

The role of human resource management practices on the change management practices in the Dhofar Municipality of the Sultanate of Oman

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Information of Article

Article history:

Received: May 2023

Revised: June 2023

Accepted: July 2023

Available online: May 2023

Keywords:

Employee participation,
Performance evaluation,
Training,
Change management practices
Dhofar
Oman

ABSTRACT

Dhofar Municipality adopted an initiative to transform the work effectively. Dhofar Municipality needs more efficient ways to raise the standard of administrative and financial services, which requires less resistance to manage its administrative and financial services, which requires less resistance to change. This study aims to investigate the role of human resource management practices on change management practices. This study defined three human resource management practices that include employee participation, performance evaluation, and training. This study collected data from 381 employees based on a cross-sectional time horizon. In this study, structural equation modeling is used to test the hypotheses that have been developed. The finding revealed a significant and positive association between human resource management practices and change management practices. This study provides evidence of the role of human resource management practices on change management practices.

1. Introduction

The tremendous developments that the world is witnessing today in its various fields, as well as the transformations taking place in the humanities in the fields of economics and human resource management, have become incumbent upon us to pursue them in the field of developments in the information revolution (Lajili, 2022). This stressing the importance of human resource development as a strategic choice for administrative organizations to perform their role efficiently and effectively more, and from here the importance of human resource management emerges as one of the most important administrative functions in any organization, and it is no less important than the rest of the other functions such as marketing, production, and finance (Kambur & Yildirim, 2022). Human resource management is one of the most important human resources. An organization without people is nothing but buildings and equipment. Individuals are the ones who make organizations.

Emphasizing the role of the Dhofar Municipality, which is one of the most important supporters of development and development in the governorate, where development and development and its various aspects can only be reached through change that is able to keep pace with the aspirations and needs of society for development and development, Looking at the Dhofar Municipality, it find that it needs more effective methods for improving the level of its administrative and financial services and for adopting change management policies and human resource management practices to enhance the performance of employees through change management.

2. Problem statement

Management today lives in an era characterized by development, renewal, and the search for more change. However, there is no doubt that there are many methods, objectives, and elements of organizational work that need to be modified in the environmental conditions around him, either to solve problems that obstruct his path and weaken his ability to achieve or to achieve a certain precedent over other

organizations while providing a greater degree of effectiveness (Vicencio, 2021). So, it can see that change management has become an important part of modern organizations and is a good way to make them more efficient, as long as the changes are based on careful research, good planning, available resources, and the right time (Haziazi et al., 2021). Changes that are haphazard, sudden, or repeated hurt the organization and don't achieve the goal.

3. Literature review

Nowadays, thanks to the organizational evolution in Oman and its permeable contact with the main international changes, it could say that the area of human management within companies has become an area of mandatory tenure and development, because this generates a great competitive advantage for the achievement of organizational objectives. Taking into account the above and as indicated by Zhao and Rabiei (2022), human management, taking into account each one of the people as active resources of the organization, could be defined as "the set of activities that put into operation, develop, and mobilize the people an organization needs to realize its goals. The preceding implies that this management is able to engage all members of the organization and generate a significant organizational impact with each action taken.

Linked to the above and understanding the definition, history, and objective of human management, it could then speak of its main functions, which focus on the direct participation of all administrative processes in which the members of the organization must constantly participate as they are, including selection, hiring, evaluation, training, a development plan, a career plan, disciplinary processes, and dismissal; processes of great importance that, thanks to their adequate application, can harmonize organizational behavior and interaction (Pandey et al., 2022). On the other hand, and closely related to the macro processes of human management, it could then relate a series of variables, such as organizational satisfaction and organizational styles, that are immersed and are a fundamental part of the application of human management processes and procedures. Leadership, communication, teamwork, motivation, professional ability, and change management, among many others; in these, it could highlight organizational change as crucial variables for this research, since it is a constant and an obligation that companies constantly mobilize in order to adequately adapt to the demands of the world.

Due to the foregoing, it is appropriate to go deeper into this variable because, without it, the processes, procedures, and constant corporate evolution could be hindered, generating great organizational damage, and because change could be defined as the process through which one passes from one state to another, generating modifications or alterations to the quantitative and/or qualitative nature of reality (Kambur & Akar, 2022). Likewise, expanding the previous definition, it could be indicated that change, according to Pelit and Katircioglu (2022), is a social phenomenon that occurs in various contexts, with different magnitudes, and with various types and manifestations. This has been and is inherent to society and to man from the very beginning of their existence, and although its occurrence is daily, people cannot assume its repercussions so quickly as not to suffer from disorders (Martín-Hidalgo & Pérez-Luño, 2022). Coping with change within organizations, on the other hand, must be done in a systematic, structured, and planned manner, with the assurance that the reason for the change is effectively understood and why it is necessary to carry it out successfully. part of each one of the collaborators of the organization. This is where it is necessary to talk about Change Management, a relatively new discipline, but within its importance applied to organizational changes, it could be highlighted as the process that helps to face the risks, costs, and other variables that may arise. to affect.

