



The impact of Oman vision 2040 on Employee Performance with reference to industries

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ABSTRACT

The purpose of this research is to determine the impact of Oman Vision 2040 on employee performance in relation to the industry. It is a common practice in companies that they must know how to use and invest in their resources to grow rapidly and increase their profits. Employee performance is important because employees are the most important resource for the company, so most companies reward high-performing employees to stay in that company for the longest period because of the benefits the employee brings to the company and the positive image he earns for the company. This project aims at the aspects that make the company grow, develop, and increase its profits. In our research, we chose two companies, the first: Omantel which is the first integrated wireless telecommunications company in the Sultanate of Oman, and secondly: Ooredoo is a global telecommunications company that provides telecom services and meets the needs of its customers in the East, East, Africa, and South Asia. For employees to feel satisfied with their jobs and perform at their best, they need motivation. Some employees are motivated by money, while others are motivated by recognition and awards. Employee productivity is directly affected by levels of motivation in the workplace. Workers who are motivated and enthusiastic about their work perform their jobs to the best of their abilities, resulting in higher

production. Employee motivation has always been a major issue for managers and leaders; Unmotivated employees are more likely to put little or no effort into their professions, avoid going to work as often as possible, leave the company if given the opportunity, and create low-quality business. We used in this research five factors affecting the performance of employees, namely: work policy and control, Development Program, succession planning and Training, motivation, salary, and employee bonus. We have noticed, by comparing between 2019 and 2020, a difference in terms of the percentage of influences, as 2020 changed some factors affecting the performance of employees because of the entry of a sudden variable, which is COVID 19. And we have collected data through secondary data, which is the website and articles.

KEYWORDS: Working policies & control, Development Program, Motivation, Employee Bonus and Salary

I. PROBLEM STATEMENT:

The study determines the impact of Oman Vision 2040 on employee performance in relation to the industries through a research question, 'To what extent did employee motivation improve the performance of employees in industrial companies? To what extent does the financial reward affect the performance of employees in industrial companies? To what extent does training



affect the performance of employees in industrial companies?'

To unearth the research gap and to find the answer to the research questions, the study aims to fulfill the objectives.

Study Questions:

1. To what extent did employee motivation improve the performance of employees in industrial companies?
2. To what extent does the financial reward affect the performance of employees in industrial companies?
3. To what extent does training affect the performance of employees in industrial companies?

Scope of the study:

This study benefits from the research in determining the level of performance of companies that are affected by the performance of employees. This research study will help the Omani business administration and government in understanding the potential of employees, leading to better performance of employees in organizations and the country, and the study will provide realistic and fit-for-purpose solutions.

Significance of the study:

Gaining information and experiences that will benefit us in the future, knowing job performance and getting to know the organizational culture. Knowing how to do job performance evaluation and how to lead participatory among employees.

II. THEORETICAL LITERATURE REVIEW:

Expectancy theory by Victor Vroom:

Vroom (1964), as stated in (Paijat & Bagga, 2014), stressed the mental process that occurs within an individual in response to change. This paradigm emphasizes self-interest in terms of expected actions and rewards, as well as organizational goals. This notion separates effort from overall performance as well as its outcomes. Expectation is presented, which primarily increases effort, resulting in greater results, tool, which primarily estimates the probability of individual achievement in their task, resulting in different work outcomes, and finally Valence, which is the strength of an employee's preference for a specific type of reward. This theory focuses on the most important parts of management, such as performance, reward, effort, and personal goals. It provides a kind of quantitative method for determining employee motivation (Parijat & Bagga, 2014). Managers must

create systems that integrate reward and performance to boost performance. They also attempted to verify that the prize was appropriate for the recipient. Managers must involve employees in training to develop their employees' talents, and they must also think that hard work results in good performance.

Equity theory by Lawler and Adams:

Adams (1956) proposed this theory because he wanted to know how employees would react when they were exposed to fair or unfair treatment in comparison to other employees. According to this theory, employees who are treated unfairly in comparison to others will create a state of tension, which may lead them to reduce their effort at work or even leave their jobs. This idea seeks to demonstrate the outcome of employees who believe in fair treatment at work. It demonstrates the significance of workplace justice and equity since employees feel in charge of their destiny alongside their coworkers. This is because an unfair system rife with victimization and unpredictability undermines the employee's assumption that his or her efforts would result in a poor outcome. They must understand the significance of behaving modestly toward their subordinates, as well as how justice can be served in various situations and the influence on the organization because of employees' reactions.

