

# A Conceptual Paper on Determinants of Employee Retention in Oman Context

Sheikha AL-Kharusi<sup>1</sup>, Dr. Nik Hasnaa Binti Nik Mahmood<sup>2</sup>

<sup>1,2</sup> Faculty of Business and Accountancy, Universiti Selangor

## Abstract:

High-quality human resource management increases workplace loyalty and boosts productivity in the public sector to unprecedented levels and encourage employees to keep retaining to the organization. Oman like other countries faces issues in retaining employees. This paper aims to develop a conceptual framework of the determinants of employee retention specific context of Oman. The methodology used for this paper is based on the comprehensive review of the current body of literature on determinants of employees retention in Oman context. The comprehensive literature analysis revealed that human resource practices such as career development, recruitment and selection, and performance appraisal systems are the primary factors that significantly determine employee retention in Oman's public sector. Moreover, based on the thorough literature review it was found the social exchange theory and resource based view the most theory used to discuss this issue. Further exploration of employee retention is needed to better comprehend this concept in other sectors such as tourism, banking and manufacturing industry in Oman. This paper-proposes a basis for developing conceptual framework of determinants of employee retention in public sector in Oman context. This paper helps the public sector to become familiar with the determinants that could enhance employee retention in Oman context.

**Keywords:** Career Development, Recruitment and Selection, Performance Appraisal System, Employee Competency and Employee Retention

## 1.0 Introduction

Organizations face external pressure due to fierce competition in the marketplace and internal desire to meet customer demand. Hence, they constantly seek new strategies and mechanisms to optimize resources and achieve sustainability across all sectors (Aleem, 2020). Human resources are vital, and improving them can play a crucial role in retaining employees and improving company performance to stand out in the competition (Aleem, 2020). To retain employees, it is necessary to improve the quality of human assets by enhancing staff skills, knowledge, and career development opportunities. In addition, recruitment and selection processes and appraisal systems should be improved.

### 1.1 Background of the study

Retaining experienced employees in the long term is crucial for any organization. This is achieved by designing a workplace environment that focuses on employee retention. Retaining good employees is a big challenge organizations face, as it helps lower turnover costs and increase the likelihood of success (Osman & Noordin, 2015). Employee retention refers to retaining or motivating people to remain with an organization for the most extended possible duration (Kossivi et al., 2016). Providing employee career development opportunities is a human resource technique that can keep people in their firm (Al-sharafi &

Mat Hassan, 2018). Employee turnover may result from a lack of professional growth opportunities. Organizations implementing career development programs exhibit high dedication and devotion toward their employees. In addition, as per a study by Al Shamsi (2018), employees may face hindrances in their career advancement due to uncooperative colleagues and incompetent managers who withhold information or are uncommunicative. This may increase staff turnover, impacting an organization's financial performance. The cost of hiring new staff includes lost productivity, boarding and training, administrative and advertising charges, and more, as pointed out by Al Rashdi (2020).

According to Al-sharafi and Mat Hassan (2018), hiring and selection practices are crucial to an organization's survival. The organization needs to hire competent employees to help it compete and thrive. If an organization loses such employees, the cost of replacing them and hiring new ones and the intangible costs of lower morale and performance from other employees will burden the company (Renee Barnett, 2007). Agwu,(2019) claims that the battle for employee retention starts at the hiring stage, when businesses choose candidates whose skills and interests align with the demands of the business, whether those needs are immediate or long-term. Hiring decisions should be based on the organization's needs and future objectives, taking employee retention into consideration (Naim, 2023). Hiring candidates who are compatible that is, who fit with the company and the employee is essential to attracting and keeping talent. The author also emphasized the need of placing the right people in the proper places in order to enable businesses to improve retention rates. Alsabbah (2013), recruiting recruitment and selection is how a company locates qualified candidates to fill open positions.

Previous research on employee retention has focused mainly on private-sector organizations (Mule, 2020). These studies have included various industries, such as hospitality and tourism (Gupta, 2019), nursing (Zadjali, 2021), banking (Gulzar, 2017), and manufacturing (Mule, 2020). However, limited studies have explored this issue in public sector organizations. Several scholars, including Al-Sawafi (2012), have found that the high turnover rate in Middle Eastern organizations is due to their bureaucratic and centralized structure. Upper management has complete control over decision-making, negatively affecting human resources and work progress. This administrative approach impacts various areas, such as planning, hiring, and training. According to Al-Sawafi (2012), top management tends to limit their roles and responsibilities instead of fostering a sense of responsibility and accountability among employees by encouraging them to work in teams and strive for excellence. Consequently, the staff is often ill-equipped to deal with any unexpected challenges. Additionally, research by Ayub,(2021) and Aleem (2020) has found that uncertainty due to job loss, as well as the desire for recognition, advancement, and motivation, may hinder an employee's ability to progress in their role and acquire new skills and experiences. In addition, as per a study by Al Shamsi (2018), employees may face hindrances in their career advancement due to uncooperative colleagues and incompetent managers who withhold information or are uncommunicative. This may increase staff turnover, impacting an organization's financial performance. The cost of hiring new staff includes lost productivity, boarding and training, administrative and advertising charges, and more, as pointed out by Al Rashdi (2020).

During an annual performance appraisal meeting, managers use a more constrained approach known as the performance appraisal system to rate their subordinates' performance. Caruth, (2008) suggested that performance evaluation is effective for anticipating staff members' actions to fulfill their corporate goals. Research has shown that the relationship between employee performance reviews and staff retention in public sector ministries is affected by several factors. Studies conducted by AL Habsi,(2020), Al sawafi,(2012) and Zadjali (2021) indicate that an unclear, inaccurate, and unfair appraisal system can lead

to reduced productivity. Retaining top performers and improving the performance of underperforming employees can be challenging for HR managers. Imran (2019) stated that performance reviews can effectively help the organization achieve its objectives. A robust appraisal system can provide valuable feedback to employees, helping them develop their talents. Imran (2019) also found that the performance appraisal system could enhance workers' commitment and output. In a study of the manufacturing industry in Nigeria, Imran (2019) found a significant relationship between performance evaluation and organizational commitment. The study also demonstrated that consistent and impartial performance evaluations could increase workers' commitment to their work and the company. It was believed that public institutions were losing skilled and educated employees. Before focusing on public employee personnel, it is essential to understand why individuals quit their jobs. During the assessment of interviews with public employees, three themes emerged: reward, working environment, and development and advancement Imran (2019).

Research has shown that the relationship between employee performance reviews and staff retention in public sector ministries is affected by several factors. Studies conducted by AL Habsi,(2020), Al sawafi,(2012) and Zadjali (2021) indicate that an unclear, inaccurate, and unfair appraisal system can lead to reduced productivity. Retaining top performers and improving the performance of underperforming employees can be challenging for HR managers. Imran (2019) stated that performance reviews can effectively help the organization achieve its objectives. A robust appraisal system can provide valuable feedback to employees, helping them develop their talents. Imran (2019) also found that the performance appraisal system could enhance workers' commitment and output. In a study of the manufacturing industry in Nigeria, Imran (2019) found a significant relationship between performance evaluation and organizational commitment. The study also demonstrated that consistent and impartial performance evaluations could increase workers' commitment to their work and the company. It was believed that public institutions were losing skilled and educated employees. Before focusing on public employee personnel, it is essential to understand why individuals quit their jobs. During the assessment of interviews with public employees, three themes emerged: reward, working environment, and development and advancement Imran (2019).

