

The Impact of Forecasting Strategy and Training and Development Strategy on Preparing Leadership Competencies Administrative Support in the Sultanate of Oman

Farida Saeed Musa Al Balushi^{1*}, Ali Ahmed Ateeq Ali², Mohammed Alzoraik³

** Ministry of Interior Sultanate of Oman.*

² Faculty of Leadership and Management, University Science Islam Malaysia (USIM).

³ Faculty of administrative & Financial Sciences at Gulf University (GU)

Article Info

Received 11 January 2022

Received in revised form 11 February 2022

Accepted 25 March 2022

Published 01 April 2022

Abstract

The present study aims to assess the effect of human resource management strategies on preparing administrative competencies. The study model comprises a number of factors as independent variables, which are planning and forecasting strategy and training and development strategy, and the preparing administrative competencies represent the dependent variable. To achieve the study's objective, a quantitative approach to analyses the data was used. Specifically, SPSS and SmartPLS3 to assess the convergent and structural validity of the research model; and f for testing the research hypotheses and objectives. The study population consisted of the Staff of the Ministry of Regional Municipalities and Water Resources, Sultanate of Oman. The survey was distributed to 550 participants (a comprehensive sample). Two hundred thirty-one questionnaires were valid for analysis. The study results show that all the investigated factors) PFS (had a positive impact on the preparing administrative competencies as the data explained almost 82% of the effect. In addition, had the greatest impact. It was also found that the sample supporting senior management support had a positive impact on the relationship between human resource management strategies and the preparation of administrative competencies, which would not have been in non-supportive senior management support. Based on the results of the current study, it is recommended that the Increasing interest in human capital is the active ingredient in the success of any operation and realize the importance of the role provided by top management.

Keywords: Planning and Forecasting Strategy, Training and Development, Preparing Administrative Competencies

1. Introduction

Increasing productivity was the focus of the institutions' attention. They worked on developing plans, systems, and procedures to qualify their resources and work to manage them significantly. Investment and development of administrative capabilities were considered a pillar of interest as a partner in achieving the institution's mission and goals (Bratton, J., Gold, J., Bratton, A., 2021)

The human element is the cornerstone of any development. The Pharaohs were focused on developing the human aspect, considering that they were the first to lay the foundations of the administrative system within the state. And this interest in the human element continued until the Industrial Revolution and contributed directly or indirectly to demonstrating the need to manage resources. According to specific policies, this specialized human being is responsible for the human aspect inside organisations (Wren, et al. 2020).

Human resources management is one of the most fundamental functions in an organisation that focuses on the human element to achieve the institution's goals. It organizes a set of practices and policies to manage and implement all activities and works related to human aspects to accomplish the institution's goals.

Beech & McKenna, 2008 stated, "Human resource management is the gateway to management in which people are a key resource." And training them to raise their level of productivity and achieve high quality, which in turn translates into a competitive advantage. Institutions prioritized the material aspect over the human element; It was working to increase their capital and productivity due to being affected by the law of supply and demand (Abbas, 2014). Furthermore, the human resources department aimed to enhance the importance of human resources management in light of the challenges imposed by the characteristics of the current century, such as globalization, the intensity of competition, comprehensive development, and free trade, which led institutions to seek to organize their resources, especially human beings, as an essential element and the mainstay of any activity within the institution by directing capabilities and enabling companies to attract and qualify the necessary competencies capable of coping with current and future challenges, human resources contribute strongly to achieving goals and profit for the organisation (Abu Dayyeh, 2009). Moreover, the human resources department is composed of administrative duties, starting with human resource planning, followed by organisation, and

then other administrative tasks such as recruiting guidance, training, and evaluation. Human resource planning is a systematic technique to assist an organisation in fulfilling its job according to its objectives in the many circumstances to which it is subjected by focusing personnel on reaching the same goal. (Al Marhoobi et al. 2021).

