

Dimensions of Change Management and its Effect on Achieving Sustainable Development Goals in Oman

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Abstract

The purpose of this study was to examine the components of change management and their impact on attaining sustainable development objectives. The researcher used a descriptive approach and a questionnaire to achieve this objective. It was evaluated on a sample of (300) government employees. The results indicated the following: In varying degrees, all aspects of change management have a substantial impact on sustainable development. After the change in tasks and after the change in structure, two axes were ranked as the most important. The axis first appeared after the technological shift, and then again after the organizational culture shift. The study also demonstrated that there are numerous obstacles to achieving human development objectives through change management. The administration of Oman is committed to long-term expansion. Among these are the unwillingness of senior leadership to adapt some antiquated processes in some government sector institutions and the lack of diversity in human resource specialties among government sector employees. Through the implementation of certain legislative initiatives and close attention to them, the study recommends that administrative leaders pay close attention to the dimensions of change management in light of current circumstances as one of the most powerful forms of influence.

Keywords: *change management, sustainable development, government sector.*

Introduction

The nature of the era in which man lives today differs from previous eras. The most important thing that distinguishes it is the rapid change and the amazing scientific progress in various fields of life, whether educational, social, political, economic, cultural, or informational. Therefore, all of this is imposed on all administrative systems in various different organizations, carrying out continuous and elaborate reforms on the various multiple institutional systems, whether governmental or private; In order to prepare the individual and society to face the challenges posed by these revolutions, and to work smoothly according to the requirements of the era in which we live.

It is noted that the global and local societies develop and thrive with the prosperity and development of the sound administrative organizational system, and its progress is linked to the level of quality of its performance and flexibility, and the level of its productivity

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and its effect on the level of the national gross domestic product. The leader finds that he has witnessed great and rapid development and change.

It is noted that global and local societies develop and thrive with the prosperity and development of the sound administrative-organizational system, and their progress is linked to the level of quality of its performance and flexibility, and the level of its productivity and its impact on the level of the national gross domestic product. This development is all linked to leadership elements working in the political, educational or administrative field. And whoever looks at the administrative and leadership work finds that it witnessed great and rapid development and change. In order to keep pace with the various scientific, technological, economic and developmental developments, management and leadership are no longer just a tool that manages or runs work in maintaining order and following up on attendance and routine work, but rather goes beyond that to the processes of change and development (Al-Hadrami, 2022) and improvement in the administrative or educational work system or in the management of human resources, And improvement in the system of administrative or educational work or in the management of human resources, and help them to improve their performance by providing the necessary training and specific tools of leadership theories, methods and methods, In order to reach the leadership role of the employee by guiding them with the appropriate guidance in order to serve the process of transformation from traditional systems to everything new in the world of work and various and multiple services, and this comes through the effectiveness of the leadership role of the executive leaders and their view towards change, development and modernity (Al Balushi, 2020).

Change is not a neglected term, but it has been a subject of interest since ancient times by psychologists, politics, management, economics and many disciplines that look at the importance of change and the need to interact with its requirements on scientific and practical grounds (Alyan Ribhi, 2015) and change management is considered one of the modern concepts in the world of management in general. In general, it was able to develop during the past two decades of the twentieth century, (Al-Hadrami, at.al, 2020) and is still in the process of construction and crystallization. It is also a tool used to codify the various changes arising from individual desires or personal whims, and it is considered an ongoing work. Through it, it aims to increase the ability of the organization to introduce various changes, solve the problems resulting from it, hide the resistance of groups opposed to change, and introduce continuous improvements. That affect the behavior of workers and modify their paths, in order to interact and adapt to the environment surrounding the organization and give material and moral incentives to ensure the success of the change process, so the importance of change management lies in making people stop doing things in their usual traditional way, and follow the new way that keeps pace with the future and the knowledge revolution And modern technology, but this requires effective and elaborate reactions about the difficult situation and the selection of appropriate incentives for each subordinate (Al-Sharida Ghana, 2020)

The problem does not lie in change, but rather in managing change, and this is indicated by Fincham and Rhodes, who are referred to in Hareem and Al-Khashali (2006). The main problem of today's organizations is change management, as change is a difficult and complex social process. The human element is the most important resource in organizations, because organizations in an era of permanent competition cannot remain unless the human element is on their list of priorities (Al-Busaidi Ahmed, 2020)

Whoever looks at change management finds that it is closely related to continuous development, as it is a kind of balanced leadership that seeks to enhance and deepen access to knowledge and information about the many and varied things that continue and spread without causing damage in order to ensure positive effects (Ghanem, at al, 2022), (Al - Hadrami, at.al, 2021) on everything that surrounds us at the present time and the continuity of these positive influences on what will surround future generations in the future, as it

keeps pace with modern changes in our contemporary world, so it tries to balance things between what exists in the foundation and ambition desired future.

