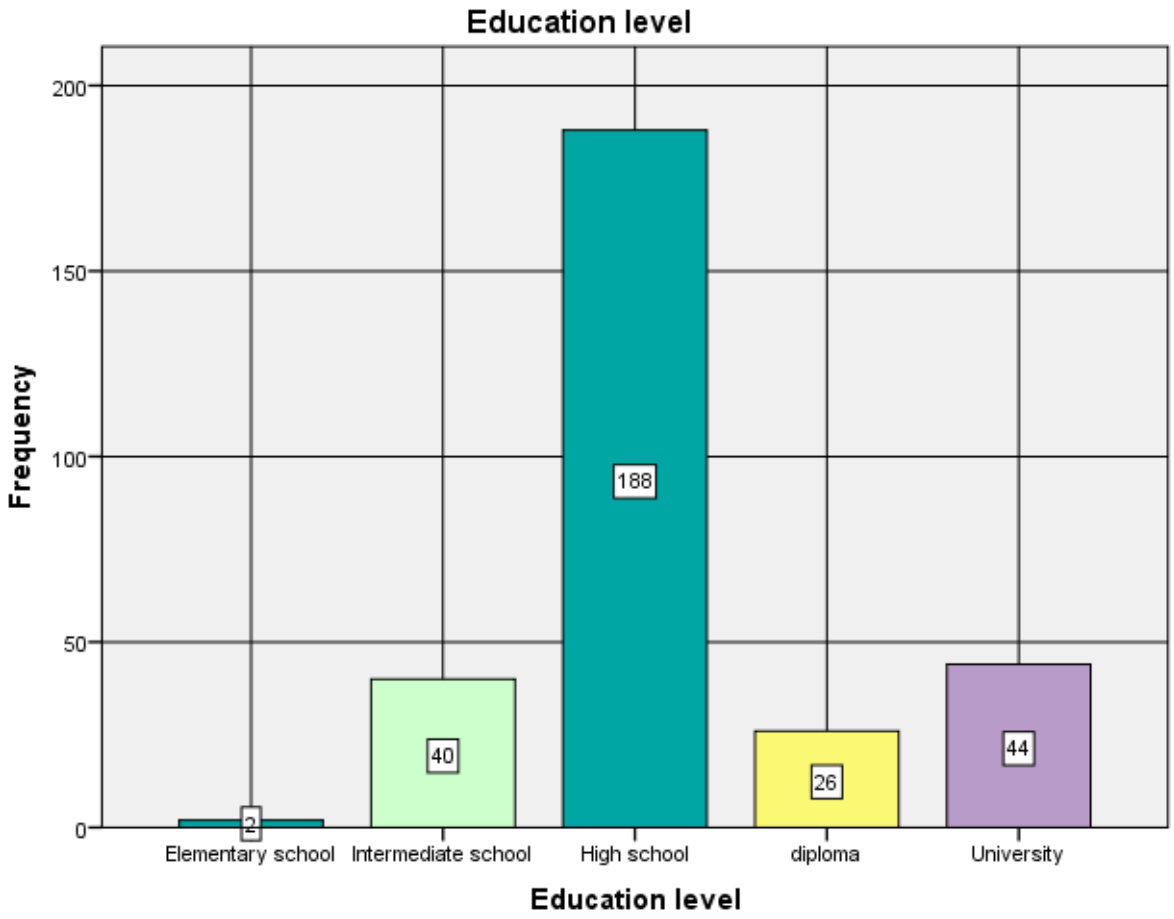


Figure 5.5: Education level

Figure 6.5 shows the awareness of Saudi workers regarding the importance of working in retail sector distribution. It demonstrates that the largest percentage includes those who realized the importance of working in the retail sector, since the frequency is 136, while 56 did not know, and 108 were not sure.

Figure 6.5: Do you have an idea of importance of working in retail sector employment?

Figure 7.5 shows the period of time the Saudi workers had spent in the shop market, with a distribution ranging from between 1–3 months to more than 37 months. The reason for calculating the time periods in groups of three months was to estimate the percentages of short-term durations, as most previous studies had referred to the high turnover in lower-skilled jobs. In addition, as a consequence of the experience of the researcher when he worked in the shop market, he noticed that there were a high number of Saudi young people who worked only from one month to three months and, therefore, he wanted to restrict the numbers who work for short period. The outcome demonstrated that the largest percentage is of those who had worked for 1–3 months, with a frequency of 90. Then come the people who had worked for 4–6 months with 50. The rest of the time periods from 7–9 months to more

than 37 months show an uneven distribution but the lowest number of respondents (2) had worked for a period of 28–30 months.

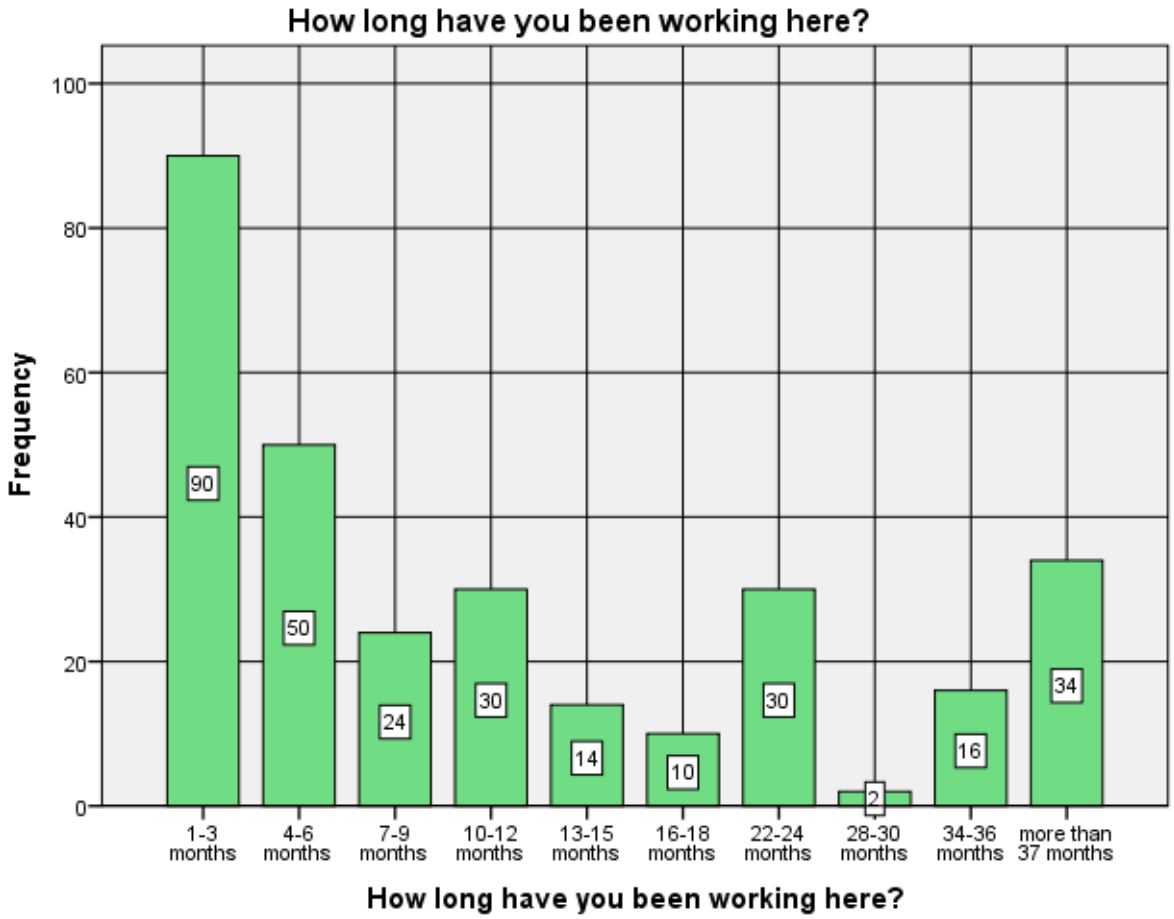


Figure 7.5: How long have you been working here?

Figure 8.5 displays the frequency of certain job titles among Saudi workers in a shop market. It shows that respondents who work in accounting represent the largest percentage with 63.3% (with a frequency of 190). Seller, supervisor and accounting manager are close to each other since they show percentages of 10.7%, 9.3% and 8.7%, respectively. The reason for the concentration of Saudi workers in accounting is due to sales bonuses, while the other positions do not receive a share in this practice.

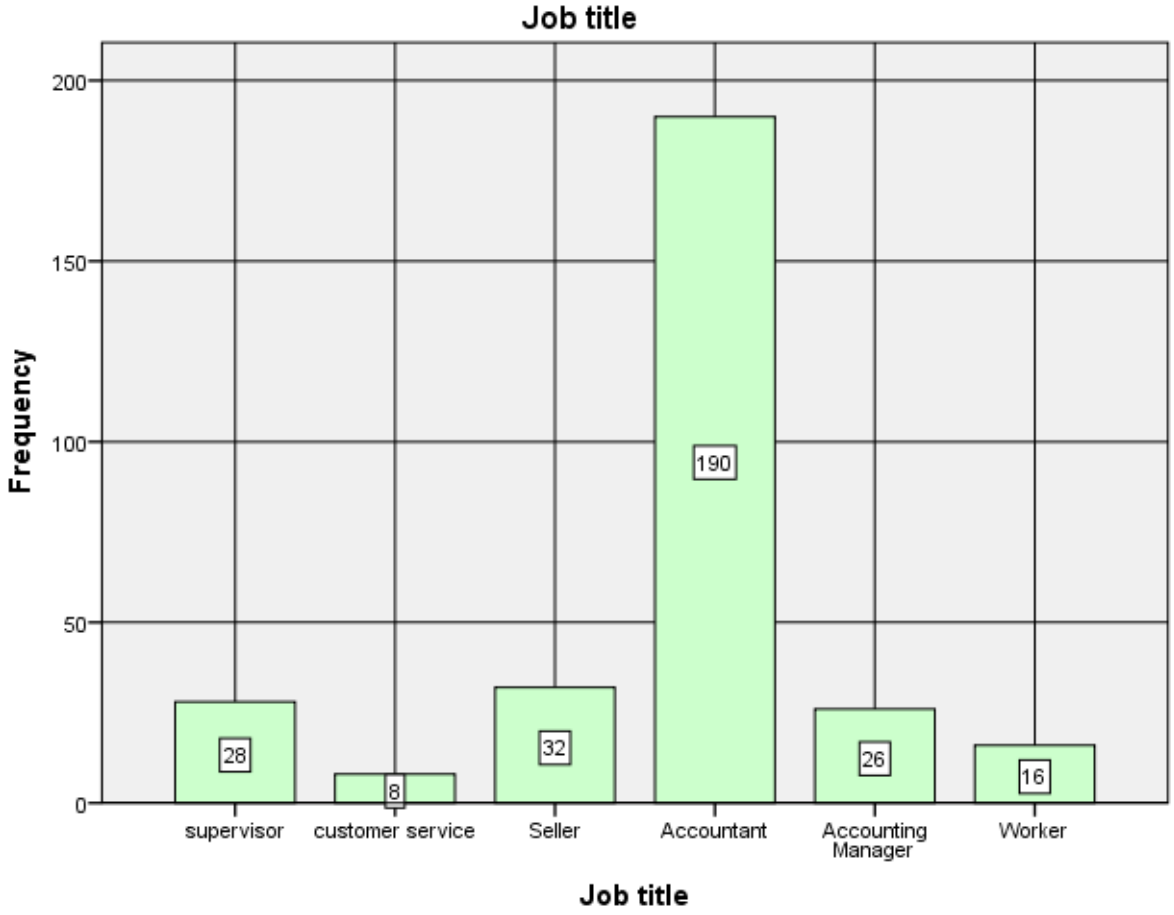


Figure 8.5: Job title

Figure 9.5 displays the frequency of different salary levels for Saudi workers in the shop market. The figure indicates that the salary range SAR 3,000–3,999 is the one most given to Saudi workers at 50% (frequency 150). Salaries between SAR 2,000–2,999 and SAR 4,000–4,999 are close in frequency to each other since they show percentages of 19.3% and 18%, respectively. The lowest salaries considered are in the range SAR 1,000–1,999 with 12 respondents receiving these. This result is not illogical as salaries are not supposed to be less than SAR 2,000, especially with financial government support. Perhaps they work part-time as most of companies generally cooperate with students by giving them part-time work.

Figure 9.5: Salary of employee

Figure 10.5 displays the frequency of total family income distribution. It shows that the largest income is more than SAR 9,000 with 27.3% (frequency 82) and SAR 1,000–2,999 comes next with 24% (frequency 72). These figures indicate that there is a gap between high class and low class and also that not only poor people need to work, as there is awareness in society about Saudis working in the shop market. The remaining family incomes are between SAR 3,000–4,999 and SAR 7,000–8,999, while the lowest percentage is of people who do not have any other income (20 respondents).

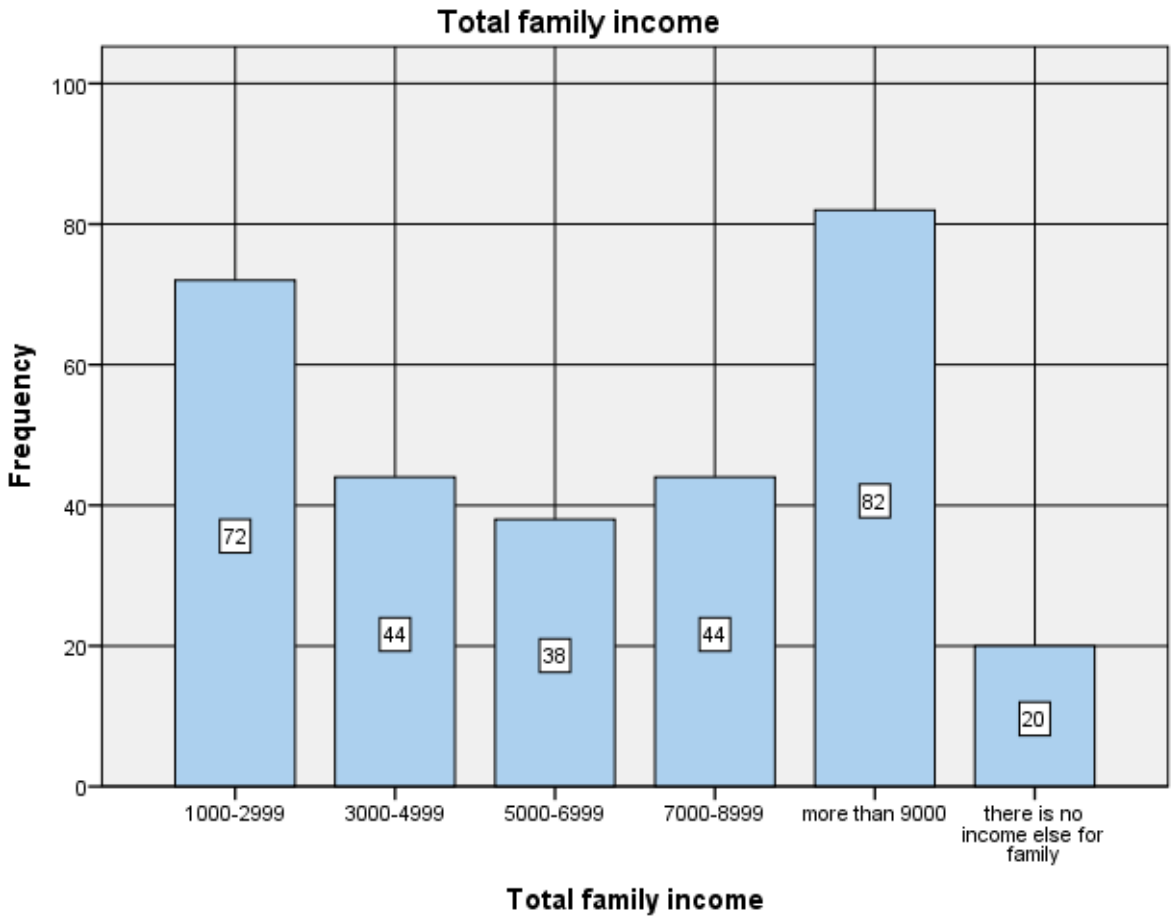


Figure 10.5: Total family income

Figure 11.5 shows the frequency of the number of Saudi workers who were trained before working in the shop market. The percentage indicates that most of these Saudi workers were trained in private sector training centres with 64% (frequency 192) or through the work they do (21.3%). The lowest percentages are of Saudi workers who were trained in government centres, with 10.7% trained by the Human Resources Development Fund and 4% by the General Organization for Technical and Vocational Training.

Figure 11.5: Have you been trained to work and where?

Figure 12.5 illustrates whether Saudi workers had an idea about government finance. The results show that 133 respondents answered no, 125 replied yes, and 42 were not sure. After the investigation, it was found that everyone in the sample received financial support for their salaries, but some Saudi workers are not informed about salary increases that come from the government (see the discussion chapter for more details in the financial support section).

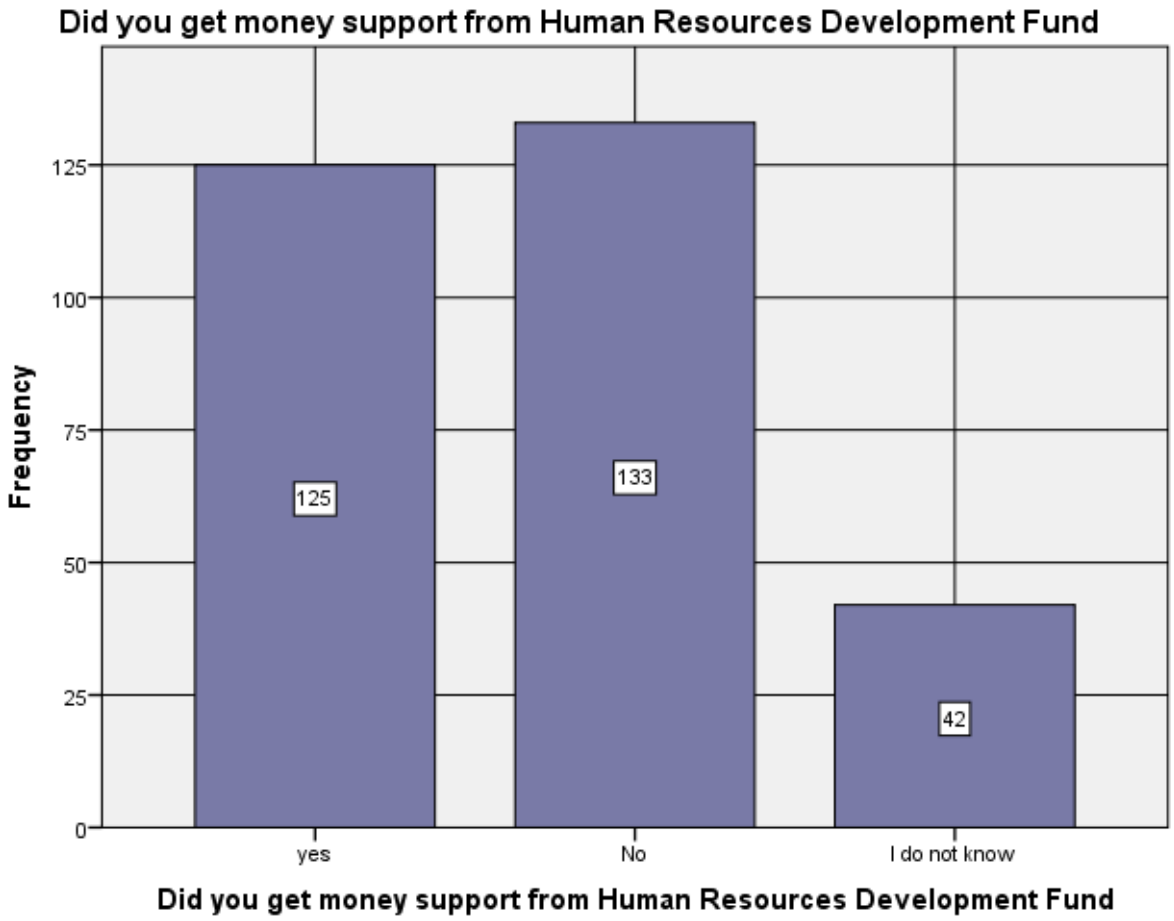


Figure 12.5: Did you get money support from Human Resources Development Fund?

Figure 13.5 shows the frequency distribution of the status of Saudi workers and whether they are students or not. The chart shows that 43.7% of the respondents studied and worked at the same time. The percentage of those who only worked (56.3%) is slightly higher but these two groups are close to each other in frequency. However, 43.7% is a large percentage and indicates a general change in the attitude of young Saudi people towards working in the shop market.

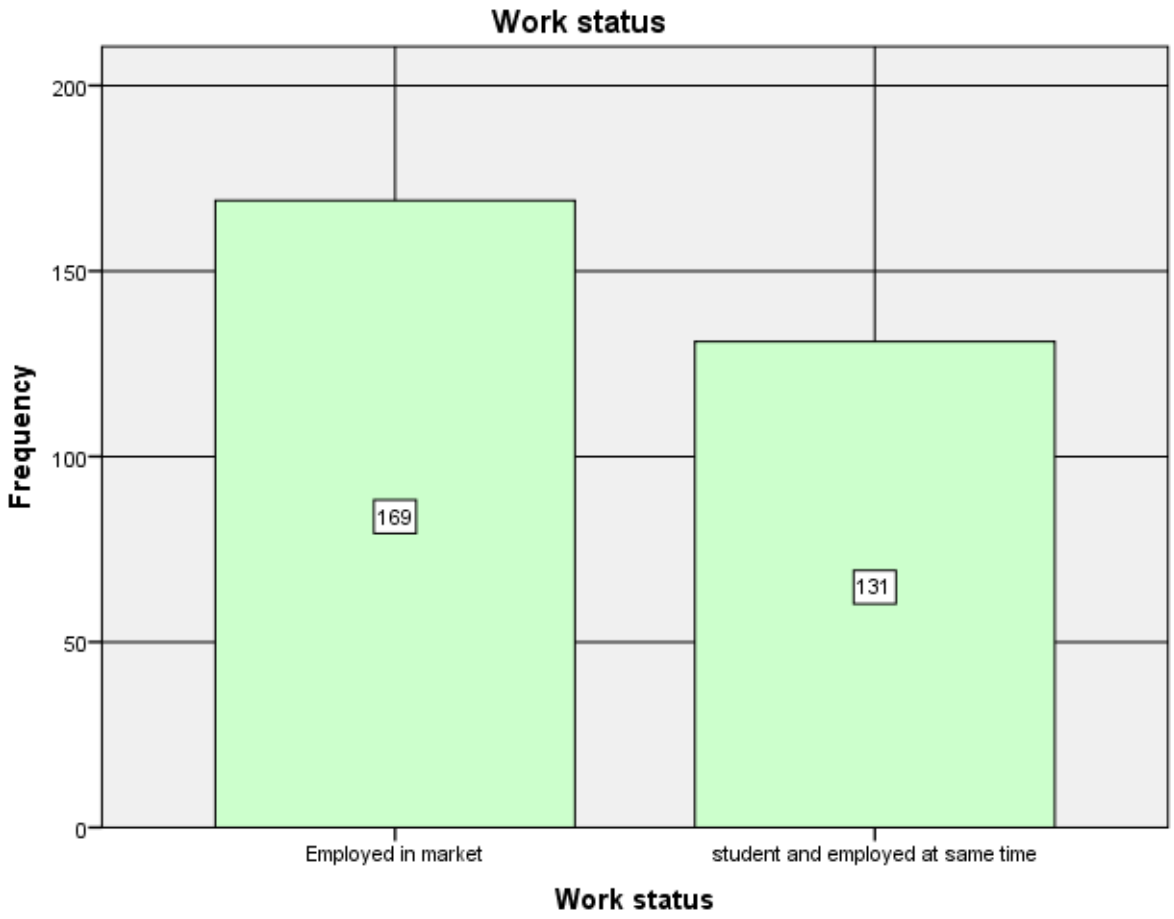


Figure 13.5: Work status

5.4 Descriptive analysis

Descriptive analysis was conducted to assess the normality of the distribution, which included calculating the mean, standard deviation, skewness, and kurtosis values. According to Hair et al. (2007), -1 to 1 is an acceptable range for skewness, while an acceptable range for kurtosis is -1.5 to 1.5.

5.4.1 Factors of reluctance among Saudi young people to work in the retail sector

The variables considered were as follows:

1. Expatriates' dominance
2. Salaries
3. Culture

The table 6.5 show the mean, standard deviation, skewness and kurtosis values for each item relating to the factors of reluctance among Saudi young people to work in lower-skilled jobs. The figures indicate that the results for skewness and kurtosis are within an acceptable range, where all values are less than -1 or +1. A P–P plot and histogram were applied to evaluate the distribution for each item, which illustrates that the data were distributed normally as all values in the P–P plot were placed above or below the straight line. The histogram shape did not seem to depart from the assumptions of normality and the curve shows an acceptable normal distribution. In addition, all the values for standard deviation are between 0.91 and 1.08, which indicates that the data are spread and less concentrated around the mean.

Table 6.5: Descriptive analysis for Expatriates' dominance and low cooperation of private sector, Culture and Salary.

Expatriates' dominance:

	N	Mean	Std. Deviation	Variance	Skewness	Kurtosis
There are no job opportunities for Saudis because of the dominance of expatriates in the job market (LAC1)	300	2.6300	1.08182	1.170	.220	-.598
The difficulty in finding work is because most markets are managed by expatriates (LAC2)	300	2.6200	1.04846	1.099	.196	-.582
There is alliance between expatriates which make Them gloss over each other (LAC3)	300	2.5067	1.03288	1.067	.239	-.576

The private sector does not give work opportunities to Saudis (LAC4)	300	2.6200	.99946	.999	.192	-.460
The private sector does not take into account the social status of Saudis (LAC5)	300	2.8033	1.07479	1.155	.122	-.484
The private sector prefers expatriate to Saudi workers (LAC6)	300	2.5400	1.03859	1.079	.289	-.578

Salary:

	N	Mean	Std. Deviation	Variance	Skewness	Kurtosis
Salaries are not commensurate with the pressure and volume of work in private sector (SaL1)	300	3.7233	1.01829	1.037	-.572	-.090
Saudi salaries are the same or close to expatriate salaries in private sector (SaL2)	300	3.7467	1.00292	1.006	-.356	-.605
Salaries do not meet the requirements of life in Saudi Arabia in private sector (SaL3)	300	3.7033	1.00932	1.019	-.419	-.414

Culture:

	N	Mean	Std. Deviation	Variance	Skewness	Kurtosis
I feel embarrassed of this work in front of friends and family because of the perception of the inferiority of this work (Cult1)	300	2.3300	.92228	.851	.277	-.501
I feel embarrassed of this work because of this work belong to cheap labor (Cult2)	300	2.1700	.95085	.904	.570	-.222
Customers prefer dealing with expatriates rather than Saudis (Cult3)	300	2.2767	.90712	.823	.399	-.569
This work is not commensurate with the customs and traditions of Saudi society (Cult4)	300	2.1900	1.04764	1.098	.527	-.552
It is usually perceived that those who do this type of work have been unsuccessful in their studies (Cult5)	300	2.4333	.95320	.909	.460	-.112

5.4.2 Government support

1. Saudization
2. Training
3. Financial support

The table 7.5 show the mean, standard deviation, skewness, and kurtosis for each item under the category of government support. The figures indicate that skewness and kurtosis are within an acceptable range, as all values are less than -1 or +1. A P–P plot and histogram were used to assess the distribution for each item, which clarified that the data were distributed normally as all values in the P–P plot are located above or below the straight line. The histogram shape did not seem to depart from the assumptions of normality and the curve shows an acceptable normal distribution. In addition, all the values for standard deviation are between 0.87 and 1.2, which indicates that the data are spread and less concentrated around the mean.

Table 7.5: Descriptive Statistics for Saudization, Training and Financial support

Saudization:

	N	Mean	Std. Deviation	Variance	Skewness	Kurtosis
Saudization has contributed to increasing the number of Saudis in the labour market.(Saud1)	300	3.3733	1.10968	1.231	-.424	-.399
Saudization has reduced the adoption in the private sector of foreign workers (Saud2)	300	3.4300	1.04981	1.102	-.337	-.557
Saudization has reduced the domination of expatriates in the labour market (Saud3)	300	3.4933	1.05530	1.114	-.455	-.358
Training:						
	N	Mean	Std. Deviation	Variance	Skewness	Kurtosis
Training has contributed to motivating Saudis to work and reducing unemployment rates (Train1)	300	3.3067	1.15052	1.324	-.183	-.834

Training has contributed to detecting the capabilities of individuals and developing them (Train2)	300	3.1100	1.13822	1.296	-.094	-.719
Training has contributed to qualify Saudis for work (Train3)	300	3.2467	1.12102	1.257	-.240	-.811
Financial support:						
	N	Mean	Std. Deviation	Variance	Skewness	Kurtosis
The government paying part of the salary of Saudi workers has had a role in motivating Saudis to work (Fin1)	300	3.3500	.86603	.750	-.308	-.223
The government paying part of the salary of Saudi workers has had a role in stimulating the private sector to employ Saudis (Fin2)	300	3.2367	.98517	.971	-.299	-.288
The government paying part of the salary of Saudis has had a role in reducing the number of expatriates employed in the private sector (Fin3)	300	3.2033	.90076	.811	.196	-.834

5.4.3 Willingness of Saudi workers to continue in work

Table 8.5 illustrates the mean, standard deviation, skewness and kurtosis values for each item associated with willingness regarding continuity in work. The figures indicate that the values

for skewness are within an acceptable range, as these are between -1 and +1. The kurtosis values are also acceptable as they are between -1.5 and +1.5.

A P–P plot and histogram were applied to evaluate the distribution for each item, which illustrates that the data are distributed normally as all values in the P–P plot are placed above or below the straight line. The histogram shape did not seem to depart from the assumptions of normality and the curve shows an acceptable normal distribution. In addition, all values for standard deviation are between 1.4 and 1.1, which indicates that the data are spread and less concentrated around the mean.

Table 8.5: Descriptive Statistics for Willingness of Saudi workers to continue in work (satisfaction)

	N	Mean	Std. Deviation	Variance	Skewness	Kurtosis
I do not feel comfortable at work because the job is hard and I work long hours (Will1)	300	3.3300	1.08244	1.172	-.145	-.807
I do not feel happiness or fun at work (Will2)	300	3.3833	1.16945	1.368	-.165	-1.013
I work here on a temporary basis because there are no other job opportunities (Will3)	300	3.1367	1.22050	1.490	.125	-1.271
I find this work to be on a lower level than my abilities (Will4)	300	3.3367	1.14646	1.314	-.177	-.947
I prefer administrative to vocational work (Will5)	300	3.6467	1.28868	1.661	-.573	-.934
I see this work has no future (Will6)	300	3.1167	1.16372	1.354	-.062	-.854
I have experienced harassment from expatriates (Will7)	300	3.2200	1.23153	1.517	-.123	-1.019
There is no stimulation from family or friends for continuity in work (Will8)	300	3.3167	1.14342	1.307	-.049	-.933
There is no encouragement or support from shopkeepers to	300	3.2633	1.17413	1.379	-.100	-1.007

develop my abilities (Will9)						
My boss do not give me chance to develop my abilities (Will10)	300	2.8600	1.37357	1.887	.254	-1.246
The private sector prefer non-saudi so there is no job security (Will11)	300	3.0933	1.19277	1.423	-.074	-.927
The salary is low in private sector (Will12)	300	3.3267	1.10030	1.211	-.175	-.690

5.4.4 Potential benefits of working in the retail sector

Table 9.5 illustrates the mean, standard deviation, skewness and kurtosis values for each item categorized under potential benefits of working in the retail sector. The figures indicate that the values for skewness are within an acceptable range as these are between -1 and +1. The values for kurtosis are also acceptable as they are between -1.5 and +1.5.

A P–P plot and histogram were applied to evaluate the distribution for each item, which illustrates that the data are distributed normally as all values in the P–P plot are placed above or below the straight line. The histogram shape did not seem to depart from the assumptions of normality and the curve shows an acceptable normal distribution. In addition, all the values for standard deviation are between 0.8 and 1.3, which indicates that the data are spread and less concentrated around the mean.

Table 9.5: Descriptive Statistics for potential benefits of working in the retail sector

	N	Mean	Std. Deviation	Variance	Skewness	Kurtosis
This work has helped me to discover my potential and	300	3.1467	1.21521	1.477	-.036	-1.087

thus choose a course of study that suits my abilities (Help1)						
This work has helped me in practising what I am learning in school , university or training courses (Help2)	300	3.7700	1.10507	1.221	-.717	-.148
I find this work a good opportunity to develop my abilities and open new and wider fields in the future (Help3)	300	3.3733	1.19389	1.425	-.374	-.928
This work has helped me to discover employment opportunities in the labour market (Help4)	300	3.8467	.95193	.906	-.860	.296
I like this work as it is characterized by a lot of movement instead of sitting behind a desk (Help5)	300	3.5067	1.24973	1.562	-.574	-.815
This work has helped me to instil the concept of commitment and discipline in myself (Help6)	300	4.0167	.95188	.906	-.994	.609
This work has helped me to rely on myself (Help7)	300	4.0633	.93572	.876	-.891	.226
This work is better than wasting my time searching for administrative jobs (Help8)	300	4.0067	.99495	.990	-.854	.071
This work is an excellent opportunity to establish my career (Help9)	300	3.5300	1.22779	1.507	-.594	-.743
This work has helped to lower unemployment rates in Saudi Arabia (Help10)	300	4.0700	.92083	.848	-.967	.607
This work is very useful because it does not require high qualifications (Help11)	300	3.8200	1.21347	1.473	-.917	-.214
This work has helped me to understand the basics and principles of work (Help12)	300	4.0400	.98402	.968	-.865	-.227
This work has helped me to communicate with people and form relationships (Help13)	300	3.9267	.92238	.851	-.986	.875
This work has helped me to take better advantage of my free time (Help14)	300	3.9500	.99539	.991	-.924	.468

This work has helped me increase my income(Help15)	300	3.7933	1.17554	1.382	-.910	-.063
This work has helped me to achieve high marks in school or university (Help16)	300	2.5533	1.01847	1.037	.256	-.562
This work makes me feel responsible (Help17)	300	4.0100	.97968	.960	-.965	.561
This work makes my family and me proud (Help18)	300	3.7400	1.12396	1.263	-.726	-.214
This work makes me feel that I have a role in the economic development of my country (Help19)	300	3.7367	1.16842	1.365	-.842	-.076
This work makes me feel that I have a role in reducing the social and economic problems of expatriates (Help20)	300	3.7933	.99696	.994	-.513	-.418
This work has helped me to learn new languages and skills (Help21)	300	3.7233	1.10946	1.231	-.619	-.350
This work has helped me in managing my spending and time (Help22)	300	3.7400	1.12693	1.270	-.928	.250
This work has helped me to understand the importance of the value of work (Help23)	300	4.1400	.84624	.716	-.871	.287
This work has helped me to change society's perception of the inferiority of such work (Help24)	300	4.0133	.88832	.789	-.718	-.117
This work makes me feel that Saudis are trustworthy if they are given opportunities (Help25)	300	4.0167	1.02301	1.047	-.939	.174
I work here to prove that the efficiency of Saudis is not less than the efficiency of expatriates (Help26)	300	4.1500	.96468	.931	-.912	-.015
This work is a good chance to continue studying and working at the same time (Help27)	300	3.6233	1.30658	1.707	-.707	-.690
This work has helped in solving the problems of a public education system that does not qualify Saudis	300	3.0733	1.25694	1.580	.044	-1.134

for labour market requirements (Help28)						
This work has contributed to stopping the transfer of money out of the country (Help29)	300	3.9167	.96236	.926	-.784	.527
This work has helped me to gain experience that will qualify me for work after graduation (Help30)	300	4.0100	1.02636	1.053	-.992	.486
I advise all parents to push their children to work in retail market(Help31)	300	3.7067	1.16554	1.358	-.763	-.296

5.5 Multivariate analysis

This section will analyse the findings by applying different techniques such as exploratory factor analysis and confirmatory factor analysis to test firstly the reliability of the scale, then the validity of the constructs and the dimensional structure of the model and, finally, structural equation modelling to test the causal direct/indirect relationship between the constructs.

