

The Strategic Imperative of Structured Progression: Retaining Qatari Talent in the Competitive Private Sector

Salim Al Barami

Yuri Yoshida

Ruslan Asfandiyarov

Contents

1. Introduction	2
1.1 The Macroeconomic Imperative: Qatar National Vision 2030 and the Economics of Diversification	2
1.2 The Dual Labor Market: A Structural Challenge to Private Sector Competitiveness.....	2
1.3 Strategic HR as a Mitigating Factor: A Resource-Based and Human Capital View.....	3
2. Performance Evaluation as a Tool for Human Capital Development and Risk Mitigation.....	4
2.1 Beyond the Scorecard: Performance Evaluation as an Economic Instrument.....	4
2.2 Architecting a High-Impact Performance System: A Phased Approach	4
2.2.1 Phase 1: Goal Setting and Cascading Objectives	4
2.2.2 Phase 2: Data Gathering and Multi-Source Feedback.....	5
2.2.3 Phase 3: Calibration and the Evaluation Dialogue	6
2.2.4 Phase 4: Linking Performance to Rewards and Development.....	6
3. Professional Development as a Strategic Investment in Long-Term Productivity	8
3.1 The Economics of Human Capital Investment.....	8
3.2 A Diversified Portfolio of Human Capital Investments.....	8
4. The Retention Equation: An Economic Analysis of Qatari Talent	10
4.1 The Opportunity Cost and the Multi-Attribute Utility Function of Qatari Nationals	10
4.2 From Anecdote to Evidence: The Quantifiable Economics of Retention and Employee Lifetime Value (ELTV).....	12
5. Conclusion.....	13
Key Takeaways:.....	13
6. References	15

1. Introduction

1.1 The Macroeconomic Imperative: Qatar National Vision 2030 and the Economics of Diversification

The State of Qatar's economic trajectory is guided by the ambitious Qatar National Vision 2030 (QNV 2030), a strategic framework designed to navigate the nation away from the inherent volatilities and finite nature of a hydrocarbon-dependent economy (GSDP 2008). Launched in 2008, the vision is a direct policy response to the economic phenomenon known as the "resource curse," or the paradox of plenty, where countries with an abundance of natural resources often experience slower economic growth, less democracy, and worse development outcomes (Badeeb, Lean, and Clark 2017). The "resource curse" concept itself is a well-established, though evolving, field of economic study (Kinnaman 2023). QNV 2030 aims to short-circuit this paradox by orchestrating a structural transformation towards a diversified, competitive, and, crucially, knowledge-based economic model (GCO n.d.; Sharq Law Firm 2025). This transition is critical for fossil fuel export-dependent economies facing the prospect of global decarbonization, which could lead to significant fiscal and economic transition costs (Jensen 2023).

Central to this grand strategy is the Human Development Pillar, which posits that the nation's most sustainable and valuable long-term asset is its own citizenry (GSDP 2008). This pillar is not merely a social goal but a fundamental economic imperative (Sharq Law Firm 2025). In a world increasingly focused on the global energy transition and decarbonization, the long-term fiscal stability of the state can no longer be guaranteed by hydrocarbon revenues alone (Jensen 2023). Therefore, cultivating a skilled, productive, and motivated national workforce capable of driving growth in non-oil sectors, such as finance, logistics, technology, and tourism, is essential for ensuring long-term economic sovereignty and prosperity (Kularatne, Miyajima, and Muir 2024). Recent economic data underscores this reality; while Qatar's real GDP growth was a modest 2.6% in 2024, non-hydrocarbon activities expanded by a more robust 3.7%, driven by significant growth in education (+14.4%) and tourism-related services (+8.7%) (Bank Audi 2025). The policy of "Qatarization," which aims to increase the number of Qatari nationals in the workforce, especially in the private sector, is the primary operational vehicle for realizing the objectives of the Human Development Pillar (Zaidan, Wazen, and Al-Saidi 2025). It represents a shift in the nation's social contract, from one based on the distribution of resource wealth to one based on the creation of human capital wealth (Al-Thani 2024).

1.2 The Dual Labor Market: A Structural Challenge to Private Sector Competitiveness

A primary obstacle to the successful implementation of Qatarization is the deeply entrenched economic structure of a "dual labor market." This model, a staple of development economics, describes a labor market segregated into two distinct, non-competing sectors: a primary sector and a secondary sector (Thiollet 2023). This segmentation is a key challenge identified in broader GCC labor market reforms (IMF. Middle East and Central Asia Dept. 2024).

In Qatar's unique context, the primary sector is the public and quasi-public sector. It is characterized by high wages that often exceed market-clearing rates, a form of "efficiency wage" designed to ensure loyalty and social stability, comprehensive non-pecuniary benefits,

unparalleled job security, and a clear, hierarchical, and predictable path for career progression (Sheble and Khatri 2016). This sector effectively sets the “reservation wage”, the lowest wage at which a worker would be willing to accept a particular type of job, for skilled Qatari nationals at an exceptionally high level (Bunglawala 2011).

The secondary sector is the private sector. While dynamic and globally integrated, it operates under market pressures that often preclude it from offering the same level of security and long-term benefits as the state. For a Qatari national, the decision of where to work is a rational economic choice. The public sector offers a high, stable, low-risk return on their human capital. This creates a powerful “pull” factor towards government employment, establishing it as the default and most utility-maximizing career path (Bunglawala 2011). Consequently, the private sector faces a significant structural disadvantage. This distortion leads to wage inflation for national hires and a potential misallocation of the nation’s best human capital towards administrative roles rather than productive enterprise (Elbanna et al. 2021). The IMF. Middle East and Central Asia Dept (2024) explicitly recommends that public sector wages should be gradually aligned with those in the private sector to reduce this distortion and public-private wage premia.

1.3 Strategic HR as a Mitigating Factor: A Resource-Based and Human Capital View

From an economic standpoint, the challenge for private firms is one of strategic incentive design. This report argues that two of the most potent tools in this endeavor are a meticulously structured Performance Evaluation (PE) system and a well-funded, comprehensive Professional Development Plan (PDP). This analysis employs the Resource-Based View (RBV) of the firm, which posits that a firm’s sustained competitive advantage is derived from its unique internal resources and capabilities (Barney 1991). In the context of Qatar, a workforce of highly skilled and loyal Qatari nationals constitutes a premier strategic asset that is Valuable, Rare, Inimitable, and Non-substitutable (the VRIN framework), as there is no long-term alternative for strategic success in the Qatari market (Barney 1991; Mahoney and Pandian 1992).

Complementing the RBV, we draw on Human Capital Theory, pioneered by Gary Becker. This theory views education and training as investments that increase productivity. Extensive empirical research confirms that it is the quality of education, measured through the cognitive skills that constitute a nation’s “knowledge capital,” that is the crucial driver of long-run economic growth, not merely the quantity of schooling (Hanushek and Woessmann 2021; Goczek, Witkowska, and Witkowski 2021). By investing in robust PE and PDP systems, firms are not merely incurring an expense; they are making a direct investment in the general and firm-specific human capital of their Qatari employees (Badran 2024). These corporate strategies directly support the goals of QNV 2030, as public universities are increasingly expected to act as drivers of development and innovation, creating a more capable workforce (Zaidan, Wazen, and Al-Saidi 2025). This report will demonstrate how these investments create a powerful, self-reinforcing cycle that makes the firm more attractive, increases productivity, and provides powerful incentives for retention, thus protecting the initial investment and generating long-term returns.

