

A PROJECT REPORT
ON
INVESTIGATING THE OUTCOMES OF ORGANISATIONAL
RESTRUCTURING : A CASE STUDY OF OMAN'S PUBLIC SECTOR

By
FAWAZ MOHAMMED ALI AL HAKMANI
19S18837

Guided by
Mr. Festus Odhigu

A project report submitted in partial fulfilment of the requirements for the
award of Bachelor of Arts (Honours) in Business Administration
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IJSER

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DECLARATION

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19S18837

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APPROVAL FORM

The project report entitled INVESTIGATING THE OUTCOMES OF ORGANISATIONAL RESTRUCTURING: A CASE STUDY OF OMAN'S PUBLIC SECTOR submitted by FAWAZ MOHAMMED ALI AL HAKMANI 19S18837 is approved in partial fulfilment of the requirements for Bachelor of Arts (Honours) in Business Administration with specialisation in General Management.

Supervisor

Full name:

Department:

Signature:

Date:

Examiner

Full name:

Department:

Signature:

Date:

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ABSTRACT

The Omani authorities started to implement Oman vision 2040 after the new era. The government began reorganising and structuring several ministries as a reflection of the new cost reduction policies and resisting global financial catastrophe. The research shows the outcomes of the Omani organisation restructuring in their departments, the relationship between corporate restructuring and employees satisfaction, and the Omani government workers' perception of the current governmental restricting. The research provides a recent reaction to this restructuring and fills the gap of the absence of data and information on the consequences of the Omani governmental reorganisation. Quantitative data is used to analyse through an online questionnaire as a research instrument with the help of secondary data to show the outcomes of this restructuring. The sample is taken from one of the restructured departments; non-probability sampling is used with the help of the judgemental sampling technique. The research reveals weak Omani media coverage of the plans for the restructuring, the increase in early retirement among The Omani public sector workers, management conflicts inside the merged departments, and the decrease in the number of new employments in the Omani public sector and the remain of the traditional formal management style after the renewal of the government structure.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Research

The constant changes in the external environment are massive, making government and managements take other directions and new methods to keep moving without unexpected failure. The majority struggles to underline the essence of change as a part of life individually in society and with groups in the working fields. These changes create a big gap between those who practice avoiding the outcomes and still believe sticking with their old methods is the central pillar. Organisational restructuring is a part of a significant mechanism governments use to keep reducing environmental pressure, reorganising plans, and saving resources as possible (Mano & Rosenberg, 2014). In Profitable organisations and companies, the reason to switch and reorganise the structure of the firms is to dodge workforce challenges, face competitors' improvements, answering stakeholders' demands which are complex in those organisations are large (Bowman et al. 1999). It's obvious to recall the difference between profitable organisations and non-profitable organisations in the shape of leadership, types of services, and directions. However, the consequences of change vary between the consideration of the governmental laws, actual administration inside organisations, their listed plans, and the reaction of their employees and people who get those services. According to Cico et al. (2021), restructuring enables the government to overcome the economic crisis and enforce power to control under those circumstances. Governments restructure to increase efficiency, improve productivity, reduce public spending and renew programs that aim to cut costs in numerous ways (Gonas, 1994). In the case of the Sultanate of Oman, vision 2040 is clear that the future will complexly change the look of the public sector and its contribution to society. Sultan Haitham bin Tariq, the ruler of Oman, declared 28 royal decrees which targeted to merge 10 ministries, remove five councils and announce more restructuring and changes that will target governmental ministries in the future to face economic downturn and achieve the goals of Omani Vision 2040 (Al Balushi, 2020). Nevertheless, governmental restructuring hits bigger scales and reaches multiple firms, departments, courts, and institutes which regenerate enormous impact within that geographical region. The transformation from planning to implementing this vision by the government allows this research to have an open field to examine the consequences of those actors upon employee satisfaction, work productivity, and turnover actions considering the lack of such information yet to be available for Omani and foreign reviews to have access.

1.2 Statement of the Research Problem

The problem with public sectors is that they are closed environments that lack transparency, clarity and freedom. However, those reasons are understandable if we deal with multiple countries with different regimes; they are not performing the same. The public sector focuses on serving the public, obtaining order and setting regulations inside the country. Organisational change is different in public sectors, which are implemented in a strict, formal environment that lacks the participation of employees in decision-making. Moreover, Employee involvement is missing in the Omani public sector. There are rare researches that address their opinion and issues conducting organisational restructuring inside their environment and how they absorb these significant changes. Employee satisfaction is critical and affects the organisation, while the workforce is an exciting factor that can change the look and atmosphere inside those targeted firms. The research will address the missing chain of how organisational restructuring ignores some of the reactions and negative aspects of these changes in motivating their workers. Many research papers address the impacts and outcomes of corporate restructuring concerning cost reduction, organisational performance, and financial reasons. However, this research will analyse how these impacts affect workers inside a formal organisation. The nature of Omani citizens or employees is calm and respectful to their parents, supervisors, and directors. These deeds are taken from respecting the country's traditions and religious teaching. However, international employees can be bolder and stricter regarding their rights, and it is easier for them to change some of the systems and rules they are forced to deal with, even in the public sector. The research understands this issue, like Omani employees can be a future threat if every employee will not stick to what they believe and know their right to be involved in the change that associates their presence inside organisations, whether in the public or the private sector.

1.3 Aim

The research aims to explore the outcomes of organisational restructuring implemented in Oman's public sector, the relationship between employees' engagement, satisfaction towards corporate reorganisation, and the employee's opinions and perceptions of this new environmental change in their life and the organisation itself

1.4 Research Objectives

1. To investigate the outcomes of organisational restructuring in Oman's public sector.
2. To examine the relationship between organisational restructuring and employee satisfaction.
3. To evaluate the issues of organisational restructuring in Oman public sectors.
4. To analyse the employee perception of organisational restructuring in Oman's public sector.

1.5 Research Questions

1. What are the outcomes of organisational restructuring in Oman's public sector?
2. What is the relationship between organisational restructuring and employee satisfaction?
3. What are the issues of organisational restructuring in Oman's public sector?
4. What is the employee perception of organisational restructuring in Oman's public sector?

1.6 Scope of the Research

The research will focus on the impact of Oman's public sector implementing organisational restructuring ordered by the Omani government, which will implement as a future look taking from Oman vision 2040 to cope with the changes related to the global economy and enhance public sector productivity. The research will analyse the reactions of the Omani public sector employees in a ministry that organisational restructuring taking place in 2022 and targeted all departments and facilities. Formal management is in charge of implementing those changes, unlike most discussed academic articles that find private sectors more flexible and efficient in conducting studies about them. Some say that Governmental restructuring is harsh to the subordinates. However, the study yet can't predict the reaction of the employees if this restructuring benefits the organisation they are working for and meet the goals which are planned by the government typically for cost purposes. The study will focus on the Omani employee reaction to these massive changes in the governmental hierarchies and work modes, their opinions about the current situation, and whether it's healthy for them to continue working

efficiently. The research will scope on the employees if they are willing to continue work in the public sector or find other jobs that are more flexible even outside Oman.

The study will consider the nature of the Omani working and his will to adapt to change and cope with the global changes if it suits him. Moreover, the analysis will take the place of the government using the accurate tools and plans of conducting Organisational restructuring to hit all the essential areas which make those changes successfully. The scope of the research will aim at the Omani governmental employees' take on the implementation of the Omani government restructuring their departments and ministries. The private sector is not in this scope of the study, which is a different division to search on and had several results and analyses in Oman.

1.7 Significance of the Research

The research is essential in the current time while those implementations are taking place, which will reflect as a source of information as a fresh reaction toward these changes. The research significance is enormous when taking place in the Sultanate of Oman. The research outcomes will target the personal researcher and benefit Oman's public sector, The government, employees, social workers and more.

Employees: The main reason for the research is to understand the mentality of Omani employees toward changes. After the study shows the results, employees may reflect on those outcomes and justify the Omani government's actions in conducting those organisational changes. Employees' opinions are essential in the organisational environment. However, they may change their opinion after reading the article whether they are on the same side as those employees.

Researcher: The importance of research is essential when appointing a current event in Oman and examining the consequences of that action. The researcher will benefit from the Omani governmental restructuring as an example which can reflect other researchers' want to experience or see a different model happening in another country. The researcher will stay away from being an employee who saw the changes in his current environment to analysing those actions from the other employee's point of view, monitor the problems from another angle, stay transparent and leave his personal opinion aside for the significance of the study.

The Government: The research will provide essential feedback to government directors behind closed doors and what's happening inside organisations. In many cases, the government is given false analysis information far from the actual truth in the case of corruption. The research will observe in transparency the real effects of organisational restructuring and data which the government can avoid similarly mistakes and unwanted outcomes in upcoming actions in the future. This research will be easy to access for everyone, including the government, which is far better for extracting data in long biocritical processes. The government will take advantage of similar researchers to absorb and review the employee perception of the Omani public sectors restructuring in a transparent and honest with the results of the research will reveal, so they overcome the issues and the problems that happened while conducting the restructuring.

1.8 Limitations of the Research

The research is facing multiple challenges to keep it transparent and ethical. In addition, choosing the research title was tricky cause of selecting a particular ministry or department to be mentioned in the title. Most Omani governmental ministries are prohibited from exposing internal information about their operations, employees, and management operations. Therefore, the researcher keeps the working professional and employees' identities and the ministry's names confidential. Time is another constraint that will slow down the smoothness of running this investigation. The problem with time management is associated with the researcher in which to keep the study efficient and near perfection. Rush in finalising the research is against the researcher's will, trying to use the time to reflect and analyse more about the outcomes of the study when hitting the final stages. Another constraint is the lack of internal information as secondary sources for Oman's public sector. The research is made solo, which means more pressure on data collection and analysis from one point of view. However, group work opens paths for the investigation to be valuable and contain various opinions, which will enrich the research and make it more beneficial to the reader,

1.9 Operational Definition of Terms

Organisational restructuring is a strategic process used by management directors to improve the organisation's efficiency, guaranteeing optimal firm performance (Graan & Ukpere, 2012).

Change Management: The process of switching the type of management adopted by a different manager in charge of the directors to enhance the firm's productivity.

Oman Vision 2040: A 20-year governmental futuristic approach contains plans, visions, processes, and implementations politically, socially, and legally inside the Sultanate of Oman.

Hierarchy refers to a system structured in connections and layers which have relations between them (Wu, 2013).

Autocratic management is a formal type of management adopted in a specific requirement mainly used in government and the military (Holmstorm & Milgron, 1991).

Employee Satisfaction: workers' satisfaction is how happy and motivated the employee is inside the organisation, which generates employee achievements and success (Dziuba et al. 2020).

Outsourcing: the act of the organisation to hire other employees temporarily, take different salaries and have special privileges than regular employees.

1.10 Structure of the Research

1. Chapter one – introduction: the research will give brief information about the title and the research approach. The research background presents the previous literature and researchers' work in this path, a statement of the research problem, the significance of the study, multiple term definitions, and the structure of the research.
2. Chapter two – Literature Review: the research will underline multiple articles and journal articles written and published in the past with topics around the research title and the outcomes of those studies. The literature review will be divided into different subheadings that discuss the main definitions and areas related to the research.

3. Chapter Three – Research Methodology: in this part, the research will address the research design, the sampling techniques used in the study, the type and process of data collection, Data analysis tools, and the population nature.
4. Chapter four – Data Analysis: in this chapter, the survey will be delivered to the subordinates, and the data will be received; the leading data will be used as a primary source to abstract the information and analyse it in detail.
5. Chapter Five – Conclusion, Findings & Recommendations: in the final chapter and after analysis of the data, the research will reveal the results and outcomes of the investigation, point out the findings, and give recommendations that will enhance the significance and accountability of the study to who it may concern.

