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DEVELOPMENT OF A SURVEY INSTRUMENT FOR MEASURING THE PERCEPTIONS AND ATTITUDES OF THE MANAGERS OF SAUDI PUBLIC ORGANISATIONS ON THE BENEFITS OF SAUDI LABOUR RIGHTS AND LAWS

Abstract: The procedure adopted for development of a survey instrument to measure the perceptions and attitudes of Saudi managers on the benefits laws has been described in this paper. The commonly adopted procedure of determining the scales and items for the survey was followed. The context-specific requirements were considered in determining the items to be included in the two scales. The full questionnaire contained relevant demographic items, eight items each for perceptions and attitudes measurement and a final open question for whatever the survey participants wished to say about the topic of survey. A pilot trial was done using the developed survey instrument to measure perceptions and attitudes of Saudi public sector managers on the benefits enjoyed by their workforce due to favourable labour laws. The results showed both perceptions and attitudes of managers to be positive. The results were explained in a number of different ways with the support of literature. Some limitations of this research, as scope for further research, have also been listed.

Keywords: Perception; Attitude; Saudi Labour Rights and Law.

1. Introduction

Research on measurement of perceptions and attitudes of managers on rights of their employees seems to be extremely rare. Usually questionnaire surveys or interviews are desirable for such investigation. Lack of survey research also indicates the absence of any acceptable framework for use as survey instrument in such contexts.

This paper describes the development of a survey instrument which can be directly used for measuring perceptions and attitudes of Saudi managers on labour rights in Saudi public organisations. The adaptation to any other country can be done by changing the options of country-relevant items and adding or deleting items in this instrument.

2. Literature review

Labour laws of Saudi Arabia were initiated by the Royal Decree Number M/51 23 Sha'ban 1426/27 September 2005, with amendments announced in Royal Decree number M/46 of 05/05/1436H (The Labour Law). Implementation guidelines for these laws have also been published as

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complementary documents. These guidelines explain the procedures to be adopted for recruitment, employment of non-Saudi personnel, employment contracts, termination of employment and working conditions. Dispute resolutions, fines and punishment for violation of these laws by employer or by employee have also been specified. The laws are generally geared towards Saudi labour. A detailed description of the Saudi labour laws is given by STA (2019).

Clearly, labour laws in Saudi Arabia were focused on increasing employment of Saudi citizens rather than addressing issues of rights. Due to this focus, labour laws only speak of terms of contract, appointment, working time, payment, leave benefits and redressal of complaints only from implementation point of view. There are only implementation guidelines of labour laws and no specification of rights. This point was illustrated by Ramady (2013), when he focused on problems in implementation of Saudization policy in private firms. So, any benefit is only incidental to this requirement.

A study by Elamin and Alomaim (2011) showed perceptions of organizational justice influencing job satisfaction, but no influence for distributive, interactional and procedural justice dimensions on performance in the case of Saudi workers and it contrasted with the perceptions of foreign workers. It may be possible to think these three justices associated with the labour rights of socially equitable resources distribution, right to be treated with dignity and respect and right to fairness in processes of dispute resolution. Public organisations, unless politically influenced, will have well-established procedures for all aspects of administration. Hence, most of these rights are automatically taken care of. Managers of private organisations often perceive Saudi workers as falling short of technical skills required by them (Baqadir, Patrick & Burns, 2011). This problem can interfere with the right to work of Saudi nationals.

Generally, workers remain committed to the organisation even affectively when they feel confident that their rights are protected by the organisation. A national labour law may not be necessary if the human resources department is alert on this aspect. These factors determine how the mangers perceive about their employees as the survey results of Shore, Barksdale and Shore (1995) showed. It is possible that the gap between rhetoric and reality with respect to the detection of significant contribution of strategic human resource management noted by Stanton and Nankervis (2011) is really due to the inability to extract high performance from the workforce when many of their rights are not recognised. An organisation's concern for employee, welfare as a matter of employee right, can predict the extent of favourableorganisational climate which will affect employee satisfaction and performance. However, managers may not always be correct in assessment of the extent of favourableorganisational climate driving this factor. This point was evident from the results of Patterson, Warr and West (2004).