Employees are expected to perform their duties according to the company's requirements and standards while also being given opportunities to grow. According to Younas and Bari (2020), competency development involves organizational activities that enhance employee learning and skills. Companies identify areas where employees need to improve and implement various development strategies to enhance their knowledge and expertise and motivate them to stay with the company. Younas and Bari (2020) suggest that each business must assess the interests and qualifications of each employee before implementing different strategies to improve them. Task distribution is based on tenure and hierarchical level rather than competency (Tinder,2008). The issue of employee retention is linked to their competency, which needs to be examined as a gap in the literature to address the present issue. Younas and Bari (2020) argued that employee competency is not given much importance in the public sector and that there is a lack of research examining the relationship between employee competency and employee retention in Oman's public sector.

Tinder, (2008). claims that the battle for employee retention starts at the hiring stage, when businesses choose candidates whose skills and interests align with the demands of the business, whether those needs are immediate or long-term. Hiring decisions should be based on the organization's needs and future objectives, taking employee retention into consideration (Naim, 2023). Hiring candidates who are

compatible that is, who fit with the company and the employee is essential to attracting and keeping talent. The author also emphasized the need of placing the right people in the proper places in order to enable businesses to improve retention rates. According to (Alsabbah ,2013), recruitment and selection is how a company locates qualified candidates to fill open positions. According to the research problem discussed in the latter paragraph, it is crucial to investigate the determinants of three independent factors and employee competencies on employee retention. All these human resource practices have a significant impact on staying in an organization. Based on previous studies, it could be seen that few studies discuss employee retention as a crucial issue faced by the public sector in Oman. This study investigates the impact of HRM practices, denoted by career development, recruitment and selection, and performance appraisal systems, on employee retention with the mediating effect of employee competency to fill that gap.

Task distribution is based on tenure and hierarchical level rather than competency (Tinder,2008). The issue of employee retention is linked to their competency, which needs to be examined as a gap in the literature to address the present issue. Younas and Bari (2020) argued that employee competency is not given much importance in the public sector and that there is a lack of research examining the relationship between employee competency and employee retention in Oman's public sector. According to this research problem, it is crucial to investigate the impact of three independent factors on how human resources policies affect employee retention. All these human practices have a significant impact on staying in an organization. Based on previous studies, it could be seen that few studies discuss employee retention as a crucial issue faced by the public sector in Oman. This study investigates the impact of human resources management practices, denoted by career development, recruitment and selection, and performance appraisal systems, on employee retention with the mediating effect of employee competency to fill that gap.

### **1.2 Problem Statement**

The employee retention rate in Oman's public sector is very high. Data indicates that the number of workers in the public sector has been increasing annually. For example, in 2012, 194,326 people worked in the public sector. In 2013, this number increased to 211,129. Similarly, the number of employees continued to rise steadily in 2014, with 225,833 individuals, and in 2015, 229,467 people (NCSI, 2022). Additionally, workers increased by 2,373,636 in 2019 and 393,189 in 2020 (NCSI, 2022). Therefore, conducting a retention research study in this setting is crucial to identify the factors that motivate employees to stay in this industry.

According to the National Centre Statistics Information (NCSI) 2021 report, 29,261 employees, comprising 15,843 men and 13,418 women, resigned from their jobs in the public sector in Oman in the year 2021. This figure represents approximately 8.33 percent of all workers who left their jobs and that represent the operational level. While reasons for resignation vary, based on (alroya.om, 2018) insist that there are many reasons behind the resignations which are unfair performance appraisal system, marginalisation and injustice from the direct supervisor which affects the career ladder and the development of the individual's skills, using the personal interests rather than competencies. In addition, based on annual report 2023 of ministry of health indicated the ministry record the highest number of resignation about 55.3% (MOH,2023). The reasons behind these resignations that they get another position that fit their qualification and competencies in other entity and the performance appraisal is unfair. Swailes and Al Fahdi (2011) argue that one of the primary reasons for national staff turnover is personnel transfers to positions within or outside the Civil Service. Although retirement benefits are eligible for those who have worked for at least twenty years, it is unclear how many retirees transition to the private

sector (Swales & Al Fahdi, 2011). Most of those who have left their jobs in the civil service were in Grade 6, equivalent to a monthly salary of approximately RO 500. According to official data, middle-level posts experience relatively low turnover (Swales & Al Fahdi, 2011). Previous research has identified numerous factors that affect an employee's decision to stay with a company, such as human resource management techniques, including career development (Arifin, 2020), recruitment and selection (Bahrain, 2018), and performance evaluation (Gulzar, 2017). The impact of these factors on staff retention has been supported by earlier research. However, their impact on retention has been examined independently in different settings. This study will simultaneously examine the effects of the determinants on retention in a single research context.

## **2.0 Literature review**

### **2.1 Human Resource Management Practices**

#### **2.1.1 Career Development**

Kamalaveni, (2013) refers to a career development program as a structured framework for combining various activities related to employee organizational career management and individual career planning (Anderson, 2001). The primary objective of developing and planning a career management program is to provide employees with opportunities to grow within the organization, expand their perspectives, enhance their skills, and make the most use of them to benefit the company in the long run (Renee Barnett, 2007). The career program aims to strike a balance between an individual's needs and the aspirations of companies. The program entails various activities and workshops that promote communication at all levels of the organization. This helps everyone to understand each other's needs, talents, and competencies, as several researchers have pointed out (Arifine, 2020; Bibi, 2018). Employees can use the program to better understand their goals and aspirations, assess their abilities and competencies, and set realistic targets.

#### **2.1.2 Performance Appraisal System**

During a performance review, an employee's personality and performance are systematically evaluated by their managers or direct supervisors, using predetermined standards encompassing factors such as skill level, task knowledge, technical proficiency, attitude, and timeliness (Munier, 2011). This evaluation process, also known as the performance appraisal system, helps individuals assess their performance in fulfilling their professional responsibilities and supports their career advancement goals (Imran, 2019). The system evaluates each employee's overall value to the business based on their productivity, internal qualities, and potential for promotion to a more senior role (Pujotomo, 2019).

#### **2.1.3 Recruitment and Selection**

According to Alsabbah (2013), recruiting and selection is how a company locates qualified candidates to fill open positions. The activities of the company that influence the types or quantity of applicants for a position and decide whether a job offer will be accepted are included in the recruitment and selection of personnel, according to numerous researchers (Naim, 2023; Abdalla Hamza, 2021; Miheso, 2019). The author emphasizes the crucial significance of these positions by viewing them as business initiatives and actions taken to find and recruit individuals who can help the company achieve its primary objectives. According to (Naim, 2023) Mohammad (2016), Caballero (2010), and Khandelwal (2019), hiring and selecting employees in an organization necessitates the use of many approaches or tactics to pick candidates who align with the company's values and culture.

Attracting individuals to a talent pool is the primary goal of talent management strategies. The talent pool



includes a group of exceptional future hires and the beginning point for future senior executives. Having the appropriate person or individuals for a role at the right place at the right time is critical to a company's capacity to grow internationally (Caballero, 2010). According to Khandelwal (2019), a company's capacity to hire, choose, and place employees with a variety of desired attitudes, core competencies, knowledge, experiences, and abilities is a major factor in that capacity's ability to expand, endure, and evolve.

