



ANALYZING THE FACTORS INFLUENCING EMPLOYEE LOYALTY: A STUDY ON UNIVERSITY LECTURERS IN SULTANATE OF OMAN.

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Abstract

This study aims to facilitate to recognize the several factors influencing employee loyalty, especially on university lecturers in Sultanate of Oman and help to recognize how extent those factors influencing on their loyalty. The main aim of this study is to research the various factors influencing on lecturers' loyalty in University of Technology and Applied Sciences - Shinas, and how much those factors affecting on it, particularly at some point of the Covid-19 pandemic situation. The specific objectives are first, to understand the concepts of employee loyalty. Second, to study the various factors influencing on lecturers' loyalty in University of Technology and Applied Sciences – Shinas. Third, to find out the extent to which those factors are influencing on lecturers' loyalty in University of Technology and Applied Sciences – Shinas. Fourth, to analyze the relationship between organizational factors and lecturers' loyalty in University of Technology and Applied Sciences – Shinas. Fifth, to offer valuable suggestions for improving on lecturers' loyalty in University of Technology and Applied Sciences – Shinas.

The research is done using a sample study, used convenience sampling method to select sample for this study. Out of 195 lecturers from various department, selected 42 lecturers as sample. The survey is conducted based on google form, Online questionnaire and includes 42 lecturers from various departments (IT, Engineering, Business Studies and ELC) at University of Technology and Applied Sciences - Shinas. The data collected were subjected to detailed analysis, based on which suggestions and recommendations are made. From the study found that, the lecturers are not much happy with some of the important factors which is influence on their loyalty that is, job security and compensation and reward provided by the university. It may lead to reduce the loyalty of employees. Also found that most of the lecturers are highly happy and satisfied with the workplace environment and career development which is provided by the university. These factors will lead to increase the loyalty of employees towards university. Correlation used to analyze the data which is collected through questionnaire to prove one of the important objectives of this study that is, analyze the relationship between organizational factors and employee loyalty in University of Technology and Applied Sciences, at Sultanate of Oman. The value of correlation between organizational factors and employee loyalty was 0.884 (Sig. 0.01 level). Since the correlation value is positive, the study can say that there is a positive relationship between organizational factors and employee loyalty in the university.

Keywords: *Employee Loyalty, Job Security, Workplace Environment, Career Development, Compensation and Benefits.*

Introduction

Employee loyalty in general as a positive emotional state that the employee feels towards the company in which he works, as he adheres to its laws, seeks to achieve its goals, is proud of being a part of it, and works with it throughout his life (Sandra Janssen, Frida Wiklund. Spring 2019). In the socio-economic development of every country, the education plays a significant role. Universities are one of the important centers of academics where people gain the knowledge in the various aspects' spheres of life.

Universities are providing developing and providing educated and educated peoples into various sectors of economy. Highly educated faculty are the backbone of the success of every education institution. In this regards, lecturers' loyalty is one of the important success of every academic institution. There are many factors influencing employee loyalty that is empowerment, participation, and socialization and demographic attributes etc. (Riaz Khan, Irfanullah Khan, Sattar Khan, Farooq Jan, Naveed Saif, 2015)

The main purpose for selecting this topic to do the research is, now a day many organizations forced to modify their working environment, employee compensation and benefits, social relationship, supervision style etc. due to Covid 19 pandemic. It may affect employee loyalty towards the organization. So, this research helps to know the several factors influencing employee loyalty, especially on university lecturers in Sultanate of Oman and help to understand how much those factors influencing on their loyalty. Also help to analyze the relationship between organizational factors and employee loyalty at universities in Sultanate of Oman. This study restricted to University of Technology and Applied Sciences – Shinas and the findings of this study will benefit the management of university to implement the policies and the procedures for the improvement of the lecturers' loyalty. It will help to increase the overall performance of the university and help them to keep the capable employees for a lengthy period of time.

Research Objective

1. To understand the concepts of employee loyalty.
2. To study the various factors influencing on lecturers' loyalty in University of Technology and Applied Sciences - Shinas
3. To find out the extent to which those factors are influencing on lecturers' loyalty in University of Technology and Applied Sciences – Shinas
4. To analyze the relationship between organizational factors and lecturers' loyalty in University of Technology and Applied Sciences - Shinas
5. To offer valuable suggestions for improving on lecturers' loyalty in University of Technology and Applied Sciences – Shinas.

Research Hypothesis

H1: There is positive relationship between organizational factors and employee loyalty.