Self-serving patterns are evident when one looks at the self and compares with others. This common behavioural trend is seen when managers and employees perceive each other on various issues, for example, absenteeism (Johns, 1994). As employees are eligible for leaves as their right, they may expect managers to consider a certain level of absenteeism also their right. On the other hand, managers may consider leave to be within their discretionary powers simply for the reason that there will be total anarchy if anyone can take leave any time and fail to attend duties.

The interest of managers to be fair in dealing with employees includes respect for their rights also as was demonstrated by Simons and Roberson (2003). The importance of fairness in treating employees in multicultural global organisations without any discrimination is a right of the worker and perception of managers in this respect is every important as a study by Subramanian

(2019) found.

One of the rights of workers is safe working environment. Managers tend to overestimate safety of work environment compared to the perception by workers. An example of this perception difference in the case of construction sector was provided by Marin, Lipscomb, Cifuentes and Punnett (2019). Employee wellness is a part of their right in the work environment. The support from managers at various levels can facilitate employee wellness programmes (Passey, Brown, Hammerback, Harris & Hannon, 2018) and this will happen if the perceptions and attitudes of managers about this right of employees is positive. Managers' perceptions on worker well-being and job perception were determined by perceptions on their own commitment in the case of eldercare facilities, as was observed by Nordin, Romeo, Yepes-Baldó and Westerberg (2018). Thus, the worker rights of well-being are recognised only when their managers have positive attitude.

The importance of managers showing positive behaviour rather than enforcing performance to build trust among employees was stressed in the work of Do, Budhwar and Patel (2019) Building trust also includes recognition of employee rights. This means, managers need to perceive and develop positive attitude towards the rights of employees as a contributor to employee trust leading to their better performance. Resolution of conflicts is an important aspect of labour laws and it needs care to ensure impartiality and fairness in making decisions to resolve conflicts.

Otherwise, one party may feel discriminated and the decision to be unfair to them. However, it has been shown that (Mash & Adler, 2018) instead of using integrative strategies for a win-win situation, HR managers mostly use organic compromising or mechanistic competitive styles. Employee empowerment is possible when their managers have positive attitude towards employee rights. This fact, with respect to

healthcare sector, was noted by Wilson (2018).

Organisational safety exemplified by speaking-up, challenging poor behaviour, admitting error, communicating on safety depends upon the operation of power dynamics. In a study by Tear, Reader, Shorrock and Kirwan (2020) it was found that more positive organisational safety culture was perceived by managers than by employees. Workers from high power distance countries had less negative perception of safety culture than those with low power distance. Power distance differences among nations also affect these relationships in the case of multicultural global organisations.

In general, management support is poor as perceived by the police about their superiors. Only in USA, the police enjoy high levels of discretionary powers than in many other countries, due to more liberal attitudes about their rights (Brunetto et al., 2020).

None of the above works do not directly deal with perceptions or attitudes of managers on the benefits gained by workers due to the rights conferred by labour laws. This aspect was derived from the findings in which some indication on manager perceptions affecting the observations could be identified. Generally, perceptions of managers about their employees' rights had always been from the perspectives of what the employee will return in terms of accepting the organisational culture and commits to performance. In this study, the focus is merely on the rights enjoyed by the Saudi employees as a result of labour laws. The survey instrument development developed as described above was used for this purpose.

3. Methodology

3.1. Research context

The research context is the benefits conferred to Saudi workforce by the current labour laws in the country. Already, Nitaqat

(Saudization) programme implemented in 2003 increased the level of local employment in public sector to 93.4% in 2014. The Nitaqat provision of 2003 and its subsequent reform stipulated a minimum level of local employment for all firms and in the case of private firms, the firm size was considered in determining the extent of accommodating Saudi employees in the firm. However, preference for public jobs and reluctance of private firms together kept Saudi employment in private firms at the level of 22.1% in 2014 (Edgar, Azhar & Duncan, 2016).

