

IMPACT OF MONETARY AND NON-MONETARY INCENTIVES ON EMPLOYEES' WORKPLACE PERFORMANCE AT OMAN COLLEGE OF HEALTH SCIENCES IN OMAN

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Abstract

A pilot test prior highlighted there is a strong relationship between incentivizing the employees' job performance and their job satisfaction. Thus, the following literature shows the impact of the study's variables, such as job satisfaction and demographic factors. That moderates the employee's performance within the organization by virtue of monetary incentives and non-monetary incentives. The study's model came from a theoretical basis, a structural equation model is developed where the monetary and non-monetary incentives impact the relationship between employee job satisfaction and employee job performance. Thirty-one employees working in three different commercial banks participated in this test. The results showed that bankers' job performance is influenced by their job satisfaction and incentives as well. That means the more satisfied employees are more likely to reflect a higher level of employee job performance. When they are facing a low level of motivation, that absolutely results in the entire performance. The responses analyzed by google forms manifest the exigency of employee job satisfaction with their demographic factors to look forward to outstanding employee job performance. That is because organizational success strongly relies on the quality of its employees and their performance strategies.

Keywords: Incentives, Performance, Satisfaction, Burnout, Business Contemporary Issue, Turnover, Retention.

INTRODUCTION

This pilot study of the current research came in the second step of the practical approach to the performance influences in accordance with monetary incentives and non-monetary incentives, especially in Oman's banking sector. The current pilot study addresses the employees' turnover issues, finds out the reasons for turnover and burnout, employees' disengagement, and brings retention strategies. Thus far, it is the first intervention research study of the key for performance influences focusing on employee turnover. The researcher agitates the application of the current pilot study in this research. This study assays the correlations between employees' performance influences and their turnover intentions in the banking sectors (Mehra & Kaushik, 2021).

LITERATURE REVIEW

This study covers the theoretical theme, the value of pilot studies, and the research papers. The pilot study's questionnaire was shared by the researcher with a group of employees comprises

four Omani banks. Though, the pilot study's outcomes are pointing out as it has a direct relationship with the actual research (Kumar, 2022). Consequently, the current pilot study fulfills the third and enhances the fourth objective of the main research study, which is followed by the hypothesis.

The researcher got 31 responses to the shared questionnaire through Google Forms. In particular, the principle of anonymity protected the respondents' identities as the researcher introduced confidentiality. The current pilot study shed light on the professional supervision connecting the professional practices and applications in the light of Oman's banks. Banks sectors and bankers are representing the business practitioners and present their business problems through their experiences in workplaces (Mahon, 2021). Henceforth, the researcher will state the pilot study and its value to shed light on its importance and its entity in the research progress.

Statement of the Pilot Study's Problem

Besides, the problem statement of the main research, this pilot study discusses an opportunity for future research. That is a key determining factor that influences work performance through work performance leads to employee turnover rate in the banking sector of Oman. An important business contemporary issue is employee retention within the organization. Though, employee retention is better than recruiting new ones else from a cost-cutting perspective. Yet, a real example of the United States reaching approximately 4.3 billion US dollars in annual cost estimation of employee turnover and burnout. This pilot study had been to explore the best strategies to retain employees and engaged them with their job responsibilities (Scott et al., 2021).

Definition of the Pilot Study

This pilot study is a precise direction of the major study or is a branch of the entire headed-out study. Thence, the latter could be named with either feasibility or targeted study. Further, it is testing in advance a specific area of the mother study, whether by questionnaire or much more tools (Devi & Bharatwal, 2020). Moreover, it has a crucial clarification on the research topic and its questions, objectives, and applied techniques to find out the practical methods. If needed, it could amend the research methods or techniques accordingly. The researcher gathered the performance influences and applied that to a pilot study of Oman's bank sector employees. Through this experience, the researcher assayed the pilot group (four Omani banks' employees' thoughts of turnover) with some short answers to open-ended questions within the questionnaire to get feedback reports. On top of everything, the questionnaire is voluntarily answered.