5.5.1 Exploratory factor analysis

The study used version 19 of principal component analysis (PCA). Prior to utilizing PCA, the data for four latent variables were assessed to ensure that it would be appropriate to apply factor analysis.

5.5.1.1 Factors of reluctance among young people regarding working in the retail sector

Fourteen items were subjected to principal component analysis and the correlation matrix assessment revealed the existence of a number of coefficients of 0.6 and over. The Kaiser-

Meyer-Olkin (KMO) value was 0.9, which is more than the 0.6 recommended by Field (2006) and Hair et al. (2006) (see table 10.5). The statistical significance is 0.000. This means that factor analysis is suitable to apply. Cronbach's alpha is 0.72 and is, therefore, more than the recommended cut-off of 0.70, which means that the measurement scale is reliable (Devellis, 2003; Hair et al., 2006).

PCA revealed three components (expatriates' dominance, culture or perception of working in the retail sector and salary) with eigenvalues greater than 1, explaining 41.68%, 19.78% and 10.78% of the variance, respectively.

The rotated solution revealed three components performance a numbers of loading above 0.6. The three components showed interoperability between the main factors of reluctance among young people to work in the retail sector, which are culture or perception of working in the retail sector (with five items), salary (three items), and expatriates' dominance (six items).

5.5.1.2 Government support

Nine items were subjected to PCA. The KMO value was 0.8, which is above 0.6, and the level of significance is 0.000, which means that factor analysis is also suitable to apply. Cronbach's alpha is 0.80 and is, therefore, more than the cut-off of 0.70, which means that the measurement scale is reliable (Devellis, 2003; Hair et al., 2006), (see Table 10.5).

PCA revealed the presence of three components with eigenvalues in excess of 1, explaining 39.12%, 19.57% and 17.41% of the variance, respectively.

Three components were revealed by rotated solution as showing interoperability with government efforts to support Saudi young people to work in low-paid jobs: Saudization, training, and financial support. Each one has a loading of three items and no load is less than 0.8.

5.5.1.3 Willingness of Saudi workers to continue working in the retail sector

Twelve items were subjected to PCA. The KMO value was 0.8, which is greater than 0.6, and at a statistical significance of 0.000, which means that factor analysis is appropriate to apply. Cronbach's alpha is 0.85 and is, therefore, more than the cut-off of 0.70, which means that the measurement scale is reliable (Devellis, 2003; Haire et al., 2006), (see Table 10.5).

PCA revealed the existence of three components with eigenvalues greater than 1, explaining 48.06%, 11.51% and 9.77% of the variance, respectively, but it was decided to retain one component for the following reasons. Components 2 and 3 loaded only two items each and were, therefore, ignored as they were not sufficient. There eight items were loaded in one component above 0.7. This component showing interoperability with the willingness of Saudi young people to continue working in the retail sector.

5.5.1.4 Potential benefits of working in the retail sector

Thirty-one items were subjected to PCA. The KMO value was 0.9, which is more than 0.6, and there is a statistical significance of 0.000. This means that factor analysis is appropriate to be applied. Cronbach's alpha is 0.91 and is, therefore, more than the cut-off of 0.70, which means that the measurement scale is reliable (Devellis, 2003; Hair et al., 2006), (see Table 10.5).

PCA revealed the existence of seven components with eigenvalues greater than 1, explaining 32.10%, 8.10%, 5.78%, 4.90%, 4.19%, 3.67% and 3.45% of the variance, respectively.

The rotated solution revealed seven components but it was decided to retain the first three for the following reasons: 1. they contained more than two items with a loading of more than 0.5; and 2. the other components were not sufficient as components 4, 5 and 6 contained only two items. Component 7 had only one item and was negative, thus components 4, 5, 6 and 7 were

ignored. One item was also ignored because it was cross loading in similar value. Eight items were also ignored as they were less than 0.5.

Three components show interoperability with potential benefits of working in the retail sector for three factors: 1. Solving educational problems and establishing a life career (with seven items); 2. Reducing unemployment and building self-reliance (five items); and 3. Learning work value and proving worthiness (four items).

Table 10.5: Cronbach's alpha and The Kaiser- The Kaiser-Meyer-Olkin value

Variables	Number of items	Cronbach's alpha	The Kaiser- The Kaiser-Meyer-Olkin value	Sig
Factors of reluctance	14	0.72	0.90	0.00
Government support	9	0.80	0.78	0.00
Potential Benefits	31	0.91	0.88	0.00
Willingness of continuity	12	0.85	0.84	0.00

5.5.2 Confirmatory factor analysis

CFA was applied to each construct to refine the dimensions and identify whether the observed variables measured the factors in the model, as well as checking the loading of items, the fitness of the model, and also to test the measurement in terms of convergent and discriminant validation (Byrne, 2010).

Four models were constructed for the four main factors in this study: factors of reluctance among Saudi young people to work in lower-skilled job, factors of government support, the willingness of Saudi workers to continue in work, and the potential benefits of working in the retail sector. All the models were refined based on modification indices and standardized residual value and path loading.

The four models were evaluated and refined separately to be fit before assessing dimensional structure of the whole model via testing convergent and discriminant validity followed by model estimation and model evaluation.

5.5.2.1 Model 1: Confirmatory factor analysis for factors of reluctance among Saudi young people to work in lower-skilled jobs, as shown in the model below

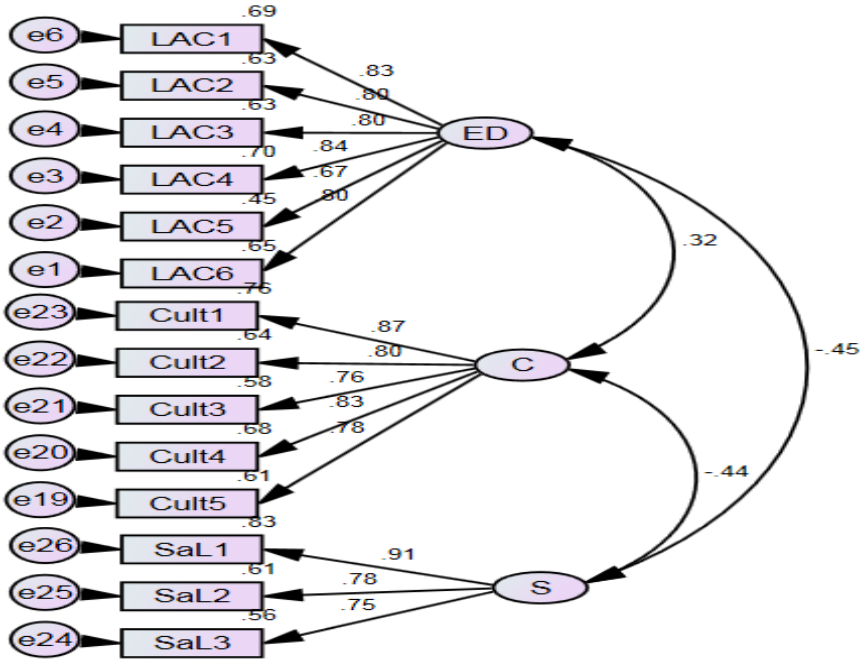


Figure 14.5: Confirmatory factor analysis for factors of reluctance among Saudi young people to work in lower-skilled jobs

The model 1 comprises three constructs (see figure 14.5): 1. expatriates' dominance (ED) with six items (LAC1, LAC2, LAC3, LAC4, LAC5 and LAC6); 2. culture (C) with five items (Cult1, Cult2, Cult3, Cult4 and Cult5); and 3. salary (S) with three items (Sal1, Sal2 and Sal3).

CFA was conducted to determine how far these items were suitably loaded to measure the construct. There are a few indicators to test the fitness of the model. The table 11.5 below shows these indicators with their cut-off values.

Table 11.5: The recommended cut -off values for SEM fit indices

Type of index	Cut-off value level
Absolute fit measures:	
Chi-square/df	< 5.0
SRMR	< 0.05
RMSEA	< 0.08, < 0.05
Incremental fit measures:	
NFI	> 0.90
CFI	> 0.90
Parsimonious fit measures:	
PCFI	> 0.5
PNFI	> 0.5

Sources: Hu and Bentler (1999), Raykov and Marcouliders (2006), Tabachnic and Fidell (2007), Harrington (2009), Byrne (2010), Schumacker and Lomax (2010)

Evaluation of model 1

CMIN/DF, SRMR and RMSA were used for absolute fit, while CFI, NFI and TLI were applied for incremental fit. PNFI and PCFI were applied for measuring parsimony fit (McKinney et al., 2002; Roh et al., 2005; Chow & Chan, 2008).

CMIN/DF shows 1.158, which is within an acceptable range. According to Bentler (1989), Shumacker and Lomax (2004) and Kline (2011), an acceptable value should be < 3 or < 5. The standardized root mean square residual (SRMR) is 0.0368, which is a good fit. According to Hair et al. (2006) and Byrne (2010), the cut-off should be 0.08.

The measures of incremental fit were the Tucker–Lewis index (TLI) and the comparative fit index (CFI), whose values are 0.994 and 0.995, respectively. These are acceptable as, according to Chow and Chan (2008) and Yang et al. (2008), the cut-off is 0.9. Lastly, parsimony fit: the PNFI and PCFI are 0.786 and 0.809, respectively, which are both acceptable as, according to Hair et al. (2006), the cut-off is 0.5. The goodness-of-fit index (GFI) and the adjusted goodness-of-fit index (AGFI) are 0.961 and 0.945, respectively, which are acceptable as they are greater than 0.80. Overall, all the indicators of fit demonstrated goodness of fit. (see table 12.5).

Table 12.5: Goodness-of-fit Indices for factors of reluctance among Saudi young people to work in lower-skilled jobs.

Goodness-of-fit Indices	**Cut-off values**	**Measurement model**
RMSEA	= or < 0.08	0.073
CMIN/DF	= or < 3	2.580
GFI	= or > 0.8	0.973
AGFI	= or > 0.8	0.932
CFI	= or > 0.9	0.991
TLI	= or > 0.9	0.983
NFI	= or > 0.8	0.986

There is no negative error variance. In addition, the standardized parameter estimations did not exceed the value of 1.00, which indicates that the model is logical (Hair et al., 2006). Janssens et al. (2008) state that evaluating the sufficiency of a parameter estimate must be done through the critical ratio (CR), which must be greater than 1.96. The table 13.5 below shows that all the CRs are more than 1.96 and the P-values are less than 0.05, which means that all the parameter estimates are significant and positive. There are also no correlations greater than 1.0.

The path coefficient for each of the latent constructs for the observed indicators is significant as P is less than 0.050 and the standardized regression weights are more than 0.7, which

indicates the strength of the factor loading and demonstrates the validity and reliability of the items (Bollen, 1989). All covariances between the three latent constructs are significant and the correlations are also reliable.

The table 13.5 shows strong standardized loading, which means that they are reliable indicators.

Table 13.5: Estimated values for factors of reluctance among Saudi young people to work in lower-skilled jobs

			Standardized Regression Weights	Regression Weights	S.E.	C.R.	P
LAC5	<---	ED	0.673	0.866	0.07	12.345	***
LAC4	<---	ED	0.839	1.005	0.061	16.419	***
LAC3	<---	ED	0.796	0.985	0.064	15.301	***
LAC2	<---	ED	0.797	1.001	0.065	15.32	***
LAC1	<---	ED	0.834	1.08	0.066	16.273	***
Cult4	<---	C	0.826	1.164	0.076	15.301	***
Cult3	<---	C	0.761	0.929	0.067	13.864	***
Cult2	<---	C	0.801	1.025	0.07	14.745	***
Cult1	<---	C	0.871	1.08	0.066	16.279	***
SaL3	<---	S	0.75	1			
SaL2	<---	S	0.78	1.034	0.078	13.326	***
SaL1	<---	S	0.913	1.228	0.085	14.393	***
Cult5	<---	C	0.78	1			
LAC6	<---	ED	0.804	1			

	Variances	S.E.	C.R.	P
ED	0.694	0.085	8.187	***
C	0.551	0.071	7.805	***
S	0.571	0.079	7.205	***
e1	0.381	0.037	10.167	***
e2	0.631	0.056	11.304	***
e3	0.294	0.031	9.529	***
e4	0.39	0.038	10.276	***
e5	0.4	0.039	10.266	***
e20	0.347	0.036	9.576	***
e21	0.345	0.033	10.546	***
e22	0.323	0.032	10.027	***
e23	0.205	0.025	8.356	***
e24	0.444	0.045	9.865	***
e25	0.392	0.042	9.231	***
e26	0.173	0.04	4.285	***

e6	0.356	0.037	9.648	***
e19	0.355	0.034	10.329	***

5.5.2.2 Model 2: Confirmatory factor analysis for government support, as shown in the model below

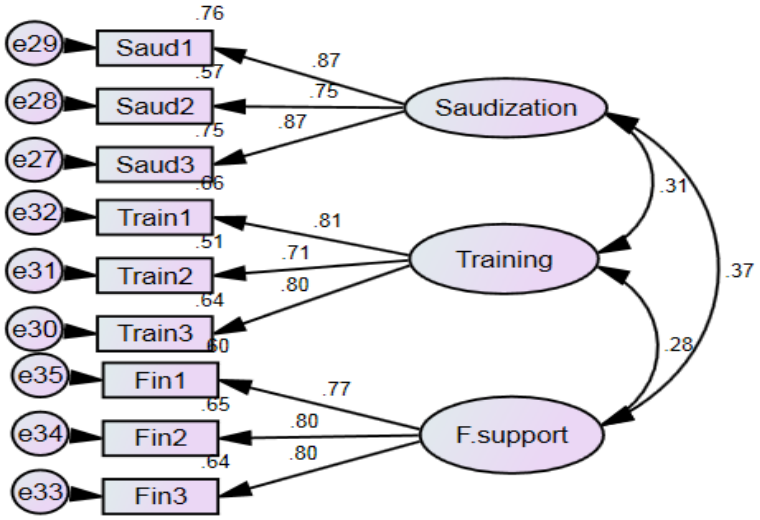


Figure 15.5: Confirmatory factor analysis for government support

The model 2 (see figure 15.5) comprises three constructs which represent factors of government support. The constructs are as follows: 1. training (training) with three indicators (Train1, Train2 and Train3); 2. financial support (F. support) with three indicators (Fin1, Fin2 and Fin3); and 3. Saudization (Saudization) with three indicators (Saudi1, Saudi2 and Saudi3). CFA was conducted to determine how far these items were suitably loaded to measure the constructs.

Evaluation of model 2

The CMIN/DF is 0.785, which shows a very good fit as it is less than 3. The SRMR is 0.0223, which also indicates a very good fit as the cut-off should be 0.08. The TLI and CFI are 1.01 and 1.00, respectively, which suggest a very good, as the cut-off is 0.9. The PNFI and PCFI are 0.656 and 0.667, respectively, neither of which are acceptable as the cut-off is 0.5. The GFI and AGFI are 0.987 and 0.975, respectively, which are both acceptable as they are greater than 0.80. Overall, all the indicators of fit employed indicate goodness of fit, (see table 14.5)

Table 14.5: Goodness-of-fit Indices for government support

Goodness-of-fit Indices	**Cut-off values**	**Measurement model**
RMSEA	= or < 0.08	0.000
CMIN/DF	= or < 3	0.785
GFI	= or > 0.8	0.987
AGFI	= or > 0.8	0.975
CFI	= or > 0.9	0.987
TLI	= or > 0.9	1.007
NFI	= or > 0.8	0.984

There is no negative error variance and the standardized parameter estimation did not exceed the value of 1.00, which indicates that model 2 is logical (Hair et al., 2006). Janssens et al. (2008) state that assessing the sufficiency of a parameter estimate should be conducted using a CR that must be greater than 1.96. The table 15.5 below shows that all CRs are more than 1.96 and the P-values are less than 0.05, which means that all the parameter estimates are significant and positive. Also, there is no correlations more than 1.0.

The path coefficient for each of the latent constructs for the observed indicators is significant, as the P-values are less than 0.050 and the standardized regression weights are more than 0.7, which indicate the strength of the factor loading and demonstrate the validity and reliability

of the items (Bollen, 1989). All covariances between the three latent constructs are significant and the correlations are also reliable.

Table 15.5: Estimated values for government support

			Standardized Regression Weights	Regression Weights	S.E.	C.R.	P
Saud3	<---	Saudization	0.866	1			
Saud2	<---	Saudization	0.753	0.866	0.06	14.494	***
Saud1	<---	Saudization	0.87	1.057	0.064	16.539	***
Train3	<---	Training	0.803	1			
Train2	<---	Training	0.714	0.903	0.078	11.587	***
Train1	<---	Training	0.814	1.04	0.084	12.332	***
Fin3	<---	F.support	0.797	1			
Fin2	<---	F.support	0.804	1.104	0.085	12.915	***
Fin1	<---	F.support	0.773	0.932	0.074	12.652	***

	Variances	S.E.	C.R.	P
Saudization	0.832	0.095	8.776	***
Training	0.808	0.108	7.453	***
F.support	0.514	0.068	7.534	***
e27	0.278	0.042	6.61	***
e28	0.475	0.048	9.976	***
e29	0.298	0.046	6.42	***
e30	0.445	0.062	7.123	***
e31	0.632	0.067	9.456	***
e32	0.446	0.066	6.771	***
e33	0.295	0.038	7.776	***
e34	0.341	0.045	7.547	***
e35	0.301	0.036	8.47	***

5.5.2.3 *Model 3: Confirmatory factor analysis for the willingness of Saudi workers to continue working in the shop market*

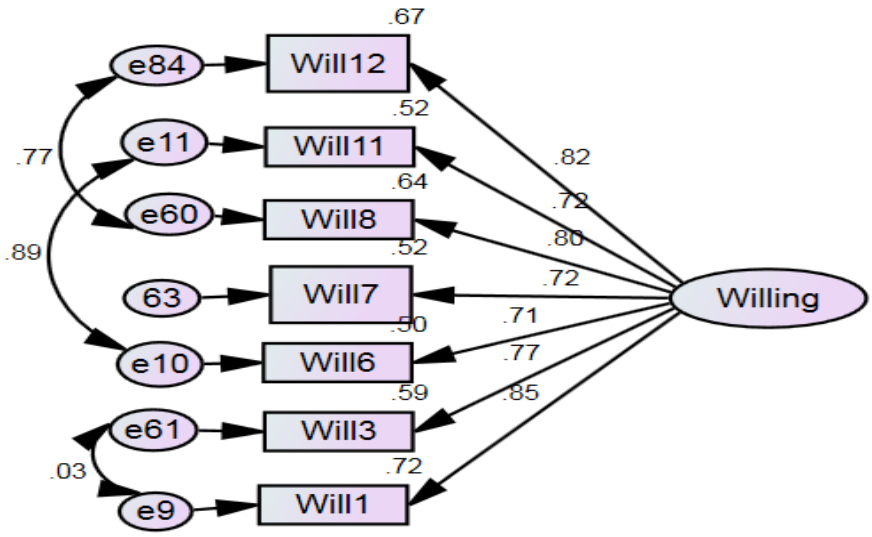


Figure 16.5: Willingness of Saudi workers to continue working in the shop market

The model 3 (see figure 16.5) was constructed to test the willingness of young Saudi workers aged 18–25 to continue working in the shop market. The model comprises one latent construct with seven indicators: Willingness (Will1, Will3, Will6, Will7, Will8, Will11 and Will12). CFA was conducted to determine how far these items were suitably loaded to measure the construct. It had to do some a few run and refining to make model fit. Modification indices (MI) were utilized to modify the model, one item was removed and four covariances were added between the indicators according to MI suggestions to make the model a better fit.

Evaluation of model 3

The CMIN/DF is 2.580, which is good as it is less than 3. The SRMR is 0.0274, which is a good fit as the cut-off should be 0.08. The RMSEA is 0.073, which is an acceptable fit as the cut-off is 0.08. The TLI and CFI are 0.983 and 0.991, respectively, which are good as the cut-off is 0.9. The PNFI and PCFI are 0.516 and 0.519, respectively, which are both acceptable as the cut-off is 0.50. The GFI and AGFI are 0.973 and 0.932, respectively, which are both acceptable as they are greater than 0.80. Overall, all the indicators of fit indicate the goodness of the fit.

Table 16.5: Goodness-of-fit Indices for willingness of Saudi workers to continue working in the shop market.

Goodness-of-fit Indices	**Cut-off values**	**Measurement model**
RMSEA	= or < 0.08	0.073
CMIN/DF	= or < 5	2.580
GFI	= or > 0.8	0.973
AGFI	= or > 0.8	0.932
CFI	= or > 0.9	0.991
TLI	= or > 0.9	0.983
NFI	= or > 0.8	0.986

There is no negative error variance and the standardized parameter estimations did not exceed the value of 1.00, which indicates that model 3 is logical (Hair et al., 2006). Janssens et al. (2008) state that an evaluation of the sufficiency of a parameter estimate should be done through the CR, which must be greater than 1.96. The table 17.5 below shows that all CRs are more than 1.96 and the P-values are less than 0.05, which means that all the parameter estimates are significant and positive. Also, there are no correlations more than 1.0.

The path coefficient for the latent construct for the observed indicators is significant as the P-values are less than 0.050 and the standardized regression weights are more than 0.7, which

indicates the strength of the factor loading and demonstrates the validity and reliability of the items (Bollen, 1989).

Table 17.5: Estimated values for willingness of Saudi workers to continue working in the shop market.

			Standardized Regression Weights	Regression Weights	S.E.	C.R.	P
Will1	<---	Willing	0.847	1.017	0.065	15.559	***
Will6	<---	Willing	0.708	0.914	0.07	13.003	***
Will11	<---	Willing	0.722	0.955	0.072	13.322	***
Will8	<---	Willing	0.797	1.011	0.031	32.239	***
Will3	<---	Willing	0.767	1.038	0.076	13.616	***
Will7	<---	Willing	0.724	0.989	0.074	13.388	***
Will12	<---	Willing	0.819	1			

	Variances	S.E.	C.R.	P
Willing	0.81	0.099	8.225	***
e9	0.329	0.044	7.406	***
e10	0.673	0.063	10.626	***
e11	0.68	0.065	10.51	***
e60	0.475	0.052	9.144	***
e61	0.611	0.068	9.042	***
e84	0.396	0.045	8.72	***
63	0.719	0.069	10.489	***

5.5.2.4 Model 4: Confirmatory factor analysis for potential benefits of working in the shop market

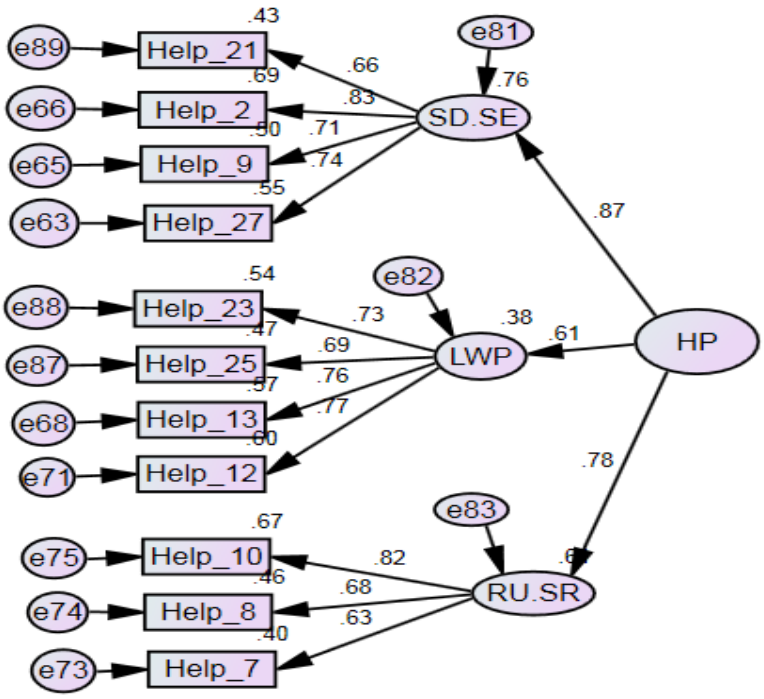


Figure 17.5: Confirmatory factor analysis for potential benefits of working in the shop market

The model 4 (see figure 17.5) is a higher factor order model than the others and represent independent variable in this study. The study operationalized the potential benefits of working in retail sector by using indicators to measures construct. According to the EFA results, with three factors for measuring the potential benefits for young Saudi people working in the shop market (HP), as shown in Figure 17.5

All the three dimensions are correlated because they all measure one higher order factor and they load very well onto the second order as none of them load less than 0.50 which means prove for convergent validity that requires factor loading of the indictors in the constructs

should be above 0.50 (Hair et al., 2006) and (Byrne, 2010) mentioned that first orders consider indictors for the second order. Therefore, the factor loading is good as they are more than 0.50.

The three factors are as follows: 1. solving educational problems and establishing a life career (SD.SE) with four indicators; 2. learning work value and proving worthiness (LWP) with four indicators; and 3. reducing unemployment and building self-reliance (RU.SR) with three indicators. CFA was conducted to determine how far these items were loaded appropriately to measure the constructs. It had to do some a few run and refining to make model fit. Modification indices were utilized to modify the model. To make the model a better fit, five items were removed as they lowest loaded.

Evaluation of the model 4

The CMIN/DF is 1.992, which is a good fit as it is less than 3. The SRMR is 0.0453, which is a good fit as the cut-off should be 0.08. The RMSEA is 0.058, which is an acceptable fit as the cut-off is 0.08. The TLI and CFI are 0.957 and 0.968, respectively, which are both good as the cut-off is 0.9. The PNFI and PCFI are 0.699 and 0.721, respectively, which are both acceptable as the cut-off is 0.5. The GFI and AGFI are 0.954 and 0.926, respectively, which are both acceptable as they are greater than 0.80. Overall, all the indicators of fit indicated the goodness of the fit.

Table 18.5: Goodness-of-fit Indices for potential benefits of working in the shop market

Goodness-of-fit Indices	**Cut-off values**	**Measurement model**
RMSEA	= or < 0.08	0.058
CMIN/DF	= or < 5	1.992
GFI	= or > 0.8	0.954
AGFI	= or > 0.8	0.926

CFI	= or > 0.9	0.968
TLI	= or > 0.9	0.957
NFI	= or > 0.8	0.938

There is no negative error variance and the standardized parameter estimations did not exceed the value of 1.00, which indicates that model 4 is logical (Hair et al., 2006). Janssens et al. (2008) state that evaluating the sufficiency of a parameter estimate should be done through the CR, which must be greater than 1.96. The table 19.5 below shows that all the CRs are more than 1.96 and the P-values are less than 0.05, which means that all the parameter estimates are significant and positive.

The path coefficient for the latent construct for the observed indicators is significant as the P-values are less than 0.050 and the standardized regression weights are more than 0.6, which indicate good factor loading and demonstrate the validity and reliability of the items (Bollen, 1989)

Table 19.5: Estimated values for potential benefits of working in the shop market

			Standardized Regression Weights	Regression Weights	S.E.	C.R.	P
SD.SE	<---	HP	0.872	1.832	0.299	6.121	***
LWP	<---	HP	0.614	1.017	0.162	6.259	***
RU.SR	<---	HP	0.781	1			
Help_27	<---	SD.SE	0.741	1			
Help_9	<---	SD.SE	0.708	0.898	0.079	11.386	***
Help_2	<---	SD.SE	0.828	0.945	0.073	12.994	***
Help_13	<---	LWP	0.757	0.916	0.075	12.253	***
Help_12	<---	LWP	0.775	1			
Help_7	<---	RU.SR	0.63	1			
Help_8	<---	RU.SR	0.676	1.141	0.127	9.016	***
Help_10	<---	RU.SR	0.819	1.278	0.132	9.706	***
Help_25	<---	LWP	0.686	0.921	0.082	11.166	***

Help_23	<---	LWP	0.733	0.814	0.068	11.912	***
Help_21	<---	SD.SE	0.657	0.753	0.071	10.573	***

	Variances	S.E.	C.R.	P
HP	0.212	0.052	4.081	***
e81	0.224	0.095	2.364	0.018
e82	0.361	0.058	6.171	***
e83	0.135	0.038	3.578	***
e63	0.768	0.08	9.602	***
e65	0.75	0.074	10.077	***
e66	0.383	0.051	7.561	***
e68	0.362	0.04	8.986	***
e71	0.386	0.045	8.598	***
e73	0.526	0.052	10.186	***
e74	0.535	0.056	9.552	***
e75	0.279	0.046	6.051	***
e87	0.552	0.055	10.105	***
e88	0.33	0.035	9.426	***
e89	0.698	0.066	10.621	***

5.5.3 Measurement of entire model (with all the constructs)

In this section, CFA will be applied to all the latent constructs—Factors of reluctance of Saudi young people to work in vocational and lower-skilled jobs (ED, C and S), Government support (Saudization, training and F.support), Willingness of Saudi workers to continue in work (Willing), and Potential benefits of working in the retail sector {HP (SD.SE- LWP-RU.SR)} to assess dimensional structure of study. (see figure 18.5)

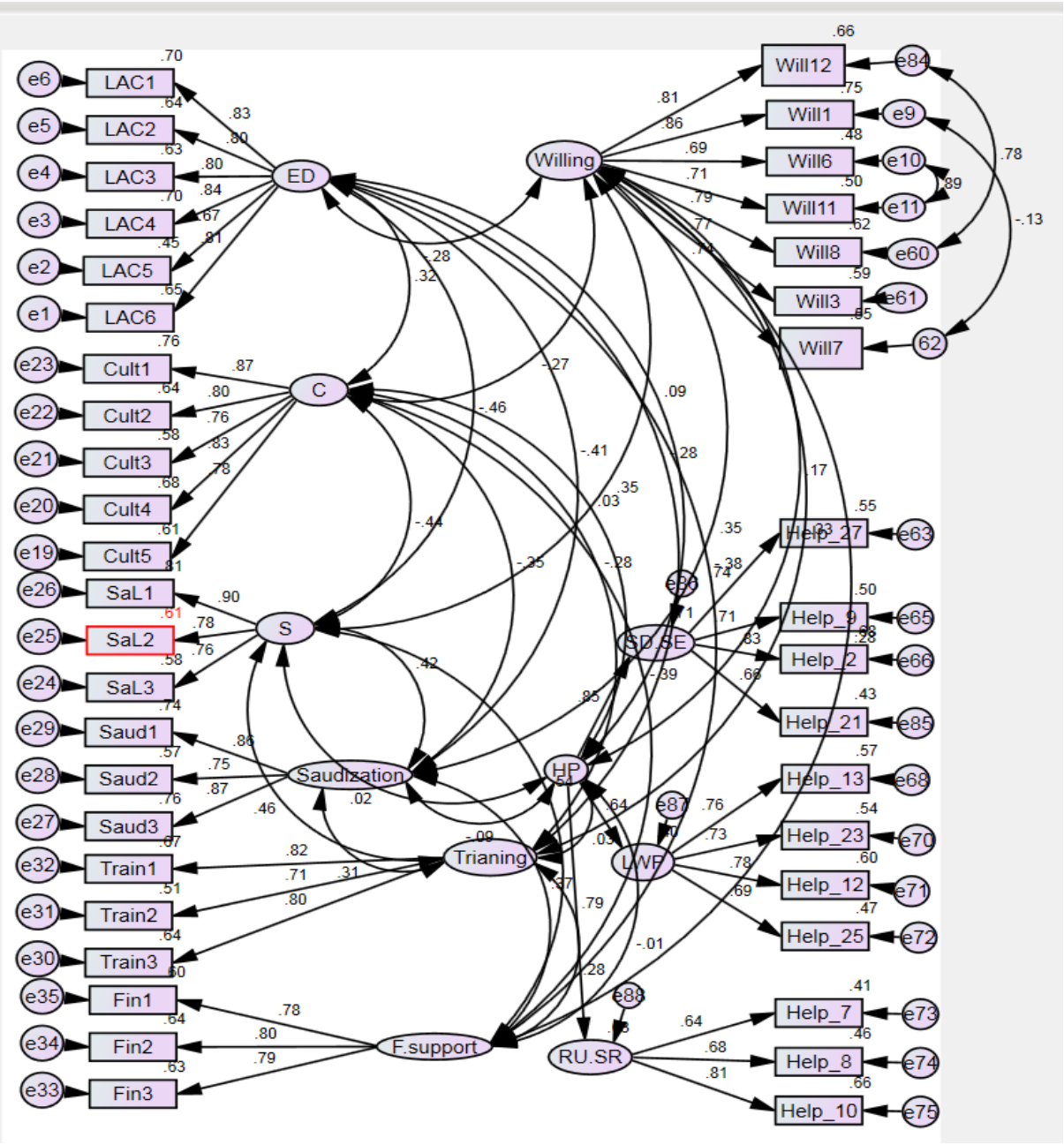


Figure 18.5: Confirmatory factor analysis for all the constructs (Measurement of model)

Evaluation of model 5

After running the model with all the latent constructs, it was found to fit without any additional changes according to same fit criteria. The CMIN/DF is 1.193, which is good as it is less than 3. The SRMR is 0.0464, which is a good fit as the cut-off is 0.08. The RMSEA is

0.025 and this is a very good fit as the cut-off is 0.08. The TLI and CFI are 0.978 and 0.980, respectively, which are both good as the cut-off is 0.9. The PNFI and PCFI are 0.808 and 0.890, respectively, which are both acceptable as the cut-off is 0.5. The GFI and AGFI are 0.878 and 0.859, respectively, which are both acceptable as they are greater than 0.80. Overall, all the indicators of fit indicated the goodness of the fit (see table 20.5)

Table 20.5: Goodness-of-fit Indices for Measurement of model

Goodness-of-fit Indices	**Cut-off values**	**Measurement model**
RMSEA	= or < 0.08	0.03
CMIN/DF	= or < 5	1.19
GFI	= or > 0.8	0.88
AGFI	= or > 0.8	0.86
CFI	= or > 0.9	0.98
TLI	= or > 0.9	0.98
NFI	= or > 0.8	0.89

There is no negative error variance and the standardized parameter estimations did not exceed the value of 1.00, which indicates that this model is logical (Hair et al., 2006). Janssens et al. (2008) state that assessing the sufficiency of a parameter estimate should be carried out through the CR, which must be greater than 1.96. The table 21.5 (see appendix) shows that all CRs are more than 1.96 and the P-values are less than 0.05, which means all the parameter estimates are significant and positive. There are also no correlations greater than 1.0.

The path coefficient for the latent construct for the observed indicators is significant as the P-values are less than 0.050 and the standardized regression weights are more than 0.6, which indicate good factor loading.

5.5.4 Validity of the measurement

The second aim of employing CFA in this study is to test the factor loadings of each observed variable on the latent variable (Byrne, 2010). This permits the assessment of the constructs in terms of convergent and discriminant validity (Hair et al., 2006; Kline, 2011). The results of the convergent and discriminant validity for each factor are presented below.

5.5.4.1 Convergent validity

Three criteria were used to assess the convergent validity of each factor in model 5: 1. factor loadings should be greater than 0.5 and ideally 0.7 or higher; 2. composite reliability should be above 0.7 and ideally 0.8 or higher; and 3. average variance extracted (AVE) is supposed to be of the cut-off value of 0.5 or higher.

Regarding factor loading, the table 21.5 above shows that all the standardized regression weights are higher than the cut-off value of 0.5 and all the critical ratios are more than 1.96. The range of the critical ratio is from 6.331 to 16.985 and, therefore, it is concluded that convergent validity is good.

Average variance extracted **(**AVE) is computed as the sum of all squared multiple correlations divided by the number of factors. The criterion is that the AVE value should be 0.5 or higher. AVE calculations are shown in the table 22.5 (see appendix).

The results indicate that all AVE values for each construct are above 0.5. Therefore, it is concluded that convergent validity is good.

Composite reliability is computed from the squared sum of the factor loading for each construct and the sum of the error variance terms for a construct (Hair et al., 2010).

As the table 23.5 (see appendix) demonstrates, the composite reliability for each construct is greater than the cut-off value of 0.70, which means that the composite reliability meets the criterion.

