

## **THE IMPACT OF HUMAN RESOURCE DEVELOPMENT STRATEGY ON IMPROVING THE PERFORMANCE OF EMPLOYEES OF THE MINISTRY OF LABOR IN THE SULTANATE OF OMAN**

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### **ABSTRACT**

This study aimed to assess the impact of human resource development (HRD) strategies on improving the job performance of employees at Oman's Ministry of Labor across four core dimensions: planning, rewards and incentives, training, and performance appraisal. A descriptive-analytical methodology was adopted, employing a questionnaire and semi-structured interviews as data-collection tools. The final questionnaire comprised 40 items distributed across the study dimensions and was administered to a simple random sample of 152 employees, of whom 151 valid responses were retained for statistical analysis using SPSS.

The findings indicate positive, statistically significant associations between all HRD dimensions and job performance; planning, training, rewards and incentives, and performance appraisal were each linked to tangible gains in efficiency and work quality. The analyses also showed no significant performance differences attributable to gender or years of experience, while significant differences emerged by educational qualification in favor of diploma holders—suggesting the effectiveness of targeted training and development pathways aligned with subgroup needs.

The study recommends adopting an integrated performance-management system that cascades institutional objectives into measurable, individual-level indicators; linking high performance to fair and transparent incentives; designing advanced training programmers grounded in periodic needs analyses with explicit return-on-investment measurement; aligning all HRD practices with the ministry's strategic objectives; and cultivating a technology-supported environment that encourages self-directed learning.

**Keywords:** Human Resource Development strategies; planning; training; rewards and incentives; performance appraisal; job performance; Ministry of Labor; Oman.

### **1. INTRODUCTION**

An organization that embraces in its vision the principle that the human resource is the asset most influential on the quality of performance—rather than a secondary organization- al appendage—measures its success by its capacity to attract competent talent, to develop their knowledge and skills, and to direct their professional behavior toward clear, measurable objectives, while building a work environment that facilitates organizational learning, the transfer of knowledge, and its conversion into stable daily practices. From this standpoint, human resource development is presented as an interconnected system rather than a set of scattered activities; within it interlock the cycles of competency-based planning and the diagnosis of competency gaps, job-centered training and its attendant applied follow-up, fair and transparent incentive policies, and

performance appraisal grounded in constructive feedback that reinforces continuous improvement. This work focuses on the actual impact upon tangible indicators such as productivity, accuracy of completion, timeliness, and service quality, rather than confining itself to counting programs or training hours. It also examines where the strongest effects lie among the various dimensions and traces the possibility of variation according to occupational characteristics such as gender, qualification, and years of experience. The methodological structure rests upon rigorous operational definitions that translate general concepts into precise measurement items, thereby permitting a descriptive and inferential analysis capable of testing the strength, direction, and significance of the relationships. This introductory section serves to consolidate the bridge between the theoretical background and the practical need within the institutional context under study, so that the following pages crystallize a well-defined research problem embodying the principal question, from which testable hypotheses emerge, completed by a controlled conceptual map that paves the way for a theoretical and applied framework that interprets the results and proposes implementable improvement pathways together with the measurement of impact, while ensuring consistency of terminology, clarity of responsibilities, and soundness of procedures. This organization contributes to strengthening institutional confidence and the sustainability of excellence.

The role of human resource management extends beyond the traditional procedural functions to the building of an effective organizational culture that converts learning into daily professional behavior and elevates the values of quality, cooperation, and accountability. When policies are designed to direct targeted behavior and are measured by observable outcomes, they are transformed into a lever of cultural change that coordinates efforts across units and narrows procedural gaps. Within this horizon, the importance of institutional culture becomes apparent as the incubator that renders planning more precise, training deeper in effect, incentives more purposeful, and appraisal more effective—consistent with the proposition that building a strong culture supports outstanding performance and nourishes continuous innovation (Al-Saadi, 2024). From a practical perspective, counting participants or training hours is not sufficient, because the decisive indicator is the reflection of these efforts upon performance: a reduction in service completion time, a decline in recurrent errors, an improvement in the accuracy of outputs, and a rise in the quality of communication with beneficiaries. This linkage between strategies and outcomes assists in rationalizing decisions, in prioritizing human-capital investment according to actual returns, and in distinguishing between initiatives that produce genuine value and others that are merely formal and of limited effect.

Since the governmental environment is characterized by a multiplicity of tasks, overlapping competencies, and strict governance systems, the alignment of strategies with process maps, value chains, and task sequences becomes a condition for maximizing impact and preventing duplication. Field follow-up and immediate feedback likewise reinforce the conversion of acquired knowledge into stable practices, and grant management a greater capacity to anticipate operational risks and address them early. Added to this is that clarity of roles reduces conflicts and accelerates procedural flow; that the standardization of terminology raises the quality of coordination among teams; that linking incentives to specific indicators reinforces desired behavior and limits deviations; that documenting lessons learned entrenches organizational learning over time; that making data available enhances transparency and guides evidence-based improvement; and that involving the relevant stakeholders in programmed design increases acceptance and reduces resistance to change.