However, human resource planning provides the information required to evaluate and review the organisation's strategy and seek alternatives. Furthermore, the continuation of human resource planning will provide the organisation with individuals who have administrative skills, competencies, extensive training, and experience and develop trends that ensure the institution's continued achievement of strategic plans and future growth.

Human resource planning concerns all staff members, whether in higher administrative positions, supervisory positions, or executive positions. It trains and rehabilitates administrative workers in the second and third levels, giving them administrative and leadership experience to take on more responsibility. The importance of preparing competencies from the second level of administrative leadership lies in ensuring the continuation of the wheel of administrative development and improving the job performance of employees in the organisation (Al-Zoriqi, 2019)

The significance of preparing competencies from the second level of leadership in the organisations' never-ending pursuit of growth and rising their level to develop their competitive performance to attain excellence by developing and appropriately preparing their personnel. Especially since preparing the second level of leadership in government institutions and organisations is one of the important policies and the basis that helps to achieve the general goal of achieving excellence by developing the performance of their employees and properly preparing them.

2. Research Problem and Objectives

The Sultanate of Oman has developed future visions for human development after decades of dependence on foreign labour. After four five-year plans launched by the government in 1976 to develop its human resources to achieve development and improve the standard of living, it developed the various economic sectors.

Following that, in the year (1996), the five-year plan was set up, followed by the preparation of the fifth five-year plan, and lastly, the development of a long-term vision (2040). All of these visions and plans were based on human development as the primary source of attaining sustainable development, and despite progress in some of those visions' axes, human resource development efforts remain modest.

The study aims, in general, to assess the extent to which the senior management contributes to strengthening the relationship between the human resources management strategies adopted by the Ministry of Regional Municipalities and Water Resources in the Sultanate of Oman and preparing competencies for administrative leaders. In more detail, we can summarize the study's objectives in the following points:

1. Measuring the impact of the relationship between the planning and forecasting strategy followed and preparing competencies for the administrative leaders of the Ministry of Regional Municipalities and Water Resources in the Sultanate of Oman.
2. To investigate the impact between the training and development strategy and preparation of competencies for the administrative leaders of the Ministry of Regional Municipalities and Water Resources in the Sultanate of Oman.

3. Significance of Study

The study's significance is reflected in two main aspects: the practical side and the theoretical side, with the practical side highlighting the study's value through:

1. Benefiting from the study results, to raise the level of senior management and decision-makers' awareness of the importance of the role of human resources management in preparing competencies from the second grade of leadership in government institutions in the Sultanate of Oman.
2. It confirms the local and international trends and the future perceptions of the role of human resource planning and its effective participation in preparing competencies from the second grade of administrative leadership through career succession.
3. Reaching out to the importance of human resource planning in organizing career paths and career replacements.

4. Literature Review

Human resource management has passed through historical stages from the middle of the nineteenth century until now, and the industrial revolution is the real beginning of a change in the perception of the working person. As interest in developing and educating human resources began, interest in social welfare for workers increased (Hisham, 2013). Throughout the First and Second World Wars, the Human Resources Department's scope of work expanded as interest in training, developing, and expanding employees' capabilities and skills became obvious, emphasizing human relations and material and moral incentives for workers (Mahapatro, 2022). The human resources department is considered an entry point for providing and developing the institutions' needs of human resources to achieve the objectives of the institution

by working to provide quality services that fulfil the aspirations of the beneficiaries from inside and outside the institution (Alhawamdeh et al. 2021). It is no surprise that the extent to which human resources contribute to the success of the organisation's goals depends on its efficiency in managing its human capital by creating a stimulating and appropriate regulatory environment for the development and growth of its human resources competencies.

4.1. *The Concept of Human Resource Management*

Human resource management is one of the scientific approaches in which ideas and conceptions differ. It is classified as part of the administration that deals with personnel matters via employment, professional development, and performance evaluation. Human resource management takes a strategic dimension, whereby institutions develop strategies by their departments to build a workforce capable of achieving the institution's goals and regulating the relationship between the institution and its employees (Al-Bitar, 2014; Abu Dayyeh, 2009). Human resource management is one of the most important functions in the organisation; Because the human element is one of the most important means that helps the institution to rise to the highest levels, so the institution must establish a system for reviewing human resources, in order to improve their performance to reach its goals; Therefore, we will discuss the concept of human resource management review, its importance and its impact on improving the performance of employees.