## 2.2 Employee Competency

Competency refers to a fundamental trait of an individual that is causally linked to improved performance in a particular role or situation (Trinder, 2008). According to Sabuhari (2020), competencies include a person's knowledge, abilities, motivations, personalities, behaviors, and elements of their social position or self-image or attitudes that can support them in successfully carrying out a task (Alsabbah, 2013). Furthermore, some individuals possess various abilities that enable them to carry out diverse jobs or display desired behavior more successfully than others. Furthermore, as stated by (Agwu, 2019), competencies are skills and knowledge that characterize effective performance in a particular setting. According to (Gul R. &, 2022), competence is the ability to apply knowledge and skills to produce a desired result.

Competence is a term that refers to an individual's character, quality, ability, capacity, and capability, as well as the behavioral requirements for work performance and organizational outcomes (Redmond, 2013). It encompasses skills, attributes, and qualities that are necessary for job performance and achieving organizational goals. Some scholars suggest evaluating employees' competency for hiring or selection based on the competency of recent hires (Sabuhari, 2020). The competencies of a candidate are considered during the hiring and selection process. Nonetheless, many studies assessed competencies by measuring abilities within the work performance process about one or two elements of the hiring and selecting processes.

## 2.3 Employee Retention

According to Iqbal (2015), companies can reduce turnover by retaining talented and productive staff by fostering a positive work environment that encourages engagement, showing gratitude to staff, providing competitive compensation and benefits, and encouraging a healthy work-life balance. According to Anitha (2016), to keep employees, businesses use HR technology for hiring, onboarding, motivating, and rewarding workers. They also use it to give employees more flexibility and innovative benefits like financial and physical wellness plans.

Employee retention is essential to team development and cohesion in the workplace because it fosters a sense of trust and reliability among coworkers (Anitha, 2016). According to Kyndt (2009), one of the largest losses experienced by a business when outstanding employees depart is a reduction in production and a loss of competitive advantage. High employee turnover rates can hinder a company's ability to achieve its goals because they cause disruptions in continuity, the loss of institutional knowledge, and high training and hiring costs (Mohammad, 2016). Furthermore, losing employees can lower morale and tempt others to leave the organization.

According to (Frimayasa, 2021) employee retention is the tactic employed to convince employees to stay with the company until the project is completed or for as long as feasible. Additionally, (Frimayasa, 2021) describes an organization's ability to retain employees with the potential to continue with it. Maintaining

a high staff retention rate will improve the business's efficacy and performance since low turnover is a benefit of high retention. Preventing competent workers from leaving the company is the main objective of retention since their departure could have a detrimental impact on the business's productivity (Frimayasa, 2021). One of the most important strategies is concentrating on employee engagement and experience to retain valuable personnel and maintain a healthy employer-employee connection. One of the most crucial methods is to focus on employee engagement and experience to keep valued employees and retain a solid employer-employee relationship. Kyndt (2009) confirmed that longer-term employees have institutional knowledge they can depend on and are familiar with the firm's procedures.

## **2.4 Human Resource Management Practices and Employee Retention**

### **2.4.1 Career Development and Employee Retention**

One way to encourage employee retention and productivity is through career development (Arifine, 2020). It involves an employee's abilities being evaluated by the company and a recommendation for potential career advancement made to them through training. Organizations can improve operations and increase their employees' chances of deployment by endorsing them for specific career development programs (Bai, 2016). Career growth is crucial for employees and organizations as well. Numerous earlier studies by Bahrain (2018), Bibi (2018), and Davis (2015) have emphasized the importance of career growth to an organization's long-term survival. It establishes the framework for prospects' professional advancement with open positions within the company. Thus, it is exemplified by assigning workers to roles that capitalize on their areas of expertise (Magnusson & Silfverberg, 2013). There are many dimensions of career development. Some of them are on-the-job, equitable opportunities for career progressions (Alwahshi, 2016), Opportunities to grow, mentoring and sponsoring, and work performance (Frimayasa, 2021).

According to (Magnusson & Silfverberg, 2013) stated that human resources should to address the career planning to their development plan to meet organizational staffing needs in the future to achieve the organizational performance. Career development includes the success planning development, structure of talent management structure, the development of leadership program, career management, development structure and self-evaluation (Frimayasa, 2021). Moreover, in the context of career development of employees it needs to engage the employees in training course and technical and non-technical training (Neureiter & Traut-Mattausch, 2016). In turn, employee will keep retaining in their organization.

According to (Awolusi & Jayakody, 2022) the career development has a crucial impact on employee retention in Qatar aviation. The study found that the career development practices impact about 35.3% to employees' retention in their organization. Moreover, he insisted that career development practices within the organization would keep an employee to work with the organization for a longer period and improve the organization process effectively.

Mule, (2020) study was to assess how career development programs affected staff retention in the Qatar aviation industry. Through a series of questions, the study specifically targeted 30 employees. The results of this study have revealed a statistically significant relationship between career promotion methods and employee retention in the Qatar aviation industry.

Career development enhance the human resource to be more efficient with and between departments and decisions (Mbugua, 2015). Hence, all employees can participate in making decisions. Moreover, enhanced the atmosphere of creativity and provide personal needs will push them to be more satisfied and committed to their job. Thus, all procedures enhance the productivity and encourage them to stay longer

in their organization (Mbugua, 2015).

#### **2.4.2 Performance Appraisal System and Employee Retention**

Performance appraisal is a process which involves manager assessment for their subordinate an annual performance appraisal meeting. (Thu, 2017). The role of the performance appraisal is consider as a tool for looking to what should be done by employees to meet the organizational objectives and to meet new challenges. In addition, annual performance appraisal enable management to monitor if the organization standard, expectations, objectives and delegation of responsibility are achieved. Moreover, staff performance appraisal system enable the management to establish individual training needs. Moreover, the performance appraisal system help employees to discover their strength and weakness and help them in making their decision about their career.

According to (Aleem & Bowra, 2020) insisted the any organization can build the trust with build an effective performance appraisal system and can increase the performance of organization. In addition, the performance appraisal, which do not meet the organizational objectives, the employee performance, will also decrease. Generally, the unhappy and unsatisfied employees will not stay longer period in organization. On the other hand, happy employees and satisfied they stay with their work with high productivity and will not leave their work.

Performance appraisal system plays a vital role in enhancing employee retention because it identifies employee weakness, strength and future skills that required for future growth. Moreover, performance appraisal meets the objectives and targets of organization. In addition, feel satisfy when see the appraisal system is implemented and fair and that encourage them to keep retaining in their organization.

Aleem, (2015) showed that performance assessment systems play a crucial role in increasing employee retention and commitment, because it helps to uncover an employee's faults, strengths, and future skills needed for employee growth and performance. It is regarded as a door to boost employee career and advancement inside the company. According to (Lavy, 2014) asserted that performance evaluation helps a company achieve its goals and objectives. Because they believe it would help them perform better, the staff has higher expectations from the performance appraisal system (Habsi et al., 2021)

According to (Lavy, 2014) performance evaluation is one of the key strategies for inspiring employees by giving everyone in the company equal possibilities for professional advancement. Additionally, it makes training exercises to raise worker performance easier. As a result, a solid and efficient performance appraisal system will motivate and draw employees to stay with the existing company for an extended period of time

#### **2.4.2 Recruitment and Selection with Employee Retention**

Agwu, Nwoke,( 2019) insisted that to keep employee retaining to the organization, it has to begin with stage of hiring , selecting right employees who are talented and have interests that company need it. Moreover, recruitments need to be made according to what fitting to the organization and its future goals in view the retention of workers. Moreover, recruiting the right position in the right place at the right time it will empower organization and enhance the retention.

