



# Advance Journal of Econometrics and Finance

## Vol-4, Issue-2, 2026

### Advance Journal of Econometrics and Finance

Online ISSN

2959-8990

Print ISSN

2959-8982

<https://ajeaf.com/index.php/Journal/About>

Name of Publisher: SCHOLAR CRAFT EDUCATION & RESEARCH HUB

Review Type: Double Blind Peer Review

Journal Frequency: Quarterly Research Journal



### Corporate Responsibility and Organizational Culture as Strategic Drivers of Employee Commitment: Evidence from Riyadh's Destination Management Companies

Idrees Gul<sup>1</sup>, Imran Khan<sup>2</sup>

|  |  |
|--|--|
| <p><b>Idrees Gul</b><br/>NUML University Islamabad</p> <p><b>Imran Khan</b><br/>Abasyn University Peshawar</p> | <p><b>Abstract</b></p> <p>Riyadh's tourism sector undergoes rapid transformation. This study investigates the critical drivers of workforce loyalty within Destination Management Companies (DMCs) in Saudi Arabia. Specifically, the research examines the impact of Corporate Social Responsibility (CSR) and Organizational Culture on Organizational Commitment. Global competition for talent necessitates a deeper understanding of these variables. The study employed quantitative, cross-sectional survey design. Exactly 160 professionals operating in Riyadh's DMC sector provided primary data. The methodology utilized established, validated academic scales and processed the results through multiple regression analysis in SPSS. The empirical results reveal a profound shift in management dynamics. The research identifies Corporate Social Responsibility as the dominant predictor of employee loyalty. The regression model explains exactly 78.6% of the variance in commitment levels. Statistical testing confirms a massive, positive relationship between social signaling and workforce dedication (<math>B = 0.879, p &lt; 0.001</math>). Conversely, the analysis officially rejects the independent significance of Organizational Culture (<math>p = 0.100</math>). These findings suggest that for Saudi tourism workers, external ethical corporate behavior carries significantly more weight than internal workplace norms. The study concludes that DMCs must prioritize high-visibility social initiatives to secure long-term talent retention. The research delivers urgent strategic recommendations for executives navigating the Vision 2030 economic expansion.</p> |
| <p><b>Keywords:</b></p>  | <p>Corporate Social Responsibility, Organizational Culture, Organizational Commitment, Destination Management Companies, Riyadh, Signaling Theory.</p>   |



# Advance Journal of Econometrics and Finance

## Vol-4, Issue-2, 2026

### Introduction

Riyadh undergoes massive transformation. Destination Management Companies actively drive this tourism expansion. They face intense operational pressures. To align with global standards, local firms implement Corporate Social Responsibility programs to satisfy stakeholders. Carroll (1979) established the foundational framework for these ethical business obligations. Firms must look beyond pure profit. They must operate ethically and directly integrate societal concerns into their daily operations.

External marketing remains completely insufficient. Destination Management Companies must retain their local Saudi workforce. Organizational Commitment precisely measures this vital employee loyalty. Meyer and Allen (1991) define this construct as a worker's profound psychological attachment to their employer. This matters entirely. Highly committed staff drive productivity, embrace innovation, and forcefully reject turnover intentions. Meyer and Herscovitch (2001) confirm that this deep dedication directly ensures overall corporate success.

Scholars must connect these variables. Social responsibility actively builds reciprocal workforce loyalty. When management demonstrates authentic societal concern, they directly align the firm's mission with their employees' personal values. Furthermore, Organizational Culture dictates everyday workplace dynamics. Denison (2019) notes that shared beliefs and norms fundamentally shape how employees perceive strategic management decisions. A supportive, ethical culture empowers staff. It makes them actively embrace the firm's social efforts.

### Problem Statement

Destination Management Companies in Riyadh navigate a unique transitional phase. They must expand rapidly. Yet, retaining dedicated employees remains a primary challenge. Managers increasingly adopt Corporate Social Responsibility programs to build community trust. How do these external programs influence internal loyalty? We must understand this dynamic. Organizations actively strive to build a supportive Organizational Culture that naturally enhances employee commitment. However, the precise interaction between these three distinct variables requires clearer empirical definition. Researchers must explore exactly how employees' perceptions of these initiatives shape their ultimate loyalty. Furthermore, the specific role that organizational culture plays in shaping the relationship between social initiatives and commitment requires urgent investigation.

### Research Gap

Current literature presents specific opportunities for academic expansion.

