



IMPACT OF EMPLOYEE PERFORMANCE TO OMAN ECONOMIC GROWTH AND OMAN VISION 2040

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Abstract

The purpose of this research is to identify the impact of the performance of the employees to Oman economic growth and to Oman Vision 2040 development plan. The research is based on the private sector organisations of Oman. The positivism research philosophy, deductive research approach, and descriptive research design have been adopted for making up the research project on employee performance improvement. Amongst the 450 of employee population, 150 respondents are the employees sample size for the survey belonging to private sector firms and 3 corporate executive managers have been taken in interview. The quantitative data has been collected from the employees and qualitative data has been collected from the 3 directors of the Omani private sector organizations. Quantitative analysis resulted into diversify outcomes that conclude different person hold different perceptions in regard to this research topic. In this study, perfect Development program with all clear career path and providing the attractive remunerations package and equalized the retirement package with the public and Government sectors resulted to assist in the establishment in case of employee improve performance. In addition, it has also been shown how the different challenges in the organizations and country have been solved out with employee improving solution policies. Research suggests the development programs, clear succession plan and career path matters a lot in implementing the performance level of the employees in the private sectors and Oman country. The Trust on Omanisation and Omanis capabilities and competencies assists the organizations in providing the effective solution in improving the employee performance level. Rewards and providing attractive remuneration and retirement packages encourage the employees to provide extra deliberation and enthusiasm towards the work in the form of incentives.

Keywords: Employee Performance, Economic Growth, Oman Vision 2040, Organization Performance, Innovation



INTRODUCTION

In private sector, the employees are given more importance because if the employees perform well in an organisation, then the employees can bring new business, more profits and income to an organisation and that is why Oman is concentrating more on employee's performance level in the entire country. Therefore, this chapter of the research topic has been clearly explained the chosen topic. On this topic, the background of the research study has been mentioned. This study has fixed the goal of research that has to be met to fulfil in this work. Few questions have been structured for this research and the motive which, is needed for this study, is discussed clearly.

The problem that is present and linked with this particular topic is also mentioned and various instruments that need to be used for the completion of this research have been given. Lastly, the structure that is needed to conduct the whole study is also provided. The research has been focussed on the topic the impact of the performance of the employees to Oman economic growth and to Oman Vision 2040 development plan. Therefore, according to the topic, this chapter aims at improving the performance of the employees so that it can reach to the utmost excellence by expanding their potentialities.

General background of the topic

According to Al-Belushi and Khan (2017), in a company, there are several stakeholders but employees play the vital role in an organisation because without the hardworking of the employees an organisation cannot even think to look forward. With the skills of the employees and by taking good ideas from the employees at the time of any difficulties in the company, the organisation expects to look forward. With the help of the potential employees, the organisation can overcome all the hurdles that come in their way while working. Therefore, the primary aim of any profit-making organisation should be to improve the performance of the staffs in the organisations.

Here are some instances of some companies in Oman who are taking a lead in improving their employee's performance levels. Oman LNG, Petroleum Development of Oman (PDO), and others are the largest companies of Oil and Gas in Oman which, is running for more than 40 years always gives importance to innovative employees and knows how to maintain the work environment. They give good opportunities to the employees that result in improving the performance level of the organisation and for that reason the companies are now considered as the largest company in Oil & Gas industry. According to Yarahmadi and Magd (2016), it is aptly stated that an organisation requires having the capacity to know how to use the potentiality and the skills of the employees and if there are any weak employees then the organisation should

know how to convert the weakness into strength and opportunities of employees. If a strategic viewpoint is analysed in the context of improving the performance level, it can be said that the company must have the aim to utilise the human resources if it wants to enjoy the competitive advantage in the market. A few years back, Oman has been selected as potential choices of all the private companies, which, deals with various factors and problems or issues (Samans, 2016). Actually, the reason behind this is the potential and experienced staffs in the surrounding districts, having an economy, which is stable among all other Gulf countries of high GDP.

Research rationale

There is a strong reaction on this improvement of the employee performance in Oman because employees are the main tools for any organisation. Without the employees, the organisation cannot even think of moving ahead (Bakar and Razak, 2016). The main issue is that in some instances, it has been noticed that lack of improvement in the employee's work has resulted in crumbling down of some organisations. There are also some cases where managers of few organisations are incapable of adapting and utilizing the best improvement policies. Henceforth, it is not required to mention that for the betterment of an organisation the utilisation of the employee's skills, competencies, capabilities and powers are essentially needed. This is the issue here that for improving the performance level of employee in the private sector in Oman the Government policies and plans need to be restructured, focused and improved (Baporikar, 2017).

This is an issue as in every industry, the organisation is dependent on their employees. Therefore, the employee's performance is highly required in every aspect. As it is discussed before, employees are the main instruments and drivers for every organisation and country. Researchers like Wankel and Wankel (2016), have aptly mentioned that as the management of the multinational corporation MNCs of Oman is mainly focussing on the recruitment of natives, so the managers need to maintain the culture of the people in that particular country within that organisation so that their performance become better. Therefore, this issue is related to the employee's performance level because in many organisations the managers are failed to cope up with the changes that new employees bring with themselves (Sciencedirect.com, 2017).

Nowadays, the employee performance becomes a huge issue in the private sector in the country of Oman. If the employee performance is not good then it creates a barrier in the organisation, especially in private sector. Research (Al-Jebouri *et al.* 2017.) says that still now obstacles exist in the private sector. Nowadays it is noticed that there are very levels of an issue with the private sector in the context of employee performance and that are ranging like Moderate (3) or High Degree (4) out of 5 points. This reflects a high-level hindrance in the private sector in Oman. There is an issue that relates to the Omanisation of the leadership

positions and providing development programs, clear succession plan and career path of the employees that is directly connected with the employee performance. If there is no strong direction from Oman Government to Omanis the leadership positions in all private sector organisations, then the employees' performance will not improve. Therefore, it cannot be said that there is the fault in the employee part only (Isa *et al.* 2016).

This research shed light on the level of improvement of employee's performance level considering some issues like Omanisation of leadership positions, development program and clear career path, manager's capability of understanding the employee's desires and the compensation Remunerations and retirement packages that are highly connected with the performance level of the employees in the private sector of Oman. These are the main issues that this research study is focussing on. A report of Bakar and Razak (2016), highly projected that, almost all the multinational corporation organisations MNCs are going to Oman if it is compared to other countries since 2009 because to some extent they are looking after these issues. Therefore, it is expected from Oman that in the coming years, this measurement will grow rapidly by scores (Sciencedirect.com, 2017).

Research Aim

The main aim of the research is to assess the impact of the employee performance to the Oman economic growth and Oman Vision 2040 development plan by considering the private sector of Oman.

Objectives of the Research

- To identify how employee improvement strategies, impact on the development of an organisations and country economic growth in general and Omani economic growth specifically.
- To ascertain the probable challenges by organisations without these employee improvement policies seem to face.
- To critically assess the scopes for organisations and Oman Government policy makers and regulators to improve employee management policies, systems, lows and procedures.

Research Questions

- How employee improvement strategies can put an impact on the development of the Omani organisations and the country economic growth and the Country development plan Oman Vision 2040?

- What are the probable challenges that can be faced by Omani Organizations' and government without these employee's improvement policies systems lows and polices, systems lows, regulations and procedures?
- How can the scope for the Omanis organisations to improve employee management policies and systems be assessed?

Problem Statement

While doing the research there are some problems that have been faced by the researcher. It is unaffordable to do primary research on this topic because interacting with people in Oman to do the survey on employees' performance level improvement is quite difficult during this time of COVID 19 and pandemic situation and lockdown of all whole country. Therefore, with the help of the online survey and the secondary study, that is, using authentic journals, articles and websites this research has been done. The issues that have been researched in this study is that nowadays employees tend to give better performance if they are given rewards and recognition because that encourages them to work but the problem is many organisations ignore to give that praise to the employees.

Significance of the research

The research of this study will help in identifying the Oman economic growth, and the organisation's performance level which is affected by the employee's performance level. This research study would help the corporate management level of the Omanis firms and government to understand the potentiality of the employees that will result in improving the performance level of the employees in an organisations and the country and the study provides practical and fit for purpose recommended solutions to implement Oman development plan of Oman Vision 2040 and Oman economic growth.

LITERATURE REVIEW

It is a clear strategic objective and the precondition of an organization to be able to translate the efforts into the sort of performance goals (Al-Jebouri *et al.* 2017, p.122). Strategy is known to be the appropriate approach and it helps in the development and defining of the sense of direction in case of an organization and for this it is important to make use of the possible capabilities in the perfect way. Strategy is known to be the systematic process of planning and it can help several organizations to follow the tactics which can emerge responding to the present events and time. It is the job of the performance management system to select the goals and the objectives and also adopt the behaviors in order to measure and reward at the same time. Most

often, the companies make selection of the goals which are being measured quite easily and this will not reflect the subtlety of the preferred job. This can give way to the systems by means of which the objectives are being achieved, but there has not been improvement in the level of performance. In the kind of chaotic environment the performance objectives are known to become quickly outdated. In time the company feels the necessity to build the checks within the systems and this will help the objectives stay relevant and current.