The intended change that occurred may be a strategy and a modern vision for the organization through which it aims to develop and develop trends, values, principles and organizational structures in a way that is consistent and commensurate with the permanent and renewable requirements imposed by the various and varied great challenges in the functional environment within the founder (al hadrami, at al, 2023). Therefore It has become a feature of the era in which we live, without it there is no room for development and excellence, so it has become extremely important. As it is considered one of the main features that characterize many activities, so we find many organizations seeking to organize their work; In order to keep pace with modern development and improve the capabilities of its human resources, departments, units and divisions, and solve problems and confront them (AL Abri, et al, 2022), and all this gives change the characteristic of urgent continuity imposed by the requirements of the modern era, on various institutions and sectors in various production and services. Accordingly, the departments of governmental institutions have realized the importance of departing from the traditional pattern in their activities and services, to become more complex and complex, especially after the globalization system that made the world a small village, which allowed many international organizations to invade and compete with the local market, which forced the administrations of local institutions to keep pace with that. Developments by taking into account the dimensions of the process of change, such as the work environment, the organizational climate, the applicable regulations and systems, and the management style, and employing them to carry out the various administrative change process on the departments of the organization (Shaher, 2015)

When we delve deeper into change, its forms and types, we find that it takes several types in terms of: the degree of planning, in terms of speed, and in terms of the degree of inclusiveness. Therefore, we suffice to mention in terms of the degree of planning that it is one of the types that affects the administrative structure in the institution. Many researchers in the administrative and human sciences, and they are two aspects that cannot be dispensed with, namely: (Al-Busaidi, previous reference):

1. Planned Change:

Through its name, it indicates that it is intended and specific planning, through which it targets certain goals by making an amendment in order to improve or develop within the institution or one of its elements according to a time plan. This planning is characterized by effectiveness and is based on creativity. It has been scientifically proven that institutions that feel by needing to change before any environmental changes occur and then plan to deal with these changes when they occur in a systematic way, these institutions are more effective and sufficient (Ahadrami, at al, 2023)

Random change:

Sabahin (2012) defined it as a reaction by some institutions to emergency or sudden treatments as a result of pressures they are exposed to, resulting in undesirable results. External or internal, only then do you perform a set of immediate, tangible, routine, short-term actions.

Change is a universal year in man, it occurs according to the situation, and change may be intended in many situations, and it may be unintentional or random without regulation, from here we say that change may occur in a positive and distinctive manner towards development and improvement, and it may lead to undesirable things that may occur It has an undesirable negative effect within the institution and the individual himself, and therefore needs immediate treatment.

Dimensions of organizational change:

Whoever looks at organizations and institutions of all kinds, notices that they, as basic and important elements in political, economic and social life, experience change. They grow, develop, improve and resist the challenges they face, whether they are internal or external. It guarantees its survival, continuity, and competition with the world, as change is characterized by the dimensions of its advantage over others, and among these dimensions (Al-Anzi Youssef, 2013).

1. Structuring Change (Change in Structure)

This dimension includes leadership behaviors and practices aimed at creating the appropriate infrastructure to support innovative and developmental initiatives, and to improve the work environment and conditions in a way that provides real opportunities for school members to contribute to planning and decision-making related to issues that concern and affect them, in addition to solving problems collectively. Among the behaviors associated with this dimension The leader of change finds appropriate opportunities and provides freedom for his workers to benefit (Hadrami, at.al, 2022) (from their experiences, knowledge and experiences and invest them to the greatest extent possible, because encouraging people through the employment of these approaches helps to drive them toward change, renewal, and development, as well as motivating them to accomplish their best. Their efforts to implement innovative methods and practices in their line of work.