Taylor's productivity theories:

Frederick Winslow Taylor released *The Principles of Scientific Management* in 1911, in which he explained how using the scientific method to manage labor may drastically increase production. Scientific management systems advocated for streamlining tasks and simplifying jobs to the point where individuals might be trained to execute their specialized responsibilities. The "optimal" way to sequence moves. Taylor highlighted the use of monetary incentives, such as Ivan Pavlov's classic conditioning theory or pay-for-performance, as motivators to enhance employee engagement.

Hawthorne Studies:

The Hawthorne Experiments were a series of tests done by Harvard psychologist Elton Mayo and his team at Western Electric's Hawthorne Works (Chicago) from 1924 to 1932. The Hawthorne investigations aim to uncover strategies to boost worker productivity. The first well publicized experiment was the "Lighting" research, which investigated the impact of lighting settings on staff



performance at Western Electric. According to the study's findings, even with lower lighting levels, employee performance increased until workers could no longer see, at which point output naturally declined. In contrast to Taylor's mechanistic, Hawthorne's tests were along the same lines, but with a humanistic perspective. The "Hawthorne Effect" is the name for this phenomenon. The link between employee productivity and the social milieu of the employment environment. The Hawthorne Effect, a psychological phenomenon, can explain how the more attention an individual receives from bosses, coworkers, and customers, the more effort and productivity they put forth. When employees believe they are being watched or closely supervised, their output rises.

Employees performance:

The organization has the potential to advance, but this can only be accomplished through excellent performance and the way the main purpose is presented at the organizational level in relation to the management system. Some research will focus primarily on organizational performance (Isa et al. 2016, p. 1). However, executives of both large and small businesses have observed that improving employee performance leads to overall organizational progress. There are numerous studies that help prove the success and ability of businesses, and this can have a significant impact on the professional performance of employees, making this a constant issue in this type of competitive market. There are significant concerns, and even multiple organizational practices are unable to create persuasive outcomes in a specific field, setting requirements for new searches, and engaging new and practical searches in matters of extra forces of reason to rank acceptable solutions. There are a limited number of strategies available to boost employee performance. Once upon a time, management personnel were asked how they could increase the sort of performance so that employees could become more efficient in the workplace. Motivation has been identified as the most important human activity, and it is used to understand and explain behavior in general, particularly inside organizations. As a result, one cannot discuss the techniques required to improve performance without mentioning the motivating element.

Previous research on workplace diversity has found that it can be either harmful or advantageous to employee performance (Williams and O'Reilly, 1998). Employee diversity, for example, is positively associated to innovation and

problem-solving abilities yet adversely related to cohesion and cooperation (Pelt et al., 1999). Human resource professionals feel that good workforce diversity strategies improve both employee and corporate performance. Furthermore, workforce variety fosters higher innovation, a broader range of perspectives, better problem characterization, and more choices and better solutions. It is also stated that, with decreasing workforce homogeneity, firms must establish equal opportunity and diversity management policies to retain the abilities of employees from varied backgrounds to maintain their competitive position in the market (Gilbert and Ivancevich, 2000; Shaw, 1993).

Factors Influence Employee Performance:

Working Polices and Control:

As part of corporate policies, rules, reductions, regulations, and the control environment, there is a degree of impact. Individuals whose performance needed a set of creative requirements were found to have enough job satisfaction and little desire to leave the workplace. According to Haynes, policymakers should establish clear rules for all sectors to attract and develop national workers at all levels. He stated that while the workers' creative performance has improved, it is still horrible for the current competition.

Development Program, succession planning and Training:

The career path through the development program is the method that is used to increase one's level of performance. The leadership development and training program will assist you in maximizing your skill set, knowledge, and competency in the workplace. This, in turn, will assist employees in achieving long-term success. An effective development program will assist employees in improving their performance status. The level of performance improved because of the training. Employee skills, knowledge, competence, ability, and behavior have all improved significantly (Saleh et al. 2015, p. 24).