If recruitment and selection processes are effective, HR departments may even see an increase in employee retention rates since the proper person for the job can lower turnover rates and boost morale by promoting from within when necessary. The recruiting and selection process involves numerous processes, but they are essential to guaranteeing that the best applicant is recruited for the post (Mbugua, 2015)

Mbugua, (2015) confirmed the effectiveness of a retention strategy is predetermined by the employment process, which includes employment processes (recruitment, selection, and placement). Employee



retention must be favorably correlated with hiring procedures, methods, and sources of job seekers in order for it to be successful. According to hiring practices and empirical studies, employees' propensities to leave their jobs may vary based on where they were hired. The "traditional" approach, which contends that the ultimate goal of recruitment is to attract the greatest number of candidates to the recruiting organization, and the "new" approach, which contends that the ultimate goal of recruitment is to attract the most qualified candidates (Mbugua, 2015).

According to (Agwu, Nwoke, 2019) the employer's poor hiring practices are to blame for 60% of unfavorable turnover. "Bad hiring decisions" can refer to a variety of factors, such as quick recruiting procedures that do not verify that the chosen candidate actually possesses the necessary knowledge, abilities, and training for the position. A company's workplace culture, business practices, and values that it upholds should "fit" with the interests, personalities, and motivations of the people who work there. This will help it retain its best employees (Khandelwal, 2019).

Moreover, according to Chitsaz-Isfahani and Boustani (2014), the battle for employee retention starts at the hiring stage, when businesses choose candidates whose skills and interests align with the needs of the business, whether those needs are immediate or long-term. Hiring decisions should be based on the organization's needs and future objectives, with an eye toward employee retention (Aibieyi & Henry, 2015). Hiring for compatibility, a "fit" between the business and the employee, is essential to attracting and keeping talent (Mbugua, 2015). The author also emphasized the need to place the right people in the proper roles to enable businesses to improve retention rates.

## **2.5 Human Resource Management Practices and Employee Competency**

### **2.5.2 Career Development and Employee Competency**

Employees will attempt to act more effectively, utilizing their skills and experience as they work toward achieving organizational goals, once they are aware of their viewpoints within the company. However, in order to use each employee's competency in a given activity effectively, it is important to understand not only how the activity is structured but also its many levels and levels of competency as well (Gul, 2022, 2010). The impact of skill level on career and its relationship to career planning have not yet been explored, according to a scientific literature review. As a result, it enables the firm to offer suitable perspectives for an employee's career planning based on his or her competency levels (Chreptaviciene, 2012).

The importance of career planning in the organization is made clear by (Bibi, 2018) who insisted effective career planning inside an organization helps to meet employees' demands for training and professional advancement; use employees' strengths effectively, raise employees' level of independence, and create an internal reservoir of professional growth. The field's study demonstrates the value of career planning for employees to the company, which ensures employee loyalty, attracts future employees, and increases employee satisfaction, motivation, and productivity at work. Since performance is rarely static and more complicated tasks call for higher levels of skill, career planning within the business must be linked to employee competency and development (Mule, 2020)

Career development is essential for enhancing and fostering competencies in a way that supports the achievement of company goals (Anderson, 2001). It is believed that career development is a process that gives employees opportunities and enables them to realize their full potential through developing their abilities, knowledge, skills, and competencies (Davis, 2015).

### **2.5.3 Performance Appraisal System and Employee Competency**

Aleem & Bowra, (2020) insisted that performance and competencies are not directly correlated. Employee-

es should generally be expected to produce better performance outcomes as their proficiency levels rise. High proficiency personnel levels are a sign of an organization's propensity for exceptional organizational performance. A person may have the necessary knowledge, abilities, and behaviors, but their performance may be below par for a variety of reasons, such as personal issues, lack of concentration, job dissatisfaction, a negative reaction to organizational change and a lack of organizational resources (Thu, 2017).

Competence is defined as the fundamental personal traits that are connected to a person's performance effectiveness and who have a causal relationship or a causal criterion referenced, effective, or primary performance at work or in certain settings (Rony, 2020). A person's personality determines how competent they are, and they can be expected to behave and perform well throughout a wide range of circumstances and job duties.

Through his research, (Subekti, 2016) showed that the ultimate purpose of performance appraisal should motivate employees to enhance performance, which led to performance appraisal being viewed as a tool to manage employee performance successfully. The goals of an individual performance appraisal are now broader and more specific, including assessing the professional employees' competency levels, enhancing staff development, inspiring them to achieve more, enhancing manager-staff communication, fostering better employee relations, and identifying training and development needs and identify those who are qualified for promotion and compensation increases (Pujotomo, 2019).

#### **2.5.4 Recruitment and Selection with Employee Competency**

The literature views the connection between employee competence and recruiting and selection as a key to success. Such employer behaviors ultimately affect how well employees perform in their jobs. Employers allocate resources to the recruitment and selection process because they want to be able to hire the best and most qualified candidates. This is demonstrated by businesses that are successful in finding and choosing qualified staff. According to (Alsabbah, 2013) every stage of recruiting and selection should include an evaluation of competency for the job.

Arifin, (2020) asserted that an employer who conducts an adequate recruiting and selection process will enable the organization to receive employee quality and workers who embrace competencies. An organization that implements a good procedure to recruit and select qualified applicants will have a greater level of job success.

In addition, (Khandelwal, 2019) provided an illustration of the competences definition when it came to the recruitment domain and created a model to assess whether applying the recommended recruitment strategy produced more competent board members, which in turn improved board performance. According to (Alsabbah M. Y., 2014) confirmed that built their recruiting models, they took into account the employee competencies and attributes as a recruitment result. Furthermore, Khandelwal, (2019) and Setyowati, (2016) recognized the recruiting outcome for the company because it determined the kind of applicant's talents, abilities, and competencies required from new hires. However, a company's recruitment strategy determines the qualifications and caliber of new hires.

#### **2.6 Employee Competency and Employee Retention**

Venkat and Kursheed Khan (2022) study on the impact of competency management on employee self-development for retention in large scale industries concludes that competency assessments have a strong positive impact on workplace happiness, leading to employee retention. A study by (Monari, 2021) examine the influence of competency mapping on employee retention in the telecommunication industry in Kenya. Competency Mapping determines the extent to which the various competencies related to a job

are possessed by a job holder.

Thus, competency mapping is a process used to identify and list out competencies that are most relevant and significant to carry out job in an effective manner. According to (Awolusi & Jayakody, 2022) competency mapping means a group skill, knowledge, attitudes that enable employees to work efficiently and increase their productivity in turn to achieve competitive advantage. The study established that competency mapping had a positive influence on employee retention in the telecommunication firms in Kenya and therefore it is recommended that organizations carry out competency mapping in talent management practice in order to enhance employee retention.

Yuniasih, Sihab Ridwan, Ulfi Pristiana. (2022) found that competence has a positive and significant effect on employee retention in the Surabaya City Government. Thus, it is proven that in Surabaya City Government employees, the competency factor has an important role in employee retention, the better the competencies possessed by an employee, the retention of these employees will also increase. In another study conducted by Safira Nurmitasari and Andriyani (2021), the findings concluded that the more skills and competencies possessed by employees through targeted training, according to the needs and goals of the company, the higher the level of employee engagement with the company for commitment to survive in the company. For potential employees (talent) the opportunity and opportunity to participate in competency development is given more broadly.

## 2.6 The Mediating role of Employee Competency

This hypothesis was arrived at on the basis of the mediating role that employee competency play in various relationships. Employee competency play as has a mediating influence between individual development and organization reputation. Employee competency likewise was established as having a substantial effect on the relationship between Human resource management practices and employee retention in public sector of Oman. Employee competency has a mediating influence between the human resource management function and employee retention in any ministry (Mahmood, 2018). Still another study validates the considerable impact of employee competency on human resource management practices and employee retention (Gul, 2022), and (Mahmood, 2018).