In the specific part of the literature there are several reviews discussing about the conventional theories and even the models having relation with the retention of the employee and this has also got to do with employee management and the organization should manage things for the satisfaction of the employee. For the reason, the researcher will try to know about the secondary resources and in the section the genuine ones are being presented.

Employee Performance and Its Necessity

The organization has the chance of progression and this can only be achieved through perfect performance and in the way the main objective is presented at the level regarding the management system of the organization. Some of the studies will approach especially the performance of the organization (Isa *et al.* 2016, p.1). However, the executive managers of the big and the small companies have opined that improvement in the performance of the employees will cause overall improvement of the organization (Elnaga and Imran, 2013, p.137). There are various studies and even the indicators Alraja *et al.* (2016, p.3) and this helps in demonstrating the success and the capability of the organizations and this can massively affect the employees' professional performance and in the process this can become the persisting concern in the genre of the competitive market. There are the consequential concerns and even the several organizational practices are not able to produce convincing results in the specific area, identifying the requirements of the new searches and here is the involvement of the new and the practical searches in matters of the additional forces for the reason to classify the acceptable solutions. Based on the Romania studies and even the strategies required for the improvement of the performance of the employee are limited and these are not properly comprehensive. At a time, the management employees were asked what would be the ways to bring about improvement in the genre of performance so that the employees can become more efficient at the workplace. Motivation is identified as the most vital human activity and it is used in order to understand and explain the behavior in the general sense, especially those within the organization and thus, one cannot go without talking about the strategies which are required for the improvement of the performance without involving the factor of motivation. Studies Ennis (2015, p.116) highlight that there are sufficient managers who prefer to believe in the

addressing of the behavior in context of motivation. The process is not simple. Once the problem is there it can take the following shape. Is it possible to pressurize the employees in making them do what you want? Are you sure that the employees are working without the perfect and the required control? Based on the study being done by the Investors in the section of People it has been discovered that 30 per cent of the working people in UK are suffering from the problem of lack of motivation at the job arena. Among them about 43 per cent would like to change their profession in the coming months. Some are of the opinion that the main reason behind the lack of interest in work is that the employees do not receive enough encouragement from the seniors and the expert staffs. For the reason of perfect visualization in matters of strategy classification there has been an improvement in the performance of the employee and for the reason an integrated model has been designed after the detailed analysis of the literature, and there is no reason to pretend to be the kind of exhaustive classification, based on the fact that human resource actions are dependent on one another and there is intense linking to be spotted.

Factors Influence Employee Performance

There are possible and probable factors and these can act as predominant issues in the sector of development of the workers and this even helps in maintaining integrity at the workplace.

1- Working Polices and Control:

There is the influence degree as part of the working polices, regulations, lows, systems and control environment and these are considered to be the counterpart requirements in the sector of the creative job. Proper job satisfaction and the reduced intention to leave the workplace were discovered to be relevant in case of individuals whose performance were in need of the set of creative requirements. There has been an enhancement in the creative performance of the workers and this has been suggested as awful for the existing competitive as part of the dynamic ambiance and this is also needed for the enhancement in case of the persisting organizational innovation (Paillé *et al.* 2014, p.451). Based on the opinion of Haynes, the policy makers to provide clear directions to all sectors to recruit and develop the national employees in all levels of organisations and provide excellent environment (polices, regulations, lows, systems and control) for the national employees to grow in their career path and provide them with attractive compensation reword systems,

2- Motivation:

Motivation plays the most important role in the area of job performance. In case, the motivated force is not proper it can lead to extreme staff earnings, high expenditure, negative morality within the workspace and wastage of management time (Dobre, 2013, p.53). Thus, the

management should have the idea that what is really stimulating the staffs, causing misallocation of the resources and even giving way to dissatisfaction of the employees (Karodia and Rehman, 2014, p.30). Green is of the opinion that motivation is perfectly proactive in the real sense especially at the time when dealing with the employees who are known to be great performers at the workplace, and in this case right motivation is absolutely vital. Or else, there can be downfall in performance and the employees may leave the organization disregarding the job. In case, the performers have low potential, the necessity of right motivation becomes imperative. If things do not work out right then the employees will not be able to perform aptly and in consequence rate of production will go down. However, the low performers will not be ready to leave the job as they will have no other place to go. In this case, one is in need of the motivated workforce because the absolute participation of the employees will make the organization successful in the long run (Saeed and Shah, 2016, p.1). Right motivation helps in educating the employees so that their efforts are best channelled towards the successful activities of the organization and in the way there is increased and improved performance.

3- Development Program, succession planning and Training:

The process that is being implemented for causing improvement in the level of performance is called career path by development program (Ford, 2014, p.3). Development Program and Training are a sort of planned activities and at the same time they are a systematic and result oriented. Development Program and Training will help the performer make the best use of the set of skills, knowledge and aptitude at the workplace. This in turn will help the employees perform with success down the years (Esteban-Lloret *et al.* 2016, p.4). There is the existing literature to present with the evidences of the obvious results of training and development program at the work field. Perfect development program will help in the development in case of the performance of the employees. Based on the findings of Wright and Geroy there is change in the method of performance in case of the employees with the implementation of effective training program. With training there has been improvement in the level of performance and this will lead to the benefits of the employees and the organization. There is positive influencing of the performance of the employees and there is marked progress in matters of employee skill, knowledge, competence, ability and behavior (Saleh *et al.* 2015, p.24).

Factors Affecting Employee Performance

Based on the opinion of the practitioners and the researchers there are typical factors which can collectively and individually affect the level of employee performance both in the positive and the negative way.

1- Leadership:

Leadership is the sort of concept where a single individual can influence a group of individuals in the achievement of the common goals and perspectives (Breevaart *et al.* 2014, p.138). Leadership style or method is the perfect combination of the behavior and attitude of the leader and this can help in matters of dealing with the line of followers (Mullen *et al.* 2017, p.451). The style of leadership inside the organization has a perfect bearing on the performance of the employees as such (Northouse, 2015, p.7).

2- Coaching

Coaching is considered to be the most vital technique in causing improvement in the level of performance (Passmore, 2015, p.2). This is sure not the only way to communicate where the coaches are made to identify what are the things that need to be improved, and what method should be implemented in causing the improvement. Coaching can even address the behavior and the belief and this can really hinder the method of performance (Joseph and Glerum, 2016, p.5). However, it is further noticed that coaching can genuinely help someone who wants to have improved performance at the workplace (Özduran and Tanova, 2017, p.58).

3- Empowerment:

Duvall is on the way of defining success as the form of achievement, attainment and accomplishment which can in consequence empower in the following way. Firstly, it can lead to the success of the individual in form of the role performance of the employee. Secondly, it is the sort of organizational success being achieved by the employee, as the member within the organization and with the accomplished and the collective organizational goals and vital objectives. Thirdly being a member of the organization one can mutually share the benefits and the satisfaction of the work experience and this can meet with the personal and the social growth of the individual. Further, the concept of empowerment has a strong correlation with the role performance of the follower and this has got to do with the satisfaction of the leader.

4- Participation:

In the research of Chen and Tjosvold in the year 2006, it has been revealed that the participation management is all about the involvement of the employees in the method of decision making and in this case, the employees have the feeling that they have in hand the right opportunity in the process of discussing the problems and this can at best influence the decisions of the organization. In fact, the impact of participation is surely going to be positive both in matters of increased job performance of the employee and even the sort of low turnover. In addition to this, the organization can confidently act in increasing or decreasing the level of the mediator and the variables and this can help in strengthening the positive effects in case of employee participation (Benn *et al.* 2015, p.492). The employee gets motivated in the long run

because the management will consider them as partners in making a contribution in the success of the organization and there is no point of judging someone as the subordinate and this will avoid the engaging of the counterproductive behavior, and in consequence there is improvement in performance and there is timely achieving of the organizational goals and even the set of objectives (Belwal and Belwal, 2014, p.96).

5- Organizational Culture:

Organizational culture is all about behaviors and values in case of people and these are considered as proper tools which can cause successful achievement of the organizational goals (Al Saifi, 2015, p.164). Organizational culture is based on the psychological status of the people and this helps in distinguishing one from the other both within and outside the job arena. This, however, includes the values, beliefs and behaviors of the workers which are different from the other organizations (Karodia *et al.* 2015, p.132). It is extremely helpful for the organization to have a strong cultural base and this is sure to be perfectly helpful in enhancing the performance level of the employees which will result in the achieving of the goal and there is improved organizational performance (Baporikar, 2015, p.268). According to the statements made by Stewart the cultural values and the norms of the organization have a direct and an indirect effect on the performance of the employees and this can help in manipulating the rate of profitability. The most vital aspect is the concept of the shared value within the organization. A strong and perfect organizational culture will help in supporting the process of adaptation and this will also help in improving the performance of the employee within the organization.

Theoretical Foundations

At different points of time there are researchers and scholars who have put forward concepts and theories in support of the matter and this has essentially helped in the development of the issue and this should be best utilised for the reasons in the overall development process.

