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Reframing Employment Policy: A National Policy Analysis of Sustainable Empowerment for Low-Qualified Job Seekers Under Oman Vision 2040

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Abstract

This study examines how Oman can change its employment and education policies to help people with skills obtain good jobs. Oman aims to achieve this by the year 2040. The study does not solely focus on what individuals can do to secure employment. Instead, it explores how the government and other organizations can collaborate to make it easier for people to find work. Oman's employment policies and human capital policies need to be revised so that qualified individuals can secure jobs and become independent. The study is about Oman's employment and human capital policies and how they can be enhanced to assist people in Oman. This study reviews plans, job market reports, and some international examples to assess how well policies function. It employs concepts from Human Capital Theory, the Capability Approach, and Sustainable Development to evaluate whether policies are sensible and effective. The study identified several issues that hinder individuals from obtaining good jobs and remaining in the job market in an environmentally sustainable manner.

These issues include groups not collaborating effectively, training programs not aligning with available jobs, companies lacking sufficient incentives to assist, certain areas being significantly poorer than others, and systems that do not effectively track progress. The study indicates that Human Capital Theory, the Capability Approach, and Sustainable Development are crucial for creating policies that truly work. In response, the study proposes a Sustainable Empowerment Model (SEM) that conceptualizes empowerment as an integrated policy system rather than a series of short-term employment interventions. The study contributes to labor -market governance literature and offers policy-relevant insights to support inclusive and sustainable employment reform in Oman.

Keywords: Low-qualified job seekers; Sustainable Empowerment; Labour-market governance; Capability approach; Empowerment policy reform; Oman Vision 2040.

1. Introduction

Oman Vision 2040- it puts communities first, focusing on workability, output, and fairness across society.Also, as economies shift and jobs change, human capital stands firm as a key driver of country plans. Take. Growth here ties closely to skills, wages, and who gets left behind when opportunities move. Even after years of tweaking schools, hiring locals, and growing businesses, certain groups still struggle. Young adults without college degrees often find doors locked, despite all the changes around them [1].

Empirical evidence indicates that a substantial proportion of registered Omani job seekers possess secondary-level education or lack certified occupational skills, restricting their access to stable and decent employment opportunities [2], [3]. This group-hereafter referred to as low-qualified job seekers-faces a heightened risk of prolonged unemployment and labour market exclusion. While Omanization policies and training initiatives have expanded over the past decade, existing programs remain disproportionately oriented toward graduates and high-skilled workers, offering limited pathways for the sustainable integration of low-qualified groups into the labour market [4]. The way we make policies has focused much on helping people get jobs quickly rather than truly empowering them in the long run. We often create training programs that do not really match what employers are looking for. Also, the people in charge of labor, education, and the economy do not work together well.

When we look at what other countries are doing, we can see that not working together across different government departments and not checking if our policies are actually working can make our employment policies less effective. This is especially true in the Gulf labor markets, where employment policies are not as straightforward due to many different segments in the labor market. Policy responses like these are a problem for employment, and employment is a problem for labor markets, and labor markets are a problem for the people who need jobs. From an academic standpoint, much of the existing literature on Oman's labor market relies on aggregate employment indicators and quantitative trends, providing limited insight into the governance mechanisms that shape employability outcomes for low-qualified job seekers [7]. Moreover, prior studies rarely integrate human capital development with broader theoretical perspectives such as the Capability Approach and Sustainable Development, resulting in fragmented analytical treatments and reduced policy relevance [8][9].

