

The Impact of Quality Assurance Practices in Higher Education Institutions on Graduates Alignment with Labor Market Needs in Oman

Thuraiya Said Al Farsi

Head of Technical Support Section External Quality Assurance Support Department Oman Authority for Quality of Education

DOI: <https://doi.org/10.47772/IJRISS.2026.100500157>

Received: 29 April 2026; Accepted: 04 May 2026; Published: 25 May 2026

ABSTRACT

This study has focused on the impact of quality assurance practices in higher education institutions on graduates' alignment with labor market needs in Oman. The main objectives of this study are identifying the quality assurance practices dimensions in higher education institutions that affect the graduate alignment with labor market needs in Oman. Also to assess the relationship between quality assurance practices in higher education institutions dimensions and the graduate alignment with labor market needs in Oman. And then to analyze the impact of the quality assurance practices in higher education institutions dimensions on the graduate alignment with labor market needs in Oman. The research methodology is depending on using the qualitative secondary data. The research focus on analysis step on existing journal articles which has given the attention to systematic review on policies, institutional report which are related to quality assurance practices and the graduate's employability, the data collected were international conferences, peer review journal articles, government policies documents and institutional publication and accreditation reports. At the time of analysis, analytical approach and descriptive methods used in this study. There were many empirical studies collected, theories and formal reports. The evidences collected all covering the international, regional and along with contextualization with Oman to derive the findings. The analysis part was coming out with the following findings, dimensions of quality assurance practices: Leadership & Strategic Planning, continuous improvement, stakeholder focus, data driven decision making, teaching & learning quality, and teaching & awareness. All those dimensions of quality assurance practices in higher education institution have apposite impact on graduate alignment with labor market need in Oman.

Research Keywords: Quality Assurance Practices, higher education institutions, graduates, labor market needs, leadership & Strategic Planning, continuous improvement, stakeholder focus, data driven decision making, teaching & learning quality, and teaching & awareness

INTRODUCTION

Higher Education institutions having the graduates every year, this continuous process of student's graduation is making sense a value to country economy and its reputation among all other countries. The main objective of most of higher education institution is to align their graduates to match with job market needs. A case study conducted in one university in Bangladesh. Th study conducted on 197 graduates from Daffodil International University, from the marketing specialization program between 2019 and 2022. The preparation of students with main requirements to join the job market is consider as the main task of alignment the graduate with job market requirements, not only the local jobs but also to meet the global market. Many of the studies highlighted the importance of curriculum update and revision to be match with job market requirements. The research here will be helpful for policymaker, curriculum developer and educational researcher. The investigation result of this research found has focused on critical insights on using the advanced pedagogies and professional development of marketing graduates, the academic programs need the refinements to have a competitive labor market and boosting the entrepreneurial abilities and capabilities, that leads the academic institution to review their strategies to be align with the industry requirements. (Abir et al., 2024). Also in Pakistan, conducted a study that its main

objective is to investigate how higher education inputs can influence the employability of the graduates. The study conducted on 580 graduates from one state in Pakistan called, Swat district in Khyber Pakhtunkhwa. The samples were taken from different groups of graduates, from new institutions or public or private institutions. The factors used here in this research to test the relationship between the higher education inputs and employability are employability skills, graduates' fathers occupation and year of schooling, those factors have been checked by OLS regression. The study done based on taking the consideration of institution's age which is the moderating variable of the study the two main variables such as employment and professional development. The result of the study came out with some recommendation on more attention should be given to developing employability skills, the small institutions need the clear guidance in this matter, they need to have a strategy and should be directed by the older institution to enhance the employability outcomes for their graduates. The result proven that the institution age role is playing an important role in the relationship between the employability and employability skills. (Ilyas et al., 2025). As the summary of those two researches, the employability needs to be ready in its concepts, skills, opportunities matching with the graduates' capabilities, knowledge and skills required to join to the job market immediately to get the practical experience after the theoretical part from their institutional level of study, the higher education playing an important role to make the students able to join to job with their full readiness to join.

Statement of the problem

Mismatch between employer's feedback and the graduate skills required to meet the labor market needs.