1- Goal Setting Theory:

There is Edwin Locke's Goal Setting Theory and this will help in examining the idea that proper setting of the goals can serve as a reason in case of rendering high performance at the workplace. The basic ground of the goal setting theory is based on the conscious and the intentions of the person. These are considered as prime determinants in case of task related motivation and the goals will help in directing the individual thoughts and actions (Locke and Latham, 2013, p.11). Having the right goals before the eyes will help and encourage the individual to have a reviewing of the consequences resulting out of his behavior. If he come to feel that he cannot achieve the goals with the current behavior, modifications and changes need to be made in case of the same in order to attain the goals in style.

Certain things have to be handled and arranged by the manager in terms of goal setting theory. These are as follows:

1. Setting of the clear and the specific goals in case of the employees.
2. It is best to make the achievement of the goals challenging. However, things should not be made impossible or unachievable for the employees.
3. It is customary to involve the employees in the process of goal setting and this is apt in ensuring commitment.
4. The concept should include the sub goals and even the feedback and this involves the supervision of the individual tasks.
5. It is better to link the accomplishment of the goal with the sort of valued reward (Kiresuk *et al.* 2014, p.4).

2- Expectancy Theory:

There is even the Expectancy theory and this will assume that right motivation is the result of the three vital functional components.

1. There is the concept of the effort-performance expectation and this can cause an increase in the level of effort and this ultimately leads to good performance.
2. It is time to believe in performance-outcome insight and this is totally guided by good performance and at the end there are rewarding outcomes to enjoy.
3. It is important for the individual to consider the value or the importance of the given result or reward.

Thus, for the employee the resultant reward is highly important and it should be greatly valued by the individual. Based on the valuation, the performer will deliver with the best efforts at the workplace.

3- Operant Conditioning Theory:

Within the organization it is important to discover the right behaviors and it is also important to understand how these can be maintained or sustained. There is the option of skinner's operating conditioning and there is even the reinforcement theory which suggests the modification to be made in case of human behavior and this will help the individual to interact with the external environment. Based on the opinion of Skinner, the behavior or motivation of an individual is the function or the consequence of the said behavior. In case, one is rewarded right for behaving appropriately there is the connection between the exact behavior and the sort of reward and this will help in engaging the aspect of the behavior (Hildebrandt *et al.* 2015, p.131).

4- Social Cognitive Theory:

Social Cognitive Theory is also known as Social Learning Theory and this has been developed with the efforts of Albert Bandura in the year 1986. This is the basis for the learning to occur in

the social context and there is the dynamic and the reciprocal interaction based on the environment, the person and the behavior. SCT has the unique feature and this will put stress on the social influence and the same also emphasizes in matters of internal and external societal reinforcement. SCT must also consider the unique way in which case the individual can acquire and at the same time maintain the perfect social conduct.

There have been several concepts of behavior and these are used in the promotion of health and this will not take into account the maintaining of the behavior and will also focus on the initiating of the behavior. This has got positive things to do in the public health sector.

Performance Management and Measurement Techniques

Measurement is considered to be the tool in helping with and generating the sort of feedback. This can positively allow the individual to construct based on the business success and the same can even demonstrate in case where things are not on the right track so that measures can be taken at the right time (Van Dooren *et al.* 2015, p.3). Carter and Robinson opine that it is not feasible to cause measurement of all components. In case, it is recommended to focus on the key and the vital measures. These measures should have relation to the business strategy and can really help in the creation of values within the organization. This will help in encouraging the 21 accountability in case of the individual. Based on the suggestion of Armstrong the measures are best classified under the following sections and these are Output, Finance, Reaction, Impact and Time. There are several approaches to help in measuring the performance of the organization:

1- The Balanced Scorecard:

The conception based on balanced scorecard has been well depicted by Norton and Kaplan. They are of the opinion that several companies must go beyond the periphery of the financial measurement. To make the best use of the tool a specification must be made by the firm in matters of financial elements and the value chain. This even includes the business process, the customer, the growth and the learning elements (Tjader *et al.* 2014, p.614). They believe in the fact that a single element cannot help with an apt performance target or the sort of focus attention in some of the complicated areas in the realm of business. The managers are in need of the balanced presentation in case of the financial and the operational component. The reason of the balance scorecard is to make the managers think of the areas in business that can really affect the intangible treasures of the organization. In this case, the managers will have to answer the four important questions.

- “How do the customers prefer to see us”. This is considered to be the perspective.
- The level of excellence in case of the employees. This is known as internal perspective.

- Can there be continuation in improving and creating of the values. This is known as learning and innovation.
- The kind of outlook one should have in case of the shareholders.

2- The European Foundation for Quality Management (EFQM):

The EFQM approach will help in the recognition that will simply help in measuring the problem and there should be no attempt in causing an improvement. This is the model to consist of the main and the potent nine elements and these elements should be followed by the company in order to achieve the best business results. These are qualities like Policy and Strategy, Leadership, Customer Satisfaction, Resources, People Satisfaction, Processes, Business Results and Impact on the Society. As part of the model leadership is the key factor and in this case the measures are implemented at every stage of the process.

3- Economic Value Added (EVA):

The sort of EVA feature will represent with the differences among the post tax operating profit in case of the company and even the value of the capital amount being invested in matters of business. The theory of EVA states that it is not enough for the company to make profit. It also needs to justify the cost of the capital and this even includes the amount of equity (Nagarajan, 2015, p.17).

4- Traditional Financial Ratio:

There are traditional ratios to be discovered in the balance sheets and this will include the returns on the amount of equity, return on the employed capital, the amount of profit or the rate of sales based on individual employees.

Performance Management Process

1- Key success criteria of Performance management system:

At the time of implementation of the performance management system it is essential to describe the key success area in the entire system in advance. These include development in the competency level of the employees, performance in the financial section, and the training mechanism. These will help the employees to have faster learning when compared to the competitors and this can cause increased satisfaction among the customers. There are objectives that are being introduced in changing g the performance level of the management system and this is sure to have a crucial impact on the overall success of the mechanism. After the HR drives have been well identified, it is important for the company to review the probable HR measures and this is sure to perfectly capture the strategy implemented by the HR drivers.

2- Performance Management Cycle:

There is no need of the single and the universal strategy which can help in managing the performance within the setting of the organization. Most importantly, the performance of the employees should be monitored on regular basis. As part of the performance management system the approach should be unique in case on an individual organization and the framework approach will be considered apart from the package in case of the specific practices. Here is the management literature to refer to the performance of the management and this is considered to be the continuous process and this is made to act like the self-renewing cycle and this generally includes the five essential elements and this even includes setting of the performance objectives. The rest are, measuring of the outcomes, several rewards linked to the outcomes, the overall feedback, the re appraisal of the objectives and even appraisal of the tasks when necessary (Mone and London, 2014, p.5). This however will suggest the perfect cycle comprising the essential five stages.

- **Role definition:** Clarity of the role or the goal and this will help in defining the key results and the sort of behavior should be demonstrated in case of individual role.
- **Performance agreement:** It is important to make a contract based on the performance target. For this the management staffs are jointly responsible to agree on the targets based on performance and this will also help in defining the expectations and even the key milestones.
- **Personal development plans:** This has got to do with the development of the future skills. These are set of actions which the people think to take in order to cause individual development for the reason of extending the level of knowledge and the skills in the specific area.
- **Performance:** It is important to have regular feedback and the sort of coaching should be arranged for the kind of progress in achievement and attaining of the positive results in time. This will also lead to the development of the plans and the specific behaviors. There should be reappraisal of the performance based on the necessary agreement.
- **Performance review:** There is even the formal evaluating stage and in this case the progress is being reviewed over a period of time. There is the perfect mechanism meant for meeting with the new performance agreement and also in developing the perfect plan. The stage will feed the level of performance and this has relation with the payment which is used when needed.

Organisation Requirements

There is the overall business strategy of the firm and the technology being deployed by the same will help in identifying the overall business strategy, the design of the organization and the structure of the work process. These can help in translating to the sort of particular role and even the behavioral requirements in case of the specific job section (Al Riyami and Ashrafi, 2016, p.167). The method in which the roles are defined has an important part to play in the genre of performance management. From the source of the structure it is important for us to take the decision on the sort of performance management mechanism that is apt within the specific organization. 'Improvements should be there in the genre of performance and there are personal development programs being conducted and this should start from the level of understanding to the level of the present performance. This is true both in case of capabilities as well as incapacities. This acts as the basis for the identification of the improvement in performance and there should be development of the needs in case of obvious shortfall (Mežinska *et al.* 2015, p.469).

Role Definition

At the time of implementing the performance management mechanism it would be perfect to eliminate the probable job description. In this case, there is no need to go to several details regarding what should be done and this is best prepared for the reason of job evaluation and in this case a person needs to exaggerate the levels in responsibility. It is best to start from the scratch and produce the sort of role definition that will help in delivering with the required outputs and this will help in indicating the level of incapability and this is the best role the holder should achieve in time. As part of this the role definition should be perfectly examined to bring it up to the present stage and from the point one can approach the performance management cycle in case of both the parties and this will help in understanding the role expectation. This will help in facilitating the agreement of the apt targets, the required competence, the standard, and the measures of the performance (Noe *et al.* 2014, p.153).

