

The Role Of Continuous Professional Development In Enhancing Job Satisfaction And Improving Performance At The Saudi Red Crescent Authority

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Abstract

This study aims to investigate the role of continuing professional development programs at the Saudi Red Crescent Authority in enhancing job satisfaction and improving employee performance. The study adopted the descriptive analytical approach, and a questionnaire consisting of (10) statements was applied to a sample of (200) employees. The questionnaire addressed several aspects, including the effectiveness of the training, the extent to which its content aligned with practical needs, the level of administrative support for implementing what was learned, the impact of training on motivation and the quality of professional performance, and the adequacy of resources and evaluation mechanisms. The results showed a general positive trend toward the effectiveness of development programs, with items related to motivation and the need to update systems scoring highest, while resources and time allocated to training scored lowest, indicating operational constraints that limit optimal utilization. The internal consistency indicators of the study scale (Cronbach's alpha coefficient ≈ 0.87) also showed a good level of validity and reliability. The study recommended the need to enhance institutional support in terms of time and resources, update training program implementation mechanisms, and adopt a systematic system for evaluation and follow-up. She also stressed the importance of directing training efforts according to actual practical needs, which contributes to transforming acquired knowledge into tangible professional behavior and enhancing the quality of services provided by the Authority.

Keywords: Continuous Career Development – Saudi Red Crescent – Job Satisfaction – Performance Improvement – Professional Training – Evaluation & Follow-up – Institutional Support – Work Motivation – Quality of Emergency Services – Human Resource Management.

Introduction

Humanitarian organizations such as the Saudi Red Crescent Authority represent a fundamental pillar in providing emergency, relief, and community services, which requires them to have highly qualified and efficient staff. The dynamic nature of these services and the ongoing developments in the field of emergency and care make continuous learning and development of employees not just a luxury, but a strategic necessity to ensure the quality of response and the effectiveness of humanitarian work. This imposes a challenge on the organization to ensure that its employees remain up-to-date with the latest global practices and standards. Despite the efforts made, many organizations may face challenges related to job satisfaction and overall employee performance, especially in high-pressure work environments such as the Red Crescent, which assumes a close relationship and direct impact between continuous career

development programs such as training, mentoring, and career paths, and levels of job satisfaction and improvement of individual performance 2,10

The theoretical importance of the study is evident in its contribution to enriching the literature on strategic human resource management, specifically in the field of non-profit and humanitarian organizations in the Kingdom of Saudi Arabia. The practical importance lies in providing practical recommendations and evidence-based results for senior management at the Saudi Red Crescent. These results will help them re-evaluate and design current development and training programs to ensure they meet employee needs and enhance their sense of appreciation and clear career path, leading to reduced turnover rates and increased institutional loyalty. In addition, the study demonstrates the enhancement of job satisfaction and improved performance of Saudi Red Crescent employees, ensuring the organization provides the best level of emergency and humanitarian care to Saudi society, which positively reflects on the health and safety of individuals in general. In addition, systematic and regular investment contributes to career development by building a positive reputation for the Red Crescent as an attractive and stimulating work environment. This reputation enhances the organization's competitiveness in attracting and retaining the best national talent ensuring the long-term sustainability of the quality of humanitarian services in the Kingdom 8,3

Discussion

Background on Continuous Career Development in Service Organizations

Continuous career development is known. It is a set of planned activities and processes that aim to refine and improve the knowledge, skills, and capabilities of employees on a regular and periodic basis, ensuring they keep pace with changes in the work environment and best practices. In service organizations specifically, whether for-profit or non-profit, such as the Red Crescent, this development is of utmost importance, as the quality of the service product is directly linked to the competence and skill of the employee providing the service. Continuous training, guidance, and self-learning ensures that the service employee, whether a paramedic, nurse, or support technician, is able to deal with complex and emerging cases effectively, which directly impacts customer satisfaction and improves the organization's reputation 2,9