Aim and Value

Initially, the researcher discussed the value of the pilot study which was measured through the targeted group. Furthermore, the researcher tested its applicability to the main research after pointing out its enhancement thereof. Withal, the researcher endeavored to form and treat the piloted groups differently from the group of the research study. What's more, the researcher

took much time and effort on the success of the whole research. The piloted employees were treated equally to any employee who took part in the main research. As well, the researcher wanted to observe and approve the employees' performance influences through their turnover in an experimental condition. The researcher's awareness could lead to growth or an opportunity to solve one of the employees' tendencies. That awareness enhanced the researcher's experiment with organizational development much better through this pilot study.

Aim

Generally, the pilot study takes part in the related goal of the current research by providing information from the researcher's perspective. Mainly, this pilot study saved some effort and time from the main research according to the researcher's foreseen. Therefore, it assays the study in a small manner of the research process to avoid any uncertainties. That might be a crucial reason for the pilot study's neediness, especially when it clarifies ambiguous areas. Hence, the pilot study's value is much applicable to the main research, thus its procedures will illustrate in the subsequent. One of the pilot study's merits is giving prior caution on the main research weakness and showing the practical issues process, whether it is appropriate or not. Additionally, employee turnover needs to be researched in order to solve this contemporary challenge.

Value

The pilot study could not be overappraisal than the mother research (main research) by envisaging things that might take place while it could be considered essential. Ideally, it asserted by the subsequent things because it is conducted in another environment, not in the practical mother's research environment where the researcher conducted the research. It makes a shortcut to operationalizing the main research, including the research protocols, variables, and limitations. Practically, the pilot study used pre-test measurement tools with the targeted research group to structure the responses and avoid any contradictory data under the time consumed. Moreover, it covers the employees' discomfort experiences concerning their performance influences. This group of employees is different. They are relying on their needs in different ways because the pilot study is very specific. The main research has a texture aim of applicability to support performance influences from a cultural perspective. Therefore, the pilot study is attached to the mother study in order to verify the research strategy is running properly along with the possibility of testing.

METHODOLOGY

The main research, along with the pilot study, has a holistic process for the assessment of paying for performance, employee turnover, and intervention to get a track for retention. The researcher used an English questionnaire for the whole groups in the pilot study and the main research. As they regularly used the English language in several professional communications. At most, they are fluent, and the language that used in questionnaires is very simple. Absolutely, the language confusion in communication was not palpable. This pilot study found the results from standardized perception and feelings of valued measurement tools. The employers who

assured the need to develop organizational performance launched their findings.

The researcher found results from the pilot study as a selected tool, illustrated in the following. Further, its findings confirmed the need for improvements in paying for performance or motivation. The severally sampling unit frames were Omani various banks. Too, the total sample size was 31 employees including branch officers, regional managers, accountants, clerks, cashiers, and loans in-charge from different banks in Oman. Still, a convenient sampling method was opted for through google forms to gather the required data (Shabbir et al., 2021). The current pilot study's findings associated with employee turnover concentrate on employees' satisfaction, and well-being and how this influences the employees' performance which results in burnout.

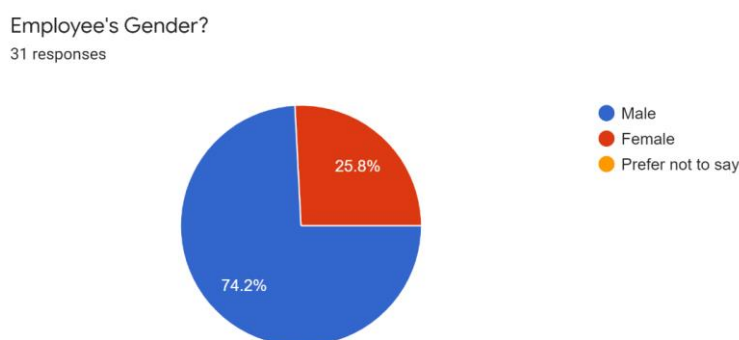
RESULTS

The current pilot study analyzes reliable data through automatic reliability statistics in google forms. Google Forms value is a clear indicator as a survey shared to address the piloted groups problem. As well, it has an accurate standard deviation to identify the overall performance influences of some Omani banks' employees. It found that the banker's overall performance influences their job satisfaction with motivational factors.