Rahma (2010) stated that human resources management represents one of the basic and main administrative functions in all institutions. Where the focus of its work is the human resources in which it works, and all functional matters related to it from the beginning of its appointment in the institution until its end of service and work in it. The human resource department has been defined by a number of definitions, including:

1. Skad (2009) defines human resource management as "the use of the workforce in the organisation, and this includes the processes of recruitment, performance evaluation, development, compensation, wages, and the provision of social and health services to employees."
2. Taan (2010) defined it as the process of developing a strategy for the main functions of human resource management in line with the organisation's strategy, external opportunities and threats, and internal weaknesses in order to increase the organisation's ability to achieve success and survival in the fields of business.

Through the foregoing, the researcher defines human resource management as a department that performs a set of diverse activities and practices related to human resources under its own strategy that serves the mission and strategy of the institution.

A study by Muthana (2017) entitled "Strategic planning for human resources and its impact on the stages of the career path." The study aimed to analyse the relationship between strategic planning for human resources and the career path. The researcher designed a questionnaire to collect data from the study sample, which is represented by 45 individuals from the total population of the study. The study revealed the existence of significant correlations between the two variables and the presence of a significant effect of strategic planning for human resources and career paths as if one of the most important conclusions was the contribution of strategic planning to improving the performance of human resources at the headquarters of the Ministry of Health and some of its health centers by focusing on the compatibility between job and job-based, Activating the incentive system for employees, developing the capabilities and skills of human resources, and evaluating the performance of human resources within the ministry.

The researcher recommended a number of recommendations, including the need to work on encouraging creative thinking and promoting a culture of creativity by providing fair, flexible and encouraging systems linked to achieving the strategic goals that were identified in the strategic plan by increasing the powers and responsibilities granted to employees, which increases their ability to take the initiative and flexibility in making decisions (Al-Balushi, 2020).

Another study led by Sabrina, (2015) titled *The impact of the human resource development strategy on the performance of individuals in universities: a case study on a sample of Algerian universities*. The number of teaching and administrators was (8657) employees, and a sample of (800) individuals was selected by random sampling method. The study found a correlation between the strategy of human resource development and the performance of human resources in Algerian universities. This study is in line with the current study in terms of the method used and the study tool.

4.2. *The Relationship Between Human Resources and Administrative Leadership*

The process of change is affected by the level, skills, convictions, and readiness of human resources for production, and at the same time, it affects the development of the skills of these human resources. The following is a review of some of the issues that raise competencies (Oman Forum for Human Resources, 2017).

- A clear vision, values, and basic factors for the success of the institution
 - Defining a clear and understandable vision for everyone and clarifying the final goal that the institution wants to reach, and this vision becomes the guide that guides everyone to achieve the goals of the institution.
- Selection, promotion, and career advancement:

- There must be an advanced process to identify the skills required for new jobs designed as a result of the change process through selection and promotion systems that reflect these new skills and competencies.
- Teamwork, which means working under work teams that have the ability to self-manage, and this team is characterized by the following:
 - Enjoying a high sense of responsibility in presenting and analyzing problems and making decisions.
 - Defining the role of each team member and his expectations from his colleagues.
 - Teams include all departments and sections that are related to work that affects each other.
 - The multiple skills of the employee where some functions and tasks are integrated with each other.