The government has mostly focused on helping people get jobs quickly. This approach does not always work well for people who do not have many skills. So this study looks at how Oman can change its employment and education policies to really help people who are not highly qualified get jobs. This study uses ideas from Human Capital Theory, the Capability Approach and Sustainable Development principles to understand how Oman's policies can be improved. It looks at Oman's plans, like Oman Vision 2040 and also sees what other countries are doing to help people in similar situations. Oman's national employment policies and human-capital policies need to support people who are looking for jobs and want to improve their skills. This study is important because it can help Oman make policies for low-qualified job seekers. Starting from Oman Vision 2040, this work treats work and learning as two sides of the same goal, not isolated goals. Instead of treating them in isolation, the research builds around a new framework - the Sustainable Empowerment Model - where support and strength come from aligned systems, shifting job needs, and forward-looking growth. Seen through combined academic and real-world lenses, it moves beyond past ideas about workforce management, bringing clarity shaped by local conditions and solid data. This approach equips key decision makers across government structures with refined tools, aimed at making job access more balanced and resilient across Oman.

1.1 Human Capital Development and Employability

Human Capital Theory posits that investment in education and skills enhances individual productivity and improves labour-market outcomes [1]. Within policy-oriented research, this perspective has been widely applied to explain employment disparities and workforce competitiveness, particularly in emerging and transitional economies. In the context of Gulf Cooperation Council (GCC) countries, however, empirical evidence suggests that human capital investments alone are insufficient to address employability challenges when not accompanied by institutional alignment and labour-market demand integration [2].

Recent studies focusing on Oman highlight persistent mismatches between educational outputs and private-sector requirements, particularly for job seekers with limited formal qualifications [3]. While national training initiatives have expanded in scale, their effectiveness remains constrained by weak employer participation and limited recognition of vocational credentials within private-sector hiring practices [4]. This indicates that employability outcomes are shaped not only by individual skill acquisition but also by governance mechanisms that determine how skills are valued and rewarded in the labour market.

1.2 Capability Approach and Inclusive Empowerment

The Capability Approach is about more than being productive. It is about how the young people can a good job. This means they need to have opportunities to get a job that is meaningful to them. It is not about having access to training or a job. The Capability Approach is important for people who want to keep working in a way. To do this worker need to have the ability to do their jobs well. This includes being able to get information move to jobs get help from institutions and work in a place that treats them with respect. This way of thinking is especially important for people who do not have a lot of qualifications. These people often have a time getting a job because of things that are, outside of their control not because they are not capable. The Capability Approach helps us understand that it is not the person's fault. Rather the system that is the problem.

Empirical studies drawing on the Capability Approach show that empowerment strategies centred only on rapid job placement rarely lead to durable labour-market inclusion. In Oman, as in similar GCC settings, individuals with limited formal qualifications often face overlapping constraints, including uneven regional opportunities, restricted access to relevant training, and labour-market norms that shape participation along gendered lines. Taken together, these patterns point to the limitations of viewing employment as a standalone policy outcome and highlight the need for frameworks that address empowerment as a process shaped by social conditions, institutional arrangements, and economic structures.

1.3 Policy Coherence and Sustainable Development

Sustainable Development frameworks help us look at employability in a way, by connecting people getting jobs to how well the economy does in the long run and if everyone is treated fairly. Policy coherence is when all parts of the government work together and want the things use the same tools and do things the same way. This is very important for Sustainable Development to really work and help people get jobs. If the government is not working together well even good programms to help people get jobs might not work like they are supposed to. Sustainable Development is important, for this reason.

Studies examining employment governance in Oman reveal persistent coordination gaps between labour, education, and economic authorities, limiting the scalability and sustainability of workforce initiatives [10]. International policy reviews indicate that countries achieving higher inclusion rates for low-qualified workers have adopted integrated governance models that align training systems with employer incentives

and regional development strategies [11]. that policy coherence is not just an administrative concern, but a substantive condition for sustainable human-capital development.

1.4 Employer Engagement and Labour-Market Institutions

Employer participation is a part of many national employment strategies but it is not developed very well. Studies on labour-market institutions show that when private companies are involved it makes a difference in how relevant the training is, how skills are certified and how long people keep their jobs. If there are no incentives in place employers might think that hiring low-qualified workers is too expensive and too risky which can make them less likely to hire these people. This can make it even harder for qualified workers to get a job. Employer participation is really important here. It can help make things better, for low-qualified workers if employers are willing to participate.