Employee's Gender

The goal behind the piloted group is to recognize the mechanism to support the performance influences within the psychological context. This intervention is important to the employees' behaviors as it is an essential outcome of the mother study. Therefore, the researcher endeavored to comprise groups of employees from different sectors in several organizations as well as different years of experience. This targeted sample of employees concerning gender is heterogenous, further in multi-cultures. However, it is important to pilot employees from different gender types in order to increase the employees' perception and behavioral context of the research intervention. Eventually, the piloted groups were 25.8% female and 74.2% male.

Figure: 1



Years of experience

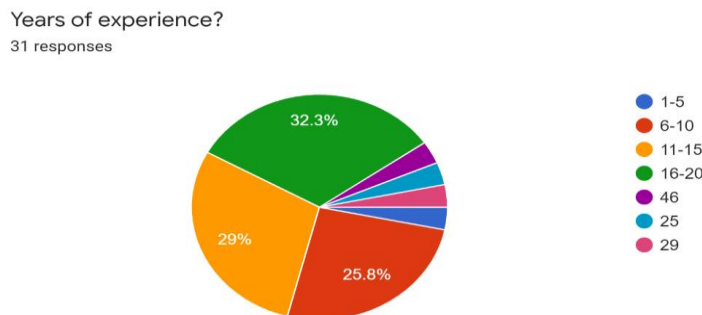
The piloted groups were in a variety of years of experience, and no one employee had less than one year of experience in service. Therefore, they are totally conscious of their evaluation according to their experiences.

Table 1: Years of experience question’s answer

Years of experience?	1-5	6-10	11-15	16-20	Other	Total
Male	1	4	5	10	3	23
Female		4	4			8

The present pilot study aims to concentrate on the Omani banks sector, thus employees with different ages of experiences. The piloted groups of experienced employees are a little vary between seniority and juniority. The researcher contacted the managers of the piloted groups of employees to encourage their subordinates responding the questionnaire. These groups have at least diploma certificates and function on an emotional level, though they were different in seniority. Further, they were functioning on the relatively same level, therefore they could be considered as one group. The employees’ age experiences were measured from one year to twenty-nine years of experience. However, the seniority of employees who responded with 6-10 years of experience came with a percentage of 25.8%. Thence, the seniority of employees from the piloted group of 11-15 years of experience responded with 29%. That is relatively close to the highest group of 16-20 years of experience, with a percentage of 32.3%. Which showed the highest rate of experienced employees who responded to the pilot study’s questionnaire. Furthermore, the lowest rate of responses was from the different years of experienced employees equal 9.6%.

Figure: 2



How far have you changed your employer?

The entire piloted group seems senior. It consisted of a variety of experiences in light of employee turnover in different organizations. These groups represented multi backgrounds of employee attributes which support people to make sense. The groups pointed out the easy practical behavior of the employees come out. That reflects crucial employee behavior, which leads to burnout or turnover. Employers must address the best techniques of therapy to retain

their employees, especially the talented, skilled, and experienced. This behavior mostly is taking place in absence of emotional intelligence improvement. Positive organizational practices have an efficient influence to be more operational directed than results (Cadden et al., 2020).

The employees normally reluctantly experience spending a long time in a certain work environment performing depleted routine tasks. Especially when they are in positions with hard social and financial constraints. At most, what forces the employees to turnover is their organizational culture or policy. That reflects the organizations' practical standards of their hierarchy. However, the organization's culture has to create optimal productivity (Horváthová et al., 2020). Therefore, the employees are deciding to turnover from their organizations. As a result, there are some vague work life spans that motivate the employees to turnover their jobs, thus the current pilot study's outcomes will clarify as follows.