### **1-1. Study Questions**

Based on the proposed research problem, the following sub-questions were formulated:

1. What is the level of application of human resource development strategies and the measurement of job performance at the Ministry of Labor in the Sultanate of Oman?
2. Is there a statistically significant relationship at the 0.05 significance level between the strategy (planning, incentives and rewards, training, and performance appraisal) and the performance of the employees of the Ministry of Labor in the Sultanate of Oman?
3. Are there statistically significant differences at the 0.05 significance level in the level of job performance among employees attributable to each of: the gender variable, the qualification, and the experience?

## **1-2. Study Objectives**

### **General Objective**

To identify the deep and multifaceted impact of human resource development strategies on the development of the performance of the employees of the Ministry of Labor in the Sultanate of Oman, proceeding from the nature of the research problem, its questions, and its hypotheses.

### **Specific (Sub-) Objectives**

1. To identify the level of application of human resource development strategies in their dimensions (competency-based planning, motivation and rewards, job-related training) within the Ministry of Labor.
2. To identify the performance level of the Ministry of Labor's employees and to determine the positive and developmental aspects of their performance.
3. To examine the effect of the demographic/personal variables on the sample members' assessments of performance.
4. To analyze the impact of human resource development strategies on the performance of the Ministry of Labor's employees.
5. To present applicable corrective/developmental recommendations and proposals.

## **1-3. Significance of Study**

This study derives its significance from the centrality of the subject it addresses; it investigates human resource development strategies and their deep correlational relationship with the performance of the employees of the Ministry of Labor in the Sultanate of Oman. In an environment in which transformations accelerate and challenges grow, human resources are no longer merely an operational element, but have become the principal driver of innovation and sustainable growth. Hence the need advances for integrated strategies—training strategies to refine skills, planning strategies to ensure optimal staffing, and motivational strategies to raise morale—as direct levers for raising the level of institutional performance and achieving strategic aims. The impact of enhancing performance is not confined to the institution alone, but extends to the community that benefits from the quality and efficiency of services.

The significance of this study is further affirmed by the distinctiveness of the sample represented by the Ministry of Labor, as a pivotal service institution concerned with human resource development at the national level: it supervises the private training centers, designs specialized programs directed at the governmental and public sectors, and possesses the capacity to attract local and international expertise and competencies, in a manner that supports performance development and the improvement of service quality.

### **1-3-1. Theoretical (Cognitive) Significance**

The theoretical significance lies in the study's anticipated cognitive contribution, through:

- Enriching the literature concerned with human resource development strategies and their direct and indirect effects on job performance, with a focus on the organizational context of the Ministry of Labor in the Sultanate of Oman.
- Providing accurate and reliable results that assist the relevant parties and decision makers and that form a knowledge base supporting informed decisions.
- Guiding researchers toward new research avenues through evidence-based recommendations, thereby opening horizons for more in-depth studies.
- Making available a research instrument that may be employed in subsequent studies and in comparisons between different organizational or geographical environments, in a manner that enhances understanding of the subject and broadens the scope of benefit derived from it.

### **1-3-2. Practical (Applied) Significance**

The practical significance resides in the fact that the effectiveness and efficiency of the strategies applied within the Ministry are capable of:

- Improving and developing performance at the various levels, in a manner that serves the achievement of the strategic objectives and the approach toward Vision 2040, which is grounded in a sustainable economy and a knowledge society.
- Revealing the positive aspects that enhance productivity while, at the same time, confronting the challenges and obstacles that may impede the application of the strategies, and proposing practical means of overcoming them.
- Translating the analytical results into implementable recommendations that address the points of deficiency and reinforce the points of strength, thereby enabling the Ministry to achieve a continuous improvement in the performance of its employees.
- Supplying the administrative and educational field in the Sultanate of Oman with practical outputs founded upon real data and rigorous analysis, in a manner that helps officials and decision-makers to adopt policies that are more flexible and more responsive to the needs of human development, and that enhances institutional performance and excellence in service delivery.

## **2. HUMAN RESOURCE DEVELOPMENT STRATEGIES**

Contemporary literature highlights that investment in the development of the human resource is a long-term investment, resting upon interconnected cycles that comprise evidence-based planning, systematic training, motivation and rewards, performance appraisal in its developmental functions, and career-path development and the retention of competencies—in a manner that ensures the accumulation of knowledge capital and the raising of the quality of services and products (Birkan, 2020; Rivai, 2019; Nasr al-Din & Faiza, 2015).

### **2-1. The Concept of Human Resource Development**

Zenina and Zaddam (2020) defined it as “a training means that provides the human resource with the modern scientific methods, the advanced technical and behavioral techniques, and the reciprocal pathways for optimal performance in work and production”.

Jaber and Saif al-Din (2021) defined it as “the sound preparation of the human element in a manner consistent with the needs of society, on the basis that, by increasing a person's knowledge and ability, their exploitation of natural resources increases and develops, in addition to an increase in their capacities and efforts”.