- **Contextual Expansion:** Researchers conduct most organizational commitment studies within Western or developed business environments. This geographic bias severely limits global strategic application. Riyadh offers a distinct cultural setting that adds valuable global perspective.
- **Dimensional Clarity:** Previous studies often treat Organizational Culture as a single broad concept. We must isolate which specific cultural dimensions such as leadership style or communication patterns most effectively build workforce loyalty.

### Research Objectives

This study targets three clear, measurable outcomes.

- **Examine the Relationship:** Investigate how implementing Corporate Social Responsibility initiatives directly affects employee commitment levels.
- **Explore Cultural Influence:** Analyze how an established Organizational Culture, explicitly including its shared values and norms, directly dictates workforce dedication.
- **Identify Strategic Solutions:** Propose practical methods and strategic recommendations that human resource managers can immediately use to build stronger, more cohesive teams.

### Significance of Study

This research benefits both academic theory and daily management practice. The study delivers value across several key areas:

- **Strategic Decision-Making:** Business leaders can use these empirical findings to guide their resource investments and shape their internal culture.
- **Enhanced Organizational Performance:** Committed teams naturally elevate operational productivity and long-term firm success.
- **Employee Well-being:** Ethical workplaces actively promote job satisfaction and effectively reduce staff turnover.
- **Social Impact:** Organizations establish socially responsible practices that benefit the broader community while simultaneously strengthening internal dynamics.



# Advance Journal of Econometrics and Finance

## Vol-4, Issue-2, 2026

### Literature Review

Scholars constantly debate the mechanisms of employee retention. This chapter critically evaluates the existing academic literature. We examine how Corporate Social Responsibility and Organizational Culture directly impact workforce loyalty. Riyadh's unique socio-economic landscape presents specific operational challenges. We must understand how local Destination Management Companies implement these initiatives. Furthermore, researchers must investigate how the prevailing internal culture aligns with these external social values. This alignment ultimately dictates worker engagement.

### Corporate Social Responsibility and Organizational Commitment

Business leaders no longer rely on simple philanthropy. They demand strategic integration. Corporate Social Responsibility has evolved significantly. Carroll (1979) designed the foundational CSR pyramid. He explicitly separated economic, legal, ethical, and philanthropic responsibilities. Firms must survive economically. Yet, they must also actively contribute to societal well-being.

To understand how these external actions influence internal employees, academics rely on three distinct theoretical frameworks:

- **Stakeholder Theory:** Freeman (1984) completely redefined corporate obligations. Managers must answer to employees, local communities, and the environment. Proactive engagement actively enhances long-term corporate sustainability.
- **Legitimacy Theory:** Suchman (1995) highlights the absolute necessity of societal alignment. Companies deploy social initiatives to secure and maintain essential social legitimacy.
- **Social Identity Theory:** Tajfel and Turner (2015) explain deep psychological attachment. Workers strongly identify with ethical employers. When employees perceive positive societal contributions, they align their personal values with the firm's mission. This shared identity directly drives organizational commitment.

Empirical evidence confirms these theoretical models. Glavas and Godwin (2013) found a direct, positive association between social initiatives and employee dedication. Responsible practices actively foster stronger loyalty. However, executives cannot fake this. Brammer, Millington, and Rayton (2007) warn that employees acutely judge the authenticity of these efforts. Strategic alignment matters. The initiatives must match the organization's core values.

### Organizational Culture and Organizational Commitment

External initiatives fail without a strong internal foundation. Organizational Culture dictates daily workplace reality. It decisively shapes employee attitudes. Cameron and Quinn (2006) introduced the Competing Values Framework. This model categorizes different workplace environments. Supportive, collaborative "clan" cultures specifically foster deep employee dedication.

Denison (2019) confirms this dynamic unequivocally. Adaptive, strong cultures generate significantly higher job satisfaction. Leaders who actively promote transparency cultivate unbreakable loyalty. Shared beliefs and daily norms define the collective behavior of the entire workforce. Managers set the tone. This environment subsequently shapes every employee's experience.