4.3. Commentary on Previous Studies

It is clear from the previous studies that there is a great deal of interest in human resource planning strategy and in preparing second level competencies for administrative leadership in the organisation. Because of their important role in controlling the challenges of finding alternative leadership, reducing the assignment, and achieving a qualitative leap in performance, by presenting We draw the following findings from past research (Alzoubi, 2022; Dirani et al., 2020; Thu, 2020):

- I. The current study is like some studies in terms of the variables (human resources and preparing the second grade for leadership).
- II. They are similar in the method used, which is the descriptive and analytical method, because it aims to study the actual reality, reach realistic results, answer the study's questions, and analyses and interpret its results.
- III. The current study differs from previous studies in the applicable environment.
- IV. This study differs from other studies. According to the researcher's knowledge, it is considered one of the first studies that dealt with the subject of preparing the second grade for leadership in the Sultanate of Oman.
- V. The benefit of the current study from previous studies lies in the following:
 - a. Emphasizing and justifying the study's value, since most research has shown the importance of future leaders in the work system.
 - b. Establishing a theoretical framework for the research.
 - c. Study population selection and sampling
 - d. Use previous research suggestions to support the current study and focus on some features advised by some studies

5. Conceptual Framework of the Study

Based on the previous studies, scientific theories related to the factors of the study and referred to in its theoretical model, which was previously referred to above, we can formulate the hypotheses of the current study, which are summarized in the following hypotheses, which the researcher seeks through this study to verify:

- **Hypothesis H1:** The planning and forecasting strategy of the Ministry of Regional Municipalities and Water Resources in the Sultanate of Oman will positively affect the preparation of competencies for administrative leaders.
- **Hypothesis H2:** The training and development strategy of the Ministry of Regional Municipalities and Water Resources in the Sultanate of Oman will positively affect the preparation of competencies for administrative leaders.

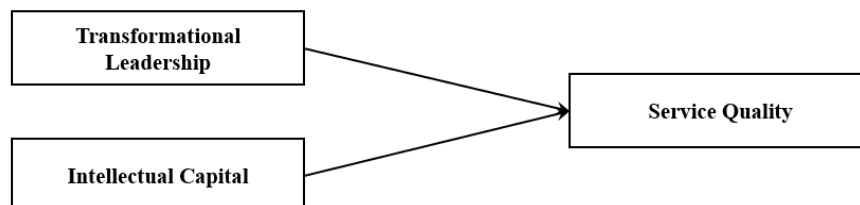


Fig. 1. Conceptual Framework of the Study

6. Research Methodology

The study population consists of all employees of grades two and below (administrative division) in the Ministry of Regional Municipalities and Water Resources in the Sultanate of Oman, as detailed in the table below. According to the annual statistical guide for the current year issued by the ministry (550 employees), their number is as in table (1). The study relied on determining the sample size by means of the (Survey Sample Size Calculator) program, as shown in Table 1, where the required sample size - as a minimum according to the size of its population is (227) at a confidence level of 95% and an error rate of 5% to ensure (Ali, 2022). The process of representation for the sample population was approved and distributed (300) questionnaire to the study environment after confirming the validity and integrity of the questionnaire for the test and by presenting it to some arbitrators to verify its apparent validity, as well as after verifying the reliability of the validity by conducting the exploratory study on a random sample of (25) An individual from the study population in order to verify the evidence of stability through Cronbach's alpha test, the results of which will come later after this part. For the data analysis, the study used the PLS-SEM techniques that applied by using the SmartPLS software. Using PLS-SEM is common in the management studies in the recent decades, such as the studies of Salem & Salem, (2019) and Al-Maamari, Alkadash, Al-Absy, Nagi, & Abdullah (2021)

Table 1. Population of the Study Employees Occupied in Administrative Positions

s/n	Job title	Total	Percentage
1	Director of the Department	110	20.1%
2	Assistant department manager	106	19.2%
3	Head of the Department	334	60.7%
	TOTAL	550	100%

7. Results and Discussion

7.1. Respondents Profile

Table No. 1 shows the relative distribution of the study sample according to personal characteristics such as gender, age, educational qualification, professional, and finally, years of practical experience. The majority of the respondents were male, as shown in Table 1, made up (80.50%), while the females were (45) respondents only, which makes (19.50%). Furthermore, the age group between 41 and 50 years were (89) respondents at a rate of 38.5%, followed by the age group between (31 to 40 years), with (71) respondents and a percentage of 30.7%.