Shumaysa and Ammari (2022) defined it as “that integrated process, objectively planned and founded upon correct information, aimed at creating a workforce commensurate with the work requirements within institutions—a workforce that is defined, that understands the conditions, rules, and methods of the required performance and its capabilities, that is capable of applying those rules and methods, and that is willing to perform the work using the capacities and skills it possesses”.

Saraa (2023), meanwhile, defined it as “the process carried out by the institution, relating to the development of its employees and the provision to them of professional skills and knowledge in order to achieve the highest degree of performance and efficiency”.

## 2-2. The Importance of Human Resource Development

Human resource development is regarded as a fundamental pillar for the success and continuity of any institution within the current competitive business environment, where its importance is clearly manifested at three interconnected and integrated levels: the level of the institution as a whole, the level of the individual employees within it, and, finally, the level of the work groups. In accordance with what was indicated by both Jaber and Saif al Din (2021) and Assaf (2023), this importance may be detailed as follows:

### 2-2-1. Importance at the Level of the Institution

Investment in human resource development yields abundant benefits to the institution, thereby enhancing its competitiveness and its flexibility. This importance is represented in the following:

- **Developing leadership and supervisory skills:** Development programs contribute to refining the managerial skills of managers, including the art of effective supervision, the capacity for inspiring leadership, and the manner of retaining the human element and developing it continuously. They also enhance their skills in building positive human relations, which is reflected positively upon the behavior of employees and their performance, and creates a motivating and productive work environment.
- **Stimulating comprehensive development within the institution:** The success of human resource development initiatives in any department or unit within the institution is not confined in its effect to that part alone, but extends to become a strong incentive and motive for the application of similar development programs in the remaining parts of the institution. This creates a positive dynamic that drives toward continuous improvement and large-scale development.
- **Increasing effectiveness and competitiveness:** Human resource development leads directly to raising the efficiency and effectiveness of the overall performance of the institution. Through the development of the capabilities of employees, the institution becomes more able to adapt to the surrounding changes, to achieve sustainable growth, and to strengthen its competitive position in the market, which enables it to confront challenges and seize opportunities with greater effectiveness.

### 2-2-2. Importance at the Level of Employees

Employees themselves have a large share of the benefits of human resource development, as this development contributes to enhancing their job satisfaction and their personal and professional growth. Its importance to employees is represented in the following:

- **Providing a work environment that motivates productivity:** Human resource development programs ensure the provision of the appropriate organizational climate that

motivates employees to exert their utmost capacities and to increase their productivity. This climate comprises support, appreciation, and the availability of opportunities for continuous learning and development.

- **Unleashing latent capabilities and self-realization:** Development programs work to discover and bring forth the latent driving force within employees toward growth, development, and self-realization. When an employee feels that they have the opportunity to develop their skills and abilities, they become more driven by, and more passionate about, their work.
- **Satisfying basic needs and seeking challenge:** The adoption of the concept of development within the institution contributes significantly to satisfying the basic needs of employees, such as the need for appreciation, achievement, and development. This satisfaction drives them to seek the tasks and work that challenge their abilities and fulfil their professional aspirations.
- **Benefiting from individual differences:** The application of the concept of human resource development reveals the individual differences in abilities and skills among employees. This revelation enables the institution to exploit these differences intelligently in the distribution of tasks and the adaptation of work methods in a manner suited to the strengths of each individual, which increases the efficiency of the completion of the overall tasks.
- **Enhancing the bearing of responsibility:** Human resource development programs assist in developing the capabilities of employees and in qualifying them to bear greater responsibilities. When an employee acquires new skills and advanced knowledge, their sense of confidence and competence increases, which renders them more prepared to assume leadership roles or tasks that require a higher level of responsibility.

### 2-2-3. Importance at the Level of Work Groups

The importance of human resource development is not confined to individuals or to the institution alone, but extends to encompass the enhancement of the effectiveness of work groups and their cooperation. Its importance at this level is represented in the following:

- **Enhancing cooperation and improving productive efficiency:** Human resource development contributes to building a spirit of cooperation and solidarity among the members of work groups. Through joint training and teamwork, individuals learn the manner of making the fullest use of the available resources, which leads to a substantial improvement in the overall productive efficiency of the team.
- **Increasing the capacity for problem-solving and decision-making:** Human resource development programs lead to an increase in the capacity of the members of the group to analyze complex problems collectively and to develop innovative and effective solutions to them. They also enhance their capacity to make sound decisions within a changing work environment, owing to the critical and analytical thinking skills that they acquire.