2. Performance Evaluation as a Tool for Human Capital Development and Risk Mitigation

2.1 Beyond the Scorecard: Performance Evaluation as an Economic Instrument

A strategically designed performance evaluation system moves far beyond a simple administrative scorecard to become a powerful economic instrument. Its primary function is to serve as a mechanism for risk management and incentive alignment, addressing several core economic problems. First, it directly confronts the problem of information asymmetry (Akerlof 1970). In the labor market, employers face adverse selection and moral hazard. A transparent PE system, based on clear metrics and regular feedback, reduces both problems by clarifying expectations and creating a rich dataset on performance over time (Sumi 2023).

Second, the PE system is the primary vehicle for establishing organizational justice. This concept is twofold: Distributive justice (fairness of outcomes) and Procedural justice (fairness of processes). Research overwhelmingly shows that procedural justice can be even more powerful in fostering employee loyalty and organizational citizenship behaviors (Abu-Tineh et al. 2023). For Qatari employees who may be wary of opaque decision-making, a PE system with clear standards and calibration provides a credible guarantee of fair treatment.

Finally, we can analyze the PE system through the lens of Signalling Theory (Spence 1973). A sophisticated PE system acts as a powerful market signal. It signals to current and prospective Qatari employees that the organization is a meritocracy and is professionally managed. This signal is particularly potent in the Qatari context, enhancing the firm's employer brand and lowering the cost of talent acquisition (Saab n.d.).

2.2 Architecting a High-Impact Performance System: A Phased Approach

In a labor market where the public sector has long been the benchmark for career stability and advancement, the private sector's evaluation systems face a higher burden of proof. To build the necessary trust and overcome the powerful 'pull' of government employment, these systems must be demonstrably fair, transparent, and culturally attuned. Establishing a continuous two-way dialogue is the first step in proving the system's integrity and building a high-trust, positive workplace culture (Hamdan n.d.). This approach helps mitigate the perceived career risks associated with a performance-based culture (Bunglawala 2011). This process can be broken down into four distinct, yet interconnected, phases that address the core challenges of attracting, motivating, and retaining national talent in the competitive Qatari labor market.

2.2.1 Phase 1: Goal Setting and Cascading Objectives

The foundational phase of any effective performance system is ensuring that the goals of individual employees are directly aligned with the strategic objectives of the organization. This is a universal management challenge, but it becomes particularly critical in the unique context of Qatar's private sector. Here, a firm (the "principal") makes a significant investment in hiring and developing a national employee (the "agent"). However, the agent always has the attractive

alternative of a secure, high-paying public sector job. This creates a risk for the principal that the agent's long-term interests may not be fully aligned with the firm's goals, and the principal cannot perfectly monitor the agent's day-to-day effort or long-term commitment. This fundamental conflict of interest and information asymmetry is known in economics as the principal-agent problem (Corghnet, Gómez-Miñambres, and Gonzalez 2016).

Modern goal-setting frameworks, such as Management by Objectives (MBO) and its more agile evolution, Objectives and Key Results (OKRs), are designed specifically to solve this issue. The foundational concept of MBO focuses on creating agreed-upon objectives to improve performance (Abdallah and Elhoss 2019), while the globally adopted OKR system pairs inspirational goals with measurable, time-bound outcomes (Doerr 2018). Both frameworks move beyond traditional, static appraisals that simply look in the "rearview mirror" at past performance (Giffen 2021). Through a process of "cascading," these systems create a transparent "line of sight" from the company's highest strategic aims down to an individual's daily work (Zimyo, 2025). This process makes it explicit how an employee's contributions directly advance the organization's mission, fostering the sense of purpose and growth that are essential for motivation and retention (Giffen 2021).

2.2.2 Phase 2: Data Gathering and Multi-Source Feedback

Once goals are defined, progress must be measured through a fair and comprehensive data-gathering process. Modern performance management has moved beyond relying on the single opinion of a direct manager. International best practice emphasizes gathering multi-source feedback to create a holistic view of an employee's performance. This includes:

- **Managerial Reviews:** The traditional assessment of performance against set objectives (KPIs).
- **360-Degree Feedback:** Confidential feedback from peers, direct reports, and even clients, used primarily for developmental purposes rather than evaluation (Abboud 2021).
- **Self-Assessments:** Requiring employees to reflect on their own performance, which fosters ownership and identifies gaps in perception.

However, in the Qatari context, the method of feedback delivery is as important as its content. While the system must be objective, its application must be culturally calibrated. Academic frameworks on cultural differences highlight that in societies characterized by high power distance and collectivism, such as Qatar, communication must be adapted to respect hierarchy and preserve group harmony (Khalil-Ur-Rehman and Mehmood 2024). This reinforces the principle that in high-context cultures, feedback is often delivered more indirectly to avoid causing a loss of "face" (Vorecol Editorial Team 2024). A blunt, Western-style feedback mechanism could therefore be counterproductive. Instead, an indirect and "face-saving" communication style is essential, ensuring that feedback is received as constructive rather than confrontational (Khalil-Ur-Rehman and Mehmood 2024).

To further reduce subjectivity, many global firms use Behaviorally Anchored Rating Scales (BARS). Instead of a vague rating like "5/5 for teamwork," a BARS would provide a specific behavioral example, such as, "Proactively shares critical information with other teams and offers help without being asked" (Entomo 2023). This multi-faceted and behavior-based approach builds crucial trust by demonstrating a commitment to objective assessment, mitigating the risk of

perceived managerial bias and assuring employees that evaluations are robust and evidence-based.

2.2.3 Phase 3: Calibration and the Evaluation Dialogue

This phase is where procedural justice is institutionalized, ensuring the data gathered is applied fairly and consistently across the organization. The core mechanism is the calibration session, a practice now widely adopted by high-performing organizations to improve rating quality (Speer, Tenbrink, and Schwendeman 2019). In these meetings, managers from across a department or division come together to discuss the ratings they have proposed for their team members. They must defend their assessments to their peers, providing evidence and specific examples. This process of public justification increases rater accountability and is particularly crucial in the Qatari context, where a high power-distance culture can lead to a reluctance to document potentially negative feedback in writing (Wilbur, Bacha, and Abdelaziz 2017). The calibration session's primary purpose is to attenuate these individual supervisor biases and increase the accuracy of the final ratings (Grabner, Künneke, and Moers 2020). This ensures that one manager's "high performer" is held to the same standard as another's, preventing rating inflation and personal bias.

Following calibration, the evaluation itself is delivered not as a verdict, but as part of an ongoing, coaching-focused dialogue. For this dialogue to be effective, especially in a cross-cultural setting, its delivery must be culturally attuned; research on communication styles in the region shows that an indirect, "face-saving" approach is often preferred over a blunt, direct style to ensure feedback is received constructively (Khalil-Ur-Rehman and Mehmood 2024). This dialogue should not be confined to an annual review; indeed, regular feedback is often the missing piece in the employee retention puzzle (Franchell 2022). Frequent check-ins and continuous conversations about performance and development make employees feel valued and heard, directly strengthening their commitment to the firm (Henricks 2018).

Furthermore, the content of this dialogue is a powerful lever. Academic research shows that a strengths-based appraisal, where supervisors focus on an employee's unique qualities, significantly increases Perceived Supervisor Support (PSS), which in turn boosts the motivation to improve (Van Woerkom and Kroon 2020). By focusing the conversation on future growth and collaboratively building an Individual Development Plan (IDP) that outlines career goals and the support the firm will provide (B2C Solutions 2021), the entire process is transformed. For a Qatari employee who values development, this phase is critical. It turns a potentially intimidating judgment into a constructive, forward-looking partnership, reinforcing the firm's commitment to their long-term career.