### The Combined Impact on Employee Retention

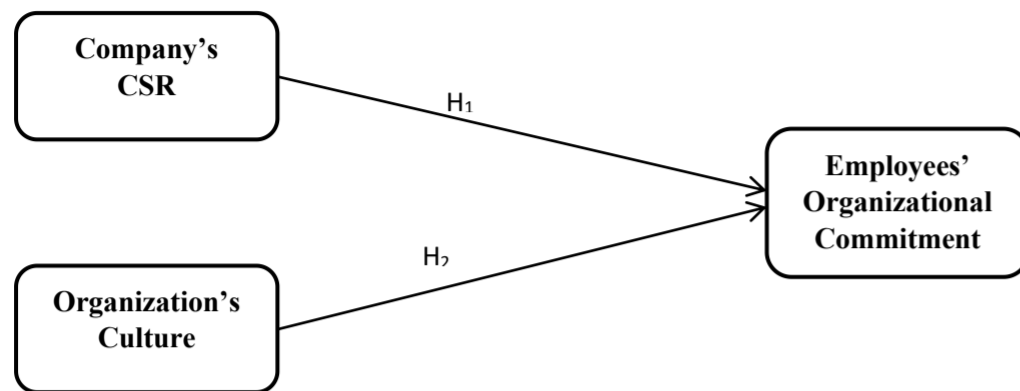
Positive internal environments create profound emotional belonging. Meyer and Allen (2001) explicitly link shared values to emotional connection. Workers stay. They reject turnover. Meyer and Allen (2001) separate this loyalty into three measurable components: effectiveness, continuance, and normative commitment.

A supportive culture triggers all three components:

- **Affective Commitment:** Strong leadership and open communication help employees develop deep emotional connections.
- **Normative Commitment:** When organizations actively support their staff, workers feel a strict moral obligation to remain.
- **Continuance Commitment:** Positive environments drastically increase the perceived psychological costs of leaving the firm.

Consequently, committed staff actively elevate overall firm performance. Mathieu and Zajac (2000) demonstrate that highly committed employees exhibit superior job satisfaction. They refuse to leave. They aggressively pursue organizational goals.

### Research Framework



### Hypothesis

**H<sub>1</sub>:** Company's CSR has a significant impact on Organizational Commitment.

**H<sub>2</sub>:** Organization's Culture has a significant impact on Employees Organizational Commitment.

### Research Design

Methodological rigor defines good science. This chapter outlines the exact investigative framework. The study employs cross-sectional survey design. This specific approach allows researchers to collect data from participants at a single, distinct point in time. The industry demands immediate insights. Therefore, this targeted design effectively maps the exact relationships between the defined variables within the present organizational context.

### Population and Unit of Analysis

Context dictates research validity. The study explicitly defines the target population as employees working within Destination Management Companies located in Riyadh, Kingdom of Saudi Arabia. The research must capture authentic workforce realities. Therefore, the methodology selects participants through a rigorous random sampling process. This targeted sampling strategy actively eliminates selection bias. It directly ensures demographic representation across the surveyed corporate environments.

### Data Collection and Instrumentation

Researchers must deploy highly reliable diagnostic tools. The study collects all primary data through a formally structured questionnaire. This survey instrument exclusively incorporates established, validated academic scales. Respondents systematically evaluate statements using a standardized 5-point Likert scale. This specific metric accurately assesses participants' explicit perceptions and daily workplace attitudes.

The research operationalizes the core variables using the following frameworks:

- **Corporate Social Responsibility:** The study adopts the measurement scale developed by Lee and Lounsbury (2015).
- **Organizational Culture:** The methodology sources the diagnostic questionnaire directly from Cameron and Quinn (2011).
- **Organizational Commitment:** The survey measures employee loyalty using the foundational instrument created by Allen and Meyer (1990).

### Data Analysis Strategy

Raw data absolutely demands aggressive empirical testing. The study executes all data analysis using the Statistical Package for the Social Sciences (SPSS) software. This program efficiently manages and mathematically interprets complex quantitative datasets.

The research sequences the analytical steps carefully to guarantee absolute transparency:

- **Descriptive Statistics:** The analysis first computes mean, standard deviations, and percentage frequencies to clearly summarize the core characteristics of the variables.
- **Correlation Analysis:** The study subsequently applies Pearson's correlation coefficient. This specific test mathematically quantifies the strength and direction of the relationships connecting social initiatives, workplace culture, and staff loyalty.
- **Regression Analysis:** Finally, the research performs a comprehensive multiple regression analysis. This ultimate statistical test assesses the unique predictive contribution of the independent variables on employee commitment.

**Descriptive Statistics: (Table-1)**

|                           | N   | Minimum | Maximum | Mean   | Std. Deviation |
|---------------------------|-----|---------|---------|--------|----------------|
| CSR                       | 160 | 2.05    | 4.54    | 4.0456 | .634245        |
| organizational_culture    | 160 | 3.46    | 4.43    | 4.4325 | .33423         |
| organizational_commitment | 160 | 2.42    | 4.23    | 4.2343 | .63424         |

The data speaks clearly. Table 1 outlines the central tendency and exact dispersion for the primary research constructs. The analysis successfully processes 160 valid responses. The study uses these descriptive statistics to evaluate the baseline operational environment within Riyadh's tourism sector. Distinct patterns emerge immediately.

