Vol 07/ Issue 01/ March 2025/ pp 14 – 23
ISSN: 2676-234X / EISSN: 2716-9006

Social Empowerment Journal
University Amar Telidji of Laghouat-Algeria

Analysing Employee Retention and Motivation Strategies in Private Sectors in Oman

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Received: 20/02/2025; **Accepted**: 17/03/2023, **Published:** 31/03/2025

Keywords

Employee retention; motivational strategie; private sector; Financial constraints; hworkforce stability; honboarding strategies;

Abstract

The research has investigated the effectiveness of employee retention as well as motivation strategies in context of the private sector of Oman by aiming at identifying the challenges alongside opportunistic practices. Through the combination of interviews with HR Managers and relevant employees in addition to the secondary qualitative literature study analysis, the study has exhibited the findings that how motivational strategies would be impacting loyalty, productivity as well as performances and satisfaction among the employees in context of Omani private sector organisations. Findings have also suggested although retention strategies are being recognised widely the financial resources constraints in terms of budget is creating challenges for the strategies to not be implemented properly always. Thus, considering organisational culture, rewards competitively alongside career progression as motivational strategies would support recommended on-boarding strategies to ensure ultimate workforce stability in Oman alongside growth in private sector performances.

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DOI 10.34118/sej.v7i1.4149

مجلة التمكين الاجتماعي
جامعة عمار ثليجي الأغواط – الجزائر

المجلد 07 / العدد 01 / مارس 2025 / ص ص 14 – 23
ISSN : 2676-234X / EISSN : 2716-9006

تحليل استراتيجيات الاحتفاظ بالموظفين وتحفيزهم في القطاع الخاص في سلطنة عمان

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تاريخ الاستلام: 2025/02/20 - تاريخ القبول: 2025/03/17 - تاريخ النشر: 2025/03/31

الكلمات المفتاحية

الاحتفاظ بالموظفين، استراتيجيات التحفيز، القطاع الخاص، القيود المالية، استقرار القوى العاملة.

الملخص

هدف البحث التعرف على تحليل استراتيجيات الاحتفاظ بالموظفين وتحفيزهم في القطاع الخاص في سلطنة عمان، واستخدم المنهج الوصفي، والمقابلة كأداة، بالتطبيق على عينة من مديري الموارد البشرية، توصل البحث إلى النتائج الأتية: إن النتائج التي تفيد بأن الاستراتيجيات التحفيزية ستؤثر على الولاء والإنتاجية وكذلك الأداء والرضا بين الموظفين في سياق العمل العماني. منظمات القطاع الخاص. وقد أشارت النتائج أيضًا إلى أنه على الرغم من الاعتراف باستراتيجيات الاحتفاظ على نطاق واسع، إلا أن قيود الموارد المالية من حيث الميزانية تخلق تحديات أمام عدم تنفيذ الاستراتيجيات بشكل صحيح دائمًا. وبالتالي، وبالنظر إلى الثقافة التنظيمية، فإن المكافآت التنافسية جنبًا إلى جنب مع التقدم الوظيفي حيث أن الاستراتيجيات التحفيزية من شأنها أن تدعم استراتيجيات التوظيف الموصي بها لضمان الاستقرار النهائي للقوى العاملة في سلطنة عمان إلى جانب النمو في أداء القطاع الخاص.

المؤلف المرسل: أحمد الحضرمي

DOI 10.34118/sej.v7i1.4149

1- Introduction:

Analysing employee retention and motivation strategies are essential to drive productivity with efficiencies and sustaining business integration process. The present chapter of the research study in this context would be focusing on discussing and outlining necessary research objectives questions with rationale for analysing employee retention and motivation strategies in private sectors of Oman.

2- Background:

In the competitive market at present, employee retention alongside motivation is observed to be playing vital role to ensure success in long-run, specifically considering the business scenario of private sector in Oman. There companies are found to be facing higher rate of turnover alongside persisting demands for skilled workforce (Al-Busaidi et al. 2021). The study therefore considering these attributes would be focusing on examining the dynamics across the private sector in Oman.