2.2.4 Phase 4: Linking Performance to Rewards and Development

The final phase ensures the credibility of the entire system by creating a clear, transparent, and defensible link between performance outcomes and tangible rewards. A large body of empirical research confirms that a well-structured system linking performance appraisal to rewards and career development has a significant positive impact on employee retention (Gulzar, Advani, and Jalees 2017). This linkage is the mechanism that allows the private sector to compete directly with the public sector's strong security offering. While the public sector provides stability, the private sector must offer superior opportunities for growth and velocity. This link, which builds organizational commitment (Eliyana, Ma'arif, and Muzakki 2019), is manifested in several ways:

- **Compensation:** Tying bonuses, profit-sharing, and salary increases directly to performance ratings.
- **Promotion:** Making advancement decisions based on sustained high performance, rather than just tenure. For most employees, the opportunity for career advancement is a primary driver of satisfaction and retention (Thwin, Janarthanan, and Bhaumik 2023).
- **Development Opportunities:** Giving high-performing employees priority access to prestigious development programs, high-profile projects, and international assignments, a factor confirmed by systematic reviews to lower the risk of employees leaving (Shiri et al. 2023).

This creates a powerful incentive loop (CHRP Qatar n.d.). When a Qatari national sees a clear and attainable path where exceptional work leads directly to a promotion, a significant bonus, or a place in the company's HiPo program, the private sector is no longer a high-risk gamble. It becomes a rational, utility-maximizing choice for an ambitious professional, fundamentally altering the retention equation in the firm's favor (Thwin, Janarthanan, and Bhaumik 2023).

Table 1. Economic Rationale of High-Impact Performance Evaluation Systems

Feature	Description	Economic Rationale
Frequency and Regularity	A shift from annual reviews to a model of continuous feedback, incorporating quarterly check-ins and real-time coaching.	Lowers the transaction cost of feedback. Provides more data points, reducing the risk of a single, biased event (recency bias, halo/horn effect) skewing the assessment and increasing the accuracy of human capital valuation.
Transparency and Fairness	Establishing and communicating clearly defined, measurable, and unbiased evaluation criteria, often linked to objective Key Performance Indicators (KPIs).	Mitigates risk by reducing information asymmetry and moral hazard. When criteria are clear, it fosters "procedural justice," which is proven to increase organizational commitment and trust in management.
Alignment with Organizational Goals	Directly linking individual performance objectives to the broader strategic goals of the company.	Solves the classic principal-agent problem by aligning the agent's (employee's) incentives with the principal's (firm's) objectives, maximizing productive efficiency.
Developmental Focus	Framing the evaluation with an emphasis on future growth, skill acquisition, and career planning, rather than solely as a retrospective judgment.	Signals that the firm views the employee as a long-term, appreciable asset. This encourages the employee to invest in "firm-specific human capital," which is less portable and creates a strong retention incentive.

3. Professional Development as a Strategic Investment in Long-Term Productivity

3.1 The Economics of Human Capital Investment

The decision to fund professional development must be framed within the language of capital budgeting. A PDP is an investment in an appreciable asset. As articulated by Human Capital Theory, firms invest in skills to increase future productivity (Becker 1964). This firm-level investment strategy is a core vehicle for actualizing Qatar's national vision. Indeed, it directly aligns with the stated aims of recent labour legislation, which, according to the Minister of Labour, is designed to support the private sector by providing "qualified national competencies" (QNA 2024). These investments, undertaken in partnership with national efforts to create a skilled and productive workforce (GCO n.d.), create two distinct, yet complementary, types of human capital:

- **General Human Capital:** Skills valuable to multiple firms (e.g., an MBA, a PMP certification). While an employee could take these skills elsewhere, offering such training acts as a powerful market signal of the firm's commitment to quality, helping it attract and retain top talent (Bradfield Learning and Development n.d.; Parsons 2025). In today's market, where employees are highly focused on personal growth, firms that fail to offer such opportunities risk losing valuable talent to competitors who do (Thwin, Janarthanan, and Bhaumik 2023).
- **Firm-Specific Human Capital:** Skills most valuable within the current organization (e.g., mastery of a proprietary software, deep knowledge of the company's internal processes). A structured Individual Development Plan (IDP) is the primary mechanism for building this type of sticky, inimitable capital. By showing an employee that the company is personally invested in their career trajectory, IDPs enhance engagement and create a powerful incentive for the employee to stay (Vorecol 2024; Arugay 2021). This is also a critical component of succession planning, ensuring deep, contextual knowledge is passed to the next generation of leaders (Thwin, Janarthanan, and Bhaumik 2023).

The Return on Investment (ROI) for these programs can and should be modeled. The model must include direct costs (course fees), indirect costs (employee's salary while in training), and benefits such as quantified productivity gains, cost savings from efficiency, and, critically, the avoided cost of turnover. Academic research confirms a direct, positive relationship between investment in training and development, employee retention, and overall organizational performance (Igbinoba et al. 2022). Systematic reviews further confirm that professional development is directly linked to reducing turnover (Shiri et al. 2023), a particularly salient fact in the highly competitive Qatari talent market where recruitment and onboarding represent major expenses (Pernenkil 2025). While the exact cost of turnover varies, it represents a substantial financial drain on GCC companies (Ventures Middle East n.d.). When calculated over a multi-year period, the ROI on targeted development for key Qatari talent is often exceptionally high.

3.2 A Diversified Portfolio of Human Capital Investments

Viewing professional development through the lens of capital investment leads to a crucial strategic insight: a single, monolithic approach is insufficient. Instead, a world-class PDP should

be managed like a diversified portfolio of human capital investments, with a mix of interventions designed to meet the distinct needs of employees at different career stages. This strategic, tiered approach is essential for actualizing the goals of Qatar's Third National Development Strategy (NDS3), which calls for a "future-ready workforce" (PSA 2024). It also aligns with the nation's broader labour reform agenda, being pursued with international partners like the ILO, to build a comprehensive, data-driven approach to labour market management (ILO 2024). As companies invest in their talent, they become active partners in the government's strategy of localizing skilled jobs in the private sector through platforms like "Kawader" (MoL 2024b).

- **Stage 1: Foundational (New Qatari Graduates):** Structured Graduate Development Programs (GDPs). This strategy aligns perfectly with the work of national institutions like Qatar University. The university has a formal, documented process to ensure that course-level learning outcomes are aligned with the broader institutional and national goals of QNV 2030, demonstrating a culture of evidence-based improvement aimed at maximizing graduate employability (Qatar University n.d.). By investing in GDPs, private firms are not just hiring graduates; they are integrating talent from a system explicitly designed to support the national vision (El Sayed 2025). This directly supports the NDS3 ambition to create an "upskilling pathway for Qatari youth into key targeted economic sectors," with the economic goal of accelerating time-to-productivity and reducing early-career attrition.
- **Stage 2: Functional Mastery (Early to Mid-Career Professionals):** Funding for professional certifications (ACCA, PMP, SHRM) and technical workshops. This approach addresses the increasing demand for advanced cognitive and socio-behavioral skills required by technological change (World Bank 2019). The goal is to build deep functional expertise and general human capital, creating a pool of subject matter experts. This aligns with policy recommendations that call for the creation of "employee development funds and other continuing professional development courses" to retain skilled talent in Qatar (Almeer, Bhatti, and Babar 2025) and supports the government's phased rollout of job localization initiatives (MoL 2024a).
- **Stage 3: Leadership Cultivation (High-Potential Nationals):** Selective programs including executive coaching and international secondments. These talent pipelines must be intentionally inclusive, designed to cultivate and advance the skills of all high-potential nationals, ensuring that both male and female talent are developed to contribute to Qatar's economic future. Local research from Qatar University confirms that such training programs have a significant positive impact on cultivating essential leadership skills, with students showing keen interest in developing communication, empathy, and decision-making confidence (Al-Awad 2024). As a case study of a leadership program in Qatar found, the success of such initiatives hinges on fostering genuine "transformative learning" experiences through deep awareness of the participants' cultural contexts and a well-designed post-program stage to ensure learning is embedded (Schnepfleitner and Ferreira 2021). These programs are critical for mitigating succession risk and making leadership roles seem achievable, operationalizing the concept of "attainability" to inspire ambitious employees (Jooss and Krebs 2024).
- **Stage 4: Knowledge Transfer (Senior Experts & Managers):** Formalized mentorship programs where knowledge transfer is a key performance metric for senior staff. This approach supports the NDS3 goal of implementing a "targeted knowledge transfer