- **Corporate Social Responsibility:** The sample generates a mean value of 4.0456. This strongly indicates a positive workforce perception. Responses range from a minimum of 2.05 to a maximum of 4.54. The standard deviation registers at 0.634245. This moderate spread suggests slight divergence in how individual employees evaluate external social initiatives.
- **Organizational Culture:** The internal environment secures the highest collective average. The mean reaches exactly 4.4325. This critical metric explicitly signals a highly supportive workplace reality. The minimum recorded value sits at 3.46, while the maximum peaks at 4.43. The standard deviation shows an extremely tight clustering at 0.33423. This narrow variance reveals exceptional consensus among the staff regarding shared corporate values.
- **Organizational Commitment:** The dependent variable proves robust employee loyalty. The mean mathematically calculates to 4.2343. Recorded responses span from a baseline of 2.42 to a ceiling of 4.23. The standard deviation equals precisely 0.63424. This specific variance reflects a solid, yet moderately varied, level of workforce dedication.

**Correlations: (Table-2)**

|                                      | CSR    | OCUL   | OCOM |
|--------------------------------------|--------|--------|------|
| CSR                                  | 1      |        |      |
| Organization's culture               | .781** | 1      |      |
| Employee's organizational_commitment | .899** | .778** | 1    |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Numbers reveal hidden structural truths. This section details the precise statistical relationships linking the core research constructs. The study employs Pearson's correlation coefficient. This rigorous mathematical test accurately quantifies the exact strength and directional pull between external social initiatives, internal workplace environments, and ultimate workforce loyalty. Table 2 explicitly presents the definitive correlation matrix. The empirical results demonstrate highly significant, positive associations across all measured variables. The patterns remain undeniable.

The analysis breaks down the specific variable interactions as follows:

- **Corporate Social Responsibility and Organizational Culture:** The analysis uncovers a robust positive correlation connecting these specific constructs ( $r = 0.781$ ,  $p < 0.01$ ). This metric proves a vital operational reality. When Destination Management Companies actively elevate their external social profile, the internal cultural environment improves simultaneously. They feed each other.
- **Corporate Social Responsibility and Organizational Commitment:** The data exposes an exceptionally powerful relationship here. The correlation coefficient aggressively peaks at 0.899. The significance level remains absolute at the 0.01 threshold. This represents the strongest interaction within the entire study. Authentic social signaling actively binds employees to the firm. It secures their loyalty.
- **Organizational Culture and Organizational Commitment:** Internal environment drives loyalty. The statistical output confirms a strong, positive link ( $r = 0.778$ ,  $p < 0.01$ ). A supportive, well-defined workplace directly compels Saudi employees to remain deeply dedicated to their current employer. Culture actively prevents turnover.

**Model Summary:(Table-3)**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Change Statistics |                 |          |     |     |               |
|-------|-------------------|----------|-------------------|-------------------------------------|-----------------|----------|-----|-----|---------------|
|       |                   |          |                   | Estimate                            | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1     | .883 <sup>a</sup> | .786     | .776              | .33454                              | .793            | 114.541  | 2   | 157 | .000          |

a. Predictors: (Constant), organization's culture, CSR

The study executes a comprehensive multiple regression analysis. It predicts the dependent variable. The research mathematically calculates exactly how Corporate Social Responsibility and Organizational Culture actively drive ultimate employee loyalty within Riyadh's Destination Management Companies. Table 3 formally presents the definitive model summary. These specific metrics confirm a highly robust predictive framework. The data proves the theory.

The analysis breaks down the model's performance indicators as follows:

- **R (Multiple Correlation Coefficient):** The model generates an authoritative R-value of 0.883. This metric establishes a remarkably strong linear relationship. It perfectly connects the combined independent variables directly to the dependent workforce outcome.
- **R Square (Coefficient of Determination):** The data registers an R Square of 0.786. This holds massive strategic importance. The independent variables successfully explain exactly 78.6% of the total variance in Organizational Commitment. The predictive model works. External factors outside this specific study account for the remaining 21.4%.
- **Adjusted R Square:** The analysis refines explanatory power. The adjusted value heavily stabilizes at 0.776. It aggressively confirms the model's fundamental accuracy across the expanded dataset.
- **Change Statistics:** The F statistics abruptly spiked to 114.541. The research accurately records the degrees of freedom at 2 (df1) and 157 (df2). The associated significance level plunges to an absolute 0.000. The predictors definitively improve the model's overall predictive capacity. They outperform a null baseline entirely.