H0: There is no relationship between organizational factors and employee loyalty.

Literature Review

Employee Loyalty

The capability of the facility or business enterprise to hold its employees for the longest feasible length to gain from their sensible studies in the performance of the desired dreams. A fixed of honest emotions emanating from within the worker himself concerning the affiliation and the practical loyalty of the power wherein his works. It becomes a robust feeling by himself that not to go away from the work and circulate to every other area to take the hand of the ability forward, where development and improvement. An employee's loyalty to the occupation, his/her emotional investment, and the regularity of his/her commitment to the organization, are key factors that determine the longevity and the performance of organizations (Murali, Poddar and Seema, 2017).

For example, when organizations provide employees with an environment that is compatible and appropriate for their experiences, this allows them to invest their mental capabilities, skills and preparations that instilled loyalty to the organization. It enables them to get higher opportunities for development and advancement, that leads increase their professional experiences and it will influence on

their performance positively. It helps to increase the production rates, also contributes to a decrease in the turnover rate, improved performance and a decrease in absenteeism. (Murali, Poddar and Seema, 2017).

Factors influencing employee loyalty

There are many factors that impact on employee loyalty, some of the important factors are given below:

organizational factors

It is related to work situation, the connection with superiors and co-workers, and the mutual trust between personnel and superiors. It is directly related to employee loyalty. Once those factors are improved in the organization, it will help to improve the employee loyalty as well. (Chaubey and Hatwal, 2014).

subjective factors

It is associated with the personnel themselves in terms of competencies, talents, and the extent of motivation they have in the direction of works. If an employee is highly motivated in the workplace and getting the opportunity to improve his competencies and talent, it will lead to high employee loyalty towards the organization. (Chaubey and Hatwal, 2014).

Material and moral incentives

Another important factor that affecting employee loyalty is material and moral incentives. It includes encouragements, promotions, honoring them at the time of success and motivating them for the best. Employee loyalty will be high if there is an effective promotion policy, honoring the employees' achievements etc. So, management of the organization can maintain good promotion strategies, good incentive plan, it will help to improve employee loyalty. (Chaubey and Hatwal, 2014).

Collective professional work

Collective professional work is linked to the employee loyalty. It includes employee participation in decisions and goals related to the organization and taking their opinions, good social relations between all members of the organization. If an organization want to improve their employee loyalty, they need to consider employees' opinion in decision making, and need to maintain good relationship with all the members in the organization. (Chaubey and Hatwal, 2014).

Environmental factors

Another important factor influencing on employee loyalty is environmental factors. It is related to the corporation deals in phrases of the effect of social structures on the worker, his social popularity and society's view of him. If an organization providing an effective work environment to their employees, it helps to motivate them and will leads to high level employee loyalty towards the organization. (Chaubey and Hatwal, 2014).

Job Security

It is one of the important factors which influencing on employee loyalty. It is the feeling of employee on their job and how much safe and continuity in the organization. It is the ability of managers to communicate and continually encourage their employee to maintain a high-level job security. Also, management need to provide job contract to the employee to make a feeling of high job security among employees. It will help to improve employee loyalty towards organization. (Chaubey and Hatwal, 2014)

Iqbal, Sajid Tufail and Nawaz Lodhi, 2015 conducted a study to know the influence of organizational commitment on employee loyalty in Pakistani organizations. The study shows that, there is a positive relationship between organizational commitment on employee loyalty in the organizations. This study identified some factors affecting employee loyalty that is work commitment, financial benefits, owner attitudes etc.

Riaz Khan, Irfanullah Khan, Sattar Khan, Farooq Jan, Naveed Saif, 2015 conducted a study on the Determinants of Employee's Loyalty in the Higher Educational Institutions in Pakistan. The researchers came up with the result that teachers' loyalty is one of the most important factors behind the success of academic institutions. This research also identified many factors influencing employee loyalty that is empowerment, participation, and socialization and demographic attributes.

Chaubey and Hatwal, 2014 conducted a study on Factors influencing employee's loyalty towards organizations: An Empirical Investigation at Educational Institutions in Dehradun. The main purpose of that study was conducted to know the factors influencing employee loyalty in education sector. This study identified many factors influencing on employee loyalty that is pay and benefits, work environment, organization culture and value, etc. This study indicates that there is positive correlation between employee loyalty and various factors affecting it.

