



Organisational Behaviour and Learning in Oman Organizations

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Abstract

This study examines organisational behaviour and learning within enterprises in Oman, focusing on the intricate relationship between organisational strategy, human behaviour, and resource allocation. It emphasises the crucial importance of human capital in achieving success and adapting to a dynamic business environment. The study highlights the significance of a robust corporate culture, efficient communication, and incentivizing structures in enhancing employee engagement, productivity, and organisational cohesion. Moreover, the research examines how corporate social responsibility (CSR) initiatives impact Omani companies' public perception and stakeholder perspectives, focusing on the shift towards ethical and responsible business practices. Additional suggestions are proposed to enhance the development of organisational culture, communication, and leadership training and foster an environment conducive to ongoing learning and innovation. The results suggest that prioritising the development of human capital, along with a dedication to corporate social responsibility (CSR), can result in sustained growth and achievement in Omani organisations.

This article examines the significance of organisational behaviour and learning in Omani organisations, specifically concerning Oman Vision 2040. This statement highlights the significance of business culture, communication, and employee motivation in fostering economic diversification and social progress. The report highlights the significance of corporate social responsibility (CSR) initiatives in aligning business practices with the broader national agenda. The essay examines various factors, including leadership, team cohesion, talent retention, and ongoing learning, to identify the essential qualities contributing to the success and resilience of companies in Oman. In order to enhance the competitive edge of Omani firms, improvements should be made in organisational culture, communication channels, motivating frameworks, and leadership training. The article concludes that human behaviour and organisational strategy interplay are crucial for sustained growth and competitiveness in the worldwide energy market.

Keywords: Organizational Behavior, Organisational Culture, Organisational Success, Learning and Development, Oman Vision 2040, Human Capital, Corporate Culture, Communication, Motivation,

Introduction

The study of organisational behaviour and learning in organisations in Oman aligns with the overall objectives outlined in Oman Vision 2040. This national policy focuses on economic diversification, social development, and environmental sustainability, strongly emphasising human capital as a critical growth driver. The focus on organisational culture, communication, and employee engagement in Omani organisations aligns with the vision's objectives of establishing a knowledge-based economy and enhancing the overall well-being of all residents. By prioritising establishing a robust corporate culture, employing efficient communication strategies, and implementing motivational frameworks, these organisations enhance their own achievements and align with Oman's national objective of fostering a competitive and sustainable future. The dedication to corporate social responsibility (CSR) enhances this connection by embodying the vision's demand for conscientious business practices that contribute to society's and the environment's well-being. Within this framework, the activities of organisations in Oman exemplify the broader goals of Oman Vision 2040, highlighting the crucial importance of organisational behaviour and learning in achieving national development objectives.

1. Organisational Behaviour and Learning in Oman Organisations

Aligned with the objectives of Oman Vision 2040, Omani enterprises emphasise organisational behaviour and learning as essential elements for achieving long-term growth and competitiveness. This vision emphasises the establishment of a knowledge-based economy where the value of human capital is recognised as a valued asset. Consequently, Omani organisations are adopting a comprehensive approach to organisational behaviour, fostering a culture of ongoing learning, innovation, and adaptation. This is exemplified by their commitment to investing in employee development programmes, leadership training, and performance management systems that foster cooperation, diversity, and inclusion. By integrating these principles into their core structure, Omani businesses enhance internal operations and contribute significantly to the nation's

overarching economic diversification and social development objectives, as outlined in Oman Vision 2040.

The success of Omani organisations can be attributed to the interplay of organisational strategy, resources, and individual behaviour. Upon further examination of its achievements, it becomes evident that human capital is the primary factor contributing to its success.

Organisational culture and cohesion are essential ideas in the business realm. A positive corporate culture encompasses a set of principles, mindsets, and behaviours that can facilitate the expansion of a company. Gomathy (2023) categorises corporate culture into three distinct levels: objects, proclaimed values, and underlying assumptions regarding operational systems. The energy sector in Oman needs to establish a cohesive framework that fosters collaboration, innovation, and a shared sense of purpose among its stakeholders. Employee engagement and commitment significantly enhance when they experience a strong sense of belonging and connection with the organisation's values. Gomathy (2023) states that this phenomenon enhances employee productivity while reducing the likelihood of organisational turnover.