This dimension includes leadership behavior aimed at providing appropriate opportunities to achieve professional growth for school workers, setting up executive programs and developing proposed mechanisms to activate cooperation and real partnership between workers in the institution and a collaboration of surrounding universities and diverse institutions in the local community to achieve the desired educational and societal development (Nabil Sara, 2016)

2. The effect of change in culture on employee performance:

Organizational culture is one of the most important features of modern management, and it is an important element in the formation of work organizations. Culture plays a vital role in the embodiment and development of administrative thought. (Al Hadrami, 2021) This positively affects the improvement and development of performance appropriately and effectively, which helps in achieving individual goals and the goals of the organization by embodying and developing values, attitudes and behaviors that work to develop the performance of workers, and the importance of culture has increased due to its effect on the behavior of workers and the position of Work (Kinoti ,2013).

Culture provides the framework that builds the style of work in organizations and distinguishes it from other organizations, so it has become one of the innovative and basic concepts in human life and organizations. And any other culture, because the culture of change is for the sake of development and improvement, so it has an important role in influencing the behavior of employees in organizations, according to the nature of the organizational culture that the organization enjoys. (Tibbs, 2011)

3-Change in technology:

The information and communication technology revolution affects management methods and service delivery, as this revolution requires agents of change to introduce new equipment, methods and new business means, but these effects are increasing day after day very quickly, because information technology has become the goal, so the only solution for managers is Working hard to use advanced technologies, in order to maintain the lead or stay ahead of the competition, as the administration follows all technologically advanced policies in order to reach the goal with high efficiency, so the changes that occurred during the past years enabled most organizations today to obtain management systems and

information A sophisticated link that connects employees in the organization regardless of their geographical locations (Al- Attiyah, 2003).

4. Change in tasks

The tasks are not only limited to duties, works, activities, merging activities with each other, or canceling existing works, but also include the organization's policies and various systems that help and enable it to accomplish its tasks, and it is also related to everything related to jobs, employees and their different work methods, so we say that Change includes everything related to the organization and its employees in all different aspects, in order to reach a degree of perfection, and thus improve and develop the business and products provided by that organization with the highest quality (Cisco, 2004: 7).

Previous studies

1. The study of Al-Hadrami et al. (2023) the study aimed to identify the effectiveness of the performance of principals of basic education in the first cycle in light of the Corona pandemic. The researchers used the descriptive analytical approach, and the questionnaire as a tool. It was applied to (400) male and female teachers. The results of the study reached the following: The order of the study axes came Regarding the effectiveness of the basic education principals' performance of the change management axes from the teachers' point of view, as follows: follow-up and implementation with an arithmetic mean of (3.83), planning with an arithmetic mean of (3.73), and evaluation with an arithmetic mean of (3.60). The three axes regarding the effectiveness of the performance of basic education principals in the change management axes came to a big degree, except for only one phrase in Axis No. (3) Evaluation, which is (the principal focuses on evaluating qualitative performance and neglects quantitative performance). The study proved that there are statistically significant differences at the level of significance (0.05) in all domains and in the tool as a whole in favor of females. The study also indicated that there were no statistically significant differences between the averages due to the educational qualification variable.

2. The study of Al-Busaidi (2020) titled Institutional Culture and its Effect on Change Management in Selected Institutions in Oman . The study aimed to identify institutional culture and its effect on Change Management in selected institutions in Oman . The tool included 3 variables, 6 dimensions, and 122 questions to answer the questions of the study. The study concluded that there is a role for institutional culture in managing change in government and private institutions in Oman . The researcher recommended paying attention to establishing an institutional culture based on oversight, teamwork, participation in decision-making in government and private institutions in Oman , and interest in change management. And the inclusion of training programs in government and private institutions a share of the culture of the institution at the management level.

3. Al-Dosari Ghazil, (2018) titled the degree of human resource management practice among leaders in educational institutions in Kuwait and its relationship to sustainable development. Academic and educational leaders. The study used the descriptive survey method and applied a questionnaire of (30) items distributed over the fields of study. A stratified random sample of (512) was selected. The study reached a number of results, most notably: The degree of human resources management practice among leaders in educational institutions in Kuwait is medium, and the order of fields is as follows: the field of "selection and appointment", then the field of "performance evaluation", then the field of "training" and then the field of "rewards". and compensation", all of which came to an average degree; The results also showed that there are significant differences attributed to the variables of educational qualification and years of experience affecting the fields of human resources. The findings revealed statistically significant variations at the level of significance ($\alpha \leq 0.05$) in the average responses of the study sample on the degree of human resource management practice due to the variable of educational qualification, years of

experience and job title, while the results indicated that there were no statistically significant differences due to the variables of gender and specialization.