The higher education in Oman has the specific authority that handle the quality assurance of all educational levels in Oman, its responsibility is to make sure the alignment of the qualifications with the job market requirements. Oman Authority for quality Assurance of Education has focused on many standards like: curriculum design, teaching and learning, effective assessment methods along with its moderation and continuous improvement, but with all of those efforts, still the feedback from the employer not showing the meeting the skills requirements which expected from the current graduated students from the higher education. This mismatch creating a gap that need to overcome.

Graduates need to have specific skills to join to job market. As all the higher education institutions has to implement all quality assurance of their education practices based on the national and international standards. Their practices are like the institutional accreditation, program accreditation, periodic program review, learning outcome assessments, those practices are made to ensure the effectiveness of enhancing employability and job market requirement skills, employers have given the similar comments repeated by many years, the gap is showing in critical thinking, communication abilities and workplace readiness. This statement is raising a question on are all the practices of quality assurance has been implemented based on the job market needs?

The role of Higher Education Quality Assurance in Enhancing Graduate Employability Skills in Oman by Perspective of Oman Vision 2040.

The economy in Oman has rapidly changed and its currently through long strategic plan called Oman vision 2040 has the direction to have the diversification on the Oman economy, the focus on the higher education quality assurance is to boost the highly skilled graduates to be joined to the job market. This topic not covered very well in academic side as we have a clear gap to find similar topics in Oman or the regions close to Oman. Need more research that have the link and relation between higher education quality and the employability skills, which need more advanced and discussion on innovation, critical thinking, problem solving, brainstorming, decision making and many factors that affect positively to employability skills.

An Empirical study required to have a bridging between Higher Education and Labor Market Needs.

The evidences here are required to have more studies on how the quality assurance practices has a positive impact on aligning the graduates' skills to be match with job market needs. If fill this gap, the research can be supporting the policy makers, quality assurance departments in higher education institutions and higher education leaders. Overcoming this gap can be helpful for human capital goals, Oman vision 2040 which is consider as Oman's national development, improving graduate outcome and improvement of higher education outcome which leads to the alignment with labor market needs.

Misalignment between Higher Education Outcomes and Labor Market Needs in Oman. Oman has given a high priority to education quality specially in curriculum design, teaching and learning, assessment and continues improvement. While in other side all the indicators showing all these practices are not reflecting to increasing the graduate's employability, and the feedback from the employers still need improvement in the graduate skills for graduates' readiness to join to job market, which means still there is a gap between higher education labor market expectation.

Repositioning quality assurance to enhance graduate employability in Oman- From national standards to market needs. The continuous change and the diversification which derive the transformation of Oman economy, which required the specific skilled graduates ready from the higher education. The limited research in this matter of quality assurance should not only meet the demand of alignment with national and international standards but also should lead to meet the demand of labor market.

Specific Policy required to fill the gap in higher education which examining the disconnect between quality assurance standards and graduate employability in Oman. The research is guiding the policymakers to reframe the policies that have a link between employability, readiness of graduates and alignment with standards. To fill this gap, it should be having the policy that support to have this link which leads also to the Oman national development and human capital goals. The policies in Oman which prepared for the quality assurance is separately kept in other side then the employment, as it is only meeting the institution and program standards which not having a connection to employability.

Research Questions

1. What are the quality assurance practices in higher education institutions dimensions that affect the graduate alignment with labor market needs in Oman.
2. How do the relationship between quality assurance practices in higher education institutions dimensions correspond to graduate alignment with labor market needs in Oman.
3. To what extend do the impact of the quality assurance practices in higher education institutions dimensions on the graduate alignment with labor market needs in Oman.

Research Objectives

1. To identify the quality assurance practices in higher education institutions dimensions that affect the graduate alignment with labor market needs in Oman.
2. To assess the relationship between quality assurance practices in higher education institutions dimensions and the graduate alignment with labor market needs in Oman.
3. To analyze the impact of the quality assurance practices in higher education institutions dimensions on the graduate alignment with labor market needs in Oman.