1.11 Summary

The misconception of how generic restructuring an organisation is false. This topic will reveal different aspects of how complex the implementation of the process is and the various outcomes of it. Considering the importance of implementing those strategies based on the government and focusing on their operations in the current times. There are multiple crosslines and relations between Organisational restructuring, change management, the main field of autocratic management style, and employee satisfaction. In addition, picking the Omani public sector as the main field of the research could result in uncertain answers and tricky outcomes because of how new those changes are held in those departments. Another main factor of the game is the employees and their participation after implementing the organisational restructuring. Does their opinion count as just a tiny stone in the middle of the road that is dodged. In the following chapter, the research will reveal the literature review of previous journal articles which address the impact of organisational restructuring and the relationship between employee satisfaction and organisational change.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The background of change is enormous when looking back to business scholars and authors interested in understanding the essence and effects of change. Multiple journal articles, primarily in the last century, prioritised this topic to open other dimensions to how organisations should continue operating successfully and reduce costs to gain satisfying profits. These changes differ in how to handle, plan and reaction. Specific experts design those methods and processes to organise organisational change with the space of freedom they have. In addition, these experts allow their minds to operate individually and predict how the outcomes of the restructuring without practising it in the first place. Multiple articles analyse organisational restructuring giving definitions, theories, and causes of the change and exploring the effect of such restructuring in the long run. Most authors agree that corporate restructuring is essential to maintain fractions and external circumstances to keep the organisation productive regarding the economy. However, those changes may be forced by a narrow governmental vision or individual desires which are entirely against the organisation's internal environment, such as employees, suppliers, and service consumers. Regarding that, there is a difference between implementing organisational restructuring in private sectors dealing with a minimum number of employees and a large scale of multiple ministries if we target Governmental organisational change. Employees are sensitive to their leaders' changing methods, plans, goals, and perspectives. Those concerns are mentioned in previous scholars' papers that understand the importance of keeping the organisation's internal environment healthy, effective, and away from confusion. Do the government care about those employees and their opinions? The answer differs on the outcomes, how those restructuring steps were implemented, and what experts decided to prioritise money or employees. The research will demonstrate the previous literature representing organisational restructuring, the causes of organisational restructuring, the effect of change, and how those multiple actions affect employee behaviour and satisfaction in older journal articles. In the meanwhile, the Omani public sector is still mysterious regarding their operations inside those firms due to the privacy of information and governmental laws. This literature will lack the effects happening in Oman

specifically. However, the main reason for this research is to reveal the mysterious outcomes and plans the government discussed in data analysis and the study's conclusion.

2.2 Organisational restructuring

The concept of organisational restructuring has been revealed precisely by multiple scholars. According to Bansal (2021), organisational restructuring is the adaptation of new behaviours and different ideas and the modification of people, technology, and structural alterations. Adapting change is an act that happens after the restructuring, which can target the firm's surroundings. Organisational restructuring is a systematic reconstruction and modification of the firms operating rules and structure (Borowiecki, 2014). The main changes happened to the system, which is the organisation's base and regulations which control the internal environment and define how organisations interact with the external environment inside the country or worldwide. According to Mckinley & Scherer (2000), there are three types of restructuring that occur in firms: organisational, financial, and portfolio. These changes are different from each other and do not precisely happen all at once in a particular organisation. In addition, the organisational focus of the hierarchy and structure while financial restructuring can also be a cause for the restructuring discussed under another subtitle. Organisational restructuring is a complex process that leads to significant change that aims to shape current and long-term attributes that target internal needs and evolve the internal environment (Szuster, 2020). However, this definition addresses successful organisations that pay attention from the beginning to the needs of their workers and environment to prevent adverse shocks on the outcomes of those changes. Organisational restructuring is a massive change in assist composition and corporate strategy (Heugens & Schenk, 2004). Many authors believe that restructuring changes plans, fund generation and the nature of work. However, Governmental restructuring could be shallow and create change on the surface to have the impression of a vast restructuring. According to Yui & Gregory (2018), Governmental restructuring action defines as the transfer of functions between firms and the change of organisational names. It's not apparent yet if those shallow restructuring acts are government responsibility or external forces pushing the government to apply weak actions toward improving their governmental organisations to cope with the changes happening in work. In addition, definitions of restructuring is still a big concept to search for, especially on what platform and country will

implement those changes. A country can apply a restructuring idea and have a blurred vision of how these restructures will end up in the future.

2.3 The causes of organisational restructuring

According to Yin et al. (2022), corporate restructuring caused by managers found a lack of productivity improvements, weak business performance, an undeveloped economy, and high-cost production. These acts force the management of corporations to adapt fast and create new plans to cope with these reasons. Poorly organised firms are always motivated by market pressure to change their organisations (Brickley & Drunen, 1990). In some circumstances, weak corporations accept change due to the strong demand of competitors and the negative external environment. In addition, these changes are done by outside forces, which are toxic. Operation performance is the leading cause of organisation restructuring due to its essence and mindset to change the whole firm based on how the corporation gains and produces effective performance to meet its goals. According to Kang and Shivdasani (1997), 92 Japanese companies experienced organisational restructuring due to their decline in corporate performance. Government restructuring cause is to focus on social service delivery and less efficient, while other governments use privatisation restructuring provisions (Warner & Hebdon, 2001). Some governments can't compete with private sector companies in efficiency and productivity. In addition, some governments restructure and switch their operations to privatisation roads to enhance their social services and lower society's frustration with some of the services which lack proficiency. However, it is unfair to compare both sectors for the causes of the restructuring, and they have different effects on the environment. The government is pressured to obtain social and political concerns inside and outside the country. According to Hyderabad (2014), the causes of organisational restructuring are (1) the change in the legal environment, (2) the emergence of new technology, (3) poor valuation, (4) refocusing strategies, and (5) Competitive pressure. However, the government is responsible for setting the laws and regulations in all fields, which will never make it an issue if they adjust some rules to fit their views. On the other hand, the main concern is if those regulations are meant to be positive and support the internal environment, including employee engagement and satisfaction. Governmental restructuring is caused by the increased burden of long-term

obligations towards the organisation's subordinates and the employment process (Hyderabad, 2014).

2.4 The process of organisational restructuring

The actions taken during corporate restructuring does vary from organisation to another. Scholars show that many firms use various methods in their restructuring process, which contains different steps. Managers with high skills attempt to realise the steps required to fix the issues that corporations suffer from and translate them into an action plan. According to the Institute of Company Secretaries of India (2014), the corporate restructuring process must ensure those aspects are considered while implementing organisational restructuring, which are: (1) legal and procedural issues, (2) competition aspects, (3) taxation aspects, (4) Accounting aspects, (5) cultural synergies. These pre-steps are essential and make managers confident enough to start operating their restructuring processes in the organisation, which uncertainty about the external environment precisely may cause unknown outcomes. There are ten steps which differentiate corporations between success and failure in conducting restructuring; they are (1) legal framework, (2) securing the liquidity facility, (3) restoring market confidence, (4) assurance of government, (5) approval of restructuring plan, (6) identification of assets, (7) conclusion of agreements, (8) effective collection and payment of the debt, (9) update to all stakeholders, (10) avoid patchwork (Ashby, 2015). According to Kowalski (2021), Large corporations use 4 phases to implement organisational restructuring: planning phase, implementation test phase, measurement phase and full rollout. The planning phase is understanding the needs of the internal aspects of the organisation, from communication to achieving team support and selecting suitable managers who understand the goals and are creative. The implementation phase is a test for a small-scale of one country to understand the environment and avoid risks and costly mistakes. The measurement phase is essential to monitor the process; the restructuring will be useful and risky if the testing is false. In the full rollout phase, the companies apply corrections to the implementation and measure the final results.

The process of organisational restructuring

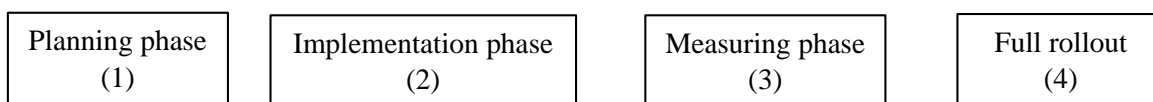


Figure 1: The process of organisational restructuring (Kowalski, 2021)

2.5 The outcomes of organisational restructuring

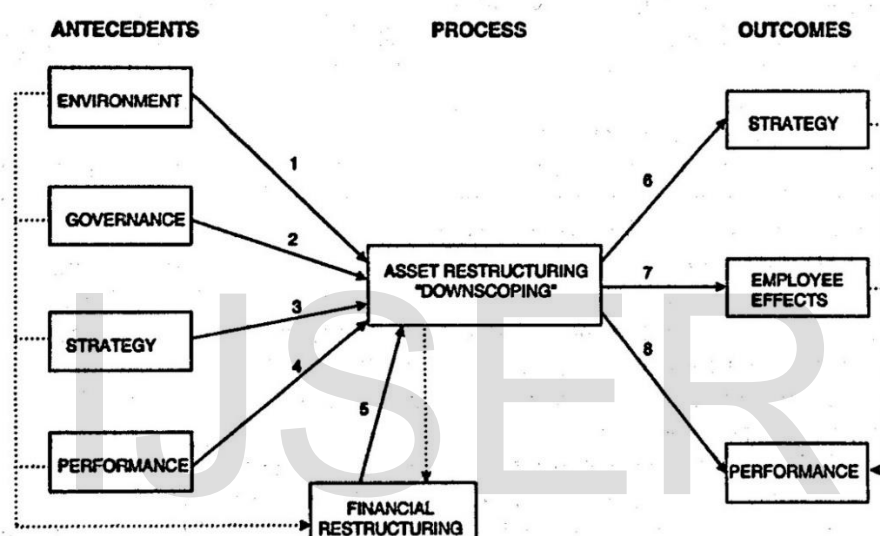


Figure 2: Model of the Antecedents and outcomes of corporate restructuring (Johnson, 1996)

Organisational restructuring is an action which centre a force of change and consequences. Every action reacts to life, considering physics. However, those outcomes are controlled by pre-reason, which is why the organisation agrees to the wind of change. According to Johnson (1996), antecedent conditions lead organisations to restructure, including changes in environmental conditions, ineffective strategies, firm governance, poor performance and financial restructuring. In addition, Johnsons explained that those antecedents are a crucial factor in why corporations adopt restructuring, and the outcomes will affect the firm's strategy, performance and employee performance. Previous scholars identified multiple outcomes from different journal papers what restructuring outcomes are in those points in the path of firm strategy and performance: (1) restructuring cause a decline in performance, reduced employment and the engagement of assets sale, (2) improvements in operation performance

cause of asset sales, (3) investors reacts negatively to the layoff announcements and poor performance, (4) divestment had a positive effect on firm performance, (5) managers selling assets to generate short term profits (Johnson, 1996). According to Strelnik (2015), corporate restructuring can be used as a risk treatment method in which restructuring implementation reduces organisations' risks and results in changing corporation structure, portfolio, finance and assets. This restructuring method generates better outcomes dealing with external environmental threats that the company isn't expecting, which is helpful for long-term organisational stability.

2.6 The relationship between organisational restructuring and employee satisfaction

2.6.1 Employee Satisfaction

The essence of employees for organisations is enormous. Employees are the core of firms and their workforce. They are the base that more the organisation forward and the focus that managers tend to work with to achieve the goals and purposes of those organisations. According to Tanković et al. (2022), managers are responsible for creating an environment in which employees love to work to boost organisational performance. However, the concept of employee satisfaction is mentioned in various scholarly papers and different from one another, which are the reason for where those employees are from, their culture, and the rules and regulations. Employee satisfaction is the indicator and a representation of workers' positive and negative feelings toward their work (Dayal & Verma, 2021). According to Fleece et al. (2021), employee satisfaction is pleasant emotion that results from the assessment of work for every employee. The satisfaction factor came from employees finding a job more enjoyable, independent and having training. Satisfied workers reduce the lethal internal environment inside the organisation, allow managers to cooperate more with staff, enhance employees' contribution to management decision-making, and create healthy competition between the subordinates. Employee satisfaction is an overall feeling about the work and related attitudes about various aspects of the work itself (Mahmoud et al., 2022). Feleki et al. (2021) acclaim that there are three critical factors for employee satisfaction which are : (1) the business must be guided by treating employees fairly, and human values, (2) the behaviour of workers will affect the organisation operations, (3) employee satisfaction can be an indicator for the firm's activities. Still, fair treatment varies from one part of the world to another, including the country's regime, regulations and labour laws. In addition, the situation in government is more

concerning if these governments are not applying international laws that multiple countries have agreed in the U.N. and other organisations. Employee satisfaction might differ in developed countries with international laws and respect for employees. In contrast, some countries are restricted with unhealthy, strict and formal regulations that are less interested in what their employees suggest or think about the working environment, making it harder to identify clearly.