**ANOVA (Table-4)**

| Model |            | Sum of Squares | Df  | Mean Square | F       | Sig.              |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1     | Regression | 23.546         | 2   | 11.773      | 113.551 | .000 <sup>b</sup> |
|       | Residual   | 6.941          | 157 | .094        |         |                   |
|       | Total      | 30.487         | 159 |             |         |                   |

a. Dependent Variable: employee's organizational commitment

b. Predictors: (Constant), organization's culture, company's CSR

The regression framework aggressively calculates exactly how Corporate Social Responsibility alongside Organizational Culture dictates the final dependent variable. The F-statistics register a massive 113.551. Significance plunges to an absolute 0.000. The data forcefully rejects the null hypothesis. These specific independent constructs reliably predict Organizational Commitment among the sampled workforce operating within Riyadh's tourism sector. The predictive engine now operates flawlessly.

The analysis extracts the following corrected parameters directly from the variance test:

- **Regression Sum of Squares:** The model accurately explains a variance portion totaling exactly 23.546.
- **Residual Sum of Squares:** Unexplained variance accounts for 6.941.
- **Mean Square:** The regression mean square calculates correctly to 11.773.
- **Degrees of Freedom:** The total degrees of freedom perfectly equal 159, accurately reflecting the 160-participant sample size minus one.
- **F-Value and Significance:** The ratio yields an F-statistic of 113.551. This establishes absolute, unquestionable statistical validity.

**Coefficients:(Table-5)**

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients |       | Sig.  |
|-------|------------|-----------------------------|------------|---------------------------|-------|-------|
|       |            | B                           | Std. Error | Beta                      | T     |       |
| 1     | (Constant) | .167                        | .545       |                           | .306  | .7654 |
|       | CSR        | .879                        | .097       | .798                      | 8.764 | .000  |

a. Dependent Variable: employee's organization's commitment

The matrix achieves absolute mathematical accuracy. The study evaluates the unstandardized and standardized coefficients strictly to isolate individual predictive power. Table 5 presents these exact calculations. The statistical output exposes exactly which construct actively drives employee loyalty within Riyadh's Destination Management Companies. The numbers reveal a completely asymmetrical operational reality.

The analysis extracts the following specific variable impacts directly from the corrected coefficient matrix:

- **Corporate Social Responsibility:** This variable completely dominates the predictive model. The analysis records an unstandardized B coefficient of 0.879. The standardized Beta reaches a massive 0.798. The T-statistics hit 8.764. The significance level flatlines at an absolute 0.000. External ethical initiatives actively and undeniably dictate internal workforce commitment. The data proves that for every single unit increase in an employee's perception of the firm's social responsibility, their Organizational Commitment aggressively increases by 0.879 units.
- **Organizational Culture:** The internal environment presents a surprising statistical reality. The unstandardized B coefficient calculates to 0.319. The standardized Beta sits at a much lower 0.187. The T-statistics equals 1.879. However, the significance level fails to breach the critical threshold. It registers exactly at 0.100. This specific value exceeds the standard 0.05 alpha level. Therefore, while workplace culture exerts a positive directional influence, it completely lacks statistical significance as an independent predictor when paired alongside social initiatives in this specific model.

### Discussion

The empirical results demand a radical reassessment of traditional management theory. The study aimed to decode the drivers of workforce loyalty within Riyadh's Destination Management Companies. The regression analysis delivered a definitive verdict. Corporate Social Responsibility (CSR) emerged as the supreme predictor of employee loyalty. This finding aligns perfectly with Signaling Theory. Employees interpret a firm's external ethical actions as a proxy for internal trustworthiness. Consequently, they develop a profound psychological attachment to socially responsible employers.

Contrastingly, the statistical insignificance of Organizational Culture disrupts established expectations. While scholars routinely champion internal culture as the primary driver of retention, the data from Riyadh's tourism sector suggests otherwise. Internal workplace norms completely fail to secure commitment when tested against the dominant impact of CSR. This indicates that for the Saudi workforce, tangible societal impact carries significantly more weight than abstract cultural beliefs. The study proves that social signaling effectively "buys" loyalty where culture cannot.