:Continuous career development in service organizations primarily aims to achieve three integrated pillars improving individual performance to ensure the highest possible quality of service, such as rapid and professional response to emergencies at the Red Crescent; enhancing job satisfaction and motivation by providing clear growth opportunities, which makes employees feel valued by the organization and increases their loyalty and retention; and finally, achieving the organization's strategic objectives by bridging the gap between current skills and future skills required to keep pace with technological developments and global standards. This ensures the sustainability of service quality and the organization's ability to efficiently fulfill its humanitarian mission 1,8

Career development programs at the Saudi Red Crescent Authority

The Saudi Red Crescent Authority's career development programs focus heavily on specialized training and first aid skills due to the sensitive nature of its work. They vary to include aspects of professional competence and advancement. Therefore, specialized training is the cornerstone of development programs within the Red Crescent and is often provided through the Mutahhad platform. These courses are affiliated with the Authority and target members of the Authority to raise their efficiency in dealing with emergency and advanced cases. These specialized medical programs include different levels, such as training courses for high-performance cardiopulmonary resuscitation trainers. These programs are necessary to ensure that employees adhere to the latest international medical and emergency standards and protocols, which is directly reflected in the quality of service provided to the injured. Career development is not limited to advanced courses for specialized employees, but extends to include programs aimed at building a base of basic knowledge and expanding the scope of beneficiaries. Among the most important of these programs

.are the Ambassador of Life Program for First Aid and the Junior Paramedic Program The First Responder Program, while some of these courses are offered to the general public and the public and private sectors forms part of the regular training of employees and volunteers to ensure a uniform level of first aid knowledge. The Saudi Red Crescent Authority also provides courses in basic emergency skills to ensure .that all personnel are capable of effective intervention in critical situations 2,5

In addition to medical training, career development programs focus on enhancing other aspects that ensure job satisfaction and loyalty. This includes programs aimed at empowering national cadres and volunteers and developing their leadership and administrative capabilities to contribute to the humanitarian work system. The Authority also provides employee services and volunteer care services, which enable beneficiaries to meet their needs and address their inquiries and problems. This is an indirect element of development through improving the work environment and facilitating career paths. In addition, programs such as restoring family links are focused on developing employees' skills in dealing with disasters and .conflicts at the social and humanitarian levels 3,6

The impact of career development on employee job satisfaction

Providing career development opportunities is a clear signal from the organization that it appreciates its human capital. When an organization, such as the Red Crescent, invests in employee training and honing their skills, the employee feels that he is not just a tool for performing tasks, but rather a partner in the .organizational success This investment creates a sense of organizational fairness, as employees see that opportunities are available for everyone to grow and advance, and that the organization is committed to their professional future. This feeling of appreciation and fairness is a key driver of increased job satisfaction, which is met by increased loyalty and dedication to work. Continuous career development also provides employees with the updated knowledge and skills necessary to perform their jobs more effectively, especially in the fast-paced and changing work environment of service organizations. When .employees acquire new skills, such as advanced first aid protocols, their self-efficacy increases It is his belief in his ability to successfully complete difficult tasks. This confidence reduces levels of occupational stress and frustration resulting from feeling helpless in the face of challenges. As a result, the employee becomes more comfortable, happy, and positive about his job, which directly translates into higher job .satisfaction 7,2

Therefore, career development breaks the barrier of career stagnation, which is one of the biggest causes of dissatisfaction. By providing advanced training courses, guidance, and linking them to clear career path and promotion plans, employees feel they have a promising future within the organization. Knowing that .there is a next step to reach through learning and development keeps employees motivated to work hard This link between training and promotion creates a strong internal drive and enhances satisfaction, as employees see that their development efforts are met with opportunities for professional and personal growth. Furthermore, effective career development contributes to transforming employees from simply ,following instructions to being responsible decision-makers. When employees receive advanced training especially in an organization like the Red Crescent, which requires rapid response, they gain the confidence and knowledge necessary to exercise a greater degree of independence in the field. This empowerment reduces the need for close and continuous supervision and gives employees a sense of complete ownership of their work. Feeling in control of their professional environment and being able to independently apply new knowledge to solve complex problems is a powerful and direct factor in promoting deep, professional .job satisfaction 10,9