### 2-3. Human Resource Development at the Level of the Individual and the Institution

Human resource development is a dynamic process possessing two principal dimensions: one of them focuses on the individual themselves, and the other on the institution as a whole. Mohammed and Masoud (2017), Assaf (2023), and Trinh and Thuy (2020) have set out the detail of these levels as follows:

#### 2-3-1. Human Resource Development at the Level of the Individual

Human resource development at the level of the individual is embodied in several vital aspects that aim to enhance the individual's personal and professional capabilities and competencies. These aspects comprise:

- **Acquiring specialized job-related information and knowledge:** Training and development contribute to providing the human resource with the specialized job-related information and knowledge that is closely connected to their tasks and to the methods of optimal and superior performance therein. This raises the level of their professionalism in the performance of their daily work.
- **Modifying behavior and developing performance methods:** Development programmes work to modify ineffective behaviors and to develop the performance methods exhibited by the human resources, in a manner consistent with best practices and organizational standards.
- **Expanding knowledge, refining skills, and raising capabilities:** Through continuous encouragement to learn and to use the modern methods that keep pace with development, the knowledge of the human resources is expanded, their skills are refined, and their capabilities are raised in general, which enhances their efficiency and effectiveness.
- **Assisting in the sound planning of the professional future:** Human resource development provides employees with the necessary support in the sound planning of their professional future, whether over the short term or the long term, which assists them in defining their professional goals and in working toward achieving them.
- **Stimulating the intrinsic motives for work:** Development programs contribute to motivating the human resources and to providing the intrinsic motives for work, through supplying them with the skills and capabilities that assist them in carrying out their current tasks with distinction and that qualify them to advance and to assume positions of higher responsibility in the future.

### 2-3-2. Human Resource Development at the Level of the Institution

Human resource development is considered a distinctive feature of the ambitious organizations that are keen to keep pace with every change and development across all fields, and especially the technological ones. Without a developed human resource that is capable of absorbing change and adapting to it, the institution will not be able to achieve its objectives effectively. It rests upon the following:

- **Enhancing the efficiency and effectiveness of the organization's overall performance:** The improvement in the overall performance of the organization is attributable directly to the improvement of the performance of its human resources. The more the job-related skills and knowledge of the employees develop, the more this is reflected positively upon the productivity and effectiveness of the institution.
- **Improving and reinforcing work knowledge and skills at all levels:** Human resource development aims to raise the level of practical knowledge and skills across all levels of the institution, from senior management down to the executive employees, in order to ensure harmony and integration in performance.
- **Developing an advanced climate suited to growth and communications:** Development programs contribute to creating an advanced work environment that is motivating to personal and professional growth, and they support the effective channels of communication among all the employees within the institution, which enhances the spirit of the team and cooperation.

- **Reducing accidents and work injuries:** The acquisition by employees of experience and awareness through the development process leads to a substantial reduction in the rates of accidents and work injuries within the institution, which improves the work environment and the safety of the employees.
- **The institution's acquisition of a set of skills necessary for the future:** The process of human resource development represents a strategic investment that enables the institution to acquire a set of skills and capabilities that it requires not only in the present, but also in order to adapt to the challenges and requirements of the future.
- **A strategic investment process with enormous returns:** The process of investing in human resources is a strategic process that returns to the institution enormous and sustainable benefits over the long term, where these benefits are translated into an increase in productivity, an improvement in quality, an enhancement of competitiveness, and the achievement of the strategic objectives.

#### 2-4. The Concept of a Human Resource Development Strategy

Abdel-Wahab (2020) defined it as “the link connecting human resource management with the strategic aims and objectives, with the purpose of improving work performance and developing the organizational cultures that support innovation and knowledge; and it is a strategic partner alongside the other strategic objectives and plans” (p. 286).

From an international perspective, Tien et al. (2020) defined it as “the totality of the organizational learning activities undertaken over specified periods of time in order to bring about changes in the professional behavior of the workers” (p. 27).

Suksupa et al. (2020), meanwhile, defined it as “the planned pattern of the human resources (the workforce) and the functional aspect of the processes of deploying human resource management, together with the activities that aim to enable the institution to achieve the organizational aims and objectives, which comprise the activities that influence the behavior of the individual in their efforts to formulate and implement the strategic needs of the institution's strategy”.

#### Human Resource Development Strategies

These strategies are not confined to a single function; rather, they constitute an integrated set of activities and processes designed to ensure the availability of the suitable competencies at the correct times and places, and to motivate them in order to realize their fullest potential. These ideas rest upon academic and practical insights addressed by researchers specialized in human resource management, such as Sukaik (2022), Ridat and Abu Ras (2020), Jalal (2019), Abdel-Aal (2018), Al-Khawalda (2017), and Abu Karsh (2016), all of whom affirmed the vital role of human resource management in building the capabilities of institutions and enhancing their competitiveness. The most prominent of these strategies may be detailed as follows:

##### 1) *The Human Resource Planning Strategy*

Human resource planning is defined as a proactive and systematic process that aims to determine the future workforce needs of the institution, whether in terms of quantity (the number of employees) or quality (the required skills and qualifications). This process goes beyond mere numerical estimation, so as to comprise a precise analysis of the current reality of the institution and the formulation of informed assumptions regarding the future variables that may affect the work requirements. The fundamental objective is to ensure the availability of the necessary human competencies at the appropriate time and place, in order to carry out the designated tasks with efficiency and effectiveness. Effective human resource planning contributes to enabling the

institution to prepare in advance to confront the changes in the demand for labor, which leads to an increase in productivity and an improvement in overall performance. It also ensures the optimal distribution of the available human capacities and their full utilization, in addition to providing a clear view of the costs associated with the workforce, which assists in rationalizing expenditure and improving financial efficiency.