5.5.4.2 Discriminant validity

Discriminant validity can be tested by comparing the AVE values for any two constructs with the square of the correlation estimate between the same two constructs. The variance extracted estimate should be higher than the squared correlation estimate to obtain evidence of discriminant validity (Hair et al., 2010). Table 24.5 illustrates that the output of the construct correlation matrix meets the criterion for discriminant validity, where the square of the correlation between the constructs is less than the average variance extracted for each particular construct. This indicates that discriminant validity for all the constructs has been established

Table 21.5: Output of the construct correlation matrix

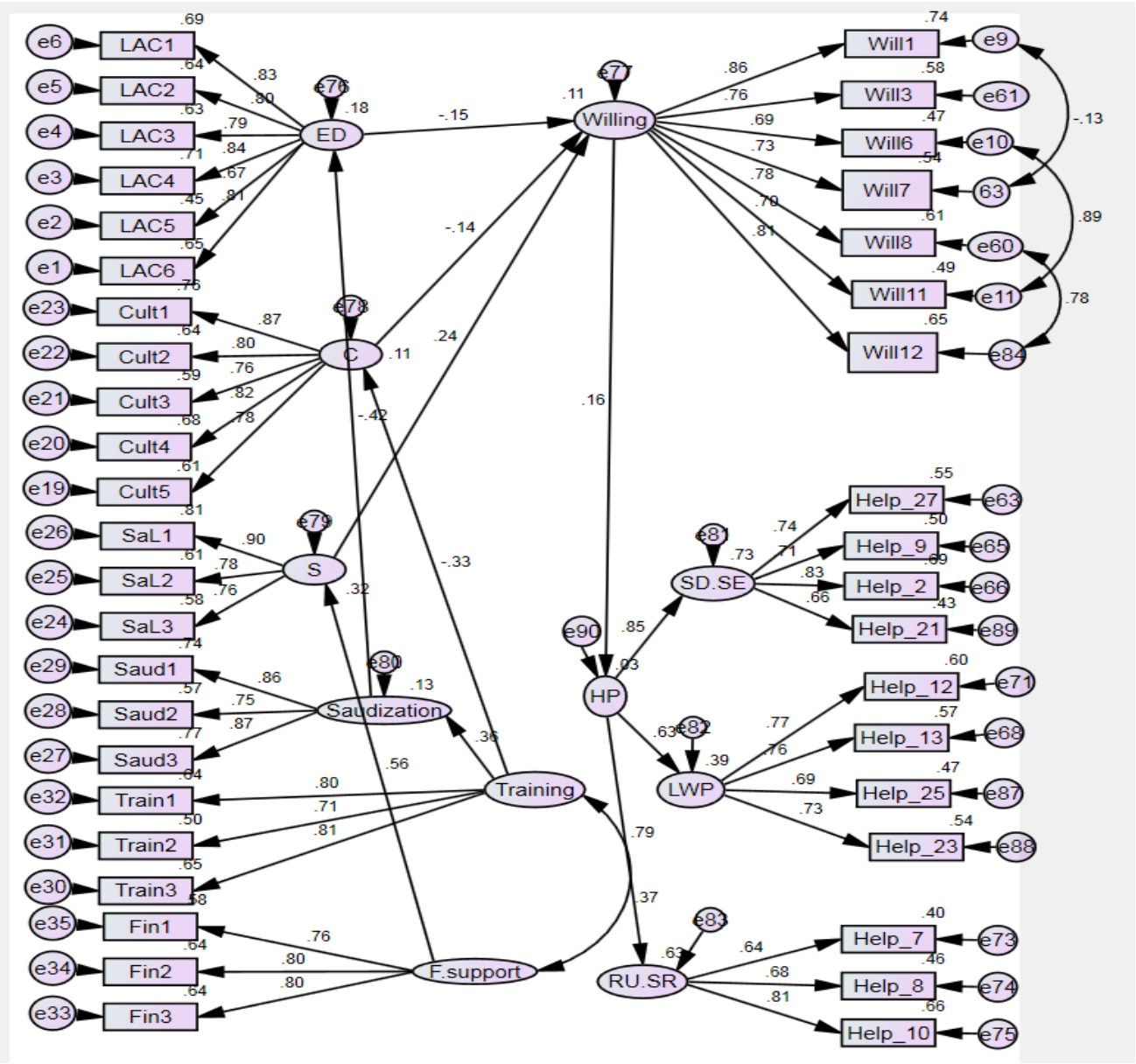
	CR	**AVE**	**MSV**	**ASV**	**F.support**	**ED**	**Willing**	**C**	**S**	**Saudization**	**Trianing**	**HP**
F.support	0.834	0.626	0.287	0.126	0.791							
ED	0.91	0.628	0.208	0.112	-0.38	0.792						
Willing	0.911	0.594	0.12	0.087	0.284	-0.276	0.771					
C	0.904	0.654	0.197	0.104	-0.391	0.316	-0.269	0.809				
S	0.857	0.668	0.287	0.171	0.536	-0.456	0.347	-0.444	0.818			
Saudization	0.87	0.691	0.174	0.118	0.372	-0.413	0.346	-0.353	0.417	0.831		
Trianing	0.821	0.606	0.208	0.093	0.285	-0.282	0.333	-0.283	0.456	0.306	0.778	
HP	0.804	0.582	0.03	0.007	-0.008	0.092	0.172	0.028	0.022	-0.086	0.03	0.763

5.5.5 The structural model

The aim of the investigation was to establish the causal relationship between the factors examined in this study: government support, factors of reluctance among young Saudi people with regard to working in vocational and lower-skilled jobs, willingness of Saudi workers to continue in work, as well as the potential benefits of working in the retail sector. Therefore, this part of the structural equation modelling was applied to draw the structural paths together in the model as shown in Figure 19.5.

As shown in Table 26.5 there is no standardized parameter estimation that exceeds the value of 1.00 and no negative error variance was found. In addition, all the CR values are above 1.96, which means that all the parameter estimates are significant and the null hypothesises are rejected as there are direct relationships between variables indeed.

Figure 19.5: The structural model



Evaluation of model fit

The CMIN/DF is 1.389, which is very good as it is less than 3. The RMSEA is 0.036, which is a very good fit as the cut-off is 0.08. The TLI and CFI are 0.956 and 0.959, respectively, which are both a good fit as the cut-off is 0.9. The PNFI and PCFI are 0.809 and 0.893, respectively, which both fit as the cut-off is 0.50. The GFI and AGFI are 0.859 and 0.841,

respectively, which are both acceptable as they are greater than 0.80. Overall, all the indicators of fit indicate that the structure of the model fits the data well. (see table 25.5)

Table 22.5: Goodness-of-fit Indices for The structural model

Goodness-of-fit Indices	**Cut-off values**	**Measurement model**
RMSEA	= or < 0.08	0.04
CMIN/DF	= or < 5	1.39
GFI	= or > 0.8	0.86
AGFI	= or > 0.8	0.84
CFI	= or > 0.9	0.96
TLI	= or > 0.9	0.96
NFI	= or > 0.8	0.87

5.5.6 Hypothesis testing from the results of the structural equation

After achieving adequate model fit, the research hypotheses must be tested. The research hypotheses represent every single path in the structural model between the latent variables. According to Pallant (2007), the form of a null hypothesis (H0) is used to test hypotheses in research when no relationship exists. Rejecting or accepting a null hypothesis is based on the significance level, which is the P-value for the standardized coefficient of the research parameters. When the P-value is less than the significance level of 0.05, there is sufficient evidence to reject the null hypothesis, while if the P-value is higher than the significance level, there is insufficient evidence to reject the null hypothesis.

There are eleven hypotheses which describe the relationships between the research variables shown in Figure 19.5.

- It is hypothesized that government support is negatively and positively associated with the factors of reluctance of young Saudi people to work in vocational and lower-skilled jobs (retail sector).

H1: Saudization has a negative direct effect on labour market domination by expatriates.

H2: Training has a positive direct effect on Saudization.

H3: Training has a negative direct effect on the negative cultural beliefs surrounding this type of work.

H4: Financial support has a positive direct effect on salaries.

- It is hypothesized that the factors of reluctance of young Saudi people to work in vocational and lower-skilled jobs (retail sector) are negatively associated with their willingness to continue in this type of work (satisfaction).

H5: Expatriate job market domination has a negative direct effect on the willingness of young Saudi people to continue in their jobs.

H6: Salaries have a positive direct effect on the willingness of Saudi workers to continue in their jobs.

H7: Cultural beliefs (negative perceptions towards such work) have a negative direct effect on the willingness of Saudi workers to continue in this type of work.

- It is hypothesized that the willingness of Saudi workers to continue in their jobs is positively associated with the potential benefits of working in the retail sector.

H8: Willingness of Saudi workers to continue in work has a positive direct effect on potential benefits of working in the retail sector.

It is hypothesized that factors of government support are positively and indirectly associated with the potential benefits of working in the retail sector.

H9: Financial support has a positive indirect effect on the potential benefits of working in the retail sector.

H10: Saudization has a positive indirect effect on the potential benefits of working in the retail sector.

H11: Training has a positive indirect effect on the potential benefits of working in the retail sector.

As shown in the table 26.5 (see appendix) the path coefficients and associated P-values were the criteria for measuring the relationships between the latent variables.

1. Factors of government support and factors of reluctance of Saudi young people to work in vocational and lower-skilled jobs (retail sector). The outcomes reveal that there is a direct effect, as explained below.

The path coefficient between training and Saudization is 0.36, with a high significance where the P-value is 0.000. In addition, the critical ratio is 5.27, which is more than 1.96. This high degree of significance provides confirmation for rejecting the null hypothesis and indicates that training has a positive direct effect on Saudization.

The path coefficient between training and culture is -0.33 with a high significance where the P-value is 0.000. The critical ratio is also -4.90, which is more than 1.96. This high level of

significance provides confirmation for rejecting the null hypothesis and indicates that training has a negative direct effect on culture.

The path coefficient between financial support and salaries is 0.56 with a high significance where the P-value is 0.000. In addition, the critical ratio is 7.92, which is more than 1.96. This high degree of significance provides confirmation for rejecting the null hypothesis and indicates that financial support has a positive direct effect on salaries.

The path coefficient between Saudization and domination of expats on jobs is -0.42 with a high significance where the P-value is 0.000. In addition, the critical ratio is -6.65, which is more than 1.96. This high degree of significance provides confirmation for rejecting the null hypothesis and indicates that Saudization has a negative direct effect on domination of expats.

2. Factors of reluctance among Saudi young people to work in vocational and lower-skilled jobs (retail sector) and the willingness of Saudi workers to continue working in the retail sector. The outcomes reveal that there is a direct effect, as explained below.

The path coefficient between salaries and willingness of Saudi workers to continue working in the retail sector is 0.24 with a high significance where the P-value is 0.000. In addition, the critical ratio is 3.78, which is more than 1.96. This high degree of significance provides confirmation for rejecting the null hypothesis and indicates that salaries have a positive direct effect on willingness of continuity in work in the retail sector.

The path coefficient between culture and willingness of Saudi workers to continue working in the retail sector is -0.14 with a significance where the P-value is 0.026, which is less than 0.05. The critical ratio is also -2.22, which is more than 1.96. This high degree of significance provides confirmation for rejecting the null hypothesis and indicates that culture has a negative direct effect on willingness of continuity in work in the retail sector.

The path coefficient between domination of expats and willingness of Saudi workers to continue in work in the retail sector is -0.15 with a high significance where the P-value is 0.017, which is less than 0.05. In addition, the critical ratio is -2.40, which is more than 1.96. This high level of significance provides confirmation for rejecting the null hypothesis and indicates that domination of expats has a negative direct effect on willingness of continuity in work in the retail sector.

3. Willingness of Saudi workers to continue working in the retail sector and the potential benefits of working in the retail sector. The outcomes reveal that there is a direct effect, as explained below.

The path coefficient between willingness of Saudi workers to continue working in the retail sector and potential benefits of working in the retail sector is 0.16 with a high significance where the P-value is 0.026, which is less than 0.05. In addition, the critical ratio is 2.23, which is more than 1.96. This high degree of significance provides confirmation for rejecting the null hypothesis and indicates that willingness of continuity in work in the retail sector has a positive direct effect on the potential benefits of working in the retail sector. It is concluded that all the research hypotheses are supported.

It is worth mentioning that these results confirm that the impact of financial support on salary (0.56) and the impact of salary on willingness (0.24) are considered the strongest, which explains the focus of Saudi young people mostly on salary regardless of the type of work as previous studies have mentioned (see Table 26.5).

Table 23.5: Standardized Indirect Effects; Estimate (p-value)

	F.support	Trianing	Saudization
	indirect effect		

Willing	0.136 (0.005)	0.068 (0.01)	0.063(0.019)
HP	0.022 (0.019)	0.011(0.013)	0.01(0.018)

Table 27.5 indicates that the standardized indirect effects between factors of government support and willingness of continuity and potential benefits are significant. This means that factors of government support (Saudization, financial support and training) have a positive indirect effect on willingness of continuity and the potential benefits of working in the retail sector, as all P-values are less than 0.05. This level of significance provides confirmation for rejecting the null hypothesis and indicates that government support has a positive indirect effect on the potential benefits of working in the retail sector. Also, this results illustrate that financial support has the strongest indirect impact on willingness of continuity (0.136) and potential benefits (0.022)

5.6 Analysing of the open question

Salary	Young people should be stimulated and provided with rewards; the salary is not enough for marriage or making a family; the salary of foreign labour is more than that of Saudis; financial incentives should be taken into account: "previously there were financial incentives but now they have been cancelled"; “I would not advise anyone to work in the retail market because the salary is low”; “there is no equality between salaries in the public sector and the private sector”; “foreign workers are supported by increases in salary more than Saudis”; “the work of Saudis should be close to their home because the salary is weak and expenses of transportation are high”; “the work in the market is good but it needs an increase in salary”; “the salary is weak and we [meaning his family] live upon social security”; the

	salary should be according to the efforts of the person; “the salary does not cover the basic needs of living”.
Training and development	Current training is good but they must help young people to let them study more; should give training courses for youth development and their ambitions; motivate young people and train them; guide young people, train them and increase their morale; provide educational courses about the private sector; develop the capacity of young people to take advantage of their leisure time and prepare young people for work.
Holidays	Should increase the weekend to two days; we cannot take holidays at any time and there are only a few.
Advertising jobs	To attract young people companies must place advertisements in places where there are youth gatherings, schools and universities; increase the number of advertisements.
Awareness and encouragement from society	Encourage young people to work in the shop market; there are youths who criticize my work in the shop market; need encouragement from parents to boost morale;

	change the perception of the inferiority of work in the shop market.
The importance of working in learning skills, taking advantage of free time and earning some money	This work is good for leisure and getting some money; practising is important for learning English and learning from other people; work is better than exercise behaviours wrong and turn around in the streets ; my work in accounting made me love accounting and specialize in it at university; I work to fill my free time; the defect is not working, rather asking money from the family; working here is a chance to make relationships; we are students who aspire to develop our skills and get to know the shop market and take advantage of work; working here is better than sitting at home doing nothing; we were trained in accounting; I prefer to work in the retail market.
Instilling confidence in Saudi workers	There is no confidence in Saudis from customers; customers believe that foreign workers understand more than Saudis; customers should trust Saudis because they are no less efficient than foreign labour; should improve career opportunities and

	instil self-confidence in Saudis; customers prefer to deal with foreign workers more than Saudis because they think that they are more confident; should trust Saudis for work stability.
Respect, appreciation and good treatment	Do not have incapacitating conditions at work and there should be respect for Saudis from bosses; there are stresses on Saudis and indulgence for foreign labour; despite dedication to work there is denial of this; foreign managers manage Saudis badly; Saudi managers are better than foreign managers; if a customer presents a complaint, the employee is punished without considering the reasons; subordinates should be consulted, not just ignored; Saudis should be supported in the private sector and honoured more than foreign labour; the environment of work should be equipped appropriately in terms of place and respect; Saudis should be treated well and their situation appreciated; should take care of Saudis although there are some who are young and careless; traders should respect

	Saudis because they are the sons of the country; should pay attention and provide encouragement; do not exercise the injustice that is happening in the retail market.
Working hours and work pressure	Reduce working hours; provide comfort at work; there should be no pressure at work; the work is only supposed to be for eight hours rather than nine; the time of work is long and hard; I am an accountant working nine hours and there are no other jobs; the working hours are ten hours and it is hard work.
Harassment	Expatriates destroy the morale of Saudi workers and implicate Saudis in trouble; Expatriates are arrogant and annoying.
Absence of communication between top management and Saudi workers	There is no communication with top management.
Banks do not give personal finance	Banks are not concerned about accountants and do not give personal finance; we should be accepted in banks.
Support from the Human Resources Development Fund	The Human Resources Development Fund should increase support for more than two years; the Human Resources Development Fund should be supported in all aspects; the Human Resources Development Fund did not

	pay me anything; the Human Resources Development Fund should increase its financial support.
Preference for expatriates more than Saudis	Shop markets prefer hiring expats more than Saudis; expats are supported in everything more than Saudis, e.g. in their housing allowance and increased salaries; they receive discounts on transportation; expats have bonuses and insurance in hospitals; Saudis should be preferred; expats get promotion more than Saudis.
Direct managers	The boss should be Saudi to understand us; expats should be modest; expats are arrogant and take advantage of their authority over us and they do not accept medical excuses; expats should not be put as bosses; bosses should be Saudi, not expats.
Job security	We should be given job security.
System of promotions and rewards	There should be a promotions system because this would motivate young people to work; should speed up promotions.
Taking into account the social conditions of Saudis	The social customs and situations of Saudis should be taken into account; my home is far away from work and if I arrive late this is deducted from the salary because I go to

	work by taxi and my salary is 2,500 SAR; there is no cooperation from the company with transportation.
Monitoring by the Ministry of Labour	There should be an official authority monitoring the performance of Saudis at work; the government should monitor the private sector regarding sacking and deductions from salary; there should be follow-ups and protection of the rights of Saudis.

5.7 Analysing of focus groups

The second part of the analysis will be conducted in relation to the focus groups interviews. One of the most important objectives of conducting the focus group interviews was to identify why the branch managers have succeeded in their work in the market and why they continued working and overcoming difficulties until they attained this position. Another objective, which is the most important, was to discuss the benefits gained from their work in the market, including the practical experience that qualified them for self-employment by establishing small businesses or enterprises, specifically in the vegetable and fruit retail market. A further objective was to confirm the results of the model by discussing the role of the government in supporting young people in work, motivation in the form of financial support, Saudization and training, and the impact of these on young people who resist entering jobs that require a lower level of skill. Focus group interviewing was also used to determine whether there are other factors that could help develop the theory.

Two focus group interviews were held over two days, both in June 2013. The first group contained six branch managers from Panda, and the second six branch managers from Othaim. Branch managers from Extra and SACO were not interviewed, although these two companies were included in the questionnaire sample, because these two organizations have very few branches and their managers are non-Saudi, as well as the fact that the interviews were intended to focus on Saudi young people engaged in the field of selling vegetables and fruit. Othaim and Panda are two of the largest Saudi companies in the retail vegetable and fruit sector and their Saudization ratio is greater than for the other companies. However, the views of Saudi young people included in the questionnaire sample from all the companies were

analysed and classified through the open question listed in the questionnaire to support the statistical results.

5.7.1 The researcher's experience of collecting data from the focus groups

The researcher first sought permission from the top management of Panda and Othaim to meet some of their Saudi branch managers. The top management of both companies assigned 12 branch managers, six for each company, and each focus group interview lasted approximately two hours. The researcher visited the branches to arrange a time suitable for all to conduct the focus group interview for each company. The branch managers were interested in the concept of the study and cooperated with the researcher. The focus group interviews were held at the headquarters of each company.

The researcher started the meeting by thanking and welcoming the sample for coming, then described the aim of the research. After that, the researcher started asking the study questions one by one and writing down what was said.

During the session, the researcher encouraged the sample not to be embarrassed about presenting their experiences and interacting in the debate. Most of the sample for the two focus group interviews were involved in the discussion but some of them were quiet. Therefore, the researcher had to direct questions to them. There were three or perhaps four people in each group who talked most of the time, which is one of the disadvantages of a focus group. It can sometimes be difficult to find suitable volunteers or people who are interested in the topic; some participants may not generate the required information or the debate could be dominated by a small number of participants (Collis & Hussey, 2009).

The researcher ran the session intelligently and coordinated the interaction well. He gave each person an adequate opportunity to talk and express his opinions freely, as the aim of the researcher was not to question the members of the group individually, but to manage and

coordinate the discussion among the speakers. Punch (2005) states that a researcher guides a group discussion on the topic of the research.

The researcher raised certain questions to encourage others to participate, especially when the discussion became dominated by a minority of people whilst the rest remained silent.

It was found that the sessions were very useful because the participants expressed their opinions freely without restricting their answers, which can tend to happen in a structured interview. The sessions were also beneficial from the point of view of generating new ideas for this study that the researcher had not known much about beforehand. The researcher was involved in the discussion, but he did not speak much to give the greatest possible opportunity to the branch managers to express their views.

There is no doubt that this method of interviewing was much more effective in this case than the traditional or classical type of interview, because it allowed the participants to express their attitudes openly and to highlight important issues related to the subject. This gave participants the opportunity to bring out new ideas that enriched the debate.

The number of participants involved in the two focus group interviews was appropriate, as VanderStoep and Johnston (2009) mention that a typical focus group should consist of six to ten people. It is also important for the researcher to be skilled in managing the session, so that relevant information is obtained. Bryman and Bell (2007) and Marshall and Rossman (2011) all note that the researcher must have the capacity and skills (especially listening skills) necessary to manage a group so that the required information is extracted and, therefore, the researcher can obtain the required information for the research. Finally, the researcher did not find any great difference in answering the questions or the discussion between the members of the two groups; their systems are rather similar, whether in employment, promotion,

salaries and so on, which is not particularly strange as both of them work in the same field, they are considered to be the largest companies in the retail sector and they are competitors.

A thematic approach or the coded key word approach was used to analyse the two focus group interviews, which was the same method used in analysing the interviews. The coded key word approach involves reading the focus group notes thoroughly and assigning a code/key word to each comment in order to identify themes or categories within the text (Harding, 2013).

5.7.2 Analysing the data from the two focus groups

Note: The names of the sample individuals are represented by letters in response to their requirement that their names not be mentioned in the research.

5.7.2.1 Question 1: What is the type of training you received and how efficient is it?

Types of training

The meeting with the sample individuals arrived at the conclusion that their companies have their own training centres in which their employees are trained in all aspects of their work, including customer service, accounting and English.

A from Panda stated:

> *There are two types of training, the first one is on basic work skills such as customer service, accounting and any skills related to the market, with the second type being training young people who perform well in their work and are expected to continue working for the company. Nomination for this training is the responsibility of the direct administration. Three diplomas are awarded to successful trainees successively. The objective is preparation for higher positions.*

F from Panda reported:

> *I have been continuously developing myself and I attended English language and customer service courses all at the company's expense.*

KH from Othaim stated:

> *Training is given on everything related to the market by experienced trainers who work in the market.*

This is in addition to courses for preparing new employees in particular with regard to the future of work in the market and its importance and in turn putting an end to disdaining this type of work in the market. There are also courses for employees nominated for higher positions and motivational courses. G from Panda reported:

> *There is a course for new employees for preparing them for work and enlightening them about the future and importance of work. Training is important for promotion or for acquiring a higher position.*

A from Panda added:

> *The company also offers courses for motivating young people to remain in the job.*

Quality of training

The sample individuals generally reported that they had benefited from training as it is devoted to qualifying employees for various work functions. The trainers have experience and are specialized in training.

A from Panda stated:

> *Training in the company is excellent in aspects related to the market or language. The company bears the costs of external courses such as the language course at the Panda Institute. Also, there are specialized trainers in the institute and others with experience.*

M from Panda offered the following:

> *In English language training great concentration is given to teaching terminology and sentences required by employees in their work.*

D from Othaim stated:

> *I benefited from training in managing commercial centres and in computers.*

MC from Othaim had another opinion about the quality of the trainers:

> *I benefited from training and from practice but most of the trainers are not specialized in training but they have experience gained from work in the company.*

F from Othaim stated:

> *There is somewhat good training.*

Moreover, these training centres have witnessed considerable development in covering all training needs. W from Othaim reported:

> *Training has improved and there is a special centre for training with specialized trainers.*

A from Othaim stated:

> *Othaim Academy has developed, English language teaching has been introduced and there is continuing evaluation for each stage, especially after the training.*

On the other hand, some mentioned that they had not benefited from training and that the certificates they were awarded are not recognized by other bodies and authorities. T from Othaim commented:

> *I did not benefit from training and there are no effective courses.*

SH from Panda stated:

> *The courses are conducted after the daily working hours, which amount to 10 hours a day and so the courses are of no avail because the young employee will be tired out and will not comprehend.*

H from Othaim observed:

> *I did not benefit from training because the lectures are boring and they address financial matters that have nothing to do with my work.*

B from Othaim stated:

> *The certificates that we obtain are not recognized internationally and have no value when we present them to other authorities.*

5.7.2.2 Question 2: What is the effect of financial support in increasing salaries and attracting Saudi young people?

Financial support

Financial support is provided by the government (Human Resources Development Fund) for motivating young people to work in the private sector. Some agree that this support has a positive effect leading to young people remaining in work, although some young people do not know that financial support for their salary is given by the government.

M from Othaim commented:

> *There is support amounting to about 1,500 Saudi riyals coming from the Human Resources Development Fund, but some employees know nothing about the financial support that comes from the government because in the salary advice no mention is made of the Fund's contribution to the salary. However, generally this financial support has contributed to raising the satisfaction and continuity levels in young people and I am one of them.*

Generally speaking, most Saudi young people, including K and M from Othaim and Q from Panda, assert that the financial support given by the government has contributed to increasing Saudization and employees remaining in a job, as well as encouraging the private sector to employ Saudis. However, there is the problem of the unfair distribution of incentives and remuneration, as those who work in the field of accounting receive better salaries and remuneration than the rest of the employees, hence Saudis are attracted more towards these jobs. T from Othaim stated:

> *The financial support has contributed to increasing the number of newly employed young people and decreasing the number of earlier employed young people. Now we see supervisors resigning to return to work as accountants for a higher salary and sales remunerations.*

There are, however, some branch managers of the opinion that the financial support is not sufficient. S from Panda reported:

The financial support is not clear and the promotion and remuneration system is not clear because it is not mentioned in the contract, consequently the financial support does not contribute to satisfaction.

F from Othaim stated:

Financial support was not effective or important in the eyes of some young people.

5.7.2.3 Question 3: What is the effect of Saudization on reducing expatriate labour and unemployment?

Saudization

Most individuals in the sample confirmed the role of Saudization in reducing the ratio of expatriate labour, especially in accounting jobs. M from Panda stated:

Saudization has contributed to the reduction of unemployment and expatriate labour in accounting jobs and other low positions but there is no genuine Saudization at the level of managers.

N from Othaim reported:

Generally, there is now enormous Saudization at the level of all companies because of the pressure exerted by the government on companies and because it is known that the future of employment is to be for Saudis and thus Saudization has contributed to the reduction of unemployment because those who quit work move to other jobs.

However, there are some who are of the opinion that Saudization has increased but this has not caused expatriate labour to decrease and that expatriate labour is on the increase. F from Panda commented:

Training and Saudization have increased but they did not cause expatriate labour to decrease and did not contribute to the reduction of unemployment because most young people work in the shop market provisionally.

S from Panda considered:

Saudization and training have contributed to the reduction of unemployment and expatriate labour at a small ratio because young people have no ambition for remaining employed in the work and most of them do not appreciate the work. Another thing is that society does not prepare young people for work in the market.

M from Othaim stated:

There is no increase in employed Saudis and no reduction in expatriate labour because the management is dominated by expatriate labour.

Some individuals in the sample stated that the objective of private sector companies behind raising Saudization ratios is that the government may allow them to recruit more expatriate labour to work on their future projects. A from Panda observed:

I can't say Saudization has contributed to reducing expatriate labour because there is great expansion in the company which still needs more Saudis and non-Saudis. But, generally, Saudization has reduced unemployment.

T from Othaim stated:

Saudization is applied for the mere purpose of increasing expatriate labour because the labour system allows companies with a high percentage of Saudization to recruit more expatriate labour.

Companies' methods for attracting young people to work for them

Companies are aware of the losses they sustain in training and recruiting Saudis if they then leave work. Meanwhile, companies cannot stop implementing the Saudization system. Subsequently, they resort to certain methods for appealing to and retaining employees. These methods include increasing the amount of leave days, remuneration and annual salary and the offer of loans with soft conditions.

KH from Panda stated:

Of the methods of attraction are giving two days off, an annual salary increase, housing allowance, transportation and a reward for the ideal employee.

Among the methods for attracting employees, F from Panda mentioned:

Courses are usually offered to hard-working employees nominated for a position or a promotion, especially the ones who are expected to remain in the job. Saudis are also enticed by remuneration offers to sales accountants.

S from Panda cited his own experience:

I have been awarded 6,500 Saudi riyals as a salary increase for the purpose of keeping me on the job. There is also a constant remuneration with the salary for the best employee.

A from Panda stated:

The company gives soft loans at a low rate of interest in addition to medical insurance. This is in addition to arranging recreational excursions for market employees for strengthening social and brotherly relationships between the management and the employees.

5.7.2.4 Question 4: What is the perception or attitude of Saudi workers to working in the shop market?

Saudi employees' and families' attitudes to working in the market

The sample individuals were of different opinions with regard to young people's attitudes towards working in the shop market. Some stated that the attitude of embarrassment has disappeared altogether. S from Othaim reported:

I have not met any young people who are ashamed of their work in the shop market. I never felt ashamed of my work when I started work in the shop market.

However, W from Othaim commented:

The feeling of shame or embarrassment depends on the job one holds, that is, an accountant differs from the arranger of racks.

S from Panda observed:

No one is now ashamed of working in the shop market. Fathers now encourage their children to work in the market, fearing that otherwise they might divert to crime and drugs.

Some individuals in the sample felt that the problem of being ashamed or embarrassed in such a situation used to exist but now such a feeling is much weaker. M from Panda was of the opinion:

In the past, young people used to feel ashamed of their work in the shop market, but now only 35% of them harbour such a feeling.

M, A and T from Othaim stated:

Only 10% of young people working in the shop market now are ashamed of their work.

W from Panda commented:

There are still some young people who feel embarrassed of their work in the market, especially those who come from rural areas with a percentage of 40%.

The problem is not restricted to the concept of working in the market. It radiates to the donning of the work uniform, i.e., trousers and a shirt. M from Othaim stated:

5% refuse to wear the work uniform and some parents do not want their sons to engage in work in trousers and shirts.

W from Panda reported:

Some young people come to work in Saudi clothes and put on uniforms for work in the shop market for fear of being seen by a member of their family in trousers and a shirt.

Temporary work

Despite the orientation and counselling performed by companies in enlightening young people about the market and the importance of ending unfavourable attitudes towards working in the shop market through training and methods of attraction, many of the sample individuals pointed out that most young people look to their work in the market as temporary pending obtaining better employment, preferably in the government sector. Thus, many of these do not continue working in the shop market. A from Othaim stated:

Most of these young people work in the market temporarily until they obtain better work or join the military or government sector.

Most individuals in the sample pointed out that the reason for leaving such work is the lack of maturity in young people whose major consideration is to receive a salary to buy a mobile telephone or game, pay an instalment on a car, etc. Upon buying what they intended, these youths immediately leave their job. Therefore, it was observed that the percentage of those who leave work in the first months is considerable. W from Panda reported:

> *Most young people engage in work only temporarily and remain in the job until they obtain approval for joining a government job or joining the military sector.*

A from Panda commented:

> *Some young people spend 100,000 riyals on a car instalment and pay half the amount of their salaries in instalments of 2,000 Saudi riyals.*

KH from Othaim stated:

> *These youths quit work because they don't shoulder responsibility and they look to work as a temporary job. Employment age starts from 18 years, an age in which youths are indifferent and unaware of many issues. Some of them are not interested in developing themselves. Sixty per cent of these young employees quit work.*

The excessive care parents give to their sons may also have an adverse impact on these youths' confidence in themselves. This explains the attitude of some parents towards their sons working in the shop market. They agree to their sons working in the shop market but as temporary work for utilizing leisure time, not as a basic job. A from Othaim commented:

> *Some parents' excessive care given to their sons makes these sons feel that they are children. One day the parent of one of my subordinate employees called me saying that he is coming to pick his son up from work because they have a banquet to be got ready for the guests. Some parents also say that they want their sons to come home early to go with the family to an occasion.*

One category of youths study as well as working in the shop market. Such young people consider their work temporary until they have completed their studies. F from Panda observed:

> *Those who study and work do not work constantly. They consider their work temporary until they complete study and then look for work in the fields of their specialization. Such students quit work at the first problem in work.*

The largest number of youths who do not remain in a job long are those who live in high-class quarters or those who work at stacking shelves or in jobs other than accounting, as stated by S from Othaim.

<u>Society's attitude towards Saudis working in the shop market</u>

Generally, most of the sample individuals pointed out that society approves of Saudis working in the shop market. However, there is sometimes a problem regarding a lack of confidence on the part of some customers as regards Saudi employees. S from Panda stated:

> *Ninety per cent of the customers trust Saudi employees, but when the matter is related to electronics, customers show more confidence in expatriate employees than in Saudi employees.*

B from Othaim commented:

> *Sometimes customers do not like to deal with Saudi employees. Customers may express their discontent with Saudi employees but do not do so in regard to expatriate employees.*

M from Othaim referred to occasional insults from some customers and that these may reach the level of contempt. W from Panda attributed the lack of acceptance by the public to the fact that society is not enlightened about the importance of Saudis working in the shop market and, indeed, families do not prepare their sons for work in the markets and neither does society nor the school. This is why there is no continuity in work by a lot of young Saudis.

Furthermore, there is the influence of society, the surrounding environment and friends. All these have a role in the engagement of young people in work and remaining in a job. F from Panda stated:

> *Young people impact and are impacted by each others' views. As such they may be a cause of loss to one another.*

M from Othaim commented:

> *I used to be met by my friends with mocking because of my work, but this would not prevent me from remaining on the job in my work.*

5.7.2.5 Question 5: What are the factors that affect satisfaction or willingness to continue working?

Salary, work pressure and a small amount of holiday

There is no doubt that salary is still one of the most important factors that determine satisfaction or interest in continuing to work for an employee. Some of the individuals in the sample expressed their dissatisfaction with the salaries they receive, stating that these are not commensurate with the level of work pressure, in addition to the fact that there is not much leave available. However, some expressed satisfaction with their salary. M from Panda commented:

> *I am not satisfied with the salary because it is small and there is work pressure. My work is stacking shelves, following up goods orders, arrangement of warehouses and following up prices, and I work for nine hours with unending work pressure and very little leave.*

F from Othaim stated:

> *The tasks I am charged with constitute much work that is more than the salary I receive.*

W from Panda commented:

> *I am satisfied with work but I am upset because foreign experienced managers and new Saudi managers do not receive equal salaries.*

A from Othaim had the following opinion:

> *I am not satisfied with work because of the great work pressure and poor salary. I work two periods in following up employees... I must offer new offers every week. There is a lot of goods that I must follow up and arrange the warehouse for...I work for nine hours.*

Some individuals in the sample made no remark about salary. They expressed their satisfaction and their interest in remaining in their job. This indicates that there is some degree of satisfaction in regard to the salary. A from Othaim stated:

> *I am satisfied with my work and I am interested in going on performing it because I enjoy it and I make innovations. Even if I have an offer from another company I will not accept it.*

S from Panda commented:

> *I am satisfied with my work and I prefer to remain in this company, but if I am given a better offer by another company, I will quit this work.*

W from Panda confirmed:

> *Salaries have started to increase, especially for long-employed employees and this has contributed to their satisfaction and willingness to remain in employment.*

Some individuals in the sample associated poor salaries with inappropriate behaviour on the part of some employees. M from Panda observed:

> *There is no commitment or discipline and the reason is poor salaries and work pressure.*

On the other hand, F from Panda asserted:

> *Labour reduction and salary increase have not contributed to satisfaction because there are other factors like work pressure.*

Moreover, the most serious problem and one looked on as the main cause of dissatisfaction and unwillingness to remain in employment is changing work periods, having to work in the evening or working two shifts a day. This has an adverse impact on family and social commitments for young people and may be considered the main reason for leaving work. F from Othaim reported:

> *Among the greatest difficulties that we confront is work pressure, especially when it comes to fulfilling social relations because I always have work that should be accomplished even if I have to work the whole day.*

A from Panda stated:

> *There is the problem of work periods or working hours that sometimes coincide with family or friends' gatherings. And there is also the problem of varying work periods or continuously changing working hours. There is also the problem of leave that sometimes occurs in the middle of the week.*

K from Othaim observed:

> *I spend the greater part of the night in work and when I work in the evening I cannot see my friends.*

W from Panda stated:

> *One of the greatest problems is that the work period is not sufficient for completing the work because the tasks are too many.*

F from Othaim commented:

I am not much satisfied with work because I spend many hours working and do not see my relatives and friends...the time I am off does not coincide with social occasions.