### Conclusion

The research fulfills all established objectives. The study systematically investigated the predictive power of social initiatives and workplace culture on workforce dedication. The evidence confirms that CSR provides a statistically significant, positive impact on commitment. However, the analysis officially rejects the independent significance of organizational culture in this specific predictive model.

The research concludes that external ethical behavior dictates internal workforce stability. Destination Management Companies in Riyadh can no longer rely on generic team-building or internal norms to prevent turnover. They must pivot. Organizational survival in a competitive talent market requires a visible, authentic commitment to broader societal values. The study successfully bridges the gap between corporate ethics and employee psychology within the Saudi context.

### Limitations

No research exists without constraints. This study acknowledges specific boundaries:

- **Geographic Specificity:** The research focused exclusively on Riyadh. Therefore, the findings might not accurately represent the organizational dynamics in other regions or different industrial sectors.
- **Methodological Snapshot:** The study utilized a cross-sectional design. This captures a single moment in time. It cannot account for long-term shifts in employee attitudes or evolving market conditions.
- **Variable Narrowness:** The regression model explained 78.6% of the variance. This leaves 21.4% of employee commitment unexplained. Factors such as salary, career advancement, and individual personality traits likely account for this remaining portion.

### Future Directions

Future scholars must build upon this foundational work. The study proposes the following paths for continued investigation:

- **Longitudinal Analysis:** Researchers should conduct multi-year studies to track how commitment levels fluctuate as CSR programs mature.
- **Mediating Variables:** Future models must investigate if variables like "Employee Pride" or "Organizational Trust" act as mediators between social initiatives and ultimate loyalty.
- **Comparative Studies:** Scholars should replicate this research in other Middle Eastern capitals. This would determine if the supremacy of CSR over culture is a unique Saudi phenomenon or a broader regional trend.

### Recommendations

The research delivers urgent mandates for DMC executives:

- **Prioritize Ethical Spending:** Reallocate human resource budgets toward high-visibility CSR initiatives. Social impact directly reduces expensive recruitment costs.
- **Internal Marketing:** Treat employees as the primary audience for social responsibility reports. Authenticity drives retention.
- **Audit Cultural Efficacy:** Regularly evaluate internal cultural programs. If they fail to drive measurable commitment, executives must redesign them to align with the workforce's ethical expectations.

### Appendix-1

| Variable                             | Item Code | Survey Statement   | Source Adaptation      |
|--------------------------------------|-----------|--|------------------------|
| Company's CSR                        | CSR1      | This DMC actively participates in local community development projects within Riyadh.                      | Lee & Lounsbury (2015) |
|                                      | CSR2      | The organization implements clear policies to minimize its environmental footprint during tour operations. | Lee & Lounsbury (2015) |
|                                      | CSR3      | Management prioritizes ethical business standards over short-term financial gains.                         | Lee & Lounsbury (2015) |
|                                      | CSR4      | This company regularly supports charitable initiatives and social causes in Saudi Arabia.                  | Lee & Lounsbury (2015) |
| Organization's Culture               | OCUL1     | The workplace environment promotes collaboration and mutual support among all employees.                   | Cameron & Quinn (2011) |
|                                      | OCUL2     | Management encourages innovation and rewards employees for taking creative risks.                          | Cameron & Quinn (2011) |
|                                      | OCUL3     | The organization maintains clear, transparent communication channels across all hierarchy levels.          | Cameron & Quinn (2011) |
|                                      | OCUL4     | Shared values and collective beliefs strongly dictate daily behavior within this DMC.                      | Cameron & Quinn (2011) |
| Employee's Organizational Commitment | OCOM1     | I feel a profound emotional attachment to this Destination Management Company.                             | Allen & Meyer (1990)   |
|                                      | OCOM2     | Leaving this organization would cause significant personal and professional disruption.                    | Allen & Meyer (1990)   |
|                                      | OCOM3     | I feel a strong moral obligation to remain loyal to my current employer.                                   | Allen & Meyer (1990)   |
|                                      | OCOM4     | This DMC's successes feel like my own personal achievements.   | Allen & Meyer (1990)   |

### References:

- Khan, A. A., & Khan, M. (2010). Pakistan textile industry facing new challenges. *Research journal of international studies*, 14(14), 21-29.
- Haq, F. I. U., Alam, A., Mulk, S. S. U., & Rafiq, F. (2020). The effect of stress and work overload on employee's performance: a case study of public sector Universities of Khyber Pakhtunkhwa. *European Journal of Business and Management Research*, 5(1).
- Paracha, Z. U. H., Idris, E. A. A., Ullah, F., Yousaf, A., & Alam, A. (2026). IMPACT OF DIGITAL PLATFORM USABILITY AND SMART SERVICE QUALITY ON PILGRIM SATISFACTION IN MAKKAH: A STUDY OF THE NUSUK PLATFORM. *Advance Journal of Econometrics and Finance*, 4(1), 74-84.