It is now public that Saudi employees enjoy more favourable treatment in their home country compared to expatriates due to some laws and regulations (Khoja, 2016). Thus, Saudi workforce enjoys the double rights of more favourable labour laws and employment in more attractive public jobs.

In this context, there is need to know how managers of public sector units perceive the benefits conferred by labour laws to their Saudi workforce and identify ways to improve their productivity using these beneficial impact of Saudi labour laws. In this paper, the results of a pilot trial on this topic, using the survey instrument developed as described below, are reported.

3.2 Selection of Scales

A general description of developing survey instruments for various purposes was given by Collins (2003) focuses on assumed validity and reliability aspects of the instrument and possible errors in the instrument being used for surveys. Psychrometric validity is an important requirement in survey instruments used to measure teamwork variables, according to Valentine, Nembhard and Edmondson (2015). This is true even in the case of measurement of cognitive variables like perceptions and attitudes. Some sources of errors in response to surveys include use of unfamiliar technical terms, non-clarity, confusing wordings and follow up questions

based on yes/no to previous question, all of which can be rectified only by critical analysis of pilot surveys using slightly larger sample than currently used, so that enough range of response is available to detect these errors in the instrument (Haeger, Lambert, Kinzie & Gieser, 2012).

To measure perceptions and attitudes, specific scales like the Community Service-Learning Attitudes and Perception Scale (CSLAPS) (Bender & Jordaan, 2007), International Bioenergy Perceptions and Attitudes Measurement Scale (Halder et al., 2012). In a review Ho (2017) Compared Likert type scales with Q methodology and expressed preference for Q methodology to measure perceptions and attitudes.

In measuring perceptions and attitudes of managers, it is not uncommon to use some previous frameworks of same or other researchers as in the case of Mostafa and El-Masry (2008) using the instrument developed by Wong and Pang (2003) on barriers to organisational creativity. A scale was developed and used by Giauque (2015) to measure the attitude towards organisational change of middle level managers. Qualtrics online survey was used by Guo, Berkshire, Fulton and Hermanson (2019) for developing an online survey, administering the survey on the internet and collecting responses from participants consisting of top US healthcare administrators to measure their attitudes and other aspects of evidence-based management based on theory of planned behaviour. Email survey was used for those participants who did not want to use online survey.

Above brief review shows that ready-made survey instruments developed by others were used for whole or part of the questionnaire. Otherwise, the instruments were developed by the researchers themselves fitting to the context and aim of their study. In this research, the latter method was used as the former type was not available for specific application to the context of the study. The processes used in developing the survey

instrument to measure perceptions and attitudes of Saudi public organisation managers on labour rights are described below.

Perception and attitude are the most relevant scales. In addition, to study the possibility of relationship with any demographic factors, important demographic factors were included as the first scale.

The demographic factors which could have a bearing on perception and attitude were gender, age, educational level and position in the organisation. Additionally, income and number of dependents were also added as likely factors. Gender, age, education, social status (position in the organisation and income) have been shown as factors affecting perception and attitude by Hearty, McCarthy, Kearney and Gibney (2007); age, education and gender by Golnaz, Zainalabidin, Mad Nasir and Eddie Chiew (2010); and age, education and income by Porter and Donthu (2006).

In the case of perception scale there were eight items. Recognition of labour rights by authorities, comprehensiveness and benefits of labour rights, need to add or delete to the current rights were one set of items. The other set was concerned with labour laws. Comprehensiveness, benefits and adequacy of laws to protect rights fully and need to review for additions or deletions were included in this set. In the context of Saudi Arabia, these are the most important aspects on which perceptions need to be known for any policy or legal changes.