As indicated in the gap analysis, there is hardly any study on employee competency as mediating influence on the relationship between the human resources management practices and employee retention in public sector of Oman. Nonetheless, several studies were helpful in that they focused on the mediating effect of employee competency on the relationship between training functions and employee performance (Mahmood, 2018). This study confirmed that enhancing one's knowledge and abilities through training will result in better service performance, which could influence frontline personnel' creativity, operational efficiency and keep them retaining to their organization. Also relevant were correlational studies (Zaid, 2021) on the relationship between human resource management practices with sustainable and operational performance. This study insisted that increasing employee participation in green initiatives and providing adequate training can enhance employee motivation, skills, retention, and job-related outcomes while also improving the organization's financial performance.

## 2.7 Underpinning theories

### 2.7.1 Social Exchange Theory (SET)

Homans founded social exchange theory in 1958 and he defined it as a reciprocal standard in social relationships when workers feel required to act in a discretionary position after receiving benefits from

their employer to indicate the company's intention to make a long-term commitment (Ali, 2018). The social exchange theory is social interactions, or elementary social behavior, which involves at least two people engaging with one another, either praising or penalizing the other's behavior. Moreover, (Cropanzano et al, 2017) view social interaction as a social activity as a trade of tangible and intangible things, such as money, time, effort, approbation, status, and power. This theory encourages everybody to make sacrifices and receive benefits. Hence, employees will choose to work in a favorable work environment that encourages them to work hard, acts that are likely to anticipate be rewarded equally to what they give to subordinates compared to an unfavorable environment that cannot keep employees retaining and quitting (Cortez, 2020).

Moreover, the social exchange theory is usually used to examine various aspects of employee interaction, including human resource management practices (Ali, 2018), employee competency (Lamb, 2001), and employee retention (Zoller, 2018). This theory holds up the notion that social workers will be loyal and committed to their organization when they have better interpersonal connections and a more positive attitude.

The social exchange theory has its assumptions (Cropanzano, 2017). Firstly, social exchange theory is a decision made by weighing a situation's benefits and drawbacks to maximize reward. This theory focuses on interpersonal interactions and is not designed to assess social behavior or change. Theoretically, a person will measure the benefits of a social engagement against any costs (potentially undesirable outcomes) (positive outcome). These expenses and benefits may be in goods like money, time, or services. Also, it could be immaterial, such as effort, respect, opportunity, social acceptance, love, pride, shame, and power. Secondly, social exchange theory is based on norms like justice, fairness, and reciprocity (Cook, 2018). Thirdly, the social exchange is based on social interaction, trust, and commitment to meet their needs.

Utami (2022) defined resource-based theory (RBV) as a well-known method for strategic management. For a company to maintain a competitive advantage, it has been frequently used as a managerial framework to identify essential resources. The theory offers a crucial framework for deriving explanations for and projections of the fundamental drivers of a firm's performance and competitive advantage.

The founder of the resource-based view theory, Jay Barney (1991), insisted that a company's resources ultimately define its success. According to Jays, businesses can leverage their most important assets, resources, and talents to gain a competitive advantage (Steffens, 2009). This theory holds up the notion that the resources for a company should be valuable in the context of the target market and have a steep learning curve to prevent competitors from quickly copying them. It suggests that human resources are the most significant resource to be considered to achieve a competitive advantage in the marketplace. In this view, human resources practices, particularly employee skills, core competencies, and organizational learning, should be developed (Utami, 2018).

Saá-Pérez and García-Falcón (2002) confirmed that the RBV is a model that sees the resources of a company as a key to sustaining the competitive advantage of the organization. This model focuses on how the organization exploits human resources capabilities using the human resource system. Empirical research was developed by (Saá-Pérez & García-Falcón, 2002) to explain the relationship between HRM and organizational capabilities development and firms' performance. Because of a highly competitive economic context, changes in customer demand, and increasing competition, in this sense, people are considered powerful sources to achieve a competitive advantage in the marketplace. Saá-Pérez and García-Falcón (2002) insisted that the success of any ministry can be achieved through the emergence of

many resources and capabilities. However, these resources can be inimitable and non-suitable. In this sense, RBV suggests that human resources add much value because they have different capacities and abilities. Human resources cannot duplicate, representing an obstacle for any organization, especially when they retire. In this sense, human resource practices should be considered to keep employees retained in their organization.

### 2.7.2 AMO Model

Bailey (1993) was the first to propose that three elements are required to assure a worker's discretionary effort: necessary abilities, appropriate incentives, and participation opportunities (Marin-Garcia, 2016). According to (Bos-Nehles, 2023) the AMO framework comprises individual ability, motivation, and the opportunity to participate. (Appelbaum, Bailey, Berg & Kalleberg, 2000; Boxall & Purcell, 2003) Barid,(2020) and Boxall and Purcell (2011) introduced this model, which predicts that people perform effectively when they possess the required skills, motivation, work support, and access to outlets for expression. Similarly, the model includes three systems that describe personal traits, which ensure that employees have the necessary abilities, inspire them to adopt discretionary behaviors, empower them to contribute to organizational goals and retain them in their organization (Obeidat, 2016). Furthermore, Van Waeyenberg (2018) asserted that AMO is a business model that contends that opportunity, motivation, and ability all play a role in an employee's performance. The human resource management (HRM) profession has widely adopted the ability, motivation, and opportunity (AMO) model to explain the complex interaction between managed people and subsequent outcomes.

Furthermore, AMO holds up the notion that when an organization considers a worker's aptitude, drive, and opportunity, the employee will best serve the business's goals. It provides managers in an organization with a tool to affect performance. If any of the three attributes are absent, performance is likely to be constrained; however, if all three are present, performance is anticipated to be increased. The achievement of corporate objectives depends heavily on high employee performance (Bai, 2016)

Moreover, the AMO model suggests that human resource management methods can affect a person's ability, motivation, and opportunity, which can result in performance-related outcomes. In related arguments, human resource management procedures are the actions taken by the HR department of a company to find, select, attract, retain, and develop its human resources. HR practices are based on the idea that giving decision-making power to frontline staff will enable adjustments to organizational practices (Latorre, 2016). Training programs can increase employee capability, while performance-based pay can enhance motivation. Similarly, self-directed team membership can have a positive impact on participation chances. These practices can improve individual productivity and team performance when viewed as part of an HRM system. A study by (Van Waeyenberg, 2018) suggested that the AMO model (ability, motivation, opportunities) plays a crucial role in career development by providing training courses to develop skills and knowledge. The study also confirmed a relationship between the AMO model and management performance, feedback systems, and motivation enhancement. Furthermore, involving employees in the decision-making process can boost their motivation and encourage them to stay with their organization (Bos-Nehles, 2023). By implementing effective recruitment strategies, organizations can offer employees better opportunities to utilize their skills and knowledge.