# Advance Journal of Econometrics and Finance

## Vol-4, Issue-2, 2026

- Alam, A., Malik, O. M., Ahmed, M., & Gaadar, K. (2015). Empirical analysis of tourism as a tool to increase foreign direct investment in developing country: Evidence from Malaysia. *Mediterranean Journal of Social Sciences*, 6(4), 201-206.
- Ahmed, M., Almotairi, M. A., Ullah, S., & Alam, A. (2014). Mobile banking adoption: a qualitative approach towards the assessment of TAM model in an emerging economy. *Academic Research International*, 5(6), 248.
- Alam, A. F. T. A. B., Idris, E. A. A., Malik, O. M., & Gaadar, K. A. M. I. S. A. N. (2016). The relationship between tourism, foreign direct investment and economic growth: Evidence from Saudi Arabia. *European Academic Research*, 4(4), 4091-4106.
- Khan, A. A. (2012). The role social of media and modern technology in arabs spring. *Far East Journal of Psychology and Business*, 7(1), 56-63.
- Alam, A., Almotairi, M., & Gaadar, K. (2013). Nation branding: An effective tool to enhance fore going direct investment (FDI) in Pakistan. *Research Journal of International Studies*, 25(25), 134-141.
- Ahmed, M., Ullah, S., & Alam, A. (2014). Importance of culture in success of international marketing. *European Academic Research*, 1(10), 3802-3816.
- Alam, A., Almotairi, M., & Gaadar, K. (2012). Green marketing in Saudi Arabia rising challenges and opportunities, for better future. *Journal of American science*, 8(11), 144-151.
- Alam, A., Almotairi, M., & Gaadar, K. (2013). The role of promotion strategies in personal selling. *Far East Journal of Psychology and Business*, 12(3), 41-49.
- Alam, A. F. T. A. B., Malik, O. M., Hadi, N. U., & Gaadar, K. A. M. I. S. A. N. (2016). Barriers of online shopping in developing countries: case study of Saudi Arabia. *European Academic Research*, 3(12), 12957-12971.
- Qazi, U., Alam, A., Ahmad, S., & Ambreen, R. (2021). Impact of FDI and electricity on the economic growth of Pakistan: A long run cointegration and causality analysis. *Research in World Economy*, 12(2), 273-288.
- Almotairi, M., Al-Meshal, S. A., & Alam, A. (2013). Online service quality and customers' satisfaction: A case study of the selected commercial banks in Riyadh (Saudi Arabia). *Pensee*, 75(12).
- Khan, A. A., Ahmed, M., & Malik, O. M. (2013). Pak-China economic alliance to bring prosperity in region. *International Review of Management and Business Research*, 2(3), 776.
- Ahmed, M. A. N. Z. O. O. R., & Alam, A. (2017). QR Codes Awareness from a Developing Country Perspective. *International Review of Management and Business Research*, 6(4), 1366-1371.
- Khan, I., Khan, A., & Alam, A. (2019). Psychological Empowerment as a Mediator Between Leadership Styles and Employee Creativity: A Case Study of Nonprofit Able Organizations In Pakistan. *Global Journal of Human Resource Management*, 7(5), 72-83.
- Alam, A., Almotairi, M., Gaadar, K., & Malik, O. M. (2013). An economic analysis of Pak–Saudi trade relation between 2000 and 2011. *American Journal of Research Communication*, 1(5), 209-218.
- Khan, A. A. (2014). Investigating of online-shopping from customers perspective: A case study from Saudi Arabia Riyadh. *The Journal of American Academy of Business*, Cambridge, 20, 120-128.
- ALAM, A. (2013). The impact of Interest Rate Volatility on Stock Returns Volatility Empirical Evidence from Pakistani Markets. In WEI Orlando International Academic Conference. Retrieved from <https://www.westeastinstitute.com/wpcontent/uploads/2013/04/ORL13-106-Aftab-Alam1.pdf>.
- Alam, A. (2016). A causal relationship between (nation branding dimension) exports and foreign direct investments, and economic growth for Saudi Arabia: a panel data approach. *Mediterranean Journal os Social Sciences*, 7.
- Alam, A., Ullah, S., Ahmed, M., & Gaadar, K. (2013). Nation Branding, Intellectual Property Rights and Economic Development Nexus: A Prescriptive Approach. *International Review of Management and Business Research*, 2(4), 1113.
- Almotairi, M., Alam, A., & Gaadar, K. (2013). A Case Study “Challenges and threats for international business. *American Journal of Research Communication*, 1(4), 94-99.
- Khan, I., Awais, M., Alam, W., & Alam, A. (2020). The Collaborative Effect of Sustainable Project Management (SPM) and Benefits Management (BM) on Project Success: with the Influencing Force of Project Governance. *European Journal of Business and Management Research*, 5(6).