Clarity of goals

The employees are able to take the right action in relation to the level of performance in case they know what is right for them. To make possible the effective performance it is important to highlight the key essentialities. This should not be in any case the exhaustive list. The list will include from five to seven priorities. This is expectedly true in case of the organization and in each of the department there is the team to work for the sake of the organization.

Defining objectives and performance standards

There is the difference between the objectives and the standard. Objectives are things that need to be accomplished and this is the point one should aim at (Katzenbach and Smith, 2015, p.11). Objectives are required to create changes within the organization. However, there should be proper and apt integration of the objectives and these are components to be cascaded from the source of business strategy which will lead to all the departments and the planning sections. In this case the sort of individual contribution is expected to be better effectual. There is the specific approach and this is related in the increase of the ownership and this also provides with the channel that will contribute in case of the upward communication and this is known to be the key issue that can affect the achievement of the business goals as such (Patel *et al.* 2013, p.1420). There are organizations to make use of smart mnemonic and this will help in summarizing the features of the good objectives.

- S Specific: Stretching: clear, unambiguous, straightforward, understandable and highly challenging.
- M Measurable: Quantity, quality, time, money
- A Achievable: Here is the question to challenge and this should be within the reach of the capable candidate.
- R Relevant: These are objectives relevant to the role of the organization and in the way the goal of the person can well align with the goal of the corporate organization.
- T Time-framed: This is an issue to be completed within the decided time frame (Berry *et al.* 2014, p.303).

The performances standards are mostly designed and defined as the statements in case of the conditions which are true to exist when a job is performed with the best of ability (Phillips and Phillips, 2016, p.9). These are different from the various objectives and in this case they can easily change from one review stage to the other. Things are normally used when it becomes impossible to set the time oriented objectives. These can help in identifying the required behavior and this in the long run will help to achieve the perfect prerequisites which can really meet with the performance standards and this includes the standard of service and the fast pace in case of customer response. The junior staffs are known to enjoy a high performance level in comparison to the senior professionals.

Defining capability requirements

An efficient and workable organization is not really defined with the essential layers in management. It is not being defined with the systems in place or with the help of the headcount or even by the responding ability in matters of business demand (Li *et al.* 2014, p.1). This,

however, has connection with the apt organizational capabilities. 'In this case, the capabilities can well represent the abilities of an enterprise in making use of the resources and this can help in getting things done and behave in the manner of accomplishment' (Sarrab and Elgamel, 2013, p.1412). In most cases, individual capability is defined as the knowledge of the people and this has even got to do with their abilities and this also depends on how they should behave in case they are sure to perform the roles uniquely (Berry *et al.* 2014, p.303). At the time of setting the objectives and the goals the individual along with the manager will act as the key decision makers and they can collaboratively identify the set of the future possible objectives in case of the individual and in the way, the key results are required for the reason of happy performance. Both the capabilities and the competencies are best determined based on the corporate level and this is applicable to everyone. However, the individual rates in consequence may help in deciding the factor to be emphasized.

Performance management and Feedback

The goal setting theory will help in emphasizing the importance of having continuous feedback in case the employees are well motivated and they are ready to perform at their best. In this case positive motivation plays the crucial part. 'The continuous level in performance will help in adding the best value to the organization' (Mone and London, 2014, p.5). Giving the feedback forms the part of the problems which has connection with performance management. In certain cases, the managers are not able to put up with honest and genuine feedback. Performance management has the best role to play in the process of communication within the organization and it helps in the successful implementation of the process that will help in forcing the dialogue between the supervisor and the individual. There is feedback sessions being held and these help in 'serving like the vehicle for the reason to coach the employees with the help of the specific strategies and things are done to improve and increase the level of performance. In consequence the expectancy perceptions in case of the employees should be better enhanced. The supervisors are there to make clarifications in matters of connection in case of the essential key behaviors and also in receiving of the valuable rewards. There are performance feedbacks sessions which can really help in enhancing the level of expectancy and also in case of instrumental perceptions. This is something important and it is highly required in motivating and encouraging higher performance level.

Conceptual Framework

It is best for the researchers to join the specific section and they put effort in joining the dots by connecting with the theories, the concepts and the various models. It has already been

mentioned that there has been improvement in case of the employees and this will further encourage in matters of organizational improvement. In fact, there is breaking of the predefined goals and new destinations are being constructed. From this, one can clearly understand that the level of satisfaction and motivation as part of the organizational ethos are the most provincial factors and these are points of focus for the organization. The conceptual framework helps in weaving all the vital and the essential theories for the reason to cause improvement in the level of performance and this will act as the key element for the reason of continuous development regarding the entire organization.

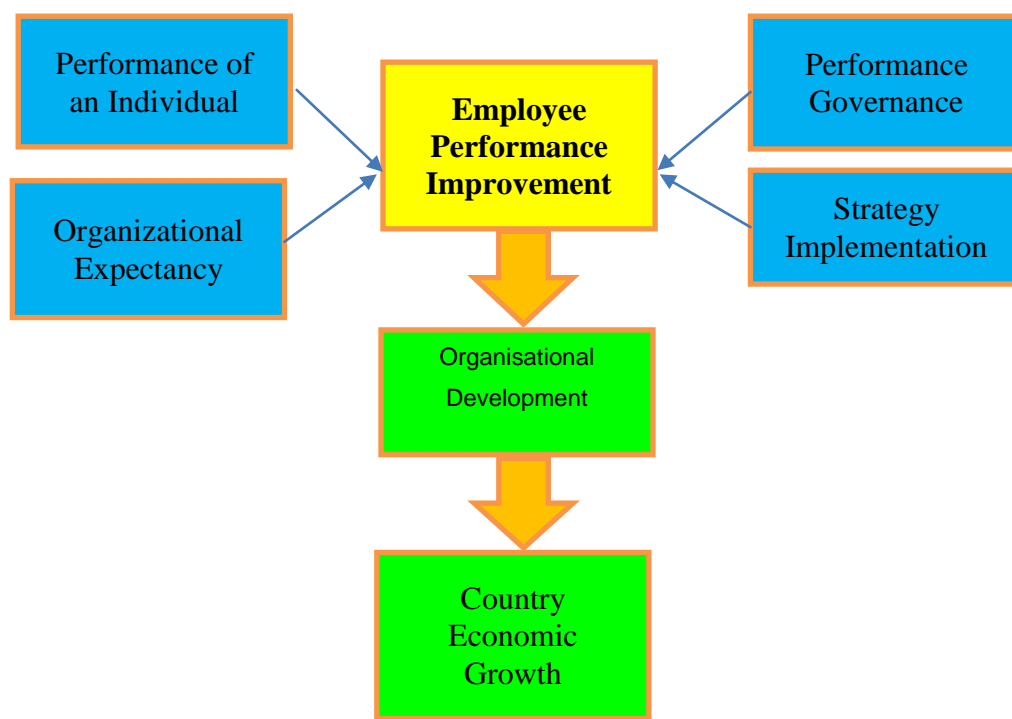


Figure 1: Conceptual Framework

It is important for the human resource development to be the coherent method and this will help in facilitating the professional and the personal development of the employees, and there is enhancement in the overall performance result. On one hand, this helps in improving the performance standard of the human resource and this is sure to have an effect on the growth of the organization and the performance of the same. Secondly, it helps in increasing the capacity of the workforce and this will help in adapting to the needs and the requirements in case of the market scenario. Thereby, there is an increase in the chances of discovering the new jobs in case of restructuring or reshaping of the organization. In the way, certain positive changes are made to happen within the organization. There is even the apt assortment of the appraisal system and this is made to happen from the perspective of the organization and things are

known to have connection with the cultural aspect of the company and even with the group of the strategic objectives. However, the management team can even affect the motivation of the workers and their overall performance for the benefit of the organization. At the end, with the help of the performance appraisal's outputs the organization can well achieve the goals in time. It can even give the best support in encountering the future demands and the challenges. In fact, the significance of the employee performance appraisal mechanism and the impact of the same on the organization are sure to contribute in matters of development. This will help the company to perform at a better rate in the near future.

RESEARCH METHODOLOGY

Research Paradigm

According to Edson *et al.* (2016, p.4), a paradigm is considered to be a worldview or a set of assumptions regarding how things work while conducting a research. Qualitative and quantitative research methods include very distinct assumptions about the procedure of a research to be conducted. The design of the research study based on a particular topic starts with the topic selection as well as a paradigm. It involves an entire framework of values, beliefs, and methods that are usually needed to frame and conduct a research.

Research Philosophy

Four types of research philosophy exist that include positivism philosophy, post positivism philosophy, pragmatism philosophy and the interpretivism philosophy. On one hand, positivism theory deals with the problems analysis about the research in accordance with the available real facts and truths. Whereas, on the other hand, a theory of interpretivism deals with the individual perception that people carry over a specific object or circumstances. As stated by O'Gorman *et al.* (2014, p.152), post-positivist philosophy deals with the recognition that includes all observation to be fallible and contain error. It denotes all theory to be revisable. Pragmatism is considered as a deconstructive paradigm that shows the in the research mixed method utilization. It concentrates on the truth of the work performance about the research questions based on the investigation. The theory of positivism is very helpful for creating a logical analysis of the data collected as well as the problems of the research that have been evaluated with the assistance of authentic evidence and facts.