While the age group (less than 30 years) had the smallest respondents in the study sample, 4.3% The research also revealed that 44.6% of the survey sample obtained bachelor's degrees, with high school level (40) respondents representing about 17.30 %. While (29) diploma degrees 12.6 % of the study sample, whereas the proportion Postgraduate was 37 (16.00 %), and other scientific degrees made up the smallest percentage of the study sample (22) 9.50 %.

Regarding the Professional variable, heads of departments are the majority of the study sample, where they numbered 106 (45.90%). Followed in the next rank by directors, 86 (37.20%), while the percentage of representation of assistant directors of departments was 39 (16.90%). Finally, Most respondents' work experience was more than ten years (84.40%). In contrast, respondents experienced less than ten years which made up (15.60%).

Table 2. Item-Total Statistics for Leaders' Emotional Intelligence

Demographic	Variables	N = (231)	%
Gender	Male	186	80.50
	Female	45	19.50
Age	≤ -30	10	4.30
	31-40	71	30.70
	41-50	89	38.50
	Above 50	61	26.40
Qualification	High school	40	17.30
	Diploma	29	12.60
	B. s	103	44.60

	Postgraduate	37	16.00
	Other	22	9.50
Professional	Director of the Department	86	37.20
	Assistant department manager	39	16.90
	Head of the Department	106	45.90
Experience	≤ -10Years	36	15.60
	>-10 Years	195	84.40
TOTAL		231	100%

7.2. Reliability Results

The results of testing the main statistical hypotheses are presented in table 3. for the axis of leadership competencies preparation, the scale expressions were marked by stability and a positive direction for the respondents' approval of its claims. Cronbach's alpha findings for all variables (0.960), indicating that it is stable and exceeded the specified standard (0.70) suggested by (Hair, et al. 2010).

Table 3. Reliability Results

S/n	Constructs	Cronbach's Alpha	Std. Deviation	Std. Deviation
1	Planning and Forecasting Strategy	.944		.146
2	Training and development strategy	.972		.155
3	Preparation of leadership competencies	.966		.146

7.3. Model Power and Relationships Results

R² values represent the calculated model's strength. For a model to be predictive, Ahmed Ateeq (2022) stated that R² must be greater than 0.10. The model can account for 82 % of the preparation of leadership competencies (PLC) variance. More than 82 % of the variance was disclosed or explained by dependent variables. Preparation of leadership competencies (PLC). Enhancement with Planning and Forecasting Strategy and Training and development strategy.

Table 4. Determination Result R²

	R Square
Preparation of leadership competencies	.082

The current study used the bootstrapping technique associated with Smart PLS3 to confirm that the path coefficients were statistically significant. The primary goal of bootstrapping is to obtain the p-values for the hypotheses obtained as a byproduct. Table 6 demonstrates a significant association between PFS -> PLC at a level of significance of 0.01 (p<0.05, β = 0.027, p=.042) Meanwhile, respondents' predictors supported TDS -> PLC at a significant level of 0.01 (p<0.05,β=.0262, p= .046). The SmartPLS3 bootstrapping was used to analyze all of the correlations as mentioned earlier.

Table 5. Direct Hypotheses testing procedures

Hypotheses	variables	β	SD	P-Value	Status	Decision
H1	PFS -> PLC	.027	.146	.042	Sig.	Supported
H2	TDS -> PLC	.262	.155	.046	Sig.	Supported

NOTE= PFS =Planning and Forecasting Strategy, TDS = Training and development strategy, PLC= Preparation of leadership competencies