program” for young, employed Qataris. Research on knowledge transfer in the neighboring UAE emphasizes that organizational factors such as a culture of trust, supportive leadership, and appropriate rewards are critical for facilitating the sharing of expertise from senior to junior employees (Al Nuaimi and Jabeen 2020). This ensures the systematic transfer of valuable, firm-specific human capital to the next generation of Qatari leaders.

For example, a Leadership Pathway for a high-potential Qatari engineer at a major industrial firm might begin with a rotation through the Finance department (Stage 1). This would be followed by funding for a Project Management Professional (PMP) certification (Stage 2). Upon demonstrating high performance, they would be selected for the company’s HiPo program (Stage 3), which includes an international secondment. Throughout this journey, they are mentored by a senior expatriate manager whose own performance is tied to the successful development of their Qatari mentee (Stage 4). This multi-stage, blended approach yields a far more capable leader than any single training course could produce.

Table 2. A Diversified Portfolio of Human Capital Investments

Stage Number	Stage Name & Target Audience	Typical Interventions	Strategic Economic Goal
1	Foundational (New Qatari Graduates)	Structured GDPs, rotational assignments.	Accelerate time-to-productivity; reduce early-career attrition.
2	Functional Mastery (Early/Mid-Career)	Professional certifications (PMP, ACCA), technical workshops.	Build deep expertise; create a pool of subject matter experts.
3	Leadership Cultivation (High-Potentials)	Executive coaching, international secondments, HiPo programs.	Mitigate succession risk; build a pipeline of future leaders.
4	Knowledge Transfer (Senior Experts)	Formalized mentorship programs, teaching/coaching roles.	Retain and transfer valuable firm-specific human capital.

4. The Retention Equation: An Economic Analysis of Qatari Talent

4.1 The Opportunity Cost and the Multi-Attribute Utility Function of Qatari Nationals

Every Qatari professional’s career choice can be modeled as a rational economic decision aimed at maximizing their personal “utility function” (Sunardi, Umar, and Sahara 2022). This is not simply about maximizing salary; it is a multi-attribute utility function that can be expressed as: $U = f(W, B, S, V, G, L, P)$, where the variables represent Wage, Benefits, Job Security, Career Velocity,

Growth/Skill Acquisition, Work-Life Balance, and Psychic Income (the non-monetary or psychological benefits of a job, such as a sense of purpose, social status, and professional fulfillment), respectively.

The public sector, underwritten by a generous social contract, provides an exceptionally high and stable baseline for several of these variables (Fatima and Elbanna 2025). The state's generous welfare schemes, social support, and family safety nets create a unique economic environment where the baseline for Job Security (S), Benefits (B), and Work-Life Balance (L) is set at a level that private firms cannot easily match (Younis, Elsharnouby, and Elbanna 2023). This creates a powerful “pull” factor towards government employment, establishing it as the default, security-maximizing career path (Al Haj 2017).

The private sector's winning strategy, therefore, cannot lie in competing on the baseline of security, but in offering a vastly superior value proposition for Career Velocity (V) and Growth/Skill Acquisition (G). The “opportunity cost” of accepting a private sector role is the stable, secure utility offered by the government. Therefore, a private firm must offer a significant premium on the growth-related variables.

Table 3. The Career Choice Equation: Public vs. Private Sector Value Proposition for Qatari Talent

Variable	Definition	Primary Sector with Advantage	Economic Rationale
W	Wage	Public	The state sets a high, non-market reservation wage.
B	Benefits	Public	Comprehensive, state-funded benefits (healthcare, housing).
S	Job Security	Public	Near-absolute security of tenure creates a low-risk baseline.
L	Work-Life Balance	Public	Culturally accepted norms regarding working hours and effort.
V	Career Velocity	Private	The private sector's primary competitive tool: faster promotion.
G	Growth/Skill Acquisition	Private	The private sector's other key tool: superior development.
P	Psychic Income	<i>Mixed</i>	Purpose, social status; can be found in both sectors.

A large body of empirical research confirms this is the correct strategic focus. A systematic review by Shiri et al. (2023) found a definitive positive relationship between continuing professional development and employee retention, with training opportunities being directly associated with a decreased intention to leave a job. This is particularly true for younger Qatari professionals, who place a higher value on these growth opportunities (Shiri et al. 2023). Local studies in Qatar's key industries, such as aviation and oil and gas, validate this, finding that career development

opportunities are a primary driver of employee retention (Nagarathanam, Venkitasamy, and Attiah 2018; Al Muftah and Lafi 2011). A structured Performance Evaluation (PE) system directly increases the value of V by making the path to promotion and status increases transparent and attainable (Abu-Tineh et al. 2023). Simultaneously, a comprehensive Professional Development Plan (PDP) directly increases the value of G by providing a clear, evidence-based roadmap for skill acquisition. Together, they transform the private sector from a high-risk, uncertain option into a high-growth, high-reward proposition, fundamentally altering the utility calculation in the firm's favor (Naimi 2024).

4.2 From Anecdote to Evidence: The Quantifiable Economics of Retention and Employee Lifetime Value (ELTV)

The cost of employee turnover is a significant, and often underestimated, financial liability. This is not merely a theoretical concern; studies within Qatar's own private sector, such as the food and beverage industry, confirm that high turnover directly damages the financial stability and capability of firms, with a lack of growth opportunities being a primary driver (Awolusi and Jayakody 2021). Although precise calculation is complex, economic models provide a clear framework for understanding this impact. The total cost is composed of both direct and indirect costs. Direct costs include separation and replacement expenses such as administrative fees, recruitment advertising, and the time spent by management on exit and hiring interviews (O'Connell and Kung 2007).

More significant, however, are the indirect costs, which represent a substantial loss of value. Research from entities like the Saratoga Institute suggests that when all factors are considered, the total cost of losing a skilled employee is between 1.0 to 1.5 times their annual salary (Crisp 2021; Duda and Žůrková 2013). This figure accounts for critical, value-destructive factors including:

- **Lost Productivity:** This includes the output lost during the vacancy period and the reduced productivity of the new hire during their "ramp-up" period (O'Connell and Kung 2007).
- **Loss of Firm-Specific Human Capital:** The departing employee takes with them valuable, inimitable knowledge about the company's processes, clients, and informal networks—a direct loss of "know-how" that impacts institutional memory (Duda and Žůrková 2013).
- **Negative Externalities on Team Performance:** Turnover can disrupt team cohesion, lower the morale of remaining employees, and divert existing resources to train the new hire, reducing the overall productivity of the department (Crisp 2021).