Job security

Most branch managers mentioned that Job security is a cause of worry for some young people as regards working in the private sector or remaining in it. They confirm that the lack of job security is an important reason for leaving a job. G from Panda commented:

I am prepared to work for a company to the last day of my life, no matter what salary they give me, if there is job security, because job security is more important than the salary.

T from Othaim stated:

Work in the shop market has a future but we are concerned about job security.

F from Panda asserted:

Work here has a future but there are risks such as the incidence of a deficit in the warehouse which can result in me losing my job because I am accountable for the goods. So, there is no job security.

On the other hand, some sample individuals were of a different view. For example, A from Panda commented on job security:

Your perseverance and hard work are your job guarantee ...Thinking is young people's problem; there needs to be enlightenment.

L from Othaim stated:

I am not worried about job security because there is no arbitrary sacking. There are, however, some nuisances such as being transferred to another division and, in general, work in the market has a good future but not for young people who focus on government jobs.

Treatment by the company and foreign employees at work, including direct managers

The larger portion of the sample agreed that there is bad treatment by foreign direct managers and foreign employees in general. Among such behaviour is showing disrespect. M from Othaim reported:

> *I had problems with my direct foreign manager. The foreign manager orders the Saudi employee to clean the floor. I used to clean the floor. This manager assigns cleaning to Saudis.*

A from Panda observed:

> *The foreign manager lies in wait for you. He calls you to account even for trifling mistakes and does not appreciate the effort you exert in work. He showers you with insults for even the smallest mistake.*

Some individuals in the sample reported that direct managers are not cooperative, especially in giving employees necessary information related to work and that they mismanage tasks. F from Othaim reported:

> *There is no good cooperation on the part of foreign managers. Cooperation on their part depends on their interests.*

A from Panda commented:

> *I have had problems with foreign employees. They did not accept Saudis. During the period of learning the essentials of the work expatriate employees or direct management offer no great cooperation. They do not give you complete information.*

He added:

> *Arab managers give orders haphazardly, but non-Arab managers are sometimes afraid to give orders in such a manner.*

Saudi employees are sometimes used as a facade when dealing with government authorities. F from Panda reported:

> *One of the problems with foreign managers is that they treat Saudi employees as unqualified and when dealing with government authorities Saudis are used as facades.*

S from Panda stated:

> *Saudi managers are most often tasked with work in the evening in order to deal with the Saudi public.*

O from Panda maintained that one of the most important causes of job abandonment or leaving work is in the first place attributable to bad treatment on the part of the managers of divisions and branches. He stated:

> *I think that the major cause of job abandonment is the dealing of the direct manager with the employee, whether the manager is Saudi or non-Saudi, the Saudi manager being better as he understands the Saudi employee better.*

Another major problem appears when most of the established employees are non-Saudi and are of one nationality, in which case they may unite in controlling the business and may cover up for one another, which was confirmed by S from Panda.

Another problem is that there is a strong tendency to employ non-Saudi managers in upper positions because of their extensive experience, but most of these mangers do not remain in the job and, when they go, this causes a lot of confusion. Q from Othaim stated:

> *When the upper management is changed, the management method is changed and this causes branch managers much confusion.*

SH from Othaim observed:

> *A non-Saudi manager was appointed. He brought his team of employees with him but when he left the company for another his team of employees went away with him. There are differences in the policies of managers. A new manager adopts a new policy and this causes confusion to branch managers and employees in general.*

Many of the above views have confirmed that there is bad dealing on the part of the direct management. However, there are some who had not been confronted by any annoying or negative dealings. For example, Q from Othaim reported:

> *My direct manager was from an Arab country and he was favourably harmonious with me and I did not encounter any problem or nuisance in interaction with foreign employees.*

Promotion system

One of the most serious problems in these companies is that there is no clear-cut system for salaries or promotions. Therefore, promotions are left to the discretion of the direct manager and sometimes a Saudi is promoted to a higher position without gaining adequate qualifications. M from Panda commented:

> *There is no clear-cut system for promotions. The non-Saudi manager did not promote me.*

W from Panda asserted:

> *Nomination for promotion is always initiated by the direct management. And when I got a promotion to a branch manager I was assigned to the management of a branch with a very poor revenue and with a lot of problems and I was required to achieve certain sales, which was a great challenge that I had to cope with. Moreover, foreign managers sometimes assign Saudi managers with no training courses so that they may fail and so they tell the top management that Saudis are not good for administrative positions.*

B from Othaim reported:

> *The direct manager is the one who decides who deserves promotion and therefore he nominates non-Saudis for courses that prepare them for upper positions, not heeding Saudis.*

A from Othaim stated:

> *The non-Saudi manager is dominant. He appoints his relatives and promotes them. The focus is on the non-Saudi who is preferred to the Saudi.*

Personal relations are also a factor in determining salaries and promotions. H from Othaim observed:

> *There is injustice in determining salaries and promotions. Favouritism, not experience, is taken into consideration. Some employees were appointed after me, yet they receive a higher salary than I do. Work policies are drafted but not implemented.*

F from Panda asserted:

> *We demand justice and equity in salaries and promotions.*

T from Othaim confirmed this notion, stating:

A new employee has a career ladder whereas an old employee doesn't have a career ladder. The human resources manager in the company says that if an employee wants to be included in the new system for salaries and promotions (the one applied to new employees), he has to resign and get reemployed. In short there is no cooperation on the part of human resources and no specified policy. In fact I resigned and submitted a new application for re-employment in order to have my salary raised.

Some individuals in the sample, however, were of a different opinion. S from Panda stated:

There is no favouritism as regards promotion. Promotion is obtained through hard work.

5.7.2.6 Question 6: What are the benefits that you gained from working in the shop market? Regarding learning work culture (discipline, commitment to work and self-reliance) and practice, what is taught, in addition to gaining experience in setting up a private Business?

Learning the basics of work culture and self-reliance

All individuals in the sample confirmed the role of engaging in work in the shop market in learning the basics of work culture, such as discipline, commitment to work and self-reliance.

A from Panda stated:

The percentage of young people's discipline in work is 70%.

M from Othaim had the following opinion:

There will be discipline if someone is taking notice of them. This generally helps them to be disciplined in work and in personal life.

A from Panda stated:

My work has contributed to my self-reliance and appreciation of my salary value because I exert a great effort in obtaining it.

KH from Othaim related:

Training and work have helped me in assuming responsibility and in achieving self-reliance.

At the personal level, self-reliance is one of the benefits of working in the shop market. M from Panda reported:

> *My work in the shop market has helped me in the management of time and gaining personal relationships.*

F from Panda stated:

> *It has helped me in controlling my life and household affairs—in the decision-making process. As a personal benefit I have learned to be patient.*

Income

One benefit emphasized by most of the sample individuals is a good income. This indicates that the salaries in these companies and government financial support have been effective in causing young people to remain in a job. A from Panda reported:

> *I benefited from a good income. Even if I had joined the military sector for 10 years, I wouldn't have attained my current salary. In the private sector development goes on. Promotions in the shop market are better than those in the military and government sectors.*

Practical application of training courses, learning skills and gaining experience in setting up a private Business

One of the most important benefits of work is the practical application of what is learned on courses, especially the learning and application of English in work. O from Othaim stated:

> *In work we deal with various non-Arabic-speaking nationalities, some of whom are employees and others are customers.*

S from Panda reported:

> *I graduated from university majoring in English Language and my work helped me apply what I learned at university and on the courses.*

Everyone asserted the advantage of the practical application of knowledge learned on courses. M from Panda stated:

> *At university I attended courses on punctuality and intelligence and I applied that in my work.*

L from Panda observed:

> *I have benefited from the practical application of knowledge learned on courses...I have been awarded a number of diplomas and now I am studying English.*

Acquisition of experience, opening of opportunities for a better job and the establishment of a private enterprise or business

Most of the individuals in the sample confirmed that their work over the previous years has offered them greater opportunities as well as the experience they have gained from it and that there are ideas for starting private businesses. M from Panda stated:

> *I gained experience in managing freelance work. I can now have a private business.*

A from Panda reported:

> *My work here has afforded me greater work opportunities.*

S from Othaim observed:

> *This work has extended to me opportunities for jobs thanks to relations with people. Now I know the secrets of commercial business, I have a car that I use in distributing goods to stores. My relationships and the experience I gained through my work for the company have helped me in performing this work.*

Benefits gained in the practical field as stressed by all individuals in the sample include dealing with people, tolerance of pressure, practical experience and skills. A from Panda commented:

> *I learned to face people, tolerate pressures and face up to difficulties...a lot of problems create experience.*

M from Othaim stated:

> *I gained confidence and learned how to deal well with people. My work helped me rely on myself and gave me experience.*

S from Panda commented:

> *Now I know how to arrange products...training gave me experience...I benefited from all the categories of society in learning how to deal nicely with people. I know how the rich and the poor buy.*

M from Othaim stated:

I have learned how to manage sales, operations, management and dealing with employees.

Potential for working and studying at university or school at the same time

Most of the sample individuals pointed to the potential for work and study (state education) at the same time. Some individuals in the sample stated that the policy of the top management in the companies where they work gives directions for considering the circumstances of employees who pursue study at university or school, which is, incidentally, a means of attracting young people. S from Panda stated:

One can work and study through coordination with the top management.

However, direct managers, as put by the sample individuals, are sometimes uncooperative with regard to the observance of such employees' circumstances. A from Panda reported:

Not all direct managers are cooperative as regards taking into consideration the circumstances of the employees who pursue study in terms of decreasing working hours for them or giving them leave for examinations.

M from Othaim stated:

It is possible to work and study at the same time, but there is no cooperation in the private sector.

However, one can bring harmony to bear between work and study. S from Panda stated that he is now pursuing study at secondary school in the evening and working during the day.

Some sample individuals pointed out the possibility of learning and studying at the same time if not for the long working hours and work pressure that make it difficult to join work with study.

Although all the sample individuals stated that there are benefits gained from working in the market, one sample individual, T from Othaim, commented:

> *There are no benefits gained from working in the shop market.*

5.7.2.7 Question 5: What are the reasons for remaining in the job?

One of the key objectives of focus groups was to determine why young people keep working for years until they attain the position of branch manager, especially as conditions in the past, in terms of the salaries given and society's attitude, were much worse than now, as mentioned in previous studies. From the sessions with the sample individuals, it was apparent that their service ranged from 5 to 13 years and for most of them exceeded seven years. Reasons for their continuing working for such a long time are as follows.

Marital status

Various reasons were given for remaining in the job but there was agreement about them among the sample individuals. The most important reason cited was marital status, as married employees or employees with dependants are more likely to remain in a job than unmarried employees. It was clear that company managements know this very well. M from Panda pointed out that one of the interview questions asked of those applying for employment is about marital status and whether or not the applicant has dependants. F from Panda stated:

> *At first, I suffered because I was responsible for my family and my brothers. I was studying at university and working as a security person. I attained my current position by virtue of perseverance and because the circumstances dictated that I work hard and tolerate.*

M from Othaim stated:

> *The fact that I am a married person obliged me to remain in the job.*

A from Panda and M from Othaim maintained that only married persons and ones with family commitments remain in the job, in addition to those with no nationality because the job opportunities open to them are limited.

Rapid promotion and salary increases

Among the reasons stressed by sample are rapid promotion and salary increase. H from Panda stated:

> *The fact that I remained in the job is because of the promotion system. The good promotion system adopted by the company was a reason why I endured. At first I said to myself if I do not get promoted within one year, I will seek another job. Promotions here are based on effort and hard work.*

A from Panda reported:

> *I remained in the job in the shop market because of the advantages offered such as rapid promotion and salary increase. Within one year I was promoted from a bagging worker* [putting purchased goods in bags for customers] *to chief accountant...but most young people look for a salary, not for a good future.*

Scarcity of job opportunities

Moreover, among the key reasons for remaining in a job as pointed out by the sample individuals was the scarcity of the jobs at that time, for then it was hard to obtain work. A from Panda commented:

> *In the past, job opportunities were very limited.*

KH from Othaim asserted:

> *Jobs at that time were obtained through favouritism and personal relations...There was no genuine Saudization as the case is now.*

Salaries at that time were good for the level of living

Living requirements at that time were not costly. They suited the salary amount. T from Othaim recalled:

> *My salary 10 years back was only 1,500 Saudi riyals, but it was sufficient for my requirements.*

SH from Othaim supported this:

> *The salaries were not large at that time, but then the cost of living was not high.*

Acquisition of experience and the good quality of the training given

S from Panda commented:

> *I remained in the job for the purpose of gaining experience instead of wasting time moving between companies to no avail.*

H from Othaim stated that he remained in the same work because of the good training courses presented, which were of great benefit.

The role of guidance

An important matter referred to by some people in the sample is the role of guidance and counselling given to young employees. A and S from Panda pointed out how guidance influenced their remaining in the job. A from Panda stated:

> *There was no support or guidance to the right path at that time. But my direct manager was a Saudi employee who used to help and guide me.*

S from Panda also stated:

> *Before, I was hesitant about quitting work, but the advice of my direct Saudi manager caused me to endure. He always used to advise me to endure saying that this work has a bright future and that the salary will increase with time. He advised me to remain in the company to the end and not to go to another company and start a new job. There were other jobs available to me in other companies but leaving the shop market and starting new work was a risk.*

M from Othaim was a university student who worked while he studied. He observed:

> *Some Saudis are active and dynamic but they lack good guidance.*

Ambition

Another reason that kept young people in their jobs was ambition and aspiration for a better position, hence they demonstrated perseverance and hard work. F from Panda commented:

> *I am ambitious, I seek to hold the highest position. I was appointed in a government job but I quit that work because there is a better future in the market.*

Some young people lack ambition for change. A from Panda reported:

> *When I was first employed I and 40 other Saudi youths were given training. Only I completed the training and therefore I was nominated for the position of manager. To me ambition and attainment of the highest position matters, no matter what the salary is.*

KH from Othaim added:

> *It is my ambition that caused me to endure, in addition to the benefits I received from the company which are open to Saudis.*

The problem with some Saudi young people is that they seek promotion and a high salary in a short time and they refuse development. A from Panda stated:

> *The top management of the company decided at the end of 2011 to have half of the supervisors of Saudi nationality, but some young people have no ambition to function as a supervisor and hence they refuse change and prefer to remain as accountants, for example. This is because those nominated to a higher position or to the position of supervisor may be required to perform additional work and hence those who lack ambition prefer not to add to their responsibilities, to change the nature of their work or to have to do other tasks such as loading or unloading and the reason is that these employees are young and are not aware of responsibility.*

5.8 Summary

This chapter presented the results of the preliminary analysis, including the conditions necessary to conduct the multivariate analysis techniques employed in this study: descriptive analysis, exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and

structural equation modelling (SEM). Preliminary analysis has shown the necessary conditions to run EFA, CFA, and SEM, i.e., conditions regarding the sample size, missing data, outliers and normality were met. The EFA results were reliable for four main factors of this study: factors of reluctance among Saudi young people to work, government support, willingness of Saudi workers to continue in work, and potential benefits of working in the retail sector. The results of the CFA will contribute to the literature not only in terms of the reliable and valid measures of the model, but also by confirming that the impact of government support has led to potential benefits of working in the retail sector. In addition, SEM was used to investigate the indirect causal impact of government support on the willingness of Saudi workers to continue in work and the potential benefits of working in the retail sector.

The results of the SEM provide evidence that financial support has a positive direct impact on salary; Saudization has a negative impact on the domination of expats; training has a positive impact on Saudization and a negative impact on culture; salary has a positive impact on the willingness of Saudi workers to continue in work; while the domination of expats and culture has a negative impact on the willingness of Saudi workers to continue in work.

This chapter also used two focus group interviews with 12 branch managers (one group containing six branch managers from Panda and the other six branch managers from Othaim). The outcomes confirmed the results of the model (in relation to the impact of the variables on each other) as well as revealing other variables that have an impact on Saudi workers in work. Finally, this chapter discussed the factors that caused Saudi branch managers to continue in work for a number of years.

6 Chapter six: Discussion

6.1 Introduction

The most important reasons for choosing this study are to test the success of government support (Saudization, training and financial support) from the perspectives of Saudi workers in the retail sector and branch managers. After reviewing the related literature, it can be seen that there are factors that cause Saudi young people to feel reluctant towards working in vocational and lower-skilled jobs, in addition to a low level of willingness to continue in work and gain from the potential benefits of working in the retail sector. Therefore, the aim of this study is to assess the relationships between the variables as well as the direct and indirect effects in respect to a sample of Saudi workers in the retail sector. This study uses structural equation modelling (SEM) to test and develop a theory. The researcher used a triangulation technique of interviews with branch managers (focus group) and open-ended questions to answer research questions and support the results of the model. In this chapter, there will be a discussion regarding each item, its degree of factor loading and support for it from the comments of those in the sample and the literature. Then, the study hypotheses will be illustrated along with the results of the assessment of the relationships between the variables. Finally, there will be discussion regarding the reasons for branch managers having continued in this type of work for a number of years.

6.2 Factors of reluctance of young people to work in vocational and lower-skilled jobs (retail sector),

Previous studies have mentioned different factors involved in the reluctance among young people towards working in vocational and lower-skilled jobs. For example, a negative perception with regard to manual or lower-skilled jobs has appeared because they are associated with cheap foreign labour and have the lowest level of social status, as well as low

wages, fewer holidays, long working hours and less prestige (Al Gofeely, 1981; Mellahi, 2000; Madhi & Barrientos, 2003; King Abdulaziz University, 2009; College of Business Administration, King Faisal University, 2012). This negative perception also extends to parents, as the literature review revealed that parents persuade their children to enroll in university education more often than vocational or technical courses to gain a high social position in the private sector (Rumaih, 2001; Al-Romi, 2003; Hammad, 2005). Expatriates' dominance can also be considered one of the important factors in the reluctance of Saudi young people to work in the retail sector, as a study conducted by King Abdulaziz University (2009) found that one of the reasons for Saudi young people feeling reluctant to work in a private sector organization is the continuation of the private sector to recruit cheap labour (perceived by 72% of the sample), alongside the preference of the private sector in employing more foreign workers than Saudis (71%).

Al-Qusiby, the former labor minister (2005) mentions that because of the domination of expats and their monopoly of roles, especially management positions where they are responsible for employment, it has become difficult for citizens to find jobs. Therefore, this increases the unemployment rate among Saudis (Madhi & Barrientos, 2003). According to previous studies, harassment is also caused by expats in relation to Saudi workers, which causes the latter to leave work (Human Resources Development Fund, 2006).

This study focused on the most common factors to assess their effect on the willingness of Saudi young people to continue in work or their satisfaction with regard to work in the retail sector. The factors contributing to reluctance are as follows: 1. expatriates' dominance, 2. salaries, 3. culture and 4. lack of cooperation from private sector organizations.

Once the exploratory factor analysis (EFA) had been conducted for the answers to the questions in the questionnaire, the results revealed only three factors: 1. expatriates'

dominance, 2. salaries and 3. culture. This might be because the lack of cooperation from private sector organizations is involved in salaries and expatriates' dominance.

Salaries or wages

Salary or wage was considered an essential factor of the low willingness and reluctance of Saudi young people to work in vocational and lower-skilled jobs, the assumption being that if salary increased through financial support, continuity in work would also increase. Most previous studies considered salary to be the most important factor in causing Saudi young people to feel reluctant regarding working in vocational and lower-skilled jobs (Alnafisah, 2008; Alaqi, 1984; Al Harbi's, 2003; HRDF, 2006).

A survey by the Saudi Chamber of Commerce (1998) found that Saudis are not attracted by the weak salaries and wages on offer, especially in small companies. Other studies have stated that manual occupations were preferred by only 10% of the sample, with low income as the single main reason (al-Gofeely, 1981; Mellahi, 2000). In addition, focus groups have confirmed that salary was the most important factor, influencing satisfaction and continuity in work.

In the questionnaire for this study, salary was measured using three items, which were extracted from the literature review and from observations made when the researcher worked in a shop market. The item Sall (*Salaries are not commensurate with the pressure and volume of work in the private sector*) is the most important factor explaining salaries, as it is very highly correlated with salary. The path estimation value is 91, which means that if Saudi workers in a shop market think that their salaries are less than warranted by the pressure and volume of work, the salary is considered too low or not enough. Through the focus groups, it

was noticed that the branch managers believed that the amount and the pressures of work are greater than the salary.

F from Othaim stated:

> *The tasks I am charged with constitute much work that is more than the salary I receive.*

The managers therefore demand to have a salary at the same level as their work. Some of the branch managers did not comment upon salary, but some expressed satisfaction with the work and the desire to continue in their job.

Most of the branch managers confirmed that the existence of an increase in salary contributed to increased willingness with regard to the continuity and satisfaction of Saudi employees and, therefore, financial support from the government that would increase the salary would have an indirect and positive effect on the willingness of Saudi workers to continue in work (satisfaction), which was supported by the results of the SEM.

W from Panda stated:

> *Salaries have started to increase, especially for long employed employees and this has contributed to their satisfaction and willingness to remain in employment.*

It was also found that the degree of satisfaction regarding increased salaries was different among members of the sample, which suggests that there are different systems between organizations for raising salaries and awarding promotion.

According to the answers to the open-ended question in the questionnaire – "How can young people be attracted to work in the retail sector?" – Saudi workers mentioned that salary is the most important factor, which was referred to as a major cause of low continuity or satisfaction in work. Not only is the issue related to salary, but there is also a lack of a clear system of promotion and reward that places young workers in a state of frustration, despair and having the desire to leave work. The branch managers also confirmed this issue.

Many young people commented in their answer to the open-ended question that the effort and hours of work sometimes reach nine or ten hours a day, which means that this is much greater than the salary given and is confirmation of what was stated by the branch managers. The mean income of Saudis is SAR 3,500 per month. The most significant aspect is that some Saudi workers in shop markets need to rely on being able to help their whole family financially, including their parents and brothers. Therefore, the salary would not be enough.

Mowday (1996) states the importance of equivalence between the effort of work and the salary as an important part of motivation. Dornyei and Ushioda (2011) confirm that individuals expect that when they are successful in the work that is assigned to them, they will be given revenue that is equivalent to their success in performance.

In fact, an average salary of SAR 3,500 per month is not particularly low, especially where there is an increase in salary as mentioned by some branch manager. Most Saudi workers are aged 18–23; most of them are so young and do not yet have responsibilities. However, some of them have a wife and children and in that case the salary might not be sufficient. However, since this issue was confirmed by some branch managers, it indicates that this is a reality and confirmation that the item Sal1 (*Salaries are not commensurate with the pressure and volume of work in the private sector*) is the most important factor in the salary construct.

Items Sal2 (*Saudi salaries are the same or close to expatriate salaries in the private sector*) and Sal3 (*Salaries do not meet the requirements of life in Saudi Arabia in the private sector*) are still highly correlated to salary but less so than the first item and are also closely related to each other, where the path estimation value for items Sal2 and Sal3 are 78 and 76, respectively. It can be explained why they are related to each other, as it is known from the literature review that the private sector prefers to employ poor expats rather than Saudis to pay the former a lower salary, especially for these kinds of jobs (Chamber of Commerce and

Industry, 1992; Alnafisah, 2008; King Abdulaziz University, 2009; Al-Humaid, 2009) and, therefore, Saudi workers have the perception that they will be given the same salaries as expats who work in the shop market. In this case, the salary will be low and does not meet the requirements of life. Therefore, salary is considered the most important factor in attracting young people to work and continuing in work as results of SEM proved that impact of financial support and salary are the strongest.

Culture: the perception of Saudis towards working in lower-skilled jobs – the retail sector

According to previous studies, one of the most important reasons for the reluctance of young people to work in manual and vocational jobs is the perception of inferiority regarding these types of work. Saudis tend to have a negative view of lower-skilled and vocational work, despite the large number of these jobs available. Madhi and Barrientos (2003) found that the willingness of young people to work in manual and vocational jobs was 20%, while 74% preferred to work in a high position, and 64% sought jobs that have high social status. Another study carried out by al-Gofeely (1981) describes degrees of career preference among Saudi young people. The results indicate that office occupations were preferred by 49% and manual occupations by only 10% because of the low social status (al-Gofeely, 1981). The study by King Abdulaziz University (2009) also states that one of the reasons for Saudi young people feeling reluctant is the low social status of this type of work.

However, although a negative perception among Saudi young people towards working in the shop market exists, some of the branch managers stated that this had significantly decreased from the situation in the past because some parents are now pushing or encouraging their sons to work in the shop market. Some members of the sample explained that the shame regarding such work depended on the type of job; for example, the function of stacking shelves was not like working in accounting.

In the questionnaire, culture was measured by five items which had been extracted from the literature review and from observations made when the researcher worked in the shop market. According to the data results, item Cult1 (*I feel embarrassed of this work in front of friends and family because of the perception of the inferiority of this work*) is the most important factor in determining culture (the perception of Saudi young people working in the retail sector or shop market) and correlated strongly, since the path estimate is 0.87 and the R-square is 0.76. This factor suggests that if Saudi workers feel embarrassed with regard to this work in front of friends and family because they think that this work is inferior, it might cause them to leave their job. Embarrassment regarding work in front of family and friends was confirmed by the focus groups, as well as shyness not only being felt when they are seen at work; some Saudi young people are embarrassed to wear the t-shirt and trousers which are a work uniform in front of people, especially their family, and they prefer to dress in formal Saudi attire (*thobes*). W from Panda reported:

> *Some young people come to work in Saudi clothes and put on uniforms for work in the shop market for fear of being seen by a member of their family in trousers and a shirt.*

This certainly indicates an unwillingness among Saudi young people to work in a shirt and trousers. This confirms the concept of an association of this work with cheap labour or poor expats that still exists in the minds of some Saudi young people and their families.

Cult2 (*I feel embarrassed by this work because this work belongs to cheap labour*) is next in importance in correlation to culture, since the path estimate is 0.80. If Saudi workers think that these jobs only belong to low-paid expats and this causes them embarrassment as a result, it might decrease the satisfaction or continuity of Saudi workers in work. This item is linked to Cult1, as some of the Saudi workers did not want to be seen wearing a work uniform as this is associated with cheap labour. The focus groups revealed that the most influential aspect is the negative perception of society towards people who work in lower-skilled jobs

and its association with the perception of cheap labour, as this has created contempt for expatriate workers and their abuse either verbally or physically by some customers. Therefore, when Saudis work in this type of job, they face the same problems that expats experience, which was confirmed by the results of the focus groups and the open-ended question. Saudi young people can also be taunted by some customers or friends who liken them to cheap labour, which also confirms the existence of an attitude of contempt towards workers in these jobs from some members of society.

M from Othaim stated:

> *I used to be met by my friends with mocking because of my work, but this would not prevent me from remaining on the job in my work.*

This might explain the reason for the unwillingness of Saudi workers to wear a work uniform (shirt and trousers) because both they and some of the customers think that it belongs to cheap labour, and, consequently, they might feel hurt.

It is clear that Cult1 and Cult2 are related to each other in estimate. This confirms a relation between a perception of inferiority to such work and low-paid expats. Mellahi (2000) found that the bad perception towards lower-skilled jobs emerged because they are associated with low-paid expats (cheap labour) and have the lowest level of social status.

The third important item and one highly correlated to culture is Cult4 (*This work is not commensurate with the customs and traditions of Saudi society*), since the path estimate is 83. This is also still rather close to the first two items, as if Saudi workers or their parents regard this work as only linked to cheap labour and low social status, they will not accept it, as Rumaih (2001), Al-Romi (2003) and Hammad (2005) state that parents push their sons to achieve a high level of education such as that of university to gain high social position. Huczynski and Buchanan (2001) point to the importance of social influence on motivation and that it is considered one of the factors in achieving the best performance. Al-Sariah (2001)

found that the social prestige of a job causes young people from childhood to look forward to work that is characterized by a good reputation for earning social respect from others in the light of social values.

The factors with the lowest interrelation to culture are Cult3 (*Customers prefer dealing with expatriates rather than Saudis*) and Cult5 (*It is usually perceived that those who do this type of work have been unsuccessful in their studies*), since the path estimates are 76 and 78, respectively. These factors are related to each other as they focus exactly on the perception of customers towards Saudis working in the retail sector or shop market, as these items reflect or confirm the other items mentioned above. If parents focus only on enrolling their children in university to obtain high positions, they will consequently regard Saudi staff who work in the retail sector as having been unsuccessful in their studies and not reliable to deal with, as they will not take the job seriously because this type of work does not belong to Saudis. Al-Hamid (2009) reports that the positive work values and productivity of Saudi workers decrease when they do not find a job in the government sector, which they see as a form of social security. They might find themselves forced to work in the private sector and feel the culture of shame and the perception of inferiority for some work-related choices. The focus groups stated that some customers have a decline of confidence when dealing with Saudi workers and doubt their knowledge and capability in knowing the advantages or characteristics of some products in the shop market, especially electronic and technical devices. Therefore, they prefer to deal with foreign workers when wanting to be informed about devices or products because customers think expats have greater knowledge of such matters than Saudis. For example, S from Panda reported:

> *90% of the customers trust Saudi employees, but when the matter is related to electronics customers show more confidence in expatriate employees than in Saudi employees.*

Through the open-ended question, the youths interviewed also stated that low confidence in Saudi employees is an important element affecting low continuity in work and satisfaction. They felt strongly that society should be more encouraging and appreciative and so instil confidence in Saudis to boost their morale at work and help deliver the message that Saudis are no less efficient than non-Saudi workers. They also felt that banks should give them the confidence to apply for personal finance.

The above confirms that there is a perception within society that Saudis who work in the shop market originally failed or were unsuccessful in their studies and were then forced to work in that environment. Therefore, some customers have no expectation that Saudi workers are able to provide technical information about electronic devices. Q from Panda stated:

> *The customer could even complain about Saudi workers for any simple mistake but does not complain about foreign workers.*

Hence, there must be an awareness about the efficiency of Saudi workers in the shop market or any lower-skilled roles in Saudi society, as this is important in addition to society being aware that they should not have contempt for those who work in such jobs, whether they are from Saudi Arabia or from abroad, because this might make Saudi workers leave.

However, as those in the sample mentioned, there is still a positive perception towards Saudi young people who work in the shop market from most members of society and Saudis are supported and encouraged to work in this environment.

Therefore, customers absolutely have a major role in instilling or damaging confidence in Saudi workers. For example, when the researcher worked in the shop market, he was asked by someone which tribe he belonged to; the person who asked him then told him that this work was only suited to poor expats.

The overall results indicate that the problem of culture still exists but has improved a great deal in society, although there is a large expectation that this proportion is much higher among the unemployed. The higher the negative outlook regarding this work, the greater the negative effect on continuity and satisfaction in work. Improved culture could be caused by training, as one of the tasks of training is to correct misconceptions about work. The SEM demonstrated that training has a negative effect on culture.

The domination of expatriates regarding jobs

The increase in oil prices has led to a strong revival in the Saudi economy, which has in turn led to expansion of the labour market and the creation of new job opportunities. For this reason the government hired a number of expatriates to work in the Saudi market (Al-Hamid, 2005). The major problem in the Saudi market has been the increase in the unemployment rate among Saudis due to the high number of expatriates (Madhi & Barrientos, 2003).

In the questionnaire, six items were selected from the previous literature and from observations when the researcher worked in the shop market to measure the domination of expatriates regarding jobs. The results of the analysis found that item LAC1 (*There are no job opportunities for Saudis because of the dominance of expatriates in the job market*), LAC2 (*The difficulty in finding work is because most markets are managed by expatriates*), LAC6 (*The private sector prefers expatriates to Saudi workers*) and LAC4 (*The private sector does not give work opportunities to Saudis*) correlate the most with the domination of expatriates regarding jobs, since the path estimates are 0.83, 0.80, 0.84 and 0.81, respectively. These items explain exactly the lack of cooperation of the private sector in employment and its preference for employing non-Saudis, as confirmed by the Chamber of Commerce (1992), Alnafisah (2008), King Abdulaziz University (2009) and Al-Hamaid (2009). Recent statistics

indicate a low participation rate of Saudis in the retail sector, since this reached only 13% (Ministry of Labour, 2009).

However, these items are closely related to each other, as they assess the dominance of expatriates in the job market and previous studies affirm that more than 80% of the retail sector is dominated by expats in the absence of control from the government (King Abdulaziz University, 2009; Riyadh newspaper, 2011). The domination of expatriates is not only related to increasing unemployment, but they can even cause it by harassing Saudi workers until they leave a job, behaviour which mostly occurs from direct managers at work when they are non-Saudis, according to field studies conducted by the Human Resources Development Fund (2006) and King Abdulaziz University (2009).

Some Saudi sellers who work in their private shops in the retail sector report daily harassment from expatriates as their shops are registered under Saudi names but managed and owned by non-Saudis (King Abdulaziz University, 2009; Riyadh newspaper, 2011). The Al-Arabiya channel and the *Saudi Economic Journal* (2011) have reported an admission from the Minister of Labour that foreign workers monopolize SMEs. Expats can monopolize SMEs because of the assistance of citizens when they cover up for them regularly in return for money (Al-Hamid, 2005; Al Hudeethy, 2006; Al-Suwailem, 2010; General Administration to combat cover up of trade, 2012).

Item LAC3 (*There is an alliance between expatriates which makes them cover up for each other*) also highly correlated and is very important, as the path estimate for the item is 0.80. As the numbers of expats from the same nationality increase, this creates alliances between them and they then cover up for each other (General Administration to combat cover up of trade, 2012). An alliance between expats in controlling jobs in organizations causes harassment for anyone who comes between them at work, especially if the managerial

positions are dominated by expats, as confirmed in the focus groups. Consequently, most of the sample saw mistreatment by the direct manager as the most important reason for Saudis leaving work.

The focus groups revealed that there was a negative impact from foreign workers, especially from direct administration. Most of the sample had suffered from harassment from their direct manager. This harassment can be expressed in a few points, such as a lack of respect and appreciation, as a study by the Human Resources Development Fund (2006) states that lack of moral incentives also causes greater turnover, as well as Saudis not being provided with full information regarding their work to keep the employee referring to direct manager always and treating them badly in general. Also, Saudi always is used for interface when dealing with government agencies.

The most negative aspect in this regard is that there is no clear system or process for promotion. It is based instead on the mood of the direct manager and he has the authority to promote whomever he wishes. This might cause injustice between workers, especially if most of the expats in an organization are of only one nationality. A from Othaim had the following opinion:

> *The non-Saudi manager is dominant. He appoints his relatives and promotes them. The focus is on the non-Saudi who is preferred to the Saudi.*

One of the sample members mentioned that some direct managers promote Saudis to a higher position but without giving them the required training to cause them to fail in front of top management, and this is the sort of harassment faced by Saudi workers.

The lack of a clear procedure for promotion causes systems of promotion and salary increases to be based on favouritism and personal relationships rather than the level of functionality or efficiency and, therefore, this creates animosity between staff, laziness, lethargy, and the loss

for the owners of efficiency and talent. Employees will not continue to work if they see that there are people who are less efficient and show a lower level of performance at work receiving higher salaries or promotion. SH from Al Othim stated:

> *I know people are employed after me but they receive a salary that is more than mine…we claim justice and equality in salaries and promotions between staff.*

Therefore, this element is associated with Equity theory that assumed that if an employee feels that his colleagues are being rewarded and he/she is not, injustice is felt which means that there is no motivation to work (Huczynski and Buchanan, 2007). As a result, this will lead to low continuity and satisfaction among Saudi workers.

Perhaps the most surprising aspect heard from the interviewees was that Othem had recently created a system for promotion which only applied to new employees. This action can be interpreted as the opportunities for further promotion for people who have reached the position of branch manager being weak and this causes them to seek another job. Therefore, clear promotion must be taken into consideration, as it is very important for the determination of continuity of Saudi workers in work. Regarding the answer to the open-ended question, the Saudi workers stated that the private sector prefers to employ expatriate workers and that they have advantages in relation to salary increases, promotions, allowances and insurance.