To understand change management, it could talk about some prominent authors; however, for the sake of this approach, it consider it appropriate to highlight what is described by Verma et al. (2022), who, rather than talk theoretically about the term, "cite a study conducted by IBM to 1,500 change management executives in more than 15 countries, of which 60% stated that change efforts fail to achieve their objectives." The authors wonder if this failure rate is a result of people's inherent resistance to change, design problems, or leadership problems. Expanding change management as a concept of organizational development and adaptation, it is relevant to indicate that one of the most important secrets of this process is that all change, as indicated Yao and Azma (2022), "has an implicit and embedded preservation process." Changes take place on something that has been preserved. In this sense, it is as important to be clear about what is going to change as what is going to be preserved.

In relation to the type of study in the consulted investigations, the explanatory qualitative study was a constant, as evidenced by Ludwikowska (2022), who implemented a type of qualitative study using semi-structured interviews as an instrument. Lajili (2022) propose a diagnosis of information systems management considering the interrelation of different management scenarios arising from the evolution of relationships between organizations. Within the explanatory development, the management tools are shown in the annotations of Kambur and Yildirim (2022). The majority of the investigations were developed with the purpose of providing conceptual and bibliographic support to the topics discussed, to grant greater clarity and tools to the processes of change, a product of the organizational dynamism that companies must face.

Where communication plays an important role in the generation of change and adaptation, Kambur and Akar (2022) study subjects focus on the employees as responsible for complying with the measures and the companies as guarantors of the supply of biosafety elements and of verifying their compliance. The organization as a study subject is referred to when it is said that "mining companies" "They have taken advantage of the context of the pandemic in Latin America to benefit from the general restrictive and confinement measures promoted by the various countries in the region," mentions the Observatory of Mining Conflicts in Latin America (OCMAL) in its report No. 2 of October 2020. There was a relevant case where the operational personnel of the Haceb company were ignored as the subject of study, this group being the ones that provide substantial information to the organizations, as shown in Islam and Amin (2022).

Employees and companies are the true protagonists, as mentioned by Hu and Oh (2022). The purposes of the authors show the evolution of the concept of change as a whole, considering the organization as a whole and the people who constitute it. It is also mentioned by Harney and Nolan (2022). To achieve the purpose, business organizations are taken as objects, and they are focused on the dimensions where the changes are located. Hadji et al. (2022) give us a very conclusive lesson in their article on the resistance to change in modern organizations. Not only for prioritizing the subject of study in the person, but also because "it is based on the view of the human being as a pillar of all changes within the organization; it considers how change processes start with personal change and how modern organizations are aware of it."

In addition to focusing on influential literature surrounding the subject of study Gupta et al. (2022), it find a very important variety in the category of analysis to consider the protocols or regulations stipulated for the monitoring and control of the COVID-19 pandemic, as referenced in the Observatory of Mining Conflicts of Latin America (OCMAL) in its report No. 2 October 2020. Social events and processes, as well as "the perception that the role of human resources was focused, on the one hand, on the communication of the most important decisions and information within the company during the pandemic," provided inputs for analyses such as those shown in the work of Ghlichlee and Goodarzi (2022). It shows some theoretical proposals as very interesting categories of analysis, as related by Deschênes (2022). The content and structure of the work are the result of the dynamics found around six different theoretical proposals:

change and institutionalism, evolutionary and revolutionary change, planned change, change and learning, change and leadership, and change and communications.

Chen and Chi (2022) explore some interesting everyday categories as analysis in the process of change: unfreeze old values, change them, and refreeze these new values. A corporate vision of analysis within the administrative categories is expressed by Andoh and Attafua (2022): the fundamental repercussions that are had for the direction and management of companies, the renewed commitments of corporate social responsibility, as well as the new leadership requirements. It is relevant to mention as main findings that there are investigations where the transformation did not occur in some change-generating processes and where the focus was on the new control practices and monitoring of the COVID-19 protocols in the organizations mentioned by Verma et al. (2021). It provides us with a main finding related to our research due to the need that human management must have to facilitate the adaptation process of employees while adapting them to organizational changes. mentioning the following: One of the fundamental problems for the transformation of the structures and processes of the new forms of organization was the need to build alternative management models that would facilitate change and, at the same time, be adapted to the organizational models required by the emerging environment.