And type of education by institution, institution and region. The results also showed that the level of sustainable development among educational and academic leaders is medium, and the results of the study showed that there were statistically significant differences at the level of significance ($\alpha \leq 0.05$) in the average responses of the study sample on the level of sustainable development attributed to the variables of gender, educational qualification and job title.

4. Haider Bibi (2018) study entitled Change Management and its effect on the performance of employees in Kuwaiti commercial banks. This study aimed to know the effect of change management on the performance of employees in commercial banks in the State of Kuwait. The study followed the analytical descriptive approach, and the study tool represented in the questionnaire was distributed to the study sample, which consisted of (23) workers in senior and middle management in commercial banks in the State of Kuwait. The data were analyzed using the SPSS program through statistical methods, stability calculation, normal distribution test, multicollinearity test, and simple and multiple regression. The study reached a number of results, the most important of which are: There is a positive and average effect of statistical significance between change management and the performance of employees in banks, and this means that change management is responsible for enhancing 0.13% of the employees' performance in these banks. Another important result is the presence of a positive, but weak, statistically significant effect between the change in the organizational structure and the effectiveness of staff in banks. The study also found a positive, but weak, statistically significant effect between the change in culture and the performance of bank employees, in addition to the existence of a positive, but weak, statistically significant effect between the change in technology and the performance of bank employees. Finally: The study found a positive, but weak, statistically significant effect between the change in leadership and the performance of employees in banks. The study recommended the need to implement change management in its various dimensions (change in organizational structure, change in culture, change in technology, Change in leadership) in the sector Banks due to their role in enhancing the performance of workers in this sector.

5. Study, Muia (2015) Titled: Change Management Challenges Affecting Employee Performance: A Case Study of Kenya Airport Authority, Nairobi. This study aimed to identify change management challenges affecting employee performance with reference to Kenya Airports Authority, Nairobi, Kenya, and to determine how administrative change, change in technology, structural change, and institutional change affect the performance of employees in the Kenya Airports Authority, the study followed the descriptive approach, and the questionnaire study tool was distributed to a sample of 00 employees of both sexes in the Kenya Airports Authority. The study indicated that training and lack of incentives were a major factor affecting change management in the Kenya Airports Authority. Likewise, changes in information technology, leadership style, and organizational culture as a whole are difficult to implement and change the system due to political secrecy.

6. Wanza, S. L., & Nkuraru, J. K. (2016) titled: "The Effect of Change Management on Employee Performance: A Case Study from Eldoret University, Kenya." This study aimed to study the effect of change management on the performance of employees in relation to technological changes, organizational leadership, structure and culture. The study found that organizational structure, changes, and leadership positively affected the performance of university employees. It also revealed that technological changes have a significant effect on employee performance due to rapid technological investigations that the worker quickly adapts to, which reduces the employee's workload and increases efficiency and effectiveness in the workplace. The study found also, A strong organizational culture fosters synergy and momentum, which promotes university work and improves staff performance. The study revealed that structural improvements, leadership, technology, and

organizational culture all had a favorable impact on employee performance. The study recommended that university leaders adjust their perspectives regarding the impact of change and management, as well as leadership strategies that promote employee desire to outperform expected results and change the process that is result driven, in order to improve employee performance levels.

Comment on previous studies

The current study is similar to previous studies in many matters, including: it took two main parts (variables) for the study, the first: the change management part and the second: the different sustainable development part in terms of concepts, terminology, and realistic theoretical frameworks. It was also similar to the current previous studies in the approach used in the study, which is the descriptive and analytical approach that describes and analyzes the reality. The current study also agreed with previous studies in terms of the use of the tool. Where the benefit in designing the questionnaire as well as the framework in building the theoretical framework for the study. The current study differed from previous studies in that the current study focused on the effect of change management on the goals of sustainable development and the challenges they face. sustainable development, and knowledge of the challenges facing change management in order to reach theoretical solutions and proposals to be adopted, and the current study tries to combine theoretical and applied frameworks to know the effect of change management, so the questionnaire was built according to theoretical frameworks and previous studies that were presented in this field.

