



The impact of digital transformation on the Institution's performance in Oman

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ABSTRACT

A study on “Where is the impact of digital transformation within the institutions in the Sultanate of Oman and its importance.” The secondary data was collected from one of the institutions that implemented the digital transformation and through the study, this data was obtained, and the extent of the institutions' impact was applied for this study. In addition, the data was collected from institutions to compare what it was before and became after digital transformation. At this stage, the current situation was studied, business analysis and the institution's technical infrastructure with the aim of identifying problems and challenges and setting a future picture in preparation for the development stage. Many findings were achieved such as, the roles that institutions played for digital transformation The Information Technology Authority and all the institutions of the Sultanate have made clear and vigorous efforts in the framework of digital transformation , Assessing the current situation of digital transformation Digital transformation is characterized by continuity, as it is not limited by a period of time, but is in renewal according to the changes taking place in the information technology sector, which is a motive to continue in the process of transformation and development to keep pace with everything that is new in this field, as it counts for the Sultanate Numerous achievements in terms of digital transformation or improving institutional services.

Key words: digital transformation, Institution's performance

I. INTRODUCTION

1.1 Background:

Digital transformation has become a necessity for all institutions and bodies that seek to develop and improve their services and facilitate their access to beneficiaries, and digital transformation does not only mean the application of technology within the institution, but it is a comprehensive and complete program that touches the institution and affects the way and method of its work, mainly internally and externally, and also through providing services to the target audience to make Services are made easier and faster. The digital transformation also contributes to linking the governmental or private sectors to each other so that joint business can be authorized with high flexibility and harmony. The necessity has become more urgent than ever to transform the institution digitally, mainly due to the rapid development in the use of information technology means and tools in all aspects of life, whether they are related to transactions with the government sector, the private sector, or they pertain to individuals. Therefore, there is clear pressure from all segments of society on institutions, bodies, and companies to improve their services and make them available on all digital channels.



1.2 Problem Statement:

- There must be improvement and change in the level instruction reformer provided in the Sultanate in solidarity with the vision of 2040 for the Sultanate that there will be a significant and noticeable digital transformation that will completely affect job performance in institutions. It is difficult for people to accept digital change. The issue of digital transformation is broad, and it is difficult to understand without approaching decision makers in this aspect. The poor experience of many institutions and the main problem this study is the addition to lack of dependence on the use of digital transformation institutions. Technical problems of digital transformation

1.3 Study Questions:

- Is the digital Transformation effect on the intuition's performance?
- What are the roles played by the Sultanate's institutions in the field of digital transformation?
- How can the marketing scope be expanded within the organization to improve digital transformation?
- What are the most prominent projects and services implemented for digital transformation in the Sultanate?
- What are the noticeable differences in institutions before and after modern technology, and the extent to which institutions accept technology with Oman vision 2040?

1.4 Aim and Objectives:

- Examine the effect of the digital Transformation on the intuition's performance
- Identifying goals and roles in developing the field of digital transformation
- Identifying digital marketing strategies for corporate commerce
- Improving processes within organizations through control, storage and communication.
- Identifying acceptance of modern technology within the institutions and the quest to cultivate the vision of Oman 2040.
- The great technological leap for institutions in the Sultanate of Oman and keeping pace with world developments

1.5 Scope of the Study:

- The study focuses on the transformations of modern technology from government institutions and the private sector in the Sultanate of Oman, as well as the great importance of these transformations that will accompany them from a

great positive transfer to the institutions within the Sultanate. (Digital Transformation) In addition to the effects that institutions will witness on themselves after applying modern technology in the name of the digital leap, it is also important for institutions to follow this approach, which is extremely important to achieve Oman Vision 2040.

1.6 Significance of the Study:

This study will be important in terms of being the major economic shift in the institutions, and it is known that work organizations, whatever their size, need to keep pace with the development in technology, because technology has changed the way of thinking and behaviour of consumers. Who would have ever expected customer support for most businesses to be via Twitter accounts? Or you can order your dinner in a specific detail and arrive at your home by three or four clicks in an application such as Talabat, or even to have your next trip by ordering a car and specifying the place of arrival and even paying through an application such as Uber. If the company does not speed up to keep pace with what is happening around it, it will inevitably fail, and this is what happened to several giants of institutions, and the study is very important to address the effects that will be witnessed by the institutions in the Sultanate of Oman in terms of entering the world of digital transformation for them, and the study touched upon completely. By entering the world of modern technology to achieve the vision of Oman 2040, as well as to achieve the globalization of technology, economic indicators rise.