### 2.8. Hypothesis Development

Based on the findings from the previous studies and underpinning theories, the following research hypothesis are developed:



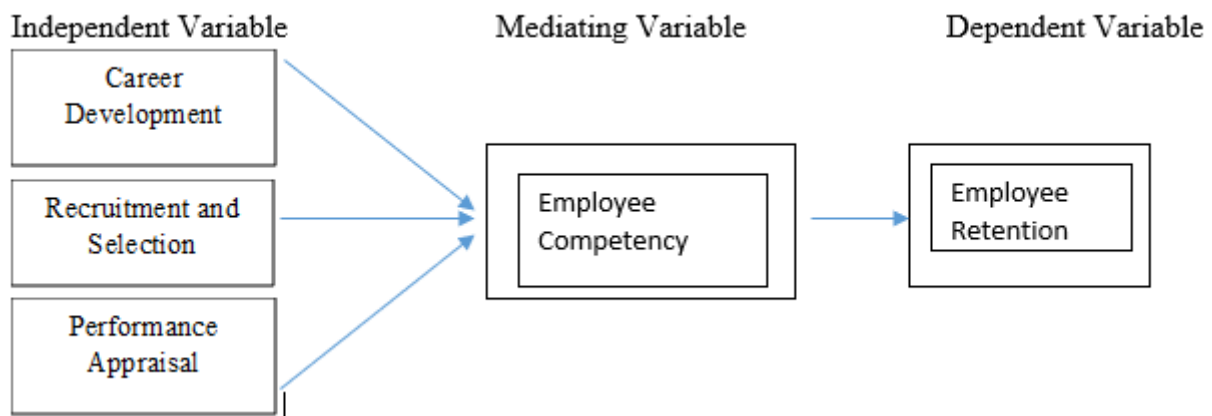
- Hypothesis 1: There is a significant influence of career development on employee retention.
- Hypothesis 2: There is a significant influence of performance appraisal system on employee retention
- Hypothesis 3: There is a significant influence of recruitment and selection on employee retention
- Hypothesis 4: There is a significant influence of career development on employee competency
- Hypothesis 5: There is a significant influence of performance appraisal system on employee competency
- Hypothesis 6: There is a significant influence of recruitment and selection on employee competency
- Hypothesis 7: There is a significant influence of employee competency on employee retention
- Hypothesis 8: Employee competency mediates the relationship between human resources management practices (career and development, performance appraisal system and recruitment and selection) and employee retention.

### 3.0 Methods

The methodology used for this paper is based on a literature review on determinants of employee retention. This paper focuses on three determinants such as career development, performance appraisal system and recruitment and selection. Thus, keywords were applied to find related articles on the influence of the three human resource management practices determinants on employee retention. In addition, content was also focused upon which finding the journal and books from valid sources.

### 4.0 Findings

Based on the literature review conducted, findings from the previous studies revealed that among the three human resource management determinants of employee retention are career development, performance appraisal system and recruitment and selection. Therefore, this paper conceptualized the model as in the Figure 4.1 below



**Figure 4.1: Conceptual Framework of the study**

### 5.0 Theoretical Implication

Previous studies have identified various factors that influence employees to remain in the organization. The elements include human resource management practices (Neureiter & Traut-Mattausch, 2016), such as career development (Arifin, 2020), recruitment and selection (Bahrain, 2018), and appraisal performance (Gulzar, 2017). Previous studies have justified the impact of prior factors on employee retention. However, the effect of these factors on retention has been tested separately in a different context. Unlike previous studies, this study will examine the impact of the earlier factors on retention

simultaneously in one research context. Such research is significant as it enables us to conclude the factors influencing employee retention in a particular content.

Moreover, previous research related to retention has focused more on the private sector organizations (Mule, 2020), such as the hotel and tourism industry (Gupta, 2019), nursing sector (Zadjali, 2021), banking sector (Gulzar, 2017) and manufacturing industry (Mule, 2020). There is still a lack of studies investigating this issue in the context of public sector organizations.

The issue of employee retention is related to employee competency, which will be discussed as the literature gap to overcome the current problem. Younas and Bari (2020) asserted that the public sector is not giving employee competency great attention, and few studies investigated the impact of employee competency on employee retention in the public sector in Oman. Based on this problem study, the impact of three independent variables is necessary to explore the impact of HRM practices on employee retention. All these human practices have a crucial impact on staying in the organization. Based on the previous studies, it could be seen that few studies discuss employee retention as a crucial issue that faces the status of the public sector in Oman. This study aims to investigate the impact of HRM practice denoted by career development, recruitment and selection, and performance appraisal system on employee retention with mediating effect of employee competency to fill that gap.

## 6.0 Practical Implication

The practical contribution of this study is to propose the role played by human resource management determinants (career development, performance appraisal system and recruitment and selection) and employee competency in enhancing employee retention in public sector in Oman context. It is expected that the findings of the study will help management and employees in public sectors to improve their understanding on the importance of human resources management practices and employee competency in retaining employees in their organization. Significant human resources management practices have already been disclosed by this study regarding factors that could help to retain employees in working in the public sector in Oman. Thus, it is hope that the government would also benefit from this study by understanding human resource management determinants that would possibly retain employees in their workplace.

## 7.0 Conclusion

One of the organizations' most prominent challenges is managing and retaining skilled and talented employees. To shed light on this issue, a study will be conducted to identify the most significant factors impacting employee retention in Oman's public sector. While previous studies have examined various aspects of employee retention, not many studies have comprehensively explored career development, recruitment and selection, appraisal systems and employee competency. After reviewing the empirical evidence, it was found that human resource practices and employee competency play a crucial role in retaining employees. This term encompasses all policies and practices related to human resource management that organizations implement to manage their workforce effectively. Thus, based on these findings, it is concluded that human resource practices and employee competency are the among an important means of influencing employee retention in Oman's public sector.

## 4. References

1. Abdalla Hamza, P., Jabbar Othman, B., Gardi, B., Sorguli, S., Mahmood Aziz, H., Ali Ahmed, S., ...

- & Anwar, G. (2021). Recruitment and selection: The relationship between recruitment and selection with organizational performance. *Hamza, PA, Othman, BJ, Gardi, B., Sorguli, S., Aziz, HM, Ahmed, SA, Sabir, BY, Ismael, NB, Ali, BJ, Anwar, G.(2021). Recruitment and Selection: The Relationship between Recruitment and Selection with Organizational Performance.*
2. Agwu, E., & Nwoke, N. I. (2019). Effect of recruitment and selection on employee retention: mediating factor of employee engagement. *European Journal of Applied Business Management*, 5(4), 17-29.
  3. Aibieyi, S., & Henry, O. I. (2015). Talent management and employees retention in Nigerian universities. *مجلة التنمية الاجتماعية*, 417(3868), 1-9
  4. Al Habsi, A. H., Farhana, N., & Karim, A. M. (2021). Impact of HR Practices on Employee Retention in Oil and Gas Industries of Oman. *Social Sciences*, 11(9), 1520-1530.
  5. Al Rashdi, M. (2020). The impact of performance-related pay on employees' performance: case studies of Omani public and private sector organisations.
  6. Al Sawafi, A. M. (2012). *Parochialism in western management theory: Understanding the employee turnover phenomenon in the Omani public sector* (Doctoral dissertation, University of Sheffield).
  7. Al Shamsi, I. R. H., & Alsinani, S. (2018). A study of organizational factors and employee retention: The case of ministry of civil service in Oman. *Journal of Accounting, Business and Finance Research*, 3(2), 75-82.
  8. Al Wahshi, A. S. (2016). Human resource planning practices in the Omani Public Sector: An exploratory study in the Ministry of Education in the Sultanate of Oman.
  9. Al Zadjali, F. M. A. (2021). *NPM, e-government and the modernization of public services in the Sultanate of Oman* (Doctoral dissertation, Newcastle University).
  10. Aleem, M., & Bowra, Z. A. (2020). Role of training & development on employee retention and organizational commitment in the banking sector of Pakistan. *Review of Economics and Development Studies*, 6(3), 639-650.
  11. Ali, A. (2018). *The Factors That Influence Employee Retention and its Impact on Organizational Citizenship Behavior and Job Embeddedness: A Study at the Public Sector Organizations in Malaysia* (Doctoral dissertation, Universiti Sains Islam Malaysia).
  12. Alroya.oman (2018) 'The Sultanate is ranked 63 globally in the United Nations e-government report' Alroya 21 /07/ 2018. <https://alroya.om/p/218959> المركز ي السلطنة ف 63 تقرير الأمم المتحدة ي عالميا ف ونية للحكومة الإلكترونية [Accessed 2018 July 21].
  13. Alsabbah, M. Y., & Ibrahim, H. I. (2013). Recruitment and selection process and employee competence outcome: An important area for future research. *Human Resource Management Research*, 3(3), 82-90.
  14. Al-sharafi, H., Hassan, M. E. M., & Alam, S. S. (2018). The Effect of Training and Career Development on Employees Retention –A Study on the Telecommunication Organizations in Yemen. *The Journal of Social Sciences Research*, 420-430.
  15. Anderson, S. L., & Betz, N. E. (2001). Sources of social self-efficacy expectations: Their measurement and relation to career development. *Journal of vocational behavior*, 58(1), 98-117.
  16. Anitha, J. (2016). Role of organisational culture and employee commitment in employee retention. *ASBM Journal of Management*, 9(1).
  17. Arifin, A. H., Raza, H., Saputra, J., & Puteh, A. (2020). The influence of recruitment and career development towards employee performance: A mediating role of competence. *Journal of Talent*