Attitude also consisted of eight items. These eight items of attitudes were related to need for policymakers to change labour laws to improve labour rights, adequacy of current laws to cover most of the rights, need for awareness and appreciation of benefits of rights granted by laws, comprehensiveness of current laws on rights, wide recognition of benefits conferred by current laws, additions and deletions of rights and eagerness of workers to obtain more benefits. It can be seen that both perceptions and attitudes

covered common items. This is understandable due to two reasons. One, perception leads to attitude and two, these are the relevant factors of labour rights in Saudi context.

Besides these, an open question was also offered if the participants had anything say beyond what had been asked in the 16 items of perceptions and attitudes. Thus, the draft survey question was prepared in this manner. The draft was translated into Arabic for use of participants who preferred Arabic version.

3.3 Pilot Testing of Draft Instrument

Six representatives of intended participants, consisting of two from each of the three management levels, were given the draft survey questionnaire to fill up. They were asked to assess the clarity of questions, appropriateness of language used, matching of their expectations with the actual items and time taken for completion of questionnaire. The completed questionnaire and feedback sheet on remarks on the points asked, were collected after giving them three days. None of the feedback suggested any change. Hence, the draft was approved as the final version for distribution in the actual survey. A sample of the questionnaire is given in the APPENDIX.

3.4 Pilot Testing of finalised Instrument

A survey instrument developed, as described above, was used in this pilot study. The survey instrument was circulated by email using an available email database to about 1000 managers of Saudi public organisations at various levels in Riyadh. 188 responses were returned. All ethical requirements were complied with. The survey responses were analysed using certain statistical procedures. The results are described below.

3.5 Data Analysis

The aims of the data analysis were:
- To provide a demographic profile

of the sample.

- To establish the reliability and internal consistency of the perceptions and attitude scales.
- To determine the nature of perceptions and attitudes of managers of Saudi public organisations on the benefits of Saudi labour rights and laws to their employees.

Quantitative analysis was conducted using the most updated version of SPSS statistical software. The SPSS software has proven to be consistently reliable in a variety of statistical analysis projects.

The frequency distributions (counts and percentages) were tabulated for all questions with a categorical response (nominal or ordinal). The trends were summarized, based upon whether the majority (more than 50% of the participants) of the responses were located. The skewness of the distributions (e.g. whether the highest frequencies were located) was recorded where applicable. Summary statistics have been reported for questions with a continuous response.

The opinions of selected pilot study respondents were gathered regarding the relevance, practicality and validity of the survey. Their feedback was addressed to improve the quality of the survey.

To ensure internal consistency, the scale items were subjected to a test utilizing the Cronbach Alpha as a measure. A .7 or above alpha value was considered reliable (Reynaldo & Santos, 1999) and the set of items were internally consistent in measuring

the intent of each factor. There are two scales used in the survey including the perceptions scale and the attitude scale.

Variable scores were created from the scales used in the survey as the average of the individual items from a respective scale. Some items were reverse coded before using them in calculating the scores. The conceptual operational definitions of the score are provided in the results section.

4. Results

4.1. Sample Profile

The results of demographic information given by the survey participants were used for sample profiling. The demographic information is presented in Table 1.

Out of the total 188 participants, only about 11% were women. About 86% of all participants were older than 40 years. About 88% possessed qualifications higher than high school. As the participants were not willing to disclose their actual salaries, levels from 1 (for Junior managers) to 3 (Senior managers) were used. The difference in frequencies of their numbers and salary levels is due to the differences in salary structure of the organisations they were working. Middle and higher levels of salaries were received by around 79% of the participants. Nearly 50% of participants were in the middle level of salary. About 30% of the participants were in the highest salary range. About two-third of them had more than three dependents in the family.