The study conducted by Priyadharshini and Sudhahar, 2019, shows that, if the organization want to maintain successful performance, they need to create high level employee loyalty I the organization, because a loyal employee always creates values in the organization. They studied on the determinants of employee loyalty. This research study was done by using secondary data. Almost 32 articles about employee loyalty were reviewed. This study identified that, there are some factors positively associated with job satisfaction and employee loyalty. That is supervisor support, teamwork, working environment, leadership style, commitment, motivation, career development etc.

Arshad, Wagas, Bashir, Sattar, Abdullah, Hussain, Anjum, Ali, 2014 conducted a study on the factors influencing job satisfaction and it impact on job loyalty, in Pakistan based on private and public organizations. This research descriptive in nature and used questionnaires to collect data and analyzed it for identifying the job satisfaction level in various organizations. For this study used 148 employees as sample taken from different department. The analysis of the study found that there is a positive relationship between job loyalty and job satisfaction. Finally, this study gives contribution to know the important of employee job satisfaction and loyalty in both academic as well as business enterprises. It helps the managers to understand how the effectiveness and efficiency of an organization can be improved by enhancing the job satisfaction and loyalty of employees.

Adedeji and Ugwumadu, 2018 done a research on Factors Motivating Employee Loyalty and Employee Retention in Deposit Money Banks in Nigeria. It employed descriptive survey design, and the sample size of this study was 190, which is selected by using random sampling method. Questionnaire used for collecting primary for this study.; there are clear explanation about factor motivating employee loyalty. This study shows that one of the important factor influencing on employee retention and loyalty is training and development. This study also shows the relationship between factors motivating employee loyalty and retention in the banks. Finally, concluded that employee loyalty and retention is important for the sustainability of any organization.

Rajput, Singhal and Tiwari, 2016 conducted a research to find the impact of job satisfaction on employee loyalty in case of academicians. This study says that, employee loyalty and job satisfaction is one of the important challenges facing by the managers when it comes to managing their employees. For this study a self-design questionnaire is distributed to academicians those who are working in different colleges and institutes and collected the primary data. The main objective of this study was the identify the impact of job satisfaction on employee loyalty among academicians. Finally, there are important factors impact of job satisfaction on employee loyalty among academic example of these: career growth, motivation, and workplace environment, the results of the study show that there is no any impact of job satisfaction on employee loyalty in case of academicians.

This research conducted to Analyze the Factor Affecting Employee Loyalty in Pt. Karya Swadaya Abadi (Karsa), as well as, the key words were Employee Loyalty, Pt. Karya Swadaya Abadi (Karsa) and company. For this study chosen 70 respondents as sample. Based on the researcher's discussion, the main factors affecting employee loyalty includes incentives, status, promotion, because it shows higher the correlation values, that is 0.823, 0.821, 0.813 respectively. The researcher advice all company in around the world is that to increase employee loyalty, the organization should maintain a good relationship with their employees and provide incentives and other benefits in order to improve their performance also to be the permanent employee. In addition, this study also explained that, if a company want to increase their employee loyalty, they need to maintain an effective incentive scheme to motivate the employees those who are showing high level performance in the company. (Betniar, 2017).

Klopotan, Buntak and Drozdek, 2016 conducted a research to determine the parameters influencing employee's loyalty. The purpose and goal of this study was to test the important parameters of the loyalty of employees in the public and private sectors. In addition, the researchers were conducted this research in the Republic of Croatia. This study highlighted that the loyalty and employee satisfaction are the important factors which influence on the success of any organization in around the world. The loyal and satisfied employee is the key in building perfect relationships with customers, stakeholders or suppliers of the organization. The researchers confirmed that there are many parameters loyalty of employees which it dependent on education, age or gender also the private or public sector of employment. The researchers found that in private sector has high level correlation between direct financial rewards and good business communication, promotional opportunities, status of the organization etc.

The researchers conduct this research to determine the employee's loyalty and the factors effecting. This focused two group of experienced employees, that is first group include one to three years experienced employees and the second group include more than fifteen years of work experienced employees and compared between both groups. The main conclusions drawn of this research is that "softer" factors like the relationship between the employees, the organizational culture, and personal growth seem to be more important for employees than physical benefits. Furthermore, there is a big difference regarding employee loyalty between groups with different work experience. Finally, the researchers recommend organizations to be responsive to its employees' needs and adapt their management to all employees. (Jansson and Wiklund, 2019).

Research Gap

From the past studies understand that, most of the researchers done the study on the topic factors influencing employee loyalty with related to the other countries' context other than Oman. And, most of the research done based on companies, very few studies have done in educational institutions. This study

conducting the research on the factors influencing employee loyalty with related to Oman environment, especially how it is influencing on lecturers' loyalty at university in Oman.