Research problem:

The goals of sustainable development are noble goals approved by the whole world, not just Oman, and they are among the main foundations on which every country is based, and Oman is one of the countries that has paid great attention and taken great care of it, so it has established and developed an integrated system for it to follow up and evaluate everything related to these goals. Among them are the basic indicators that reflect their development, and a methodology has been developed to evaluate the progress made in this field, which includes verifying the achievement of the goals, and providing the decision-maker with the targeted and achieved implementation rates on a regular basis, and in light of contemporary changes, there appears an urgent need to develop visions and spread the management culture. Perhaps the initiative (All Oman) is the most prominent and indicative initiative that decentralization and strengthening the role of governorates and local communities is one of the development priorities in the Sultanate. (Sunaidi Ali, 2019, website)

All of these indicators and goals that characterize sustainable development must focus most of their work on dealing with human resources of a broader and disparate scope. Due to the expansion of its geographical area in one country, therefore, there must be an effective leadership compatible with this work, and with scientific and research development, effective administrative models have appeared, which many studies and researches testify to with their effective ability in light of the rapid developments in the world, and among these models is change management, which does not It must exist due to its extreme importance, and therefore many studies, seminars and conferences emphasized its importance, including: Recommendations of the "Innovation for Prosperity Symposium" held in Muscat in (March 2018) on simplifying procedures, moving away from bureaucracy, activating e-government, and adopting the desired change in institutions as a main input in developing performance. The 18th annual conference, "The Role of Governments in Achieving the Sustainable Development Goals 2030," held in Muscat in (November 2018), recommended agreement on an Arab vision and roadmap for implementing sustainable development plans that keep pace with the change the world is witnessing. It also recommended the "Study of Empowering Omani Youth to Contribute to Sustainable Development", which was prepared by the Youth and Human Resources

Committee of the Shura Council in the third annual session (2017-2018) to find an acceptable percentage of Omani youth leaders in the units of the state's administrative apparatus and in the private sector. According to a deliberate and systematic policy by the wise government. From here, the study came to answer the main question: What is the effect of change leadership on the goals of sustainable human development in the government sector in Oman ?

The following sub-questions branch out from it:

1. What is the intellectual and conceptual framework for managing change?
2. What is the effect of the dimensions of change management on the goals of sustainable development in the government sector in Oman ?
3. What is the order of the dimensions of change management on the goals of sustainable development in the government sector from the point of view of the respondents in Oman ?
4. What are the main challenges facing change management in achieving the goals of sustainable human development in the government sector in Oman from the point of view of the respondents?

Research importance:

1. Theoretical importance: It includes intellectual frameworks on change management, its constituent characteristics and principles, and the reality of sustainable development in the government sector in Oman , as a scientific attempt to enrich the Arab library with a recent study on managing and leading change and its role in sustainable development and the challenges it faces.
2. Applied importance: It is represented in the expected scientific and practical results and recommendations of the research by revealing the effect of change management in achieving the goals of sustainable development, as it will contribute to inspiring and providing policy makers and decision-makers in the administrative sector of the state in Oman to take practical steps regarding overcoming difficulties And the challenges that impede the exercise of transformational leadership tasks in the process of sustainable development.

Research aims:

1. Learn about the concepts of change management, its various dimensions and characteristics, and the goals it seeks to achieve.
2. Identifying the impact of the dimensions of change management on the goals of sustainable development in the government sector in Oman .
3. Identifying the arrangement of the dimensions of change management on the goals of sustainable development in the government sector from the point of view of the sample in Oman
4. Identifying the challenges facing change management and preventing the achievement of sustainable development goals in the government sector in Oman .

Research Methodology:

The research relied on the descriptive approach. On the theoretical side, extrapolation and data analysis were relied on through the literature related to change management. On the practical side, the questionnaire was applied to the research sample and included questions about the research objectives, and then the data was analyzed to reach results.

Search terms:

1. Change management:

Razan (2019) defined it as that activity aimed at forming distinguished organizations that are high in terms of performance, rather than just number and size, by establishing appropriate organizational structures to work in the organization in a way that achieves job effectiveness among employees and improves their level of performance. At the same time, it is compatible with and supports the strategic goals that individuals in charge of work in the organization strive to achieve.

The researcher defines change management procedurally as: the change and improvements that occur in all activities, goals and policies of the organization and in any element of organizational management in smooth and easy ways; To keep abreast of the organization and planning conditions and their various aspects with the global and regional changes taking place in the influential environment close to the organization, in order to bring about compatibility between organization and planning in the organization and the changes occurring in the surrounding environment, in order to reach a correct vision compatible with optimal performance.