2.6.2 The relation between employee satisfaction & corporate restructuring

The act of restructuring is an internal tool and affects those inside that field, from humans to objects. Managers might have a slight advantage and fewer effects after organisational restructuring, whether they ordered those changes or came from a higher authority. According to Howard & Frink (1996), restructuring influences changes in motivation, internal work and employee satisfaction. The age of employees plays a role in employee satisfaction while corporate restructuring is implemented (Rhodes, 1983). Older employees resist more change than newbie employees because they used to do the particular job for more than 25 years straight. When those restructures happened, senior employees struggled more than senior managerial employees (Howard & Frink, 1996). This research indicates differences in how experienced employees work. They have a bigger chance of retiring and leaving the organisation if managers' opinions are not listened to. New employees will accept or forced to take charge more because they need the job anyways. According to Howard & Frink (1996), organisational restructuring influence the nature of interactions inside the work more without influencing the firm's tasks. Employees are humans who interact and communicate inside the firm; therefore, the relationship is intense and affects them directly on how they take the new job, understand the tasks, communicate with their colleagues and their relationships with the managers and supervisors. Managers must inform their employees of the significance of restructuring and how these modifications opened up opportunities for them and built up growth (Hackman & Oldham, 1980). Managers are responsible for finding common ground when restructuring happens to prevent employees from being shocked about massive changes that can increase their uncertainty. According to El Din & El Ghetany (2016), employee satisfaction increases while restructuring the firm if those changes are close to their values and national culture. Employee satisfaction and restructuring are not affected by gender, level of

education and experience inside the organisation but have a huge impact and change with the age of employees (El Din & El Ghetany, 2016). These answers from previous scholars show that the differences can be shocking from one country to another, which gives the research more opportunity to reveal the relationship between Oman employees after implementing the governmental restructuring to compare with those researchers and how Omanis reaction is to the wind of change in the economy.

2.7 Government restructuring (public sector)

According to Stone (2002), The government must lead and establish proprieties and limit social and economic costs in corporate restructuring. However, how will the government deal with their restructuring and based on which criteria? Most researchers address corporate restructuring done in big business organisations and companies and local governance restructuring. The government restructure their facilities to adopt commercial approaches more than service operations (Harris & McGrady, 1999). The financial crisis in 2008 and 2014 was one of the reasons many governments started to adopt restructuring and look from the economic perspective towards their operations, not mentioning yet the environmental factors such as the Covid-19 pandemic, which is another case that has its effect on government restructuring. In addition, the government's primary goal is to cope with global changes and reduce public service costs. Soulsby & Clark (2013) claim that senior managers have political roles in governmental restructuring using forms of power, domination of law and formal ways of management. The government apprises these managers to set the rules correctly and apply that restructuring implementation smoothly from the government's point of view. However, this aggression and action are not acceptable in many countries, and it causes concerns with human rights organisations. In addition, the force the government are planning to use to set the rules could create a hostile relationship like the organisation that has been restructured and the connection between those senior managers and the subordinated unhealthy. According to Samboteng et al. (2022), governments intend to use restructuring to accelerate the bureaucratic process to create a small but functional government. Nevertheless, these bureaucratic processes, which are services to the public, are more noticeable while the implementation of the governmental restructuring due to fixed works, new jobs being created, and employees

changing their positions based on the recent reorganisation. Governments practice formal management style and restructuring force to protect their resources from unexpected threats, which sometimes lacks planning and reinventing processes (Wald, 1999). However, the government has the power to plan, design, and set these rules as they claim for the benefit of the people. Governmental restructuring differs from companies' corporate restructuring for demographic and social reasons. However, eternal players are always particular governments to go with the flow and be their organisations modernised with their rules and manners

2.8 Summary

Organisational restructuring is a vast field to study and analyse. Previous scholars identify this concept based on earlier practices by leading organisations affected by internal and primarily external factors. In addition, those external players shape the plans for the administrations to start downsizing and restructure a particular organisation. Previous literature shops light on defining organisational restructuring, the causes of restructuring and the outcome of such an act. Most scholars focus on corporate restructuring, which is an easy field to research and analyse and try to avoid dealing with governmental restructuring because it has political and legal consequences. Organisational restructuring forced the government to act fast and had less time to plan deep those restructuring processes and understand their effects. Governmental restructuring focus on cost reduction and reaction to the global forces to practice specific regulations and methods. The Omani government is one of many countries that precited this process and added it to their Oman vision 2040 plan as a standard all governmental organisations should adopt, downsize, reform their operations, cut down the number of employees and shrink departments. The research aims to analyse the effect of this new restructuring event in Oman from employees' perspectives and reactions. The next chapter will introduce the research methodology in detail, showing the research design, population, sampling size , sampling techniques and how the data will be collected to reform this research.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Pointing out a particular problem is essential for researchers and the reason for conducting the research in the first place. Academic scholars are aware of underlining the issues they want to investigate, analyse, try to solve, and give recommendations. Research methodology is essential to any research and the tool to point out these issues. According to Petal & Petal (2019), Research methodology is a science and a systematic way to solve any research problem. This methodology helps to understand the steps of the process, describing and analysing those methods. The research methodology aims and targets to evaluate strategies, identify methods' limitations, and clarify those limitations and presumptions (Petal & Petal, 2019). The research methodology of this study will represent the ways the researchers will collect and analyse the data that has been selected. This research methodology will include the research design, the population of the study, sampling size and sampling techniques, the research instrument, the data analysis technique, and the legal considerations around the research methodology. In detail, those points will be explained one by one to give the reader an overview of the data collected and how the analysis process is heading.

3.2 Research design

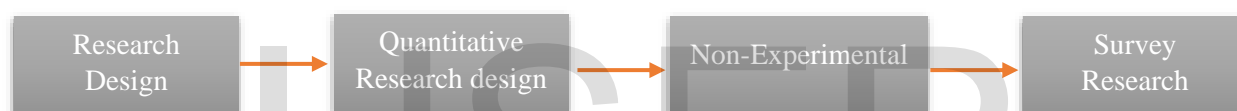


Figure 3 : research design process

Successful research is meant to be required a suitable research methodology design and shape. Researchers attend to choose the proper plan and path before collecting data and analysing it throw the design of the research methodology. Research design is an overall plan that connects the problems and provides specific directions for the procedure in research (Creswell, 2014). According to Kerlinger (1984), the research design is a structure and strategy adopted in the investigation of the study to obtain the answers to particular research questions with the presents of variables. However, suppose there's no research design. In that case, the researcher will be lost in a giant field of information and hesitates to choose the proper analysis tools to make the research reliable and genuine. The readers will find it hard to collect the findings when the data has been analysed.

A quantitative research design will be used in the research, which will suit this study type. According to Kothari (2007), quantitative research is a measurement and technique that produce calculated values and is suitable for close-ended responses. The research will depend on primary data that is essential in the research and secondary data that will be collected from

various websites and journal articles from sites like MEC library and Masadar. The research will conduct in a non-experimental design type which is not related to discovering new variables in the research. The main variables of the research are already available and present: organisational restructuring that happened in the firm and employee satisfaction which is present in one way or another. Survey research will be used in this study and contains a preparation of 100% close-ended questions and will be sent to the subordinate as an online survey. According to Asenahabi (2019), the survey method is the collection of data from a sample group to determine the status of this particulate group in that actual time concerning more than a single variable. Reaching subordinates to pass the survey will be affordable for the researcher. If physical copies are not reached, online documents will be sent by e-mail to them and shared through social media platforms as an easy way to spread and access the survey to those subordinates. This method will prevent wasting time, lower the cost of transportation to reach those employees, and make conducting surveys easier for associates in the office or their homes.

3.3 Population of the study

	Research target	Population	Sample	Expected respondents
explanation	Restructured Oman Public sector ministries	Recently restructured ministry	Human resources department	Employees, retired employees
number	26 ministries	1	250 employees	50 employees

Table 1: Population description

People are a source and the core of any business or organisation. The population is those people who the researcher in focused scope targets. According to Casteel & Bridier (2021), population contains two parts, the population of interest and the target population. The research will be interested in Oman's public sector as the main population that the investigation will analyse and extract the data from those employees working inside this population. However, the research will only target the restructured public sector ministries and wait for the employee's responses from that population target. The Sultanate of Oman severely changed the government apparatus by restructuring and merging 26 ministries, reducing the number to 19 ministries

(Wigley, 2020). Therefore, the research will choose one recently restructured ministry that experienced this renewal process in the mid of the year 2022 as its targeted population. The study will focus on the human resources department. Choosing a recent fresh example of restructuring is essential to the reader and the researcher to analyse and experience how the public sector has not been in the spotlight for scholars locally, and it's a new event that requires understanding, studying, and looking for the results. Since Omani restructured the public sector, the population differs from the restructuring of the private sector in Oman or outside in the shape of restructuring, the cause, and the consequences. The research respects the type of regulations and the laws of the Sultanate of Oman on the privacy and confidentiality of this sector. Therefore, the study is aligned with those regulations to prevent mentioning the ministry name that has been chosen as the population. However, the results will be shown, which contain transparency and will give a general look at the consequences of this restructuring based on this particular Population

3.4 Sampling technique and sample size

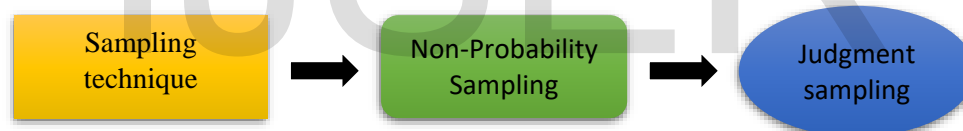


Figure 4: sampling technique

The population is comprehensive and contains lots of players and diversity. The huge number of people makes academic scholars' life harder when conducting research. Therefore, taking a small amount of this population is essential and makes it easier for the researchers to start collecting the data. The sample of the population in this research will be taken from a selected human resource department inside one of Oman's public sector ministries that implemented an organisational restructuring recently. The reason for choosing this particular research is the target of a researcher because most employees are experienced with the ministry workforce, and their needs are aligned with the research that wants to understand the employee's perception of organisational restructuring. The department is divided into three buildings, with one director and multiple managers. However, the researcher will target only regular employees and administrative. The total number of employees in the human resources department is 250

employees. In addition, the expected respondents of the sample are listed as 50 employees in one of those buildings located in Muscat, Sultanate of Oman.

Non-probability sampling is used to explore, and trail research and not everyone in the population can participate in the represented sample (Ayhan, 2011). According to Showkat & Parveen (2017), The analysis uses non-probability sampling to avoid the participation of the managers and directions who had participated in the making of the organisational restricting in this ministry. The research will use the judgment (purposive) sampling technique method as a base to start picking the respondents. The judgmental sampling technique is used when the researcher chooses his participants by his judgment while keeping the purpose of the study, planned to address a specific plan in the researcher's mind, and is less costly (Showkat & Parveen). According to Wisniowski et al. (2020), non-probability sampling has limitations that lack mathematical theories that result in measurement and accuracy uncertainty. However, the research is focused on the employees' reaction and view on an experience and inner senses that do not include scientific and math equations.