Item LAC5 (*The private sector does not take into account the social status of Saudis*) has the lowest correlation with the dominance of expatriates as the path estimate is 0.67. However, this factor is on a very important scale because expats, especially those who work in lower-skilled jobs, do not have relations or family occasions, so most of them do not mind spending the whole day in work. However, Saudi culture is different. Therefore, if Saudi workers think that the private sector does not take their social status into account, they might leave their job. This was also confirmed by the branch managers, as they stated that direct managers can

make staff leave a job because of a lack of cooperation with Saudis regarding social conditions, as confirmed in the previous study by King Abdulaziz University (2009).

It is worth mentioning that some of the sample members reported that most of the foreign managers who achieve high positions in a company do not continue for long and this causes difficulties for the organization. Thus, there is a tendency among senior management to promote Saudis to high positions. This would seem to be another explanation for why companies provide motivational training courses for those whom they expect to continue in work, as well as using different methods of attracting citizens to stay. As A from Panda mentioned,

> *The company planned to have Saudis in all its supervisor posts by 2011, but some Saudis do not want to become supervisors because this would increase their responsibilities*

This action from top management indicates that it realizes very well the influence of direct managers on Saudi workers.

However, domination of expats affect negatively willingness of Saudi workers to continue in work as results of the SEM indicated.

6.3 Government support

Saudization

The first and main reason for applying Saudization was to reduce the dependence of private sector companies on recruiting expatriate workers by forcing them to employ Saudis. It is, therefore, considered to be a strong support for Saudi young people to work in private organizations (King Abdulaziz University, 2009; Ministry of Labour, 2009). Saudization is

the government's strategy for the reform of the gross imbalance in the labour market due to the increase of foreign workers (Bo Hlakip, 2002; Ministry of Labour, 2009).

Saudization was measured in the questionnaire by three items that had been extracted from the literature review and from observations made when the researcher worked in the shop market. Items Saudi1 (*Saudization has contributed to increasing the number of Saudis in the labour market*) and Saudi3 (*Saudization has reduced the domination of expatriates in the labour market*) are highly correlated with Saudization, since the path estimate values are 86 and 87, respectively. These items are closely related to each other as they explain the method of applying Saudization in the gradual replacement of foreign workers with Saudis (Bo Hlakip, 2002; Ministry of Labour, 2009). Therefore, the items were intended to assess whether Saudi workers think Saudization has contributed to increasing the number of Saudis in the labour market, or Saudization has reduced the domination of expatriates in the labour market and will then increase the number of Saudis. Item Saudi2 (*Saudization has reduced the adoption in the private sector of foreign workers*) is also correlated to Saudization as the path estimate value is 0.75. This item expresses a reduction in the dependence of private sector companies on recruiting expats, which is the main aim of government support (Ministry of Labour, 2009; Research Centre at King Abdulaziz University, 2009).

The answers to the open-ended question indicated that most of the Saudi workers in the sample confirmed the effectiveness of Saudization in the shop market. However, it was felt that it needed to intensify advertising in schools and universities to let young people know of job opportunities, due to job postings always being limited to newspapers or recruitment centres and young people see that this is not enough.

The content of the focus groups illustrated that Saudization has had a significant role in increasing the number of Saudis in private sector companies and in reducing foreign labour

and unemployment, especially in accounting jobs, because these positions are sought after more as they are characterized by monthly rewards added to the salary.

M from Othem had the opinion that

> *Saudization has contributed to the reduction of unemployment and expatriate labour in accounting jobs and other low positions, but there is no genuine Saudization at the level of managers.*

Through experience gained by the researcher and his work in the shop market for one of the largest companies operating in the retail sector, he noticed that most companies that operate in the sector in particular employ everyone who wants to work without conditions or complex procedures. Despite companies such as Othaim having achieved high rates of Saudization, there is a large percentage of employees who do not continue in work. However, this does not stop companies employing Saudis. This may be due to the loyalty of these companies to the country and the importance of employing citizens but may also be for other reasons, such as the desire of these companies to expand their activities, as stated by one of the branch managers. In this case, they will need to bring in more expats and, therefore, to be able to do this they are bound to raise the rates of Saudization to persuade the government to allow them to bring in more foreign workers, as stated by some members of the sample. For example, T from Othaim expressed the opinion that

> *Saudization is applied for the mere purpose of increasing expatriate labour because the labour system allows companies with a high percentage of Saudization to recruit more expatriate labour.*

The reason why Saudization is not really effective is the low willingness of some Saudi staff to continue in work due to lack of salary and the immaturity of the workers themselves, or the relying on their family, which leads to a lack of commitment to work and has been confirmed by Alaqi (1984), Mellahi (2000), the Human Resources Development Fund (2006), Alnafisah (2008) and Al-Hamaid (2009). The government is not only forcing the application of Saudization, it is also setting recommendations for the private sector to retain employees by

attracting them and the rehabilitation of graduates (Research Centre, King Abdulaziz University, 2009). The branch managers in this study confirmed that their companies do their best to retain Saudi workers by all means of attraction. A from Panda reported that

> *One of the methods of attraction is giving two days off, annual salary increases, housing allowance, transportation and rewards for the ideal employee.*

There are also special courses offered to hard-working employees who are nominated for a position or promotion, especially those who are expected to remain in the job. Private organizations are keen to attract Saudis to stay in work to reduce the cost of turnover as every Saudi employee costs an organization a lot of money, especially as most Saudis leave a job without giving any notice, in addition to the cost of training, which are the main reasons that cause the private sector not to be interested in employing Saudis (Alaqi, ;1984; Mellahi, 2000; Human Resources Development Fund, 2006; Alnafisah, 2008; Al-Hamaid, 2009). Turnover and its reasons will be discussed further in relation to the willingness of Saudi workers to continue in work.

It can be concluded that Saudization generally is sufficient. Therefore, it is assumed that Saudization has a direct negative effect on the domination of expats in the job market and an indirect positive effect on willingness of Saudi workers to continue in work and the potential benefits of working in the retail market via reducing unemployment, as proved by SEM.

Financial support

Financial support is one of the recent methods adopted by the government to urge young people to work and stimulate the private sector to recruit them because salaries are weak (Al-Gofeely, 1981; Chamber of Commerce, 1998; Mellahi, 2000; Human Resources Development Fund, 2006). Financial support is added to the amount of money paid every

month by the HRDF to the salaries received by young Saudi workers in a company for a certain period of time (Human Resources Development Fund, 2007).

The researcher did not find any previous studies regarding the role of financial support in attracting Saudi young people to work in the private sector or its effect on increasing salaries for Saudi workers to support this study, other than some materials from the HRDF. Therefore, this study has assumed that there is a positive impact on increasing salaries as the government has applied this procedure because low salaries are one of the important factors in the reluctance of Saudi young people to work in the private sector and low continuity in work (Alaqi 1984; Mellahi, 2000; Alnafisah, 2008; Al-Hamaid, 2009). The HRDF (2006) also conducted a field study on this aspect of employment.

It is worth mentioning that some of the young people working in the shop market do not know anything about the Fund's support. It has been shown through analysis that 44% denied that they received financial support from the Fund; 14% had perhaps heard about the support of the HRDF but were not sure if they received it or not, as they mentioned that there is no way of identifying the part that pertains to the company and the element that relates to the HRDF on the salary receipt.

With the knowledge that the four companies that make up the sample have a partnership contract with the HRDF to support salary, the researcher asked the person responsible for employment in the HRDF about this and discovered that all the companies that have a contract with the Fund receive all the support money due to the youths, but these companies do not show this on the receipt when they pay salaries. When the researcher asked the person responsible for employment in the HRDF about the reason for hiding government financial support for salaries, he stated that it was not important to mention this to Saudi workers. The only importance is in raising salaries. In the researcher's opinion, this additional payment

should be mentioned to Saudi workers to provide them with two motivations: financial and moral support. Saudi young people need to feel that the government is protecting them and looking after them, as, through their answers to the open-ended question, it was found that the young workers demanded that support from the HRDF should not only be financial but also moral. They also demanded that the Ministry of Labour and the HRDF follow up the work of Saudis in the shop market and protect their rights from injustice regarding being sacked from work, the arbitrary deduction of salary, working hours sometimes up to 10 hours per day without a bonus, and foreign managers using their authority improperly in relation to Saudi workers. The aforementioned are all reasons why the problem of job security still exists, as previous studies have mentioned (Mellahi, 2000; Human Resources Development Fund, 2006; Alnafisah, 2008; King Abdulaziz University, 2009), despite efforts of private organizations in using different means to attract Saudis to remain in work. Saudi young people need to feel protected by the government to correct misconduct in the private sector.

However, the majority of the questionnaire sample already knew about the financial support they received and the researcher also explained all the questions in the questionnaire to those who completed it, including the financial support section and the procedures of the HRDF in supporting salaries to inform them fully of the questions they were answering. Actually, whatever the salary increase comes from government or from same company is not inconsistent with the theory that assumes increase in salary indeed but perhaps some of the Saudi workers who did not know about the support of the HRDF thought that this money comes from the company that employs them.

In the questionnaire, financial support was measured by three items extracted from observations made when the researcher worked in the shop market. According to the data results, item Fin2 (*The government paying part of the salary of Saudi workers has had a role*

in stimulating the private sector to employ Saudis) and Fin3 (*The government paying part of the salary of Saudis has had a role in reducing the number of expatriates employed in the private sector*) are the most important factors in determining financial support and are highly related, since the path estimate for each is 0.80 and 0.79, respectively. These two factors focus on the motivation of the private sector in employing Saudis, while Fin1 (*The government paying part of the salary of Saudi workers has had a role in motivating Saudis to work*) focuses on the motivation of Saudis to work in the private sector. This factor is also highly correlated but slightly less so, where the path estimate value is 0.78.

Branch managers in the focus groups confirmed that financial support provided by the HRDF has a big role to play in motivating Saudi young people to continue in work and increasing the number of new Saudi workers in addition to encouraging the private sector to employ Saudis.

K from Othaim asserted that

> *The financial support given by the government has contributed to increasing Saudization and remaining on the job, as well as encouraging the private sector in employing Saudis.*

Motivation theories also confirm that financial support is the most important motivator for any type of work. Taylor (1947) states that people are motivated by external reward attached to their performance. This approach argues that financial need is at the top of the priorities motivating work. Also, results of SEM confirmed that salary and financial support are considered the most important factors in attracting young people to work and continuing in work as impact of financial support and salary are the strongest.

However, Motivation theories will be discussed more under the heading for the third construct regarding the willingness of Saudi workers to continue in work as it is linked to satisfaction. Therefore, financial support is assumed to have a direct positive effect on

salaries as well as an indirect and positive effect on the willingness of Saudi workers to continue in work and the potential benefits of working in retail sector as demonstrated by the SEM. The results illustrated that financial support has the strongest indirect impact on willingness of continuity and potential benefits. This means that financial support is considered the essential motive for Saudi young people to work and continue and for private sector to employ Saudis which confirms what was mentioned in previous studies and results of focus groups.

Training

A number of studies indicate that the major problem relating to unemployment is that public education in Saudi Arabia does not qualify workers for the requirements of the labour market. Authors claim that what students learn does not seem to benefit them in their jobs (al-Ghamdi & al-Boraie, 1998; Al-Romi, 2001; al-Sheikh, 2001; al-Zharany, 2002; Al-Masmary, 2004; Hammad, 2005; Alnafisah, 2008). The outcomes of state education are not compatible with the needs of the Saudi labour market, causing the government to provide training through a number of other institutions. Companies in the private sector also contribute by training their own staff in their own institutions. The role of the HRDF is to cover the costs of the training and rehabilitation of the national workforce in the private sector and provide aid and subsidies for the rehabilitation of the national workforce through training and employment in the private sector (Human Resources Development Fund, 2007).

In the questionnaire, training was measured by three items extracted from previous literature and from observations made when the researcher worked in the shop market. The analysis found that items Train1 (*Training has contributed to motivating Saudis to work and reducing unemployment rates*) and Train3 (*Training has contributed to qualifying Saudis for work*) are

the ones most correlated with training, since the path estimates are 0.82 and 0.80, respectively. It is clear that these items are related to each other as they express that the role of training lies in motivating Saudis to work not only through qualifying them to work, but also in clarifying the future of this work and correcting misconceptions, which should lead to continuity in work and reducing unemployment. The Chamber of Commerce (2008) illustrates that the role of training is to help individuals to acquire information and specialized functional knowledge related to their jobs and methods of performance optimization, as well as in developing the performance of all employees in a company, bridging the gap between the outputs of public education and the needs of the labour market for substituting expats with Saudis, in addition to behaviour modification, reduced turnover and greater employment. Therefore, it is assumed that training has a direct negative effect on culture and an indirect positive effect on the willingness of young people to continue in work and the potential benefits of working in retail sector via reducing unemployment, as demonstrated via SEM.

Through the focus groups, the Saudi branch managers revealed that the role of training in their training centres is not simply restricted to teaching basic work skills such as customer service, accounting and any activities related to the market, but extends to enlightening Saudi young people of the importance of working in the retail sector to reduce the negative perception of such work. These centres also provide special courses for those expected to continue in work, as these programmes prepare staff for higher positions. Some individuals in the sample referred to these as motivation courses which give employees an opportunity to develop their abilities to be promoted.

A from Panda stated that

The company also offers courses for motivating young people to remain on the job.

With regard to the answers to the open-ended question, the Saudi young people in the sample demonstrated a fine level of satisfaction with regard to training but they wanted the training to be developed to live up to their ambitions in the development of their abilities. The view of the young Saudi workers is not inconsistent with that of the branch managers, as they still agreed with the standard of the training but they likely mean by ambitions, they looking for advanced training. This provides another explanation regarding young Saudis' hurry to be promoted quickly or to obtain high position, as the branch managers confirmed that one of the reasons for their staying in work is a high quality of training and the motivation training courses for hard-working people to be promoted.

Item2 (*Training has contributed to detecting the capabilities of individuals and developing them*) is still correlated to training, where the path estimate is 0.71. This factor explains the important role of training centres in offering occupational guidance to Saudi young people. Government training centres demonstrate that their role is to qualify Saudis, fund private training centres and provide occupational guidance to encourage young people to move towards vocational and technical jobs (General Organization for Technical and Vocational Training, 2007; Human Resource Development Fund, 2007). A number of studies mention that the absence of occupational guidance in schools and universities (Al-Romi, 2001; Hammad, 2005; Al-Shetwy, 2008; Alanafisa, 2008) causes students to feel lost and not to know what study or course would fit their inclinations and capabilities. Therefore, training centres and work could provide this benefit. This benefit is very important and it will be discussed further under the heading for the potential benefits of working in retail sector. Therefore, it is assumed that training has an indirect and positive effect on potential benefits of working in retail sector as demonstrated via SEM.

Developing the performance of employees in a company is the most important aim of any organization to keep pace with development, especially in the field of organization. The branch managers confirmed that there is continuing development in their training centres. For example, A from Othaim stated:

> *The Othaim Academy has developed, English language teaching has been introduced and there is continuing evaluation for each stage, especially after the training.*

Meanwhile, there are authors who have observed that some government training centres are inefficient or they do not reach the high standards required by the Saudi labour market, especially regarding vocational jobs (Hammad, 2003; Al-Masmary, 2007). This is perhaps because training courses in government centres are designed to be general but programmes in training centres that belong to private organizations are designed particularly for specific jobs. This means basically that some government training centres make the same mistakes that have been made in state education again and again. Hammad (2005) states that the problem with training in government centres or private centres that belong to the government is the lack of tools for identifying the skills required for each type of job. This causes poor outcomes and reduced efficiency, which represents a major waste of funds and graduate potential. Therefore, private sector companies prefer to design their training programmes to suit the needs of the work.

6.4 Willingness of Saudi workers to continue in working (satisfaction)

Previous studies state the resentment of the private sector due to lack of continuity and commitment at work from Saudi workers, especially youths, and some authors have indicated that this problem has caused rising unemployment. In addition, the private sector has come not to trust Saudis to be allowed to work in their companies because they fear that Saudis work only for a short period then leave, which harms their activities and costs a lot of money

(Chamber of Commerce, 1998; Sajeeni Centre for Economic Consultancy, 1998; Chamber of Commerce, 2007; King Abdulaziz University, 2009; Chamber of Commerce, 2012). Some individuals in the sample also associated poor salaries with inappropriate behaviour by some employees. M from Panda asserted:

> *There is no commitment or discipline and the reason is poor salaries and work pressure.*

Some studies mention reasons why Saudi workers leave a job but the essential one is because of low salaries besides a high quantity of work or a great deal of pressure (Mellahi, 2000; Human Resources Development Fund, 2006; Alnafisah, 2008; Al-Homaid, 2009). Therefore, low continuity actually reflects a decline in satisfaction. According to Alaqi (1984) and Al-Harbi (2003), there is a link between the level of job satisfaction among workers in the private sector and salaries and work schedule in addition to turnover and productivity rate.

In the questionnaire, the willingness of Saudi workers to continue in working was measured by 12 items extracted from the literature review and from observations made when the researcher worked in the shop market. At the conclusion of the instrument refinement process, at last seven items were taken to be the best measurements of willingness of continuity in work. According to the results, Will1 (*I do not feel comfortable at work because the job is hard and I work long hours*) and Will12 (*The salary is low in the private sector*) are the most important factors in correlation with willingness of continuity in work and closely in relation to each other, since the path estimates are 0.86 and 0.81, respectively. This suggests that pressure of work, hours of work and level of salary determine the degree of willingness of Saudi workers to continue in work or achieve satisfaction. These two factors were also referred to by Alaqi (1984), Mellahi (2000), Al-Harbi (2003) and the field study by the Human Resources Development Fund (2006). Also, results of SEM confirmed that salary has the strongest impact on willingness plus financial support has the strongest indirect impact on

willingness and this is confirmation that financial need is at the top of priorities motivating work (Taylor, 1947).

Saudi workers demanded through the open-ended question a reduction in work pressure and working hours and to have an eight-hour day rather than nine. The branch managers also confirmed this issue in the focus groups.

M from Panda stated:

> *I am not satisfied with the salary because it is small and there is work pressure. My work is stowing racks, following up goods orders, arrangement of warehouses and following up prices, and I work for nine hours with an unending work pressure and few leaves.*

These two factors are associated with Expectancy theory that assumed that "individuals attempt to maximize the attainment of valued outcomes and that motivation levels should be high whenever attractive outcomes are made directly contingent upon performance" Mowday (1996, p. 67). This means that to motivate employees to work harder, their expectations of salary should be commensurate with the effort they are making. As result, this might cause low continuity and satisfaction among Saudi workers. This indicates also that salary is the most important factor in willingness of Saudi workers to continue in work as SEM results demonstrated that salary construct has the strongest effect on willingness construct.

Items Will3 (*I work here on a temporary basis because there are no other job opportunities*) and Will8 (*There is no stimulation from family or friends for continuity in work*) also correlated but less so than the first two factors. Their path estimation values are 0.78 and 0.76, respectively. These two factors are close to each other and are considered as support for what was found in the literature review with regard to Saudi families usually having a great

influence on their children in selecting the type of education and job they pursue. Therefore, they persuade their children to enrol in university to obtain a high position (Al Gofeely, 1981; Rumaih, 2001; Al-Romi, 2003; Hammad, 2005). This has caused Saudi young people to rely completely on their family for everything, especially expenses, which has made many of them very spoilt and, consequently, not able to bear the responsibilities of hard work and to be committed to work. Therefore, most individuals in the sample pointed out that the reason for leaving a job is a lack of maturity in young people. An interesting point mentioned in the focus groups is that some parents urge their sons to work in a shop market only in the holidays and during leisure time, but consider this work as a form of entertainment and fun rather than having their children spend their time falling into bad ways or using drugs. Some branch managers stated that some of the parents of Saudi workers in the shop market keep asking the managers for reassurance about their sons, but perhaps the most amusing anecdote was related by A from Panda:

> *Some parents' excessive care given to their sons makes these sons feel that they are children. One day the parent of one of my subordinate employees called me saying that he is coming to pick his son up from work because they have a banquet to be got ready for the guests. Some parents also say that they want their sons to come home early to go with the family to an occasion.*

Therefore, logically, if parents do not care about this work, why should their sons? Consequently, young people do not feel any obligation to work. This indicates again that this work is regarded as inferior, as confirmed by previous studies (Al Gofeely, 1981; Mellahi, 2000; Rumaih, 2001; Madhi & Barrientos, 2003; Al-Romi, 2003; Hammad, 2005).

The four organizations (Sample) provide Saudi workers with awareness of the importance and future of work in the retail sector through training to change negative attitudes by persuading young people to work in the shop market and take the work seriously. However, making the work temporary can be a target for any employee until he/she is satisfied regarding salary, comfort in work, job security and so on. There are a number of reasons for

making work temporary but the most important is where someone does not see this work as valuable or as having low social status. It can also be temporary for students, since F from Panda stated:

> *Those who study and work do not work constantly. They consider their work temporary until they complete their study and then look for work in the fields of their specializations. Such students quit work at the first problem in work.*

Will7 (*I have experienced harassment from expatriates*) was also considered to be highly correlated in determining the degree of continuity of work as the path estimation value is 0.73. There is also support from previous studies as they mention that the large number of expats causes them to dominate some jobs, which leads to harassing Saudi workers to leave a job, which is an important factor in lowering continuity in work (Human Resources Development Fund, 2006; King Abdulaziz University, 2009; *Riyadh* newspaper, 2011). Dr Ghazi Al-Gosaibi (2005), a former Labour Minister, mentioned that there is no appropriate work environment for Saudi workers because it is impossible to provide it if a place is packed with directors and managers from expatriate who believe that the existence of Saudi workers is a reason to end their presence and, therefore, they act on this basis.

Therefore, there is a negative direct effect between the domination of expats and the willingness of Saudi workers to continue in work, and a positive indirect effect between Saudization and willingness of continuity plus the potential benefits (lower unemployment), as an increased number of Saudis would lead to a decline in the number of expats. This suggests that expats would come to dominate jobs less and there would be reduced levels of harassment of Saudi workers, especially when that form of abuse mostly comes from direct managers. The study by the Human Resources Development Fund (2006) confirmed that bad treatment by a direct manager is one of the causes of Saudi workers leaving a job.

Through the answers to the open-ended question, there are a large number of Saudi workers who complain about the lack of respect and appreciation from expatriates, especially foreign managers. They state that they have their opinions ignored, they are disrespected and their social conditions are not respected. Dell (1992) names 10 requirements that people want from their jobs in order to be motivated: to work for efficient managers, to think for themselves, to see the end result of their work, to be assigned interesting work, to be informed, to be listened to, to be respected, to be recognized for their efforts, to be challenged, and to have opportunities for increased skills development.

Saudi workers also mentioned in responding to the open-ended question that young people complain about their direct manager when a non-Saudi has exercised authority by pressuring Saudi workers and treating them in an arrogant manner. Pinder (1984) reports that if employees feel uncomfortable or psychologically pressured in any way, they tend not to give of their best at work. One Saudi worker informed the researcher that his foreign manager had stated that Saudis do not work in such jobs because they are spoilt. This can cause an increase in low satisfaction and a decrease in continuity.

It is noteworthy that when the researcher visited the shops market to distribute the questionnaires to Saudi workers, he found that most of the shops were managed by expatriates. He noted that some of the managers did not seem very happy to talk to Saudi workers about completing the questionnaire. Perhaps the exercise of this manner of dealing with Saudi workers is because of the lack of confidence in the efficiency of Saudis at work or perhaps to get rid of them. Therefore, the respondents demanded that there should be a follow-up from the top management in companies regarding their work and also that the direct manager should be Saudi.

Even the branch managers confirmed harassment by direct managers. For example, A from Panda reported:

> *I think that the major cause of job abandonment is the dealing of the direct manager of the employee, whether the manager is Saudi or non-Saudi, the Saudi manager being better as he understands the Saudi employee better.*

Therefore, the role of the direct manager is very important, whether through motivating and guiding young Saudi workers in the right way or alienating them from work. Therefore, this study assumed that the domination of expats has a negative direct effect on willingness of Saudi workers to continue in work.

Under the heading for potential benefits of working in retail sector (next section), the positive side of direct managers will be illustrated when they are helpful and offer guidance, which means that domination of expats has also an indirect negative effect on potential benefits.

The lowest factors are Will6 (*I see this work has no future*) and Will11 (*The private sector prefers non-Saudis so there is no job security*), the path estimation values for these two factors being 0.70 and 0.69, respectively. The two factors are close to one other and can also explain each other: if there is no job security, it means there is a limited future. Job security is considered one of the reasons for the reluctance of Saudi young people to work in the private sector and why they prefer jobs in government as they are more secure (Al Gofeely, 1981; Al-Hamid, 2009; King Abdulaziz University, 2009).

As mentioned in the focus groups, most of the Saudi workers asked prefer government work or the military and many young Saudi workers tend to make their work in the shop market temporary because of the fear of lack of job security. Therefore, if Saudi workers think that there is no job security or future, this causes low continuity in work. This linked to culture that is assumed effect directly and negatively on willingness of Saudi workers to continue at work.

Branch managers asserted that the work in the shop market has a future, but the idea of lack of job security still has a strong influence on many Saudi young people. Therefore, job security is still an important cause of young people leaving work or not accepting work, even though organizations have made efforts to attract Saudis using different methods for retaining their employees, such as increasing holidays, sales rewards, annual salary increases, offers of loans with soft conditions, as well as giving two days off for staff rather than one, housing allowances, and rewards for ideal employees every week. There are also special courses that are usually given to hard-working employees to promote them to higher positions, especially the ones who are expected to remain in the job. A from Panda stated that

> *top management in the company plans to make all supervisors Saudis but some of them do not want to as supervisors will be in charge with a lot of responsibility and doing a lot of things while his current position in accounting is easier plus achieving sales rewards.*

The government has also made an effort in this regard by modifying the relationship between the employee and the employer and clarifying the rights and duties of each party in a system called Saudi Labour Law. The government has established strict laws and large fines for organizations that sack an employee without a sensible reason. One of these laws is not to sack the employee before giving him/her three official warnings (Ministry of Labour, 2005). However, because Saudis are still young and lack knowledge about these laws, in addition to the idea of the lack of job security or fear of being sacked from work planted in their minds by friends and family over a long period of time, it is not easy to eradicate this attitude. As part of the experience of the researcher when he was working in the shop market, he realized that more companies that operate in the retail sector are keen to recruit Saudis without any complex conditions, as well as offering opportunities for increased salaries and promotion. Branch managers asserted that one of the reasons that made them continue in work was an increase in salary and promotion.

Therefore, Saudi young people must know that job security is about diligence in work and nothing else. A from Panda described how job security involves

> *The efforts of an employee at work; if an employee works hard, he/she will not be fired but the problem is that the thoughts of Saudi young people need to be realized.*

However, this again refers to the culture of Saudi young people and their strong association with family, because some of them do not usually have responsibility in their life, so tend to avoid challenging situations. There is also the desire of Saudi young people to obtain a high salary and position quickly, making them impatient as well as thinking that they may be fired at any moment.

6.5 Potential benefits of working in the retail sector

The most important reason for choosing this study was to measure the experience of young people who work in the retail market, whether they are students or not, and how far this work is useful for solving the problem of a public education system that does not match the requirements of the labour market through practising during training to reduce unemployment and qualify youths more fully. The aim was also to establish the indirect effect of government support on practising, learning the basics of work, commitment and establishing a life career.

The potential benefits were measured by 31 items, some of which were extracted from the literature review and some from observations made when the researcher worked in the shop market. At the conclusion of the instrument refinement process, 11 items were taken as the best measurements of the potential benefits of working in the shop market distributed in three constructs, as shown by the exploratory factor analysis (EFA) results.

Therefore, this represents a higher-order factor model with three dimensions correlated because they all measure one higher order factor which is potential benefits for Saudis who work in the shop market. The three constructs are discussed below.

The construct of solving educational problems and establishing a life career (SD.SE) is the most important factor in determining potential benefits and is highly correlated, since the path estimate is 0.85. A number of previous studies have confirmed that the most important reason for increased unemployment is the inability of state education to qualify Saudi young people for work because of the absence of practice while studying, as well as the large gap between what is taught and the skills required for work. Therefore, students do not feel motivated towards any work, or, in other words, there is an absence of the role of occupational guidance (Al-Ghamdi & Al-Boraie, 1998; Al-Sheikh, 2001; Al-Romi, 2001; Al-Masmary, 2004; Al-Qahtani & Al-Mathhab, 2004; Hammad, 2005; Al-Shetwy, 2008). Hence, if Saudi workers think that working in the shop market is a good chance to practise what is taught and they will become more qualified, this would reduce unemployment and reveal opportunities for employment in the Saudi retail sector and the labour market in general.

The focus groups confirmed that the practical application of training courses that are addressed to Saudi workers during work has a role in solving the problem of a public education system that does not qualify graduates for the needs of the labour market. The results suggest that the potential benefits are not simply limited to the application of what has been learned during training courses, but young people also learn a number of skills though working such as learning and practising foreign languages such as English, because most of the workers who work in the shop market do not speak Arabic. Young Saudis can also learn different skills such as dealing with the public and with the pressures and problems of work and dealing with difficulties. Also mentioned by members of the sample was that their

companies are very accommodating towards young people who are working and studying at the same time by giving them suitable shifts. Thus, this helps students to apply what they learn in university or school through working in the shop market. Some of the youth branch managers have confirmed that they could practise some of what they learned at university through their work in the shop market, such as time management and speaking English. For example, M from Panda stated:

> *At university I attended courses on punctuality and intelligence and I applied that in my work.*

In addition to the benefit of practising what is taught, there is also the chance to establish a life career at an early age. This is a good way of discovering job opportunities in the labour market and retail sector, especially for students of schools and universities, and this is also an improvement on simply continuing to study until graduation from university, then seeking a high position or being appointed to any job even if it does not suit their qualifications. Therefore, this can treat the problem of the absence of the role of occupational guidance in schools and universities in addition to offering training.

Through answers to the open-ended question, the youths taking part in the study stated the importance of this work in practising their English with foreign workers and some of them also mentioned that their work in accounting was the stimulus for specializing in the subject at university. As mentioned in the focus groups, the most important skill gained by young branch managers is gaining experience in the management of shop markets and shopping centres, as well as the secrets of success in business, especially in the retail market, that qualify Saudi workers for the establishment and management of their own shop market or small business. Some individuals in the sample stated that they had ideas for starting their own business but there was no capital, and one of them mentioned that he had already started his own business. Therefore, the government should offer a further form of support in this

regard by financing Saudi young people who have their own experience and competence in work to set up their own small businesses to break the monopoly of expats in the retail sector (Human Resources Development Fund, 2006; King Abdulaziz University, 2009; *Riyadh* newspaper, 2011). This is especially important as small enterprises that are run by expatriate workers operate beyond the control of the authorities because they are not included among the private organizations that must apply Saudization as the number of employees is less than the limit required for applying it. M from Panda asserted the following:

> *I gained experience in managing freelance work. I can now have a private business.*

Thus, if the opportunity is given to Saudi workers to enter the scope of small enterprises in the retail market, they will be able to bring their expertise and patience to break the monopoly of foreign labour and their domination on the market of small enterprises in the retail sector, especially as there are attempts by some Saudi young people to engage in the retail sector through small projects. Unfortunately, however, most of them are not able to continue because of lack of experience and competence as they face sharp competition from expats to force them out of the market. The *Riyadh* newspaper (2011) conducted an investigation into the Saudization of vegetables and fruit under the following title: "Saudization of vegetables.. lie and we believe it". The investigation found that expats dominate the fruit and vegetable market, while the authorities demand shops to apply Saudization for more than eight years, where these shops are managed by expatriates with the absence of official censorship. Saudi investors have mentioned that there is daily harassment from expatriates, as, although the shops are registered under Saudi names, they are managed and owned by expats.

Therefore, a greater number of Saudis who acquire their own experience and competence in the retail market could attempt to break the control of expats over the retail market, especially SMEs. This process would solve a number of economic and social problems, such as

stopping the transfer of large amounts of money abroad and reducing the flow of foreign labour to the Kingdom of Saudi Arabia, especially those who do not add any economic value to the country. Therefore, it is assumed that government support has an indirect positive effect on the potential benefits of working in the retail sector through funding the projects of Saudi workers to run their own businesses, as the role of the Human Resources Development Fund (2013) is not only to support training, but also to fund Saudi projects. This assumption was supported by the SEM.

The potential benefits are also not limited only to discovering jobs opportunities and establishing a life career. It was found, for example, that Saudi direct managers have a significant role in motivating and guiding Saudi workers. S from Panda stated:

> *I was hesitant about quitting work, but the advice of my direct Saudi manager caused me to endure. He always used to advise me to endure saying that this work has a bright future and that the salary will increase with time. He advised me to remain in the company to the end and not to go to another company and start a new job. There were other jobs available to me in other companies but leaving the market and starting new work was a risk.*

In answering the open-ended question, the Saudi workers demanded strongly that the direct manager be Saudi, as a foreign direct manager has a huge negative effect on Saudi workers, as discussed in the sections regarding the domination of the job market by expats and willingness of Saudi workers to continue in work.

Therefore, a Saudi direct manager might also compensate for the absence of occupational guidance in schools and universities by encouraging young Saudis to remain in work. Young people at this stage and this age, especially if the work is tiring, need to be cared for at work and provided with counselling and advice, because they have been raised in a different society and environment in luxury and supported by their families both financially and morally. In addition, most of them have not worked before and they are not aware of the work culture. Therefore, this is another proof that government support effect indirectly and

positively on the potential benefits of working in the retail sector through and this is supported by results SEM.

Construct items of solving educational problems and establishing a life career (SD.SE)

The item most related to this construct is Help2 (*This work has helped me in practising what I am learning in school, university or on training courses*) since the path estimate is 0.83. As Al-Sultan (1999) claims, the importance of cooperative learning lies in students applying what they have learned in schools, universities and educational centres through their work in the private sector. Then, items Help27 (*This work is a good chance to continue studying and working at the same time*), since the path estimate is 0.74, and Help9 (*This work is an excellent opportunity to establish my career*) where the path estimate is 0.71. These two indicators are highly related and explain the most important problem in relation to state education, which is a lack of information about Saudi labour. Hammad (2005) have indicated that poor planning in human resource development has caused a lack of accuracy in the information available regarding Saudi market needs. In addition, the absence of guidance and counselling in schools fails students in the discovery of their abilities and interests in order to determine educational paths. Al-Romi (2001), Hammad (2005) and Alnafisah (2008) argue that the major problem is that the secondary curriculum does not provide students with the basic skills that the labour market needs. Students do not feel motivated to take on any kind of work and so they and their families focus only on university education. Therefore, Al-Sultan (1999) stresses the importance of cooperative learning in which students apply what they have learned in schools, universities and educational centres through their work in the private sector. This is an excellent way to link theory and application and equips students for work after graduation.

The lowest related item is Help21 (*This work has helped me to learn new languages and skills*) since the path estimate is 0.66. This factor is also very important as working in a shop

market can compensate for the lack of skills provided by public education (Al-Romi, 2001; Al-Qahtani & Al-Mathhab, 2004; Hammad, 2005; Alnafisah, 2008), which was also confirmed by the branch managers.

The second most important construct correlated to the potential benefits of working in the retail sector is that it reduces unemployment and encourages self-reliance (RU.SR), since the path estimate is 0.79.

This construct is highly interrelated with the first construct. Basically, if there is some form of practice during study, it would contribute to solving the problem of state education, qualify Saudis to work and then reduce unemployment, as well as instilling self-reliance. Self-reliance is one of the most important elements that can be obtained by working at an early age, which means making young Saudi workers more responsible when families allow their sons to rely on themselves in selecting a type of job and education. Young people could also be encouraged to control their own personal expenses and manage their views without influence or pressure from parents, as many previous studies have mentioned a strong attachment between Saudi young people and their families in everything and the impact of parents on their sons in the selection of a course of study as well as young people relying on their families for an allowance. This has led to Saudi workers being unable to take on responsibility or stand the pressure of work, especially if the salary is low (Al-Gofeely, 1981; Mellahi, 2000; Rumaih, 2001; Madhi & Barrientos, 2003; Al-Romi, 2003; Hammad, 2005; Alnafisah, 2008). This is why a lot of youths just want to work as a manager with a high salary in a comfortable job as well as sometimes indifferent about the work.