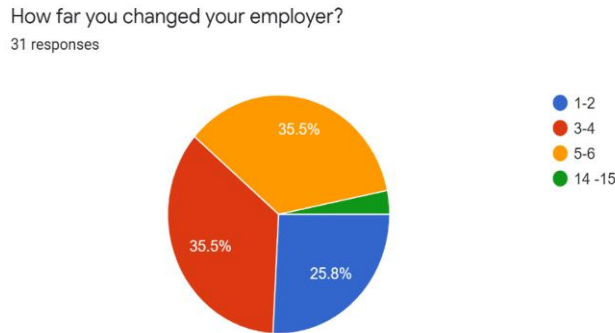
Table 2: Times of changing employer question's answer

How far you change your employer?	1-2	3-4	5-6	Other	Total
Male	5	9	8	1	23
Female	3	2	3		8

Herein, according to the findings of times of turnover, a gap in communication appears among the different levels of people within the organization. It is a crucial thing that may cause an organizational dilemma. When the gap is getting bigger, communication could not be efficient and effective to reach the organizational objectives. Necessarily, the employees are looking for harmonious interaction with their leaders and co-workers. Meanwhile, effective communication contributes to people's satisfaction and promotes the organization's image. That would foster organizational leadership efficiently and create real loyalty among the employees. In some instances, the constant professional supervisor among different levels of designations is very crucial in every organization. Therefore, the role of a qualified senior in supervision is to lead the subordinate toward a diverse set of practices and applications, thence mitigating the employees' burnout and turnover (Eva et al., 2020).

In absence of effective communication in the organization, things might take place, such as poor work dissatisfaction because of the work circumstances, lack of supervision, personal issues, and low supervisors' acknowledgment and recognition of employees' ideas or productivity. Employee retention is the task of the organization to keep employees in touch and connected to their job responsibilities in order to reduce burnout and turnover. Likewise, the employee should be capable of handling and adapting the work circumstances to get better solutions with the supervisors and colleagues. As well, the organization should extend the comfort zone for the employees in the work environment, not just relocate them (Basnyat & Clarence Lao, 2019).

Figure: 3



Reasons you change your employer

Noticeably, the employees have their own intentions to turnover from their current employers. Hereinafter, these motives are still stimulating the employees' intentions, that are leading them to unprofessional organizational behaviors when they got tepidity. The researcher aimed the current pilot study to survey the impact of the organizational motivation level on the employees' psychology and performance influences. The study's outcomes clarified that organizational motivation influences employees' productivity within their organization. Plus, the organizational communication climate enhances the employees' productivity. Once the organization supports the employees' retention, that would flourish their performance precisely (Prasetyo et al., 2021). As a result, the piloted groups' findings, noteworthy the reasons that disclosure by the bankers belongs to monetary and non-monetary incentives. Thus, the employees' performance is directly influenced by the organizational leadership, which the employees pointed out as the cause in the current study.

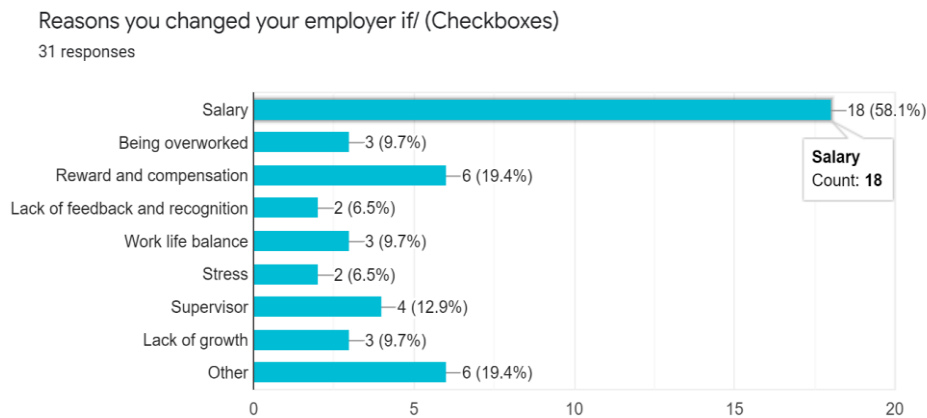
Table 3: Reasons for changing employer question's answer

Reasons you change your employer	Salary	Being overworked	Reward and Compensation	Lack of feedback and Recognition	Work-life balance	Stress	Supervisor	Lack of growth	Other	%
Male	12	1	4	2	3		2	2	4	30
Female	6	2	1			2	1	1	1	14

Table 3 pointed out evidence of reasons stimulate employees to turnover from their current employers, that contributing more toward their performance and their satisfaction in accordance with motivation. These reasons existences have a great influence on creating a fruitful workplace and positive employee satisfaction. The employees are more productive, satisfied, and doing their assigned tasks effectively and efficiently with the availability of those reasons which leads to a bright job future. Organizational achievement advancement is associated with the employee's productivity contributions. That could be noticed through the employees with a low level of satisfaction with the present conditions with their leaders. Although, their organizations might not provide better job advancement (Rusdiyanto et al., 2021).