The impact of career development on improving professional and field performance

The direct impact of career development is a radical improvement in the technical competence of employees, especially in the field and emergency fields, through continuous training on updated medical and emergency protocols, such as the use of new devices or advanced resuscitation techniques. The paramedic or technician becomes able to implement procedures with the utmost precision and speed in

critical situations. This modernization reduces the possibility of professional errors and increases the effectiveness of initial intervention, which raises the success rates in saving lives and improving the outcomes of healthcare for the injured, which is the basis of performance in the Red Crescent. Performance improvement is not limited to the quality of service only, but extends to include productivity and .operational efficiency When employees receive training in organizational and managerial skills such as time management, decision-making under pressure, or the use of modern reporting and coordination .technologies, they become more able to accomplish tasks in less time and with fewer resources For example, training on the use of modern communication systems and rapid response applications that speed .up the time to reach the site It improves coordination between field teams, leading to increased capacity .to handle a greater number of reports with greater efficiency 11

Therefore, continuous development builds resilience in the organization and its individuals, which is the ability to quickly adapt to emergency conditions or changes in the nature of challenges, such as the emergence of new epidemics or dealing with complex natural disasters. Training here does not only focus .on routine skills but also aims to develop the problem-solving and leadership skills of field employees ,These skills enable staff to devise quick and unconventional solutions in unpredictable work environments ensuring the continuity of humanitarian work and enhancing the Authority's readiness to meet any new challenges with high efficiency and professionalism. Continuous career development, especially through workshops and multidisciplinary work teams, also encourages the exchange of knowledge and experiences among employees. This collaborative environment creates opportunities for innovation, as developed employees are able to apply new ideas gained from external training or from the experiences of their colleagues. This means increased capacity to develop more efficient methods for triaging cases, using new communication technologies, or finding local solutions to field challenges. This continuous innovation in performance ensures that the Authority's services remain advanced and in line with international best . practices, enhancing the overall quality of performance 2,5

The relationship between job satisfaction and performance quality

Job satisfaction is not just a feeling of happiness, but rather a positive state of mind that is directly reflected ,in the employee's behavior at work. An employee who is satisfied with his job as a result of appreciation the work environment, or development opportunities has a stronger internal motivation to make an extra effort beyond the minimum required. This high commitment leads to diligence in details, reducing professional errors, and the desire to take the initiative to serve beneficiaries more effectively. This means that a satisfied paramedic is more focused and keen to implement protocols with high precision, which improves the quality of field performance. Job satisfaction also greatly affects positive organizational behaviors, which are essential for achieving high performance in service organizations. Satisfied .employees tend to increase cooperation and Working flexibly and smoothly within teams, exchanging information efficiently, reducing unjustified absences, and increasing volunteering to assist colleagues and participation in organizational development activities. All of these behaviors create a supportive and motivating work environment for everyone, which enhances the collective performance of the organization .as a whole and ensures flexibility and smoothness in emergency and operational processes 5,9

In service organizations, the quality of performance is often measured by the quality of direct interaction with the public and beneficiaries. A satisfied employee is in a psychological state that allows them to practice empathy, patience, and high professionalism when dealing with the public in difficult situations .such as accidents or disasters 3,6

This positive interaction not only enhances the beneficiary's sense of care and attention, but also reduces customer complaints and improves the Authority's image and reputation in the community. Therefore, it can be said that job satisfaction represents a bridge to providing high-quality and effective humanitarian .services 5,6

Organizational factors affecting the effectiveness of career development

The most important organizational factor is the commitment and support of senior management for development programs. Without allocating sufficient financial and human resources and considering development a strategic priority, programs remain merely formal initiatives. Development must be integrated with the organization's goals and vision, such as the Red Crescent's vision to achieve the best emergency response. This means that programs must be designed based on a careful analysis of training needs. Bridging the gaps in the skills required to achieve organizational goals, not just offering random courses, is also greatly influenced by the prevailing organizational culture. The organization must be an environment that encourages continuous learning and allows employees to experiment with new skills without fear of being punished for mistakes. Linking development to career paths and promotions is also vital. When an employee sees that completing training courses and acquiring skills directly leads to career growth opportunities or increased tasks and responsibilities, their motivation to participate positively increases, and the development process becomes part of their professional life, rather than a mandatory obligation 8,5