3- Research problem

Regardless of the critical significance of motivated as well as retained employees, private sector companies in Oman are often seen to be struggling with higher turnover rate. That certainly creates adverse situation by impacting productivity alongside operational costs. The challenges to align motivational practices with the anticipation of employees therefore are being coupled with limited opportunities for growth and often leading towards decreasing engagement level (Al Balushi et al. 2022).

4- Aim:

The aim of the study is to analyse employee retention and motivation strategies at present in the private sector of Oman by assessing their effectiveness while addressing further areas for improvements.

5- Objectives:

- *To identify the challenges in existence that is impacting the employee retention and motivation in the private sector of Oman*
- *To evaluate motivational strategies being applied currently alongside their core impacts on employee engagement*
- *To examining role of organisational culture to support or hindering motivation and retention among employees*
- *To recommend strategies required for improvements in retention and motivation*

6- Research questions:

1. *What are the primary challenges that are affecting the employee retention and motivation in the private sector of Oman?*
2. *How do the current motivational strategies influencing employee engagement and level of productivity?*

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3. What role does organisational culture would play to foster or impede employee motivation and retention?

4. What are the recommended strategies required for improvements in retention and motivation for private sector organisations in Oman?

6- Research questions:

This research specifically would be contributing towards the core understanding of retention and motivation practices effectively being tailored to private sector needs in Oman. Findings in this context are anticipated to benefit practitioners alongside policymakers both by providing insights that are highly actionable (Al Harrasi et al. 2024). That would specifically address challenges being faced by Omani firms in private sector to maintain stable and highly motivated workforce.

7- Research Significance

The significance of analysing the retention and motivation of employees in context of Oman's private sector is to be viewed with the factors influencing its stability and productivity in workforce while addressing the high turnover challenges (Al Abdali and Bhuiyan, 2021). As a whole, the research would be contributing towards enhancing overall organisational performances and ensuring fair competitiveness with relevant informed evidence-based HR policies.

8- Summary:

It is to be summarised that employee retention and motivation strategies are subjected to be fostered by organisational culture and its influences. As employees are considered to be the backbone of the organisation irrespective of its nature and operations, the identified aim and objectives of the research study at present would address the problem existing in Oman's private sector to drive employee motivation and retain them.

9- Methods:

9-1- Introduction:

Emphasising on the research techniques and tools are found to be beneficial in portraying by employing specifically which methods the research study at present has been established. This chapter of the research would therefore address the process based on which the overall research has been conducted alongside its data collection process and analysing them accordingly.

9-2- Research Philosophy:

In context of chosen research philosophy, interpretivist philosophy is found to be guiding this research specifically because understanding the personal experiences of employees' motivations and challenges faced by them would require necessary subjective interpretation (Dzwigol, 2022). This approach would therefore allow the researcher in delving into perceptions and employee alongside managers' attitudes regarding retention and motivation strategies in the private sector of Oman.

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9-3- Research Design:

Considering research design, exploratory design in this accordance has been considered as it would be providing insights into relatively under-explored contexts of employee motivation and retention in Oman's private sector. This design would further be supporting open-ended collection of data that are useful in identifying patterns alongside developing hypothesis (Al-Ababneh, 2020).

9-4- Research Approach:

The research would follow specific deductive research approach while leveraging established theories. This approach would therefore allow in testing theoretical frameworks in practical aspect while linking findings to wider concepts of motivation and retention of employees within Oman's private sector.

10- Data Collection Process

- *Primary Data: Conducted interviews in semi-structured way with HR managers and the employees in the private sector of Oman (Vebrianto et al. 2020). Interviews contextually involved questions personal experiences alongside culture in organisation and motivation strategies perceptions.*

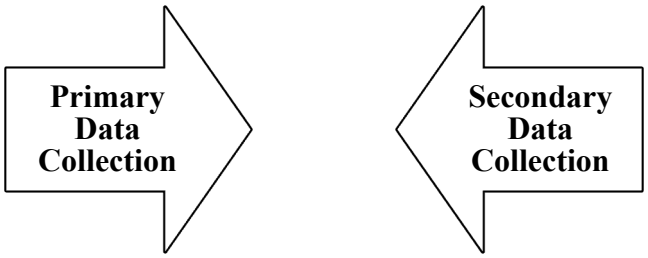


Figure 1: Data Collection Methods

(Source: Author's Cretaion)

- ***Secondary Data :*** *Reviewed literature on employee motivation and strategies on retention specifically focusing on major studies within GCC region for providing contextual relevance.*

a. *Data Analysis Process*

Considering process for analysing data, qualitative thematic analysis has been incorporated to interviewed data by allowing major patterns and core insights to emerge in natural way (Firdaus et al. 2021). This method therefore has enabled in categorising responses into key themes.