LITERATURE REVIEW

Overview of Existing Research

Many of the research papers published that covering the similar topics, publication found internationally, regionally and locally. The graduate's alignment with labor market is consider as a challenge in all the countries around the world, as the higher education institution aware to prepare their students for the job market equipped them with practical and knowledge skills, so that's why, the studies based on those has given a high attention globally. At the other hand, education quality assurance in all institution playing a vital role for the graduates preparing for job market and for the institution reputation as a whole. This making also the quality assurance administrators, managers and the concerns academic faculty members to focus on those type of researches depends on the similar topics.

Theoretical Framework

Principles of Total Quality Management (TQM)

The study has focused on evaluating cybersecurity implementation and result of Saudi universities. The study conducted in 10 Saudi universities, 107 respondents, using questionnaire and 20 respondents for an interview to collect the data. The diversity of jobs available in universities were helped to get a valuable idea from the respondents which they were expertise in cybersecurity and total quality management processes. The findings showed that there are many improvements in cybersecurity practices of Saudi universities. There were some risks identified by the respondents but were considered as regular risk assessment. The respondents identified also there is a lack of well-defined policies and procedures, training is not enough, also the awareness program missing and non-compliance with cybersecurity regulations and standards. The study result is achieved that, the cybersecurity performance is average or poor. It is showing an importance of cybersecurity relation to the objectives and strategies and total quality management. The study recommends to find the new approach that should be consider as comprehensive to cybersecurity, should be includes policy development, risk assessment, compliance, training and monitoring. The study focused on some elements like (Sustainability Education, Training and Leadership; Education policy & Politics; Higher Education; School Leadership, Management and Administrative; Total Quality Management; Protection Motivation Theory. TQM is one of the management concepts that given the priority for ensuring the continuous improvement of organization operation and outcomes, also its used for continuous improvement of products and services that includes all members of an organization that gathering and collecting their efforts to achieve the organizational goals and customer expectations. The study collected many researches that focused on some items that need to be cover in total quality management, they found, enhancing quality of education and services that provided for faculty members, students and administrative staff and other stakeholders. Also identifying the threats and the solution to overcome the threats is playing an important role at the time of check the appraisal. Also, the implementation of total quality management in higher education institutions should encompass, teaching, research, administrative process and student services. To achieve the quality and excellent services of education across all operations. This includes, knowing the student needs, faculty needs and stakeholders need. Decision making based on data for keeping continuous improvement to achieve the quality goals along with culture of continuous improvement as a whole. There are some concepts that need to be given more attention here such as safety, security and integrity of organizational systems and processes. To identifying the risks and problem in advance of the process will lead to have a proper system for organization improvement. Data need to utilized, customer satisfaction is required, while in other side the process of quality continue improvement, employee commitment and also strategic & process thinking are required for the total quality management. (AlHumud et al., 2023)



Figure 1 Principles of Total Quality Management (TQM)- (AlHumud et al., 2023)

Based on Job Requirements- Overview of Resource Theory

There are two theories in this case, one is Job Demand Control Theory and the Payoff Return Imbalance Theory, those two theories stated that the job requirements are too high, the employees need to achieve the maximum efforts they have to meet their job needs and requirements. That means it required the physical and mental health both which can be affected by the health and performance. There are many reasons that the employees cannot achieve their goals, one of those reasons is insufficient work resources. The work engagement is considered as one important dimension. Job demand can be including the challenges, pressures, problems that facing employees to complete their work smoothly. Job demand resources theory has focused on some important elements like understanding employee's work experiences, and providing the guidance for companies to take the scientific decisions on the employee improvement in well-being, performance and engagement. The job demand is considered as a challenge demand which depends on the personal growth. While on the other hand, the job resource is helping employees to achieve the goals, facing the stress and boosting the personal development. Those two theories are used to study the organization behavior widely, that helps also to understand the employee's psychology, behavior and performance. Increasing the job satisfaction is dependent on the effective social support and the career development opportunities. Leaving the jobs in this case will be low. The mental health is very close to work resource adequacy. The employees showing more commitment to their job when they have sufficient resources and that can help them cope with the job demand and having loyalty to their organization as a whole. At the same time, the employees will feel better regarding the organization change and they can adapt it easily. Allocation of resources within the workplace is playing an important role in enhancing the behavioral performance in the organization along with improving the employees work experience. The research proved that the balance between the optimistic of job requirements and job resources which enhance the overall employee performance. This practice not only helping employees to cope with work stress effectively but it is improving the productivity and innovation of employees within their workplace. Based on this study, the common job demands include time constraints, job stress, role conflict, and work overload. This is considered as the challenging of employees against the job demand, while on the other hand, the employees need to have a motivation on their personal growth and future development and those two are considered as the opportunities for more advanced learning, such things we can apply for the graduates as the real job requirements not only with skills and knowledge, but those ideas are the real advanced problem-solving skills. While the job resources can be as autonomy, organizational support and assistance from superiors. (Ling, 2025)