Justification of choosing positivism research philosophy

After a complete analysis of four types of research paradigm, positivism philosophy has opted. This philosophy plays the role to make critical and logical investigation on the strategies of

employee performance that created impact on the organization development. It reflects investigation based on true facts and evidence. On one side, Interpretivism philosophy focuses on the application of the findings of the people to analyze the research problem, and on the other side, positivism deals with the research problem examination based on genuine facts. As a result, in this case, positivism philosophy would be helpful to identify the strategies of employee performance creating an impact on the establishment of the firms. The basic focus of the positivist philosophy would be on both the quantitative analysis and primary data collection.

Research approach

There are two main types of research approach that consist of inductive approach and deductive approach. As asserted by Lewis (2015, p.473), the deductive approach has been taken into consideration to be helpful in many studies due to lying focus on gathering knowledge. Top-bottom approach is mainly used in this procedure that assists the learner to make hypothesis after analyzing the literature review thereby collecting authentic data to confirm the genuineness of the present theories. As compared with inductive approach, the latter proves to be beneficial for that research study that strives in creating new theories and models that related to the topic improvement of employee performance. At an early stage, this approach proves to be helpful in the explorations to achieve the needed information and data for building a new theory.

Justification of choosing deductive research approach

After a complete analysis of both kinds of research approach, deductive research approach has been selected in order to conduct the research study. For critically assess the organizational scope to enhance employee management policies this approach has been chosen. It helps in the form of deducing data from the present theories, models, and concepts of employee management improvement in Oman. Deductive approach is needed to relate the basic knowledge to various models and theories with quantitative data that has been collected. Very little scope lies to establish new models in relation to this theme. Therefore, inductive approach has not been used because it will not fulfill the requirements.

Research Design

It has been noticed that generally there lie three types of research design that include exploratory, explanatory and descriptive research design that is used to conduct an academic research. The research design gets selected on the basis of research aims and objectives. As mentioned by Sultan and Yin Wong (2013, p.70), the psychological factors are taken into

accordance in the exploratory research design. In explanatory design, the data gets explained by the learner without judging outcomes based on any positive or negative impact. When the researcher fails to establish a set of formal objectives or questions and does not carry sufficient knowledge about the topic, explanatory and exploratory design is used. As per the opinion of Taylor *et al.* (2015, p.9), descriptive design is useful for the researches that contain a proper set of questions as well as objectives. Both positive and negative perspectives in descriptive research design method are taken into consideration that is presented in a very detailed report.

Justification of choosing descriptive and explanatory research design

This study on improvement of employee performance in private sector hold the specific set of aims and objects that include determining possible challenges faced by organizations without policies of employee improvement, spotting strategies of employee improvement that create impact on the organizational development, and critical measurement to enhance policies of employee management. Descriptive design of research is considered to be appropriate for formal and structured researches and delivers the span for a detailed analysis in order to make the researcher gather related information to conduct the study productively. One of the key limitations occurs while conducting the research is time constraint and a cross structural survey has been conducted by the learner. It gets supported by descriptive research design. Descriptive design proves to be an inherent approach for evaluating the data collected by directly linking them to the current concepts, models, and theories. The most crucial benefit of descriptive research design is that it helps the research study in delivering with in depth information and knowledge from a vast number of populations in a very limited period of time.

Sampling method

Silverman (2016, p.7) stated that in research sampling methods, probability and non-probability sampling methods are the two major types. The respondents are selected randomly in case of probability sampling method but it is necessary to keep in mind that the entire population gets represented in the selected sample. On the other hand, in case of non-probability sampling method, purposive selection is done instead of random selection for the purpose of the research study.

For this research on the improvement of employee performance in the private sector of Oman, a combination of both probability and non-probability has been used to collect primary data. The structures questioners online survey has been conducted on and distributed via email to a sample size of 150 employees of different private sectors in Oman. Probability sampling focuses on a management of unbiased representing the vast population in a both time and cost

effective manner. Furthermore, for gathering information from the interview, non-probability is the easiest technique that has been used on a fixed sample of three managers of the private sector organizations. Open ended random sampling technique has been used in this study by mailing questionnaire of 10 MCQ questions to 150 employees. As per the convenience of the respondents to gather enriched and refined data, the respondents are approached for the survey.

Research Strategy

Research strategies get selected based on accurate research purposes such as in this study it is the employee performance level analysis by considering the private sector of Oman. Some of the available research strategies for research work include surveys, experiments, case studies, interviews etc. From a huge volume of the population, data can be gathered with the help of surveys of employees in a cost effective manner. Though limited yet knowledgeable, with the assistance of enriched data, interviews can be obtained. Case studies play the role to deliver secondary knowledge to the researchers. Whereas, on the other hand, the experiments are used in order to give new models and theories related to the research topic of enhancement of employee performance and thus proves the reliability and validity of the past researchers.

Justification for selection of research strategy (Survey and interviews)

After various research strategies have been considered, surveys and interviews have been obtained for conducting the research. With the help of survey, both original and wide-ranging data can be gathered from a vast number of populations. For receiving in-detailed data regarding the actual situation of employee performance in private sectors of Oman, interview of the managers would be the most favorable data collection method. 150 employees survey would provide the present circumstances of the employees in private sector and their performance level in order to help them in improving by basic strategies.

Data collection methods

The mixed methods of research have been used in this study that includes both primary and secondary methods based on data analysis and literature review respectively.

Primary research

Primary research consists of those data that can be collected from the individual s who hold an idea regarding the situation of employee performance in the private sector. This includes the employees of private organizations in Oman. As a result, it shows reasonable to conduct a

survey for the purpose of accumulating data and facts from the employees of private organization of Oman.

Secondary Research

Secondary research consists of those data and information that are collected from external source such as books, journals, library, articles, reports etc. This would represent the concept, theories and models of the research topic employee performance and its importance in the organization of Oman.

Quantitative Data Collection Method

Taylor *et al.* (2015, p.9) stated that the quantitative method of data collection assists in collecting numeric data that can easily be represented in the form of graphs, charts, and tables. In collecting facts and figures from a huge population, the quantitative data collection method can be used in a cost and time effective manner. The other benefit of this type of data collection method includes the genuinely of data collected that can be proved as it is based on testing. In order to execute the quantitative data collection method, the survey MCQ questions have been distributed to the respondents through the medium of internet.

Qualitative Data Collection Method

On the personal experiences as well as perceptions, in-detailed information can be collected with the help qualitative method of data collection. The qualitative data permits the researcher for meeting the respondents to learn their facial expression as well. It would help to find out the current situation of employee performance level of Oman.

Accessibility issues

At the time interviews and distribution of questioners' survey has been conducted, some accessibility issues came into an account of COVID 19 pandemic and lockdown of the all the country. Due to this reason, a face-to-face interview could not have been arranged. Nevertheless, telephonic interview has been arranged and the limitation that came across the researcher in this kind of interview is that facial expression analysis was failed of the managers due to a telephonic style of interview. Among the 450 population, only 150 forms have been filled up completely and on that basis, the data analysis has been done. Due to this reason, other incomplete forms have not been taken.

Ethical consideration

Certain ethical considerations are always important to follow at the time of conducting the interview. According to the Data Protection Act 1998, it gets assured that none of the respondents of the survey or interview faces pressurization for taking part in the research or to go with the flow of research. The respondent enjoys the right of liberty to leave the survey process anytime they want. The data that has been obtained from the survey does not get into any use other than academic purpose. It has been assured that no questions for the purpose of interview or survey have been framed in order to hurt the participant's sentiments or emotions. The question used in the survey MCQ and interview are not created to be influential. It would be maintained that no personal shared information of the respondents such as name, contact details, email-id, etc will go publicized.

ANALYSIS, FINDINGS AND DISCUSSIONS

Reliability Testing

The Cronbach alpha reliability was 0.87 for all response questions which showed a very good consistency of the variables selected for the study.

Part A: Quantitative data interpretation

Q1: In which category you belong to?

Table 1: Gender of Participants

Options	Participants	Respondents	Respondent percentage
Male	150	95	63.33%
Female	150	55	36.67%

Q2: How many years you are working in that private company?