Methodology

Quantitative research is used for this study because it is focused to collect numerical data based on a structured questionnaire and analyzed the collected data with the help of MS Excel and SPSS in order to prove the objectives of the study. This study used to understand different factors influencing lecturers' loyalty at University of Technology and Applied Sciences - Shinas, also help to know how extent those factors are influencing. This study used to analyze the relationship between organizational factors and employee loyalty in University of Technology and Applied Sciences, Sultanate of Oman. Survey method is used for this study to collect the data related to lecturer's loyalty. Secondary data for this study collected from E-library, ProQuest, journal and article. The population for this study is the lecturers from University of Technology and Applied Sciences- Shinas and concentrating on various departments that is Business Studies Department, Engineering Department, Information Technology Department and English Learning Center to frame the sample for this study. Due to Covid 19 pandemic, it is difficult to meet respondents directly to get the relevant primary data. So, convenience sampling method applied in this study while choosing sample for collecting the data. The online google form questionnaire sent to all the lecturers in various department at UTAS-Shinas. In the first part of the questionnaire includes demographic information of respondents, that is age, gender, qualification and experience, in the second part included close-ended questions with (Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree) options related to factors influencing on lecturers' loyalty, also in the third part included some questions related to employee loyalty. Out of total 195 lecturers from various departments, 42 number of responses have received, and it has taken as sample, also used their responses as primary data for this study. The collected data will be analyzed through charts and tables by using MS Excel software, also used SPSS to calculate the correlation to analyze the relationship between organizational factors and employee loyalty. The main independent variables used for this study is Career Development, Compensation and Rewards, Job Security and Workplace Environment. The dependent variable in the study is employee Loyalty. Also included demographic variables that is age, gender, qualification and experience.

Data Analysis

The data collected through online questionnaire (google form) was analyzed and the main interpretations on the responses of all department lecturers at UTAS-Shinas (Business Studies Department, IT, Engineering, English language center) was drawn. The collected data was entered in Microsoft Excel and analyzed, then the analyzed data was presented in charts and tables. It has shown that the employees are happy with most of the factors affecting on their loyalty. From the frequency table identified that most of the employees are happy with the factors like career development, compensation and benefits, workplace environment, but some of them are not happy with the job security provided by the university, and few of them are not happy with linkage of reward and their performance. From the demographic factors identified that most of the lecturers are well experienced and most of them have minimum master's degree qualification. High percentage of employees are in 40 and above age level also included in the male gender category. Correlation used to analyze the data which is collected through questionnaire to prove the relationship between organizational factors and employee loyalty in University of Technology and Applied Sciences, at Sultanate of Oman. The value of correlation between organizational factors and employee loyalty was 0.884 (Sig. 0.01 level). Since the correlation value is positive, the study can say that there is a positive relationship between organizational factors and employee loyalty. That is, if the university increased the satisfaction level of employee on various

organizational factors which is influencing their performance, it may lead to high level employee loyalty.

Correlation Matrix for Organizational Factors and Employee Loyalty			
		Organizational Factors	Employee Loyalty
Organizational Factors	Pearson Correlation	1	.884**
	Sig. (2-tailed)		.000
	N	42	42
Employee Loyalty	Pearson Correlation	.884**	1
	Sig. (2-tailed)	.000	
	N	42	42
**. Correlation is significant at the 0.01 level (2-tailed).			

Results

This study come out with the following main outcomes:

The result of the analysis regarding the demographic characteristics indicated that there are 66.7% of the lecturers at the university are males and 33.3% of them are females. With regards to the age group of the lecturers, all women and males, where the analyzes showed that the highest percentage (64.3%) for the lecturers are 40 years and above, with regards to the qualification, the highest percentage that is 57.1% of the lecturers are having postgraduate, and most of the lecturers have more than 5 years of experience in the university.

Maximum number of respondents 50% strongly agreed with the statement that I feel proud when I get recognition from my organization for the work that I had. It means that lecturers are happy with the recognition provided by university of technology and applied science; it will help to improve their performance.

More than 25% that is 28.8% of respondents are neutral to the statement that UTAS-Shinas link reward to my performance appraisal. It indicates that, UTAS-Shinas needs to improve their rewards system towards performance appraisal of the employees to improve their performance that leads to high level loyalty towards university.