Comparative evidence from Asia and Europe highlights the effectiveness of wage subsidies, co-funded training schemes, and industry-led certification systems in facilitating the inclusion of low-qualified workers [13]. In Sultanate of Oman, though, employer incentives remain limited in scope and weakly related to measurable productivity results [14]. This gap highlights the argument that sustainable empowerment needs aligning employer securities with national human-capital objectives through well-calibrated policy mechanisms.

1.5 Synthesis and Research Gap

The things we found out from reading people's work show us three big problems that are connected to each other. First, when people study how easy it is for someone to get a job, they usually look at the person, not the system they're in. They do not think about how the rules and institutions affect this. Second, people who study how to make workers better and how to make things last do not often combine their ideas into one way of thinking. Third, when people study the job market in Oman, they do not learn much about how the government's plans work and how they can really help people who do not have many skills find good jobs. Addressing these gaps, the present study adopts a qualitative policy-analysis approach that integrates multiple theoretical lenses to examine how national policies under Oman Vision 2040 can be restructured to support sustainable empowerment. By developing a conceptual Sustainable Empowerment Model (SEM), the study advances a multidisciplinary framework that connects policy design, institutional coordination, and labor -market inclusion.

2. Methodology

2.1 Research Design

This study uses a policy analysis design that is based on a theoretical and interpretive approach. The qualitative document analysis is really good for looking at policy frameworks and institutional arrangements and governance mechanisms. This is because it helps us understand the meaning and coherence and the assumptions that are underlying in the texts. We chose this approach because the study is trying to evaluate the policy structures and not measure what happens to people. So a non-empirical qualitative design is the choice and it is consistent, with the standards of policy research that involves many different fields of study. Qualitative policy analysis is a way to do this kind of study and it helps us understand the policy structures and national policy frameworks.

This study is based on a question that we want to answer:

How can Oman’s national employment and human-capital policies under Vision 2040 be structured to enable sustainable empowerment for low-qualified job seekers?

2.2 Data Sources and Document Selection

The main information for this study comes from policy documents and reports from institutions. These documents are about things like getting a job going to school managing the job market and making sure development is good for the environment, in Oman. We picked these documents because they meet three rules:

1. direct relevance to labour-market policy or human-capital development,
2. institutional authority and public availability, and
3. alignment with the Vision 2040 implementation period.

The main things I looked at were:

- Oman Vision 2040 strategy documents,
- national labour-market bulletins and policy updates issued by the Ministry of Labour,
- development and workforce reports published by international organizations such as the World Bank, OECD, IMF, and ILO, and
- comparative policy reports from selected international cases (Malaysia, Singapore, and Finland).

Document analysis followed a purposive sampling strategy commonly applied in qualitative policy research, ensuring depth of analysis rather than representativeness in a statistical sense [2].

2.3 Analytical Framework and Procedure

The people who did the analysis looked at the information, in an organized way. They first read all the documents to find the things that kept coming up about skills development, employer engagement, institutional coordination, inclusion, and monitoring mechanisms. They then grouped these things into categories based on skills development, employer engagement, institutional coordination, regional inclusion and monitoring mechanisms. These categories were formed using ideas from skills development, employer engagement, institutional coordination, regional inclusion and monitoring mechanisms. They were influenced by three main ideas: Human Capital Theory, the Capability Approach, and Sustainable Development related to skills development, employer engagement, institutional coordination, regional inclusion with monitoring mechanisms.

The process of analyzing things had three parts:

1. Open coding, to capture explicit policy objectives and instruments;
2. Thematic categorization, to group related policy mechanisms and governance structures; and
3. Interpretive synthesis, to assess policy coherence, gaps, and alignment with sustainable empowerment principles.