Table 2: Participants Working experience

Options	Participants	Respondents	Respondent percentage
1 to 10 years	150	80	53.33%
≥ 10 years	150	70	46.67%

Table 3: Mean and Standard Deviation for Gender & Working experience

Descriptive Statistics			
	Mean	Std. Deviation	N
Gender	1.3667	.48351	150
Working experience	1.4667	.50056	150

Table 4: Pearson Correlation for Gender & Working experience

Correlations			
		Gender	Working experience
Pearson Correlation	Gender	1.000	.037
	Working experience	.037	1.000
Sig. (1-tailed)	Gender	.	.327
	Working experience	.327	.
N	Gender	150	150
	Working experience	150	150

Table 5: Model Summary for Gender & Working experience

Model summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.037 ^a	.001	-.005	.48481	.001	.203	1	148	.653

a. Predictors: (Constant), Working experience

Table 6: ANOVA Regression tests for Gender and Working experience

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.048	1	.048	.203	.653 ^b
	Residual	34.786	148	.235		
	Total	34.833	149			

a. Dependent Variable: Gender

b. Predictors: (Constant), Working experience

Table 7: Coefficients for Gender and Working experience

Coefficients			
Model		95.0% Confidence Interval for B	
		Lower Bound	Upper Bound
1	(Constant)	1.071	1.557
	Working experience	-.121	.193

a. Dependent Variable: Gender

According to the regression analysis between question 1 and 2, it is identified that the mean value is over 1 for both the questions. Moreover, the standard deviation for question 1 is .48351 and question 2 is .50056. Therefore, the more male employees work in the private sectors of female and gender and work experience are not dependent on each other. Moreover, the experience of the male employees is also higher than the female employees work in the corporate organizations of Oman. The Pearson correlation between the two questions is .037. Henceforth, it is identified that both the factors have positive relation with each other. Moreover, the F Change factor is less than Sig. F change. It is identified that the factors are not interrelated with each other. The difference between F Change factor and Sig. F change factor is also high. Therefore, the employees of the corporate organizations in Oman have less experience. The employee motivation strategies are not effective for the employees, especially for the female

employees. The companies of Oman need to take some other strategies to retain the female employees. The lower inbound is negative and the higher inbound is positive. So, there is a chance to retain the female employees in future as per the Tanfeedth program that initiated by Oman Government which will help in implementation of Oman Vision 2040 that will lead to improve the Omani economic growth.

Q3: What factor is most important to influence employee performance?

Table 8: Factors influence employees' performance Respondents percentage

Options	Participants	Respondents	Respondent percentage
Working Polices	150	50	33.33%
Motivation	150	75	50%
Development Program & Training	150	25	16.67%

Q4: What factor is most important to improve employee performance?

Table 9: Factors improve employees' performance Respondents percentage

Options	Participants	Respondents	Respondent percentage
Leadership	150	35	23.34%
Empowerment	150	65	43.33%
Employee participation	150	50	33.33%

Table 10: Mean and Std. Deviation for Improvement and Influential factors

Descriptive Statistics			
	Mean	Std. Deviation	N
Improvement factor	2.1000	.74860	150
Influential factor	1.8333	.68949	150

Table 11: Pearson Correlations for Improvement and Influential factors

Correlations			
		Improvement factor	Influential factor
Pearson Correlation	Improvement factor	1.000	-.020
	Influential factor	-.020	1.000
Sig. (1-tailed)	Improvement factor	.	.406
	Influential factor	.406	.
N	Improvement factor	150	150
	Influential factor	150	150

Table 12: Model Summary for Improvement and Influential factors

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.020 ^a	.000	-.006	.75098	.000	.056	1	148	.813

a. Predictors: (Constant), Influential factor

Table 13: ANOVA^a Regression tests for Improvement and Influential factors

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.032	1	.032	.056	.813 ^b
	Residual	83.468	148	.564		
	Total	83.500	149			

a. Dependent Variable: Improvement factor

b. Predictors: (Constant), Influential factor

Table 14: Coefficients for Improvement and Influential factors

		Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.139	.175		12.243	.000	1.794	2.484
	Influential factor	-.021	.089	-.020	-.237	.813	-.198	.155

a. Dependent Variable: Improvement factor

Based on the regression analysis of question 3 and 4, the mean value and standard deviation of influential factor is less than improvement factor. The standard deviation is less than 1 and there is lower risk. Due to this reason, the dependent variable is dependent on the independent variable. Therefore, the improvement factor can influence the performance of the employees of the corporate sectors of Oman. However, the Pearson correlation is -0.20. Therefore, the factors do not have strong relations between them and the strategies taken by the organizations and country may need more focuses and structures with strong directions and incentives in future. The F Change factor is less than Sig. F change. The factors are not interrelated with each other. The difference between them is high. For this reason, the employees are not properly influenced by the motivational factors used by the corporate organizations and country. The lower bound is negative, however, the upper bound is positive and the difference is not that much high. Henceforth, the improvement factors may influence the employees in future. Now, the Country and organizations need to change their improvement factors and influence factors to improve the Omanisation and employees' performance.

Q5: How far do you agree that the organization culture has huge importance to improve employee performance?

Table 15: Impact of organization culture to employee performance respondents %

Options	Participants	Respondents	Respondent percentage
Strongly Disagree	150	15	10%
Disagree	150	20	13.33%
Neutral	150	25	16.67%
Agree	150	50	33.33%
Strongly agree	150	40	26.67%

Q6: How far do you agree that the employee improvement strategies create impact on the development of an organization?

Table 16: Impact of employee improvement strategies to development of an organization

Options	Participants	Respondents	Respondent percentage
Strongly Disagree	150	30	20%
Disagree	150	15	10%
Neutral	150	25	16.67%
Agree	150	35	23.33%
Strongly agree	150	45	30%

Table 17: Descriptive Statistics for organization culture & employee improvement strategies

	Descriptive Statistics		
	Mean	Std. Deviation	N
Organization culture	3.5333	1.28839	150
Employee improvement strategies	3.3333	1.49571	150

Table 18: Pearson Correlation for organization culture & employee improvement strategies

Correlations			
		Organization culture	Employee improvement strategies
Pearson Correlation	Organization culture	1.000	-.006
	Employee improvement strategies	-.006	1.000
Sig. (1-tailed)	Organization culture	.	.472
	Employee improvement strategies	.472	.
N	Organization culture	150	150
	Employee improvement strategies	150	150

Table 19: Model Summary for organization culture & employee improvement strategies

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.006 ^a	.000	-.007	1.29272	.000	.005	1	148	.944

a. Predictors: (Constant), Employee improvement strategies

Table 20: ANOVA test for organization culture & employee improvement strategies

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.008	1	.008	.005	.944 ^b
	Residual	247.325	148	1.671		
	Total	247.333	149			

a. Dependent Variable: Organization culture

b. Predictors: (Constant), Employee improvement strategies

Table 21: Coefficients for organization culture & employee improvement strategies

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error				Beta	Lower Bound
1	(Constant)	3.550	.259		13.731	.000	3.039	4.061
	Employee improvement strategies	-.005	.071	-.006	-.071	.944	-.145	.135

a. Dependent Variable: Organization culture

According to the regression analysis of question 5 and 6, the mean of the dependent factor is higher than the independent factor and its standard deviation is more than 1. Therefore, there is a presence of medium risk. Therefore, employee improvement strategies can change the organizational culture and make the culture suitable for the employees. The Pearson correlation between the two factors is -.006. Henceforth, the factors do not have a strong relationship between them. The employee improvement strategies may not change the organization culture of the private sectors in the future. Therefore, the Oman Government needs to adopt different strategies to change the organization culture in the future. As per Tanfeedth program

Oman Government policy and decision makers to provide good incentives to encourage the Omanis to work in private sectors like for example: equalize the remuneration package, salary bands, working times, annual leave and retirement package between government sector and private sector. This will tackle the issue of high percentage of un employee of Omanis.

The F change factor is less than the Significant F change factor and therefore, the factors are not properly interrelated with each other. The lower bound is -.145 and the higher bound is .135. For this reason, there is a scope in future that the employee improvement strategies might change the organizational culture and make it supportive for the employees in future.

Q7: What are probable challenges that can be faced by the organization for improving employees' performance?

Table 22: Challenges faced the organization for improving employees' performance

Options	Participants	Respondents	Respondent percentage
Educational & Development system	150	20	13.33%
Open market and attractive of international investors	150	25	16.67%
Limited Innovative and new technological solutions and Professional appraisal system	150	18	12%
Challenge of managing millennials	150	22	14.67%
Inadequate governmental policies, Rules and Systems	150	65	43.33%

Q8: What are the possible solutions to reduce the challenges faced by organizations for improving employee performance?

Table 23: Solutions to reduce the Challenges faced the organization for improving employees' performance

Options	Participants	Respondents	Respondent percentage
Provide development program and clear succession plan and career path	150	22	14.67%

Provide more incentives to support the Omanisation with international multinational corporation	150	35	23.33%
Use of Professional and innovative appraisal techniques	150	13	8.67%
Omanis the leadership positions	150	50	33.33%
Attractive remuneration and retirement package and equalization between all sectors	150	30	20%

Table 24: Descriptive Statistics
for Challenges and Solutions

Descriptive Statistics			
	Mean	Std. Deviation	N
Solutions	3.2067	1.38688	150
Challenges	3.5733	1.49875	150

Table 25: Pearson Correlation
for Challenges and Solutions

Correlations			
		Solutions	Challenges
Pearson Correlation	Solutions	1.000	-.019
	Challenges	-.019	1.000
Sig. (1-tailed)	Solutions	.	.410
	Challenges	.410	.
N	Solutions	150	150
	Challenges	150	150

Table 26: Model Summary for Challenges and Solutions

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.019 ^a	.000	-.006	1.39132	.000	.051	1	148	.821

a. Predictors: (Constant), Challenges

Table 27: ANOVA^a for Challenges and Solutions

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	.100	1	.100	.051	.821 ^b
	Residual	286.494	148	1.936		
	Total	286.593	149			

a. Dependent Variable: Solutions

b. Predictors: (Constant), Challenges

Table 28: Coefficients^a for Challenges and Solutions

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error				Beta	Lower Bound
1	(Constant)	3.268	.295		11.096	.000	2.686	3.850
	Challenges	-.017	.076	-.019	-.227	.821	-.168	.133

a. Dependent Variable: Solutions

From the regression analysis of question 7 and 8, it has been understood that the mean value and standard deviation of the independent factor are lower than the dependent factor. The standard deviation is greater than high there is presence of risk factor. Therefore, the possible solutions are not suitable for the challenges faced by the private organizations of Oman. The Pearson correlation is negative in value which is -0.019 . Therefore, the factors have poor relationship between them and the solutions are not supportive for the challenges faced by the organizations. The F change factor is less than Significant F change factor. From this, it is identified that the factors are not interrelated with each other. Moreover, the lower bound is negative and the upper bound is positive. Henceforth, there is a chance that the options of the solutions may reduce the organizational challenges in future. Henceforth, the organizations and the country need to focus on the possible solutions and to come with more solutions to it reduce the challenges that facing by the private sector organisation.