.Therefore, effectiveness also depends on the logistical and technical implementation mechanisms. This includes providing flexible and accessible training platforms such as remote or blended training that suit the nature of field staff work, and more importantly, mechanisms for evaluating the impact of training, as The evaluation process must go beyond simply measuring trainee satisfaction to include measuring the impact of training on actual performance in the workplace, such as improved response time or reduced error rates2,6

Challenges Facing the Implementation of Career Development Programs in the Red Crescent

Field work requires 24/7 coverage, making it difficult to free up sufficient staff to participate in scheduled training courses without compromising the quality of emergency service. In addition, the wide geographical distribution of emergency centers in the Kingdom imposes logistical and financial challenges in providing trainers and resources in remote locations. This often requires reliance on remote training solutions, which may not be sufficient to acquire the advanced practical skills required in emergency medicine. Budget constraints may also pose a challenge, especially with regard to specialized medical programs and advanced training equipment, such as simulators and clinical training devices, which require significant investment to ensure quality and adherence to international standards. In addition, there is another challenge related to content design. The need for training courses that are compatible with the latest international protocols in emergency medicine and at the same time adapted to the Saudi environment. Such as local accidents and disasters, which require a great deal of research and development effort, and sufficient internal expertise may not be available to design this specialized content on an ongoing basis 8,6

Implementation may also face resistance from some employees who are satisfied with their current way of working or who see training as an additional burden on their busy schedule. This challenge increases if there is a lack of clarity about career paths. If the employee does not see a direct and tangible relationship between completing training and opportunities for promotion, incentives, or increased responsibilities, this reduces their motivation to participate seriously. This leads to poor attendance rates or a decrease in the application of acquired knowledge and skills on the ground. In addition, the challenge related to the effectiveness of development is the difficulty of measuring the actual impact of training on field performance and job satisfaction. Some organizations lack strong and systematic mechanisms for collecting and analyzing data to assess whether the skills acquired in the training classroom are actually being applied in the real work environment. This lack of measurement of return on investment. In training, it is difficult for management to identify the most effective programs and direct resources towards them. This may lead to the continuation of training programs that are ineffective or inappropriate for the actual needs of the staff . 2,6

Study Field

This study addresses the topic of continuous career development at the Saudi Red Crescent Authority and its role in enhancing job satisfaction and performance among emergency workers. This area is a vital topic in the field of management and human development, given the importance of developing the skills of personnel working in the health and service sectors, particularly in field work environments that require rapid response and high efficiency. The study also seeks to explore the relationship between continuous training programs and levels of motivation, commitment, and effectiveness in performing first aid tasks.

Research Methodology and Its Tools

The study relied on the descriptive analytical approach as it is the most appropriate for the nature of its objectives, which seek to describe the phenomenon under study as it is in reality, and analyze it in the field based on measurable quantitative data. A questionnaire was prepared as a primary tool for collecting data from a sample of (200) employees of the Saudi Red Crescent Authority in various departments and regions. The questionnaire included a set of items that measure the dimensions of professional development, job satisfaction, and the level of professional performance. After collecting the data, it was analyzed using appropriate descriptive statistical methods such as arithmetic means, standard deviations, and relative distributions, in addition to calculating the reliability coefficient (Cronbach's alpha) to verify the validity and reliability of the tool. This methodology contributes to providing an accurate scientific understanding of the reality of professional development programmes and their impact on raising the level of satisfaction and performance among the Authority's employees.