This approach aligns with established qualitative document-analysis methodologies that emphasize transparency, reflexivity, and analytical rigor [3].

2.4 Validity and Trustworthiness

To make the analysis more believable and trustworthy, the study was done in several ways. First, policy documents were examined and compared to international assessments and other similar policy cases. This also helped them see things from different angles. At the same time, the study ensured that we used a consistent method to analyze all the documents so everything was uniform. To truly understand what the study discovered, we looked at the results in various ways, using different ideas to guide us, so it did not just rely on one perspective regarding the analysis, the policy documents, and the international assessments. Such strategies are widely recognized as effective means of strengthening validity in qualitative policy research [4].

2.5 Ethical Considerations

This study relies exclusively on publicly available policy documents and secondary institutional reports. As no human participants or personal data were involved, formal ethical approval was not required. Nevertheless, ethical research principles were observed by ensuring an accurate representation of source materials, transparent citation practices, and responsible interpretation of policy content [5].

2.6 Methodological Limitations

That said, a couple of limitations need attention. One thing stands out: relying strictly on official guidelines might distort reality since they capture intended designs rather than real outcomes. Then there's a clearer view when actual cases vanish-making it harder to grasp how individuals without advanced credentials or proprietors of compact ventures manage challenges. Even so, examples from outside Oman could fail to match its people, finances, or system. Since each location has its own character, small mismatches often appear within thoughtful research. These differences, nonetheless, contribute-guiding future investigation without forcing it.

3. Policy Analysis and Findings

3.1 Institutional Coordination and Governance Gaps

The Oman Vision 2040 plan is about helping people in Oman. The Oman Vision 2040 plan says it wants to make sure people, in Oman have the skills they need to get jobs. When you look at what is actually happening with the Oman Vision 2040 plan it does not seem like the government is really working together to make the Oman Vision 2040 plan happen. The government has departments that take care of jobs, education and the economy. Sometimes these departments do their thing without talking to each other. The government departments do not always work together. The Oman Vision 2040 plan is not really helping people who need jobs and do not have a lot of skills. The Oman Vision 2040 plan should be used to help people who need jobs and the Oman Vision 2040 plan should be used to help people who do not have a lot of skills.

The government in Oman is not working together like they should. This is a problem because it makes it really tough for them to make good policies. They have this thing called the Oman Vision 2040 plan, which's a good idea but it needs to be used to actually help the people in Oman. They need to make employment policies, education policies and economic policies that all work together to help people in Oman get jobs.

The Oman Vision 2040 plan should not just be something that they talk about it needs to be something that the government in Oman actually uses to make life better for people, in Oman.

Comparable policy studies indicate that fragmented governance structures often result in duplicated programmes, misaligned incentives, and inconsistent monitoring of outcomes [1]. In Oman's case, the absence of a unified governance framework linking labour-market demand with training supply constrains the scalability and sustainability of empowerment initiatives. As a result, low-qualified job seekers remain marginal beneficiaries of national employment strategies despite formal policy inclusion.

3.2 Skills Development and Labour-Market Alignment

The findings show that there is still a difference between the skills people learn and what companies really need. Even though there are training programs now the people who make the rules do not work closely with companies to decide what to teach or how to check if someone is good at something after they finish training. This means that the training does not really help people get jobs and it makes companies doubt

that people, with skills can do the work. The skills-development programmes and what companies need are just not matching up.

International comparative evidence suggests that effective skills governance depends on strong employer linkages and outcome-based certification frameworks [2]. In contrast, Oman's current training policies remain predominantly supply-driven, focusing on participation rates rather than employment retention or productivity outcomes. Consequently, low-qualified job seekers often complete training programmes without achieving stable labour-market integration.