3.5 Research instruments and validity and reliability testing

3.5.1 Research instruments

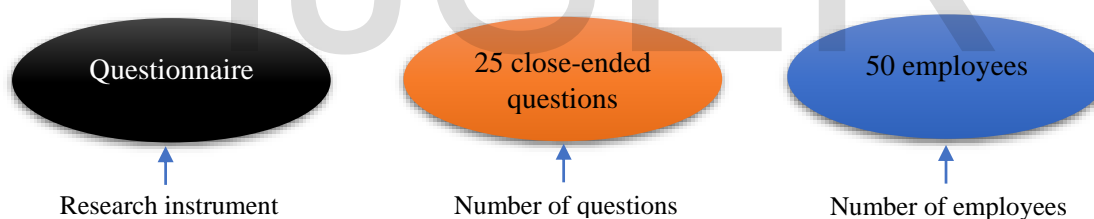


Figure 5: research instrument

The research will use a questionnaire as the research instrument to collect the data from the subordinates picked for the analysis. The questionnaire is a handy and cheap tool to be implemented and used in collecting data. The questionnaire was prepared in four parts representing the study's objectives; every part contains more than five questions. 25 questions have been designed and will be sent to 50 employees in the targeted organisation being restructured. Those questions are specified and picked based on the main goal and topic of the study. The questionnaire will be transformed into Google Forms to create an online link and be sent to the subordinates individually. The reason an online questionnaire has been used in this study is to create privacy and protect the individual thoughts of the employees so they can

feel safe and not biased to explain their opinions freely. The advantages of this research instrument are its reduced cost and saving time and effort compared to interviews which are hard to explain and analyse. According to Taherdoost (2016), the questionnaire's objectives are to obtain relevant information in the most reliable and valid form.

3.5.1 Validity and reliability testing

The research questionnaire is useable because the researcher kept the study's objectives in mind and translated those objectives into questions that will result in essential answers to the research questions. The four objectives are the central core of the research which contains two variables organisation restructuring and employee satisfaction. Those variables are associated with the questionnaire, and the answers will find the solution and the relationship between them. The questionnaire will be tested using the Google form tool and sent to 4 individuals to ensure the reliability of the link and if the response is received. This reliability testing is helpful to save the researcher time and prevent any technical issues that need to be fixed late. The reliability testing will occur before the link to the respondents ends, and problems will be selected if there is an issue in the testing process.

3.6 Data collection technique

3.6.1. Primary data

Collecting data is vital to the researcher, who is the base of the study. Without data, analysis is impossible, and the research is doomed. This research will rely on primary data as the main source of information, especially in data analysis. Primary data is collected for a specific research problem using methods and procedures that fits the research problem at best (Hox & Boeijs, 2005). This research will use a questionnaire as a primary data source, which is transformed into an online survey. Interviews will not be used in this research as one of the main primary data tools. Quantitative data is the data method collected for the research. According to Syed (2016), primary data advantages are that the data is qualified and genuine, and it's flexible to add additional data during the research period. This primary data will be important in the research due to the absence of similar information about the organisational restructuring of the Oman public sector. According to Hox and Boeji (2005), primary data is added as a social experience and can be reused by the general research community.

3.6.1. Secondary data

Secondary data is included in this research with the help of primary data sources. According to Syed (2016), secondary data is already published data that has been presented in any form. Secondary data sources will include information extraction from several websites such as the Middle east college website, Masader and Google Scholar. The research will rely on journal articles and website articles as backup information for the reader. This information will be viewed in the literature review, research methodology, and other parts. Previous secondary details will give the reader basic and specific information on the earlier views from various researchers about organisational restructuring in general and its effects, outcomes, and relationship with employee satisfaction. However, those experiences are based and have been performed outside the Sultanate of Oman, which makes this research focus on the results of the primary data mentioned previously. In addition, employees in Oman's public sector had different cultures and perception than general and global employees if they were workers in private or public sectors, which make the research more specific to extract the employee opinions through the primary data method is the questionnaire.

3.7 Data analysis technique

Data analysis is key to reaching findings and concluding the study's purpose. Analysis may take several steps and ways to extract the knowledge available from the subordinate's responses. The analysis is essential for the reviewer to observe and target the actual plan and how the researcher reaches the conclusions. The research will use the regression analysis technique used to conduct the observation. The regression analysis technique investigates the relationships between two variables and which are dependent or independent (Parveen & Ahtisham, 2021). The research explores if there is a relationship between organisational restructuring in Oman's public sector and Employee satisfaction. This analysis method is ideal to justify this research's purpose and explain Oman's employee's point of view on satisfaction as dependent or independent of the organisational restructuring process in their administration or ministry as a whole. In addition, the research will use the linear regression method, which is the primary regression method that contains only two variables, not multiple. Microsoft Excel and Google Forms are used in the research to analyse the data. Microsoft Excel will combine the data and transfer it to relations between them, and Google Forms will generate the graphs

shown in the data analysis chapter. Pie and bar graphs will be chosen to represent the research's illustrations and representation of the analysis.

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3.8 Legal, ethical, and social considerations

The researcher understands the nature of the country's legal rules; therefore, the name of the organisation will not be revealed in the research as a whole. However, the researcher is committed to delivering information and data in transparent and honest steps. The questionnaire will be sent without mentioning the organisation's name to let the employees express their opinion freely and not break laws. The research will follow the three considerations mentioned in the following points.

Legal considerations: The research approves the legal laws and regulations of the Sultanate of Oman on not revealing secret information about government corporations and sensitive information to the public. The study focuses only on the employee perception and opinion about an external act by the government to restructure their department. The research will hide the name of the organisation for the sake of respecting government laws. The usage of the final

data will be helpful for the government and researchers to overcome the challenges during the Omani government restructuring and prevent any issues for upcoming major governmental implementation.

Ethical considerations: The research will represent the information and analysis honestly and transparently, making the respondents' responses accountable and genuine. The study will describe those perceptions without interaction from the research or narrow path. To achieve the research objectives and goals, those employees were picked equally without discrimination.

Social considerations: The research will be available in online sources in the future and will be beneficial for society, employees, teachers, and academics to cite and revise one of the significant restructurings that happened in Oman and understand the employee's reaction to it. Students will benefit from the research to complete what the research stops at and fill any upcoming gaps and areas to be reached again in the future. The study will allow putting workforce a priority for the government to consider they are an essential factor and will enable them to gain positive outcomes after restructuring and focus on their motivation, progress, and success in their career.

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3.9 Summary

This chapter shows the research methodology and explains the research design, population, research instrument, sample, data analysis techniques, and the legal aspects of collecting those data. Qualitative research design is used with a non-experimental approach. An online questionnaire will be submitted to the subordinate chosen by the researcher in the ministry that has been restructured recently in the Sultanate of Oman. The population was focused on the mentioned ministry's 250 employees, and the sample size is 50 respondents who are expected to relay the questionnaire. Non-probability sampling is used, and the sampling technique is judgment sampling. The regression data analysis technique is chosen for this particular research. In the next chapter, the analysis will begin after receiving the responses from the employees based on the online questionnaire sent to them. The chapter will analyse 25

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CHAPTER FOUR: DATA ANALYSIS

4.1 Introduction

Data analysis is a critical part of research which is the key to closing doors that researchers want to enter and discover. After contributing the data from respondents using a reliable method, the next step is to extract the information buried inside the data in a way called data analysis (Ibrahim, 2015). The online survey was distributed to Omani workers in the public sector. The research focused on a department that has already experienced organisational restructuring recently to make the data reliable and up to date. The investigation targeted approximately 50 Omani public sector employees, and an online questionnaire was sent by email and social media platforms. The first call for responses to replay to the questionnaire was weak, with only 13 answers which are 25% of the actual sample. Therefore, the researcher

waited another week for the responses to be comfortable to replay and sent another reminder and wave of the questionnaire link. The final reactions were from 31 employees, 62% of the expected responses. The data analysis will take those respondents' opinions, points of view, and thinking into consideration and distribute it as accessible information to avoid unclarity to the average reader of the research. The total number of questions included in the questionnaire was 30, including the demographical questions. There was no open-ended question in the questionnaire to avoid bias and vague answers, which will not benefits the research and will be hard to analyse and time-consuming. The chapter will represent the data on simple pie chart graphs to make it easier to demonstrate and present the respondents' answers.



Figure 6 : number of respondents in online survey

4.2 Demographic questions

4.2.1 Gender

What is your gender?

30 responses

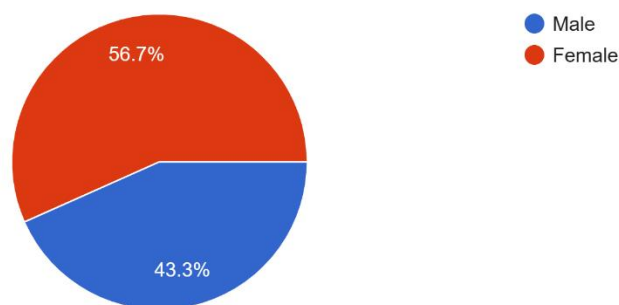


Figure 7: gender of the respondents

The research is committed to avoiding bias and making employees contribute without discrimination. Males and females are welcome to answer the questionnaire. Females in Oman are challenging men in every sector and showing their contribution to the country. According to Zawya (2018), Omani women reached 33% of the total Omanis working in the public sector in 2017. The research shows that 56.7% of the respondents are women working in the government, while 43.3% are men. The ratio is translated, and 18 women participated in the research compared with 13 men who contributed to answering the questionnaire.

4.2.2 Age

What is your age?

31 responses

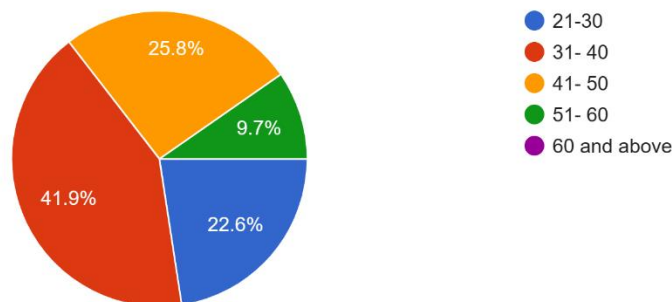


Figure 8: age of the respondents

Age is important to demonstrate as a factor in shaping the organisation. Different people of different ages are essential for the firm. Age diversity is important and a protective resource for the organisation. Some stereotypes show that older workers are less innovative and create a higher burden on organisations which is false information (Rudolph & Zacker, 2022). The majority of the respondents are between the age of 30 to 50, which shows they still have some work experience, and yet there are years to come to develop and compete in the workplace. Three respondents from the age of 50 to 60 years are more experienced and near the age of retirement.

4.2.3 Academic qualifications

What is your academic qualifications?

31 responses

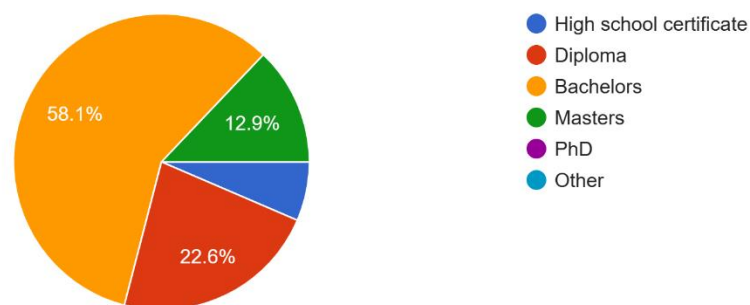


Figure 9: academic qualification

The responses show multiple academic qualifications representing employees' mindsets, positions, and backgrounds. However, the research eliminates managers from participating because there are in the decision-making the restructuring directly or indirectly. The answers show that most respondents had a bachelor's degree and 18 employees. Secondly, diploma graduates with 22.6% and master's degree with 12.9%. The answers did not include an employee with PhD qualifications.

4.2.4 Years of working

How long have you been working?

31 responses

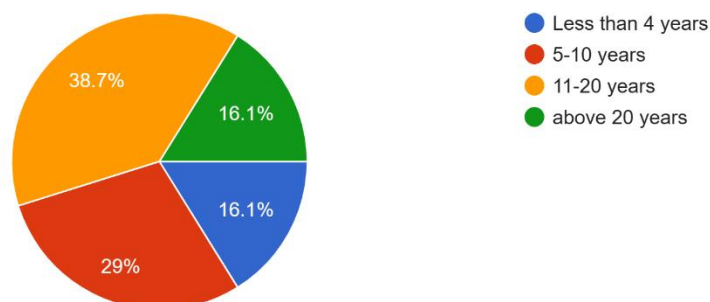


Figure 10: years of working

According to the responses to the question shown in figure 4.5, the employees who participated in the online survey are more experienced and not newbies or new employees. The calculations show that 38.7% of the respondents worked in departments for 10 to 20 years, and another 29% worked for ten years. These calculations are essential to the research to show the experienced employee perception of organisational restructuring and how they think about it from knowing multiple working environments and positions in the past. However, only five respondents are new employees in the public sector, 16.1%. New employees are still unknown, and their opinion will not be critical cause they need the job and are still fresh to accept multiple conditions and follow the rules at the beginning of their carrier.