- Development and Excellence*, 12(1), 1040-1055.
18. Ayub, N. M. N. A., Johar, E. R., & Khairi, S. M. M. (2021). The Study on Human Resource Practices and AMO Model and Its Impact on Employee Commitment among Gen Y SMEs Employees in Selangor, Malaysia. *International Journal of Business and Society*, 22(3), 1602-1622. Relationship between motivation and employee retention:
  19. Baharin, N. L., & Hanafi, W. N. W. (2018). Effects of talent management on employee retention: A case study of hospitality industry. *Global Business and Management Research*, 10(3), 697.
  20. Bai, J., & Wang, W. (2016). The study of the human resource practice of breakthrough innovation and micro-innovation based on the theory of the AMO model. *Open Journal of Business and Management*, 4(3), 461-470.
  21. Baird, K., Tung, A., & Su, S. (2020). Employee empowerment, performance appraisal quality and performance. *Journal of Management Control*, 31, 451-474.
  22. Bibi, P., Ahmad, A., & Majid, A. H. (2018). HRM practices and employee retention: The moderating effect of work environment. In *Applying partial least squares in tourism and hospitality research*. Emerald Publishing Limited.
  23. Bos-Nehles, A., Townsend, K., Cafferkey, K., & Trullen, J. (2023). Examining the Ability, Motivation and Opportunity (AMO) framework in HRM research: Conceptualization, measurement and interactions. *International Journal of Management Reviews*, 25(4), 725-739
  24. Caballero, C. L., & Walker, A. (2010). Work readiness in graduate recruitment and selection: A review of current assessment methods. *Journal of teaching and learning for graduate employability*, 1(1), 13-25.
  25. Caruth, D. L., & Humphreys, J. H. (2008). Performance appraisal: essential characteristics for strategic control. *Measuring business excellence*.
  26. Chitsaz-Isfahani, A., & Boustani, H. R. (2014). Effects of talent management on employees retention: The mediate effect of organizational trust. *International Journal of Academic Research in Economics and Management Sciences*, 3(5), 114.
  27. Chreptaviciene, V., & Starkute, J. (2012). Relationship between career and competency: verification of theoretical model validity. *Inžinerinė ekonomika*, 23(2), 163-173.
  28. Cook, K. S., Cheshire, C., Rice, E. R., & Nakagawa, S. (2013). Social exchange theory. In *Handbook of social psychology* (pp. 61-88). Springer, Dordrecht.
  29. Cortez, R. M., & Johnston, W. J. (2020). The Coronavirus crisis in B2B settings: Crisis uniqueness and managerial implications based on social exchange theory. *Industrial Marketing Management*, 88, 125-135.
  30. Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management*, 31(6), 874-900.
  31. Davis, P. (2015). Implementing an employee career-development strategy. *Human Resource Management International Digest*, 23(4), 28-32. doi: 10.1108/hrmid-05-2015-0066
  32. Díaz-Fernández, M., López-Cabrales, A., & Valle-Cabrera, R. (2020). Strength of HRM systems and perceived organizational support as determinants of employment relationships: The perspective of HR managers and workers' representatives. *BRQ Business Research Quarterly*, 2340944420977506.
  33. Frimayasa, A. (2021). Effect of compensation, career development and work environment on employee retention (Study on Employees of PT Telkom Witel Tangerang BSD). *Journal of Research*

- in Business, Economics, and Education*, 3(1), 1715-1730.
34. Gul, R., & Khan, K. (2022). Measuring Employee Retention and Organizational Development through Competency Development. *KASBIT Business Journal*, 15(3), 88-100.
  35. Gulzar, S., Advani, A., & Jalees, T. (2017). Impact of performance appraisal on employee retention: A study on banking sector of Pakistan. *Journal of Independent Studies & Research: Management & Social Sciences & Economics*, 15(1).
  36. Gupta, V. (2019). Talent management dimensions and their relationship with retention of Generation-Y employees in the hospitality industry. *International Journal of Contemporary Hospitality Management*.
  37. Hismi Hasta Yuniasih, Mohamad Sihab Ridwan, Ulfi Pristiana. (2022). Effect of Application of Talent Management, Competency and Work Motivation on Employee Performance, Through Employee Retention (Study on ASN Government City Surabaya). *International Journal of Scientific Engineering and Science*. 6(1).103-112,
  38. Idowu, A. (2017). Effectiveness of Performance Appraisal System and its Effect on Employee Motivation. *Nile Journal Of Business And Economics*, 3(5), 15. doi: 10.20321/nilejbe.v3i5.88
  39. Imran, M., Hamid, S. N. B. A., Aziz, A. B., & Wan, C. Y. (2019). The effect of performance appraisal politics on employee performance in emergency services of Punjab, Pakistan. *Academy of Strategic Management Journal*, 18(1), 1-7.
  40. In, J. (2017). Introduction of a pilot study. *Korean journal of anesthesiology*, 70(6), 601-605
  41. Iqbal, S., & Hashmi, M. S. (2015). Impact of perceived organizational support on employee retention with mediating role of psychological empowerment. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 9(1), 18-34.
  42. Kamalaveni, M., Ramesh, S., & Vetrivel, T. (2019). A review of literature on employee retention. *International Journal of Innovative Research in Management Studies (IJIRMS)*, 4(4), 1-10.
  43. Keeping, L. M., & Levy, P. E. (2000). Performance appraisal reactions: Measurement, modeling, and method bias. *Journal of applied psychology*, 85(5), 708.
  44. Khandelwal, A., & Kumar, A. (2019). A study on recruitment and selection process with reference to current scenario in organizations. *Malaya Journal of Matematik (MJM)*, 7(3), 2019.
  45. Kossivi, B., Xu, M., & Kalgora, B. (2016). Study on determining factors of employee retention. *Open Journal of Social Sciences*, 4(5), 261-268.
  46. Kyndt, E., Dochy, F., Michielsen, M., & Moeyaert, B. (2009). Employee retention: Organisational and personal perspectives. *Vocations and Learning*, 2(3), 195-215.
  47. Lambe, C. J., Wittmann, C. M., & Spekman, R. E. (2001). Social exchange theory and research on business-to-business relational exchange. *Journal of business-to-business marketing*, 8(3), 1-36.
  48. Latorre, F., Guest, D., Ramos, J., & Gracia, F. J. (2016). High commitment HR practices, the employment relationship and job performance: A test of a mediation model. *European Management Journal*, 34(4), 328-337.
  49. Lavy, S., Garcia, J. A., & Dixit, M. K. (2014). KPIs for facility's performance assessment, Part II: identification of variables and deriving expressions for core indicators. *Facilities*.
  50. Magnusson, L., & Silfverberg, M. (2013). Managing employee retention in Thailand-a quantitative study at a multinational company.
  51. Mahmood, R., Hee, O. C., Yin, O. S., & Hamli, M. S. H. (2018). The mediating effects of employee competency on the relationship between training functions and employee performance. *International*