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b. *Ethical Considerations*

For ensuring ethical standards, research participants and their confidentiality has been kept anonymous with responses. Moreover, informed consents are obtained from all before proceeding with interviews (Kang and Hwang, 2021). Additionally, data security has also been prioritised while adhering to local regulations and guidelines of ethical researches.

c. *Limitations*

The research has faced limitations because of time constraints in context of interview scheduling with several private sector companies that had been challenging. Moreover, accessing specific company-centred information from the existing sources had been limited.

d. *Summary*

The research has therefore involved primary and secondary data both to validate the study aim and objectives. The qualitative themes alongside findings from semi-structured interviews are subject to rationalise the interpretive and exploration of the research areas.

- ***ANALYSIS***

A. Introduction

For understanding impact of retention of employees and related motivation strategies, semi-structured interviews had been conducted with HR Managers and employees both from several private sector organisations in Oman. The interview alongside the support of qualitative analysis has given insights into challenges in employee retention, motivation practices and the way organisational culture would shape satisfaction among employees and loyalty.

B. Data Analysis

Primary Data Analysis

C. Introduction

For understanding impact of retention of employees and related motivation strategies, semi-structured interviews had been conducted with HR Managers and employees both from several private sector organisations in Oman. The interview alongside the support of qualitative analysis has given insights into challenges in employee retention, motivation practices and the way organisational culture would shape satisfaction among employees and loyalty.

D. Data Analysis

- ***Primary Data Analysis***

2. What factors do you believe to have most impact on employee retention in your organisation?

The interviews are found to be continuously highlighting competitive salaries alongside clear path for career advancements as the critical factors for retaining employees. Lagging promotional opportunities have further been cited as the leading reason for

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turnover of employees specifically among the younger employees. In this context, one HR Manager stated in private sector of Oman, employees are being highly drawn to companies that not only offers good salary but also provide progression through career planning (Al-Hajri, 2020). This has also been echoed by other several participants specifically considering financial and technology sectors where skill development is observed to be rapid.

3. ***In your opinion, how does your company is motivating employees and what specific strategies they would be considered to be most effective?***

The findings have further shown that effective strategies for employee motivation involving recognition programs, training scopes and financial perks and incentives are seen as central for maintaining engagement of employees. However, interviewees have noted that these initiatives had not been applied throughout the sector. An employee contextually remarked when efforts are being recognised, it would motivate them to do more (Nasr et al. 2020). However, unfortunately this always would not be the case as many companies in Oman might not be prioritising recognition of employees. This specific response therefore has reflected specific common sentiment that is recognition is certainly a powerful motivating factor however is being frequently underutilised.

4. ***How would you define organisational culture and, in your opinion, how it can impact employee motivation and retention?***

Interviewees have further defined organisational culture as the basic element that would affect motivation alongside retention. Specific supportive alongside collaborative organisational culture that would be valuing feedback from employees had been linked towards retention at higher context. An employee has remarked organisation to thrive as they foster the culture where employees are feeling valued and heard. It would make them to stay irrespective of other benefits and opportunities (Almawali et al. 2021). This specific perspective has therefore underscored significance of inclusive and responsive workplace to foster employee commitment in long-term.

5. ***What challenges you would face in incorporating retention and motivation strategies effectively?***

Findings in this accordance has shown that many HR Managers have addressed challenges to apply retention strategies with effectiveness by often citing constraints of budget alongside limited support from management. Additionally, there could also be seen challenges in terms of lagging alignment between employee anticipation and companies' policies (AlGhunaimi and AlGhenaimi, 2024). The response contextually has revealed difficulties some organisations specifically manufacturing sector in Oman face in terms of meeting employee expectations without having any major resources.