Indeed, the piloted employees, like other people are rewarded or compensated and would meet higher satisfaction with a performance followed by feedback, salary increment, grades, and recognition from their leaders. Therefore, the topic of due care for employers is being aware of influencing their subordinates' productivity and satisfaction. That should be an equal relevance to the organizational performance toward the win-win approach. The current pilot study highlights poor employee retention that is facing the bankers and that should manage with certain professional strategies to lead the case to healthy influence on the overall performance. “The employees' performance as the drivers of the organizational activities will also increase if the employees' performance is good. Many variables are affecting the performance of employees, including organizational culture” (Cadden et al., 2020).

Graph: 1



How is it you would recommend this organization to a friend or a relative?

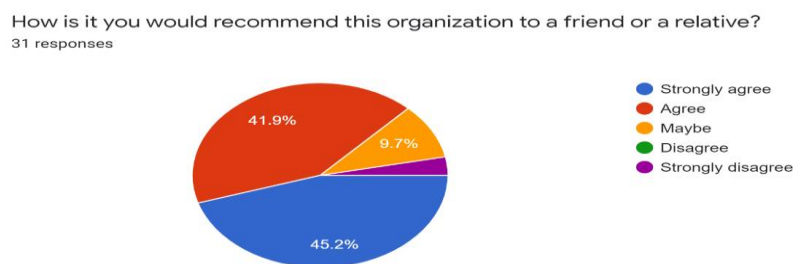
Normally, people recommend experiences that reflect their feeling about experiments. They recommend the organization which the organizations with no intention of exiting them, profitability, and growth for their employees. Supposedly, organizations sustain their employees by approaching retention strategies and programs to not lose the organizational image. Thus, the organization’s role is to reduce its employee turnover to stop negatively affecting either the employees’ performance or overall performance (Chakraborty & Biswas, 2020). As the inevitable correlation between employee retention and the employees’ performance, it is an extreme relationship.

Table 4: How strongly would recommend your organization’s question’s answer?

How is it you would recommend this organization to a friend or relative?	Strongly agree	Agree	Maybe	Disagree	Strongly disagree	Total
Male	10	11	1		1	23
Female	4	2	2			8

The employees' job satisfaction with their organization's approach influences their performance efficiently. For example, the result of the research of the Royal Hotel in East Aceh District in Indonesia showed that job satisfaction positively and significantly influenced the employees' performance (Syardiansah et al., 2020). Therefore, the findings in Table 4 show the employees' satisfaction through their recommendations of their organizations to others severally. Consequently, the absolute recommendation is influenced by the organizational culture, empowerment, and leadership or else departmental competitiveness.

Figure: 4



Which of the following words would you use to describe your organization/ products?

The piloted employees had described their organization clearly because of employees' participation, coordination, and communication. Although, the employees' work relations and coordination are crucial cases in the public sector. Nowadays, the public sector is developing its organizational tasks as an influence to organize the fields of work relations and cooperation. For example, corporate governance, corporate social responsibilities, SMEs, products, and services could be achieved by creating an effective work relationship (Halik et al., 2020). The whole organization could be a fruitful reference through its HR practices, which absolutely is a culture for the organization itself. In such a case, it would extremely influence essential organizational productivity, as it is a crucial part of the organization's performance development. To boot, they should reach properly the matter with a clear understanding and employees' awareness of the organizational policies, culture, and strategies. Noteworthy, according to the description: some organizations lack a set of organizational values and standards of behaviors that improve the employees' assumptions toward the capability of their organization in solving internal and external issues efficiently. The piloted bankers had gotten feedback from their clients on their products and services associated with improving the banks' efforts quality. The organization's leadership in order to look after the organizational profit, it has to serve better and handle the total quality assurance with more capacity for the labor force. That ought to be an initial concern toward the growth of two parties (employees and organization), customers or stakeholders, and society (Hartnell et al., 2020).