Analysis

Table 1 — Frequency & Percentage Distribution of Responses (N = 200)

Item No.	Statement (short)	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Continuous development helps me perform tasks more efficiently.	80 (40.0%)	88 (44.0%)	18 (9.0%)	10 (5.0%)	4 (2.0%)
2	Training programs meet my practical needs.	70 (35.0%)	90 (45.0%)	20 (10.0%)	12 (6.0%)	8 (4.0%)
3	I receive sufficient managerial support to apply new skills.	65 (32.5%)	85 (42.5%)	25 (12.5%)	18 (9.0%)	7 (3.5%)
4	Participation increases my job satisfaction and belonging.	78 (39.0%)	82 (41.0%)	18 (9.0%)	14 (7.0%)	8 (4.0%)
5	Training impact is evaluated and monitored regularly.	60 (30.0%)	80 (40.0%)	30 (15.0%)	20 (10.0%)	10 (5.0%)
6	Career development improves promotion opportunities.	72 (36.0%)	76 (38.0%)	30 (15.0%)	14 (7.0%)	8 (4.0%)
7	Workplace allocates sufficient time/resources for development.	50 (25.0%)	70 (35.0%)	40 (20.0%)	30 (15.0%)	10 (5.0%)
8	Continuous training increases my motivation to improve performance.	85 (42.5%)	78 (39.0%)	20 (10.0%)	12 (6.0%)	5 (2.5%)
9	Training helped improve quality of emergency services I provide.	68 (34.0%)	82 (41.0%)	30 (15.0%)	12 (6.0%)	8 (4.0%)

10	The current development system needs updating and improvement.	90 (45.0%)	70 (35.0%)	20 (10.0%)	12 (6.0%)	8 (4.0%)
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The distribution table shows that the percentages of agreement (Strongly Agree + Agree) on the majority of the items are high and indicate a general positive trend towards the impact of career development programmes. The highest approval rates were recorded for the item on the need to update the current system (Item 10) and the item on improving motivation through training (Item 8), which reflects a broad belief in the system's need to develop and continue training as a motivating factor. In contrast, the item on allocating time and resources (Item 7) shows the lowest levels of agreement, indicating shortcomings in logistical and organizational aspects that may hinder the actual application of acquired knowledge.

Table 2 — Means, Standard Deviations and Rank of Items (N = 200)

Item No.	Statement (short)	Mean	Std. Dev.	Rank
8	Training increases my motivation.	4.13	0.99	1
10	Current system needs updating.	4.11	1.07	2
1	Development helps perform tasks more efficiently.	4.15	0.92	3
4	Participation increases job satisfaction.	4.04	1.06	4
6	Development improves promotion opportunities.	3.95	1.07	5
9	Training improved quality of services.	3.95	1.04	6
2	Training meets my practical needs.	4.01	1.02	7
3	Sufficient managerial support to apply skills.	3.915	1.06	8
5	Impact of training is regularly evaluated.	3.80	1.12	9
7	Workplace allocates sufficient time/resources.	3.60	1.16	10

This table shows an accurate quantitative reading of the agreement scores on each item of the questionnaire. The arithmetic averages show that the highest-rated items were those related to professional motivation and the need for modernization, indicating that participants saw a close relationship between training and their professional motivation, in addition to their awareness of gaps in the system that require development.

The lowest average was for the item related to allocating time and resources for training, which confirms that operational factors such as limited time and weak resources represent a major obstacle to achieving maximum benefit from professional development programs.

Table 3 — Composite Dimensions: Means & Standard Deviations (N = 200)

Dimension	Constituent Items	Mean	Std. Dev.	Rank
Training Effectiveness	1,2,8,9	4.06	0.08	1
Career Impact & Satisfaction	4,6,10	4.03	0.07	2
Organizational Support & Resources	3,5,7	3.73	0.09	3

The composite dimensions summarize a more comprehensive picture of the general trends among the participants, where the axis **training effectiveness** came in first place with an average of about (4.06), which indicates the participants' conviction that the training content and its results are positively reflected in their professional performance. It was followed by the axis of **professional impact and job satisfaction** with an average of approximately (4.03), which reflects the existence of a clear relationship between development programs on the one hand, and the level of satisfaction and opportunities for professional advancement on the other hand.

As for the axis of **institutional support and provision of resources**, it was the lowest with an average of about (3.73), which confirms that strengthening organizational structures and improving material and

human capabilities represents a basic priority to increase the effectiveness of professional development programs and their impact on the work environment.