The same contribution is made by Urbina and Rodríguez (2021). Communication is a very relevant aspect in the processes of change; it is the means by which it is guaranteed that the message to be given has been understood. As an important finding, it is key to mention the communication of the research studied, as Song et al. (2021) clearly state. "The goal that must be had is to guarantee transparent, fast, diverse communication that provides a positive experience." "The interaction channels require monitoring, feedback, and renewal, according to the needs." As a breaking point, it find an important opportunity for human management to do a great job in the process of adapting mining employees in search of more easily assimilating the measures and/or controls that are required to integrate mining activity safely as a result of the pandemic, seeking the workers' behavioral or behavioral synergy (Rahimi et al., 2021). In order to guarantee the success of adapting the measures and, therefore, the inherent organizational changes that COVID-19 has caused in mining companies. As a breaking point, it considers that it has the opportunity to continue with our investigative work, analyzing that there is no evidence of a logical or systematic approach to address the process of adapting these measures to employees in the mining sector. It considers the exclusion of employees from the operational area as study subjects to be relevant.

As employees in this division of the company, it are the most sensitive and, at the same time, the most demanding in terms of human management performance; having this opportunity to consider in our investigative work, while also posing the ideal of the creation of new strategies to ensure adaptation success, this is leading to a new style of leadership and management, practically mandatory if it add that the pandemic has arrived in the technological age, which would imply structuring innovative adaptation resources (Seclen-Luna et al., 2021). The current situation worldwide in relation to health and health emergencies has made organizational dynamics permeate technology and is, in turn, necessary and mandatory for the optimal development of internal processes involving both human talent and those owned by the companies. Because of this, it is important to take into account all the different factors that the speed of change creates. This will make the process of adapting easier.

4. Methodology

This study relies on the analytical-descriptive (quantitative) method in order to study the current facts related to the nature of the impact of the conflict phenomenon, describe the nature of its effects and the quality of the relationship between the variables, and analyze the characteristics of those effects on a specific group of people according to conditions that lack stability. In this study, the study population

will consist of workers in the Dhofar Municipality in the Sultanate of Oman, where the municipality is one of the most important municipalities in the Dhofar Governorate in the Sultanate of Oman and where a community consists of 1200 male and female employees in the municipality. Due to the large size of the study group, the researcher will depend on the number of paragraphs when determining the study sample. Accordingly, the sample size was determined in a ratio of 5:1 according to the number of paragraphs in the questionnaire, which amounted to (91 paragraphs) (Sekaran & Bougie, 2016), so the sample size will be (400). In this study, the questionnaire was used to collect primary data from a simple stratified random sample of the study population. This was done to figure out how participation, performance evaluation, training, and development effect on change management.

5. Findings

The results indicate that the majority of the participants are male, as the percentages of males and females came to 96.1% and 3.9%, respectively, and that the majority of the participants are holders of bachelor’s degrees (75.1), and the percentages of the rest of the participants according to scientific qualification are as follows: (1%) for a Ph.D., (13.6%) for a master's, (8.1%) for a diploma, and (2.1%) for high school or less. Years of experience studied: 16.5% for five years or less, 29.7% for five to ten years, and 53.8% for more than ten years.

Table 1: Profile of respondents

Experience			Educational levels					Total
			PhD	Master	Bachelor	Diploma	Secondary	
5 years and less	Gender	Male	2	3	35	15	6	61
		Female	0	0	2	0	0	2
	Total		2	3	37	15	6	63
5 to 10 years	Gender	Male		5	87	12	1	105
		Female		1	7	0	0	8
	Total			6	94	12	1	113
More than 10 years	Gender	Male	2	43	152	3	0	200
		Female	0	0	3	1	1	5
	Total		2	43	155	4	1	205
Total	Gender	Male	4	51	274	30	7	366
		Female	0	1	12	1	1	15
	Total		4	52	286	31	8	381

Table 2 provides the construct measurements based on six indicators: mean, standard deviation, skewness, kurtosis, Cronbach's alpha, and average variance. The mean obtained for the constructs was higher than 2, which indicates a slight agreement among the respondents regarding the role of employee participation, performance evaluation, and training and development in fostering change management. The normality test performed based on the skewness and kurtosis indicators, based on the suggestions of (Price et al., 2015), indicated

that skewness and kurtosis values between -3 and +3 indicated a normal distribution of the data, which was met by the model construct. Regarding the reliability of the construct, based on the Cronbach alpha obtained, which ranged between 0.800 and 0.862, this indicates good reliability as recommended by (Hair Jr et al., 2017). In regards to the average variance extracted, all the values obtained were higher than 0.50, which indicated good validity of the construct as recommended by (Wang & Rhemtulla, 2021).