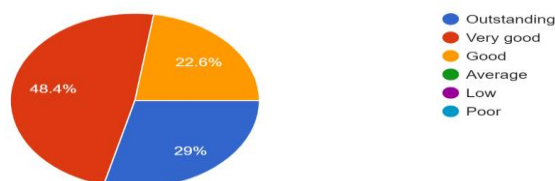
Table 5: Describe your organization/ products question’s answer

Which of the following words would you use to describe your organization/ products?	Outstanding	Very good	Good	Average	Low	Poor	Total
Male	6	13	4				23
Female	3	2	3				8

As a result, that reflects the relationship between the employees and their organizations, whether they are cordial or brittle. Seems every organization has a certain organizational function to regulate and forms practical processes to reach its designed objectives. Therefore, the description was uneven because every organization maintains a better capability to operate towards better organizational improvement and people’s impression through its products and services. The clarity of purpose of the employees aims to achieve by the employees themselves in order to manage efficiently. Behind the employee’s purpose and tendency is the employee’s psychology and satisfaction to rate the organizational services and products. As the employees’ positive job satisfaction influences employees’ performance significantly with their impression. In an open work environment, the employee is involved and aligned with corporate organizational strategy to propose to management practitioners. That would make the employee involved rely on the experience in the job that influences the strategy application. Too, which could make the employee even more cynical within the organization because of work stress (Williamson et al., 2020). Real estate’s results of the negative impact of employees’ satisfaction from 500 employees in India. That was with their organizational performance evaluation, which influenced their cohesion and resulted in conflict. Too, influenced their performance and functional competencies, and work interdependency. Consequently, mutual trust will decline among the employees because of the organizational justice of the performance appraisal mistakes. Those are the applied implications for HR managers and leaders of the real estate sector. In order to solve this case, real estate organizations have to address a strategy to create a climate of employee anxiety and improve the employees’ appraisal towards rising overall performance (N. & Rajendran, 2020).

Figure: 5

Which of the following words would you use to describe your organization/ products?
31 responses



Optional Comments

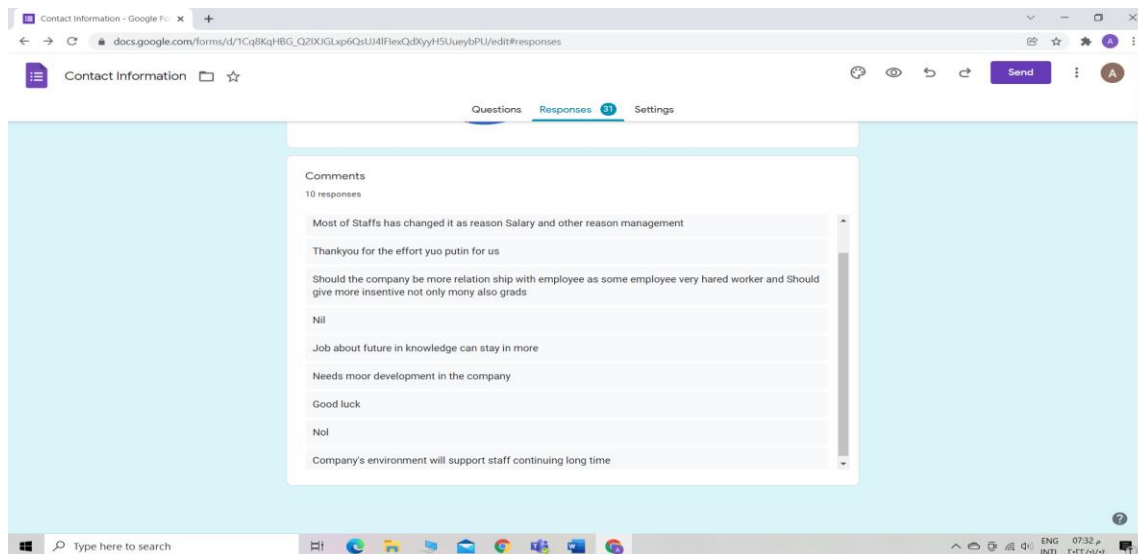
Eventually, the researcher gave opportunities for the respondents to express their feelings to address their organizational psychology by providing open-ended questions. The researcher got