### ***2) The Selection and Appointment Strategy***

The selection and appointment strategy is regarded as a decisive element in building a strong base of human resources for the institution; its objective is not confined to the mere filling of vacancies, but rather extends beyond this to the attraction of individuals possessing high competencies and suitable qualifications for the vacant positions at the designated time and in the required number. This strategy forms the fundamental pillar for the provision of the qualified workforce that is able to achieve the objectives of the institution. This process is characterized by continuity, as the need to attract talent is renewed with the growth of the institution, the retirement of employees, or the changes in the organizational structure. The paramount importance of this strategy stems from the fact that it affects directly all the other processes within the institution, for the quality of the new employees is reflected upon productivity, innovation, and the organizational environment in general (Abdullah, 2018).

### ***3) The Training Strategy***

Training represents one of the fundamental supports employed by modern management, not only in order to develop and enhance the capabilities of employees, but also in order to ensure the continuity of the institution in confronting the internal and external challenges that change continuously. It is not merely a supplementary activity, but rather a strategic investment that aims to provide individuals with the knowledge, skills, and capabilities necessary to improve their current and future performance. Training contributes to preparing the workforce to deal with technological changes, the shifts in market requirements, and the competitive challenges, in a manner that paves the way for the advancement and prosperity of the institution over the long term.

### ***4) The Incentives and Promotions Strategy***

The incentives and promotions strategy is regarded as one of the most important administrative tools that exert a profound effect upon the behaviors of employees, their attitudes, and their level of performance within the institution. It functions as external influences that surround the individual and affect them, directly or indirectly, through activating their intrinsic motives toward performing a particular behavior or exerting additional effort with the aim of satisfying their personal and professional needs and expectations. Incentives are not confined to the material aspect alone, but broaden so as to comprise moral and personal aspects that enhance the employee's sense of appreciation and belonging, which leads to an increase in loyalty and productivity. This strategy comprises four main types of incentives that the institution may use flexibly in order to achieve its objectives.

### ***5) The Performance Appraisal Strategy***

Performance appraisal is defined as a systematic and organized process that aims to review and analyze the performance by the individual or the work teams of their tasks and job duties. This definition entails a comparison between the actual level of performance that individuals achieve and the performance required or expected of them, which is determined in advance on the basis of clear criteria. As Al-Jamal (2020) described it, it is “a system for reviewing and evaluating the performance of tasks by the individual or by the work teams; and it is a comparison between the

real level of performance and the required and assumed performance.” It is not merely a computational process, but rather a vital tool for feedback and continuous development.

### 3. JOB PERFORMANCE

#### 3-1. The Concept of Employee Performance

Numerous researchers have addressed the definition of employee performance from differing angles, which reflects the comprehensiveness of the concept and the multiplicity of its dimensions. Radwan and Elsayy (2022) defined it as “the extent of the effectiveness of employees in performing their designated tasks and obligations in order to achieve the strategic objectives of the institution”.

Ben Takouka and Al-Saoud (2022) defined it as “the degree of achievement and completion of the tasks that constitute the totality of the individual's job”. It reflects the manner in which the individual fulfils or satisfies the requirements of their designated job.

Bashir and Bouallam (2022) defined it as “the final output, or the tangible result, that employees achieve during the process of performing their job duties. The performance of the duties is considered effective when it is carried out in accordance with predetermined specifications and standards, with the aim of achieving the objectives that the institution has set before it”.

#### 3-2. The Dimensions of Employee Performance

In order to achieve a comprehensive understanding and an accurate measurement of employee performance, a distinction may be made between three fundamental partial dimensions upon which this performance is evaluated. These dimensions represent principal indicators for determining the extent of the effectiveness of the employee in accomplishing their tasks and their contribution to the objectives of the organization. These dimensions may be elucidated, as indicated by both Ben Belkhir and Boulahia (2022), Ola and Sarqama (2018), Badrianto and Ekhsan (2020), and Sumantri et al. (2022), as follows:

- 1) **Quantity of Effort (Effort of Quantity):** This dimension refers to the amount of energy—whether physical, mental, or motor—that the employee expends in the performance of their work over a specified period of time. This quantity is used to measure the speed of the performance of the work or the volume of the production that the employee achieves within that period; for example, the number of units produced, the number of transactions completed, or the speed of the completion of the designated tasks. This dimension focuses upon the quantitative aspect of the outputs and the activity.
- 2) **Quality of Effort (Effort of Quality):** This dimension refers to the level of accuracy and quality by which the performance is distinguished, and the extent of the conformity of this effort to the predetermined specifications and standards. Quality is used to measure the degree of correspondence of the work accomplished with the required specifications, which gauges the extent of its freedom from errors and the degree of creativity and innovation within it; for example, the rate of the errors committed, the extent of the satisfaction of customers with the quality of the service, or the level of innovation in the solutions provided. This dimension focuses upon the qualitative aspect of the outputs.
- 3) **Pattern of Performance (Performance of Pattern):** This dimension refers to the manner or the method by which the effort is expended in the work, and it is used to measure the skill and competence in performance. In other words, it is the manner in which the work activities are carried out. On the basis of the pattern of performance, one may measure the orderliness and organization that the employee exercises in the performance of particular

tasks or activities, or even a combination of these tasks and activities—especially if the work is primarily physical and requires a certain motor coordination. One may also measure the method followed in order to arrive at a solution or decision for a particular problem, or the systematic approach that is followed in conducting a particular piece of research or study. This dimension reflects the procedural and tactical efficiency of the employee.