Secondary Data Analysis

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According to Tumatı and Al Yousfi (2023), importance of intrinsic motivators like; personal accomplishments alongside work-life balance, specifically in context of Oman's private sector and its culture plays major role to shape employee anticipation. Contextually, it can be implied that employee motivation would be influencing job satisfaction along with productivity flows; while on the other hand, undertaking effective strategies for retention would be minimising costs and associated disruptions with higher turnover rate. On the other hand, as per ***"Herzberg's Two-Factor Theory"*** *intrinsic motivators such as; recognition and growth opportunities alongside extrinsic rewards in terms of salary and benefits both equally would be driving employee satisfaction (Farzah and Husin, 2022). Thus, in this accordance, considering Oman's one of the leading most conglomerate in private sector namely Saud Bahwan Group is observed to have implemented retention strategies such as; training and development, performance-based incentives and flexible arrangements for work to reduce turnover and driving motivation among employees.*

a. *Summary*

In summary primary and secondary data analysis both have revealed that motivation and employee retention in case of private sector of Oman both are influenced by mix of intrinsic and extrinsic factors. Contextually, organisational culture has emerged as the key determining factor to drive success in incorporating motivational strategies.

11- Conclusion

In conclusion, it can be comprehended that the research study has conclusively developed motivation alongside employee retentions for private sector organisations in Oman are highly crucial to address the higher turnover challenges. Moreover, findings through data analysis have exhibited that intrinsic and extrinsic motivating factors both are subject to play major role for driving employee motivation and ultimately retaining them. Now, contextually, this chapter would address whether the findings are in link and aligned with the research objectives for successful accomplishment of the study.

12- Linking with Objectives:

Link with 1st Objective: *The first objective of the study has been addressed and linked directly to the findings that budget constraints alongside limited management supports and lagging alignment between employee expectations and company policies have created major challenges.*

Link with 2nd Objective: *The second objective is focused on evaluating motivational strategies being applied currently alongside their core impacts on employee engagement. Thus, findings have linked that in Oman, recognition program alongside proper training and development opportunities and financial incentives essential work as motivational strategies (Al-Habsi and Madbouly, 2021).*

Link with 3rd Objective: *Contextually, interview findings have shown that supportive and collaborative work culture with active listening for employees in practice to make them*

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feel valued and heard has directly been linked to the third objective focused on organisational culture.

Link with 4th Objective: *In terms of identifying recommending strategies objective, the secondary analysis has addressed and linked that prioritising extrinsic and intrinsic motivating factors of employees in private sectors across Oman would reduce challenge of higher turnover (Al-Asfour et al. 2022).*

13- Recommendation:

The strategic recommendation in this context is ***enhancing process of recruitment and on-boarding focused on career fit in long-term for improving retention and motivation.***

Table 1 :

SMART Recommendation

Specific (S)	***Focusing on hiring suitable candidates being aligned with organisational culture and goals in long-term***
Measurable (M)	*Tracking retention and productivity rates over first six months of employment*
Attainable (A)	*Being supported by HR policy and resources with motivation strategies*
Realistic (R)	*Practical in context of current HR frameworks applied by private sector organisations in Oman*
Time-bound (T)	*6 Months implementation*

(Source: Author's Creation)

14- Future Scope

Future research could further explore sector-specific more detail analysis in context of Oman comparing its retention alongside motivation throughout industries for providing more nuanced perception on the research area.

15- Limitations of Research

Limitation of the study has further involved restricted accessibility to any sector or company-oriented data that has adversely impacted detailed analysis. Moreover, time constraints have limited selection of sample sizes that has decreased generalisation of findings.

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Citation**: S. Al-Mukhaini, A. Al-Hadrami, N. Al-Hadrami. **Analysing Employee Retention and Motivation Strategies in Private Sectors in Oman.** Social Empowerment Journal. 2025; 7(1): pp. 14-23. **https://doi.org/10.34118/sej.v7i1.4149
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