The focus groups confirm that working in a shop market has a role in allowing young Saudi workers to learn about the culture of work and to be more committed to work and self-

reliance, as well as obtaining personal benefits such as learning patience, gaining personal relationships and the ability to make decisions and adjust to changes in their private life in general. This means that most of the individuals in the sample were characterized by independence from parents and family because they were able to rely on themselves for their income. Although some of the branch managers were married or had been looking after brothers and sisters since they started work, and, therefore, had responsibilities to ensure they continued in work. This contributed to making the youths reliant on themselves for living expenses and drawing their future away from the influence of their parents until they reached the position of branch manager, as well as having their own ambitions to reach senior management positions but this is not the only reason why the branch managers continued in work, but there are other reasons will be discussed in the last section.

Thus, if Saudi workers believe that working in the retail sector will reduce unemployment and build self-reliance, it means that Saudization and financial support and training have a positive indirect effect on the potential benefits of working in the retail sector, as Saudi culture will change positively.

Construct items of reducing unemployment and building self-reliance (RU.SR)

The most important item in this construct is Help10 (*This work has helped to lower unemployment rates in Saudi Arabia*) since the path estimate is 0.81. This factor is the most significant for a whole range of the potential benefits as the aim of applying Saudization, financial support and training is to reduce the unemployment rate (Bo Hlakip, 2002; Al-Masmary, 2004; Human Resource Development Fund, 2007; Research Centre, King Abdulaziz University, 2009). Therefore, there is an assumption in the study that government support has an indirect positive effect on the potential benefits of working in retail sector, as confirmed by SEM.

Thus, if Saudi workers think their work in a shop market contributes to solving the problem of unemployment, it suggest that government support is effective. The lowest correlated factors are Help8 (*This work is better than wasting my time searching for administrative jobs*) and Help7 (*This work has helped me to rely on myself*), for which the path estimate values are 0.68 and 0.64, respectively. These items seem to be related, as their path estimates are near to each other. This seems a sensible conclusion, because if Saudi workers have a sense of responsibility and can rely on themselves, they do not mind working in a shop market rather than wasting time seeking a particular job, which suggests that the awareness provided by training has a successful indirect effect.

The lowest construct measuring the potential benefits of working in the retail sector is learning work value and proving worthiness (LWP), as the path estimate value is 0.63. This factor is highly important as well because a number of private institutions complain of the low commitment and productivity of Saudi workers at work, which has caused many private institutions to lose confidence in employing Saudis or to prefer non-Saudi workers (Chamber of Commerce, 1998, 2007, 2012; Sajeeni Centre for Economic Consultancy, 1998; Alnafisah, 2008; King Abdulaziz University, 2009). Therefore, if Saudi workers think that working in the retail sector at an early age will allow them to learn values that will make them respect work and build the trust of the private sector in employing Saudis, especially for students who work in a shop market, it would increase the number of Saudis employed in private sector institutions and being promoted, reduce unemployment and build strong human resources from an early age. Therefore, there exists a positive indirect effect between government support and potential benefits of working in the retail sector.

Construct items of learning work value and proving worthiness (LWP)

This construct consists of four items: Help12 (*This work has helped me to understand the basics and principles of work*) is the most correlated to the construct as the path estimate is 0.78; Help13 (*This work has helped me to communicate with people and form relationships*), where the path estimate is 0.76; Help23 (*This work has helped me to understand the importance of the value of work*) with a path estimate of 0.73. These three items explain learning work value and secrets of work success plus obtaining a chance to make relationships with customers, these relationships might facilitate setting up private business and its success as S from Othaim stated:

> *This work has extended to me opportunities for jobs thanks to relations with people. Now I know the secrets of commercial business, I have a car that I use in distributing goods to stores. My relationships and the experience I gained through my work for the company have helped me in performing this work.*

The fourth and lowest correlated item is Help25 (*This work makes me feel that Saudis are trustworthy if they are given opportunities*) as the path estimate is 0.69. This item explains precisely the ability of Saudi workers to instil trust in the psyche of the private sector through continuity and commitment to work in a shop market. Therefore, it is assumed that the willingness of Saudi workers to continue in work has a positive direct effect on potential benefits of working in retail sector, and has been support by SEM.

It is worth mentioning again that the three constructs above that explained the potential benefits of working in the retail sector are linked to each other. If practical application is accomplished during a time of study, it would provide a valuable opportunity for Saudi youths to acquire values of work, self-reliance, and the required skills and experience, as well as encouraging trust in employing them in private sector organizations, which would lead to

solving a few major problems such as unemployment, the quality of state education and the perception of inferiority towards some jobs.

6.6 Reasons for the continuity of branch managers in work

One of the key aims of the focus group interviewing was to determine reasons that pushed branch managers to continue in work until they reached their current position or identifying incentives that contributed to continuity in work other than those mentioned in previous studies, especially as conditions at that time, in terms of the salaries given and society's attitude, were much worse than now.

The results revealed that some of the branch managers were married or responsible for supporting sisters and brothers, and, therefore, he had to accept any job and remain in it whatever the salary or level of work pressure. This result confirms that most single Saudis could not afford to do this type of work because of the culture of society and the attachment of young people to their family, which does not equip them to bear hard work or rely on themselves, in addition to the low salary and preference for comfortable jobs.

Rapid promotion and salary increases are also important reasons that caused the branch managers to continue in work, although most previous studies mention that the main reasons for not continuing in a job are weak salaries and pressure of work. This suggests that there was an increase in salaries by that time but Saudi young people do not have the patience to work hard until they are promoted; instead, they want a high salary and position when they start work. This is further confirmation that Saudi young people who were not able to remain in work are attached to their parents and not able to bear hard work with a low salary. It also suggests that the companies in the sample make efforts to keep their staff, which means that job security should not be considered very much.

Lack of jobs in the past or jobs available for citizens at that time were also low, as expats completely dominated the job market because there were no strict regulations from government to employ citizens as there are now. Thus, some branch managers did not have many choices and had to stay in this type of work. The decision to apply Saudization was made in 1996 but it has been activated more strictly in the last six or seven years.

Life at that time was also different from the way it is now. As the individuals in the sample mentioned, living costs in the past were lower than at the present time, and, therefore, salaries were sufficient or at least covered the requirements of an employee's life and those of his family. Another of the most important factors that contributed to pushing branch manager to stay in work was the ambition to obtain the best possible promotion in the future, as well as gaining experience and training that would qualify them to gain higher positions.

The most important reason that emerged for causing the branch managers to continue was guidance from direct management, as most of the individuals in the sample focused on this role and the importance of instilling confidence and enthusiasm in the soul of Saudi young people to be able to overcome obstacles and problems related to work. M and Q from Panda commented in relation to this regard, stating that the assistance and encouragement of their direct manager, who was Saudi, they would not have overcome their difficulties and continued in work.

From the above reasons, it can be deduced that salary is not the only cause of the reluctance of Saudi young people to take on these jobs or to continue in such work although it is the strongest effect, but there are factors that play an important role in this case. First is the inability of Saudi young people to be patient, as they are used to getting anything they want quickly without making any effort and a lack of cooperation from administration in companies, whether at the top or directly with workers.

When young people are spoilt and can receive everything they want from their parents, they will not be able to bear staying in work for long, even if the salary is high. Thus, the role of the family here is to instil concepts of self-reliance in the souls of their children. The results of this study have revealed that this feature can be accomplished by parents allowing their sons to work in the retail sector, to rely on themselves for expenses, selecting the type of work and job they wish to pursue, and encouraging them to continue. This will help to build human resources from an early point in the future.

The conclusion of reasons for the continuity of branch managers in work demonstrates that these companies (the sample) apply the same factors that were applied by the government to attract young people to work, which are Saudization, training and financial support, despite the presence of the reasons that caused the reluctance of Saudi young people to work or low continuity. It was found that there are no conditions for employment despite the fact that these companies are losing significant amounts of money because of the lack of continuity of Saudi workers in work, although this does not stop recruitment every day, and this means that an element of Saudization is achieved. All branch managers praised the quality of the training and it is considered an essential component of their continuity in addition to the stimulating courses that are provided for Saudi workers to be promoted to high positions, which suggests that a training element is achieved.

Finally, all the branch managers stressed that the most important reasons for staying in work are the speed of promotion and increased salary, in addition to the continuing bonuses granted to Saudi workers in the shop market to encourage and retain them in work, which indicates that financial support is obtained. Therefore, Saudization, training and financial support are considered reasons for attracting young people to stay in work and gaining potential benefits from working in this type of job, such as addressing the poor state education, which is not

commensurate with labour market requirements and practical application during study, as well as tackling unemployment and achieving self-reliance in addition to other factors that have been mentioned above. This confirms once again the results of the model.

6.7 Hypotheses

There were eleven hypotheses that described the relationships between the research variables shown in Figure 19.5.

- It is hypothesized that government support is negatively associated with the factors of reluctance of young Saudi people to work in vocational and lower-skilled jobs (the retail sector).

H1: Saudization has a negative effect on the labour market domination by expatriates.

Hypothesis 1 is supported by the data. From the analysis of the data, the relationship between Saudization and the domination of expats is found to be significant. This means Saudization directly negatively affects the domination of expats. This finding is confirmation that applying Saudization particularly in the retail sector has an effective role in reducing the domination of expats in jobs in Saudi Arabia.

H2: Training has a positive effect on Saudization.

Hypothesis 2 is supported since the empirical data found that training is positively and significantly related to Saudization. This indicates confirmation that training, particularly in the retail sector, has an effective role in increasing Saudization. In other words, training qualifies Saudis for work, which makes a contribution to treating the problem of state

education that does not qualify citizens for the requirements of the labour market as it is the largest problem facing Saudis in being accepted for work.

H3: Training has a negative effect on the negative cultural beliefs surrounding this type of work.

Hypothesis 3 is supported since the empirical data found that training is negatively and significantly related to culture. This indicates the importance of awareness with regard to working in the retail sector through training in correcting the perceptions of young people in relation to working in the shop market.

H4: Financial support has a positive effect on salaries.

Hypothesis 4 is supported by the data. According to the analysis of the data, there is a positive relationship between financial support and salaries. This result confirms that the government paying part of the salaries of Saudi workers has a role in raising salaries.

- It is hypothesized that the factors of reluctance of young Saudi people to work in vocational and lower-skilled jobs (the retail sector) are negatively associated with their willingness to continue in this type of work.

H5: Expatriate job market domination has a negative effect on the willingness of young Saudi people to continue in their jobs.

The hypothesized relationship between the domination of expats and the willingness towards continuity in work (satisfaction) is accepted from the analysis. This result indicates that an increasing number of expats has caused them to dominate most types of jobs, which makes it difficult for citizens to find work, in addition to the harassment by expats of Saudi workers because of their control over jobs.

H6: Salaries have a positive effect on the willingness of Saudi workers to continue in their jobs.

Hypothesis 6 is supported since the empirical data found that salaries are positively and significantly related to willingness of continuity (satisfaction). This means that increasing salaries leads to increased willingness or satisfaction of Saudi workers to continue in work.

H7: Cultural beliefs (negative perceptions towards such work) have a negative effect on the willingness of Saudi workers to continue in this type of work.

The hypothesized relationship between culture and willingness of continuity (satisfaction) is accepted from the analysis. The negative perception of Saudi young people towards working in lower-skilled and vocational jobs has a negative effect on the willingness of Saudis to work in such jobs, as stated in previous studies.

H8: It is hypothesized that the willingness of Saudi workers to continue in their jobs is positively associated with the potential benefits of working in the retail sector.

Hypothesis 8 is supported from the empirical data, which found that willingness in continuity (satisfaction) is positively and significantly related to the potential benefits of working in the

retail sector. This means that increasing the willingness of Saudi workers to continue in work will lead to an increase in obtaining benefits from working in the retail sector, such as reducing unemployment. This also indicates that government support, whether through training, Saudization or paying part of the salaries of Saudi workers, has contributed indirectly to reducing unemployment rates and increasing the proportion of Saudization. This is in addition to achieving many of the benefits on a personal level for individuals, such as learning the culture of work from an early age, understanding commitment to work, self-reliance and gaining the necessary experience to work after graduation, especially for students who are studying and working at the same time. Young people will also learn the basics of this work so that they will be qualified to set up in private business, such as in the shop market, and thus break the domination or monopoly of expats on a retail sector that does not apply Saudization because the number of expats in those institutions is less than the number required for Saudization to be applied.

It is hypothesized that factors of government support are positively and indirectly associated with the potential benefits of working in the retail sector.

H9: Financial support has a positive indirect effect on the potential benefits of working in the retail sector.

Hypothesis 9 is supported since the empirical data found that financial support has a positive and indirect effect on the potential benefits of working in the retail sector. This indicates confirmation that financial support, particularly in the retail sector, has an effective role in reducing unemployment in additional to the other potential benefits, such as practical application during study. In other words, increasing salaries will lead to increased willingness among Saudi workers to stay in work, which means that the rate of unemployment will be reduced. The results illustrate that financial support is the strongest motive for Saudi workers

to continue in work. Also, it has the strongest indirect impact on the potential benefits of working in the retail sector.

H10: Saudization has a positive indirect effect on the potential benefits of working in the retail sector.

Hypothesis 10 is supported by the empirical data, which found that Saudization has a positive and indirect effect on the potential benefits of working in the retail sector. This indicates confirmation that Saudization, particularly in the retail sector, has an effective role in reducing unemployment in addition to the other potential benefits, such as instilling confidence in the efficiency of Saudi workers and their discipline at work. In other words, increased employment of Saudis will reduce the number of expats and, consequently, the harassment that is felt by Saudi workers at work will be less, which leads to an increase in the willingness to continue in work and reduce unemployment.

H11: Training has a positive indirect effect on the potential benefits of working in the retail sector.

Hypothesis 11 is supported since the empirical data found that training has a positive and indirect effect on the potential benefits of working in the retail sector. This indicates confirmation that training, particularly in the retail sector, has an effective role in reducing unemployment and qualifying Saudis for work. This makes a contribution to solving the problem of a state education system that does not qualify students for the requirements of the labour market through practical application during study. In other words, training will qualify Saudi workers and correct their negative image about work, which will lead to a rise in the willingness to continue in work and then reducing unemployment and applying what is taught.

7 Chapter Seven: Conclusion

7.1 Theoretical contribution

The first contribution of this study is extracting the theory and applied on the application Amos. The theory involves studying the impact of government support on the potential benefits gained through working in the retail market through mediating variables.

The study assumed the types of relationships between factors according to the literature review and generated a model that explains the influences that all the factors have upon each other, the direction of influence, and then measured the degree of correlation between all the factors that represent a theory through CFA and SEM.

The mediation model explained the effect of government support on causal factors in the reluctance of Saudi young people to work in lower-skilled jobs (the effect of financial support on salary, the effect of Saudization on the domination of expats in the job market, and the effect of training on culture in terms of the perception of inferiority in relation to some jobs) as well as the effect of training on Saudization.

The model then explained the effect of causal factors in the reluctance of Saudi young people to work in lower-skilled jobs (salary, domination of expats and culture) on the willingness of Saudi workers to continue in work. Lastly, it explained the willingness of Saudi workers to continue in work on the potential benefits gained through working in the retail market.

Among the contributions was designing a questionnaire and developing a new scale, dividing the content into four sections representing the four major components of this study: 1. factors of the reluctance of young people to work in lower-skilled job; 2. factors of government support; 3. willingness of continuity (satisfaction) in work; and 4. potential benefits that might be gained from working in the retail market. Each section contains a set of questions representing the indicators for measuring the strength of association of each indicator with the main factor. This was intended to reveal the most powerful influences and main

determinants for each factor. The questions in the questionnaire were generated after careful reading of the literature and also through the experience of the researcher while he worked in the shop market for three months. The questions in the questionnaire were then filtered and the most appropriate selected based on direct suggestions from the academic supervisor and some of the specialist lecturers at the University of Hull and King Saud University in Riyadh before conducting a pilot study.

The results of the analysis indicated the existence of a correlation between all the factors, which confirms the success of the model and that the data collected through the questionnaire were appropriate to prove the model. The results also indicated the existence of a direct impact between the factors of government support (Saudization, training and financial support) and factors of reluctance among Saudi young people to accept working in lower-skilled jobs (salary, the perception of inferiority in relation to some jobs, and the domination of expats in jobs). The results also indicated the presence of a direct impact of the factors of reluctance of young people to take on work in lower-skilled jobs on the willingness of continuity or satisfaction in work. A direct effect was also found between willingness of continuity (satisfaction) in work on potential benefits gained while working in the retail market.

The most important result is that the effect of financial support on salary and the influence of salary on willingness of continuity is stronger than the effect of training on culture or Saudization on the domination of expats in jobs, then their effect on willingness of continuity, which demonstrates that salary and financial support are the primary motive for Saudi young people being attracted to work.

It was also found that there is an indirect effect, were government support (Saudization, training and financial support) has an indirect and positive effect on willingness of continuity

in work and the potential benefits gained during work in the retail market. Also, the results illustrate that financial support has the strongest indirect impact on willingness of continuity and potential benefits which means that financial support is considered the essential motive for Saudi young people to work and continue and for private sector to employ Saudis.

Through this model, it was possible to identify the strongest indicators affecting each major factor through factor loading in CFA and SEM. Regarding salary, it was found that determining salary should be linked to the level of pressure at work or the tasks involved in the job, and the focus groups and an open-ended question confirmed this as the most important concern. With regard to culture or the negative perception of Saudi young people towards such jobs, it was found that the most important indicator for this factor is that Saudi workers feel embarrassed of this work in front of friends and family, or when wearing a work uniform in front of people they know. The focus groups and open-ended question confirmed this as well.

In relation to the domination of expats, it was found that the most important indicators are the inability of Saudi young people to find work because of the dominance of foreign labour on work in addition to the importance of the role of the direct manager at work, who may either be positive in guiding Saudi workers and motivating them as well as helping them to stay in work or affecting them negatively, such as by dealing with Saudi workers badly or harassing them until they leave work, as stated in the focus groups and in response to the open-ended question. Therefore, in a positive sense, direct managers could address the problem of the absence of occupational guidance in schools and universities in addition to the role of training.

The most important indicator in relation to Saudization is in increasing the number of Saudis, especially in accounting jobs, and reducing the number of expats in all jobs, as mentioned in the focus groups and open-ended question, as well as by reducing unemployment.

Investigation of financial support revealed that the most important indicator is that financial support has a role in stimulating the private sector in the recruitment of Saudi young people and the branch managers interviewed mentioned that this procedure contributed to increased willingness among Saudi workers to continue in work. One of the most important indicators in training is in contributing to the rehabilitation of Saudi young people and motivating them to work as well as reducing unemployment, as the branch managers confirmed the role of training in solving the problem of poor state education in qualifying students for the needs of the labour market as well as correcting misconceptions about this type of work. The most important indicator in measuring the satisfaction of Saudi young workers or their willingness to continue in work is the low level of comfort at work because of work pressure or increasing workloads and poor salary, as confirmed by the focus groups and open-ended question. Finally, it was found that the most important determinant of the potential benefits of working in the retail sector or the shop market is the practical application of what has been learned at university, school or on training courses and the establishment of a career for the future. This was in addition to the role of work in teaching the culture of working, such as a commitment to work and self-reliance, instead of youths depending on their parents for everything, thus making them unable to bear responsibility or the pressures of work. This was also confirmed during the focus groups.

It is possible to apply this model in many other sectors because the factors of government support (Saudization, training and financial support) are applied in all sectors.

The focus groups with branch managers and the open-ended question in the questionnaire contributed to supporting the strength of these indicators for all the variables and the results of the SEM in general. The focus groups also revealed that these companies not only train staff for work duties, but there are also courses preparing them for future work and explaining its importance, and changing the negative image about working in the shop market, in

addition to courses to motivate Saudi workers to obtain higher positions. The focus groups revealed that job security is still a problem among some young Saudi young and, therefore, some Saudis still focus on getting government jobs.

The focus groups also revealed that there is the desire from some parents to make their children work in the shop market, but only during holidays or leisure time. As a result, youths do not consider this type of work as an official job but only for entertainment or fun, thus creating a lack of commitment to work in the minds of Saudi young people.

The focus groups revealed that private sector organizations make an effort to retain Saudis who work hard and this is intended to correct the concept of job security or the unwillingness of the private sector to employ Saudis.

The responses in the focus groups also demonstrated that the work of Saudi young people in the shop market enables them to acquire the necessary experience to run their own business in the retail market, but they are unable to do so because of lack of capital. Involving Saudis in the retail sector is very important to break the monopoly of foreign labour in relation to small businesses and shops.

The focus groups also brought to light the lack of maturity of Saudi young people and most of them relying on family for material comforts, as well as spoiling causing reluctance or lower willingness among Saudi workers to continue in work.

The focus groups further revealed that there is sometimes a lack confidence among customers in Saudi workers or they regard them contemptuously in a way that relates to the perception of the inferiority of this type of work or those who do it.

Finally, the focus groups highlighted factors that caused Saudi managers to continue in work for a number of years until reaching their present position and overcoming all difficulties. A

comparison was drawn between the factors contributing to Saudi branch managers continuing in work and factors of reluctance among young people to work in lower-skilled jobs.

The focus group confirmed that practical application during study is the best way to solve the problem of poor education.

Also, from contributions of this study is, there were no previous studies have discussed the impact of government financial support to attract young people to work.

7.2 Practical contribution

The results of this research could help the government and the private sector to recognize the most important indicators that contribute to motivating Saudi young people to work in the shop market and continue in work with regard to financial support, Saudization and training, and also in knowing the most important indicators that determine salary expectations, the perception of inferiority with regard to some jobs and the domination of expats on jobs. In addition, the government and private sector in Saudi Arabia will be able to identify the most important indicators in the willingness to continue (satisfaction) in work and potential benefits gained from working in the retail market.

By focusing on the above indicators and attempting to address them, better results can be achieved in the future. For example, it was found that the most important indicators of the potential benefits of working in the retail sector are practical application of what is taught, whether in schools, universities or training courses, and the establishment of a working life for the future. Practical application during study was demanded by the branch managers because public education alone does not qualify graduates for the requirements of the labour market and this raises unemployment levels. Therefore, it is suggested that the government takes this into account and recognizes that there must be practical application of what is

taught in all fields under the essential plan of study for any specialty, as without the practical application of theory, students forget or simply cannot understand it.

Among the important benefits of working in the retail sector is establishing a life career for the future, which means that students who work in the shop market have the opportunity from an early age to realize available opportunities in the labour market and identify inclinations for study, and are then able to choose an appropriate academic specialization. They might find that work in the shop market is not suitable for their abilities and then they still have the opportunity to seek other jobs that better suit their abilities or choose an appropriate course of study to be able to continue to work and study at the same time until graduation. Then, they can gain a high position because they have acquired enough experience to qualify them for such a role. This would seem to be an improvement on students spending many years in public education and being supported by their parents in everything or being spoiled, especially financially, and, after graduating, starting to look for a high position or a comfortable job even though they have no experience or taking training courses in a specialty that is far from the area they studied at school or university.

This type of work also has a role in enabling young Saudis to learn the culture of work, such as commitment to work and self-reliance, as this is very important in encouraging young people to be independent from their family and able to take responsibility and support themselves. Moreover, Saudis who continue in work and take a higher position will not feel embarrassed regarding their work in front of anyone and thus would not be ashamed to run their own small business and work for themselves rather than bringing in expats to run their business, giving them freedom and covering up for them in exchange for monthly payments, as most Saudis do.

Among the most important indicators of training is qualifying Saudi young people for work, as this reflects that public education, whether schools or universities, does not qualify young Saudi people for the needs of the labour market. Therefore, the government should consider re-thinking its policies regarding what is taught in schools and universities and its suitability for the requirements of the labour market because it is not worth students spending many years in public education but discovering, after graduation, that they have not acquired any learning that suits them for work.

The most important indicators in terms of salary and willingness of continuity (satisfaction) in work is weak salaries and a large number of work tasks. Therefore, the government can raise financial support for salaries to be closer to reflecting the large number of work tasks. The private sector can take this into account because the sector usually prefers to bring in cheap labour to work long hours for low pay.

The results of the study could also help the private sector in identifying the most important indicators that contribute to the reluctance of Saudi young people in terms of salary, controlling the number of expats or the perception of inferiority with regard to work in order to minimize the factors that alienate Saudi young people from working in the retail sector or lower-skilled jobs in general, as well as focusing on the factors that attract Saudis and developing them. For example, one of the most important indicators of culture is Saudi workers feeling embarrassed to be seen working in the shop market by family and friends, or even when wearing a work uniform. As a result, the companies that run the shop markets could employ Saudi young people who feel embarrassed by working in the shop market at a distance from their homes, and, consequently, there is no chance for Saudi workers to be met by any relatives buying from that particular place.

Regarding the domination of expat labour on jobs, especially if they are concentrated in direct or senior management in the private sector, private organizations should be aware of the negative impact of foreign direct management on Saudi workers in the shop market. Such control by expats, especially if they are from one nationality, can lead to harm because any Saudi who comes between them faces conflict. All the branch managers in the sample emphasized the importance of direct managers being Saudi because they are better able to understand and motivate Saudi young people and guide them well.

Also, the government or the Ministry of Education can establish a system that integrates work and study at all levels of state education, even university, whether this involves work in the shop market or any other type of work, but working in the shop market specifically or the retail sector in general, as the work there is characterized by not requiring high-level skills or qualifications and Saudi young people can discover their own talents and inclinations. This will, consequently, help them to choose an appropriate course of study from an early age, as well as students discovering available job opportunities. Hence, they will have a chance and time to change jobs more than once until they find the appropriate one. This would be an excellent approach to a future career because they are still young and have time to choose a course of work and study that is right for them. This is preferable to remaining in study for a long time in public education and, after graduation, looking for work that is a long way from their specialty and then needing to be trained in new work. Graduates will then not stay long in work and will start looking for another job. As a result, the government loses a large amount of money in training and Saudi young people have wasted their life in poor education and moving from job to job looking for a high salary and position.

It was also found that worries regarding job security still exist, and, therefore, there should be a role for the government and the private sector in raising awareness about job security or addressing the fears of Saudi young people with regard to being sacked. The government

protects Saudi workers by Saudi labour law, but it needs to make Saudis feel more secure by informing them of the laws that protect them, such as the severe penalties for companies that apply arbitrary expulsion without any convincing reason. Therefore, there must be awareness from the government and the private sector that job security is a matter of the performance of employees and diligence at work. There must also be awareness in society and the family about the importance of working in the shop market and not considering it as a form of entertainment or part of their children's leisure time, because this will have a negative impact on the thinking of their offspring and their commitment to work.

The focus groups revealed that the work of young people in the shop market enables them to acquire the experience to establish their own business in the retail market and rely on themselves. Consequently, the government could urge older Saudis who work in the shop market to set up and fund their own shop market to increase the number of Saudi investors in the retail market and break the monopoly of foreign workers on the small shop market in the retail sector and to stop the drain of large amounts of money that go abroad each year.

7.3 Recommendations

One of the most important recommendations resulting from this study is to change the curriculum in line with the needs of the labour market, as well as enabling students to enter the labour market at an earlier age and making work compulsory for each student from the intermediate school stage. This will compel students to identify available job opportunities and experience jobs in the labour market that include working in retail until they discover their own capabilities and inclinations and find appropriate work. They can then specialize in a field of study that suits their dreams and capabilities. It is not necessary for this to be full time; it is enough for this to be part time, because this would be preferable to spending many years studying a specialization that is not commensurate with one's inclinations and also

without any practical application during study, as when students graduate from university they will discover that they are not eligible for any type of work and they have spent many years in education to no avail. Thus, it is better for students to start at the beginning of their working life and be promoted to the level of a senior position and a higher salary.

According to the reported results of this study, the chances of promotion in the shop market are very strong, but only for Saudi young people who are patient and strive to work. Unfortunately, most Saudi young people are used to relying on their family for everything and acquiring material comforts easily without making any effort and, therefore, they do not want to work hard. Instead, they look for comfortable work and a high salary. Consequently, the role of families here is to enable their sons to rely on themselves and motivate them to work, not for fun or leisure but for their future career. When young people remain in work and study at the same time, they are more likely to be promoted at work until they graduate. They will then have a certificate qualifying them for a good position and a higher salary because they will, by this time, have the experience and appropriate qualifications.

Training is the most important factor in solving the problem of unemployment that has occurred because public education does not qualify young people for the requirements of the labour market, in addition to its role in attracting young people to work and rehabilitation. However, this can sometimes involve random training depending on the jobs available and not on the inclinations of young people, which means that young people may be trained and can work but do not continue in work because fresh graduates will feel lost and look for any job that suits them. This may mean that they try different training courses and experiment with various jobs until they find what they want and this will, of course, cost the government a great deal of money without gaining any benefit and will compound the high unemployment rate. The private sector will also lose confidence in employing Saudis because a recent university graduate will not accept a low position or salary and will always look for

the best salaries in different jobs. As a result, there is no stability and this also explains the instability of a large proportion of young people in their work in the shop market and in other jobs in general, especially those graduating from university.

There is no doubt that society and the family have a major role in encouraging Saudi young people to work and continue in work. There must, therefore, be guidance available to the community and families about the importance of Saudis working in the shop market and in lower-skilled jobs for the country in all aspects, especially as some members of society look upon cheap labour working in lower-skilled jobs with contempt, and thus Saudi workers who work in the shop market are seen in the same way. It is possible that Saudi workers who work in the shop market will also regard this type of job with the same contempt, hence most of them do not want to wear a work uniform of trousers and shirt. This view basically relates to the perception of the inferiority of such jobs and this view is also extended to the workers in these jobs. Therefore, the government should have a role in guiding society to eliminate this view because it is very important in affecting the desire of young people to work in the shop market or in lower-skilled jobs in general. Basically, Saudi young people will not work or continue in work if they do not find enough encouragement from customers and family to gain self-confidence.

The results of this study reported that a large proportion of Saudi workers are ambitious and keen to work but need to be guided, especially young people, and, therefore, they can be influenced by any thinking around them. As a result some of them do not have confidence in themselves, largely because of their family upbringing. Therefore, the role of the direct manager should expand to help young people and motivate them to work and be able to overcome difficulties, as most people at this age are used to comfort, being spoiled and having everything come to them from their parents without making any effort. When they

face pressure at work and long hours, especially if the salary is low, they will not be able to bear the burden of this type of job without encouragement.

According to the results of the study, most of the sample had continued in work because of the guidance and help of a direct manager who was Saudi, while direct managers who are non-Saudi are often tough and deal with Saudi workers badly or do not respect or appreciate the efforts of their staff. Perhaps not all foreign direct managers are bad, but appointing Saudi direct managers would be better. Therefore, direct managers should be Saudi.

Another of the problems facing Saudi young people is the lack of a clear system for promotions and salaries, which means that promotions are in the hands of direct managers. This might foster favouritism and injustice and diligent employees might not take their share of promotions and salary increases and will thus leave work.

There is also no system for promotions and salary increases for young people who become branch managers, and this illustrates that this is the last stage it is possible for Saudis to be promoted. This may push Saudis to search for better job opportunities to obtain higher positions and salaries. As well as, nomination of Saudi worker for higher position generally is depend on of the direct manager, therefore, there should be a clear system for promotions

The study found that factors of government support have concentrated on supporting salaries, training and employment. However, there are other factors involved in the reluctance of young people to work or that cause low continuity in work, such as the idea of a lack of job security or the attachment of Saudi young people to their family and relying on them for everything. There is also a lack of patience because most young people want to be promoted and gain a high salary quickly and sometimes the problem is that some families do not take working in the shop market seriously but only as a means of fun and entertainment. Therefore, this feeling is reflected on their sons and causes them not to care about being committed to

work. Parents should be encouraged to take work in the shop market seriously for this to reflect upon their children, as well as giving their sons the opportunity and freedom to choose appropriate work and specialization and enabling them to rely on themselves through their own work and financial means. The Ministry of Labour could also have a role in removing the fear of job insecurity through greater awareness about procedures and sanctions adopted by the ministry in the private sector in the case of companies sacking employees without cause and also guiding young people towards the idea that job security is based on the efforts of the employees themselves.

It is also important for there to be direct contact between top management and Saudi young workers in the shop market to identify their problems and solve them rather than only communicating with them through the direct manager.

Also recommended for consideration is that the contracts entered into by organizations with Saudi workers must contain a statement of all the duties and rights between the employee and employer, in particular provisions relating to Saudi labour law that protect Saudi workers from unfair dismissal, to eliminate fears regarding job security that Saudi young people have suffered from for a number of years. The Human Resources Development Fund could also communicate directly with Saudi workers and identify their problems, rather than simply communicating with employers. Saudi young people need to feel secure and that the government cares about them and perhaps this is because most Saudi workers are young and associated with their family and will not be protected by their parents while at work.

Finally, the literature review revealed that small and medium organizations occupy 96% of the total private sector organizations. It was also found that the capital of these organizations and their financial capacity are weak, and, therefore, they do not have the ability to pay high salaries to Saudi workers. A number of studies also reported the low level of commitment of

Saudi workers to work, which has caused the private sector to lose confidence in the recruitment of Saudis. Therefore, compulsory Saudization or the imposition of minimum salaries for Saudi workers is not the ideal solution, because this would have a negative impact on private sector organizations and they might begin employing bad practices to evade the application of the policies of the Ministry of Labour, such as covering for expats. The Ministry of Labour is making huge efforts to combat this issue and now has a ministry department called the "Enforcement Administration cover-up of trade". Among the strategies adopted by private sector companies (small and medium) to evade the application of Saudization is applying fake employment for Saudis, which means that some organizations issue a list of Saudi employees who supposedly work in the organization to demonstrate Saudization to the Ministry of Labour. However, the reality is that a part of those on the list do not work at the organization at all, but the company exploits their names in return for a small amount of money given every month.

There has to be a radical solution to respond effectively to the problem, not simply putting all the blame on the private sector. Hence, the government has created some stimuli for private sector organizations and Saudi young people which involves financial support for salaries and training. This has certainly contributed to increased Saudization and the continuation of Saudi workers in work, as the results of this study have indicated, in addition to the government making huge efforts in supporting small projects and providing better services to owners of small businesses, whether financial or consultative. However, the government is not taking the initiative to push citizens to own their business. Instead, it is waiting for young entrepreneurs to produce ideas and then conduct feasibility studies because they are concerned that some projects will not succeed for a number of reasons, including lack of experience. Consequently, they do not adopt all the proposed projects, but, when experience is gained, the problem should be solved.

The government should make efforts to attract Saudis who have experience, work in large companies and who aspire to establish their own small enterprises managed by themselves. These small enterprises can later be merged together to become large companies. These companies do not necessarily need to operate only in the retail sector, but can do so in any field.

The above approach will contribute to addressing unemployment and enabling people seeking jobs to become employers. Consequently, these individuals will be more committed to working hard than if they were simply low-paid employees. This will also open new job opportunities and better salaries for future generations, as well as reducing the number of expats and breaking their monopoly in some jobs, such as the shop market and the wider retail sector, as well as stopping tens of billions of riyals annually transferred out of the country.

Thus, there should be an independent department in the Ministry of Labour providing collaboration and contracting agreements with Saudi young people who have experience and work in large companies to set up small businesses involving groups of new young businesspeople. After that, when these businesses have expanded, the integration of small projects could begin to complement each other. This will lead to converting the large proportion of small organizations in the private sector to a larger proportion of bigger organizations. If this is applied in all areas of the labour market, it would create a strong private sector, the economy would strengthen, and competition would appear between organizations and increase the supply, salaries and efficiency of Saudi workers. The economy will boom, and new industries will appear that will contribute to raising the country's revenues, as well as increasing purchasing power and the standard of living in general.

The most important of all these consideration is that if all students are given a chance to enter the labour market in all fields from an early age and contribute to small projects, this will encourage Saudi expertise in various fields and contribute to building a strong human resource who are qualified, committed and able to rely on themselves, as well as having the capacity for development, production and creativity.

To achieve this aim, however, there must be awareness of the efficiency of Saudi workers in Saudi society. This is very important, especially for those who work in lower-skilled jobs, in addition to the awareness of society not to be contemptuous of those who work in such jobs, whether these workers are from Saudi Arabia or from abroad. Otherwise, this could cause Saudi workers to leave and enhance the perception of inferiority towards these types of jobs.