#### 4. STUDY METHODOLOGY

The methodology of the study is one of the pillars upon which the work of the researcher rests; for it illuminates the path before them and assists them in regulating the endeavors of the study, its dimensions, its questions, and its hypotheses.

Abdel-Salam (2020) defined the scientific method as “a system of clear rules and procedures upon which the researcher relies in the course of arriving at results”.

Accordingly, the scientific method is understood as the path that the researcher takes in order to study a phenomenon or a particular problem, with the aim of describing it and interpreting the relationships that affect it and are affected by it, with a view to predicting it in the future and controlling it.

After reviewing the previous studies related to the subject of the research, and based upon the problem of the study, the researcher will adopt the descriptive-analytical method, owing to the fact that it combines the theoretical literature with the analysis of data. This is realized through reliance upon the relevant Arabic and foreign books, references, and sources, and the relevant dissertations, followed by the analysis of the responses of the respondents to the items of the questionnaire using the Statistical Package for the Social Sciences (SPSS) program, in a manner consistent with the questions and hypotheses of the study, and that permits the examination of the relationships under investigation in a systematic and disciplined manner.

#### 5. PRESENTATION AND DISCUSSION OF THE STUDY RESULTS

In order to measure the level of application of human resource development strategies and of job performance at the Ministry of Labor in the Sultanate of Oman, the arithmetic means and standard deviations were computed as follows:

**Table (4/1): The Arithmetic Means and Standard Deviations of the Questionnaire Axes**

Axis	Arithmetic Mean	Standard Deviation
Planning	3.82	0.71
Incentives and Rewards	2.80	0.95
Training	3.80	0.67
Performance Appraisal	3.70	0.82
Job Performance	4.05	0.53

It is evident from the results of Table (4/1) that there is interest on the part of the Ministry of Labor in the Sultanate of Oman with regard to human resource development strategies. Through the means appearing above, and based upon the measurement scale used to judge the degree of the items of the scale, all the axes came with means above the midpoint, which reflects the application of those axes within the study population, albeit to varying degrees. The job performance axis came with the highest mean (4.05), which is considered very high, in accordance with the Individual Performance System program that the Ministry of Labor applies, which is founded upon the evaluation of the performance objectives of the employee on a semi-annual basis (every six months), after which the performance rating for the financial year is calculated, in accordance with what was set out in the recommendations of Oman Vision 2040. The axes (planning, training, and performance appraisal) came with means of (3.82, 3.80, 3.70) respectively, and this is considered a high level of application within the Ministry of Labor, which demonstrates its interest in human resource development strategies; whereas the rewards axis came with a mean of (2.70), where it is considered to be of a medium level despite its direct connection with job performance, which alerts us to the necessity of regarding it in a different manner so that it may become on a par with the remaining axes.

### 5-1. Presentation of the Results of the Main Hypothesis

**The Main Hypothesis:** Each of the planning strategy, the rewards and incentives strategy, the training strategy, and the performance appraisal strategy—strategies that the Ministry of Labor in the Sultanate of Oman adopts as mechanisms for raising the knowledge, skills, and experience of its human resources—exerts a positive effect upon the development of the level of performance of the employees of the Ministry of Labor in the Sultanate of Oman.

**Table (4/2): The Results of the Main Hypothesis**

Dimensions of the Independent Variable	Dependent Variable	Sample Size	Correlation Coefficient (r)	Significance Level (Sig.)	Significance Degree	Degrees of Freedom (df)
Planning	Job Performance	151	0.626	0.001	0.05	149
Incentives and Rewards	Job Performance	151	0.577	0.001	0.05	149
Training	Job Performance	151	0.539	0.001	0.05	149
Performance Appraisal	Job Performance	151	0.531	0.001	0.05	149

The results presented in Table (4/2) indicate clearly the existence of positive and statistically strong significant correlational relationships between all the dimensions of human resource development (planning, incentives and rewards, training, and performance appraisal) and the level of job performance of the employees at the Ministry of Labor in the Sultanate of Oman, at the significance

level of (0.05). This means that each one of these dimensions plays a vital and influential role in improving the performance and productivity of employees. The degrees of freedom (df) amount to 149 for each relationship, and this reinforces that positive effect upon performance.