Table 1. Demographic profile of survey participants

		Frequency	Percent
Gender	Male	168	89.4
	Female	20	10.6
	Total	188	100
Age	<20 years	11	5.9
	20-40 years	15	8
	>40 years	162	86.2
	Total	188	100

Table 1. Demographic profile of survey participants (continued)

		Frequency	Percent
Education	High school	23	12.2
	Vocational training	15	8
	Degree	150	79.8
	Total	188	100
Current occupation	Junior Management	19	10.1
	Middle Management	75	39.9
	Senior Management	94	50
	Total	188	100
Monthly income	Level 1 (low)	40	21.3
	Level 2 (medium)	91	48.4
	Level 3 (high)	57	30.3
	Total	188	100
Number of dependents	0	16	8.5
	1	32	17
	2	43	22.9
	3	33	17.6
	4	30	16
	5	34	18.1
	Total	188	100

4.2. Internal Consistency Analysis

The internal consistency analysis is shown in Table. The perceptions and attitude scales both had a Cronbach's alphas were greater than 0.7. Therefore, they were considered reliable to use in subsequent analysis.

As both values are above 0.7, internal consistency of these measurements is validated. That means, the items of these scales measured what was intended to be measured.

4.3. Variable Scoring

Conceptual and operational definitions of variable scores are shown in Table 3.

4.4. Determination of perceptions and attitudes of Saudi managers about the benefits of Saudi labour laws and rights to their employees

The mean perception and attitude scores are shown in Table 4. Overall, the nature of perceptions and attitudes of the Saudi managers on the benefits of Saudi labour rights and laws were positive and above-average (average or middle value being 3 as per variable score above). However, there were some managers who had slightly negative perceptions and attitudes also, as shown by the minimum values of 2.88 and 2.75 respectively.

Table 2. Cronbach's alpha

Scale	Number of Items (N)	Cronbach's Alpha
Perceptions scale	8	.815
Attitude scale	8	.736

Table 3. Conceptual and operational definitions of variable scores

Variable	Conceptual Definition	Operational Definition		
		Number of Items	Computation	Interpretation of Scores
Perceptions score	Perceptions about the benefits of Saudi labour rights and laws	8	Average score of all items after reverse coding items 7 and 8	1=Negative perception 5=Positive perception
Attitude score	Attitude about the benefits of Saudi labour rights and laws	8	Average score of all items after reverse coding items 1, 7 and 8	1=Negative attitude 5=Positive attitude

Table 4. Mean perception and attitude scores

	Minimum	Maximum	Mean	Std. Deviation
Perception score	2.88	4.50	3.65	0.30
Attitude score	2.75	4.38	3.38	0.30

5. Discussion

The aim of this research was to evaluate the perceptions and attitudes of managers about protection of labour rights by labour laws in Saudi Arabia. Saudi public organisation managers were generally positive in their perception and attitude towards the benefits enjoyed by the Saudi workforce due to favourable labour laws. The results do not answer whether workers had positive feelings about the laws related to them.

Often it has been found that lower level managers are more supportive of labour force. In one example, although faced with tighter performance standards, the middle level managers in UK air traffic control sector did not subordinate employee concerns to their own interests and disguised workforce dissatisfaction to gain favourable impressions about themselves from top management (Hallier & James, 1997). Although this is a selfish interest, the problems with workforce were not exposed. If we consider organisations as represented by their managers at various levels, many research showed poor recognition of and even denial of labour rights by managers in the organisations.

For instance, in USA, National Labour Relations Act (NLRA) 1935 prevented owners from closing the business to stop union activity of workforce, but not when the closure is for economic reasons. Lough (1991) pointed out to the clash of interest between employer's rights to close the unit at will with the unionisation rights of labourers. The NLRA settled the issue by specifying that the closure is allowed without violating the rights of labourers. However, whichever is the reason given for closure, the net result was that the labourer loses his job and thus prevented from unionisation.

In Saudi Arabia, the current labour laws are strong enough and they are being enforced strictly in the country. Hence, there is no inadequacy of labour law provisions in protecting the rights of labour.