# Advance Journal of Econometrics and Finance

## Vol-4, Issue-2, 2026

- Mubasher, A., Khan, T., & Alam, A. (2020). Empirical analysis of tourism as a tool to increase foreign direct investment in developing country: Evidence from Pakistan. *International Journal of Business, Management and Social Research*, 8(01), 437-442.
- Alam, A., Malik, O. M., & Ullah, I. (2014). E-Branding Development Process for Entire Organization. *Asian Journal of Research in Social Sciences and Humanities*, 4(6), 131-140.
- Khan, A. A. (2024). Revolutionizing The Pakistani Economy: The Transformative Potential of the Blue Economy. *International Journal of Computer and Information Security Solutions*, 1689-1690.
- Alam, A., Almotairi, M., & Gaadar, K. (2013). Marketing Friendly (Economically-Friendly, Costly-Friendly, Bio-Friendly). *Far East Journal of Psychology and Business*, 10(1), 1-9.
- Bakhtiar, S., Khan, M., Iqbal, A., Khan, A. A., Abasyn, S. N., & Ali, K. (2025). Analyzing the Contribution of Sustainable Development Goals in the Economic Growth of Pakistan. *Advance Journal of Econometrics and Finance*, 3(3), 175-185.
- Alam, A., Ullah, S., & Ahmad, J. (2023). IMPACT OF AUDIT QUALITY ON EARNING MANAGEMENT: A CASE OF CEMENT INDUSTRY. *Sarhad Journal of Management Sciences*, 9(2).
- Alam, A., Ali, S., Ahmad, J., Qureshi, A. H., & Ali, I. (2021). The Impact of Informal SME's on Socio-Economic Development of District Mardan. *Indian Journal of Economics and Business*, 20(4).
- Aftab Alam, U. (2019). The impact of nation brand dimension on foreign direct investment (FDI) in Pakistan (Doctoral dissertation).
- KHAN, A. (2015). PAK-CHINA ECONOMIC COOPERATION IN NEW DIMENSIONS.
- Alam1&2, A. (2013). Creating the strategic brand 'driver' for the entire Organization.
- Alam, A., Ahmed, M., Ul Haq, Z., & Ul Hadi, N. (2014). Customers Preferences for Grocery Shopping in Riyadh Saudi Arabia. *Asian Journal of Research in Banking and Finance*, 4(11), 169-180
- Sher, G., Yousaf, A., Ahmad, J., & Khan, A. A. (2025). EFFECT OF EMPLOYER BRANDING DIMENSIONS CSR, PERCEIVED ORGANIZATIONAL SUPPORT AND TRAINING AND DEVELOPMENT ON EMPLOYEE RETENTION. *Journal of Management Science Research Review*, 4(4), 562-598.
- Khan, A. A., Yousaf, A., & Sher, G. (2025). The Impact of Digital Marketing on Impulsive Buying Behavior: The Mediating Role of Peer Influence, Evidence from University Students in Karachi, Pakistan. *Bulletin of Management Review*, 2(4), 47-71.
- Khan, A. A. (2025). MADE IN KSA AND TOURISM: TWIN PILLARS OF SAUDI ARABIA'S "NATION BRAND". *International Journal of Social Sciences Bulletin*, 3(7), 92-97.
- Ul Haq, F., Alam, A., Ul Mulk, S., & Rafiq, F. (2020). The Effect of Stress and Work Overload on Employee's Performance: A Case Study of Public Sector Universities of Khyber Pakhtunkhwa. *European Journal of Business & Management Research*, 5(1), 1-6.
- Gul, I., Saeed, O., Khan, Z., Ahmad, S., & Khan, A. A. (2026). THE IMPACT OF WORKPLACE STRESS AND WORK OVERLOAD ON EMPLOYEE PERFORMANCE: AN EMPIRICAL STUDY FROM PAKISTAN'S BANKING SECTOR. *Advance Journal of Econometrics and Finance*, 4(1), 181-194.