**As for planning and job performance:** The correlation coefficient ( $r = 0.626$ ) between planning and job performance reveals a very strong positive relationship. This confirms that effective human resource planning—which comprises the determination of the future needs for competencies and the development of career paths—contributes directly to raising the efficiency of job performance. When human resource plans are clear and well-defined, efforts are directed toward the strategic objectives, which is reflected positively upon the productivity of employees and their capacity to achieve the desired results. This accords with Oman Vision 2040, which focuses upon building a competent and effective administrative apparatus.

**As for incentives and rewards and job performance:** The correlation coefficient between incentives and rewards and job performance amounts to ( $r = 0.577$ ), which indicates a strong positive relationship. This confirms that fair and stimulating reward and incentive systems constitute a fundamental driver for the enhancement of job performance. When employees feel appreciation and motivation through the financial and moral rewards, their commitment and their desire to exert further effort increase, which leads to an improvement in the levels of their performance and productivity. These results support the importance of designing innovative incentive systems that are commensurate with the strategic objectives of the governmental institutions.

**As for training and job performance:** The correlation coefficient ( $r = 0.539$ ) between training and job performance reveals a statistically significant positive relationship. This indicates that continuous training and development programs play a pivotal role in refining the skills of employees and in providing them with the knowledge and experience necessary to perform their tasks with greater efficiency. Investment in training does not enhance individual capabilities alone, but also contributes to building an organizational culture founded upon continuous learning and adaptation to changes, which strengthens the overall performance of the institution.

**As for performance appraisal and job performance:** The correlation coefficient ( $r = 0.531$ ) between performance appraisal and job performance illustrates a statistically significant positive relationship. This confirms that periodic and transparent performance appraisal processes, which provide constructive feedback, constitute an effective tool for identifying the points of strength and weakness of employees and for directing them toward continuous improvement. Fair and objective appraisal motivates employees to develop themselves and to achieve the designated objectives, which is reflected positively upon their performance and productivity.

In general, these results confirm that planning, incentives, training, and performance appraisal are not merely traditional administrative policies, but rather pivotal strategic tools that the governmental institutions in the Sultanate of Oman adopt within Vision 2040.

## 5-2. The First Hypothesis

“There is a statistically significant relationship at the significance level (0.05) between the planning strategy and the performance of the employees of the Ministry of Labor in the Sultanate of Oman.”

**Table (4/3): The Results of the Regression Analysis for the Relationship between Planning and Job Performance**

Variables	Regression Coefficient	t test	Degrees of Freedom (df)	Significance Level
Relationship between Planning and Job Performance	0.54	4.34	149	0.000
Correlation Coefficient (R) =	0.626			
Coefficient of Determination (R <sup>2</sup> ) =	0.391			
F =	18.84			
Sig. F =	0.001			

The results of Table (4/3) indicate the existence of a statistically significant positive relationship between planning and job performance, where the regression coefficient amounted to ( $\beta = 0.54$ ), which indicates that the improvement in the level of planning leads directly to an improvement in job performance. The results also showed that the correlation coefficient amounted to ( $R = 0.626$ ), which reflects the existence of a moderate-to-strong positive correlational relationship between the two variables. The results of the (F) test further demonstrated that the test value amounted to (18.84), which is a statistically significant value at the significance level (Sig = 0.001)—a level below (0.05)—which indicates the significance of the regression model as a whole and its validity in explaining the relationship between the two variables. Based upon these results, it may be concluded that planning constitutes an influential and fundamental factor in raising the level of job performance, and that the strengthening of planning practices within the organization contributes to a tangible degree to improving the efficiency of performance and to achieving the organizational objectives.

### 5-3. The Second Hypothesis

“There is a statistically significant relationship at the significance level (0.05) between the rewards and incentives strategy and the performance of the employees of the Ministry of Labor in the Sultanate of Oman”.

**Table (4/4): The Results of the Regression Analysis for the Relationship between Incentives and Rewards and Job Performance**

Variables	Regression Coefficient	t test	Degrees of Freedom (df)	Significance Level

Relationship between Incentives and Rewards and Job Performance	0.63	5.32	149	0.000
Correlation Coefficient (R) =	0.577			
Coefficient of Determination (R <sup>2</sup> ) =	0.332			
F =	28.3024			
Sig. F =	0.001			

The results of the regression analysis indicate the existence of a strong positive relationship of very high statistical significance between incentives and rewards and job performance, and this relationship was confirmed by the “t” value, which amounted to 5.32, and a significance level of 0.000. The correlation coefficient also amounts to 0.577, which indicates the strength of the relationship, with the significance of the model as a whole confirmed by the “F” value, which amounted to 28.3024, and a significance level of 0.001. This means that incentives and rewards are an influential and reliable factor in determining the levels of job performance.

#### 5-4. The Third Hypothesis

“There is a statistically significant relationship at the significance level 0.05 between the training strategy and the performance of the employees of the Ministry of Labor in the Sultanate of Oman.”