4.3 The outcomes of organisational restructuring

4.3.1 Organisational restructuring, cost reduction and efficiency

Organisational restructuring helps management to reduce costs and increase efficiency.

31 responses

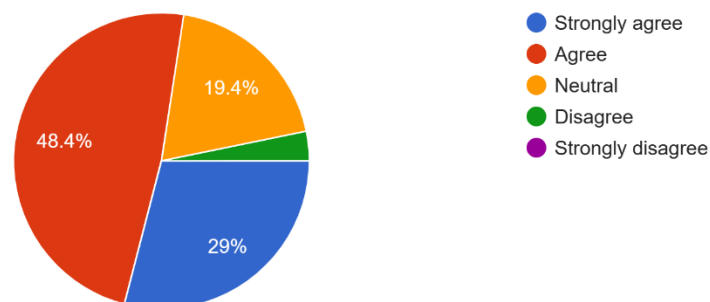


Figure 11: organisational restructuring cost reduction and efficiency

Financial performance is essential in private and public sectors, which is the base of their contribution to the people and community. Even the public sector has been critically affected by global financial problems during multiple crises in the last decades. Restructuring is a method to boost the organisation financially. Managers have adopted the restructuring of organisations to illustrate better performance, improve employee welfare and increase productivity (Lal et al. 2001). According to Kwaning et al. (2014), organisational restructuring is an act that helps organisations to make it more profitable, revise their strategies, and adjust their financial plans. The previous literature and scholars show that the outcomes of organisational restructuring are aligned with boosting management efficiency and adaptiveness to compete with a challenging business. Yet, the government is affected by the financial crisis and the contribution of the private sector in the country. The burden will be more significant if the public sector is only responsible for generating profit for the country. According to the responses to the questionnaire, approximately 80% of the respondents agreed that organisational restructuring helps managers and executives in upper positions in the government to reduce costs and provide better efficiency. 48.4% agree about the statement, and 29% strongly agree, while only one responder disagrees.

4.3.2 Organisational restructuring internal and external effects

Restructuring your organisation had internal and external effects.

31 responses

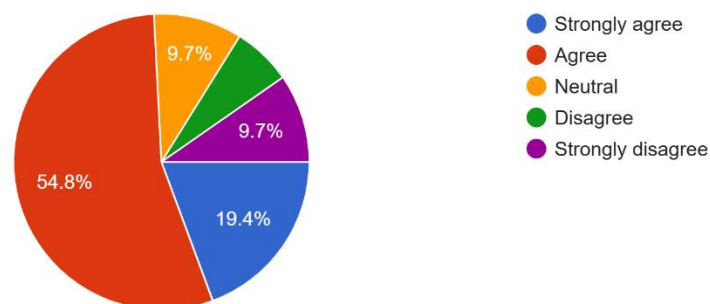


Figure 12: internal & external effects of corporate restructuring

The respondents agree that there's a massive effect after organisational restructuring in their workplace. 57.8% of the total responses, representing 17 employees, think that internal and external effects are an outcome of the reorganisation, while five respondents disagree with the statement. Ulen (2010) states that internal factors resulting from restructuring are flexibility and disarmament. Those factors included how managers are aware of new environments and how to deal with change, and employees accept unexpected circumstances at work. Operational flexibility is the ability of the workers to make their plans and choices on when, where and how long they are engaging in an environment of the workplace (Voydanoff, 2007). Flexibility has two perspectives organisational and worker, the corporate perspective of flexibility is to enable firms to adapt rapidly to changes, and the worker's philosophy is to enhance the ability of the individual to meet his personal, occupational and family needs (Hill et al. 2008). According to Ulen (2010), monopolist organisations shall accept competition in their mindset, which is an external factor in restricting firms. The government are a non-profitable organisation, but it's essential to deliver the passion of rivalry in their management and employees to create a better environment and compete with external challenges like what happened in the Covid-19 pandemic, which the government and the private sector did not expect

4.3.3 The forms and faces of the organisational restructuring

What forms of organizational restructuring happened to your organisation?

31 responses

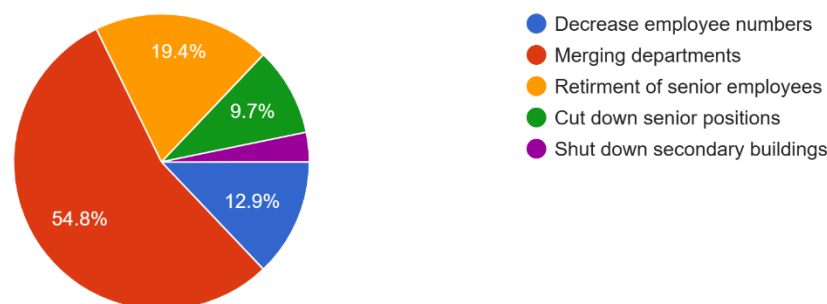


Figure 13: the forms and faces of corporate restructuring

The form of organisational restructuring may change from one management to another on their reason for particular restructuring. Indeed, the restructuring has various faces and colours to adapt. Figure 4.7 shows the employee's opinions about the actual form of organisational restructuring conducted in their department. 54.8% of employees think that the primary outcome of the restructuring was merging their organisation departments into smaller numbers and containing fewer managers. On the other hand, about 20% of the respondents think retirement was a significant outcome of organisational restructuring in their firm. In addition, the government's intention to decrease the number of Omani public sector employees was the third choice for about 13%. According to Breinegaard et al. (2017), organisational change and poor psychosocial work environment is associated with non-disability early retirement in public service employees. Job withdrawal significantly rose among employees after restructuring, which was a reason for the management to downsize the firm, which increased employees' will to leave the firm in the shape of retirement of turnover (Probst, 2003). According to Dzwigol (2019), restructuring is a natural consequence of managing enterprises which include merging and lower number of departments and management to restore an internal balance inside firms.

4.4 The relationship between organisational restructuring and employee satisfaction

4.4.1 Organisational restructuring & employee satisfaction

There is a relationship between organisational restructuring and employee satisfaction.

31 responses

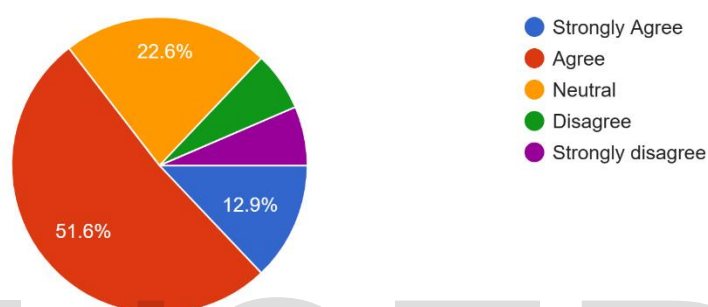


Figure 14: organisational restructuring & employee satisfaction

The employees' responses to this question show that they find a connection between their motives and satisfaction that can be affected after organisational restructuring. The respondents' answers show that more than 60% of the employees agree that restructuring can affect their motivation, work in the firm, ambition and competition inside the workplace. However, 22.6% are unsure if restructuring is a severe issue against their dreams and motivation. During organisational change, the vision of the leaders, role modelling, encouraging group identity and collaborations affect employee satisfaction (Albion & Gagliardi, 2007). Non-profitable organisations focus on similar restructuring factors like profitable firms such as portfolio and finance in response to the changing enjoyment. These changes and tasks influence employees directly and where they are located in the new system, impacting their internal work and motivation (Howard & Frink, 1996). In addition, the previous researchers discovered that for organisational restructuring to be less toxic towards employee satisfaction, the management should consider boosting opportunities to balance the relationship between corporate restructuring and employee satisfaction and make workers stay and continue their hard work.

4.4.2 Employee satisfaction and firms goals

Workers satisfaction is essential and helps administrations to reach their goals.

31 responses

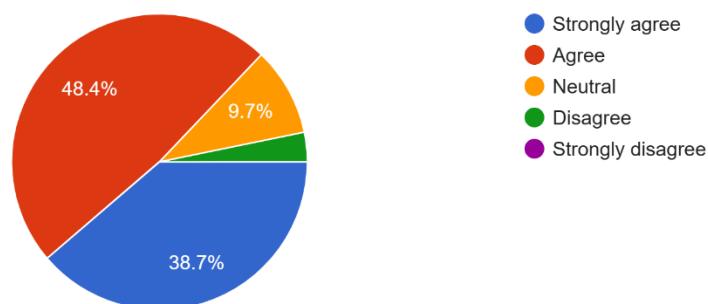


Figure 15: employee satisfaction & firms goals

Figure 4.9 shows the respondent's opinions and thoughts about their satisfaction and intention. According to the answers, more than 80% of the respondents think that employee satisfaction is helping management to plan accordingly and reach their goals shortly and effectively. Employees admit that their views and beliefs can switch the game and make their organisation shines. According to Kumari (2011), leadership management is crucial to influencing employees and motivating them even during hard times that encouraging workers to the path of success with good communication skills. However, in the Omani public sector, some managers use an autocratic formal management style, which is typical and old-fashioned, still creating a gap between employees and management. In addition, there is a vision from the government to hire compelling upper management figures to solve the issue. Still, this type of management is also available in the middle-class direction that runs the department internally.

4.4.3 Employee involvement in restructuring process

Employees are allowed to participate to change their organisation and in management decision-making.

31 responses

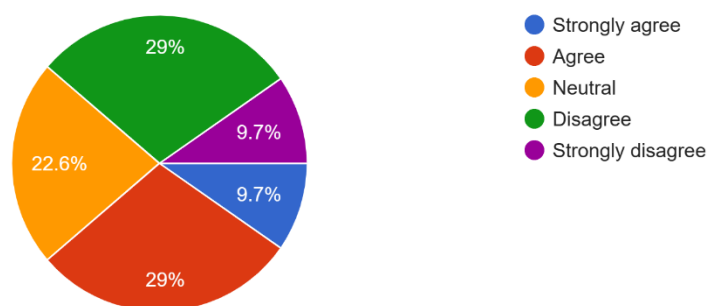


Figure 16: employee involvement in restructuring process

Returning to employees' responses. Figure 4.10 illustrates the worker's confusion about the question asked when they are allowed to participate in decision making and the organisation's plans. According to the pie chart above, 29% of the employees agree that their opinions show been traced by management. However, the same percentage of 29% think they are not allowed or should not give their point of view on the internal workplace. This division creates a question of whether some employees understand that they are not allowed to share their opinion in a formal autocratic work environment or that they don't have the proper skills to be in that position in the first place. According to Kumari and Kumari (2014), employee involvement is a process of employer employees engaging in management decision-making and improving their position and rank in the firm. Employee involvement is essential to minimise the resources required to monitor employees in the workplace, which will increase the organisation's cost reduction (Obiekwe et al. 2019). These studies identify and appraise employee involvement in different organisation types and show the importance of employee involvement in restructuring. The benefits of employee involvement in the restructuring g and decision-making are a quality improvement process, enlarged employee commitment to the organisation and acceptance of decisions as a sense of ownership. The contribution will help the firm succeed (Obiekwe et al. 2019).

4.5 The issues of organisational restructuring

What are the issues of organisational restructuring at your workplace?