Also, this study found that, 50% of the respondents are strongly agreed with the statement that the non-financial benefits (leave benefits, health benefits) received are valuable and important to create the lecturers' loyalty towards the university. Therefore, it shows that university lecturers are highly satisfied with the non-financial, which is provided by university. It will lead to high level of performance by them and more satisfaction in their work.

This study found that 33.3% of respondents are neutral to the statement of the job security in the UTAS - Shinas is high, 2.4% of the respondents are disagree and 7.1% are strongly disagree to this statement. It indicates that, UTAS-Shinas needs to improve their job security of employees that leads to maintain high level employee loyalty.

This study found that, 47.6% of the respondents are agreed and 28.5% of them strongly agreed that UTAS - Shinas takes steps to ensure that the lecturers can maximize their career potential. It means that all the lecturers are supported by the university to increase and develop their career. Analysis shows that, 47.6% of the respondents are agree and 28.5% are strongly agree that there UTAS - Shinas assists the lecturers to gain more working experience in their job that their doing. 19% of the respondents are neutral to this statement that university is supportive towards my long-term career development, 4.8% of them are strongly disagreed and 2.4% of respondents are disagree to this statement. So, this result indicate that UTAS-Shinas need to provide long term career development programs to the employees to satisfy them in order to improve the employee loyalty towards the university.

This study reveals that 47.6% of the respondents are agree and 40.5% of them are strongly agreed with the statement the physical working conditions of UTAS – Shinas are very comfortable to work in. Therefore, it will lead to high-level performance of lecturers at UTAS-Shinas.

Analysis show that, 47.6% of respondents are agree with this statement I am willing to continue my employment in UTAS - Shinas at this part of time and 38.1% of them are strongly agree.

As the study analysis above, 40.5% of respondents are agree related to this statement I am willing to stay with UTAS – Shinas even if other jobs offer me more pay. That means the lecturers worked in the university are more loyalty for their organization.

Maximum number of respondents 47.6% are strongly agree with the I will uphold the UTAS - Shinas reputation to public and shows that, 47.6 of respondents are strongly agree with the statement I will enhance the UTAS - Shinas image to the public. It indicates that, most of the lecturers are happy in their work, this help them to achieve more, and at the end the university will be developed in high level.

Discussions

This study found that, most of the responses on the various factors influencing employee loyalty are in positive approach, so it will lead to high level employee loyalty in the university. However, there are some factors influencing negatively towards employee loyalty because respondents are not highly happy with those factors which will be influenced on employee loyalty. The most positively influencing factor on lecturer's loyalty at the university is workplace environment, most of the respondents are happy with that factor. Also found that most of the respondents are happy with the career development opportunities in the UTAS-Shinas, 19% of them are neutral and 4.8% of them are strongly disagree with the statement; UTAS - Shinas is supportive towards my long-term career development. It may lead to negative influence on employee loyalty in the university. With regards to the job security factors in the university, most of the employees are not highly happy and 21.4% of respondents are neutral and 4.8% of them are strongly disagree on the statement, UTAS-Shinas has highest standard university policies and procedure to maintain job security, also more than 30% of the respondents are neutral on the statement UTAS-Shinas has high level job security. It means that lecturers are feeling insecurity in their job. It may lead to negative impact on employee loyalty in the university. Most of the lecturers are happy with the compensation and reward provided by the university to them, but more than 25% that is 28.8% of respondents are neutral, 7.1% disagree and 4.8% strongly disagree to the statement; UTAS-Shinas link reward to my performance appraisal. It indicates that UTAS-Shinas need to improve the compensation system by providing effective rewards and compensation based on their employee's performance. It will help to high level employee loyalty in the organization. this study found that, with regards to employee loyalty, 11.9% of the respondents are not willing to continue in the organization if

they got another with high pay, it shows a negative employee loyalty towards UTAS-Shinas. It may happen because as mentioned earlier there are some factors influencing negatively towards their loyalty. Finally, the correlation value between organizational factors and employee loyalty was positive. So, the study can say that there is a positive relationship between organizational factors and employee loyalty. The value of correlation between organizational factors and employee loyalty was 0.884. Some of the employees are not happy with the factors influencing employee loyalty that is job security and compensation and reward provided, it may lead to negative loyalty towards the university.

The management needs to make sure that they are providing the rewards and compensation to the employees based on their performance appraisal feedback, it will lead to high level employee satisfaction, also help to increase the level of employee loyalty towards university.