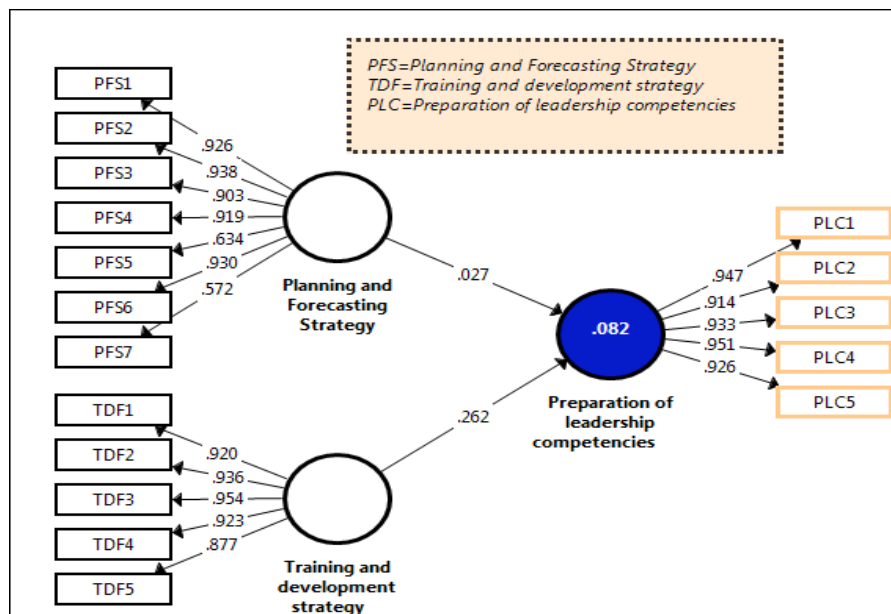


Fig. 1. Assessment of Measurement Model

8. Recommendations

1. Recognizing the significance of senior management's support role in preparing leadership capabilities and paying attention to its primary components.
2. Paying more attention to human capital is the most important factor in the success of any operation. This would help in developing leadership skills capable of leading the organisation.
3. Encouraging scientific research by policies and plans related to the preparation of leadership competencies by creating appropriate strategies to raise intellectual capital and encourage the building of teams specialized in scientific research based on self-management.
4. Enhancing the participation of the female component, given that women are considered a large part of society and cannot be neglected in participating and contributing to achieving sustainable development goals

9. Discussion and Conclusion

The first hypothesis, which discussed the influence relationship between PFS -> PLC was tested, it indicated the presence of a positive effect between them, where the value of the path or standard estimates (with a positive direction) as the result of the hypothesis test in the area of acceptance of the hypothesis and at a greater value From the test criterion (1.964), and the statistical significance of the test criterion (1.964), and the statistical significance of the test criterion (0.05). These show that paying more attention to planning and forecasting strategy will positively influence preparing administrative leaders' competencies. The second hypothesis concluded that there is a direct impact of the training and development strategy on preparing competencies for administrative leaders. The study concluded that the value of the relationship or direct impact was high in impact, significant and positive direction. This result indicates a positive and practical impact of the training and development strategy on preparing competencies for administrative leaders. In other words, attention to training and development policies will contribute to preparing competencies for administrative leaders. The researcher assumed this hypothesis after he derived causal relationships from previous studies and scientific theories, which linked the relationships between training and development strategy and preparing competencies for administrative leaders.

References

- Abbas, S. (2014) The importance of reviewing human resources management in improving the performance of employees, a case study of the Algeria Telecom Corporation, the Ouargla unit. Master Thesis. Economic sciences, management sciences and commercial sciences. Algeria.
- Abu Dayyeh, A. A. A. (2009) 'The Tenth Annual Arab Conference. Egypt: Arab Administrative Development Organization.', in An Analytical Study, Concept and Importanc.
- Ahmed Ateeq, A. (2022) 'The impact of stress and its influencing factors among dentists during the COVID-19 pandemic in Kingdom of Bahrain.' doi: 10.5061/dryad.1g1jwstzq.
- Al Marhoobi, A., & Srinivasan, V. (2021) 'A Study on The Opportunities and Challenges In Implementing Electronic Human Resource', EasyChair., p. No. 5551.
- Al-Balushi, F. S. M. (2020) The impact of human resources management strategies in preparing the competencies of administrative leaders in the Sultanate of Oman: Supporting senior management is a moderating variable.(Doctoral dissertation, Universiti Sains Islam Malaysia).