7.4 Limitations

One of the greatest difficulties faced by the researcher was obtaining permission from the administrations of companies to visit shop markets to distribute the questionnaires on Saudi workers. The problem was that most of them were uncooperative. Some of them rejected the proposal without any obvious reasons, some of them procrastinated in giving permission and some asked the researcher to delay distribution of questionnaires to after the season, as in this period, the shopping demand increases because it is near of Ramadan. The researcher also faced difficulties to turn around the shop markets in traffic jam because he had to obtain at least 350 responses. Especially as the shop markets are not in one place but are rather sprawling in their locations. Each shop market contains a small number of Saudis and, therefore, the researcher had to visit many shop markets belonging to the four companies between Riyadh and Jeddah. It has taken five months to complete first part of collecting data.

The second part of collecting data was focus groups interviewing with twelve branch managers of shop markets and there was some difficulties in arranging common appointment with them as some of them were not available.

8 References

Abdulhadi, H. M. (1986) Industrial development and vocational choice. A field study of the social factors affecting determining of attitude of Saudi young people from industrial work. *Journal of College of Literature in King Saud University*, No2. Riyadh.

Abduljawad, N. (1998) Education System in the Kingdom of Saudi Arabia. Riyadh, Kingdom of Saudi Arabia.

Acton, C. Miller, R. Fullerton, D. and Maltby, J. (2009) *SPSS statistics for social scientists*. Basingstoke : Palgrave Macmillan.

Al Qur‟an M, N (2010) *How to Use Multiple Case Studies in International Business Research: Methodological Aspects*, International Review of Business Research Papers Volume 6. Number 2. July Pp.104-119

Alaqi, M. A. (1984) *Human resource development (Policies, planning, programs).* Printing House of the people. Cairo.

Al-Dahlawi. L.S. (2002) *A crime of covering up the commercial, aspects of substantive and procedural*, Ministry of Trade. Riyadh. Saudi Arabia.

Al-Dhuwain, A, Al-Dossary, S, Al-Anssary, E, Al-Gohaidan, M., and Sulaiman, Y. (2000) *Programs of Technology Colleges and the Needs of the Workplace*. A study funded by King AbdulAziz City for Science and Technology. Riyadh, Kingdom of Saudi Arabia.

Al-Faqi, I. and Shamsaleed, M. (1995) *Intermediate Pupils' attitude toward vocational education in Riyadh,* A paper submitted to the sixth annual meeting of Saudi educational and Psychological association. Riyadh, Saudi Arabia.

Al-Farsy, F. (1986) *Saudi Arabia: a case study in development.* London: KPI.

Al-Ghamdi A, S. (1994) *Factors influencing advancement of technical education and vocational training and their impact on economic development in Saudi Arabia*. PhD thesis. University of Hull.

Al-Gofeely, B. (1981) *Trends in education and technical work among young Saudi* (Field Study). King Abdul Aziz University, Saudi Arabia.

Al-Gosaibi, G. (2005) *Toward a unified strategy to combat unemployment.* House of civilization for publication and distribution. Riyadh.

Al-Hamid, M., Zyadh, M., Al-Oteeby, B. and Mutwaly, N. (2002) *Education in Saudi Arabia: vision of the present and look to the future.* Saudi Arabia.

Al-Hamid, A. (2005) *Saudization or flood.* King Fahd National Library, Saudi Arabia.

Al-Hamid, A. (2008) *Women and work …opportunities and challenges.* forum of reality of women participation in national development. Chamber of Commerce, Economic electronic newspaper, (No.5279). Jeddah. Saudi Arabia.

Al-Hamid, A. (2009) The concerns of work and unemployment in the light of the economic and social changes in Saudi Arabia. *Article in newspaper of the electronic economy*, No. 5622.

Al-Harbi, K. (2003) *Social and economic effects of the Saudization in the Saudi society*. dissertation, King Abdulaziz University, Department of Sociology. Jeddah. Saudi Arabia.

Al-Hudeethy, F. (2006) *The phenomenon of escape of expats from their guarantors, reasons and motives*'' Riyadh, Kingdom of Saudi Arabia.

Al-Khatib, M. (1998) Vocational Education. Al-Kheraiji: Riyadh, Kingdome of Saudi Arabia.

Al-Masmary, D. (2007) *Technical and vocational education and the dynamics of change in developing countries*. University of Omar Mukhtar. Libya.

Al-Massry, F. (2003) *Economics of education and vocational training*. Arab Centre for the Development of Human Resources, USA.

Alnafisah, A. (2008) *Saudization*. Dissertation. University of Hull. UK.

Al-Nasser, N. (2012) *How to strengthen small and medium-sized enterprises in Saudi Arabia: a multilateral perspective*. Saudi Forum for small installations. Riyadh, Saudi Arabia.

Al-Obaid, A. and Atyya, A. (1994) *The Economy of Saudi Arabia.* World House of Books. Riyadh, Saudi Arabia.

Al-Qahtany, S and Al-Mathhab, M. (2004) *Compatibility of output Bachelor of public administration with the needs of the labour market in Saudi Arabia*. King Saud University. Riyadh, Saudi Arabia.

Alramany Z. M. (2001) *Unemployment - Employment - architecture from the perspective of Islamic Economics*. House of Tuwaiq for publication and distribution. Riyadh. Saudi Arabia.

Alriyadh (2011) F*oreigners dominate on 200,000 shops and 54,000 grocery in Saudi Arabia*. Alriyadh newspaper issue No. 15579, 18/02/2011. Riyadh, Saudi Arabia.

Alriyadh (2011) *Labour market retail (Our livelihood for others).* Alriyadh newspaper issue No. 15604, 15/03/2011. Riyadh, Saudi Arabia

Alriyadh (2011) *Saudization of vegetables .. lie and we believe it*. Alriyadh newspaper issue No. 15615, 26/03/2011. Riyadh, Saudi Arabia.

Al-Romaih, S. (2001) *Saudi university youth attitudes towards working in the private sector*, field Study. King Saud University. Riyadh. Saudi Arabia.

Al-Romi, N. (2001) *Form school to future work transition: applying human capital and cultural capital production in the Saudi Arabian education system*. PhD thesis, the Pennsylvania state university, USA

Al-Sahlawy, K. (2002) *The role of small and medium-sized enterprises to create jobs*''. a paper, conference of the reality and problems of small and medium-sized enterprises and ways of development. Bahrain.

Al-Sariah, S, F. (2001) *The social prestige for jobs and foundations of occupational choice, the factors leading to the reluctance of young Saudis from craft jobs.* Case Study, dissertation. King Abdulaziz University. Jeddah. Saudi Arabia.

Al-Sariah, S. F. (2007) *Avoiding some of the work in Saudi society, Social study for reasons of getting away of Saudi young people to take on Saudi consumer Jobs in Jeddah*. PhD Thesis, King Abdul Aziz University. Jeddah. Saudi Arabia

Al-Sheik, R. (2001) *Young people and the problems of the labour market in the light of education output.* House time for publication and distribution. Riyadh, Saudi Arabia

Al-Shetwy, A. (2008) *The final report on the employment of Saudi women in public and private sectors (the obstacles and solutions).* King Abdul Aziz City for Science and Technology, Riyadh. Saudi Arabia.

Alston, M. and Bowles, W. (2003) *Research for Social Workers – an introduction to methods,* 2nd ed. New York : Routledge.

Al-Sultan, F. (1999) *Cooperative Education and the possibility of benefit from the harmonization between the outputs of higher education and the actual needs of the labour market in Saudi Arabia*. King Saud University, Saudi Arabia.

Al-Suwailem, A. (2010) *Saudi Law Office and consulting*. Riyadh. Saudi Arabia.

Al-Twaijri, M.I. (1989) A cross-cultural comparison of American-Saudi managerial values in US-related firms in Saudi Arabia: an empirical investigation. *International Studies of Management and Organization*, No. 2, pp. 58-73

Al-Zhrrany, S. (2002) *Harmonization of higher education to the needs of the Saudi national development of the labour force and their reflectance on economic, social and security.* Ministry of the Interior, Saudi Arabia.

Amaratunga, D., Baldry, D., Sarshas, M., and Newton, R. (2002) *Quantitative and qualitative research in the built environment: application of "mixed" research approach*, *Work Study*, Vol. 51, No. 1, pp. 17 – 31.

Arab Labor Organization (2009) *The role of small and medium enterprises in reducing the unemployment crisis*. a paper. Arab Employment Forum. Riyadh, Saudi Arabia,

Arabia-net (2011) *90% of retail trade out of control*. Arabia-net Webstie, 17/03/2011. http://www.alarabiya.net/views/2011/03/17/141879.html.

Arksey, H .and Knight, P. (1999) *Interviewing for social scientists: an introductory resource with examples*. London: Sage.

Badri, M.A., Davis, D.L. and Davis, D.F. (1995) Decision support for global marketing strategies: the effects of country of origin on product evaluation, *Journal of Product and Brand Management, No. 5, pp. 49-64*

Baker, M. (2001) *Selecting Research Methodology*. The Marketing Review.

Barkho, L., (2007) Advertising Resources in Oil Rich Arab Gulf Stats-Implications for International Marketing. *International Journal of Business Studies. Vol. 15, Iss.2 p:1-24.*

Bartlett, M.S. (1954) A note on the multiplying factors for various chi square approximations. *Journal of the Royal Statistical Society*, 16(Series B). pp. 296-298.

BBC (2015) *Falling oil prices: Who are the winners and losers?*. BBC news website. http://www.bbc.co.uk/news/business-29643612

Beardwell, I., Holden, L. and Claydon, T. (2004) *Human Resource Management*. Pearson Education Limited. Harlow.

Bentler, P. (1989) *EQS Structural Equations Program Manual, BMDP Statistical Software*. Los Angeles: BMDP statistical software.

Bernard, H. (2000) *Social Research Methods: Qualitative and Quantitative Approaches*. Sage: London.

Bin Kadasah, N. (2002) *The View of British Companies who have invested in Saudi Arabia*., M.B.A., the University of Birmingham.

Blaikie, N. (2003) *Analyzing Quantitative Data*. Sage, London.

Bogdan, R. C. and Biklen, S. K. (2007) *Qualitative Research for Education: An Introduction to Theory and Methods*. Boston, Allyn and Bacon Inc.

Bollen, K. (1989) *Structural Equations with Latent Variables*. John Wiley. New York.

Borg, W., and Gall, M., (1983) *Educational Research: An Introduction*, Longman Publishers, New York.

Bourland, B. (2002) *Saudi Arabia's Employment Profile.* Saudi American Bank, Riyadh, Saudi Arabia.

Bratton, J. Callinan, M. Forshaw, C. and Sawchuk, P. (2007) *Work and Organization Behaviour,* Palgrave Macmillan. New York.

Bryant, C. (1985) *Positivism in social theory and research*. Basingstoke : Macmillan.

Bryman, A. (2001) *Social Research Methods*. Oxford University Press: Oxford.

Bryman, A. (2004) *Quantity and Quality in Social Research.* Routledge, London ; New York

Bryman, A. and Bell, E. (2007) *Business Research Methods*. Oxford University Press. Oxford.

Bryman, A. and Cramar, D. (2005) *Quantitative data analysis with SPSS 12 and 13: a guide for social scientists*. Routledge. London

Bu Haliqa, A. (2002) *Unemployment in the Saudi Labour Market.* Human Resources Development Fund. Riyadh. Saudi Arabia.

Burns, R.B. (2000) *Introduction to Research Methods*. London, SAGE Publication Ltd

Burrell, G. and Morgan, G. (1979) *Sociological Paradigms and Organisational Analysis: Elements of the Sociology of Corporate Life*. Heinemann Educational: London.

Byrne, B. M. (2010) *Structural Equation Modeling with AMOS: Basic Concepts, Applications, and Programming*, (second Ed). New York, Tayor and Francis Group. LLC.

Carroll, S. J. and Tosi, H. L. (1973) *Management by Objectives.* Macmillan, New York.

Central Department Of Statistics & Information (2010) *Report the number of population in Saudi Arabia*. Riyadh. Saudi Arabia.

Central Department of Statistics & Information (2012) *Statistical Yearbook*. Riyadh. Saudi Arabia.

Central Department of Statistics & Information (2013*) Publication of the labor force survey*, Riyadh. Saudi Arabia.

Central Department of Statistics & Information (2013) *Statistical Yearbook*. Riyadh. Saudi Arabia.

Chamber of Commerce (1992) *Trends and possibilities of the private sector in the training and preparation of the national labor force*. A symposium of national employment in the private sector, the Institute of Public Administration. Riyadh. Saudi Arabia.

Chamber of Commerce (1998) *Policies of rooms towards the rehabilitation of Saudi labour and employment in the private sector.* Chamber of Commerce, Riyadh, Saudi Arabia.

Chamber of Commerce (2003) *Annual Report*. Chamber of Commerce. Riyadh, Saudi Arabia.

Chamber of Commerce (2007) *Statistics and indicators*. Chamber of Commerce. Riyadh. Saudi Arabia.

Chamber of Commerce (2008) *Analytical study for training installations in Riyadh*. Riyadh. Saudi Arabia

Chamber of Commerce (2008) *Annual Report for 2008*. Chamber of Commerce. Riyadh. Saudi Arabia.

Chamber of Commerce (2012) *Analytical study for sector of trade centers and shopping malls in Riyadh*. Riyadh. Saudi Arabia

Charles, C. M. (1995) *Introduction to Educational Research* (2nd ed.). San Diego, USA, Longman.

Child, J. (1984) *Organization.* Harper & Row, London.

Chow ,w. and Chan ,L. (2008) Social network, social trust and shared goals in organizational knowledge sharing. *Information & Management,* 45(7).pp. 458–465.

Churchill, G. A., (1979) A Paradigm for Developing Better Measures of Marketing Constructs, *Journal of Marketing Research*, Vol. 16, No. 1., pp. 64-73.

Clont, J. (1992) *The concept of reliability as it pertains to data from qualitative studies*. Paper Presented at the annual meeting of the South West Educational Research Association. Houston, TX, USA.

College of Business Administration in the University of King Faisal (2012) *Study of the needs of jobs and training in the private sectors in Saudi Arabia*. The University of King Faisal. Saudi Arabia.

Collis, J. and Hussey, R. (2003) *Business Research* (2nd ed.). Palgrave Macmillan. New York

Collis, J. and Hussey, R. (2009) *Business research: a practical guide for undergraduate and postgraduate students.* Palgrave Macmillan. China.

Comm, C. and Mathaisel, D. (2000) Assessing employee satisfaction in service firms: An example in higher education. *The Journal of Business and Economic Studies. Vol. 6, Iss. 1; p. 43 (11 pages).*

Cooper, D. R. and Schindler, P.S. (1998) *Business Research Methods* 6th ed. New York: McGraw-Hill.

Cooper, D.R. and Schindler, P.S. (2008) *Business Research Methods*. Boston, McGraw-Hill.

Corbetta, P. (2003) *Social Research: Theory, Methods, and Techniques*. Sage, London.

Creswell, J. (2003) *Research Design: Qualitative, Quantitative, and Mixed Method Approaches*. Sage: Thousand Oaks. CA.

Creswell, J. and Clark, V. (2007) *Designing and Conducting Mixed Methods Research*: Sage. CA: Thousand Oaks

Creswell, J. and Miller, D. (2000) Determining validity in qualitative inquiry. Theory into Practice, 39(3), pp: 124-131.

Czinkota, M. and Ronkainen, I. (2007) *International Marketing*. (8th Ed). Thomson Higher Education. USA.

Dell, T. (1992) *How to motivate people.* Kogan Page. London.

Denscombe, M. (2007) *The good research guide for small-scale social research projects.* (3rd edn.), Maidenhead, McGraw-Hill Open University Press.

Devellis, R.F. (2003) *Scales development: Theory and applications.* (2nd end). Thousand Oaks, California: sage.

Dillon, J. (1990) *The Practice of Questioning.* London: Routledge.

Dörnyei, Z. and Ushioda, E. (2011) *Teaching and researching motivation.* (2eds). Harlow, Pearson Education.

Easterby-Smith, M. (2008) *Management Research*. 3Edit, Calif, London.

Easton, G. (2002) Marketing: A Critical Realist Approach. *Journal of Business Research*, 55(2), 103-109.

Fernandes, C. and Awamleh, R. (2006) Impact of organisational justice in an expatriate work environment. *Management Research News.* Vol. 29, Iss. 11; p. 701.

Field, A. (2006). *Discovering Statistics Using SPSS*. 2nd ed. London. Thousand Oaks. New Delhi: Sage Publication.

Finch, H. and Lewis, J. (2003) *Focus Groups Reaserch in Qualitative Research Practice: A Guide for Social Science Students and Researchers.* Ritchie, J and Lewis, J. London, Sage Publications.

Finn, M., Elliott-White, M. and Walton, M. (2000) *Tourism and Leisure Research Methods*. Harlow: Longman.

Fleetwood, S. (2005) *Ontology in Organization and Management Studies: A Critical Realist Perspective*. *Organization*, 12(2), 197-222.

Gefen, D., Straub, D. and Boudreau, J. (2000) Structural equation modelling and regression: Guidelines for research practice‖. *Communications of the Association for Information Systems*, 4(?), pp. 1-70.

General Administration to combat gloss over of trade (2012) *gloss over of trade*. Ministry of trade. Riyadh. Saudi Arabia.

General Organization for Technical and Vocational training (2007) *Numbers of graduates in 2007-2008*. Riyadh, Saudi Arabia.

Gerbing, D. W. and Anderson, J. C. (1988) An updated paradigm for scale development incorporating unidimensionality and its assessment‖. *Journal of Marketing Research*, 25(2), pp. 186-192.

Ghaban, M. et al. (2004) *Unemployment: Reasons and Remedies.* Ministry of the Interior. Madinah, Saudi Arabia.

Ghauri, P. and Gronhaug, K. (2005) *Research Methods in Business Studies*. Pearson Education. UK.

Ghauri, P.N., Cateora, P. (2005) *International marketing*. 2nd Ed. McGraw-Hill Education. New York.

Gibson, J., Donnelly, J., Ivancevich, J. and Konopaske, R (2003) *Organizations: Behaviour, Structure, Processes*. McGraw-Hill Companies. USA.

Gillham, B. (2000) *The Research Interview*. (2nd edition), London: MPG Books Ltd.

Ginzberg, E. (1951) *Occupational choice: an approach to a general theory*. Columbia University Press. New York.

Golafshani, N. (2003) Understanding Reliability and Validity in Qualitative Research. *The Qualitative Report*, Vol. 8, No. 4 December, pp. 597-607.

Goodman, P. S. (1974) *Change in Organizations: New Perspectives on Theory, Research and Practice.* Jossey-Bass, San Francisco.

Hair, J. F., Anderson, R. E., Tatham, R. L. & Black, W. C. (1998) *Multivariate Data Analysis*, Fifth edition, Prentice-Hall International, Inc.

Hair, J. F., Anderson, R. E., Tatham, R. L. and Black, W. C. (2006) *Multivariate Data Analysis*, Sixth edition, Prentice-Hall International, Inc.

Hair, J.F., Babin, B., Money, A.H., Samouel, P., (2007) *Essentials of Business Research Methods.* John Wiley & Sons, Inc.

Hammad, K. (2005) *Youth attitudes toward the Saudi Technical Education*. Institute of Management, Saudi Arabia.

Harrington, D. (2009) *Confirmatory Factor Analysis*. New York: Oxford University Press.

Herzberg, F. (1968) *One More Time: How Do You Motivate Employees*? Harvard Business Review, *January-February, 53-62.*

Hofstede, G. J, Minkov, M. (2010) *Cultures and organizations: software of the mind: intercultural cooperation and its importance for survival*. McGraw-Hill. New York.

Holloway, W. (1991) *Work Psychology and Organizational Behavior*. Sage. London.

Hopmann, P. T. (2002) Negotiating data: Reflections on the qualitative and quantitative analysis of negotiation processes. *International Negotiation, 7, 67-85.*

Hu, L.-T. and Bentler, P.M. (1999) Cutoff criteria for fit indexes in covariance structure analysis: conventional criteria versus new alternatives, *Structural Equation Modeling*, 6(1), pp. 1-55.

Huczynski, A. and Buchanan, D. (2001) *Organizational Behaviour: An Introductory Text*. Pearson Education Limited. Harlow.

Human Resources Development Fund (2006*) turnover citizenship workforce in the private sector*. Riyadh. Saudi Arabia.

Human Resources Development Fund (2007) *The reality of internal training facilities in the private sector benefit from the support of Human Resources Development Fund.* Human Resources Development Fund. Riyadh, Saudi Arabia.

Human Resources Development Fund (2013) *Study the reality of small enterprises and their role in providing job opportunities for citizens*. HRD. Riyadh. Saudi Arabia.

Hussey, J. & Hussey, R. (1997) *Business Research: A practical guide for undergraduate and postgraduate students.* Macmillan Business.

Janssens, W., Wijnen, K., Pelsmacker, P. D. & Kenhove, P. V. (2008) *Marketing Research with SPSS*. Prentice Hall.

Johnson, B. (1997) Examining the validity structure of qualitative research. *Education*, 118(3), pp: 282-292.

Johnson, P. and Gill, J. (1993) *Management Control and Organizational Behavior*. Paul Chapman Publishing Ltd. London.

Jones, M. (2005) *International Marketing*. 2nd Ed. Palgrave Mcmillan London.

Kallel, B. (1993) Saudization from the Slogan to the Realism: How?. *Tejarat Al-Riyadh, 370 pp. 28-38.*

Karl, D. (1991) Slamic Law in Saudi Arabia: What Foreign Attorneys Should Know. *The George Washington Journal of International Law and Economics. 1991. Vol. 25, Iss. 1; p. 131*.

Kast, F. and Rosenzweig, J. (1979) *Organisation and Management: A System and Contingency Approach*. McGraw-Hill. USA.

King Abdulaziz University (2009) *Reasons for the reluctance of young Saudis working in the private sector and finding supporting solutions for Saudization programmes*. King Abdulaziz University, Human Resources Development Fund. Saudi Arabia.

King, N. and Horrocks, C. (2010) *Interviews in qualitative research.*. Sage Publications Ltd. London.

Kline, R.B. (2011) *Principles and Practice of Structural Equation Modelling*. New York: Guilford Press.

Knights, D. and Willmott, H. (2007) *Introducing Organisational Behaviour and Management*. Thomson Learning. London.

Kreitner, R. and Kinicki, A. (2007) *Organizational Behaviour*. McGraw-Hill. USA.

Kruger, D. J. (2003) Integrating quantitative and qualitative methods in community research. *The Community Psychologist, 36 pp. 18-19.*

Kumar, R. (1999) *Research Methodology: A step-by-step guide for beginners.* London: Sage.

Latham, G. P. (2007) *Work motivation: history, theory, research and practice*. Sage publications. Thousand Oaks, Calif. London

Lee, R. and Lawrence, P. (1991) *Politics at Work.* Stanley Thomes Publishers. Leckhampton.

Levine, D. M. and Stephan, D. F. (2009) *Even You Can Learn Statistics: A Guide for Everyone Who Has Ever Been Afraid of Statistics.* 2nd ed. London: FT Press.

Lillis, A. M., and Mundy, J. (2005) Cross-sectional field studies in management accounting research-closing the gaps between surveys and case studies. *Journal of Management Accounting Research,* 17, 191-141.

Lincoln, Y. and Guba, E. (1985) *Naturalistic inquiry*. Sage: Beverly Hills CA, USA.

Litwin, M. (1995) *How to Measure Survey Reliability and Validity*. Survey Kit no. 7. California: Sage Publications.

Looney E. (1992) factors Affecting Employment in the Arabian Gulf Region, 1975-1985. *International Journal of Social Economic, 19. pp. 72-86.*

Lukka, K., and Kasanen, E. (1995) The problem of generalizability: anecdotes and evidence in accounting research. *Accounting, Auditing and Accountability Journal,* 8(5), 71-90.

Mababaya, M. (2002) *The Role of Multinational Companies in the Middle East*. PhD thesis. University of Westminster.

Madhi, S. and Barrientos, A. (2003) Saudization and Employment in Saudi Arabia. *Career Development International, 8(2). pp. 70-77.*

Malhotra, N. (2010) *Marketing research: an applied orientation*. Boston, Mass.; London: Pearson.

Marshall, C. and Rossman, G. B. (2011) *Designing qualitative research.* (5th edn.), London, Sage Publications, Inc.

Martin, J. (2001) *Organisational Behaviour*. Thomson Learning. London.

Maslow, A. H. (1954) *Motivation*, (2nd edition.). Harper Row, New York.

May, T. (1997) *Social Research: Issues, Methods and Process.* (2nd edition), Trowbridge: Redwood books.

Mckinney, V., Yoon, K. and Zahedi, F. (2002) The measurement of web-customer satisfaction: An expectation and disconfirmation approach. *Information Systems Research,* 13(3). pp. 296–315.

McLaughlin, H. (2007) *Understanding Social Work Research.* SAGE Publications. London.

McNeill, P. (1990) *Research methods*. Routledge, London.

Mellahi, K. (2000) HRD through Vocational Education in Gulf Cooperation Countries: the case of Saudi Arabic. *Journal of Vocational Education and Training,* 52(2). pp. 329-344.

Metwally, M. (1997) Economic consequences of applying Islamic principles in Muslim societies. *International Journal of Social Economics,* 24(7,8,9). pp. 941-957.

Metwally, M.M. (1995), Saudi Arabian attitudes towards foreign services. *Journal of International Marketing and Marketing Research, No. 3, pp. 139-46.*

Mill J, S (1866) *Auguste comte and positivism*. 2nd ed, Trubner, London,

Miller, R.L. and Brewer, J.D. (2003) *The A-Z of Social Research: A Dictionary of Key Social Science Research Concepts*. London: Sage.

Ministry of Commerce (2012) *The General Administration in the combat of the cover-up trade.* Ministry of Commerce. Riyadh, Saudi Arabia.

Ministry of Higher Education (2009) *Universities of Saudi Arabia.* Ministry of Higher Education website. *Saudi Arabia.* http://www.mohe.gov.sa/Arabic/Universities/Pages/default2.aspx

Ministry of Labour (2005) *Saudi labour law.* Ministry of Labour. Riyadh, Saudi Arabia.

Ministry of Labour (2009) *Saudization.* Ministry of Labour Website. Saudi Arabia. http://www.mol.gov.sa/ar/PressReleases/Documents/6.pdf

Ministry of Planning (2010) *Social statistics.* Ministry of Planning. Riyadh, Saudi Arabia.

Ministry of Planning (1995) *The Fifth Development Plan.* Ministry of Planning Press. Riyadh, Saudi Arabia.

Ministry of Planning (2001) *Achievement of Development plans 1970-2001: Facts and Figures.* Issue 19. Ministry of Planning Press: Riyadh, Kingdom of Saudi Arabia.

Ministry of Planning (2002) *Statistical Yearbook*, Issue 38. Ministry of Planning Press. Riyadh, Saudi Arabia

Ministry of Planning (2005) *The Eighth Development Plan.* Ministry of Planning press. Riyadh, Saudi Arabia

Ministry of Planning (2007) *Statistics of productive sectors*. Ministry of Planning. Riyadh, Saudi Arabia.

Ministry of Planning (2008) *Achievements of Development Plans: Facts and Figures 1970 – 2008.* Ministry of Planning Press. Riyadh, Saudi Arabia.

Ministry of planning (2011) *The Geography of Saudi Arabia and Its Population.* Ministry of planning Riyadh, Saudi Arabia.

Molander, C. (1996) *Human Resource at Work*. Studentlitteratur, Lund. Sweden

Moorhead, G. and Griffin, R. W. (1995) *Organizational Behavior,* Houghton Mifflin Company, Boston.

Moran, R., Harris, P and Moran, S., (2007) *Managing Cultural Differences*: Global Leadership Strategies for the 21st Century. 7th Ed, Elsevier (UK) Oxford

Morrison, J. (2006*) The International Business Environment*: Global and Local Marketplaces in a Changing World. 2nd Ed. Palgave Macmillan, New York.

Mullins, L. (2002) *Management and Organisational Behaviour*. Pearson Education Limited. Essex.

Nachmias, C.F. and Nachmias, D. (2007) *Research Methods in the Social Sciences Study Guide*. New York :Worth Publishers.

Oliver, P. (2004) *The Student's Guide to Research Ethics.* Berkshire: Open University Press.

Onkvisit, S. and Shaw, J. (2004) *International Marketing, Analysis and Strategy*. 4th Ed. Routledge. USA.

Oppenheim, A. (1992) *Questionnaire design, interviewing and attitude measurement.* London, Continuum.

Otley, D. T., and Berry, A. J. (1994) Case study research in management accounting and control. *Management Accounting Research,* 5, 45-65.

Pallant, J. (2010) *SPSS survival manual: a step by step guide to data analysis using SPSS.* Maidenhead : McGraw-Hill Education.

Panik, M. (2005) *Advanced statistics from an elementary point of view*. Academic Press. London.

Patton, M. Q. (2002) *Qualitative Research and Evaluation Methods*. 2nd ed., Sage. London.

Payne, G. and Payne, J. (2004) *Key Concepts in Social Research*". Sage: London.

Perry, C. (1998) Processes of a case study methodology for postgraduate research in marketing. *European Journal of Marketing, vol. 32, no. 9/10, pp. 785-802.*

Pinder, C. (1984) *Work Motivation.* Pitman, London.

Polit, D. and Hunger, B. (1999) *Nursing Research: Principes and Methods*. New York. Lippincott.

Porter, L., Bigley, G. and Steers, R. (2003) *Motivation and Work Behaviour*. McGraw-Hill. USA

Pritchard R. D and Ashwood E. L (2008) *Managing motivation: a manager's guide to diagnosing and improving motivation*, London, Routledge, New York.

Punch, K. F. (2005) *Introduction to Social Research: quantitative and qualitative approaches.* Sage. London

Ramli, A., Sulaiman, S., *Oitchell* F. (2009) *Significant contribution through triangulation approach: qualitative and quantitative research design,* Website. http://www.google.com.sa/search?hl=ar&source=hp&q=SIGNIFICANT+CONTRIBUTION+THROUGH+TRIANGULATION+APPROACH%3A+QUALITATIVE+AND+QUANTITATIVE+RESEARCH+DESIGN&btnG=%D8%A8%D8%AD%D8%AB+Google%E2%80%8F&rlz=1R2SKPB_enGB366&aq=f&aqi=&aql=&oq=&gs_rfai=,

Raykov, T. and Marcoulides, G.A. (2006) *A first course in structural equation modelling*. 2nd ed. London: Psychology Press.

Rice, G. (2004) Doing Business in Saudi Arabia. *Journal of International Business, Vol. 46, Iss.1 pg. 59.*

Ritchie, J., and Lewis, J. (2003) *Qualitative Research Practice.* (Eds.)*: A guide for social science students and researches*. London: Sage Publications Ltd.

Robert, B. (2004) *Motivation: theories and principles,* Upper Saddle River, N.J. : Pearson Education.

Robson, C. (1993) *Real World Research. A Resource for Social Scientists and Practitioner-Researchers.* Oxford: Blackwell.

Roe, A. (1956) *The psychology of occupations*. John Wiley & Sons. New York.

Roh, T., Ahn, C. and Han, I. (2005) The priority factor model for customer relationship management system success. *Expert Systems with Applications*, 28 (4). pp. 641–654.

Rubin, A. and Babbie, E.R. (2005) *Research Methods for Social Work* (5th ed.). Thomson Learning. USA.

Ryan, T. A. (1970) *Intentional Behavior.* Ronald Press, New York.

Sahlawi, K. and AbdulKader, A. (2002) The characteristics and motivations of the owners of small and medium-sized enterprises. *Scientific Journal of King Faisal University (issue 1).* Saudi Arabia.

Sajeeni Center for Economic Consultancy (1998) *The impact of the application of the Saudization programs on investment and operating in AL Medina AL Munawara*. Filed study, Saudi Arabia.

SAMA (2008) *Saudi Arabian Monetary Agency Annual Report.* Issue 44, Saudi Arabia Monetary Agency: Riyadh, Saudi Arabia.

Sapsford, R. and Jupp, V. (2006) *Data Collection and Analysis*. 2nd ed. Sage, London

Sarantakos, S (1998) *social research.* (2nd Ed), Basingstoke : Macmillan.

Sarantakos, S. (2005) *Social research*. (3rd ed). Hampshire: Palgrave Macmillan.

Saunders, M., Lewis, P. and Thornhill, A. (2009) *Research Methods for Business Students.* Pearson Education. UK.

Schumacker, R. E. and Lomax, R. G. (2010) *A Beginner's Guide to Structural Equation Modelling.* The University of Alabama. London

Seale, C. (1999) Quality in qualitative research. *Qualitative Inquiry*, 5(4), pp: 465-478.

Shaban, A. Asaad, R. and Al-Qudsi, S. (1995) The challenges of employment in the Arabic region. *International Labour Review, 134. pp. 65-8 2.*

Silverman, D. (2000) *Doing qualitative research: a practical handbook*. Sage. London.

Sinbull, A. (1998) *Managing the Education System in Kingdom of Saudi Arabia,* Al-Kheraiji. Riyadh. Saudi Arabia.

Smith, I. (2001) *Building strong motivation.* Learning Unlimited, Glasgow.

Stanley, L, and Wise, S. (1993) *Breaking out again: feminist ontology and epistemology*. Routledge. London.

Stanley, T (2008) A motivated workplace is a marvelous sight. *Supervision. Mar. Vol. 69, Iss. 3; p. 5 (4 pages).*

Steers, R. M., Potter, L. W. and Bigley, G. A., (1996) *Motivation and Leadership at Work.* McGraw-Hill, New York.

Stevens, J. P (2009) *Applied multivariate statistics for the social sciences*. New York, N.Y. London : Routledge.

Suissy, Z. (2011) *Career guidance and its relationship to the modern school*. Al-messa newspaper website. http://www.el-massa.com/ar/content/view/52744

Super, D. E. (1957) *The psychology of careers*. Harper. New York.

Tabachnick, B. and Fidell, L. (2007) *Using Multivariate Statistics.* 5th edition, Pearson Education. Inc, USA.

Tashakkori, A., and Teddlie, C. (1998) *Mixed Methodology: Combining Qualitative and Quantitative Approaches*. Sage, Thousand Oaks, CA.

Taylor, F. W., (1947), *The Principle of Scientific Management,* Harper, New York.

Tellefsen, T. and Thomas, G. (2005) The antecedents and consequences of organizational and personal commitment in business service relationships. *Industrial Marketing Management*, 34(1), pp. 23-37.

Thietart, R.A. and Wauchope, S (2001) *Doing Management Research A Comprehensive Guide*: Sage, London.

Ticehurst, G. and Veal, A. (2000) *Business research methods: A managerial approach*, Pearson Education Pty Limited, Frenchs Forest, Australia.

Usunier, J. (1993) *International Marketing A Cultural Approach*. Prentice Hall International Limited. UK.

VanderStoep, S. W. & Johnston, D. D. (2009) *Research methods for everyday life: blending qualitative and quantitative approaches.* San Francisco, Jossey-Bass Inc Pub.

Vroom, V. H. and Deci E. L(1992) *management and motivation,* (2eds), Penguim Books Ltd, London.

Vroom, V. H., (1964) *Work and Motivation,* Wiley, Chichester.

Walliman, N. (2007) *Social Research Methods*. Sage. London.

Wehba, M. A. and Bridwell, L. G. (1979) Maslow Reconsidered: A Review of Research on the Need Hierarchy Theory, *Organizational Behavior and Human Performance, April, 50-58.*

Wiseman. A, and Al-Romi. N. (2003) *The institutional context of school to work transition in Saudi Arabia,* a paper presented at the 47th annual conference of the comparative and international education society, March 12-16, 2003. Los Angeles, USA.

Yin, R. K. (2009) *Case study research: Design and methods.* (4th Ed), Sage, Thousand Oaks, California.

Zikmund, W, G. (2002) *Business research methods*. Mason, Ohio : South-Western.

9 Appendix 1: Questionnaire in English

First section

This questionnaire has been designed to measure the attitude of Saudis towards working in the retail market.

Please tick the appropriate box.

Age:

☐ (18-19) ☐ (20-21) ☐ (22-23) ☐ (24-25) ☐ Other.....

Education level:

☐ Elementary school ☐ Intermediate school ☐ High school ☐ University ☐ Other.....

Work status:

☐ Employee ☐ Employee and Student at the same time ☐ Employer

Do you have an idea about importance of working in retail sector?

☐ Yes ☐ No ☐ Not much

Salary of employee is (Saudi Riyals):

☐ 1,000-1,999 ☐ 2,000-2,999 ☐ 3,000-3,999 ☐ 4,000-4,999 ☐ More than 5,000

Total family income is (Saudi Riyals):

☐ 1,000-2,999 ☐ 3.000-4.999 ☐ 5,000-6,999 ☐ 7,000-8,999 ☐ More than 9,000

Did you get money support from Human Resources Development Fund?