31 responses

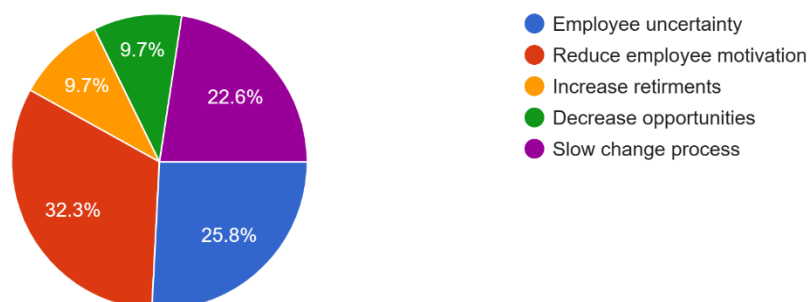


Figure 17: the issues of organisational restructuring

The employee's participation in the question was diverse and contained three central answers on the issues raised after their department was restructured. The main result of restructuring was affecting their motivation. 32.3% of the total respondents believe that the new restructuring and rules will reduce incentives in the organisation. The second issue the employees raises is feeling uncertain about their future in the firm after restructuring with 25.8% votes. The third issue of restructuring in employees' eyes where the slow change that happened during the restructuring. Some employees still don't know to which department they will transfer, and others still don't have available offices. According to Varma (2017), the organisation's challenges to creating a motivated enrolment are the ignorance of employee motivation, lack of management commitment towards employee expectations, weak competitive organisation structure and policies, and a narrow managers mindset. The mentioned organisational restructuring type is an imposed corporate restructuring in the Omani public sector. Imposed organisational change is made from a position of power and implemented solely by the upper leaders, making it hard to negotiate and fix (Rodat, 2018). Employee uncertainty is the most challenging aspect of organisational change. Not understanding the difference could affect their opportunities, training requirements and if they still have their succulent job after the restructuring (Bordia et al. 2003).

4.6 Employee perception of Oman's public sectors restructuring

4.6.1 Employee knowledge about the restructuring

Oman's public sector needs to be restructured.

31 responses

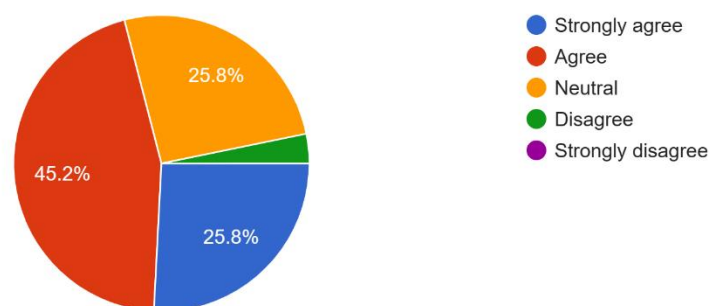


Figure 18: the Omani public sector restructuring needs

The Omani public sector employees recently experienced the restructuring and agree that the sector needs change. According to figure 4.12, the calculations show that 71% of the respondents agree that the industry needs to be renewed. However, employees expected these changes to be beneficial and positively impact their presence and future in the workplace. The intention of the employees to change was dominant in their answer and shows that they look for a better lot and hope this restructuring will affect their work career to the best. However, the new reorganisation and work regulations will allow new public sector employees to occupy temporary contracts rather than permanent contracts to increase competitiveness in the public sector (Times of Oman, 2022). This move has a negative aspect on employees' stability socially and financially.

The government explained to the media why the public sector needs to be restructured.

30 responses

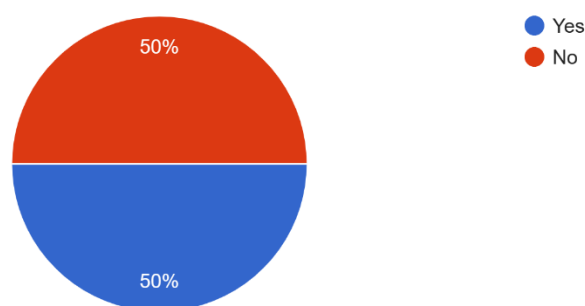


Figure 19: organisational restructuring & the Omani media

The responses show the employee's uncertainty whether they have been told in the media in detail about the importance of Oman's government restructuring, the outcomes and their future. The numbers show that 50% of the employees knew about restructuring motives and details, while the other half were confused and never knew about those aspects and the government's intentions and plans. Media is essential in life nowadays and plays a role in transforming information and data fast. With the transformation of technology and social media, governments should reach the mass of people through that advanced technology to present their work even in a formally regulated country. Deane (2015) states that media and communication are essential to governance. They should invest in media to build independent media sectors, increase transparency, enhance government accountability to citizens, and support democratic decision-making mindsets.

4.6.2 Employees and the motive of restructuring the Omani Government

Why is the Omani public sector restructuring?

31 responses

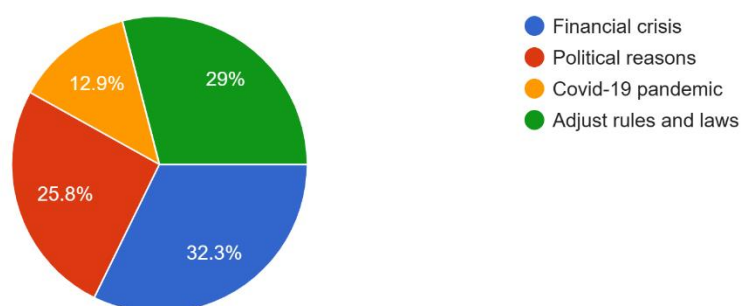


Figure 20: employee perception of the Omani corporate restructuring

Understanding employees' perceptions and views on the government's motives are critical to the research. Employees are, in the end, average citizens. They react to their external surrounding and news, whether true or false. The calculations in figure 4.14 illustrate the employee's opinions about the Omani government's motives to restructure the public sector. The most chosen reason was the financial crisis that hit the globe, regionally and specifically Oman in 2008 and 2014. About 32.3% of the respondents think the financial crisis damaged the economy and affected the Omani GDP. The second pick was to adjust new rules and regulations the government has already implemented to cope with the change. Finally, political reasons were another choice by the employees, which is unknown and hidden due to the nature of the government and public sector not showing specific information for security purposes. According to Peterson (2017), Job opportunities in the public sector for young Omanis are shrinking because of the financial crisis and low oil prices. According to Al roya (2015). The ministry of finance intends to stop promotion for employees in the Omani public sector due to the drop in oil prices and to reduce spending. According to Charoenseang & Manakit (2002),

restructuring the financial system and improving corporate governance are solutions to defeat the financial crisis.

4.7 Summary

This chapter illustrates the employee's responses in pie charts to understand the data represented by the online questionnaire. The questionnaire was answered by 31 employees of the Omani public sector with 25 questions. The main axes of the questionnaire were the outcomes of organisational restructuring, the relationship between corporate restructuring and employee satisfaction, the issues of organisational restructuring and the employee's perception of this particular restructuring. The main point of the questionnaire has been analysed under those four points in detail to show the employee's response in transparency. During the analysis, the research found difficulties in finding information about the Omani media representing the restructuring and the lack of articles talking about this incident in English. In the next chapter, the research will describe the findings, the study's conclusion, the recommendations and the limitation of the investigation

CHAPTER FIVE :

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The data has been analysed, and the employee's responses were handy in concluding the research with the upcoming information that was useful. The Omani public sector's employees participate in this research to point out the outcomes of the Omani government restructuring while they are working in one of the governmental facilities, the relationship between employee satisfaction and this particular restructuring, the issues of this organisational restructuring and the employee's perception of the corporate reorganisation. The content of this chapter will reveal the summary of findings based on the four objectives of the research, a conclusion of the data analysis, the research recommendations to the management, employees and ordinary readers of the investigation, the limitations of this research and the upcoming future research. The study will briefly review the Omani public sector feel and deal with current times. This research will fill a gap in the absence of mentioning such a perception of this current governmental movement in employees' eyes with transparency and honesty.

5.2 Summary of Findings

5.2.1 The outcomes of The Omani Governmental restructuring

The Omani government planned to restructure their facilities from the last decade through Oman Vision 2040 and their government officials through the media. The research finds out that the outcomes of the Omani governate restructuring outcomes are the following:

1. **Merging ministries and cancellation of some Omani government facilities:** the research examined the employee's responses that most of their departments were blended to a smaller number and combined their employees under more prominent offices. In the chosen department, 3 offices are separated with three central managers, which shrunk the department to 2 and cancelled one management position. According to the media, multiple ministries were cancelled and incorporated in 2020 to follow the government's plan.
2. **Reduce Spending and Cost reduction:** according to the Omani government, the motive behind the restructuring is to cope with the current financial position and look differently at the country's resources. Oil prices affected the government's visions, so they planned to cut some spending and restructure the government to eliminate unnecessary expenditures that would not affect the citizens. The government succeeded in reducing the losses resulting from resources and gave them more time to think of other alternative solutions to overcome the issues.
3. **Decrease new employment in the public sector:** Restructuring is a downsizing procedure that affects the corporate shape. The size of the organisations will allow new employees to participate and have a massive desire for citizens to employ in one of the governmental departments that will create job insurance for them. Employment in the public sector decreased compared with previous years to the government's vision and well to open another working environment in the private sector and manufacturing for Omanis to work there. Restructuring affected employment, and the number of new workers decreased.
4. **The increase in retirement among Omani Government employees:** during the restructuring planning and before implementation, some of the senior employees decided to retire early. Other employees who did not compete for 20 years in the workplace also applied for early retirement. The retirement took place before, during and after restructuring. The employees chosen to complete the questionnaire confirm

this by pointing out that a considerable number of senior employees retire without knowing what the restructuring will bring to the table and its shape.

5.2.2 The relationship between organisation restructuring and employee satisfaction

The study shows a strong bond between employee satisfaction and restructuring on how the organisation will be stable internally and contains a healthy working environment. The employees agree that their motivation and satisfaction with working in a good environment that respects their views and protects their future is a priority. However, many restructuring programmes and plans ignore employees' motives because the main reason is to regulate new rules to reduce financial problems and issues in the private sector.

4.2.3 The issues of the Omani governmental restructuring

There are multiple issues recorded and discovered from the employee's responses and the secondary data because of the Omani government restructuring; there are the following:

1. **Employee uncertainty:** multiple concerns from the perspective of employees in this research illustrate their fear and overthinking of how this restructuring will affect their future. Employee uncertainty about whether the Omani public sector will still cover their ambitions and life insurance. Most of the responses pointed out that this issue is still not solved and the government is defending their moves as necessary to overcome external threats.
2. **Formal leadership:** Before restructuring, the Omani public sector management was formal, traditional and strict. After the restructuring, some of the managers did not change their attitude and maintained the same leadership style, creating more division between employees and them after the restructuring. Some managers lack the skills to contain their staff during a crisis and other dramatic changes, making employees more confused and scared about the new reorganisation and situation.
3. **Lack of collaboration between merging offices:** The study examines less cooperation and teamwork between new employees coming to their department due to the restructuring; some of the Omani ministries suffer from this eternal issue in the implementation of the reorganisation and afterwards. Some managers refuse to collab

with the new employees, and others clash with their visions and plans, while ministries merging contains a big gap for the newly restructured ministry to move forward and complete their goals. In addition, some of the moving employees did not have any offices available after moving to new departments, and some managers did not still know their new employees yet, which shows that the restructuring process was unplanned and slow.

- 4. Absence of Media to present The Omani Government Restructuring:** citizens lack essential information about the government's move to change their visions and structure. The government showed their Oman vision 2040 plan to the media and the internet, which details. However, that information is not easy to analyse by a regular citizen and a simple employee. There was minimum information for the Omani restructuring while researching for secondary data in English, which is concerning.

4.2.4 Employee perception about the Omani government restructuring

The Omani employees are willing to work on any condition available; The study shows that the intention to work in different situations was not an issue for the workers. They think they are better suited to the new position after restructuring, which shows the nature of the Omani worker that has good social interactions and adaptation to change. However, their perception of the apparent purpose of restructuring was missing due to the lack of media telling the restructuring details of the management practices that did not change after the restructuring. Employees admit that there are not against any restructuring from the Omani government unless it will not affect their income and social insurance.

5.3 Conclusion

Sultan Haitham bin Tariq had his unique thoughts and visions to continue the renaissance but on a different path with different external challenges and threats that affected the Sultanate of Oman. The Omani governmental restructuring had positive and negative outcomes, which are understandable due to their limited experience in adjusting to a new system. Many Omanis are still appraising their life during Sultan Qaboos's rule and did not adapt to new methods and

changes. The government did a good job reducing the effect of the financial crisis and the decreasing prices of oil to diversify their resources and cut down spending, one of the main reasons for the Government restructuring to cut the government spending which success. However, challenges raised with this restructuring on how the internal working environment of the Omani public sector will still have its glow of insurance and protection to its employees if they have to find other safe and profitable jobs.