Table 4. Components of Employee Turnover Cost

Cost Category	Component Examples	Primary Economic Impact
Direct Costs	Recruitment advertising, interview time, administrative fees.	Immediate, quantifiable cash outlay.

Indirect Costs (Productivity Loss)	Vacancy period, new hire “ramp-up” time.	Lost revenue and operational output.
Indirect Costs (Human Capital Loss)	Loss of firm-specific knowledge, client relationships.	Loss of a unique, inimitable asset.
Indirect Costs (Negative Externalities)	Lower morale, diversion of team resources for training.	Decreased productivity of the entire team.

A more advanced analytical approach is to calculate the Employee Lifetime Value (ELTV). This framework models the total net value an employee is expected to bring to the company over their entire employment. The formula is, in essence: $ELTV = (\text{Average Annual Value Generated} \times \text{Average Employee Lifetime}) - (\text{Cost of Acquisition} + \text{Cost of Development})$.

Investments in PE and PDP systems are powerful levers for maximizing ELTV. They increase the Average Annual Value Generated by improving performance. Most critically, they directly increase the Average Employee Lifetime by reducing the rate of “regrettable turnover.” Given that the cost of losing a skilled employee can be 1.0 to 1.5 times their annual salary (Crisp 2021; Duda and Žůrková 2013), any investment in development that successfully retains such an employee generates a significant and quantifiable return through these avoided turnover costs alone.

5. Conclusion

The adaptation of private sector HR strategies to the mandates of Qatarization reveals a critical intersection between national economic policy, the nation’s unique social contract, and firm-level strategic management. The long-term success of Qatar’s economic diversification, as envisioned in QNV 2030, is contingent not merely on regulatory compliance but on the genuine and strategic integration of Qatari talent into the fabric of the private sector. This requires private firms to move beyond a reactive, cost-minimization mindset and adopt a proactive, evidence-based, and investment-oriented approach to human capital.

This analysis has framed performance evaluations and professional development plans not as perfunctory HR functions, but as core economic strategies. They are the essential tools by which firms can solve the information asymmetry problem, align principal-agent incentives, and build the kind of firm-specific, inimitable human capital that drives a sustainable competitive advantage. By making career progression transparent and investing visibly in employee growth, private organizations can fundamentally alter the opportunity cost calculation for Qatari professionals, making the private sector a compelling and rational long-term career choice.

Key Takeaways:

- 1. A Fundamental Economic Divide:** A profound implementation gap exists between large, resource-rich organizations that approach Qatarization as a strategic investment in human capital and smaller enterprises that often treat it as a reactive compliance burden due to resource constraints.
- 2. The Power of Signaling:** Structured performance evaluations and professional

development plans act as powerful market signals. They communicate a firm's long-term commitment to its Qatari employees, reducing perceived career risk and directly countering the "pull" of secure public sector employment.

3. **Solving the Principal-Agent Problem:** These HR practices are critical mechanisms for aligning the interests of Qatari employees (agents) with the long-term goals of the firm (principal). By linking individual growth to organizational success, they foster a culture of shared purpose and mutual investment.
4. **Retention as a Rational Choice:** Effective PE and PDP systems change the economic equation for Qatari talent. By making future rewards (promotions, leadership roles) clear and attainable, they increase the discounted future value of remaining with the firm, making retention the utility-maximizing option.
5. **Beyond Compliance to Competitive Advantage:** The firms that will thrive under Qatarization are those that leverage its mandates to build a rare and valuable human capital asset. A highly skilled, motivated, and loyal national workforce is a VRIN resource that provides a decisive and sustainable competitive advantage in the Qatari market.
6. **An Aligned National Ecosystem is Essential:** The long-term success of nationalization hinges on an aligned ecosystem. This requires strategic corporate investment in PE and PDPs, supported by enabling government labor policies (such as those advanced by the Ministry of Labour) and a responsive national education system that is formally and demonstrably aligned with the needs of the private sector and the goals of QNV 2030.
7. **The Need for a National Data Infrastructure:** This analysis was constrained by a notable lack of high-frequency, granular statistical data on Qatar's private sector labor market. From an economic perspective, this information gap hinders the ability of both policymakers and firms to make optimally efficient decisions. The development of a Labour Market Information System (LMIS) represents a critical future investment. Such a system would function as a public good, providing real-time data on workforce dynamics, wage pressures, and skill gaps. This would enable true evidence-based policymaking and allow private firms to move from reactive compliance to data-driven strategic human capital management.

By transforming the compliance burden of Qatarization into a strategic opportunity for talent development, Qatar's private firms can ensure their own prosperity while serving as powerful engines for the nation's economic future. Ultimately, the firms that will succeed in Qatar's diversifying economy will be those that move beyond a mindset of regulatory compliance. They must internalize Qatarization as a strategic imperative, not merely to fill a quota, but to build the human capital that drives sustainable competitive advantage.

Acknowledgement:

This study was developed as part of the labor market research initiatives undertaken by the Ministry of Labor of Qatar. We gratefully acknowledge the Ministry's support in providing guidance and resources, which enabled a thorough examination of the critical factors influencing the retention of Qatari nationals in the nation's private sector, with a specific focus on the roles of performance management and professional development.

6. References

1. Abboud, Samar. 2021. "THE IMPACT OF 360 DEGREES PERFORMANCE APPRAISALS ON EMPLOYEE RETENTION." *The EUrASEANs: Journal on Global Socio-Economic Dynamics*, no. 3(28) (May): 37–49. [https://doi.org/10.35678/2539-5645.3\(28\).2021.37-49](https://doi.org/10.35678/2539-5645.3(28).2021.37-49).
2. Abdallah, Farid, and Walid Elhoss. 2019. "The Impact of Management by Objectives (MBO) on Organizational Outcome in a Digital World: A Case Study in the Aviation Industry." In *Digital Economy. Emerging Technologies and Business Innovation. ICDEc 2019. Lecture Notes in Business Information Processing*, by R Jallouli, M Bach Tobji, D Bélisle, S Mellouli, F Abdallah, and I Osman, eds, 358:15–28. Cham: Springer. https://doi.org/10.1007/978-3-030-30874-2_2.
3. Abu-Tineh, Abdullah M., Michael H. Romanowski, Youmen Chaaban, Hadeel Alkhatib, Norma Ghamrawi, and Yousef M. Alshaboul. 2023. "Career Advancement, Job Satisfaction, Career Retention, and Other Related Dimensions for Sustainability: A Perception Study of Qatari Public School Teachers." *Sustainability* 15 (5). <https://doi.org/10.3390/su15054370>.
4. Akerlof, George A. 1970. "The Market for 'Lemons': Quality Uncertainty and the Market Mechanism." *The Quarterly Journal of Economics* 84 (3): 488–500. <https://doi.org/10.2307/1879431>.
5. Al Haj, Anas. 2017. "Leadership Styles and Employee Motivation in Qatar Organizations." Walden Dissertations and Doctoral Studies. 3880, Walden University. <https://scholarworks.waldenu.edu/dissertations/3380>.
6. Al Muftah, Hend, and Hanan Lafi. 2011. "Impact of QWL on Employee Satisfaction Case of Oil and Gas Industry in Qatar." *Advances in Management & Applied Economics* 11 (2): 107–34. <http://hdl.handle.net/10576/50460>.
7. Al Nuaimi, Mouza, and Fauzia Jabeen. 2020. "A Study of Factors Influencing Knowledge Transfer in Organisations in the United Arab Emirates." *International Journal of Knowledge Management Studies* 11 (2): 170–89. <https://doi.org/10.1504/ijkms.2020.106331>.
8. Al-Awad, Noor. 2024. "The Effectiveness of Training and Development Programs in Enhancing Leadership Skills and the Role of Personal Traits From the Perspective of Qatar University Students." *Educational Administration: Theory and Practice* 30 (11): 701–16. <https://doi.org/10.53555/kuey.v30i11.8427>.
9. Almeer, Ameena, Misba Bhatti, and Zahra Babar. 2025. "Qatar's Policy Landscape and Its Impact on Highly Skilled Migration." Konrad-Adenauer-Stiftung. March 3, 2025. Accessed July 10, 2025. <https://www.kas.de/en/web/rpg/detail/-/content/highly-skilled-migration-to-the-gulf-states-how-do-gcc-countries-fare-in-the-global-competition-for->.
10. Al-Thani, Mishal Jabor. 2024. "Transformation to Sustainable Economy : Qatar as a Case Study." Student thesis: Doctoral Dissertation, HBKU College of Science and Engineering. <https://doi.org/10.57945/manara.hbku.29325584.v1>.