☐ Yes ☐ No

Have you been trained to work?

☐ Yes ☐ No

If the answer is yes, which party you got your training from

☐ Human Resources Development Fund ☐ General Organization for Technical and Vocational

☐ Training Private Institution belongs to work ☐ Other……

How long have you been working here?

.....

What is your a Job title?

.....

Second section

To what extent do you see the reasons for the reluctance of Saudis to take a job in the retail market reflected in the following statements?

Please indicate how much you agree with the following statements.

To what extent do you see the government as having a role in motivating Saudis to work in the retail market reflected in the following statements?

Please indicate how much you agree with the following statements.

	Strongly Agree	**Agree**	**Not Sure**	**Strongly Disagree**	**Disagree**
1. Saudization has contributed to increasing the number of Saudis in the labour market.					
2. Saudization has reduced the adoption in the private sector of foreign workers.					
3. Saudization has reduced the domination of expatriates in the labour market.					
4. Training has contributed to motivating Saudis to work and reducing unemployment rates.					
5. Training has contributed to detecting the capabilities of individuals and developing them.					
6. Training has contributed to qualify Saudis for work.					
7. The government paying part of the salary of Saudi workers has had a role in motivating Saudis to work.					
8. The government paying part of the salary of Saudi workers has had a role in stimulating the private sector to employ Saudis.					
9. The government paying part of the salary of Saudis has had a role in reducing the number of expatriates employed in the private sector.					

To what extent do you see your satisfaction and continuity in working in the retail market reflected in the following statements?

Please indicate how much you agree with the following statements.

Disagree	**Strongly Agree**	**Agree**	**Not Sure**	**Strongly Disagree**	**Disagree**
1. I do not feel comfortable at work because the job is hard and I work long hours.					
2. I do not feel happiness or fun at work.					
3. I work here on a temporary basis because there are no other job opportunities.					
4. I find this work to be on a lower level than my abilities.					
5. I prefer administrative to vocational work.					
6. I see this work has no future.					
7. I have experienced harassment from expatriates.					
8. There is no stimulation from family or friends for continuity in work.					
9. There is no encouragement or support from shopkeepers to develop my abilities.					
10. My boss do not give me chance to develop my abilities.					
11. The private sector prefer non-Saudi so there is no job security.					
12. The salary is low in private sector.					

To what extent do you see your working in the retail market as useful through the following statements?

Please indicate how much you agree with the following statements.

	Strongly Agree	**Agree**	**Not Sure**	**Strongly Disagree**	**Disagree**
1. This work has helped me to discover my potential and thus choose a course of study that suits my abilities.					
2. This work has helped me in practising what I am learning in school or					

university.					
3. I find this work a good opportunity to develop my abilities and open new and wider fields in the future.					
4. This work has helped me to discover employment opportunities in the labour market.					
	Strongly Agree	**Agree**	**Not Sure**	**Strongly Disagree**	**Disagree**
5. I like this work as it is characterized by a lot of movement instead of sitting behind a desk.					
6. This work has helped me to instil the concept of commitment and discipline in myself.					
7. This work has helped me to rely on myself.					
8. This work is better than wasting my time searching for administrative jobs.					
9. This work is an excellent opportunity to establish my career.					
10. This work has helped to lower unemployment rates in Saudi Arabia.					
11. This work is very useful because it does not require high qualifications.					
12. This work has helped me to understand the basics and principles of work.					
13. This work has helped me to communicate with people and form relationships.					
14. This work has helped me to take better advantage of my free time.					
15. This work has helped me increase my income.					
16. This work has helped me to achieve high marks in school or university.					
17. This work makes me feel responsible.					
18. This work makes my family and me proud.					
19. This work makes me feel that I have a role in the economic development of my country.					
20. This work makes me feel that I have a role in reducing the social and economic problems of expatriates.					

	Strongly Agree	Agree	Not Sure	Strongly Disagree	Disagree
21. This work has helped me to learn new languages and skills.					
22. This work has helped me in managing my spending and time.					
23. This work has helped me to understand the importance of the value of work.					
24. This work has helped me to change society's perception of the inferiority of such work.					
25. This work makes me feel that Saudis are trustworthy if they are given opportunities.					
26. I work here to prove that the efficiency of Saudis is not less than the efficiency of expatriates.					
27. This work is a good chance to continue studying and working at the same time.					
28. This work has helped in solving the problems of a public education system that does not qualify Saudis for labour market requirements.					
29. This work has contributed to stopping the transfer of money out of the country.					
30. This work has helped me to gain experience that will qualify me for work after graduation.					
31. I advise all parents to push their children to work in retail market.					

In your opinion, how can Saudi young be attracted to work in retail sector?

.....

If you have any additional thoughts or comments, please use the space below (optional)

.....

Thank you so much for filling the questionnaire

Researcher/ Abdulelah Alnafisah

10 Appendix 2: Questionnaire in Arabic

استبيان

دراسة ميدانية حول موقف الشباب السعودي نحو العمل في سوق التجزئة.

صمم هذا الاستبيان للحصول على المعلومات اللازمة لبحث الدكتوراه في جامعة هل في بريطانيا . كل المعلومات التي سترد في هذا الاستبيان ستكون سرية وستستخدم لاغراض علمية فقط .

يحتوي الاستبيان على قسمين : الاقسم الاول عبارة عن اسئلة عامة ولكل سؤال له خيارات بحيث تضع علامة صح في الرمبع المقابل للخيار المناسب . القسم الثاني مكون من اربعة اسئلة , لكل سؤال وضع له جدول يحتوي على عبارات تقيس درجة موافقتك او عدم موافقتك للعبارة . كل ما عليك فعله هو وضع اشارة صح في الخامة الفارغة مقابل العبارة التي تراها تناسب رأيك.

هذا الاستبيان يستهدف كل اراء الشباب السعودي العاملين في الاسواق التجارية وساكون في غاية الامتنان والتقدير اذا استقطعت دقائق من وقتك الثمين لملأ الاستبيان بمصداقية وامانه.

القسم الاول

ارجو وضع علامة صح للاجابة المناسبة :

1- العمر
□(19-18) □(21-20) □(22 -23) □ (24-25) □ اكبر من 25 سنة

2-المستوى التعليميى
□ابتدائي □متوسط □ثانوي □ جامعي □ رجاء اذا كان لديك مؤهل دراسي اخر اكتبه هنا .....

3- الحالة الوظيفية
□ موظف □ موظف وطالب في نفس الوقت □ مسؤل توظيف

4- هل لديك فكرة عن اهمية العمل في سوق التجزئة؟
□ نعم □ لا □ ليس كثيرا

5- ما هو راتبك الشهري بالريال السعودي هو
□ (1,999-1,000) □ (2,999-2,000) □ (3,999-3,000) □ (4,999-4,000) □ اكثر من 5,000

6- الدخل الاجمالي للاب او الاشخاص المتكفلين بالصرف على العائلة هو
□(2,999-1,000) □(4,999-3,000) □ (6,999 -5,000) □(8,999 -7,000) □ اكثر من 9,000

7- هل حصلت على مبلغ شهري كدعم للراتب من صندوق تنمية الموارد البشرية
□نعم □ لا

8- هل تلقيت تدريب لممارسة هذا العمل من:
□نعم □ لا

9- اذا كانت الاجابة بنعم , ما هي الجهة التي قامت بتدريبك:
□ صندوق تنمية الموارد البشرية □ المؤسسة العامة للتدريب التقني والمهني □ جهة تابعة للقطاع الخاص
□ اخرى.....

10- ما هي المدة التي قضيتها في العمل .....

11- هل ممكن كتابة المسمى الوظيفي لعملك والمكان .....

القسم الثاني

1- ما مدى موافقتك او عدم موافقتك لاسباب عزوف الشباب عن العمل في سوق التجزئة من خلال العبارات التالية, الرجاء وضع علامة صح في الخانة التي تراها انسب من وجهة نظرك:

	موافق بشدة	موافق	غير متاكد	غير موافق	غير موافق بشدة
1- لا توجد فرص وظيفية للشباب السعودي بسبب سيطرة العمالة الوافدة على الوظائف في سوق التجزئة					
2- صعوبة ايجاد عمل لان معضم المحلات مدارة من العمالة الوافدة في سوق التجزئة					
3- كثرة العمالة الوافدة خلق تحالف بيمهم وبالتالي التستر على بعضهم					
4- الرواتب لا تتناسب مع ضغط وحجم العمل					
5- راتب السعودي نفس او قريب من راتب العامل الوافد					
6- الرواتب لا تفي بمتطلبات الحياة					
7- احس بالحرج من العمل في سوق التجزئة امام الاصدقاء والاهل بسبب النظرة الدونية لهذا العمل					
8- احس بالحرج من العمل في سوق التجزئة لان هذا العمل يعمل به عادة العمالة الرخيصة					
9- الزبائن يفضلون التعامل مع العامل الوافد اكثر من السعودي					
10- العمل في سوق التجزئة لا يتناسب مع العادات والتقاليد للمجتمع السعودي					
11- دائما ينظر لمن يعمل في سوق التجزئة انه فاشل في دراسته					

12- القطاع الخاص او صاحب المحل لا يعطي فرص عمل للسعوديين للعمل في سوق التجزئة					
	موافق بشدة	**موافق**	**غير متاكد**	**غير موافق**	**غير موافق بشدة**
13- القطاع الخاص او صاحب المحل لا يهتم بالضروف السعودي الاجتماعية (مثل اعطاء اجازة للسعودي لوجود ضرف خاص)					
14- القطاع الخاص او صاحب المحل يفضل العامل الوافد اكثر من السعودي					

2- ما مدى موافقتك او عدم موافقتك بان الحكومة او وزارة العمل لها دور في حث الشباب السعودي للعمل في سوق التجزئة من خلال العبارات التالية, الرجاء وضع علامة صع في الخانة التي تراها انسب من وجهة نظرك:

	موافق بشدة	**موافق**	**غير متاكد**	**غير موافق**	**غير موافق بشدة**
1- تطبيق السعودة ساهمت في زيادة عدد السعوديين في سوق التجزئة					
2- نظام السعودة خفض اعتماد القطاع الخاص او اصحاب المحلات على العمالة الوافدة					
3- تطبيق السعودة خفض سيطرة العمالة الوافدة على سوق التجزئة					
4- وجود التدريب ساهم في تحفيز السعوديين للعمل في سوق التجزئة وخفظ معدلات البطالة					
5- وجود التدريب ساهم في كشف قدرات الشباب وتطويرها					
6- وجود التدريب ساهم في تأهيل الشباب للعمل في سوق التجزئة					

	موافق بشدة	**موافق**	**غير متاكد**	**غير موافق**	**غير موافق بشدة**
7- دفع صندوق تنمية الموارد البشرية جزء من راتب السعودي ساهم في حث السعوديين للعمل في سوق التجزئة					
8- دفع صندوق تنمية الموارد البشرية جزء من راتب السعودي ساهم في تحفيز القطاع الخاص واصحاب المحلات في توظيف السعوديين في سوق التجزئة					
9- دفع صندوق تنمية الموارد البشرية جزء من راتب السعودي ساهم في تخفيض اعداد العمالة الوافدة					

3- ما مدى موافقتك او عدم موافقتك برضاك عن عملك ورغبتك في الاستمرارية فيه من خلال العبارت التالية, الرجاء وضع علامة صح في الخانة التي تراها انسب من وجهة نظرك

	موافق بشدة	**موافق**	**غير متاكد**	**غير موافق**	**غير موافق بشدة**
1- لا اشعر بالراحة في هذا العمل لانه متعب وساعات عمل طويلة .					
2- لا اشعر بالسعادة والمتعة في العمل					
3-- اعمل هنا بشكل مؤقت لانه لا توجد فرص وظيفية افضل					
4- اجد هذا العمل اقل مستوى من قدراتي او انه لايتناسب مع مهاراتي					
4- افضل العمل بعمل ادراي او مكتبي اكثر من العمل في سوق التجزئة					

	موافق بشدة	**موافق**	**غير متاكد**	**غير موافق**	**غير موافق بشدة**
6- لا ارى بان العمل في سوق التجزئة له مستقبل					
7- اجد مضايقات من العمالة الوافدة					
8-لا يوجد هناك تحفيز من الاهل والاصدقاء					
9-لا اجد تشجيع من اصحاب المحلات في تطوير قدراتي او فتح محل خاص بي					
10-رئيسي بالعمل غير سعودي ولا يعطني فرصة في تطوير مهاراتي					
11-اصحاب المحلات يفضلون العمالة الوافدة لذلك لا يوجد امان وظيفي.					
12- الراتب منخفظ					

5- ما مدى موافقتك او عدم موافقتك بان العمل في سوق التجزئة يحقق قيمة لك وللبلد من خلال العبارات التالية, الرجاء وضع علامة صح في الخانة التي تراها انسب من وجهة نظرك

	موافق بشدة	موافق	غير متاكد	غير موافق	غير موافق بشدة
1- هذا العمل ساعدني في اكتشاف قدراتي وبالتالي اختيار التخصص الدراسي المناسب لي					
2- هذا العمل ساعدني في ممارسة ما تعلمته في الجامعة او المدرسةاو المعهد					
3- ساعدني هذا العمل في تطوير قدراتي وفتح مجلات اوسح في المستقبل					
4- ساعدني هذا العمل في اكتشاف الفرص الوظيفية في سوق العمل وبالذات في سوق التجزئة					
5- افضل هذا العمل لانه يمتاز بالحركة اكثر من العمل المكتبي					
6- ساعندي هذا العمل في غرس مفهوم الالتزام والانضباط في العمل					
7- ساعدني هذا العمل على الاعتماد على نفسي					
8- هذا العمل افضل من تضيع وقتي في البحث عن عمل مكتبي					
9- هذا العمل فرصة كبيرة لتاسيس حياتي العملية					
10- هذا العمل ساعدني في خفظ معدلات البطالة					
11- هذا العمل ممتاز لانه لا يتطلب شهادات او قدرات عالية					
12- ساعدني هذا العمل في فهم اساسيات ومبادئ العمل بشكل عام					

13- ساعدني هذا العمل في التواصل مع الناس وتكوين علاقات					
14- ساعدني هذا العمل في استغلال وقت فراغي بعمل مفيد					
15- ساعدني هذا العمل في زيادة دخلي					
16- هذا العمل ساعدني في تحقيق درجات عالية في الجامعة او المدرسة او المعهد					
17- ساعدني هذا العمل بان اشعر بالمسؤلية					
18- هذا العمل جعل اهلي فخورين بي					
19- جعلني هذا العمل اشعر باني لي دور في التنمية الاقتصادية للبلد					
20- جعلني هذا العمل اشعر بان لي دور في خفض المشاكل الاقتصادية والاجتماعية التي يسببها العمالة الوافدة					
21- ساعدني هذا العمل في تعلم لغات ومهارات اخرى					
22- ساعدني هذا العمل في ادراة مصروفاتي ووقتي					
23- ساعدني هذا العمل ان افهم اهمية وقيمة العمل في سوق التجزئة					
24- ساعدني هذا العمل في تغيير نظرة المجتمع الدونية نحو العمل في سوق التجزئة					
25- جعلني هذا العمل اشعر بان السعودي جدير بالثقة اذا اعطي الفرص					
26- اعمل هنا لاثبت بان كفاءة السعودي لا تقل عن كفاءة العامل الزافد					
27- هذا العمل فرصة ممتازة للمواصلة الدراسة والعمل في نفس الوقت					

	موافق بشدة	**موافق**	**غير متاكد**	**غير موافق**	**غير موافق بشدة**
28- ساعدني هذا العمل في حل مشكلة التعليم العام الذي لا يؤهل الشباب لمتطلبات سوق العمل					
29- هذا العمل ساهم في خفض الاموال المحولة لخارج البلد بسبب العمالة الوافدة					
30-هذا العمل ساعدني في كسب الخبرة الازمة للعمل في اي مكان.					
31-انصح كل اب ان يدفع ابنائه للعمل في سوق التجزئة للفوائد الكبيرة عليهم وعلى البلد.					

ما هو رايك باحتصار, كيف يمكن جذب الشباب للعمل في سوق التجزئة

.....

اذا كان لديك اي معلومات اضافية او ملاحظات ارجوا ذكرها هنا.

.....

شكرا جزيلا لتعاونكم ولتعبئة الاستبيان
الباحث/ عبدالإله النفيسة

11 Appendix 3: Exploratory factor analysis for variables of research

Factors of reluctance of young people to work in vocational and lower-skilled jobs (retail sector)

Reliability Statistics

Cronbach's Alpha	N of Items
.717	14

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.903
Bartlett's Test of Sphericity	Approx. Chi-Square	2533.230
	df	91
	Sig.	.000

Rotated Component Matrix[a]

	Component		
	1	2	3
LAC4	.860		
LAC1	.840		
LAC6	.836		
LAC2	.822		
LAC3	.801		
LAC5	.686		
Cult1		.864	
Cult3		.841	
Cult2		.824	
Cult4		.821	
Cult5		.800	
SaL1			.854
SaL2			.830
SaL3			.818

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 4 iterations.

Government support

Reliability Statistics

Cronbach's Alpha	N of Items
.801	9

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.775
Bartlett's Test of Sphericity	Approx. Chi-Square	1183.124
	df	36
	Sig.	.000

Rotated Component Matrix[a]

	Component		
	1	2	3
Saud3	.889		
Saud1	.877		
Saud2	.849		
Fin3		.856	
Fin1		.851	
Fin2		.844	
Train3			.857
Train1			.849
Train2			.833

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 4 iterations.

Willingness of Saudi workers to continue in working (satisfaction)

Reliability Statistics

Cronbach's Alpha	N of Items
.851	12

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.843
Bartlett's Test of Sphericity	Approx. Chi-Square	2609.428
	df	66
	Sig.	.000

Rotated Component Matrix[a]

	Component		
	1	2	3
Will12	.845		
Will1	.838		
Will8	.833		
Will4	.821		
Will11	.816		
Will6	.806		
Will3	.788		
Will7	.751		
Will9		.906	
Will2		.877	
Will5			.740
Will10			.730

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 4 iterations.

Potential benefits of working in the retail sector

Reliability Statistics

Cronbach's Alpha	N of Items
.911	31

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.880
Bartlett's Test of Sphericity	Approx. Chi-Square	4478.580
	df	465
	Sig.	.000

Rotated Component Matrix[a]

	Component						
	1	2	3	4	5	6	7
Help_21	.716						
Help_2	.710						
Help_31	.709						
Help_27	.702						
Help_9	.662						
Help_16	.583						
Help_29	.522						
Help_30							
Help_18							
Help_5							
Help_17							
Help_14		.826					
Help_12		.798					
Help_23		.796					
Help_13		.771					
Help_25		.620					
Help_6			.811				
Help_7			.778				
Help_8			.698				
Help_10			.656				
Help_28				.836			
Help_1				.719			
Help_3							
Help_11					.651		
Help_24	.504				.508		
Help_26							
Help_15							
Help_19						.780	
Help_20						.735	
Help_22							-.800
Help_4							

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

12 Appendix 4: Questions of focus groups in English

Question 1: What is the type of training you received and how efficient is it?

Question 2: What is the effect of financial support in increasing salaries and attracting Saudi young people?

Question 3: What is the effect of Saudization on reducing expatriate labour and unemployment?

Question 4: What is the perception or attitude of Saudi workers to working in the shop market?

Question 5: What are the factors that affect satisfaction or willingness to continue working?

Question 6: What are the benefits that you gained from working in the shop market? Regarding learning work culture (discipline, commitment to work and self-reliance) and practice, what is taught, in addition to gaining experience in setting up a private Business?

Question 7: What are the reasons for remaining in the job?

13 Appendix 5: Questions of focus groups in Arabic

- **السؤال الاول** : ماهو نوع التدريب الذي حصلت عليه وما هي كفاءته؟
- **السؤال الثاني**: ما هو تاثير الدعم المالي الحكومي في رفع الرواتب وجذب الشباب السعودي للعمل؟
- **السؤال الثالث**: ما تاثير السعودة على خفظ العمالة الوافدة وخفظ البطالة؟
- **السؤال الرابع**: ما هو تصور او موقف الموظفين السعوديين اتجاه العمل في الاسواق التجارية؟
- **السؤال الخامس**: ماهي العوامل المؤثرة على الرضا او رغبة الموظفين السعوديين في الاستمرار في العمل

- **السؤال السادس**: ماهي الفوائد التي اكتسبتها من عملك في السوق خصوصا فيما يتعلق يتعلم ثقافة العمل (اللالتزام بالعمل والاعتماد على الذات) و التطبيق العملي لما يدرس , بالاضافة الى اكتساب الخبرة في تأسيس عمل تجاري خاص؟
- **السؤال السابع**: ما هي الاسباب التي جعلتك تبقى في العمل ؟

14 Appendix 6: Tables

Table 24.5: Estimated values for Measurement of model

			Standardized Regression Weights	Regression Weights	S.E.	C.R.	P
SD.SE	<---	HP	0.845	1.732	0.271	6.388	***
LWP	<---	HP	0.635	0.94	0.148	6.331	***
RU.SR	<---	HP	0.792	1			
LAC5	<---	ED	0.671	0.862	0.07	12.347	***
LAC4	<---	ED	0.837	1	0.061	16.442	***
LAC3	<---	ED	0.796	0.982	0.064	15.35	***
LAC2	<---	ED	0.798	1	0.065	15.403	***
LAC1	<---	ED	0.834	1.079	0.066	16.367	***
Will1	<---	Willing	0.865	1.048	0.064	16.297	***
Will6	<---	Willing	0.694	0.904	0.071	12.782	***
Will11	<---	Willing	0.707	0.944	0.072	13.094	***
Cult4	<---	C	0.827	1.163	0.076	15.384	***
Cult3	<---	C	0.762	0.928	0.067	13.932	***
Cult2	<---	C	0.799	1.019	0.069	14.747	***
Cult1	<---	C	0.87	1.077	0.066	16.336	***
SaL3	<---	S	0.764	1			
SaL2	<---	S	0.782	1.017	0.075	13.614	***
SaL1	<---	S	0.9	1.188	0.079	15.061	***
Saud3	<---	Saudization	0.873	1			
Saud2	<---	Saudization	0.754	0.86	0.058	14.7	***
Saud1	<---	Saudization	0.862	1.039	0.061	16.985	***

Train3	<---	Trianing	0.803	1			
Train2	<---	Trianing	0.712	0.901	0.077	11.722	***
Train1	<---	Trianing	0.816	1.044	0.082	12.747	***
Fin3	<---	F.support	0.794	1			
Fin2	<---	F.support	0.803	1.106	0.083	13.257	***
Fin1	<---	F.support	0.777	0.941	0.073	12.959	***
Will8	<---	Willing	0.79	1.012	0.031	32.405	***
Will3	<---	Willing	0.77	1.053	0.072	14.625	***
Help_27	<---	SD.SE	0.74	1			
Help_9	<---	SD.SE	0.707	0.898	0.079	11.362	***
Help_2	<---	SD.SE	0.827	0.944	0.073	12.954	***
Help_13	<---	LWP	0.757	1			
Help_23	<---	LWP	0.733	0.888	0.076	11.717	***
Help_12	<---	LWP	0.775	1.092	0.089	12.283	***
Help_25	<---	LWP	0.685	1.004	0.091	10.995	***
Help_7	<---	RU.SR	0.637	1			
Help_8	<---	RU.SR	0.675	1.128	0.124	9.067	***
Help_10	<---	RU.SR	0.815	1.259	0.129	9.781	***
Will12	<---	Willing	0.812	1			
Will7	<---	Willing	0.743	1.025	0.077	13.276	***
Help_21	<---	SD.SE	0.659	0.756	0.071	10.602	***
LAC6	<---	ED	0.806	1			
Cult5	<---	C	0.782	1			

	Variances	S.E.	C.R.	P
ED	0.698	0.085	8.219	***
Willing	0.795	0.097	8.206	***
C	0.553	0.071	7.834	***
S	0.593	0.08	7.429	***
Saudization	0.845	0.094	8.951	***
Trianing	0.807	0.107	7.539	***
F.support	0.51	0.067	7.59	***
HP	0.222	0.053	4.206	***
e86	0.267	0.088	3.04	0.002
e87	0.29	0.049	5.935	***
e88	0.132	0.037	3.557	***

e1	0.377	0.037	10.166	***
e2	0.633	0.056	11.322	***
e3	0.298	0.031	9.605	***
e4	0.39	0.038	10.306	***
e5	0.399	0.039	10.278	***
e9	0.295	0.04	7.309	***
e10	0.7	0.064	10.969	***
e11	0.709	0.065	10.878	***
e19	0.352	0.034	10.322	***
e20	0.346	0.036	9.58	***
e21	0.343	0.033	10.549	***
e22	0.326	0.032	10.082	***
e23	0.206	0.024	8.423	***
e24	0.422	0.043	9.797	***
e25	0.389	0.041	9.445	***
e26	0.196	0.037	5.325	***
e27	0.264	0.04	6.578	***
e28	0.474	0.047	10.045	***
e29	0.315	0.045	7.018	***
e30	0.446	0.06	7.413	***
e31	0.636	0.066	9.619	***
e32	0.441	0.063	6.981	***
e33	0.298	0.037	8.166	***
e34	0.343	0.043	7.913	***
e35	0.296	0.034	8.623	***
e6	0.354	0.037	9.664	***
e60	0.489	0.05	9.752	***
e61	0.604	0.059	10.202	***
e63	0.769	0.08	9.592	***
e65	0.751	0.075	10.07	***
e66	0.385	0.051	7.569	***
e68	0.362	0.04	9	***
e70	0.33	0.035	9.447	***
e71	0.385	0.045	8.61	***
e72	0.553	0.055	10.124	***
e73	0.519	0.051	10.105	***
e74	0.537	0.056	9.565	***
e75	0.284	0.046	6.176	***
e84	0.412	0.044	9.41	***
62	0.677	0.07	9.631	***
e85	0.694	0.066	10.587	***

Table 25.5: Average variance extracted **(**AVE)

	R2	AEV
RU.SR	0.628	
LWP	0.404	
SD.SE	0.714	
Help_21	0.435	
Help_10	0.664	
Help_8	0.456	
Help_7	0.406	
Help_25	0.47	
Help_12	0.601	
Help_23	0.537	
Help_13	0.573	
Help_2	0.684	
Help_9	0.5	
Help_27	0.548	
Total	7.62	0.544286
Fin1	0.604	
Fin2	0.645	
Fin3	0.631	
Total	1.88	0.626667
Train1	0.666	
Train2	0.507	
Train3	0.644	
Total	1.817	0.605667
Saud1	0.744	
Saud2	0.569	
Saud3	0.762	
Total	2.075	0.691667
SaL1	0.81	
SaL2	0.612	
SaL3	0.584	
Total	2.006	0.668667
Cult1	0.757	
Cult2	0.638	
Cult3	0.581	
Cult4	0.684	
Cult5	0.611	

Total	3.271	0.6542
Will11	0.5	
Will6	0.481	
Will1	0.747	
Will7	0.552	
Will12	0.659	
Will3	0.593	
Will8	0.625	
Total	4.157	0.593857
LAC1	0.696	
LAC2	0.636	
LAC3	0.633	
LAC4	0.701	
LAC5	0.45	
LAC6	0.649	
Total	3.765	0.6275

Table 26.5: Composite reliability

			Standardized Regression Weights	R2	Error variance	Composite Reliability
SD.SE	<---	HP	0.845		0.769	
LWP	<---	HP	0.635		0.751	
RU.SR	<---	HP	0.792		0.385	
Help_7	<---	RU.SR	0.637		0.362	
Help_8	<---	RU.SR	0.675		0.33	
Help_10	<---	RU.SR	0.815		0.385	
Help_27	<---	SD.SE	0.74		0.553	
Help_9	<---	SD.SE	0.707		0.519	
Help_2	<---	SD.SE	0.827		0.537	
Help_21	<---	SD.SE	0.659		0.284	
Help_13	<---	LWP	0.757		0.694	
Help_23	<---	LWP	0.733		0.267	
Help_12	<---	LWP	0.775		0.29	

Help_25	<---	LWP	0.685		0.132	
Total			10.282	105.7195	6.258	0.9441138
LAC5	<---	ED	0.671		0.377	
LAC4	<---	ED	0.837		0.633	
LAC3	<---	ED	0.796		0.298	
LAC2	<---	ED	0.798		0.39	
LAC1	<---	ED	0.834		0.399	
LAC6	<---	ED	0.806		0.354	
Total			4.742	22.48656	2.451	0.9017145
Cult4	<---	C	0.827		0.352	
Cult3	<---	C	0.762		0.346	
Cult2	<---	C	0.799		0.343	
Cult1	<---	C	0.87		0.326	
Cult5	<---	C	0.782		0.206	
Total			4.04	16.3216	1.573	0.9120964
r						
SaL3	<---	S	0.764		0.422	
SaL2	<---	S	0.782		0.389	
SaL1	<---	S	0.9		0.196	
Total			2.446	5.982916	1.007	0.8559353
Saud3	<---	Saudization	0.873		0.264	
Saud2	<---	Saudization	0.754		0.474	
Saud1	<---	Saudization	0.862		0.315	
Total			2.489	6.195121	1.053	0.854721
Train3	<---	Trianing	0.803		0.446	
Train2	<---	Trianing	0.712		0.636	
Train1	<---	Trianing	0.816		0.441	
Total			2.331	5.433561	1.523	0.78107
Fin3	<---	F.support	0.794		0.298	
Fin2	<---	F.support	0.803		0.343	
Fin1	<---	F.support	0.777		0.296	
Total			2.374	5.635876	0.937	0.8574444
Will8	<---	Willing	0.79		0.489	
Will3	<---	Willing	0.77		0.604	
Will12	<---	Willing	0.812		0.412	
Will7	<---	Willing	0.743		0.295	
Will1	<---	Willing	0.865		0.7	
Will6	<---	Willing	0.694		0.709	

Will11 <--- Willing	0.707		0.677		
Total	5.381	28.95516	3.886	0.8816729	

Table 27.5: Path coefficients and R squared values for the structural model

			Standardized Regression Weight	Regression Weights	S.E.	C.R.	R2	P
Saudization	<---	Training	0.356	0.364	0.069	5.273	0.127	***
S	<---	F.support	0.562	0.603	0.076	7.915	0.316	***
ED	<---	Saudization	-0.423	-0.385	0.058	-6.647	0.179	***
C	<---	Training	-0.331	-0.272	0.055	-4.898	0.109	***
Willing	<---	S	0.243	0.274	0.073	3.777	0.108	***
Willing	<---	C	-0.138	-0.162	0.073	-2.22	0.108	0.026
Willing	<---	ED	-0.148	-0.153	0.064	-2.397	0.108	0.017
HP	<---	Willing	0.161	0.087	0.039	2.225	0.026	0.026
SD.SE	<---	HP	0.853	1.75	0.279	6.265	0.727	***
LWP	<---	HP	0.626	0.928	0.148	6.277	0.392	***
RU.SR	<---	HP	0.792	1			0.627	
LAC5	<---	ED	0.668	0.856	0.07	12.298	0.447	***
LAC4	<---	ED	0.84	1	0.06	16.558	0.705	***
LAC3	<---	ED	0.794	0.977	0.064	15.339	0.63	***
LAC2	<---	ED	0.797	0.996	0.065	15.431	0.635	***
LAC1	<---	ED	0.833	1.074	0.066	16.373	0.694	***
Will1	<---	Willing	0.859	1.046	0.067	15.711	0.738	***
Will6	<--	Willing	0.685	0.903	0.073	12.428	0.469	***

	<--							
Will11	<--	Willing	0.698	0.943	0.074	12.722	0.487	***
Cult4	<--	C	0.823	1.162	0.077	15.176	0.677	***
Cult3	<--	C	0.765	0.935	0.067	13.899	0.585	***
Cult2	<--	C	0.801	1.026	0.07	14.695	0.642	***
Cult1	<--	C	0.872	1.084	0.067	16.234	0.76	***
SaL3	<--	S	0.764	1			0.584	
SaL2	<--	S	0.782	1.017	0.075	13.513	0.611	***
SaL1	<--	S	0.899	1.187	0.081	14.612	0.809	***
Saud3	<--	Saudization	0.875	1			0.765	
Saud2	<--	Saudization	0.752	0.855	0.059	14.579	0.565	***
Saud1	<--	Saudization	0.86	1.034	0.062	16.746	0.74	***
Train3	<--	Training	0.805	1			0.649	
Train2	<--	Training	0.707	0.892	0.077	11.557	0.5	***
Train1	<--	Training	0.802	1.022	0.081	12.548	0.643	***
Fin3	<--	F.support	0.798	1			0.636	
Fin2	<--	F.support	0.803	1.101	0.083	13.214	0.645	***
Fin1	<--	F.support	0.763	0.92	0.072	12.739	0.582	***
Will8	<--	Willing	0.783	1.011	0.032	31.446	0.614	***
Will3	<--	Willing	0.76	1.048	0.074	14.153	0.578	***
Help_27	<--	SD.SE	0.74	1			0.547	
Help_9	<--	SD.SE	0.707	0.898	0.079	11.354	0.5	***
Help_2	<--	SD.SE	0.828	0.946	0.073	12.955	0.685	***
Help_13	<--	LWP	0.756	1			0.572	

Help_12	<---	LWP	0.775	1.093	0.089	12.251	0.6	***
Help_7	<---	RU.SR	0.636	1			0.404	
Help_8	<---	RU.SR	0.678	1.133	0.125	9.069	0.661	***
Help_10	<---	RU.SR	0.813	1.258	0.129	9.759	0.459	***
Will7	<---	Willing	0.732	1.02	0.08	12.754	0.536	***
Cult5	<---	C	0.779	1			0.606	
Help_25	<---	LWP	0.686	1.006	0.092	10.993	0.471	***
Help_23	<---	LWP	0.733	0.889	0.076	11.7	0.538	***
Help_21	<---	SD.SE	0.658	0.755	0.071	10.572	0.433	***
LAC6	<---	ED	0.808	1			0.653	
Will12	<---	Willing	0.806	1			0.65	

	Variances	S.E.	C.R.	P
Training	0.812	0.108	7.55	***
F.support	0.514	0.068	7.616	***
e80	0.742	0.086	8.67	***
e76	0.576	0.072	8.049	***
e78	0.489	0.064	7.652	***
e79	0.406	0.058	6.947	***
e77	0.675	0.085	7.978	***
e90	0.215	0.052	4.161	***
e81	0.254	0.09	2.809	0.005
e82	0.295	0.049	5.974	***
e83	0.132	0.038	3.504	***
e1	0.373	0.037	10.096	***
e2	0.637	0.056	11.322	***
e3	0.293	0.031	9.506	***
e4	0.394	0.038	10.302	***
e5	0.399	0.039	10.254	***
e9	0.294	0.041	7.183	***
e10	0.698	0.064	10.933	***
e11	0.708	0.065	10.842	***

e20	0.353	0.037	9.605	***
e21	0.34	0.032	10.485	***
e22	0.323	0.032	9.998	***
e23	0.203	0.025	8.261	***
e24	0.422	0.044	9.566	***
e25	0.39	0.042	9.174	***
e26	0.198	0.04	4.938	***
e27	0.261	0.041	6.349	***
e28	0.477	0.048	10.035	***
e29	0.319	0.046	6.971	***
e30	0.44	0.061	7.262	***
e31	0.645	0.067	9.637	***
e32	0.471	0.064	7.366	***
e33	0.294	0.037	8.022	***
e34	0.344	0.044	7.864	***
e35	0.312	0.035	8.907	***
e6	0.357	0.037	9.654	***
e60	0.487	0.05	9.661	***
e61	0.607	0.06	10.177	***
e63	0.77	0.08	9.603	***
e65	0.751	0.075	10.073	***
e66	0.383	0.051	7.537	***
e68	0.363	0.04	9.003	***
e71	0.386	0.045	8.609	***
e73	0.52	0.051	10.111	***
e74	0.533	0.056	9.525	***
e75	0.286	0.046	6.224	***
e84	0.408	0.044	9.293	***
63	0.682	0.071	9.589	***
e19	0.357	0.035	10.321	***
e87	0.551	0.055	10.104	***
e88	0.33	0.035	9.432	***
e89	0.696	0.066	10.603	***