1.7 Limitations of the Study:

One of the obstacles to the research is that it is not easy to obtain the information needed to conduct the research, and it is not easy to find accurate data, and there are other obstacles that contribute to limiting the digital transformation in institutions, namely.

II. EXISTING WORKS AND LITERATURE REVIEW

2.1: Background

The prominent role of knowledge has led to the emergence of societies called knowledge societies, which are based on knowledge, keeping pace with the rapid technological transformations that the world is witnessing, whether by using new technologies, or updating and upgrading existing programs and technologies, in addition to contributing to the emergence of modern terms in This aspect as a term digital transformation. There



are many concepts for the term digital transformation, which can be considered a phenomenon resulting from a group of modern digital technologies that operate simultaneously, including computer, artificial intelligence, cloud computing, and others. As digital transformation leads to the production of large and new amounts of information, it can contribute to decision-making and strategic planning. Digital transformation is one of the necessities for all governmental and private institutions that believe in the importance of continuous development and improvement of their administrative functions, services they provide, and facilitating their access to beneficiaries. To complete services easier and faster. Digital transformation can be defined as employing information and communication technology within institutions and bodies, whether governmental or private, with the aim of developing institutional performance and services, improving operational efficiency, and increasing effectiveness and productivity, which serves the workflow within the institution in all its departments, as well as in its dealings with customers and the public to improve services and facilitate access. Digital transformation greatly saves cost and effort, improves and regulates operational efficiency. It also improves quality, simplifies procedures for services provided to the public, and provides opportunities to provide innovative and creative services, which in turn contribute to improving the satisfaction and acceptance of the public towards the institution's services. In addition, digital transformation facilitates the link between institutions and each other or between institutions and the private sector to ensure data quality and provide a reliable and coherent source of information. It also helps decision makers in institutions to monitor performance, improve the quality of services, and define goals and strategies.

2.2: Existing work

2.2.1: Egyptian commercial banks study on the impact of digital transformation on the job performance of employees in Egyptian commercial banks:

Areas of digital transformation in the banking sector: Digital transformation in banks refers to the multiple changes in the banking industry that are being made to integrate various financial technology solutions in order to automate and digitize processes, as well as increase data security, and this process includes many changes that reshape the methods and techniques used In the banking sector, business leaders and researchers

have identified different areas that are changing and affected by digital transformation processes. A study (2014. al.et Waterman) provided a framework for digital transformation in three main areas: customer service experience, operations and business models, while a study (2015) sees Bouie, that this framework did not include all the main elements that require perfect organizational coordination, for example, the experience of employees should not be excluded from the digital transformation processes. The study (2015. al.et Matt) indicated the impact of digital transformation on the organizational structure, as a study addressed (2015, Picot & Loeb beck) The impact of digital transformation on organizational relations. However, when defining the areas of digital transformation in the banking sector in this research, the researcher finds that the main areas The digital transformation in the banking sector (customer experience – internal processes – business models – employee experience) is more general and comprehensive for the bank and customers, and each field has a set of elements that represent the basic building blocks of digital transformation.

2.2.2: Study conducted in College of Administration and Economics - University of Karbala:

This research sought to study the impact of digital transformation technology on improving the strategic performance of the bank, and this shows: The impact is evident by changing and developing structures, processes, management of institutions, and improving the methods of performing banking services, customers and the ability to improve productivity and reduce costs in order to raise and support strategic performance by providing a level of high performance efficiency, and in order to achieve this. In order to achieve the purposes of the research, the necessary information was obtained for the part the field survey was conducted through a questionnaire form, which was distributed to a sample of (60) individuals representing the directors of departments and divisions. in six (private) banks in the Karbala governorate, and the data obtained was subjected to several statistical analyzes one of the most important conclusions reached by the research was the presence of an important impact of digital transformation technology on strategic performance. one of the most important recommendations was the need to benefit from the experiences of international banks in this field the problem of this research was the revolution of transformation and digital technology is almost an endless revolution. Every day, scientists innovate by inventing technological innovations that facilitate human life, but on the



other hand, and on the organizational side, there is an argument that this revolution and digital transformation can affect negatively or positively in the strategic performance of the organization, and then the problem of searching for the dialectic of the relationship and influence was confined digital transformation technology in strategic performance.