**Table (4/5): The Results of the Regression Analysis for the Relationship between Training and Job Performance**

Variables	Regression Coefficient	t test	Degrees of Freedom (df)	Significance Level
Relationship between Training and Job Performance	0.47	3.78	149	0.000
Correlation Coefficient (R) =	0.539			
Coefficient of Determination (R <sup>2</sup> ) =	0.290			
F =	14.28			
Sig. F =	0.001			

The results of the regression analysis in Table (4/5) indicate the existence of a strong positive relationship of very high statistical significance between training and job performance, and this relationship was confirmed by the “t” value, which amounted to 3.78, and a significance level of 0.000, which indicates that the relationship is genuine and not a matter of coincidence. This is what the “F” value, which amounted to 14.28, and a significance level of 0.001 confirm. This means that training is considered an influential and reliable factor in improving the levels of job performance.

### 5-5. The Fourth Hypothesis

“There is a statistically significant relationship at the significance level 0.05 between the performance appraisal strategy and the performance of the employees of the Ministry of Labor in the Sultanate of Oman”.

**Table (4/6): The Results of the Regression Analysis for the Relationship between Performance Appraisal and Job Performance**

Variables	Regression Coefficient	t test	Degrees of Freedom (df)	Significance Level
Relationship between Performance Appraisal and Job Performance	0.45	4.43	147.3	0.000
Correlation Coefficient (R) =	0.609			
Coefficient of Determination (R <sup>2</sup> ) =	0.370			
F =	19.62			
Sig. F =	0.001			

The results of the regression analysis indicate the existence of a strong positive relationship of very high statistical significance between performance appraisal and job performance, where the regression coefficient, which amounted to 0.45, illustrates that an increase of one unit in performance appraisal leads to an increase of 0.45 of a unit in job performance; and this relationship was confirmed by the “t” value, which amounted to 4.43, and a significance level of 0.000. The correlation coefficient also amounts to 0.609, which indicates the strength of the relationship, with the significance of the model as a whole confirmed by the “F” value, which amounted to 19.62, and a significance level of 0.001. This means that performance appraisal is considered an influential and reliable factor in determining the levels of job performance.

### 5-6. The Fifth Hypothesis

“There are no statistically significant differences at the significance level (0.05) in the degree of performance of the employees of the Ministry of Labor in the Sultanate of Oman attributable to the organizational and personal variables (gender – academic qualification – experience)”.

**Table (4/7): The Results of the Fifth Hypothesis**

Organizational and Personal Variables	Dependent Variable	Number of Individuals	F Value	Sig.	Degrees of Freedom (df)
Gender, Qualification, Experience	Job Performance	151	1.833	0.142	147.3

The results of the one-way analysis of variance (ANOVA), as illustrated in Table (4/7), indicate the absence of statistically significant differences in the degree of performance of the employees of the Ministry of Labor in the Sultanate of Oman attributable to the organizational and personal variables taken together collectively, where the value amounted to (Sig. = 0.142), which is greater than the adopted significance level (0.05); and the degrees of freedom (df) amount to (147.3). This means that the performance of the employees is not substantially affected by the difference in these demographic characteristics but rather remains homogeneous regardless of whether the employee is male or female, the level of their academic qualification (diploma, bachelor's, postgraduate studies), or the number of their years of experience in the work.

## 6. CONCLUSION

The results of the study—after an integrated descriptive and inferential analysis—reveal a coherent picture, the substance of which is the following:

- That job performance at the Ministry of Labor is associated to a higher degree with the quality of the institutional system than with the characteristics of individuals. Four principal levers emerged that operate in synergy: effective planning of the workforce, systematic training programs, the fairness of incentives and rewards, and the objectivity of performance appraisal. This synergy was reflected in the rise of the levels of overall performance and in the diminution of the effect of the demographic differences (gender, experience, and academic qualification) upon the variance of the results.
- That job performance is positively affected by effective and systematic planning that is built upon clear rules, on the basis of the needs observed from the reality of the work and the employees and from the requirements of development for the future.
- That rewards and incentives have a clear and positive role in the development of the performance of employees and in the delivery of the related services in the optimal manner, owing to the existence of a material or moral recompense that supports the highly effective initiatives and achievements within the Ministry.
- That systematic training built upon the job-related needs has a substantial effect upon the development of the performance of the employees within the institution concerned, which results in excellence in the services provided to the beneficiaries and the community.
- That job performance is strongly associated with the performance appraisal strategy, which works to raise the level of professional excellence among employees, and which is consequently reflected upon the services and the ideal performance delivered by the employee in a manner commensurate with their tasks and their job description card.
- That the neutrality, transparency, and equality in measuring the performance of the employees at the Ministry—in accordance with the applied Ijada (excellence) system,

which follows Oman Vision 2040—did not reveal any differences among the employees in the level of performance.

Based upon the results that the study reached, a number of recommendations were put forward:

- The study recommends increasing the attention paid to the incentives and rewards strategy, owing to its substantial effect in raising the job performance of employees.
- The study recommends focusing upon directed training in accordance with the training needs, and consistent with the job tasks (Task-Based Training) for the target group.
- Reconsidering the mechanism for evaluating employees under the Individual Performance System (Ijada), and freezing the rating proportions for each ministry and each department.
- Giving greater attention to electronic and digital training in a manner commensurate with electronic government in accordance with Oman Vision 2040.

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