5.4 Recommendations

After analysing the Omani governmental restructuring and its effect on Omani employees, the research will recommend multiple solutions, and simple points which researchers and executives benefit from oncoming restructuring events or similar plans to this research will be issued in points in the following lines:

1. **Transparent & detailed restructuring plans in the Omani media:** the research suggests the government be more specific in showing the methods of their work that will affect the citizens and Omani workers with transparency, the reasons for the restructuring, social insurance, who will be involved in the restructuring and the duration of it. This information can be presented on government television, radio and social media to attract more views and citizens with different backgrounds. The transparency between the government and the citizens creates a strong bond and a healthy environment to accept changes.
2. **Flexible leadership styles:** The government should focus on changing the mentality of senior leaders and managers in some ministries, which still have a strict and old mentality that clashes with the governmental intentions to renew their shape and restructure. After restructuring, some managers have formal and autocratic

management styles, which is toxic to most employees in the public sector. Young managers with flexible leadership styles that could switch between democratic, lassies-fair style are helpful to reduce the pressure on the government toward the insistence of some employees that refuse the environment after restructuring.

Profitable Government departments & practices: the Omani government, after restructuring, should make every department of their government profitable and attracts income. The plan is similar to privatisation, but the government will gain from it, increasing its profits by giving raises, increasing employee salaries and opening new employment. Some departments can be financially independent of this plan, similar to the experience of Muscat Municipality and the Royal Police of Oman. The offices can invest inside the country to open institutes, buildings, and malls, which will need people to run and more employees to hire. Investing in research and development is another factor to open the views more on this point and make it profitably easier with different practices depending on the department and the ministry.

- 1. Involve employee satisfaction in upcoming governmental restructuring:** employees are essential to the organisation. Their behaviour is vital in the firm. Involving employees in the decision-making of the reorganisation will prevent any adverse reactions in the post-restructuring phase. These acts will help employees build confidence and collaboration with government which will create healthy future leaders aligned with the government's views and goals. Upcoming restructuring should balance the importance of profit, finance and human resource.
- 2. Create a healthy competitive business market for turnover and career transition**
The Omani government is focusing on shrinking the public sector and reducing employment. The research recommends the government invest in other sectors like manufacturing, marketing, tourism and green economy to attract new employees. The government should make those other sectors profitable and equal to the public sector so the pressure will be less on the government. For Example, in Japan nowadays, the government is looking for foreign workers to participate in the logistics sector due to the lack of Japanese workers, with most of them operating in the manufacturing sector. The Omani government should attract investors to boost this idea without restrictions and rules similar to Dubai. Suppose the Omani worker found out these other sectors are

more profitable. In that case, the pressure on the public sector will be minimal, and it will help new employees switch their minds and ideas to the new reality more quickly.

5.5 Limitations

There are multiple limitations faced during the making of the research while researching the correct information about the Omani public sector's recent restructuring; the information was minimum and did not meet the expectations. The research questionnaire was also hard to demonstrate and distribute to the employees and to wait for their responses. The main problem of the research is the governmental rules and regulations to share sensitive information about their operations and internal environment. This research creates a safe bridge for readers, employees and the government to share ideas safely and without breaking laws preventing any sensitive information about the name of the organisation chosen for the research and the employees' basic information is kept safe as well.

5.6 Future Research

The researcher believes that more research must be done in the Omani transition phase to catch the different era that will transform the country into another step and future goals. The research analyses governmental restructuring, the outcomes of the government restructuring and the

Omani employee perception of this restructuring. The research can include the external factors which forced such a corporate restructuring or focus on private sector restructuring and its effect on the Omani business and economy. Future researchers should keep investigating the restructuring in Oman with other variables, such as employee satisfaction. Few types of research focusing on Omani restructuring and administrative planning in English should be published by Omani researchers, scholars and even foreign are interested to discover the path of government policy, goals and approaches in the future.

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APPENDICES

APPENDIX 1 : project diaries

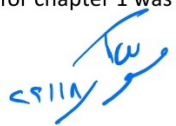


Document Name & Type	Project 2 (BABA) Dairy Template	Author/Department	HOD, Management Studies Department
Approval Date	23/12/2020	Effective Date	23/12/2020
Review Date	03/01/2022	Next Review Date	02/01/2023

Project 2 (BABA) Dairy 1

Module Name	Project 2		
Module Code	<input type="checkbox"/> PROJ 30001-HR <input type="checkbox"/> PROJ 30001-AF <input checked="" type="checkbox"/> PROJ 30001-GA <input type="checkbox"/> PROJ 30001-MK		
Programme Name	BA (Hons) Business Administration (CU)		
Name of Student and ID:	Fawaz Mohamed Ali Al Hakmani	19518837	Week: 5
Name of Supervisor:	Mr. Festus Odhigu		
Project Title:	Investigating the outcomes of organisational restructuring : A case study of Oman public sector		

Date/ Day: Tuesday	Time: 10:52 AM	Venue: Muscat
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Tasks as per project plan	Actual tasks taken up / completed
<ol style="list-style-type: none"> 1. Choosing the title 2. Gather information 3. Writing proposal 4. Submitting proposal 	<p>Picking the title was done by the help of the supervisor. All other three tasks mentioned on the left are being accomplished the proposal was submitted before due date.</p>
<p>Comments / observations / remarks by the Student Choosing the title was tricky and took me more than a week to settle on it regarding multiple reasons, my next work will focus on the introduction of the research which some of the information is available already on the proposal. The scheduling of the submissions are organized with dates, but I hope the supervisor will be flexibly and accepting if there will be some delays on submitting the parts which is the reason, I have another 2 modules which contains CPT's & assignment submissions on the 9th week. Attending project workshop 4 & 5 online was helpful to know the path ahead.</p>	
<p>Remarks / Comments by the Supervisor Project title was discussed and finalised. Research objectives and research questions were reviewed and approved. The project proposal was evaluated, and feedback was given. Student was asked to incorporate the project proposal feedback in chapter 1. Chapter 1 was discussed and outline for chapter 1 was given</p>	
Signature of Student:  Date: 08/11/2022	Signature of Supervisor: <i>Festus Odhigu</i> Date: 8/11/2022




Document Name & Type	Project 2 (BABA) Dairy Template	Author/Department	HoD, Management Studies Department
Approval Date	23/12/2020	Effective Date	23/12/2020
Review Date	03/01/2022	Next Review Date	02/01/2023

Project 2 (BABA) Dairy 2

Module Name	Project 2		
Module Code	<input type="checkbox"/> PROJ 30001-HR <input type="checkbox"/> PROJ 30001-AF <input checked="" type="checkbox"/> PROJ 30001-GA <input type="checkbox"/> PROJ 30001-MK		
Programme Name	BA (Hons) Business Administration (CU)		
Name of Student and ID:	Fawaz Mohamed Ali Al Hakmani	19S18837	Week: 7
Name of Supervisor:	Mr. Festus Odhigu		
Project Title:	Investigating the outcomes of organisational restructuring : A case study of Oman public sector		

Date/ Day: Saturday	Time: 12:12 PM	Venue: Muscat
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Tasks as per project plan	Actual tasks taken up / completed
1. Writing chapter 1 (Introduction) 2. Preparing subtitles for Literature Review	The introduction (chapter 1) was done on time and the paper was submitted to be corrected by the supervisor. In addition, the subtitles of literature review was done by the help of the supervisor and been approved.
Comments / observations / remarks by the Student The schedule of the project is well organised and let me a s a researcher to have some time for every chapter to focus on. However, there are some activities which are outside the count of the project grading system like making posters and attending additional classes which will burden and distract me to focus on preparing this research, studying for an exam on the 9 th week and preparing to another moodle assignment. Therefore, I apologize if I didn't attend those extra activities in advance.	
Remarks / Comments by the Supervisor Chapter 1 was reviewed; feedback was given, and student was asked to incorporate the feedback in the final project report. Chapter 2 was discussed with student. Headings for chapter 2 literature review were formulated, reviewed, and approved. Move structure for project (genre pedagogy) was discussed and student was asked to make use of it.	
Signature of Student:  Date: 26/11/2022	Signature of Supervisor: <i>Festus Odhigu</i> Date: 24/11/2022



Document Name & Type	Project 2 (BABA) Dairy Template	Author/Department	HqD, Management Studies Department
Approval Date	23/12/2020	Effective Date	23/12/2020
Review Date	03/01/2022	Next Review Date	02/01/2023

Project 2 (BABA) Dairy 3

Module Name	Project 2		
Module Code	<input type="checkbox"/> PROJ 30001-HR <input type="checkbox"/> PROJ 30001-AF <input checked="" type="checkbox"/> PROJ 30001-GA <input type="checkbox"/> PROJ 30001-MK		
Programme Name	BA (Hons) Business Administration (CU)		
Name of Student and ID:	Fawaz Mohamed Ali Al Hakmani	19S18837	Week: 9
Name of Supervisor: Mr. Festus Odhigu			
Project Title: Investigating the outcomes of organisational restructuring : A case study of Oman public sector			

Date/ Day: Saturday	Time: 02:22 PM	Venue: Muscat
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Tasks as per project plan	Actual tasks taken up / completed
1. Writing chapter two Literature Review	Literature Review was submitted and been writing down 7 subheadings. However, I will add other subheading to make it total 8 headings.

Comments / observations / remarks by the Student
 Literature review as the toughest task until now and it needed to be scheduled in different time in next semesters to students will prevent struggling with doing preparing for other exams and doing Literature review in week 8 which is basically the week when multiple assignments and exams must be done.

Remarks / Comments by the Supervisor
 Headings for chapter 2 were reviewed and finalized. Chapter 2 was reviewed, and feedback was given. Chapter 3 outline was given and discussed. Student was asked to formulate questionnaire for review and approval.

Signature of Student: 	Signature of Supervisor: Festus Odhigu 
Date: 01/12/2022	Date: 8/12/2022




Document Name & Type	Project 2 (BABA) Dairy Template	Author/Department	HoD, Management Studies Department
Approval Date	23/12/2020	Effective Date	23/12/2020
Review Date	03/01/2022	Next Review Date	02/01/2023

Project 2 (BABA) Dairy 4

Module Name	Project 2		
Module Code	<input type="checkbox"/> PROJ 30001-HR <input type="checkbox"/> PROJ 30001-AF <input checked="" type="checkbox"/> PROJ 30001-GA <input type="checkbox"/> PROJ 30001-MK		
Programme Name	BA (Hons) Business Administration (CU)		
Name of Student and ID:	Fawaz Mohamed Ali Al Hakmani	19S18837	Week:11
Name of Supervisor:	Mr. Festus Odhigu		
Project Title:	Investigating the outcomes of organisational restructuring : A case study of Oman public sector		

Date/ Day: Sunday	Time: 10:22 AM	Venue: Muscat
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Tasks as per project plan	Actual tasks taken up / completed
1. Writing chapter three Research Methodology	Research methodology submitted on time; However, the questionnaire is on progress waiting for the approval.
Comments / observations / remarks by the Student Research methodology was challenging because understanding the suitable analysis techniques and data collection techniques which fits the research was tricky and not sure if it really the best option. The questionnaire today will be transformed into an online survey and will be tested. I hope the supervisor will be flexible on the submitting date for chapter 4 because I will be waiting for the responses then to analyses them which will take more than the planned.	
Remarks / Comments by the Supervisor Feedback was given for chapter 3. Student was advised to incorporate the feedback in the final project report. Questionnaire was reviewed and feedback was given. Chapter 4 data analysis was discussed.	
Signature of Student: 	Signature of Supervisor: Festus Odhigu
Date: 25/12/2022	Date: 22/12/2022



Document Name & Type	Project 2 (BABA) Dairy Template	Author/Department	HOD, Management Studies Department
Approval Date	23/12/2020	Effective Date	23/12/2020
Review Date	03/01/2022	Next Review Date	02/01/2023

Project 2 (BABA) Dairy 5

Module Name	Project 2		
Module Code	<input type="checkbox"/> PROJ 30001-HR <input type="checkbox"/> PROJ 30001-AF <input checked="" type="checkbox"/> PROJ 30001-GA <input type="checkbox"/> PROJ 30001-MK		
Programme Name	BA (Hons) Business Administration (CU)		
Name of Student and ID:	Fawaz Mohamed Ali Al Hakmani	19S18837	Week:13
Name of Supervisor: Mr. Festus Odhigu			
Project Title: Investigating the outcomes of organisational restructuring : A case study of Oman public sector			

Date/ Day: Wednesday	Time: 02:52 PM	Venue: Muscat
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Tasks as per project plan	Actual tasks taken up / completed
1. Writing chapter four Data Analysis	Online questionnaire is distributed to the respondents and chapter four data analysis was not completed on time but its done on this date and will be submitted today.