The importance of digital transformation: he digital transformation revolution contributed to building a new look to the financial world after the global economic crisis in 2008 and worked digital technology is creating positive impacts and innovations for businesses and has completely changed the way people deal with money more cautiously, as consumers are the beneficiaries of the rapid and evolving wave of digital transformation (33: 2016; Peltonemi, (Digital technology is also of great importance to bring about great developments in production (databases and tools). decision making) and for distribution (knowledge of customer digital channels, good customer experience, flexibility in customer offerings) and then new entrants can gain a place in the industry (11: 2017, Nicoletti). Financial markets, as it increases growth rates through two important aspects, the size of markets and investments. Banks and financial institutions, as a result of advanced technological developments, will clearly affect the expansion of the size of the markets and increasing them in a way that leads to increased returns on investments in the long term, so digital transformation is of great importance in arranging recurring jobs and with a wide range of progress compared to trading previously, which did not allow access to information easier and with high costs, and then this was a barrier to the entry of new customers in the asset management sector. In addition, the transformation digital has played a major role and a clear impact on the financial, banking and business industries, which led to the creation of new methods Business innovation for the banking industry such as increased investments in Fintech (2018: 9, zhang, chen) indicated numerous researches that the era of digital technology witnessed great progress in the field of investments year after year, and in 2014 Investments expanded three times and amounted to approximately \$2.12 billion, and investments in international countries were 4 billion riyals the year 2013 and increased more later (Micu, Micu, 2016: 381) and the importance of digital transformation increased and it gained wide popularity. and it spread in multiple countries, especially between 2011 and 2016, and digital banks started investing large direct investments. (Lukonga, 2018: 6:7) in

addition to the above, digital technology is also important in managing the way payments are accessed safely and confidentially and reduce small and medium costs through progress in the field of financial services and transparency government processes to get rid of corruption, by means of the techniques provided by digital transformation, frauds can be detected and managed credit risk and improvement from collateral management and regulatory compliance, and then providing financial stability and financial integration.

2.2.3: Study conducted in Ministry of Transport and Communications.

The Ministry of Transport, Communications and Information Technology, in cooperation with all government institutions, has prepared an integrated national roadmap and an implementation plan for the government digital transformation program for the period between 2021-2025. The map laid out the future directions and ambition of the Sultanate of Oman to move to digital government and benefit from the employment of emerging technologies to enable and develop the work environment in the public sector. The Ministry of Transport, Communications and Information Technology revealed today the details of the executive plan of the government digital transformation program, which comes as a continuation of the efforts of the Sultanate of Oman in the process of government digital transformation through general supervision of the development of digital platforms to provide government services through digital channels, and creating the legislative and regulatory environment to enable government digital transformation.

2.2.4: Study was conducted by The Royal Oman Police

The work of the Royal Oman Police is represented in three roles: the administrative role (administrative control), the judicial role (crime investigation), the social and humanitarian role (participation in the process of social development, responding to distress and community awareness), and the police develops and rehabilitates the human resources affiliated with it. Developing security plans to prevent crime, motivating public opinion to prevent it through awareness programs, using modern technology, developing administrative work, expanding the establishment of service facilities, working to strengthen cooperation and mutual trust with the public, and coordinating and cooperating with various government and civil agencies. And work to keep abreast of developments



in the provision of services, by moving towards technology and adapting it to provide electronic services at a level of quality and security (Royal Oman Police website, 2019).