The work of Lee, Lau and Cheng (2013) reminded about the responsibility of organisations (aka managers) in protecting the rights of their employees. Unethical practices like child labour and poor working conditions are still prevalent in spite of reputation problems of some famous global corporates even in countries where strict laws exist. These practices deny legal rights

of workers for decent working environment. Beyond the organisational responsibility, cultural influences are strong in Saudi public organisations and their managers. So, they might have felt supporting labour rights is a righteous behaviour. This may be the reason for their more positive perceptions and attitudes as Table 4 shows.

If organisations or their managers do not support procedural and distributive justice to the labour force, organisational commitment of labourers is reduced and they may even leave (Loi, Hang-Yue & Foley, 2006). Protection of labour rights is not only a legal requirement, but advantageous to the organisation also. On the other hand, not protecting them can lead to adverse outcomes. The Saudi managers, who participated in this survey, had above average education and experience as is evident from the profile of participants in Table 1. On account of these qualities, they might have already realised the essentiality of organisational commitment of workforce. Their positive perception and attitude can be attributed to this possibility to some extent.

However, perception of justice by workers on their rights may be different from what law stipulates, as was exemplified in the case of migrant wage claims in China (He, Wang & Su, 2013). Contrary to the western concepts, this negative attitude is different in China due to cultural and socio-political factors. Negative relationship between migrant workers and political and business leaderships act as barriers to movement of conflicts of rights to courts. This calls for fairness in dealing with all labourers without any discrimination. When there is breach of fairness principle in the case of promotions and other labour matters, it can lead to labour unrest and the need to adjudicate in front of law enforcing agencies (Odeku, 2013). Saudi Arabia being a more politically stable democratic country with strong ethical values, the Chinese results may not apply to the Saudi situation; but the cultural effect is still significant in driving perceptions and attitudes of managers for favourable positioning regarding labour rights.

The principal objective of trade unions has been ensuring the rights of employment and the livelihoods of workers and a better working environment. However, Urhan and Çelik (2010) found that in Turkey, historically, national security related concerns have been a significant factor in the organisation and functioning of trade unions with supporting national policies. There is less freedom for workers to air their views. Only the first part of this observation may be applicable to Saudi Arabia in the absence of the need for security concerns motivating labourers. Notably, unionisation is not allowed in Saudi Arabia. If denial of this rights is ignored, rights of employment for its citizens was ensured through Saudization. Public organisations are preferred by Saudi workers due to very liberal working terms and conditions. This relative preference may contribute to earning the goodwill of managers of public organisations and reflect in positive perceptions and attitudes about enjoying benefits of labour laws like Saudization.

When domestic workers work on behalf of third party house cleaning service companies, their job security wages and other rights are better ensured by their managers, reflecting positive perceptions and attitudes about the workers' rights, as was noted in two case studies of South Africa by Du Toit (2013). But awareness of their rights conferred by labour laws is the first step and a large majority of workers may not be aware of their legal rights as a study of South African domestic workers by Gobind, du Plessis and Ukpere (2013) showed. Domestic workers in Saudi Arabia are mostly expatriates. Their rights are adequately protected by separate provisions in the current labour laws. But lack of awareness about their rights may be a serious problem for both expatriates and Saudi workers. Managers can use this as a blessing in disguise facilitating conditional support to their enjoying benefits of labour laws.

Trust deficit of collective conflict resolution was perceived in the case of Russian workers. As they show frustration and lack of interest, it affects new longterm agreements with employers (Vinogradova & Kozina, 2013). In the Saudi context of ban on unionisation, conflict resolution is handled through mutual discussions, mediators or by judicial systems. So, positive perceptions and attitudes should encourage equitable behaviour from all concerned for conflict resolution in an amicable manner.