2. Sustainable Development:

It is the development that meets the needs of the present without compromising the 9) and future generations, in an environmentally appropriate, economically appropriate, and socially acceptable manner” (Antoine Da gumbo2003

The researcher defines sustainable development procedurally as a set of basic goals and different patterns through which a set of real and basic goals for human happiness and future generations are dealt with in an appropriate manner that is compatible with the advanced lifestyles imposed by the knowledge revolution and the industrial revolution.

3. The government sector: It is part of the institutions and organizations affiliated with the government and contributing to it 100%, which are located on the land of the state and provide free services to citizens and those living on the land of the homeland, and it is all institutions that provide public services and include public utilities and government services such as health, public transportation and public education Besides health care and those who work for the government itself. (Saada, Al-Hadrami, 2021).

Field study procedures

Study sample: The study included a random sample. The selected sample consisted of (300) employees from the government sector in Oman , working in Muscat Governorate, males and females.

Study tools:

The main tool that the researcher used and relied on is the questionnaire to find out the effect of change management on achieving the goals of sustainable development in the government sector in Oman and its challenges. Managing change on the goals of sustainable development in the government sector in Oman and contained 4 sub-axes in each axis 6 and 5 paragraphs, while the second included the challenges facing the role of human resources management functions and contained 10 paragraphs.

In this questionnaire, the researcher used the three-point Likert scale, which is a three-point scale containing three options: (strongly agree, neutral, and agree). Where the results were coded in the following table according to the scale

Table No. (1)

Average	1.66-1	2.33 -1.67	3-2.34
Appreciation	Weak	Medium	Big

Validity and reliability of the questionnaire: To ensure the validity and reliability of the tool, the researcher chose a simple random sample composed of members of the community, and he extracted the stability and validity measurement using the Cronbach-Alpha method to calculate the internal consistency coefficient. Its value reached (0.769), which is a high stability coefficient suitable for present research purposes.

The questionnaire was presented in its initial form to a committee consisting of (6) faculty members and senior leaders from various Arab universities, and they were asked to express their views and observations about the appropriateness of the paragraphs to measure what they were intended to measure, and they were also asked to add the paragraphs that they deem appropriate.

Thus, the researcher reached the validity of the questionnaire as a main tool for the study, and its stability ensures conducting the study and reaching sound and realistic results that achieve the required.

Analyze and discuss the questionnaire data

After the researcher unpacked his research data, he used the Statistical Bag for Social Sciences (SPSS) in computer data analysis. The second question was: What is the effect of the dimensions of change management on the goals of sustainable development in the government sector in Oman ?

To respond to the prior question, the arithmetic means, standard deviations, and T-values were extracted for the estimates of the study sample. The following table shows that:

The first axis: change in organizational culture

Table No. (2)

s	Paragraphs	Average	Standard deviation	Arrangement	Level
1	hanging some of the prevailing values and beliefs of many employees.	2.3	0.657	3	Medium
2	Harmony between the prevailing culture in society and the culture of achieving sustainable development.	2.28	0.67	4	Medium
3	Changing the prevailing culture of some government institutions regarding some matters.	2.6	0.633	1	big
4	Constantly adapting the culture of government institutions to serve members of society.	2.47	0.767	2	big
5	Changing the culture of government institutions in accordance with the achievement of sustainable development goals.	1.77	0.689	5	Medium
6	Government institutions embody their culture in the hearts of workers in modern ways.	1.45	0.561	6	weak
Total		2.145	0.662		Medium

Through the previous table, it is noted that only two phrases came to a big degree, namely: changing the culture prevalent in some government institutions regarding some matters, with an arithmetic mean of (2.60), and the phrase constantly adapting the culture of government institutions to serve members of society. With an arithmetic average of (2.47) and three phrases that came with an average degree, which is a phrase about changing some of the prevailing values and beliefs of many employees. With an arithmetic mean (2.30) and the expression of harmony between the prevailing culture in society and the culture of achieving sustainable development. With an arithmetic mean (1.77). And one phrase came a few: government institutions embody their culture in the hearts of workers in modern ways. With an arithmetic mean (1.45). This axis remains of medium importance, as the total averages for the axis are (2.145), which is the number that falls in the medium-level degree.