- Journal of Academic Research in Business and Social Sciences*, 8(7), 664-676.
52. Mahmood, R., Hee, O. C., Yin, O. S., & Hamli, M. S. H. (2018). The mediating effects of employee competency on the relationship between training functions and employee performance. *International Journal of Academic Research in Business and Social Sciences*, 8(7), 664-676.
53. Marin-Garcia, J. A., & Tomas, J. M. (2016). Deconstructing AMO framework: A systematic review. *Intangible Capital*, 12(4), 1040-1087.
54. Mbugua, G. M., Waiganjo, E. W., & Njeru, A. (2015). Relationship between strategic recruitment and employee retention in commercial banks in Kenya. *International journal of business administration*, 6(1),
55. Miheso, P., Manyasi, J., & Wanjere, D. (2019). Effect of recruitment and selection practices on employee retention in SACCOS in Kakamega County. *The Strategic Journal of Business & Change Management*, 6(3), 356-360.
56. Ministry of Health (MoH) (2017) 'Executive Summary', Annual Report 2017, التقرير التنفيذي الملخص لعام السنوي. Muscat, Oman: MoH.
57. Mohammad, A. (2016). *The Relationship Between Internal Organizational Environment And Intention To Leave Among Employees In The Oil And Gas Based Organizations* (Doctoral dissertation, Asia e University).
58. Monari, D., (2021). Competency mapping and its influence on employee retention in the telecommunication industry in Kenya. *International Journal of Education and Research*, 9(7).37-48
59. Mule, M., & Moguche, A. (2020). Relationship between career development and employee retention in country government of Meru, Kenya. *African Journal of Emerging Issues*, 2(9), 99-109.
60. Munier, N. (2011). Methodology to select a set of urban sustainability indicators to measure the state of the city, and performance assessment. *Ecological Indicators*, 11(5), 1020-1026.
61. Naim, S., Hakim, S., Anantadjaya, S. P., & Nawangwulan, I. M. (2023). Designing of Electronic Employee Recruitment System Using The Analytical Hierarchy Process Method. *Jurnal Sistim Informasi dan Teknologi*, 17-21.
62. National Center for Statistics and Information (NCSI) (2018) Statistical Year Book for the Year 2018. Muscat, Oman: NCSI. <https://www.ncsi.gov.om/Pages/AllIndicators.aspx> (Accessed: August 2018)
63. Obeidat, S. M., Mitchell, R., & Bray, M. (2016). The link between high performance work practices and organizational performance: Empirically validating the conceptualization of HPWP according to the AMO model. *Employee Relations*.
64. Osman, I., Noordin, F., Mohd, I. H., & Loon, K. W. (2018). The role of entrepreneurial orientations in talent retention amongst Malaysian engineers. *International Journal of Management Studies*, 25(1), 105-132.
65. Pujotomo, D., Puspitasari, N. B., & Arasyandi, M. (2019). Performance Appraisal Based on Employees Competence in Procurement Services Unit (Case of Area Semarang). In *Journal of Physics: Conference Series* (Vol. 1175, No. 1, p. 012194). IOP Publishing.
66. Redmond, E. (2013). Competency models at work: The value of perceived relevance and fair rewards for employee outcomes. *Human Resource Management*, 52(5), 771-792.
67. Renee Barnett, B., & Bradley, L. (2007). The impact of organisational support for career development on career satisfaction. *Career development international*, 12(7), 617-636.
68. Rony, Z. T. (2020). Competency model of employee performance appraisal preparation in the company construction : a qualitative method (Case study in a private construction company in

- Indonesia 2018-2019).
69. Saa-Perez, P. D., & Garcia-Falcon, J. M. (2002). A resource-based view of human resource management and organizational capabilities development. *International journal of human resource management*, 13(1), 123-140.
  70. Sabuhari, R., Sudiro, A., Irawanto, D., & Rahayu, M. (2020). The effects of human resource flexibility, employee competency, organizational culture adaptation and job satisfaction on employee performance. *Management Science Letters*, 10(8), 1775-1786.
  71. Sagwa, E. V., K'Obonyo, P., & Ogutu, M. (2015). The effect of human resource management practices on employee outcomes: a study of firms listed on the nairobi securities exchange.
  72. Setyowati, E. (2016). Merit system in recruitment and selection process of civil servant candidate in Malang Indonesia (Implementation of recruitment and selection of civil servant candidate in 2010). *Journal of Administrative Sciences and Policy Studies*, 4(1), 83-95.
  73. Social exchange theory: A critical review with theoretical remedies. *Academy of management annals*, 11(1), 479-516.
  74. Steffens, P., & Senyard, J. (2009). Linking resource acquisition and development processes to resource-based advantage: Bricolage and the resource-based view. In *2009 Babson College Entrepreneurship Research Conference* (pp. 1-14).
  75. Subekti, A., & Setyadi, D. (2016). The implication of financial compensation and performance appraisal system to job satisfaction and motivation also employee performance in PT Pupuk Kalimantan Timur Indonesia. *International Journal of Business and Management Invention*, 5(2), 16-27.
  76. Swailes, S., & Al Fahdi, S. (2011). Voluntary turnover in the Omani public sector: An Islamic values perspective. *International Journal of Public Administration*, 34(10), 682-692.
  77. Trinder, J. C. (2008). Competency standards-a measure of the quality of a workforce. *Geo-Сибирь*, 2(S2), 9-14.
  78. Utami, H., & Alamanos, E. (2022). Resource-Based Theory: A review. *S. Papagiannidis. TheoryHub Book. open. ncl. ac. uk*.
  79. Van Waeyenberg, T., & Decramer, A. (2018). Line managers' AMO to manage employees' performance: the route to effective and satisfying performance management. *The International Journal of Human Resource Management*, 29(22), 3093-3114.
  80. Vuppalapati Vijaya Venkat\* S. Roohi Kursheed Khan (2022). Impact of competency management on employee self-development for retention in large scale industries. *Webology*, 19(1), 3971-3988
  81. Younas, M., & Waseem Bari, M. (2020). The relationship between talent management practices and retention of generation 'Y' employees: mediating role of competency development. *Economic research-Ekonomska istraživanja*, 33(1), 1330-1353.
  82. Zaid, A., & Jaaron, A. (2021, November). The impact of green human resource management practices with sustainable and operational performance: a conceptual model. In *International Conference on Business and Technology* (pp. 583-610). Cham: Springer International Publishing.
  83. Zoller, Y. J., & Muldoon, J. (2018). Illuminating the principles of social exchange theory with Hawthorne studies. *Journal of Management History*.