2.2.5: Study conducted by Bank Muscat

BankMuscat is one of the financial institutions in the Sultanate of Oman with a strong presence in corporate and retail banking, investment banking, Islamic and treasury, in addition to private banking and asset management. The bank has a large network of branches and electronic channels in the Sultanate, in addition to international branches in Saudi Arabia and Kuwait, and representative offices in Dubai, Iran and Singapore. The bank owns the Muscat Financial Company (LLC), which is a company working in the field of brokerage and banking investments in the Kingdom of Saudi Arabia. The bank has a role in the country's progress in development projects aimed at supporting the national economy. Service completion by the user, such as the bank muscat mobile application, bank muscat wallet application and others (bank muscat website, 2019)

2.2.6: The Ministry of Education

The education sector is one of the most important infrastructure sectors in the country, as it serves a large segment of society. Therefore, the vision of the Ministry of Education is: "Developing the teaching and learning processes in a way that ensures the building of a glorious generation loyal to its country, capable of continuous learning and coexistence with others in a framework of obligation and responsibility. Its mission is to seek to find a generation capable of achieving economic and social development for society, by providing a set of tools to help this, such as improving teaching and learning methods in schools, providing qualified human resources and appropriate curricula, taking care of all students, and making sure to employ technology in order to It is consistent with the Sultanate's orientations towards a digital Oman, in addition to activating the role of the private sector and society as a whole in promoting the educational process (Ministry of Education website, 2019). organizations are dependent upon license by a power that specify norms. Along these

III. METHODOLOGY OF THE STUDY

3.1 Introduction:

Through this project, the methodology for the examination of the chapter is presented in addition

to the methods and means used to conduct this research. The chapter presents the methodologies used for the study, research design, data collection methods, types of data collected, aspects of ethical research issues, sample design and techniques used to collect data interview with employers works in different sector, study period and region, tools and approaches used to analyze data, reduce study and projected contribution to the study.

3.2 Study design:

The research design refers to the full strategy that has been used to coordinate the components related to the study in a logical way in addition to ensuring that the search problem is effectively addressed. The corset research uses the design of descriptive research related to the study the impact of digital transformation on the performance of institutions in Oman. And to study this impact will use qualitative method because it offers clear and different details.

3.3 Data collection:

The aims of current research are to observe how the digital transformation change the performance for workers in different sector in Oman. Procedure or Methodology isn't an equation yet a bunch of training which are headed to tackle or decipher specific issues inside the extent of the examination. Utilizing various techniques to get and break down secondary data. Secondary data was gathered by utilizing sites and past explores on the grounds that the information can be accumulated effectively, and the time expected for getting the information is less, an enormous piece of helper data is those disseminated by gigantic associations .so they contain far reaching measure of information too.

3.3.1Secondary data:

The secondary data from the historical studies and interview from journal articles.

The researcher selected many categories from man and women who are worked in banking sector and other sector and made interview with them.

IV. DATA COLLECTION AND INTERPRETATIONS

4.1 Introduction

In this chapter, we will address the great depth of what is happening in the institutions of the Sultanate of Oman before and after entering the world of technology and digital transformation within the institution. In this, it is important to know the extent of the technological impact on Omani institutions and its vision in keeping pace with the digital vision of Oman 2040.



4.2 Digital transformation data and analysis in the institutions of the Sultanate

4.2.1 Muscatbank:

Bank Muscat is the leading financial institution in the Sultanate; It enjoys a strong presence in corporate banking, retail banking, investment banking, Islamic banking, treasury, premium banking and asset management. The bank has the largest network of branches and electronic channels spread across the Sultanate, In addition to branches in the Kingdom of Saudi Arabia and Kuwait, and representative offices in Dubai, Singapore and Iran. Muscat Capital LLC is a subsidiary of Bank Muscat concerned with brokerage and investment banking and operates in the Kingdom of Saudi Arabia. It is worth noting that Bank Muscat closely contributes to the Sultanate's growth process at all levels; It participates in various development projects and initiatives to strengthen the national economy and continues its commitment to the country through social responsibility and sustainability (CSR) programs that cover various sectors.