Q9: What are the management roles to improve the employee performance in private sector?

Table 29: management roles to improve the employee performance Respondent %

Options	Participants	Respondents	Respondent percentage
Analysis of job	150	13	8.67%
Designing performance appraisal system	150	32	21.33%
Use of proper compensation techniques	150	25	36.67%
Identification of talent	150	55	16.67%
Designing personal goal	150	25	16.66%

Q10: How far do you agree that the management roles can improve organizational performance by improving employee performance?

Table 30: management roles to improve organizational performance respondent %

Options	Participants	Respondents	Respondent percentage
Strongly Disagree	150	15	10%
Disagree	150	27	18%

Neutral	150	30	20%
Agree	150	60	40%
Strongly agree	150	18	12%

Table 31: Descriptive Statistics for management roles & improve organizational performance

Descriptive Statistics			
	Mean	Std. Deviation	N
Impact of management roles	3.2600	1.18395	150
Management roles	3.3133	1.22686	150

Table 32: Correlations for management roles & improve organizational performance

Correlations			
		Impact of management roles	Management roles
Pearson Correlation	Impact of management roles	1.000	-.052
	Management roles	-.052	1.000
Sig. (1-tailed)	Impact of management roles	.	.264
	Management roles	.264	.
N	Impact of management roles	150	150
	Management roles	150	150

Table 33: Model Summary for management roles & improve organizational performance

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.052 ^a	.003	-.004	1.18635	.003	.399	1	148	.529

a. Predictors: (Constant), Management roles

Table 34: ANOVA Test for management roles & improve organizational performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.561	1	.561	.399	.529 ^b
	Residual	208.299	148	1.407		
	Total	208.860	149			
a. Dependent Variable: Impact of management roles						
b. Predictors: (Constant), Management roles						

Table 35: Coefficients^a for management roles & improve organizational performance

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error				Beta	Lower Bound
1	(Constant)	3.426	.280		12.245	.000	2.873	3.979
	Management roles	-.050	.079	-.052	-.632	.529	-.207	.107
a. Dependent Variable: Impact of management roles								

According to the regression analysis of question 9 and 10, it is identified that the standard deviations are higher than 1 but not much higher. Therefore, there is a presence of lower risk. The Pearson correlation is also negative the value is -.052. The relationship between these two factors is very poor. Therefore, the management roles will not be effective for the organizations to improve the employee performance. The management of the organizations need to change their role to improve the performance of the employees. The significant F change factor is higher than the F change factor. So, the factors are not interrelated with each other. The lower bound is negative and the higher bound is positive. Therefore, there is a future chance that the organizations management's roles can improve the performance of the employees in future.

Part B: Qualitative Data Interpretations

Question 1: Carrying out interviews with the Corporate executive managers of private sector organizations of Oman

a) What is your saying in regard to the present performance of employees in Oman?

Table 36: Answers of the mangers to present performance of employees in Oman

Manager 1	Manager 2	Manager 3
<i>"Oman is facing a staggering of 42% employees who are ready to quit the job to avail the opportunity of development programs and availability of succession plans to Omanis the top management of the private sector organizations. And also the availability of attractive remuneration and retirement packages equally to government sector.</i>	<i>"Lack of career development prospects leads the employees of Oman to face radical breaking of employee engagement. Employee performance are lagging behind in the country due to insufficient skills available with national employee"</i>	<i>"Omani employees in private sectors are happy with the career development provided by their companies. Many employees are seen to express their company's training and establishment opportunities to be directly linked to the entire strategic direction of the company."</i>

The managers provided mixed reviews in regard to the current condition of employee performance in Oman. According to the first manager 42% of employees are ready to quit their respective jobs due to lack of proper development programs and availability of attractive remuneration and retirement packages similar to government sector. Everybody looks for a better opportunity to perform well in their workspace.

The second manager stated that career development is the most important feature carried out by many companies. Lack of career development resulted into breaking of employee management in the private sector companies all over in Oman. Rebooting the whole lives of the employees and taking their career to a different level would require a best knowledge of respective careers.

Lastly, the third manager in contrasted provided information that holds a clear mention of employees being happy with the opportunities provided by their private sector companies related to career development training and facilities.

Question 2: How do you monitor your team's performance?

Table 37: Answers of the managers to monitor the team's performance

Manager 1	Manager 2	Manager 3
<i>"We put on our daily routine to watch the employees in person to offer constructive criticism in response to their performance and productivity."</i>	<i>"We prefer innovative and Advance technology monitoring and we have informed all the employees regarding this change in policy. Advance technology helped to record each and every detail about the performance level of the employees."</i>	<i>"We maintain a policy to make the employees document their own work. We often ask our customers regarding performance of the employees handling them and their customer satisfaction level along with delivery frequency."</i>

According to the first manager of a private sector company, employee performance gets monitored by offering constructive criticism to receive their performance and productivity level. Daily visit to the employees make the managers aware of the employee performance and productivities. This would help to generate frequent meetings between employees and managers to solve out all issues.

The second and third manager stated the ways of their monitoring team's performance. Innovative and Advance technology monitoring is performed to make the whole process smooth and the employees are aware of the facts of changes in policy. Making policies for the employees to document their own work would lead to update regular on activity logs, progress reports and checklists. Managers prefer a medium to ask the customers in order to receive their feedback for the employees' performance. It would help to understand the performance level of each employee and can be improved through certain development and training programs.

Question 3: What is your viewpoint on the impact of employee improvement strategies on the development of an organization and country economic growth and what recommendation you will like to provide for further improvement?

Table 38: Answers of the managers to impact of employee improvement strategies on the development of the organization and country economic growth

Manager 1	Manager 2	Manager 3
<i>"We believe that employee improvement strategies would bring different positive impact on the establishment of an organisation. It"</i>	<i>"We believe that strategies of employee improvement would lead to growth of revenue in an organisation and the country."</i>	<i>"Employee improvement strategies is believed to expand the company's image to a large population."</i>

would increase the productivity on a large scale. Use of proper compensation techniques and attractive remuneration packages are believed to encourage the productivity level of the employees.”

Professional training and Personal development would help the soft-skill development help the employees to nurture their productivity level.”

employee to improve their level of performance further.”

According to the first manager, it has been analyzed that employee improvement strategies hold a positive impact upon the development of an organization. Productivity is the main outcome that can occur through improvement of performance level. Use of proper compensation techniques and attractive remuneration packages are recommended to encourage the productivity level of the employees.

The second manager provided the information that revenue is the key outcome that can be generated through the strategies of employee improvement. It would result into overall Oman economic growth. Professional development and training programs, coaching and mentoring has been suggested to improve employee performance level. Professional training helps the employees to nurture their existing skills along with building abilities to handle different types of situations and customers effectively. Coaching and mentoring would help to identify obstacles and to teach the how to face it in order to solve. It initiates leadership among the employees to develop their performance skills largely.

Lastly it has been analyzed from the review of third manager that impact of employee improvement strategy is expansion of company's image among the private sector. Personal development has been recommended that would help the employees to develop their self-confidence to work in their own field productively. Development of soft skills would lead to developing of emotional intelligence at work along with self-awareness and self-regulation. It would enhance the performance of the product team to meet the wants of Customer service team as per the requirement of customers.

Summary

Through these interpretations and findings, the present state of employee performance in Oman has been understood. In the analysis, it has been found that all the possible challenges hampered the employee improvement to deliver productive results. Quantitative findings resulted into diversifies outcomes, that concludes different person hold different perceptions in regard to this research topic. Nevertheless, close attention to the review in suggesting different recommendation in order to improve the performance level of the employees on a large scale.

Better options and constant awareness have been seen to deal with such problem to develop the private sector productivity and economic growth in Oman.

CONCLUSIONS

Summary of research findings

After executing this research study, it has been concluded that the current situation of employee performance in Oman is not stable and 42% of the employees are willing to quit the job due to lack of career development and training and availability of attractive remuneration and compensation packages. In a competitive market, it is essential for a company to hold effective productivity and high-performance level of the employees.