3.3 Employer Incentives and Private-Sector Engagement

Private sector participation is really important for Omans employment policy. It is not developed as much as it should be. When we look at the policies , the study was seen that the incentives for companies are not very good. They are also not really connected to how the employees are doing their jobs or how long they stay with the company. Many employers think it is expensive to hire people who're not very qualified. This is especially true when the employers have to pay all the costs themselves without any help, from the government like money to pay the employees wages or training costs that the company and government share or agreements that share the risks.

Comparative policy frameworks from Singapore and Malaysia demonstrate that incentive-compatible mechanisms—such as wage credits and employer-led training funds—can significantly improve the inclusion of low-qualified workers [3]. The absence of comparable instruments in Oman limits private-sector responsiveness and reinforces structural labour-market segmentation.

3.4 Regional Disparities and Inclusive Employment

The results show that there are differences in job opportunities in different parts of the country. National programs usually focus on cities. People who live in rural areas and outer parts of governorates do not have the same access to training and different kinds of jobs. This is a problem because it goes against the goal of Vision 2040 to make sure all areas of the country develop equally. Vision 2040 is supposed to help all areas. Right now it is hard for people with limited skills who live outside of big cities to find jobs and this affects them more than others. The employment opportunities are just not the same for people who live in areas as they are for people who live in cities and this is a big issue, for Vision 2040.

Empirical studies on regional labour-market inclusion emphasize the importance of decentralised employment strategies and region-specific empowerment funds [4]. In the Omani context, the limited integration of regional development policies with employment initiatives restricts the reach and inclusivity of national empowerment efforts.

3.5 Monitoring, Evaluation, and Outcome Measurement

There is a recurring weakness in policy documents. This weakness is about how the study was monitored and evaluated things. The systems are having now mostly look at things like how many people're enrolled in a program and how many people complete their training. They do not look at what happens in the term like whether people keep their jobs get paid more or use the skills they learned. Policy documents should really focus on these long-term things. The current way of doing things which's to focus on what is happening right now does not help us learn from our policies. It also makes it hard to make changes to our policies based on what works. We need to focus on the long-term effects of policy documents, like employment retention and skill utilization to make policies. Policy documents and monitoring and evaluation mechanisms should be improved to look at these things.

International best practices demonstrate that outcome-based monitoring frameworks enhance policy adaptability and institutional accountability [5]. The absence of such mechanisms in Oman reduces the

capacity of policymakers to assess whether empowerment initiatives deliver sustainable labour-market integration for low-qualified job seekers.

3.6 Synthesis of Key Findings

The analysis shows that there are five things that are connected and that affect the empowerment of low-qualified job seekers in Oman. These five things are all linked to each other. The analysis finds that qualified job seekers in Oman face these five structural constraints that are connected. The sustainable empowerment of qualified job seekers, in Oman is affected by these five interrelated things.

1. Fragmented institutional governance and weak inter-ministerial coordination;
2. Limited alignment between skills-development programmes and labour-market demand;
3. Insufficient employer incentives and private-sector engagement;
4. Persistent regional disparities in employment opportunities; and
5. Systems that are supposed to monitor things and make sure they turn out right but they actually hide what really happens in the run, which is what matters for the output and I am talking about these output-focused monitoring systems.

These findings underscore that employability challenges are not primarily driven by individual skill deficits but by systemic policy and governance limitations. Addressing these constraints requires an integrated policy framework that aligns institutional roles, employer incentives, and regional development objectives—an issue further examined in the subsequent discussion and conceptual framework sections.

4. Discussion

After seeing the outcomes, one notices a gap - job schemes under Oman Vision 2040 do little to help individuals without advanced education. Rather than blaming individual shortcomings, problems point to structural issues rooted in flawed policy creation and execution. That lines up with studies examining how public institutions shape labor markets, suggesting career prospects depend less on training alone, yet rely heavily on workplace engagement, consistent guidance, and long-term support [1].