Motivation:

In the sphere of job performance, motivation is the most significant factor. If the driving force is ineffective, it might result in significant advantages for employees as well as a waste of time. Right motivation aids in employee education, allowing their efforts to be effectively focused on the organization's successful activities (Karodia and Rehman, 2014, p. 30). When working with individuals who are known for their high



performance, motivation is critical. Otherwise, performance may deteriorate, and employees may leave the organization. In this instance, a motivated workforce is required because the organization will succeed only if all employees participate fully.

Salary:

When it comes to our professions, the most obvious motivating aspect is money. Employees are continuously competing for opportunities that provide immediate and immediate gratification. Employees will sometimes compromise other motivators to achieve job happiness. To be one of the policies that the organization can use to improve the performance of its personnel and, as a result, the organization's productivity. Furthermore, money is a basic enticement; no other motivational approach or rather incentive comes close to it in terms of its persuasive quality (Rynes et al., 2004). Money has the power to attract, motivate, and inspire employees to achieve high levels of performance. In addition, income is a critical determinant element for employee performance advancement and has been shown to affect employees' decisions about whether to leave or stay with the company (Kline and Hsieh, 2007). Furthermore, there is a strong link between employee performance improvement and performance-based compensation. As a result, each employee makes an extra effort to manufacture more units to earn more money in the long term. Performance-based pay encourages employees to be more inventive.

Employee Bonus:

Employers pay performance bonuses to employees who achieve satisfactory or high ratings during their annual performance appraisals. An employee whose overall performance rating is outstanding or the highest level achievable may receive the largest bonus. A company that gives its

employees bonuses is bound to motivate them to perform highly.

Data collection

Data is a set of objective facts that are not correlated with each other, and are extracted in several ways, including observation, research, and recording. Sources of data collection Traditional sources: they include sources, whether printed or paper, and these sources are a very important reference for researchers in data collection and electronic sources: they are sources that depend entirely on information technology in putting data for the researcher in this research, Research methods were used in this study secondary methods based on data analysis. Secondary research is the collection of data and information from outside sources such as books, journals, libraries, articles, reports, and so on. This would represent the concept, theories, and models of employee performance in the research topic, as well as their significance in the organization of Oman.

Data analysis and Interpretations:

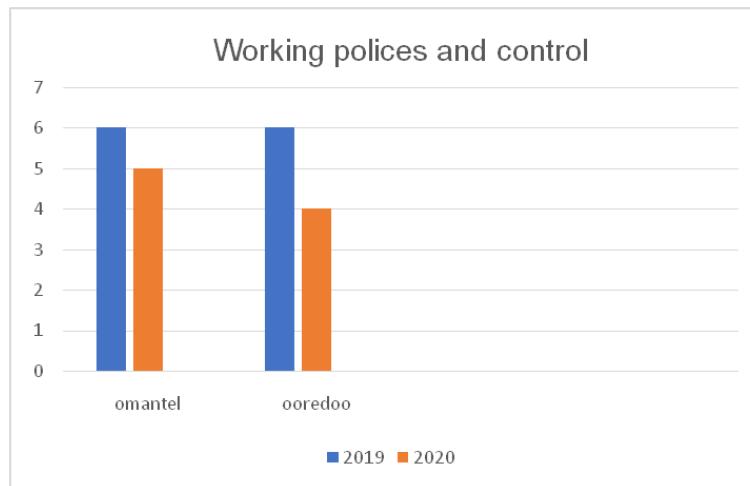
Excellent	6
Very good	5
Good	4
Fair	3
Poor	2
Very poor	1

Factors Influence Employee Performance:

- Working Polices and Control
- Development Program, succession planning and Training
- Motivation
- Employee Bonus
- Salary