Related Studies

There is a study conducted in Afghanistan that its main objective is to examine the impact of quality assurance practices of accreditation on the human resources development along with student engagement as a mediating variable. The study used the PLS-SEM to analyze the collected data which has been collected from 309 respondents from different higher education institutions. The findings show that the accreditation, monitoring, evaluation and curriculum have a strong impact on human resources development. Also, the relationship tested by the mediating variable student engagement has a significant relationship between the independent variable and dependent variable. The quality assurance is playing an important role to come out with graduates who are met with international standards. This research is useful for policy makers in the scope of human resources development and supporting national improvement outcomes. The study focused on the improvement of quality of higher education, human capital theory was the base of the study which was developed by (Becker, 1964). The empirical support is given by this study to institutional process, its used to enhance the graduate students' skills, knowledge, and competencies which are considered as the main dimensions of human capital. The findings are showing that the significant relationship between the mediating variable student engagement with the three dimensions of quality assurance and human resources development. The result of the study showing indirect demonstration of student engagement between the quality assurance practices on graduate development through creating environment such as: participation, interaction in learning. The result showing positive mostly when students actively engaged in the learning process. Accreditation process is helping to gain the graduate that are ready for employment. It came with some improvement and highlights like monitoring and evaluating system for institutional performance by continuously collecting the feedback to have an academic improvement. Curriculum needs to be reformed that can have a strong effect of learning outcomes with labor market which knowledge and skills should be related to workplace competency. The study given the recommendation, the

higher education institutions should focus on quality assurance as one tool that used to develop the human capital for both side, individual and society as well. There are some limitations that should be taken in consideration, the first one is need to test and examine other more factors which influence the human capital outcome. Second one, examining the student engagement in different phases like cognitive, behavior and emotional can leads to different view of assessing the contribution to enhance human capital. It's required to cover some gaps related to human capital formation and highlighted more on impactful quality assurance strategies within higher education institutions system. (Achackzai & Siddiq, 2025). Another study conducted in Canada. The main objective of this is to examine the influence of graduate's career readiness in Cameroon state universities. Tracking the graduate performance within their new workplace in the job market and connected with the university system is consider as quality assurance techniques which has a positive effect on graduates' employability. The descriptive survey used in this study. Random sampling technique used to select the sample from the population. The study collected data from 448 respondents. The data collected using questionnaires while analyzing data done by using structural equation modeling. The findings of the study are the tracer of graduate are strong moderating between graduate readiness for their career journey in Cameron state Universities. The recommendation in this study, the Cameroon universities should have a proper program to track the graduates. The development of an individual, community and society depends on the education and its quality. Cameroon state has eight universities, it has given training for around 50,000 students per year. While in other side, the quality of education in schools little lower than the universities. The findings are showing that the universities need to have graduate's tracer systems, and need to make a tool that enhance the interaction with graduate. The universities not have an enough information about the change in the job market and the careers opportunities. One of the limitations are the student not monitored or guided by the experienced graduates. (Tendongmoh & Didimus, 2023). In Sultanate of Oman, the Oman Authority for Quality Assurance of Education (OAQA), has a responsibility of monitor and check the improvement of quality standards. Oman has a comprehensive and effective system which ensure that the education institutions has met the quality standards. Many activities they have like, Oman Qualification Framework, Institutional Standards Assessment and Program Standards Assessment. This leads to align all programs adhere to local and international standards as well matching with labor market needs. The institutional accreditation started since 2010. Oman vision 2040, has a view on economic diversification, shifting its revenues from oil and gas dependance to non-oil and gas dependent. This transition will create more new job opportunities across various sectors. The highlighted given to higher education and how to emerge their services outcomes to industries. The graduate outcome should not only have a knowledge but it should be aligned with job market demands. The government goals are to achieve the high quality of education in Oman. This also leads to support the higher education with proper local resources in both facilities and academic support, this can be resulted as commitment to prepare the readiness students to join to job market successfully based on the job market needs. (QS In collaboration with Ministry of Higher Education, research and innovation, 2025). The accreditation process as usual is required many documentations which consider as increasing the work of academic faculty members along with their teaching load. This paper focused on the academic management system which is design the system to be managing both, the accreditation process and its related task and enhancing the institutional quality assurance. The study given attention to the existence accreditation framework and has three main elements, program establishment, systematic evaluation and continuous quality improvement to frame the new model of academic management. Based on the process of accreditation, the aligning of program objectives and program outcomes is making the value to the stakeholder's expectation and showing that the graduates are ready and equipped with the skills and competencies to compete in the job market. The study shows that the importance to have a structural management and documentation process while in other side given the attention to the reputation of higher education institutions and the graduates employability. The framework designed based on the new model which align with three dimensions. But the research has issues starting by preparing the systematic documentation, data driven evaluation and the decision-making integration among all academic levels. The study has implemented for the department of Engineering Accreditation Council which has utilized the new academic management system. This done through the institution quality management. This practice is helping institutions to reduce the academic workload, improving education quality in higher education institutions. (Ab-Rahman & Kaharudin, 2025)