We take Bank Muscat in the past before the introduction of technology and digital transformation in the institution of Bank Muscat. Before entering the world of technology, Bank Muscat had initial banking transactions, and other transactions were minimal. The transactions were very tiring because they went through several stages of paperwork and tired systems. The customer had to go to the bank's headquarters to obtain on the desired transactions, whether depositing cash or disbursing monthly amounts. In the beginning, Bank Muscat did not have many branches for the automated teller machine, so the customer had to go to the bank's headquarters to get the amounts, not to mention the time lost in waiting because of the crowding of existing customers. After the introduction of technology and the application of the principle of digital transformation, the bank made a great leap in the world of technology. Believing in its importance and as one of the basic pillars of running the businesses of institutions and companies in the current era, Bank Muscat, the leading financial institution in the Sultanate, attaches great importance to the information technology sector and allocates millions of riyals to the success of the plans and strategy of the Bank in this field and to strengthen the service network in various parts of the Sultanate to support the achievement of inclusion Financial and moving to the level of providing facilities and advanced electronic banking services in line with the latest developments in this sector and in line with the requirements of the next stage and the ambitious

vision of the Sultanate's government 2040 aimed at enhancing quality, governance, digital transformation and simplifying procedures. The information technology sector is witnessing a great and rapid development, especially in these times that require the provision of most services electronically and remotely. It is worth noting that the Bank's achievements in the field of information technology have been highly appreciated at the global level; The bank won two awards in the application of best practices in information technology in 2020. The year 2020 witnessed an increase in the number of projects implemented in the information technology sector; This is by up to 30% compared to 2017, and despite some difficulties caused by the Corona pandemic, including the division of work at intervals and with a capacity of 50% to ensure physical distancing, the team succeeded in overcoming obstacles through perseverance and hard work, although it was Manages more than 50 projects simultaneously, and the projects implemented in 2020 contributed to improving access management, completing operations and improving the provision of information technology services to ensure greater convenience for users, and to facilitate everyone, the bank encouraged its customers to take advantage of innovative payment technologies, which are One of the main areas the Bank has focused on in recent years; Where these technologies help to speed up the payment process without the need to enter a password - for payments that do not exceed 40 riyals, which enhances the precautionary measures at the present time, as well as increasing the distribution of wearable devices "wristband" to purchase through various points of sale, which in turn contributed In ensuring public health and safety.

In order to enhance its pioneering role in providing digital banking services to government and private institutions, and in compliance with the instructions issued by the Central Bank of Oman in cooperation with the Ministry of Finance and the Ministry of Labor regarding ensuring the electronic processing of salary transfers and payments, Bank Muscat has signed agreements with a number of institutions in the Sultanate aimed at taking advantage of the platform (B2B) cutting-edge digitization of corporate and enterprise payments workflows; The system provides a secure and seamless integration with enterprise resource planning (ERP) systems for enterprises and companies to provide a two-way automated data transmission service for online payments, which makes it easier for companies to implement and



process payroll. The bank provides its corporate services electronically through corporate online banking services without the need for branch visits and ensures secure payments and transactions. In addition, the bank offers many banking services through cash withdrawal and deposit machines, mobile phone services and other electronic services, knowing that all these steps and initiatives require the presence of support from the information technology sector so that all these programs, systems and services are presented in a positive manner that contributes to simplifying procedures and saving time and effort on different customers, both individuals and companies.

Over the past years, Bank Muscat has succeeded in attracting a group of qualified and trained Omani cadres to work in the IT departments, and the bank is proud of the high rate of Oman inaction that has been achieved in this field by more than 85% while maintaining quality and excellence and enhancing their skills in this field. Investing in cadres by engaging them in specialized workshops, courses and training programs that develop these capabilities in them and enhance their knowledge in the fields of information technology and cybersecurity and be aware of changes in the local and global arena, especially in issues related to electronic security, networks, operating systems and

programming languages, in addition to data analysis. The Bank is keen to keep abreast of various developments and changes so that it brings the most important and finest systems and devices to ensure business continuity and not be affected by emergency or unexpected conditions, and it also cooperates with international and reputable organizations in this field.