Table 2: Construct measurements

Construct	Mean	SD	Skewness	Kurtosis	CA	AVE
Employee participation	3.564	0.901	1.562	2.596	0.820	0.654
Performance evaluation	3.360	0.927	1.978	1.898	0.800	0.611
Training and development	3.492	0.935	1.604	2.336	0.862	0.679
Change management	3.480	0.910	1.819	1.628	0.845	0.660

Table 3 provides the result of path analysis, which represented an adjusted R-square equal to 42.7%, this indicates that the proposed model representing by employee participation, performance evaluation, and training and development estimates the change management more than 42.7%. For the estimation result, it found that there were a significant and positive impact of employee participation at ($\beta=0.214$, $t=2.900$, $p=0.000$), performance evaluation at ($\beta=0.425$, $t=3.657$, $p=0.000$), and training and development at ($\beta=0.181$, $t=2.308$, $p=0.004$) on the change management.

Table 3: Path coefficients

Model construct	Beta	Std. Error	t-value	Sig.
(Constant)	1.242	0.395	3.142	0.002
Employee participation	0.214	0.074	2.900	0.000
Performance evaluation	0.425	0.116	3.657	0.000
Training and development	0.181	0.078	2.308	0.004
Adjusted R²	42.70%			

6. Discussion

The result obtained from the analysis emphasized on the significant role of human resource management practices on the change management. In this regard, change management is a set of meticulously designed strategies to accompany organizational change processes, with the goal of facilitating, guaranteeing, and making it more efficient to obtain results in all areas in which organizations have had to innovate, such as their culture, strategy, work structures, administrative and production processes, skills, products, and almost all the segments that make up a company (Yao & Azma, 2022). Companies are made up of people, since, even if the company is full of technology, in the end it is the collaborators who manage these tools. It is the leaders or the leader of the organization who

must lead the initiatives and become the disseminator of the vision, goals, objectives, and map that will lead the company to become the best version of itself in the change management processes.

Human Resources is the department that will provide guidance, support, and advice for the implementation of changes and transformations, for example, in the organizational culture, the development of hard and soft skills, as well as managing, monitoring, and directly and positively influencing the work environment (Verma et al., 2022). Likewise, whoever leads these change initiatives must be, together with HR, the ones who provide trust, flexibility, and transparent communication so that the voices of all those involved can be heard and taken into account when making decisions.

In other words, when change management is established and implemented, it is normal for certain discrepancies and discomforts to occur in some elements of the company (Pelit & Katircioglu, 2022). The role of HR is to direct all these disruptions, expectations, and perceptions to a place where they can be measured, studied, and responded to for the well-being of the organizational climate (Pandey et al., 2022). Planned change requires real, achievable, and measurable goals so that they can be achieved. In line with the above, these must be aligned with the cultural aspirations and competencies that the company has, which, in turn, must be those that add value to the organization. Maslow's pyramid theorizes that it is a human need and has proven effective in generating positive change in companies (Martín-Hidalgo & Pérez-Luño, 2022). Attracting, developing, and retaining talent must be accompanied by incentives that motivate the company's collaborators to want to be part of change management and make life easier for you.

7. Conclusion

The study recommends work to create an environment and a healthy climate of job stability and create the appropriate atmosphere for the success of the change process, and that there are appropriate strategies to help change among workers. By following the approach proper administrative systems, incentives, promotions, and real participation of workers in decision-making, in order to increase affiliation and loyalty to the municipality, support the democratic orientation in the Dhofar Municipality, delegate authority to workers and allow them to participate in decision-making, besides adopting the management method by objectives, and pay attention to effective training for workers and establish a training and development unit within the municipality. This is to develop the skills of workers and increase their knowledge and experience, and work to simplify administrative procedures and systems within the municipality services in the organization, and attention must be paid to human resources management in general, and especially before employment in institutions and even after retirement for all employees. The career path is known in advance to all, and also so that there is transparency in work and to enhance the potential capabilities of workers at work, and lessons must be learned in the relationship between human resource management practices and change management, constantly reviewing and developing it with the strategy of the institution in Dhofar Municipality. Merging the strategy of human resources management with the main strategy, and workers in Dhofar Municipality in the Sultanate of Oman must be encouraged in terms of moral support, cooperation and teamwork so that workers feel job stability and organizational loyalty to Dhofar Municipality, and incentives and rewards must be improved in the municipality Dhofar

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