Conceptual Framework

Based on the theories and studies collected here in the research, the researcher came out with this framework, that need to be depended on to conduct this study and came out with the result.

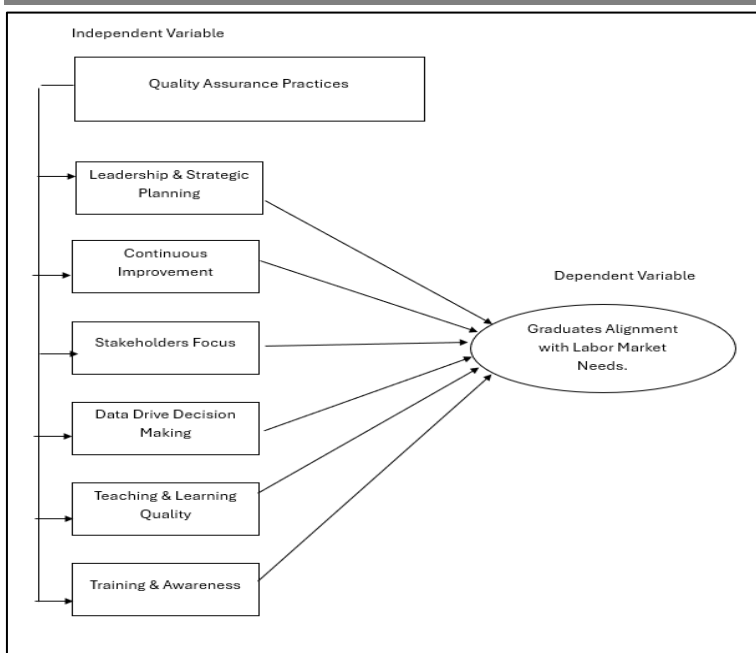


Figure 2 Conceptual Framework – derived from Principles of Total Quality Management (TQM) and Job Requirements- Overview of Resource Theory

RESEARCH METHODOLOGY

This study used the qualitative secondary data research design, this to know the impact of quality assurance practices in higher education institutions on graduates’ alignment with labor market needs in Oman. The research depends on analysis of existing journal articles and conducted the systematic review on many concepts such as policies, institutional reports which are related to quality assurance and employability.

Research Design

Analytical approach and descriptive methods used in this study. Derived the findings from different published empirical studies, theories and formal reports. The design is making easy for the researcher to explore the relationship between quality assurance practices and graduate alignment outcomes. The whole study used the secondary data because of including the comprehensive details of using total quality management theory and Job Demand-resources Model. The evidence covered the analysis of international and regional related studies along with contextualization of findings with some cases from Oman higher education system. The data collected from international conferences, peer review journal articles, government policies documents, institutional publication and accreditation reports.