Company \ Year	Working Polices and Control	
	2019	2020
Omantel	6	5
Ooredoo	6	4

Source: Secondary data

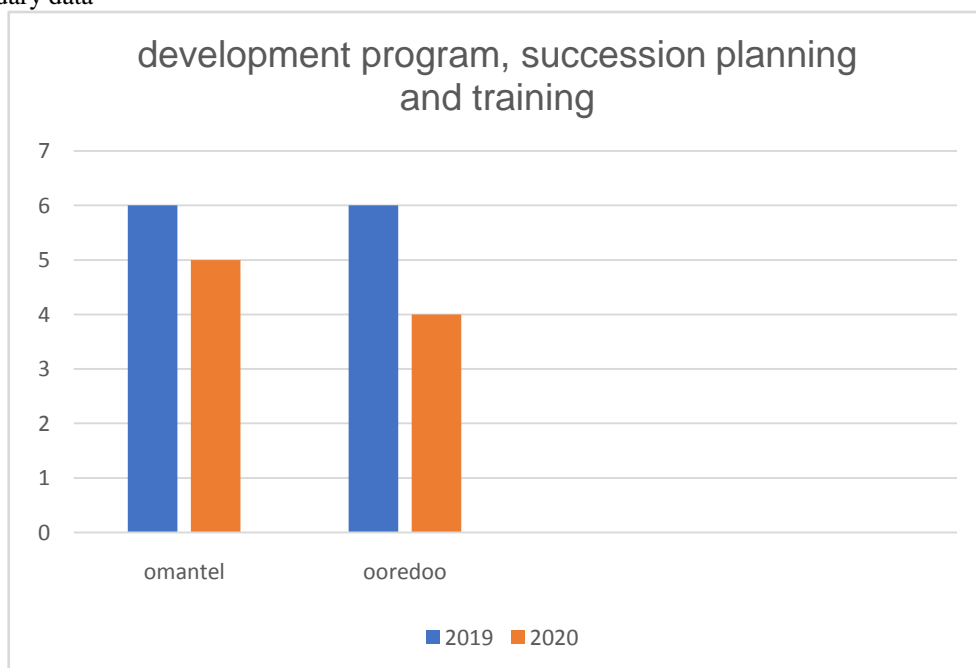


Interpretation:

The performance of employees decreased in 2020 due to COVID 19, which led to a decrease performance in the control policy because of remote work. However, the company must increase control and work policies to improve the performance and development of employees at all levels, even if it is remote work.

company \ yea	Development Program, succession planning and Training	
	2019	2020
Omantel	6	5
Ooredoo	6	5

Source: Secondary data





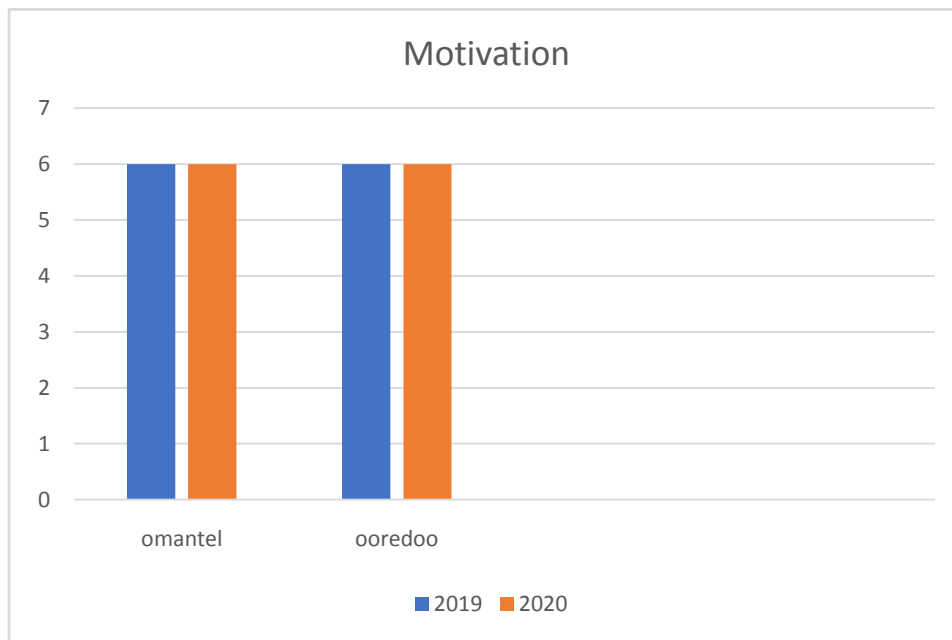
Interpretation:

In 2019, a development, succession planning, and training program was implemented to help employees develop and thrive. The COVID-19 virus caused many problems for the telecom industry in 2020, initially leading to a significant reduction in

development programs and employee training. Then the two companies continued to transfer the development and training process remotely, despite the challenges imposed by COVID-19, the companies continued to provide their programs and training courses for the company's employees.