10 responses from the piloted groups of employees, that substantiated their answers on the shared questionnaire. These clearly illustrate the reasons behind employee turnover. The employees pointed out the strongest reasons such as the salary and the organizational management. Some of them suggested that the company has to be in more relation with its employees, especially the hard workers. Further, the company has to provide more incentives, grades, and not only money (Bonuses). Another comment clarified that if the employee knows the job's future within the company, that makes the employee stay more in service. Moreover, an employee commented that the company needs more development. A comment stated that the company's environment has to support staff to stay in service for a long time. Eventually, satisfied people normally perform their assigned tasks outstandingly. Significantly, based on employee performance recognition, has a crucial influence on the organization (N. & Rajendran, 2020).

Table 6: Optional Comment question's answer

Optional Comments	No	Salary and Management	Relationship, Incentives, and Grade	Job Future	Company Development	Work Environment	Total
Male	3	1		1	1	1	7
Female			1				1

On the other hand, the employees' satisfaction in a normal case will be at a low level because of certain reasons and the comments approved that. For example, one reason: is low monthly salary and less motivation from the organization, that with no doubt influence the employee's performance and satisfaction. The second reason, the employee could not adapt to the workplace, likewise the example of the Royal Hotel. The third reason is the employees could improve the organizational performance by amending inefficient products or services. Or the employee will be capable of performing better than ever if the organization offers the illustrated employee's tendency, such: as a healthy relationship with management, incentives, grade, job future opportunity, employee development, and work environment. As a result, the relationship among the employees operates a role that has to attend to the emotional needs of employees at diver's levels because that has an absolute influence on their psychology and well-being (Benfante et al., 2020). As a result, the relationship among the employees at different levels is an important thing within every organization as it contributes strongly to work performance. The piloted employees highlighted the relationship between them and their leaders, especially in associate performance appraisal. Along, they are looking forward to having work harmony, goodwill, mutual trust, and cooperative workers in order to make a convenient atmosphere, which enhances every employee to perform optimal work tasks. Eventually, healthy employee relations emphasize the positive organizational behaviors generated by the employees. The above-mentioned have a direct influence on employee well-being, especially leadership when mitigating the workload and stress against their employees, which results in mitigating the employees' burnout and turnover within the work environment. Nevertheless, it enhances organizational citizen behavior (OCB) and re-leaf the pressure on the employees (Hartnell et al., 2020).



Outcomes and Application to the Final Program of the Research Study

The introduction of the current pilot study discussed the utility of the mother study. To boot, the researcher pointed out how the eventual study adapted accordingly. Clarified that through the combination of the data in diagrams of the outcomes of the main research. Yet, the pilot study examined the correlation between performance influences and employee turnover intentions in the Omani banking sector. Plus, it investigated their job satisfaction and their organizational engagement. As well as get a quick improvement in the banking sector and point out the causes and effects of employee turnover from different levels within an organization. Thus, banking sector leaders ought to perform innovative strategies and effectively identify their business investments (Watkins, 2020).

Thence, they have to create HR professional practices in order to retain their employees and sustain viability (Siregar & Sihombing, 2021). As well as that, the organizational practices should not lose sight of the substantial aim of running the organizational performance even in the case of either lean practices or customer services. Nonetheless, that is reflecting the shared values with the organization's employees to influence their behaviors and result in the organizational level of performance. Too, the organization will find this pace as a positive control influencing the operational performance directly. Especially when it matches constant appraisal and development, therefore the organization could establish an ultimate strive for outcomes in the workplace. Thus, the strong overturning of operating organizational performance is the leadership and HRM through the directed criteria.

Outcomes of the pilot study related to the intervention

The main research assesses whether the factors of gender, salary, education, experience, and designation impact performance or not. The researcher follows a quantitative method to design the research by gathering and analyzing the data. Additionally, these outcomes test the influences of work conditions on employees' productivity in four of Omani banks sector. Too,

they appraise the correlation between the employees' work satisfaction and their turnover rate. Considering this, they try to address the influence of the workload on the employee turnover rate. Sometimes, the employees put a high level of expectations on their organizations, thence they did not meet their tendencies. Which is making them upset, then their trust, attitudes, and psychology with their performance will be affected (Kunaifi al., 2021).