Across labor, education, and economy bodies, persistent splits erode unified policy goals while hindering joint responsibility. Elsewhere in GCC nations, similar cluttered setups appear - multiple efforts run independently, missing common benchmarks or unified oversight. When that happens, high-cost training initiatives often fail to boost jobs, mainly because they drift from what employers need, plus lack post-launch tracking mechanisms. So now we see clearer proof - real-world employability isn't shaped by single fixes but through balanced systems working together.

What stands out is how employer involvement drives labour inclusion. Following patterns seen in institutional labour systems, businesses adapt when rules lower risk while tying diversity efforts to real-world results [3]. Yet in Oman, weak incentives for businesses along with missing subsidies tied to outcomes make companies less ready to bring on board workers without high qualifications. This setup splits the job market and weakens efforts to meet Omanization goals.

What stands out next is how regions differ, shaping what empowerment truly means. Urban areas hold most jobs and training options, leaving those in distant governorates behind. People without formal qualifications often face even steeper odds. Research on regional gaps shows something clear - when job networks are uneven, distant communities stay left out. Fixing this means shifting power outward, not just pouring funds in. Policy must travel where need does, or disparities stick around. Across Oman Vision 2040, fair work options tie directly to balanced regional growth.

Still, the power of checking numbers on paper often hides what really happens after training ends. Watching people sign up or finish courses gives only part of the story when it ignores whether they found jobs, kept incomes steady, built new skills, or used knowledge well. Looking further back shows results get lost if systems only track activity, not impact over time. Even across borders, studies point to better government reactions when outcomes guide tracking instead of just outputs - especially where problems are tangled [5]. Without these tools in Oman, change becomes harder to track or improve through smart decisions. Feedback paths that could support lasting policy shifts remain underdeveloped.

Together, the results show that lasting empowerment does not follow a straight path - it shifts depending on rules, work systems, and social conditions. For people without high qualifications looking for jobs, solutions must come from broad approaches that connect official goals, organizational duties, and economic motivations.

5. Conceptual Framework: Sustainable Empowerment Model (SEM)

5.1 Rationale of the Model

Starting from what we have seen in data and ideas about skills, fairness, and lasting progress, this work offers a new model called SEM. Empowerment here does not come just from one fix but grows through connected systems, flexible responses over time, alignment across institutions, economic spaces, and growth in real abilities. What stands out is how the SEM links policy oversight to employer engagement, regional access, and evaluation practices - something beyond typical career models focused only on skill development. This fit echoes recent research advocating broader tools for tackling intricate workforce issues [6].

5.2 Core Components of the SEM

First up, SEM consists of five parts that work together.These components connect in meaningful ways.

1. Human Capital Development

What this part deals with is matching education and work prep programs to what the job market needs. Success isn’t just about how many take part - the SEM wants real results like keeping jobs, using skills well, staying efficient [7].

2. Institutional Integration

When departments work together - on jobs, schools, economy, and migration - a clearer pattern emerges. Shared decision-making becomes essential, as shown by the SEM’s emphasis on aligned structures. Unity in measurement tools matters, along with clear responsibility across ministries, so efforts do not duplicate or clash [1].

3. Employer Engagement and Incentives

People who hire workers are seen not just as recipients but as shaping change. Support like pay bonuses, shared learning programs, and protection against loss drive results toward the country's labor goals [3].

4. Regional Equity and Inclusion

A fresh approach lives in how power flows across regions - the SEM pushes decision-making downward, shifting training and work programs locally. Opportunities stretch further from city hubs because of this design, weaving job plans into broader community growth goals [4].

5. Monitoring, Evaluation, and Policy Learning

From moment to moment, decisions get shaped through watching and assessing - this is at the heart of SEM. Results-focused signs and shared updates help those making rules adjust strategies, lift what works, because missteps can be fixed as things unfold [5].

5.3 Dynamic Interactions within the SEM

Inside the SEM, pieces talk to each other constantly, not one after another. When institutions work well together, decisions make sense, helping employers get involved more easily while drawing in more regions. Feedback loops from tracking results shape changes everywhere, keeping things flexible and lasting over time. Change happens because power grows step by step, shaped by what is learned from policies - never fixed by a single effort.