This study found that the feeling of the employees on job security is not high. Some of the respondents are not happy with the policies and procedures with regards to the job security at UTAS-Shinas and more than 30% of the respondents are neutral to the statement UTAS-Shinas has high level job security and 7.1% of respondents are strongly disagree on it. So, management of UTAS-Shinas need to take necessary action to improve the job security of the employees. If they felt insecurity, it may lead to low performance and low-level loyalty towards the organization. It is important management needs to conduct open discussion or weekly meeting with their employees to express their ideas and participated with them about the procedure, rules, and treat them as a part of university, need to improve the policy regarding job security by improving their ability to understand employees feeling about their work, they can be given more support and mentoring programs to the employees, conduct regular meeting with them and focus on solutions on their problems etc.

In order to improve the career development, management should provide many kinds of work-related activities instead of individual activities; they can be given more group or team based programs or activities, it help to improve co-workers coordination, many soft skills like teamwork skills, communication skills, leadership, decision making skills etc. Also, management can provide some opportunities to their employees like participating international conference, opportunities for higher studies, participating international training programs etc. it may lead to long term career development and help to improve the employee loyalty towards the university.

This study found that, most of the lecturers are happy with the physical working environment and facilities provided by the university to do their work effectively. So, this is the suggestion management of UTAS-Shinas keep the similar kind of facility forward to maintain the same level of satisfaction also always try to update the facilities based on the technological and environmental changes.

University of Technology and Applied Sciences-Shinas need to encourage their lecturers to do their best work and perform to their highest of standard. The study found that some of the faculty are not willing to continue with the university if they offered high pay from others. If the management is focusing the suggestions mentioned in the recommendation side and able to follow the same effectively, it helps them to develop a high level of employee loyalty towards the university and employees will not ready to leave their job. If the university have loyal lecturers working for it, then its productivity and efficiently will lead to higher level, at the end the rate of turnover will be low.

Conclusion

The purpose of this study was to find out the various factors influencing on lecturers' loyalty in University of Technology and Applied Sciences-Shinas and how much these factors affecting on it. It helps to offer valuable suggestions for improving on lecturer's loyalty in UTAS-Shinas. Also help to understand how much those factors are influencing on their loyalty. This study conducted specially in University of Technology and Applied Science-Shinas; it consists of four departments (IT, Engineering, Business Studies and English Language Center). Out of 195 lecturers from various department, selected 42 respondents as sample by using convenience sampling method. Data was collected through survey questionnaire (Google form) and was analyzed with MS Excel and SPSS.

Most of the researchers has done the study on the topic on the topic factors influencing employee loyalty with related to the other countries' context other than Oman. Moreover, most of the research done based on companies; very few studies have done in educational institutions. This study conducting the research on the factors influencing employee loyalty with related to Oman environment, especially how it influences on lecturers' loyalty at university in Oman.

In findings or results of this study found the different views of lecturers from four Department at UTAS-Shinas about various factors influencing on their loyalty. In addition, this study found some of the negative feedback on some factors influencing on employee loyalty, also found some of the positive feedback on some factors which is influence on employee loyalty on lecturers at UTAS-Shinas. Correlation value between organizational factors and employee loyalty was 0.884. Since it is a positive value the study can say that there is a positive relationship between organizational factors and employee loyalty.

In the discussion, part clearly mentioned the various suggestions to improve employee loyalty based on the findings. The university should focus on those recommendations in order to create a high level of lecturers' loyalty. Furthermore, will affect the reputation of organization through employee loyalty, also this will help to create a positive atmosphere in the workplace.

Limitations and Failure Studies

This study contains many limitations, including the difficulty of obtaining some confidential information, like compensation and benefits offered to the employees, HR practices of university, job security policies etc. from the university and the lecturers due to the higher education policy, may not be honest while filling the questionnaire or they may not provide us with correct and complete answers. Due to Covid-19 pandemic situation, it was difficult to meet directly the respondents of the study for collecting the primary data, so collected the primary data through online questionnaire. This may lead to lack of seriousness from the respondents, which may arise the errors in the analysis. Due to time constraints and Covid-19 pandemic, the researchers may not be able to access the university library to get the relevant details related to the topic. So, this study fully depends on online sources for collecting secondary data related to the topic. due to time constrain and pandemic situation, this study restricted to only one university (UTAS-Shinas) in North Al Batinah region in Sultanate of Oman. In future this area of research can be done much more insight, in that can be included all the private and public universities in Sultanate of Oman. It can focus the various factors influencing on lecturers' loyalty in private and public university, also can be done a comparison analysis on the lecturers' loyalty between public and private universities in Sultanate of Oman.

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