11. Arugay, Richelle Balboa. 2021. "The Changing Landscape of Human Resource Management in a Qatarization Environment: A Literature Review." *JPAIR Multidisciplinary Research* 43 (1): 1–20. <https://doi.org/10.7719/jpair.v43i1.713>.
12. Awolusi, Olawumi Dele, and Shirley Shamen Jayakody. 2022. "Exploring the Impact of Human Resource Management Practices on Employee's Retention: Evidence From the Food and Beverage Industry in the State of Qatar." *Journal of Social and Development Sciences* 12 (4(S)): 39–58. [https://doi.org/10.22610/jsds.v12i4\(s\).3203](https://doi.org/10.22610/jsds.v12i4(s).3203).
13. B2C Solutions. 2021. "How to Ask for a Performance Appraisal to a Recruiter in Qatar." April 27, 2021. Accessed July 7, 2025. <https://www.b2c-solutions.com/blog-details/112/how-to-ask-for-a-performance-appraisal-to-a-recruiter-in-qatar>.
14. Badeeb, Ramez Abubakr, Hooi Hooi Lean, and Jeremy Clark. 2017. "The Evolution of the Natural Resource Curse Thesis: A Critical Literature Survey." *Resources Policy* 51 (March): 123–34. <https://doi.org/10.1016/j.resourpol.2016.10.015>.
15. Badran, Ahmed. 2024. "Building Human Sustainable Capital via Education: The Case of Qatar." In *The AcademicNetwork for Development Dialogue (ANDD) Paper Series*, 2nd ed., 73–90. QU Press. <https://journals.qu.edu.qa/index.php/ANDD/article/view/5030>.
16. Bank Audi. 2025. "QATAR ECONOMIC REPORT: MAY 2025." *Bank Audi*. Accessed July 7, 2025. <https://www.bankaudigroup.com/group/audi-research>.
17. Barney, Jay. 1991. "Firm Resources and Sustained Competitive Advantage." *Journal of Management* 17 (1): 99–120. <https://doi.org/10.1177/014920639101700108>.
18. Becker, Gary S. 1964. *Human Capital: A Theoretical and Empirical Analysis With Special Reference to Education*. 1st ed. NBER. <https://www.nber.org/books-and-chapters/human-capital-theoretical-and-empirical-analysis-special-reference-education-first-edition>.
19. Bradfield Learning and Development. n.d. "CIPD Level 5 Courses in Qatar." Accessed July 7, 2025. <https://bradfield.co.uk/cipd-level-5-training-qatar/>.
20. Bunglawala, Zamila. 2011. "Young, Educated and Dependent on the Public Sector: Meeting Graduates' Aspirations and Diversifying Employment in Qatar and the UAE." 4. *Brookings Doha Center Analysis Paper*. Brookings Institution. Accessed June 30, 2025. https://www.brookings.edu/wp-content/uploads/2016/06/1215_qatar_diversify_employment_bunglawala_english.pdf.
21. CHRP Qatar. n.d. "Best Practices: Implementing Best Practices With CHRP®." Accessed July 7, 2025. <https://chrpqatar.com/best-practices/>.
22. Corgnet, Brice, Joaquín Gómez-Miñambres, and Roberto Hernan Gonzalez. 2016. "Goal Setting in the Principal-Agent Model: Weak Incentives for Strong Performance." GATE WP 1628. SSRN. GATE Lyon Saint-Etienne. Accessed July 8, 2025. <https://doi.org/10.2139/ssrn.2837759>.
23. Crisp, Gayla. 2021. "Employee Turnover: Costs, Causes and Cures." Bachelor of Integrated Studies Degree, Murray State University.

- <https://digitalcommons.murraystate.edu/cgi/viewcontent.cgi?article=1353&context=bis437>.
24. Doerr, John E. 2018. *Measure What Matters: How Google, Bono, and the Gates Foundation Rock the World With OKRs*. 2nd ed. Portfolio/Penguin.
<https://sunbytes.io/app/uploads/2022/04/Measure-What-Matter-John-Doerr.pdf>.
25. Duda, Jiří, and Lenka Žůrková. 2013. "Costs of Employee Turnover." *Acta Universitatis Agriculturae Et Silviculturae Mendelianae Brunensis* 61 (7): 2071–75.
<https://doi.org/10.11118/actaun201361072071>.
26. El Sayed, Sahar. 2025. "Higher Education Institutions, Centres of Cultural Change Towards Sustainable Development – Qatar University as a Case Study." 2. *The Academic Network for Development Dialogue (ANDD) Paper Series*. ANDD. Accessed July 8, 2025.
<https://orcid.org/0009-0007-6191-7946>.
27. Elbanna, Said, Shatha Obeidat, Heba Younis, and Tamer Elsharnouby. 2021. *An Evidence-Based Review on Nationalization of Human Resources in the GCC Countries. "The Implementation of Qatarization Strategy: The Status Quo, Challenges and Remedies."* *The Administrative Sciences Association At: Canada*.
<http://hdl.handle.net/10576/44268>.
28. Eliyana, Anis, Syamsul Ma'arif, and None Muzakki. 2019. "Job Satisfaction and Organizational Commitment Effect in the Transformational Leadership Towards Employee Performance." *European Research on Management and Business Economics* 25 (3): 144–50. <https://doi.org/10.1016/j.iedeen.2019.05.001>.
29. Entomo. 2023. "GCC's Approach to Performance Management: Lessons Learned and Best Practices." June 26, 2023. Accessed July 7, 2025. <https://entomo.co/blog/gccs-approach-to-performance-management-lessons-learned-and-best-practices/>.
30. Fatima, Tahniyath, and Saïd Elbanna. 2025. "Beyond the Numbers Game: Understanding Organizational Response to Nationalization Policy in the Middle East." *Journal of International Management*, June.
<https://doi.org/10.1016/j.intman.2025.101272>.
31. Franchell, Jonathan. 2022. "Feedback Is Often the Missing Piece of the Employee Retention Puzzle." *Forbes*. June 3, 2022. Accessed July 8, 2025.
<https://www.forbes.com/councils/forbesagencycouncil/2022/06/03/feedback-is-often-the-missing-piece-of-the-employee-retention-puzzle/>.
32. General Secretariat For Development Planning (GSDP). 2008. "Qatar National Vision 2030." Press release. July 2008. Accessed July 7, 2025.
https://www.npc.qa/en/QNV/Documents/QNV2030_English_v2.pdf.
33. Giffen, Ryan. 2021. "Leading Employee Performance Reviews Skillfully and With Care | Boston Hospitality Review." *Boston Hospitality Review*. Boston University School of Hospitality Administration. Accessed July 8, 2025.
<https://www.bu.edu/bhr/2021/04/30/leading-employee-performance-reviews-skillfully-and-with-care/>.