Company	year	Motivation	
		2019	2020
Omantel		6	6
Ooredoo		6	6

Source: Secondary data

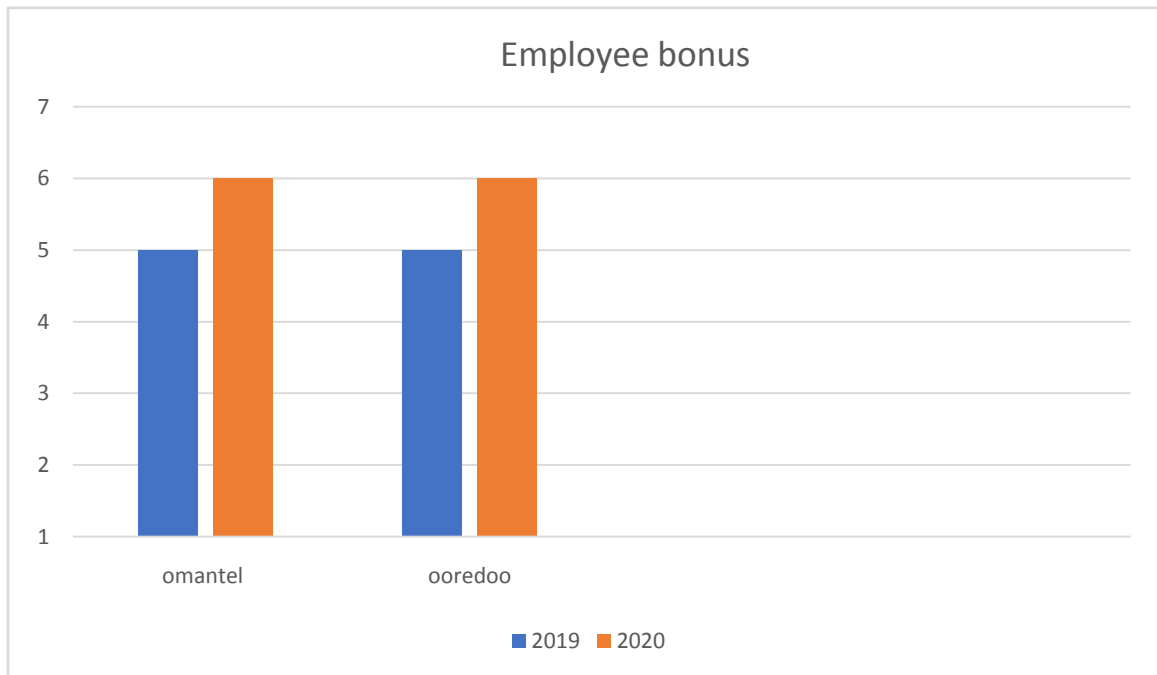


Interpretation:

Motivation was high in the two companies in 2019 and 2020 because companies continued to motivate employees to complete their work from home due to the presence of COVID-19 and helped not to decrease employees with an emphasis on protecting their employees and networks to continue serving their customers and helping the government.