Data Analysis

The way of analysis the data were started by identifying the theme or conceptual framework to find out the dimensions of dependent and independent variable. The finding created based on limited boundaries, that can be divided only on two variables, dependent and independent. Also describing the relationship patterns. The findings focused on the comparison between international outcomes with the Oman higher education context. The analysis at the end will help to identify the key dimensions of quality assurance practices and its influence on graduate alignment with labor market needs. The analysis depends on the strong theoretical foundation for preparing the conceptual framework.

Findings

Leadership & Strategic Planning: Its showing that the leadership in quality assurance playing an important role in aligning the institutional outcomes with labor market demand. The institutions with a good and excellent practices of leadership have clearer strategic preparation with academic programs and national employability.

Strategic planning has a close link to accreditation standards which leads to enhance curriculum change based on the labor market change. The good leadership leads to high level of performance monitoring and accountability. Based on Oman vision 2040, the national strategy of Oman giving the priority to the graduate's employability outcomes which is showing important alignment of education strategies with Oman vision 2040 indicators. The weak direction by the leadership can leads to have some negative result like job mismatch and limited utilization of graduate's skills to be align with competitive industry. The impact here is clearly given as the effective leadership and strategic planning has a positive influence the graduates readiness by making sure of their academic background is aligned with academic objectives and that reflect positively on industry needs.

Continuous Improvement: The mechanisms of continuous quality improvement have relation to improving the graduates' competencies, capabilities and employability. The learning outcomes can be achieved by proper reviewing the programs and by performance evaluation follow up. While in other hand, monitoring and evaluation system of quality assurance in higher education has a positive effect on institutional adaptability to job market change. The importance of collecting the feedback from employers, alumni and students will help as redesign the curriculum that meet with the need of industry and the current job requirements. The structured improvement cycles required in higher education institutions has make the readiness of stronger graduate equipped with skills that aligned with the job requirements. The impact here is the continuous improvement practices is playing an important role in enhancing the graduate's preparation for the industry and their skills and competencies still remain aligned with the job market and its demand.

Stakeholder Focus: Stakeholders giving the values to strengthen graduate alignment which match with employability requirements. Employer engagement for checking the stakeholder's role in curriculum design and this will lead to improve the workplace competency integration. The graduate need to be track by updating the details of each and every institution to be align with labor market requirements and needs. Training opportunities can be given based on the industry partners recommendation, this collaboration is required and showing a positive relationship to have a fast employment process. Student engagement is considered as the mediating between the quality assurance practices and graduate development. Oman authority for Quality Assurance of Education focused on the stakeholder's feedback in their institution standards accreditation, the main impact here is the stakeholder can lead to improve graduates' employability skills, job readiness and overall alignment with job market demand.

Data-Driven Decision Making: The quality assurance practices have an important dimension is the data driven decision making, this consider as evidence which has a positive relation with enhancing higher education institutional effectiveness. Data can be used and can useful at the time of program review and evaluation. The employment statistics and their performance giving the guidance of academic decisions in strategical level. Lacking of data collection by higher education institutions is making difficulties to identify the market demand in this case. Tracking the graduates and taking the result to prepare the planning process that has a positive impact on graduate market alignment. The impact is that the data driven decision making has a role to increase the responsiveness and ensuring the graduate outcome improvement.

Teaching & Learning Quality: its directly influence the job market development and its relevant competencies. The program curriculum alignment with job market is enhancing the graduate performance at the time of joining to the workplace. The Teaching methodology has to be an innovative idea that attract the student's attention and making them ready for the job market, this improving their critical thinking and problem-solving skills, this can be leads the graduate having a high level of innovation, critical thinking and problem solving which required for job market. The faculty improvement in their workplace is leading to have improvement in the quality of teaching and learning methodologies. The alignment between the program learning outcomes and industry requirements and expectation is positively impact the employability. Integration of principles of total quality management. So, the integration of both, principles of total quality management with the process of education process continuous improvement can be align with stakeholders' expectation. The impact here showing that the high quality of teaching and learning in the higher education institutions including their curriculum is showing a strong positive impact in improving graduate's technical competency, soft skills development and career readiness to join to job market.