- Al-Bitar, S. Z. (2014) The role of strategic planning for human resources in raising the level of functional empowerment in non-governmental organisations. Master Thesis. Gaza: The Islamic University.
- Alhawamdeh, H. M., Ala'Mohammad Rabi, H. A. A., & El-Dalahmeh, S. M. (2021) 'The Impact of the Dimensions of the Strategic Role of Human Resources on the Level of Creativity in Jordanian Commercial Banks in the Northern Region.', *Global Journal of Management And Business Research*.
- Ali, A. A. A. (2022) THE RELATIONSHIP BETWEEN ISLAMIC WORK ETHICS AND EMPLOYEE PERFORMANCE AMONG MEDICAL STAFF IN THE PUBLIC HEALTH SECTOR IN BAHRAIN: EMPLOYEE COMMITMENT AS MEDIATING VARIABLE. (Doctoral dissertation, Universiti Sains Islam Malaysia).
- Al-Maamari, Q. A., Alkardash, T., Al-Absy, M. S., Nagi, M., & Abdullah, M. A. (2021). THE MEDIATION IMPACT OF ORGANIZATIONAL COMMITMENT ON THE TOTAL QUALITY MANAGEMENT PRACTICES AND INDIVIDUAL READINESS FOR TQM IMPLEMENTATION WITHIN YEMENI OIL UNITS. *International Journal for Quality Research*, 15(2).
- Al-Zoriqi, M. S. M. F. (2019) The Mediating Effect of Organizational Teachers' Commitment on the Relationship Between Transformational Leadership and Teachers' Performance: A Study in Yemeni Public Schools (Doctoral dissertation, Universiti Sains Islam Malaysia).
- Alzoubi, H. M. (2022). The effect of electronic human resources management on organizational health of telecommunications companies in Jordan. *International Journal of Data and Network Science*, 429–438.
- Bratton, J., Gold, J., Bratton, A., & S. (2021) *Human resource management*. Bloomsbury Publishing.
- Dirani, K. M., Abadi, M., Alizadeh, A., Barhate, B., Garza, R. C., Gunasekara, N., ... Majzun, Z. (2020). Leadership competencies and the essential role of human resource development in times of crisis: a response to Covid-19 pandemic. *Human Resource Development International*, 23(4), 380–394.
- Hair, J. F., Black, W. C. & Babin, B. J. (2010) *Multivariate Data Analysis: A Global Perspective*, Pearson Education.
- Hisham, A. A. (2013) *Human resource strategy practices and their role in strategic flexibility in Islamic banks in Palestine*. Master Thesis. Gaza: University of the Middle East.
- Mahapatro, B. B. (2022) *Human resource management*. PG Department of Business Management.
- Muthana, F. (2017) 'Strategic planning for human resources and its impact on the stages of the career path.', *Journal of Economic and Administrative Sciences*, 22(92).
- Oman Forum for Human Resources (2017).
- Rahma, B. A. A. (2010) 'Human Resource Management.', Jordan: Al-Yazuri Scientific Publishing and Distribution House, 1.
- Sabrina, M. (2015) The impact of the human resource development strategy on the performance of individuals in universities.. A case study on a sample of Algerian universities, a Ph.D. thesis. Algeria.
- Salem, S. F., & Salem, S. O. (2019). Effects of social media marketing and selected marketing constructs on stages of brand loyalty. *Global Business Review*, 0972150919830863.
- Skad, M. (2009) *Social auditing as an applied and strategic scientific method in improving the performance of human resources*. Algeria: Farhat Abbas University.
- Taan, F. (2010) 'The Impact of Human Resources Management Strategies on Strategic Success: A Field Study in the Ministry of Transport', *Iraq: Dinars Journal*, 3.
- Thu, D. A. (2020). The competitiveness of small and medium enterprises in the tourism sector: the role of leadership competencies. *Journal of Economics and Development*.
- Wren, D. A., & Bedeian, A. G. (2020) *The evolution of management thought*. John Wiley & Sons..