34. Goczek, Łukasz, Ewa Witkowska, and Bartosz Witkowski. 2021. "How Does Education Quality Affect Economic Growth?" *Sustainability* 13 (11). <https://doi.org/10.3390/su13116437>.
35. Government Communications Office (GCO). n.d. "Labour Reform." Accessed July 10, 2025a. <https://www.gco.gov.qa/en/media-centre/in-focus/labour-reform/>.
36. ———. n.d. "Qatar National Vision 2030: A Roadmap for Transformation." Accessed July 7, 2025b. <https://www.gco.gov.qa/en/state-of-qatar/qatar-national-vision-2030/our-story/>.
37. Grabner, Isabella, Judith Künneke, and Frank Moers. 2020. "How Calibration Committees Can Mitigate Performance Evaluation Bias: An Analysis of Implicit Incentives." *The Accounting Review* 95 (6): 213–33. <https://doi.org/10.2308/tar-2016-0662>.
38. Gulzar, Saba, Avinash Advani, and Tariq Jalees. 2017. "Impact of Performance Appraisal on Employee Retention: A Study on Banking Sector of Pakistan." *JISR Management and Social Sciences & Economics*, 15 (1): 85–102. <https://doi.org/10.31384/jisrmsse/2017.15.1.6>.
39. Hamdan, Shadi. n.d. "Creating a Positive Workplace Culture in Qatar: Strategies for Success." Great Place to Work. Accessed July 8, 2025. https://greatplacetowork.me/creating-a-positive-workplace-culture-in-qatar/?gad_source=1&gad_campaignid=21095101091&gbraid=0AAAAAC9CzQ26rSZuTfZVgwwrmpp1HH0tV&gclid=CjwKCAjw4K3DBhBqEiwAYtG_9LpaIM7q9F_SBCxrlXEJ7PlXrSKiKZMOoIHjXEv5YSsb39YNhOrZ0hoCD48QAvD_BwE.
40. Hanushek, Eric A., and Ludger Woessmann. 2021. "Education and Economic Growth." *Oxford Research Encyclopedia of Economics and Finance*, August. <https://doi.org/10.1093/acrefore/9780190625979.013.651>.
41. Henricks, Mark. 2018. "How Regular Feedback Can Help Improve Employee Retention." American Express. February 6, 2018. <https://www.americanexpress.com/en-us/business/trends-and-insights/articles/how-regular-feedback-can-help-improve-employee-retention/>.
42. Igbinoba, Ebeguki, Opeyemi Joel, Friday Igbadumhe, and Dibia Peter. 2022. "Employees Retention Strategies and Organizational Performance." *Academy of Entrepreneurship Journal* 28 (5S): 1–12. <https://www.abacademies.org/articles/employees-retention-strategies-and-organizational-performance-14752.html>.
43. International Labour Organization (ILO). 2024. "ILO and Qatar Sign New 4-year Programme to Advance Labour Reforms." March 4, 2024. Accessed July 10, 2025. <https://www.ilo.org/resource/news/ilo-and-qatar-sign-new-4-year-programme-advance-labour-reforms>.
44. International Monetary Fund (IMF). Middle East and Central Asia Dept. 2024. "Gulf Cooperation Council: Pursuing Visions Amid Geopolitical Turbulence: Economic Prospects and Policy Challenges for the GCC Countries." *Policy Papers* 2024 (066). <https://doi.org/10.5089/9798400295744.007>.

45. Jensen, Lars. 2023. "Global Decarbonization in Fossil Fuel Export-Dependent Economies: Fiscal and Economic Transition Costs." *United Nations Development Programme (UNDP)*. UNDP. Accessed July 7, 2025.
<https://www.undp.org/publications/dfs-global-decarbonization-fossil-fuel-export-dependent-economies>.
46. Jooss, Stefan, and Benjamin P. Krebs. 2024. "Employee Reactions to Perceived 'Non-talent' Designation: A Social Comparison Perspective." *The International Journal of Human Resource Management* 35 (17): 2916–40.
<https://doi.org/10.1080/09585192.2024.2385400>.
47. Khalil-Ur-Rehman, Muhammad, and Waqas Mehmood. 2024. "Cultural Differences and Performance Management in International Management." *ResearchGate*. Oakswood College. Accessed July 8, 2025.
https://www.researchgate.net/publication/381889133_Cultural_Differences_and_Performance_Management_in_International_Management.
48. Kinnaman, Thomas C. 2023. "A New Perspective on the Natural Resource Curse." *World* 4 (4): 670–83. <https://doi.org/10.3390/world4040042>.
49. Kularatne, Chandana, Ken Miyajima, and Dirk V Muir. 2024. "From HydroCarbon to Hightech: Mapping the Economic Transformation of Qatar." *Selected Issues Papers 2024* (010): 1–23. <https://doi.org/10.5089/9798400267314.018>.
50. Mahoney, Joseph T., and J. Rajendran Pandian. 1992. "The Resource-based View Within the Conversation of Strategic Management." *Strategic Management Journal* 13 (June): 363–80. <https://doi.org/10.1002/smj.4250130505>.
51. Ministry of Labour (MoL). 2024a. "Ministry of Labour Hosts Discussion Panel on Nationalization Plan." November 25, 2024. Accessed July 10, 2025.
<https://www.mol.gov.qa/En/mediacenter/Pages/NewsDetails.aspx?itemid=514>.
52. ———. 2024b. "Ministry of Labour Issues Updated Version of the Job Title Description and Classification Guide for the Private Sector." December 1, 2024. Accessed July 10, 2025. <https://www.mol.gov.qa/En/mediacenter/Pages/NewsDetails.aspx?itemid=520>.
53. Nagarathanam, Ravi, Suresh Venkitasamy, and Eihab Mohannad Attiah. 2018. *THE IMPACT OF CAREER DEVELOPMENT PRACTICES ON EMPLOYEES' RETENTION IN QATAR AVIATION INDUSTRY*. ASCENT International Conference Proceeding - Accounting and Business Management. ASCENT International.
<https://www.researchgate.net/publication/329388783>.
54. Naimi, Hamda Al. 2024. "Job Satisfaction of Career Service Providers in Qatar." *American Journal of Development Studies* 2 (2): 1–15.
<https://doi.org/10.54536/ajds.v2i2.3195>.
55. Nikolajeff, Iina. 2025. "Professional Development Program for Qatari Teachers Promotes Innovative Teaching Methods - Omnia Education Partnerships." Omnia Education Partnerships. January 14, 2025. <https://www.oep.fi/professional-development-program-promotes-innovative-teaching-methods/>.