Company	Year	Employee Bonus	
		2019	2020
Omantel		5	6
Ooredoo		5	6

Source: Secondary data

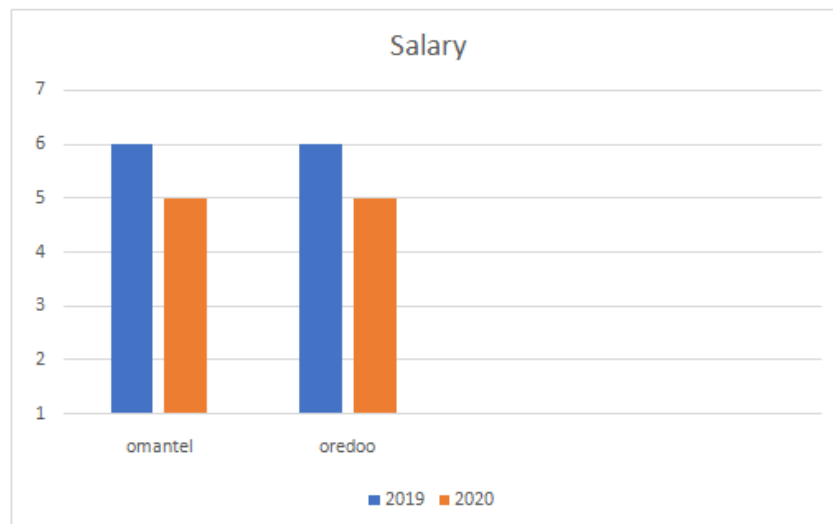


Interpretation:

In 2019, the reward of employees was well present to encourage them to perform better, while in 2020, the rewards increased as they launched several bonus and initiatives to boost the morale of employees and motivate them to perform better under COVID-19.

Company \ year	Salary	
	2019	2020
Omantel	6	5
Ooredoo	6	5

Source: Secondary data





Interpretation:

Due to the annual calendar, employee salaries decreased by 20% in 2020 compared to 2019 due to the company's low financial performance in terms of revenue and net profit due to the spread of COVID-19 and due to the curfew in all regions of the Sultanate.

III. FINDINGS, CONCLUSION, AND SUGGESTIONS

Findings

Working Polices and Control

The performance of employees decreased in 2020 due to COVID 19, which led to a decrease performance in the control policy because of remote work. However, the company must increase control and work policies to improve the performance and development of employees at all levels, even if it is remote work.

Development Program, succession planning and Training

In 2019, a development, succession planning, and training program was implemented to help employees develop and thrive. The COVID-19 virus caused many problems for the telecom industry in 2020, initially leading to a significant reduction in development programs and employee training. Then the two companies continued to transfer the development and training process remotely, despite the challenges imposed by COVID-19, the companies continued to provide their programs and training courses for the company's employees.

Motivation

Motivation was high in the two companies in 2019 and 2020 because companies continued to motivate employees to complete their work from home due to the presence of COVID-19 and helped not to decrease employees with an emphasis on protecting their employees and networks to continue serving their customers and helping the government.

Employee Bonus

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Salary

Due to the annual calendar, employee salaries decreased by 20% in 2020 compared to 2019 due to the company's low financial performance in terms of revenue and net profit due to the spread of

COVID-19 and due to the curfew in all regions of the Sultanate.

IV. CONCLUSION

One of the stated objectives of this research was to determine the reason for improving the performance of employees in companies and the factors affecting the performance of employees. Therefore, employee performance is tracked, resulting in increased and improved employee efficiency over time. After conducting this research study, it was concluded that the current situation of employee performance in Oman is unstable due to COVID-19, which has led to a shortage of employees in some companies due to reduced profits and a lack of career development and training. In a competitive market, it is essential for the company to have effective productivity and a high level of employee performance.

Corporate management can use promotions, salaries, and new responsibilities to reward high-performing employees. Empower poor performers by motivating them with bonuses and an increase in their salaries as their performance improves. This there will be an improvement in the performance of employees after working on improving efficiency, tracking the performance of the individual employee, and determining the appropriate reward for each person. Managers can use many methods to motivate employees to achieve their performance goals. Also in this study, we talked about the factors affecting the performance of employees in the two companies Omantel and Ooredoo, and they were compared during the years 2019 and 2020

Suggestion:

- Establishing a training system and technical and leadership development programs in line with the requirements of the labor market to improve the performance of employees.
- Create innovative new techniques, ideas, methods, and tools that positively affect employee performance and productivity.
- Offer attractive bonuses and retirement packages to employees who want to provide productive services and products, as these incentives motivate people to spread out more and be more excited about their jobs.

Recommendations:

- Our study was within 2019 and 2020 the entry of sudden and unplanned influences. In the



coming years, researchers can search for new influences.

- We used secondary data, and researchers can use the primary data in the coming years to get many and accurate data.
- New researchers should choose companies with more information that will help them complete their research.

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