5.4 Policy Relevance of the SEM

A fresh approach to tackling labour-market gaps emerges when thinking about skills development over time. Instead of fixating on immediate job placement, attention turns toward lasting opportunities within communities. This method builds entry points for workers without traditional qualifications while supporting broader economic shifts and fairer outcomes across society. Other regions, especially in the Gulf Cooperation Council and beyond, may adapt these strategies given parallel labour challenges they encounter.

6. Policy Recommendations

Based on the analytical findings and the proposed Sustainable Empowerment Model (SEM), this study advances a set of targeted policy recommendations structured across three interrelated levels: institutional governance, labour-market engagement, and regional inclusion. These recommendations are designed to enhance policy coherence and promote sustainable empowerment for low-qualified job seekers under Oman Vision 2040.

6.1 Institutional and Governance-Level Recommendations

Here's how things could improve at the institutional and governance levels.

A clear coordination body across ministries needs setting up - so job, learning, school, and local economy plans fit together. One shared system must handle decisions, using common targets and assigning specific roles to each part involved. Research shows teams working in sync often see better results when guiding workers' markets, because responsibilities are clear and outcomes tracked [1].

Another point: a shared system for tracking results across the country could help shift focus away from individual programmes. Looking at job retention, salary growth, and how skills are used after training brings clearer insights. When evaluations focus on what happens, decisions improve - especially given how varied work environments really are [2].

6.2 Labour-Market and Private-Sector Engagement Recommendations

One way to boost business engagement is growing a range of tools that match government goals, tying them closely to real job creation data. Programs like pay bonuses, shared-cost learning initiatives, and income-based tax breaks could guide firms - especially those bringing on and keeping individuals without advanced credentials. Research shows these steps make companies feel less uncertain about hiring, while also encouraging fairer work environments across sectors [3].

At the same time, employers need a real say in shaping training programs and getting official recognition for their roles. When industries set clear expectations and workers earn credentials respected by businesses, skills development becomes more trustworthy and tied closely to actual job demands [4].

6.3 Regional and Social Inclusion Recommendations

One way to balance opportunities across regions is shifting job placement decisions further away from central control, depending on each area's actual economic state. Instead of one-size-fits-all approaches, local projects around governorates could receive dedicated support through empowerment funds -

focusing where needs run deepest, such as remote or farming zones. Evidence suggests that giving governors more flexible tools allows more people to enter the workforce and helps reduce gaps between areas [5].

Women from lower-skilled backgrounds need fairer chances in jobs and learning. When work programmes consider gender realities, more women join those opportunities. Support like cash aid or training chances helps people stay strong over time. Such steps also guard against sudden changes in the job market [6].

7. Conclusion

A closer look at how less-educated workers gain strength in Oman during Vision 2040 reveals much about system flaws rather than personal shortfalls. Using grounded policy methods, results show that job access hurdles come less from worker abilities and more from scattered agencies, disengaged businesses, uneven zones, and performance-driven checks. Pulling together ideas on investing in people, real-world capabilities, and long-term survival, the work adds fresh layers to thinking - both in research and decision-making - about what truly supports inclusive growth. This approach shifts how power is understood, treating it like a living system - changing shape while tied to structure, feedback, and shared effort: how places join networks, access jobs, grow presence, adjust rules.

Looking ahead, the research gives clear support to leaders shaping better labor policies that include more people. When country jobs plan match lasting goals for strength and fairness, it becomes both necessary for society and useful for steady economic change under Oman Vision 2040. Moving forward, deeper insight could come from real-world studies - exploring daily struggles of those without high qualifications seeking work, also watching how careers unfold over time. This kind of study adds weight to what we know about making job markets more fair and long-lasting in places like Oman.

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