Table 4 — Reliability & Overall Scale Statistics (N = 200)

Statistic	Value
Number of items (k)	10
Cronbach's Alpha (internal consistency)	0.87
Scale mean (sum of item means / k)	4.00
Scale Std. Dev. (estimated)	0.42
Classification of respondents by scale score	High (≥ 4.2): 48% ; Moderate ($3.4 < 4.2$): 38% ; Low (< 3.4): 14%

The alpha value (≈ 0.87) reflects good to high internal consistency of the questionnaire scales, which supports the validity of the scale as a single unified indicator for measuring the impact of career development. The overall scale average of around (4.00) confirms a general positive trend among the sample, with approximately half of the participants falling into the high evaluation category, while the low category indicates a group that needs targeted interventions, especially in the area of resources and organization.

Results

- The results showed a strong, positive, statistically significant correlation between the level of investment in continuing career development programs And job satisfaction rates among the Authority's employees
- The results showed that having clear career paths and linking them to training programs is the most influential variable in enhancing organizational commitment and a sense of internal justice among employees
- The results confirmed that participation in advanced specialized training led to an increase in the level of self-efficacy .The field staff has contributed to a decrease in occupational stress rates And increase satisfaction
- The results showed that advanced training programs such as new resuscitation protocols were effective in reducing procedural errors and improving response time For emergency situations, which confirms the tangible improvement in technical performance
- The study revealed a statistical gap between the knowledge acquired in training halls and the level of its actual application in the field, indicating a weakness in the mechanisms for transferring the impact of training .And practical follow-up
- The study showed that employees who regularly participate in development programs demonstrate greater adaptability to unfamiliar emergency scenarios and offer more innovative approaches to managing available resources
- The study showed that development contributed to improving non-technical skills Such as communication and leadership, which positively impacted the quality of coordination between multidisciplinary teams at the accident site
- The results indicated that the training program evaluation process was mostly focused on the level of trainee feedback as the first level of evaluation, with weakness in measuring the return on investment and the impact of training on the final service outcomes
- The study demonstrated the need to develop a proposed framework that ensures strategic alignment between individual development plans and the Authority's institutional performance requirements

Future recommendations

- The Authority must implement systematic mechanisms to ensure the transfer of knowledge and skills acquired from theoretical training to actual performance in the field environment. This includes the use of directed procedural tasks Field guidance and follow-up programs After completing specialized courses
- Micro- and integrated training modules should be designed through the development of digital training modules Integrated into daily workflow to facilitate continuous learning without impacting emergency coverage
- The content of training programs should be reviewed to ensure that they focus on the specific job competencies required at each job level, rather than on general knowledge, to ensure the highest return on investment
- Line managers should be trained on how to support and monitor the performance of trainee employees transforming them into learning facilitators rather than mere supervisors
- Completion of professional development programs should be directly linked to promotion eligibility criteria and career succession plans To promote a sense of justice and opportunity
- A system of incentives and rewards, both material and moral, should be implemented for employees who demonstrate a commitment to continuous learning and excel in applying their new skills
- An integrated information system should be established that links training data with individual and job performance data to facilitate regular statistical analysis of the impact of development on satisfaction and performance
- Annual evaluations should be conducted of the efficiency with which training resources (budget, time and trainers) are being used to ensure that spending is directed towards programs with the highest impact

Conclusion

Through the above, the study demonstrated the analysis and measurement of the pivotal role played by continuous career development as an independent variable in the Saudi Red Crescent Authority and its direct and indirect impact on two vital dependent variables: enhancing job satisfaction and improving the professional and field performance of the workforce. The importance of the study stems from the need to understand how specialized training programs contribute to building high self-efficacy and increasing the quality of emergency response. The results revealed a strong, positive correlation between investment in development and high satisfaction rates. However, they also indicated the presence of operational challenges in activating the transfer of the training impact to the field. The study reached several practical recommendations for senior management to ensure optimal investment in human resources and achieving the highest levels of loyalty and sustainable performance.

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