A survey of Spanish employers' perceptions about industrial relations by Munduate, García, Pender, Elgoibar and Medina (2015) revealed the problems in employee relations encountered by managers. They are the complex structure of unions, need for professionalism in employee relations, rivalry among trade unions preventing one voice for negotiations, resistance to change and innovations by employees, low prestige of employee relations outside, resistance to efforts to train them for required competencies and problems in improving trust antecedents. These problems create difficulties in negotiated settlement of long term agreement with employees within the framework of current labour laws. Among these factors, need for professionalism, willingness to change and innovate and maintaining good relations with employers are usually reciprocated well through positive perceptions and attitudes from the managers of the organisations in Saudi context. Other factors are related to unions and hence not applicable to Saudi Arabia.

Adoption of CSR in Australian mining firms affected their labour management with respect to collective relations with unions; partnership-style relations with unions and workers and adoption of high performance work systems. In-principle commitments on employee relations of these firms are based on CSR. However, it did not significantly influence labour management policies and practices of these firms (Jones, Marshall & Mitchell, 2017). In the absence of unions, collective, partnership and high performance relations can be directly applied to workforce in Saudi Arabia for which positive perceptions and attitudes from managers create the right atmosphere.

6. Conclusion

This pilot study showed positive perceptions and attitudes among Saudi public sector managers on the benefits enjoyed by their Saudi workers due to favourable labour laws. A variety of possible explanations from different angles have been discussed in support of this finding.

6.1. Limitations

This research was limited to testing the usefulness of a survey instrument developed to measure perceptions and attitudes about labour laws. This instrument can be used for measuring perceptions and attitudes of labourers also, which may be more important. This aspect will be the topic of a more detailed research. The organisational contexts of the results are not known. This would have helped in interpreting the results more usefully. Unless the benefits of labour laws translate into favourable impact on organisational performance, there is no use of it for the organisation. There is need to research on this aspect. Perhaps perceptions and attitudes of labourers are more important than those managers. This needs to be studied by adapting the developed instrument. Definite cultural influence is possible on perceptions and attitudes of managers. This aspect also needs further research.

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APPENDIX - Survey Instrument Sample

Perceptions and attitudes of Saudi public sector managers on the benefits of Saudi labour rights and laws

A. DEMOGRAPHIC VARIABLES
   − Gender: Male/Female
   − Age: <20 years, 20-40 years, >40 years
   − Education: High school/Degree/Vocational training
   − Management position in the organisation: Junior/Middle/Senior
   − Monthly income levels: 1 (low)/2 (medium)/3 (high)
   − No of family members to support

B. PERCEPTIONS OF BENEFITS OF SAUDI LABOUR RIGHTS AND LAWS
   1. It is necessary for policymakers to recognise Saudi labour rights.
   2. The current labour rights are comprehensive enough to protect the rights of Saudi workforce.
   3. The current labour rights are beneficial to Saudi workforce.
   4. The current labour laws are comprehensive enough to protect the rights of Saudi workforce.
   5. The current labour laws are beneficial for rights of Saudi workforce.
   6. Some more rights need to be added to the labour rights for Saudi workforce in the country.
   7. Some rights are not exactly beneficial to Saudi workforce and hence can be deleted.
   8. The current labour laws are inadequate to protect the rights of Saudi workforce and hence need to be revised.

C. ATTITUDES ON BENEFITS OF LABOUR RIGHTS AND LAWS
   1. The policymakers need to make changes in labour laws to improve on the beneficial effects of Saudi workforce rights.
   2. It is sufficient to claim only those rights given by the current labour laws, as it covers most of the rights.
   3. The Saudi workforce need to be aware and appreciate the benefits of the current labour rights.
   4. The comprehensive nature of current labour laws ensures protection of all rights of Saudi workforce.
   5. The benefits of current labour laws to protect Saudi workforce is appreciated by all.
   6. If some important rights, excluded now, are added to the current rights, it will be beneficial to more Saudi workforce.
   7. Some rights are superfluous and do not serve any purpose and therefore qualify for deletion.
   8. Saudi workforce is waiting for changes in the labour laws so that these laws become more beneficial.

Any other comments _____

Thank you for participation

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