Training & Awareness: Training and awareness factor giving the support to higher education institution capacity to have a proper implementation of quality standards effectively and efficiently. This dimension is including staff training to ensure having the comprehensive knowledge on quality assurance process, this can be led to policy implementation. Awareness sessions and programs also required to cover the knowledge of deep practices on accreditation standards. If there is insufficient training for faculty members and staff, this will lead to negative result like weak program outcome which not met with accreditation and that make misalignment with graduate readiness for job market needs. The faculty members and administrative staff competence in quality assurance process and practices contributes to proper and structured academic teaching and learning improvement. The impact is, whenever have the comprehensive training and awareness programs, this indirectly can be playing a vital role in graduates' improvement by aligning their performance with effective of quality assurance practices and framework.

CONCLUSION

This study concludes that the quality assurance practices in higher education institutions positively impact the graduate's alignment with labor market needs in Oman. The findings showing there are six independent variable dimensions: leadership and strategic planning, continuous improvement, stakeholder focus, data-driven decision making, teaching and learning quality, and training and awareness. All those dimensions showing a positive impact on graduates' employability and making them ready to join to labor market easily. The higher education institution which implements the quality assurance practices within their institutional and programming levels, their governance, academic planning and performance monitoring systems are showing high level of meetings their graduates with the labor market needs and expectations. It supports the graduates to have smooth entrance to job market and compete with the others. Oman vision 2040 has given attention that the quality assurance practices are leading to the higher education institutions effectiveness and that can affect positively the socio-economic development.

RECOMMENDATION

The study can include more factors or dimensions of quality assurance practices, as Oman has many institutional standards and programming standards for accreditations, more researches should be including such kind of studies related to quality assurance for education will be valuable for all policy makers and strategic planners within higher education institutions.

REFERENCES

1. Abir, T., Islam, R., Ullah, A., & Rahman, S. (2024). Aligning Education with Market Demands: A Case Study of Marketing Graduates from Daffodil International University. *International Journal of Learning, Teaching and Educational Research*, 23(8), 137–157. <https://doi.org/10.26803/ijlter.23.8.8>
2. Ilyas, M., Ali, M., Rasul, F., & Shanawar, A. (2025). Role of Higher Education Institutions in Shaping the Employability of Graduates: Evidence from Khyber Pakhtunkhwa, Pakistan. 3(7).
3. Achackzai, N., & Siddiq, A. (2025). The impact of quality assurance practices on graduate human resource development mediated by student engagement. *Research Square*, 1–32. <https://doi.org/10.21203/rs.3.rs-8339458/v1>
4. Tendongmoh, F., & Didimus, Z. (2023). Effects of Graduates Tracers as A Quality Assurance Vector on Graduate's Career Readiness in Cameroon State Universities. *Canadian Journal of Educational and Social Studies*, 3(1), 152–162. <https://doi.org/10.53103/cjess.v3i1.114>
5. QS In collaboration with Ministry of Higher Education, research and innovation. (2025). Oman Higher Education Report 2025: Oman's immense higher education potential. <https://www.moheri.gov.om/userupload/2025/MAR-91016-%20Oman%20Whitepaper%20v11.pdf>
6. Ab-Rahman, M., & Kaharudin, I. (2025). Academic Management System for Accreditation and Quality Assurance in Higher Education. *International Journal of Academic Research in Business and Social Sciences*, 15(11), 1017–1033. <https://doi.org/10.6007/IJARBSS/v15-i11/26910>

7. AlHumud, T., Omar, A., & AlTohami, W. (2023). An assessment of cybersecurity performance in the Saudi universities: A Total Quality Management approach. *EDUCATIONAL LEADERSHIP & MANAGEMENT*, 10. <https://doi.org/10.1080/2331186X.2023.2265227>
8. Ling, X. (2025). Job Requirements - Overview of Resource Theory. *Academic Journal of Science and Technology*, 14(3). https://www.researchgate.net/publication/390219283_Job_Requirements_-_Overview_of_Resource_Theory/link/67e4f0ca8a5ab03f97146722/download?_tp=eyJjb250ZXh0Ijp7ImZpcnN0UGFnZSI6InB1YmxpY2F0aW9uIn19