The executive managers of both the big and the less renowned companies have suggested that improvement in the employee's performance will cause entire enhancement of the organization. The management employees at a time were interviewed what would be the possible ways to carry out for improvement in the performance level to make the employees becoming more effective at the time of working. Motivation and Trust have been considered as the most crucial human activity and they have been used for acknowledging and explaining the behavior in a very simple sense, mainly to the individuals within the organization. Thus, it represents that one cannot proceed without talking and taking initial steps regarding the strategies that are needed for the enhancement of the employee performance without involving the motivation, trust and exposure factors. Perfect development and training program would result to assist in the establishment in case of employee improve performance. It's emphasis on knowledge, competence, ability, and behavior of the employees working in the private sector companies of Oman to rise up their productivity level.

Realization of objectives

Objective 1: To identify how employee improvement strategies, impact on the development of an organisations and country economic growth in general and Omani economic growth specifically.

The research findings indicate that employee performance is an important medium in the development of an organization. In linking with the objective with the qualitative response of managers of Q.3), it has shown that employee improvement strategies would help in the establishment of the private sector organization in increasing the rate of productivity, revenue and economic growth, and image building of the organizations. Development program has been proved to increase the rate of improvement in the level of performance and as a result, it will lead to the advantages of the employees as well as the organization. Empowerment and

motivation can lead to the individual success in form of the role performance of the employees to create an impact on the establishment of the organization belonged to private sectors of Oman.

Objective 2: To ascertain the probable challenges by organisations without employee improvement policies seem to face.

The research findings based on quantitative responses of the employees of Q.7 shows that various probable challenges lie by an organization if there is a lack of employee improvement policies. The challenges that the organizations could face include Educational & Development system, Open market and attractive of international investors, Limited Innovative and new technological solutions and Professional appraisal system, Challenge of managing millennials and Inadequate governmental policies, Rules and Systems. Maximum respondents agree with the challenge of unfocused appraisals to be faced by the organization during the absence of employee improvement policies. Once being a member of the organization, an individual can mutually share both the satisfaction and advantages of the work experience. As a result, it can meet with the personal along with the social growth of the employees.

Objective 3: To critically assess the scopes for organisations and Oman Government policy makers and regulators to improve employee management policies, systems, lows and procedures.

The research findings on the basis of quantitative responses of the employees in Q.8 and 10 shows the possible solutions to be implemented in order to decrease the challenges faced by the companies and the country for enhancing employing performance. The solutions include Provide development program and clear succession plan and career path, provide more incentives to support the Omanisation with international multinational corporation, Use of Professional and innovative appraisal techniques, Omanis the leadership positions, provide Attractive remuneration and retirement package and equalization between all sectors. The leadership style within the organization has a perfect bearing on the performance of the employees to increase the productivity, revenue, sales range and customer visit. Most of the respondents supported with the solution of effective leadership as a scope for the private sector organizations for improving employee management policies. The employees agree to a large extent that Government policies play a major role in improving the organizational performance by improving the productivity of the employees.

Recommendations

- Creating a strong Education system and Technical and leadership development program complying with the jobs markets requirements:*** Strong Omanisation and leadership program requires strong educational system that reflected to be dependent on how well employees will get along and get interacted with all challenges that facing them during working with open markets and working in multinational international firms. Strong technical and leadership development program enables the National employees to get motivated and skilled to deliver productive outcomes. strong Education system and leadership development program matters a lot in implementing the performance level of the employees in the private sectors. The Strong Education and technical training program assists the organizations in providing the effective solutions in improving the employees' performance level. The leadership development program denotes the effectiveness or capability of its members to perform well in the competitive industry.

Table 39: First recommendation SMART Analysis

SMART Recommendations	Extent to which it is SMART
S-Specific	The recommendation is specific because the team would be created in accordance with the preferences of the management of the private sector organizations.
M-Measurable	The recommendation is measurable because the employee reactions can be easily measured.
A-Attainable	This recommendation is attainable because it is a feasible method and the organizations can put innovative strategies to deal with the employee performance.
R-Relevant	The recommendation is relevant because private sector organizations in Oman are not capable to hold employees due to lack of training and development programs. It would help them to make strong team departments to produce high quality products or services.
T-Time specific	The recommendation is time specific because it is expected to be complete within a short time from the endorsement of recommendation by the organisation

- Encouraging innovation:*** using new technologies and innovative ideas, systems and tools has excellent impact on employees' performance enhancement and productivities.

Table 40: Second recommendation SMART Analysis

SMART Recommendations	SMART explanation
S-Specific	The recommendation is considered to be specific because the Innovations would be engaged as per the preferences of the companies of Oman in private sectors based on their requirements.
M-Measurable	The recommendation acts to be measurable because the reactions of both the innovation and employees and management of companies can be measured.
A-Attainable	This recommendation proves to be attainable because from it many innovative ideas can be created that would result to improve the performance level of each employee.
R-Relevant	The recommendation acts to be relevant because all the private sector organizations of Oman would look for encouraging innovation in order to use newer and better solutions to solve out the problems of lack of training or career development.
T-Time specific	The recommendation is time bound because it is expected to get completed within a short time from the endorsement of recommendation by the organisation.

- Reward improvement (Provide attractive remunerations and retirement packages and equalize between private and government sectors):** In order to want the employees to deliver productive services and products, reward improvement in the form of incentives, compensations, provide attractive remuneration and retirement packages equal to government and public sectors would act to a great extent. Rewards encourage the employees to provide extra deliberation and enthusiasm towards the work. Every employee in return for their hard work expects to get incentives or other rewards. This would lead to encourage the Omanis to work in private sector and will reduce the unemployment rate in Oman.

Table 41: Third recommendation SMART Analysis

SMART Recommendations	Extent to which it is SMART
S-Specific	The recommendation acts to be specific because the rewards would be set up in accordance with the preferences and requirements of employees based on their performance.

M-Measurable	The recommendation is considered to be measurable because the employee's reactions can easily be measured.
A-Attainable	The above recommendation is meant to be attainable because it had brought out an effective method to solve out the problems of poor performance of the employees. Incentives encourage the self-confidence.
R-Relevant	The recommendation is relevant because Omani employees are willing to receive training opportunities to deliver their work that proves their dedication. Incentives would build their motivation as well as self-confidence.
T-Time specific	The recommendation is time specific because it is expected to get over within a short time from the endorsement of recommendation by the organisation

Research Limitations

While the research investigation has been executed, certain limitations have been encountered such as time and COVID 19 pandemic constraints. The research holds economical obstructions that made the execution of the entire work to a certain point of difficulty. The primary investigation has been conducted with a less number of respondents that include 150 employees among the whole population of the private sector employees of Oman. This represents to be quite less in number in accordance to the vast private sector companies. Furthermore, restricted access to the people for interview and collecting more data involved in carrying out the investigation to complete within a certain period of time.

Future scope of the study

The present research investigation has not delivered to a full extent diversifies information or results due to constraints of time and COVID 19 pandemic. Therefore, future researchers can get ample of chances in order to extend the research and findings based on their study upon the observations and analysis of this search. As a result, the current study can be used as a secondary basis of information. Furthermore, it can be extended to a comparative analysis of the issue between two different countries.

SELF REFLECTION

The employees in a private sector are given more importance due to the reason that if the employees perform well in an organization, then a huge possibility lies that the employees can carry a new business and profits to an organization. Oman thus has been seen to concentrate

more on the performance level of the employees in the entire private sector organization. It is found that 42% of the employees are willing to leave the job due to lack of development program. I personally consider that motivation and trust to Omanisation are the most crucial human activity that has been used for explaining and understanding the behavior in the easiest sense, mainly to the employees inside the organization. Government Rules and polices are considered to be an appropriate tool that can cause successful achievement of the goals contain by the organizations and country. It is on the basis of all values and behaviors of the employees. I consider it to be very helpful that a private sector organization includes a strong innovative and development base, which will turn out to be helpful in improving the employee performance level.

It is widely believed that coaching can address the behavior as well as the belief that can really hinder the method of performance of the employees. Training and development has been seen to assist the performer in order to make the best use of their knowledge, set of skills and attitude while working. As a result, it has been found that this, in turn, will help the employees perform with success in the coming years. I consider motivation in the original sense as well to be perfectly proactive mainly during the time when dealing with the best employees at the workplace. Under such circumstances, right motivation is very crucial to decide.

Various challenges have been seen through the analysis of survey questionnaire that includes inadequate tools, unfocused appraisals, complex performance management and much more that I consider being serious if the policies of employee performance go lag behind. The study has provided the knowledge on the importance of employee performance for all the private sector organizations of Oman. It has shown that productivity is necessary for any company to earn revenue and gain more orders from the customers. Good knowledge was strongly gained to understand that the major factors include empowerment, leadership and employee participation for influencing employee performance. It has been understood from this research study that in the long run employee gets motivated due to the fact that the management will consider them as partners in order to create a contribution part in the organizational success in private sectors. Personal development and soft skill are the other factors that provided the knowledge to improve employee performance level in Oman private sector firms. It has been acknowledged that there has been an improvement in the creative performance of the workers. It has been suggested as awful for the present competitive as part of the dynamic ambiance. It was believed that this is also required for the improvement in case of the organizational innovation that is persistent.

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