Effective communication is essential for ensuring a group's objectives align with its actions. Communication theories emphasise the significance of transmitting explicit and unequivocal signals while minimising interference and obstacles (Cornelissen, 2020). In order to ensure smooth communication, Oman's energy corporation, being a varied nation, must prioritise the effective delivery of strategic signals at all levels of the hierarchy. This guarantees that goals are synchronised across different levels and departments within the business.

Enhancing Employee Motivation and Performance: Motivation is the underlying factor that propels individuals to engage in different activities. Herzberg's renowned two-factor theory, formulated in 1959, categorises motivational features into two distinct groups: hygiene factors and motivators. A lack of hygienic components can negatively impact people's motivation. In contrast, motivators can cultivate feelings of satisfaction and achievement in the workplace. To enhance

worker performance and productivity, it is imperative that Oman's energy organisation authorities are cognizant of these concerns and successfully tackle them. Matriano (2023) suggests that enterprises in Oman can establish a positive feedback loop by ensuring that individual objectives align with group objectives and implementing a system to acknowledge and incentivise exceptional achievement. This strategy has the potential to enhance individual motivation and optimise their performance.

Leadership and Vision: Effective leadership can be likened to a nautical compass on a ship, offering guidance and direction towards the desired goal. In the Sultanate of Oman, leaders must establish unambiguous goals and skillfully motivate and guide their employees to accomplish them. Johnson and Lee (2022) emphasise the significance of leaders who can motivate their followers to prioritise the organisation's objectives above their personal interests. Smith and Abdullah (2021) argue that leaders who foster creativity, diligence, and flexibility significantly influence their businesses. These qualities are vital for guaranteeing the sustained success of Oman's energy organisation in a challenging industry.

Multiple factors contribute to the success and resilience of Omani organisations in the face of challenges. Kumar et al. (2022) found that integrative team dynamics have the potential to enhance intrinsic motivation. Making people feel valued and appreciated can boost their dedication to the business and its goals. The feeling of belonging and recognition fosters a favourable work environment.

Retaining talented employees is crucial for maintaining the growth and stability of a business, as turnover may be significantly minimised by creating a work environment that is highly valued by all. Al-Suraihi et al. (2021) found that contemporary businesses in Oman place a high value on employee retention to maintain uninterrupted operations.

Promoting open communication among different teams enhances innovation by leveraging various perspectives to tackle complex problems, fostering a culture of creativity and collaborative problem-solving.

Amidst economic changes, market instability, and a global pandemic, organisations in Oman, like many others worldwide, recognise the crucial role of learning in navigating through challenging times. The Human Resources (HR) department plays a crucial role in addressing these difficulties and ensuring the organisation can withstand and adjust to them. Anthonysamy et al. (2020) argue that Oman enterprises must prioritise ongoing learning and flexibility to stay up to date with the latest technological advancements, as unpredictability necessitates the need for learning agility. Ongoing education fosters the ability to adjust to evolving technologies and market requirements.

Addressing management concerns is crucial, as rapid change can exacerbate management issues. Whysall et al. (2019) state that a proactive learning method equips teams to resolve conflicts, communicate effectively, and realign themselves towards shared objectives.

Gomez and Bernet (2019) argue that continuous learning enhances decision-making and risk management by facilitating prompt and unstructured decision-making. According to Yoe (2019), it is highlighted that it enhances the analytical abilities of leaders, resulting in improved decision-making and risk management.

Like their counterparts elsewhere, organisations in Oman are manoeuvring through a complex environment characterised by swift transformations and unpredictability. Their success hinges on their ability to foster team cohesion according to Matriano (2023), retain skilled individuals, foster innovation, and prioritise ongoing learning to adapt to the evolving business landscape.

Since its inception, corporate social responsibility (CSR) has progressed from a solitary concept to a fundamental element of an organisation's identity and worth. In the present period,

businesses are assessed based on their financial achievements and capacity to operate responsibly, benefiting both the community and the environment (Mutairi & Bakar, 2023).

Corporate social responsibility (CSR) efforts substantially impact stakeholders' viewpoints, thereby moulding the public perception of a company. An internationally renowned energy company is recognised for its exceptional operational performance, active engagement with the community, and commitment to environmental sustainability. Engaging in corporate social responsibility (CSR) initiatives enhances transparency, enabling stakeholders to comprehend the company's objectives and values better. Al Hinai (2022) asserts that engaging in corporate social responsibility (CSR) initiatives enables Oman to successfully convey its fundamental ideals to its stakeholders while enhancing its reputation.