2.The second axis: change in structure

Table No. (3)

s	Paragraphs	Average	Standard deviation	Arrangement	Level
1	Involving members of government sectors in drawing up some policies instead of limiting themselves to the supreme authority.	2.45	0.661	2	big
2	Change from the role of the supreme authority by going to government departments to listen to them and take their opinion.	2.57	0.74	1	big
3	The supreme authority seeks the assistance of government sector personnel when planning to formulate plans.	2.42	0.658	3	big
4	The supreme authority took solutions from government sector employees in some of their issues.	2.38	0.631	4	big
5	Allowing some expertise in the government sector to evaluate future plans for sustainable development.	2.33	0.685	5	Medium
Total		2.43	0.675		Big

Through the previous table, it is noted that all the phrases of the axis came to a big degree in order, namely: the change from the role of the supreme authority by going down to government departments to listen to them and take their opinion., with an arithmetic mean of (2.57) and the phrase involving individuals of government sectors in drawing up some policies instead of being limited to the supreme authority. With an arithmetic average of (2.45) and the phrase “enhancement of making sure that employees have the ability to adapt to new work during the crisis” with an arithmetic mean of (2.47) and the phrase “the supreme authority taking solutions from employees of government sectors in some of their issues.” With an arithmetic average of (2.38), and only one phrase came with a moderate degree, which is allowing some experiences in the government sector to evaluate future plans for sustainable development. With an arithmetic mean (2.33). Therefore, the average change axis in the structure came to a big extent, and this indicates the effect that this axis has on managing change to achieve the goals of sustainable development.

The third axis: change in technology

Table No. (4)

s	Paragraphs	Average	Standard deviation	Arrangement	Level
1	Providing electronic devices to government sector employees, regardless of job roles.	2.39	0.625	3	big
2	Allowing, by the supreme authority, government sector employees to acquire some advanced electronic devices.	2.3	0.761	4	Medium
3	The supreme authority imposes electronic methods and methods when completing some transactions in government institutions.	1.6	0.78	5	weak
4	Providing courses and training government sector employees to deal with modern electronic systems.	2.49	0.722	2	big
5	Work to reduce the cost of operating Internet networks to encourage employees to use electronic devices.	2.74	0.641	1	big
Total		2.3	0.705		Medium

Through the previous table, it is noted that three phrases came to a big degree in order, namely: working to reduce the cost of operating Internet networks to push employees towards the use of electronic devices, with an arithmetic mean of (2.74), and the phrase providing courses and training government sector employees to deal with modern electronic systems, with an arithmetic mean of (2.49).) and the phrase providing electronic devices to government sector employees, regardless of job roles. With an arithmetic average of (2.39), and one statement came with a moderate degree, with an arithmetic mean of (2.30), and one phrase came with a low degree. The supreme authority imposed electronic methods and methods when completing some transactions in government institutions. With an arithmetic mean of (1.69), which indicates that all grades of the change axis in technology came to a medium degree, with an arithmetic mean of (2.30), which indicates that it has a moderate effect on change management to achieve the goals of sustainable human development.

Fourth axis: Change in tasks

Table No. (5)

s	Paragraphs	Average	Standard deviation	Arrangement	Level
1	Make smooth communication between government sector employees and the higher authority.	2.58	0.661	1	big
2	Giving private sector employees some powers delegated by the higher authority.	2.37	0.627	5	big
3	Delegate some government sector employees to carry out some basic tasks in implementing some services.	2.47	0.723	4	big

4	Change in the nature of the relationship between the higher authority and government sector employees.	2.48	0.771	3	big
5	Changing some of the tools and arts used in implementing some things related to sustainable development.	2.19	0.652	6	Medium
6	Reducing the level of responsibility that exists at the supreme authority of government sector employees.	2.51	0.654	2	big
Total		2.43	0.681		big

Through the previous table, it is noted that 5 phrases came to a big degree in order, namely: Making communication smooth between government sector employees and the higher authority, with an arithmetic average of (2.58), and the phrase “reducing the size of the responsibility that exists at the higher authority for government sector employees,” with an arithmetic average (2.51), and the phrase “providing methodologies.” A clear measure of efficiency at work to enhance the continuity of human resources, with an arithmetic average of (2.44), and the expression of change in the nature of the relationship between the supreme authority and government sector employees, with an arithmetic average of (2.48), and the expression of giving private sector employees some powers delegated by the supreme authority. With an arithmetic average of (2.37), while only one statement represented a medium degree, which is the statement of changing some of the tools and arts used in the implementation of some things related to sustainable development. With an arithmetic mean (2.19). As for the third question, it came as follows: What is the order of the effect the implications of the dimensions of change management on the objectives of sustainable development in the government sector from the point of view of the respondents in Oman ? In order to answer the previous question, the arithmetic means and standard deviations were extracted, and the following table shows that:

Table No. (6)

s	Paragraphs	Average	Standard deviation	Arrangement	Level
1	The first axis is the change in the organizational culture	2.145	0.662	3	Medium
2	The second axis is the change in structure	2.43	0.675	1	big
3	The third axis is change in technology	2.3	0.705	2	Medium
4	The fourth axis is the change in tasks	2.43	0.681	1	big
Total		2.326	2.326		Medium

Through the previous table, it is noted that the degrees of the average of the four axes fell between big and medium, so they came in the order as follows: The two axes of change in structure and the axis of change in tasks ranked first, with an arithmetic mean of (2.43), and secondly, the axis of change in technology came with an arithmetic mean of (2.30). Finally, the axis of change in organizational culture at an arithmetic level (2.145), and therefore the degrees of the previous axis demonstrate the great effect that The role that change management plays in achieving sustainable development objectives.

As for the fourth question, it came as follows: What are the main challenges that change management faces in achieving the goals of Governmental human development that is sustainable in Oman from the point of view of the sample members? To respond to the prior question, the arithmetic means, standard deviations, and T-values were extracted for the estimates of the study sample. The following table shows that:

Table No. (7)

s	Paragraphs	Average	Standard deviation	Arrangement	Level
1	Refusal to change some traditional systems in some government sector institutions.	2.67	0.633	2	big
2	Globalization and the inability of some public sector employees to adapt to the requirements of the times.	2.4	0.681	5	big
3	The inability to change some leaders for discrimination and favoritism.	2.3	0.671	7	Medium
4	Leaders' refusal to adapt to modern administrative changes.	2.36	0.601	6	big
5	Administrative leaders are not convinced of the principle of total quality in management.	2.52	0.652	4	big
6	Non-exploitation of human energies by senior leadership.	2.89	0.604	1	big
7	Fear by senior leaders of using new methods to develop work.	2.23	0.615	8	Medium
8	Non-contribution of the government sector to the development of the communities in which it operates.	1.59	0.63	10	weak
9	Lack of diversity in human resources specializations working in the government sector.	2.59	.0534	3	big
10	Senior leaders do not have how to adapt and respond to changes	2.21	0.729	9	Medium
Total		2.376			big

Through the previous table, it is noted that all the answers of the sample of the selected study about the main Change management faces obstacles when it comes to attaining its goals the goals of sustainable human development in the government sector in Oman from the point of view of the sample members, came as follows: Six sentences came to a high degree, with an arithmetic mean of (2.57), and three expressions came to a medium degree, with an arithmetic mean of (2.246), and only one phrase came to a low degree, which is the lack of the government sector's contribution to the development of the communities in which it operates. With an arithmetic mean (1.59). This indicates that the aforementioned challenges are real challenges that exist on the ground, and it is necessary to work to avoid them and solve what can be solved, and also it is necessary to work on adapting and addressing these challenges so that they are not future challenges that prevent the achievement of sustainable development goals in Oman.

Results:

By analyzing the answers of the study sample about the effect of change management dimensions on achieving sustainable development goals in Oman , the study concluded the following:

- That all dimensions of change management of all kinds have a significant effect , and are extremely important in achieving the goals of human development in Oman , with varying degrees between the answers of the sample members. Therefore, it is necessary to study this and solve the problems that lie around it.
- The study demonstrated that, in terms of arranging the axes of the dimensions of change management in achieving the goals of sustainable human development, two axes of these dimensions received first place, namely the axis after the change in tasks and the axis after the change in structure, indicating the utmost importance of addressing these dimensions in the proper manner. And the occasion, the axis, and the organizational culture shift all occurred after the technology shift.
- As for the challenges that face change management in achieving the goals of sustainable human development in the government sector in Oman , the degrees of approval varied among the members of the study sample and proved that there are multiple and different challenges that affect the achievement of the goals of sustainable development. Come:
 - Non-exploitation of human energies by senior leadership.
 - Refusal to change some traditional systems in some government sector institutions.
 - Lack of diversity in human resources specializations working in the government sector.

Recommendations:

- Attention to the dimensions of change management in light of the current circumstances as a kind of the most prominent administrative leadership required by the current era, through the application of some legislative policies and attention to them with great care.
- Work to simplify procedures, and pay attention to government leaders through courses and programs that refine them and interpret them to practice the work of modern leadership in accordance with the requirements of the era in which we live.

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