The employees with a low level of performance, the organization first has to structure career development and planning. Accordingly, SWOT analysis identifies the employee's career development opportunity, which allows the employee to get incentives or promotions. Second, training and development analysis, which contribute to carrying out the performance goals of building the employee's ability and talents. Purposefully, a training plan should be made to improve the employees' performance towards better outcomes. Third, compensation and benefits, the organization in such cases will provide motives to well performed under the organizational system. Fourth, in motivating the employees' talents, the organization ought to set a program of motivation for the skilled employees in order to foster work performance. Fifth, to share equal opportunities, the organization must show justice through the system implementation to avoid declining performance -employee reaps what employee sow. Moreover, avoid discriminating against people in the organization. Sixth, efficient business communication among the people within the organization leads to effective performance. Superiors should correct and develop the communication channels and the way to communicate with other employees at different levels (Syardiansah et al., 2020).

Application of the outcomes to the end program

Hence, the unsatisfied employee could not be productive or well performed to lead the organization forward to success. Plus, for instance: leaders should involve motivation or training plans in their organization. That would make an optimum workplace for the people, which refers to their satisfaction, engagement, and productivity. The present pilot study applies an exploratory experiment; therefore, HR professional practitioners should raise job satisfaction through motivation. Objectively, for the future researcher, the sample size should comprise more focus, modus, and locus from several organizations. For example, Devi, P., et al. (2020), measured levels of job satisfaction, such as motivational and hygiene factors in the aided colleges among the faculty members.

Purposefully, examined the correlation between job satisfaction and demographic factors such as gender, age, experience, and discipline. Leaders must retain skilled employees within their organizations, which improves the employees' satisfaction. Further, get rid of the employees' attrition needs in order to lead the banks' sector to growth. Though, these advantages release the work ambiguity from the employees' behaviors. Although they need psychological support, future career development, organizational commitment, and motivational efforts. This pilot study proposes overall policy, thence brings some work conditions philanthropies for banks, which lead to high productivity and employees' satisfactions.

CONCLUSION

This pilot study showed its value at the end of the research study project, especially when the researcher identified the positive involvement in the quality of the main research. That would be a precious source that emphasizes the assignment of growth of the employee and organization. Not to mention, the pilot study experiment was such a fruitful instrument that contributed to the success of the entire research. On top of that, it is applicable, and it has a privilege for the utility of further study or for the intervention scheme. Too, it could be an extended study. This section covered the definition, aim, and value of the pilot study and its application. Besides, the main research has mutual qualitative and quantitative methods. Along, this pilot study was worthwhile for the mixed method of research study agenda. That shed light on employee psychology and satisfaction in several workplaces in the banking sector. As well, this pilot study improved the unparalleled equation program. Its findings revealed the performance influences along with the employees' turnover intention through their work environment, motivation, relationship, and job sustainability. Moreover, a fruitful and productive workplace improves the employees' experience and behaviors toward their organization (Mosquera et al., 2020).

The current pilot study brought various motivational factors through its instrument, such as incentives, recognition, salary increment, management development, grades, and employees' relationship, which overcome job dissatisfaction. These are essential targets for the people looking forward to reaching them from their organizations. Ultimately, this section proved the considerable worth of the pilot study to the main research and the future researcher could launch deeper into motivating people. Principally, the next chapter covers the conclusive application of the main structure for this research.

The current pilot study's outcomes shed light on certain trends for new research. The crucial one is to address the level of performance along with employee satisfaction within the organizations in the private and public sectors in the Sultanate of Oman. As well, the level of performance in accordance with the employee's job satisfaction is in a wide range of research endlessly. Whilst the current pilot study brought worth consideration, a less wide study because of its limitation. The piloted groups highlighted crucial areas of employees' tendencies with their jobs and the future researcher has to launch a study on them along with another span. Thus, may open prospects for researchers, higher education students, leaders, employers, and else at different levels of career development. Additionally, this study could extend to other research on employees in different sectors and different locations. The organization has a necessary neediness of communication climate to update the employees and enhance their perceptions as well as their knowledge (Brawley Newlin & Pury, 2020).

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