Oman's organisations can establish a unique market position by implementing notable corporate social responsibility (CSR) initiatives (Eldor, 2020). These endeavours enhance the company's standing and appeal to customers and investors who prioritise ethical concerns. The labour force, namely the millennial generation, actively pursues organisations that possess robust ethical standing. Oman's corporate social responsibility (CSR) initiatives positively impact society, enhance the organisation's attractiveness to prospective employees, and contribute to talent retention (Jawad et al., 2023).

Oman has implemented a range of efforts to enhance its corporate social responsibility (CSR) portfolio, leading to a consistent and favourable impact on the company's reputation. The company's endeavours to diminish its carbon footprint, promote water preservation, and allocate resources to renewable energy sources exemplify its dedication to environmental sustainability. Community development has been a significant focus, with efforts in education, healthcare, infrastructure development, and entrepreneurship enhancing the welfare of the Omani population and bolstering Oman's reputation as a corporation dedicated to advancing societal progress. The fundamental principle of ethical employee treatment serves as the company's guide in Oman, as

seen in its ongoing efforts to maintain a secure workplace, promote diversity, offer growth opportunities, and promote an inclusive culture.

Oman's trajectory in corporate social responsibility (CSR) is praiseworthy, yet there is still potential for further enhancement. Enhanced involvement of stakeholders can enhance trust while allocating resources to green energy innovation, which can showcase the company's dedication to worldwide environmental objectives. Engaging in collaborations and partnerships with NGOs, other businesses, and government organisations can significantly enhance the impact of Oman's corporate social responsibility (CSR) efforts. Combining resources and expertise creates more significant social benefits (Islam et al., 2021).

CSR should be regarded not just as a social obligation but also as a chance for enterprises to leverage advantageous prospects. Implementing corporate social responsibility (CSR) in Oman involves more than simply fulfilling societal and environmental obligations. It also involves crafting a compelling organisational narrative that effectively engages stakeholders, enhancing the company's reputation.

2. Recommendations/Suggestions

Enhance the organisational culture by consistently implementing initiatives that foster its development. This article gives an in-depth look at several programmes that are meant to help employees more closely follow the company's core ideals and create a sense of belonging. Cultural audits verify that a company's values align with its expanding objectives. Enhance communication channels using innovative tools and technology, facilitating seamless contact between individuals in diverse geographical locations and occupying various hierarchical levels. Regular feedback meetings are essential for ensuring effective communication and fostering team cohesion. Suggest a reorganisation of incentive systems. Analyse key performance indicators, trajectories of expansion, and reward systems, and, if needed, modify them. Acknowledging and praising

individual and collective achievements can enhance motivation. Given its crucial significance, it is imperative to promote leadership training inside businesses in Oman. This objective can be achieved by implementing mentorship initiatives, conducting workshops on "transformational leadership," and organising training activities beyond the confines of the firm.

Ultimately, the behaviour of individuals in organisations in Oman significantly influences their future path. The company's competitive advantage will come from its focus on human resources in response to the intricate and multifaceted global energy environment. Omani businesses can achieve unparalleled success by incorporating company culture, efficient communication, motivation, and robust leadership. The analysis shows that Omani enterprises have greatly rewarded their workers and fostered an atmosphere that encourages growth and improvement. Nevertheless, there is perpetual space for advancement and ingenuity. Implementing personalised learning and development programmes that tailor training to address the specific skill gaps and career aspirations of individual employees is recommended.

Moreover, in light of the ongoing shift towards digital work environments, enhancing the ability to operate remotely is crucial. Potential solutions to tackle the challenges associated with remote working may involve enhancing technology infrastructure, providing remote work training programmes, and implementing modifications to HR policies. Placing a higher importance on employee health is crucial, as employees' physical and mental well-being should be highly regarded in addition to their professional growth. Oman's organisations can implement wellness initiatives, such as stress management courses, health and fitness programmes, and mental health classes. An additional suggestion is to incorporate a feedback mechanism, as it can enhance employee motivation by providing consistent feedback on their strengths and areas for improvement. Ultimately, the establishment of an all-encompassing atmosphere is of utmost importance. Although Omani organisations have demonstrated a dedication to cultivating a diverse workforce, there is still room for improvement in this domain. Further instruction in unconscious

prejudice, multicultural communication, and inclusive leadership is advantageous. Ultimately, individuals' reliance on each other within an organisation, as emphasised by the requirement for constructive interactions and ongoing education, is crucial for individual and organisational achievement.

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