Comments / observations / remarks by the Student
 I was late to submit the chapter and did not attend class for a week because I was sick and not feeling well, but this reason did not stop me to continue my work . Unfortunately I was late to analyze the data due that reason, but I've completed the task. However, I found difficulty to find articles about Oman government restructuring and the contribution of the government in media to represent this restructuring almost no information in English language.

Remarks / Comments by the Supervisor
 Chapter 4 was reviewed, and feedback was given. Chapter 5 outline was discussed and given to student. Student was asked to download certificate of ethical approval from SIS.

Signature of Student: 	Signature of Supervisor: Festus Odhigu
Date: 04/01/2023	Date: 4/1/2023



Document Name & Type	Project 2 (BABA) Dairy Template	Author/Department	HOD, Management Studies Department
Approval Date	23/12/2020	Effective Date	23/12/2020
Review Date	03/01/2022	Next Review Date	02/01/2023

Project 2 (BABA) Dairy 6

Module Name	Project 2		
Module Code	<input type="checkbox"/> PROJ 30001-HR <input type="checkbox"/> PROJ 30001-AF <input checked="" type="checkbox"/> PROJ 30001-GA <input type="checkbox"/> PROJ 30001-MK		
Programme Name	BA (Hons) Business Administration (CU)		
Name of Student and ID:	Fawaz Mohamed Ali Al Hakmani	19S18837	Week:13
Name of Supervisor:	Mr. Festus Odhigu		
Project Title:	Investigating the outcomes of organisational restructuring : A case study of Oman public sector		

Date/ Day: Thursday	Time: 11:43 AM	Venue: Muscat
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Tasks as per project plan	Actual tasks taken up / completed
1. Writing chapter five Summary of findings, conclusion, recommendations, limitations, and future research	Chapter five was writing and submitted today . the tasks are done.

Comments / observations / remarks by the Student

I wrote the chapter in one day after the rush of doing chapter 4 late. It was challenging to underling suggestions and recommendation to a higher authority, but it will be my opinion anyways. I hope the supervisor will help me on fixing some of the part on chapter five before the final report submission.

Remarks / Comments by the Supervisor

Chapter 5 was reviewed, and feedback was given. Formatting guidelines were discussed. Student has been informed to strictly follow the formatting guidelines in the project guide. Project presentation was discussed.

Signature of Student:

Date: 05/01/2023

Signature of Supervisor: Festus Odhigu

Date: 5/1/2023

APPENDIX 2: Questionnaire questions



Document Name & Type	Coursework Questionnaire Template	Author/Department	Head, Centre for Academic Practices
Approval Date	29/09/2019	Effective Date	29/09/2019
Review Date	30/10/2022	Next Review Date	29/10/2023

QUESTIONNAIRE FOR PROJECT REPORT/DISSERTATION/CASE STUDY /COURSEWORK/ASSIGNMENT

Title of the Survey : **Investigating the outcomes of organisational restructuring: A case study of Oman's public sector**

Objectives of Questionnaire:

1. To investigate the outcomes of organisational restructuring in Oman's public sector.
2. To examine the relationship between organisational restructuring and employee satisfaction.
3. To evaluate the issues of organisational restructuring in Oman's public sector.
4. To analyse the employee perception of organisational restructuring in Oman's public sector.

Confidentiality and Ethics Declaration from the Student(s):

The information that you express through this questionnaire will be handled by me/us with extreme confidentiality and will be used for arriving at some conclusions for my assignment/case study/thesis/dissertation/report of (Name of Module and Module Code) to be submitted at MEC. Your participation in this survey is optional and highly appreciated and will be of great value to reach objectives of my mentioned work. Please fill out carefully the entire questionnaire for which I thank you in advance. Your response to these questions is based on agreement that you have been clearly explained about the purpose and scope of the survey.

كل المعلومات التي ستعبر عنها في هذا الاستبيان سيتم التعامل معها من قبلي ومن قبل فريق العمل بسرية تامة، وسيتم استخدام نتائجها في هذا البحث/دراسة الحالة/مشروع التخرج/ الرسالة/ التقرير للمادة الدراسية (اسم البرنامج الدراسي ورمز المادة واسمها) لتقديمه لكلية الشرق الأوسط. مشاركة في هذا الاستبيان هي اختيارية، وهي محل تقديرنا وستساهم في تحقيق اهداف هذا العمل الاكاديمي. يرجى ملاء كامل الاستبيان شاكرا لكم ذلك مقدما. ردكم على هذه الأسئلة بناء على موافقتكم وأن الغرض منها قد تم توضيحه لكم.

A. Student Name & ID*: **Fawaz Mohammed Ali Al Hakmani, 19S18837**

B. Signature*: _____

*(In case of a group work, all members of the group have to sign)

Approved by: _____ (Module Leader / Module Instructor)



Document Name & Type	Coursework Questionnaire Template	Author/Department	Head, Centre for Academic Practices
Approval Date	29/09/2019	Effective Date	29/09/2019
Review Date	30/10/2022	Next Review Date	29/10/2023

Please tick the appropriate answer

Part 1: Demographic Data

1. Gender
 - Male
 - Female

2. Age
 - 21-30
 - 31-40
 - 41-50
 - 50-60
 - 60 and above

3. Academic Qualifications
 - Certificate
 - Diploma
 - Bachelor's Degree
 - Masters
 - PhD
 - Others

4. How long you have been working?
 - Less than 4 years
 - 5-10 years
 - 11-16 years
 - 17 and above

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Document Name & Type	Coursework Questionnaire Template	Author/Department	Head, Centre for Academic Practices
Approval Date	29/09/2019	Effective Date	29/09/2019
Review Date	30/10/2022	Next Review Date	29/10/2023

7. Restructuring your organisation had internal and external effects.
- Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
8. Organizational restructuring increased the number of employees who retired.
- Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree

The relationship between organisational restructuring and employee satisfaction

9. There is a relationship between organisational restructuring and employee satisfaction.
- Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
10. Organisational restructuring does not affect employees inside the organisation.
- Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
11. Workers' satisfaction is essential and helps administrations to reach their goals.
- Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree



Document Name & Type	Coursework Questionnaire Template	Author/Department	Head, Centre for Academic Practices
Approval Date	29/09/2019	Effective Date	29/09/2019
Review Date	30/10/2022	Next Review Date	29/10/2023

12. Employee satisfaction is not important while conducting organisational restructuring.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

13. Employees are not involved in restructuring planning and decision-making.

- Yes
- No

14. Since the restructuring, employees found it easy to adjust to the new system.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

The issues of organisational restructuring

15. There are multiple issues during the implementation of organisational restructuring.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

16. What are the issues of organisational restructuring at your workplace?

- Employee uncertainty
- Reduce motivation
- Increase Retirements
- Decrease opportunities
- Slow change process



Document Name & Type	Coursework Questionnaire Template	Author/Department	Head, Centre for Academic Practices
Approval Date	29/09/2019	Effective Date	29/09/2019
Review Date	30/10/2022	Next Review Date	29/10/2023

17. The issue of organisational restructuring is hard to solve in your department.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

18. The issues will decrease if the employees and managers are planning together for organisation restructuring.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

19. Workers choose early retirement as a solution to escape salary cuts and losing their positions.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

The employee perception of organisational restructuring

20. Oman's public sector needs to be restructured.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

21. The government explained to the media why the public sector needs to be restructured.

- Yes
- No

22. Employees found it easy to accomplish the work after the restructuring.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree



Document Name & Type	Coursework Questionnaire Template	Author/Department	Head, Centre for Academic Practices
Approval Date	29/09/2019	Effective Date	29/09/2019
Review Date	30/10/2022	Next Review Date	29/10/2023

23. There are more employees hired and few retired after organizational restructuring in your department.
- Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
24. Employees are allowed to participate to change their organisation and in management decision-making.
- Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
25. Employees are against the process of change even if it was a positive process.
- Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
26. Workers are suited better in their new positions after restructuring.
- Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
27. Why is the Omani public sector restructuring?
- Financial crisis.
 - Political reasons.
 - Covid-19 pandemic.
 - Adjust rules and laws.

APPENDIX 3 : certificate of ethical approval



Certificate of Ethical Approval

RollNumber 19S18837

Student Name FAWAZ MOHAMED ALI AL HAKMANI

Semester 2022 Fall

Project Title

Investigating the outcomes of organisational restructuring: A case study of Oman Public Sector

This is to certify that the above named student has completed the Middle East College Ethical Approval process and their project has been confirmed and approved as Low Risk.

Supervisor Festus Odhigu

Date of Approval Jan 10, 2023

IJSER

APPENDIX 4 : NDA



CONFIDENTIALITY AND NON-DISCLOSURE AGREEMENT FOR MIDDLE EAST COLLEGE RESEARCH PROJECT STUDENTS

In consideration of the availability of opportunities to perform research project, I hereby agree, as a researcher of the study entitled "**INVESTIGATING THE OUTCOMES OF ORGANISATIONAL RESTRUCTURING: A CASE OF OMAN'S PUBLIC SECTOR**" to maintain all information and data gathered and/or developed, be kept confidential.

I understand that this confidentiality includes: technical and non-technical information, company information, respondents names except otherwise permitted, patterns, drawings, specification, and any other pertinent company information, that has been taken in association with or in any way directly related to the research project.



I also agree that upon the completion of my undergraduate program, I shall be entitled to disclose and hereby agree to safeguard, to the best of my ability, any of the above-mentioned confidentiality on my research project. I further agree that in case of using this to further researches, other person should obtain permission from me, supervisor(s) and/or from the College before I disclose such information.

Name of Student and ID: **FAWAZ MOHAMMED ALI AL HAKMANI, 19S18837**

Signature of Student: _____

Date: **12/ January / 2023**

APPENDIX 5: student declaration form

			
Document Name & Type	Student Declaration for coursework Form	Author/Department	Head, Centre for Academic Practices
Approval Date	14/05/2020	Effective Date	14/05/2020
Review Date	08/05/2022	Next Review Date	07/05/2023

Student Declaration for Coursework

(To be scanned and attached with coursework report after signing)

I/We confirm that this submission is part of a coursework (as chosen below) undertaken in semester **FALL 2022** towards completion of the following module:

Module Name and Code: **PROJECT 2, PROJ-GA 30001**

(Please tick the correct choice below)

- Individual Assignment or Case Study
- Group Assignment or Case Study/Mini Project *(in this case, all members have to sign below in space provided)*

I/We declare that the coursework report and artifacts submitted by me/us are original, duly written and prepared by me/us and has not been copied or taken in part or in whole from any other source except where duly acknowledged. All use of previously published work (from books, journals, magazines, internet sources etc.) has been acknowledged within the main report to an item in the References or Bibliography lists. I/we also agree that an electronic copy of this report and artifacts may be stored and used for the purposes of prevention and detection of all types of academic integrity violations.

I/We also acknowledge that I am/we are aware of MEC Student Academic Integrity Policy and Research Ethics and Biosafety Policy and the disciplinary action that shall be taken in case of violation of the policies. Further, in case of group work each of us in the group are equally responsible for the group component and liable for application of penalty on policy violation.

Student ID, Name and Sign: **FAWAZ MOHAMMED ALI AL HAKMANI, 19S18837**

Date: **12/ January / 2023**

Handwritten signature and date: 12/1/23