56. O'Connell, Matthew, and Mei-Chuan Kung. 2007. "Employee Turnover & Retention: Understanding the True Costs and Reducing Them Through Improved Selection Processes." *Industrial Management Article*, 1–10.
https://www.researchgate.net/publication/211392097_The_Cost_of_Employee_Turnover.
57. Parsons, Lian. 2025. "Why Is Professional Development Important?: Learn the Role of Professional Development in Advancing Your Career." *Harvard Division of Continuing Education (DCE)* (blog). February 24, 2025. Accessed July 10, 2025.
<https://professional.dce.harvard.edu/blog/why-is-professional-development-important/>.
58. Pernenkil, Sanjana. 2025. "How to Hire in Qatar." Papaya Global. May 26, 2025. Accessed July 7, 2025. <https://www.papayaglobal.com/blog/how-to-hire-in-qatar/>.
59. Planning and Statistics Authority (PSA). 2024. "Qatar Third National Development Strategy 2023–2030." *National Planning Council (NPC)*. Accessed April 9, 2025.
https://www.psa.gov.qa/en/nds1/nds3/Documents/QNDS3_EN.pdf.
60. Qatar News Agency (QNA). 2024. "Minister of Labour: Law on Nationalization of Jobs Aims to Support Private Sector and Provide Qualified National Competencies -1-." *Qatar News Agency (QNA)*, November 7, 2024. Accessed July 10, 2025.
<https://qna.org.qa/en/news-bulletins-details?id=0108-minister-of-labour-law-on-nationalization-of-jobs-aims-to-support-private-sector-and-provide-qualified-national-competencies--1-&date=4/11/2024>.
61. Qatar University. n.d. "Assessment Process." Accessed July 10, 2025.
https://www.qu.edu.qa/en-us/Offices/vpaa/aqa/learning_outcome_assessment/Pages/learning_outcomes_processes.aspx.
62. Saab, Jana. n.d. "Retain Top Talent in Qatar: 4 Strategies for Work-Life Balance & Development." Great Place to Work. Accessed July 7, 2025.
https://greatplacetowork.me/retain-top-talent-in-qatar-4-strategies-for-work-life-balance-development/?gad_source=1&gad_campaignid=21095101091&gbraid=0AAAAAC9CzQ0FB3CVpcJ_O-5EpiQJGH4l&gclid=Cj0KCQjwwajDBhCNARIsAEE29WrmaG40yX7TLYKiSP-vbCdJ9_p_a0PzFeoKO65FQJbeJ3YPSUVSA7waAm4yEALw_wcB.
63. Schnepfleitner, Frances Maureen, and Marco Paulo Mala Ferreira. 2021. "A Leadership Development Programme: A Case Study of Transformative Learning in Qatar." *Educational Research for Social Change* 10 (2): 1–17. <https://doi.org/10.17159/2221-4070/2021/v10i2a1>.
64. Sharq Law Firm. 2025. "Qatar National Vision 2030: Legal Framework and Government Initiatives to Attract Foreign Investment." *Sharq Law Firm*. Sharq Law Firm. Accessed July 7, 2025. https://www.sharqlawfirm.com/wp-content/uploads/2021/01/Qatar_National_Vision_2030_9-3-2025.pdf.

65. Sheble, Riham, and Shabina S. Khatri. 2016. "New HR Law Boosts Pay for Qataris in Public Sector Jobs." *Doha News*, November 11, 2016. Accessed July 7, 2025. <https://dohanews.co/new-hr-law-boosts-pay-qataris-public-sector-jobs/>.
66. Shiri, Rahman, Ashraf El-Metwally, Mikael Sallinen, Marjaana Pöyry, Mikko Härmä, and Salla Toppinen-Tanner. 2023. "The Role of Continuing Professional Training or Development in Maintaining Current Employment: A Systematic Review." *Healthcare* 11 (21). <https://doi.org/10.3390/healthcare11212900>.
67. Speer, Andrew B., Andrew P. Tenbrink, and Michael G. Schwendeman. 2019. "Let's Talk It Out: The Effects of Calibration Meetings on Performance Ratings." *Human Performance* 32 (3–4): 107–28. <https://doi.org/10.1080/08959285.2019.1609477>.
68. Spence, Michael. 1973. "Job Market Signaling." *The Quarterly Journal of Economics* 87 (3): 355–74. <https://doi.org/10.2307/1882010>.
69. Sumi. 2023. "Significance of Performance Appraisal in Your Organization." Artify360. February 13, 2023. Accessed July 7, 2025. <https://www.artify360.com/the-importance-of-performance-appraisal-in-an-organization-in-qatar/>.
70. Sunardi, Sunardi, Rusydi Umar, and Dewi Sahara. 2022. "Best Employee Decision Using Multi Attribute Utility Theory Method." *Jurnal RESTI (Rekayasa Sistem Dan Teknologi Informasi)* 6 (6): 945–51. <https://doi.org/10.29207/resti.v6i6.4318>.
71. Thiollet, Hélène. 2023. "Immigration Rentier States." *Journal of Ethnic and Migration Studies* 50 (3): 657–79. <https://doi.org/10.1080/1369183x.2023.2269783>.
72. Thwin, Phyuzar, Midhunchakkaravarthy Janarthanan, and Amiya Bhaumik. 2023. "Impact of Career Advancement on Employee Retention." *International Journal of Latest Engineering and Management Research (IJLEMR)* 08 (01): 106–9. https://www.researchgate.net/publication/368273690_Impact_of_Career_Advancement_on_Employee_Retention.
73. Van Woerkom, Marianne, and Brigitte Kroon. 2020. "The Effect of Strengths-Based Performance Appraisal on Perceived Supervisor Support and the Motivation to Improve Performance." *Frontiers in Psychology* 11 (July). <https://doi.org/10.3389/fpsyg.2020.01883>.
74. Ventures Middle East. n.d. "Leveraging Employee Engagement Surveys to Improve Retention in GCC Companies." Accessed July 8, 2025. https://www.ventures-me.com/venture_insights/leveraging-employee-engagement-surveys-to-improve-retention-in-gcc-companies/.
75. Vorecol. 2024. "How Can Individual Development Plans Enhance Employee Engagement and Retention?" *Vorecol* (blog). August 28, 2024. Accessed July 10, 2025. <https://blogs.vorecol.com/blog-how-can-individual-development-plans-enhance-employee-engagement-and-retention-125187>.
76. Vorecol Editorial Team. 2024. "The Impact of Cultural Context on CompetencyBased Performance Evaluations in Diverse Workforces." *Blogs.Vorecol* (blog). October 1, 2024. Accessed July 8, 2025. <https://blogs.vorecol.com/blog-the-impact-of-cultural-context-on-competencybased-performance-evaluations-in-diverse-workforces-197684>.

77. Wilbur, Kerry, Rasha Mousa Bacha, and Somaia Abdelaziz. 2017. "How Does Culture Affect Experiential Training Feedback in Exported Canadian Health Professional Curricula?" *International Journal of Medical Education* 8 (March): 91–98.
<https://doi.org/10.5116/ijme.58ba.7c68>.
78. World Bank. 2019. "World Development Report 2019: The Changing Nature of Work." *World Bank*. Washington, DC: World Bank. Accessed July 10, 2025.
<https://doi.org/10.1596/978-1-4648-1328-3>.
79. Younis, Heba, Tamer Elsharnouby, and Said Elbanna. 2023. "Controversial Debates About Workforce Nationalisation: Perspectives From the Qatari Higher Education Industry." *Human Resource Development International* 27 (1): 58–82.
<https://doi.org/10.1080/13678868.2023.2217734>.
80. Zaidan, Esmat, Cesar Wazen, and Mohammad Al-Saidi. 2025. "Vehicles for Change? Public Universities, Development Plans, and the Post-carbon Transition in the Gulf States." *Research in Globalization* 11 (June).
<https://doi.org/10.1016/j.resglo.2025.100294>.
81. Zimyo. 2025. "Strategies for Managing Employees With Performance Challenges in Qatar." April 15, 2025. Accessed July 7, 2025. <https://www.zimyo.com/middle-east/resources/insights/strategies-for-managing-employees-with-performance-challenges-in-qatar/>.