Where Bank Muscat provides a package of modern digital solutions for companies and government institutions, which in turn contribute to many daily operations such as payments management, receivables management and cash management. These digital solutions are easy to use and comprehensive. Of which

Online banking services the completion of banking transactions via electronic platforms smoothly

Cash management, where the bank provides online cash management through the customers themselves How to benefit from bank Muscat's branches services through a mobile phone, as bank Muscat has provided the bank Muscat banking application that includes within it the technological transactions from transferring amounts. ATMs. cash deposit machines and full-service machines) in addition to the bank Muscat bank card. It included the Wi-Fi feature to work with when withdrawing and debiting. FFM (24/7).

This tables shows the result of using digital transformation in two companies. The comparative was conducted before and after digital transformation.

Table 1: BALANCE SHEET (AUDITED) As of 31 December 2004

ASSETS	2004	2003
Cash	22,889	19,249
Balances with CBO	8,703	56,893
Capital Deposit with CBO	500	500
Treasury Bills & Other Bills Eligible for re-discounting	145,400	87,302
Due from Banks Placements	4,962	
Investments	78,169	53,746
Loans, Advances & Overdrafts (Net of provisions for bad & doubtful debts & reserved interest)	1,273,689	1,211,855
Tangible Fixed Assets	11,902	12,030
Other Assets	34,693	21,683
Total Assets	1,852,388	1,554,778

Cumulative Loan Loss Provision.	2004	2003
Balance as of 31st December	78,904	82,654
Interest Reserved as of 31st December	27,276	29,524



Table 2: PROFIT & LOSS ACCOUNT (AUDITED) For the year ended 31 December 2004

	2004	2003
Gross Interest Income	116,290	109,944
Interest Expense	(29,441)	(32,295)
Net Interest Income	86,849	77,649
Interest Reserved	(11,612)	(10,604)
Due from Banks Placements	4,962	
	75,237	67,045
Other Operating Income		
Dividend Income	623	485
Net Fee & Commission Income	15,970	14,264
Fee & Commission Income	16,105	14,375
Less: Fee & Common. Expense	(135)	(111)
Net Foreign Exchange Income	2,761	2,646
Income	22,992	21,604
Less: Expense	(20,231)	(18,958)
Net Income from Dealing in Securities	2,138	2,428
Income	2,138	2,428
Less: Expense		
Net Income from Investment in Securities	1,306	1,778
Income	1,306	1,778
Less: Expense		
Gross Income	98,035	88,646
General Administrative Expenses	39,063	36,333
Depreciation	3,613	3,190
Total Operating Costs	42,676	39,523
Net Operating Profit (Profit on Ordinary Activities before Provisions)	55,359	49,123
Income from Subsidiaries	-	(56)
Income from Associate Companies (Centurion Bank) Income from other Licensed activities	(1,417)	
Bad debts written off	(60)	(129)
Specific provisions for loan losses (net of recoveries)	(7,242)	(15,693)
Provision for placements with the Bank Provision for crystallized uncooked risks & commitments		(2,310)
Provision for crystallized unlooked risks & commitments (Collateral pending sale)	(102)	(175)
Profit for the year after loan loss provisions	39,660	30,760
Taxation	(5,555)	(3,679)
Net profit for the year	34,105	27,081

Table 3: 31 December 2021 Reconciliation between published financial statements and regulatory capital adequacy workings

ASSETS	Carrying amount	Fair value
Cash and balances with CBO	1,047,224	1,047,224
Due from banks	525,131	525,131
Loans & Advances/Islamic Financing - Net,	9,191,417	9,290,180



Investments in securities	1,811,496	1,811,496
Investment in an associate	8,266	8,266
Loans and advances to banks	240,020	240,020
Fixed assets	74,187	74,187
Deferred Tax Asset	6,474	6,474
Other assets	168,323	168,323
Non-Qualifying Components of Basel III (Stage 2 ECL)		(98,763)
Total Assets	13,072,538	13,072,538

Interpretations:

It is noticeable between the above table of Bank Muscat's annual reports that the difference is common in the beginnings of Bank Muscat, before the digital transformation and after the entry of the digital transformation, and in support of the last report made by the Bank, the monetary assets increased much more than it was before, in addition to that, it became possible for many investors to contribute to Bank Muscat, whether It was paper investments or investments in an associate company as mentioned in the second table, where in the end the total assets in the second table amounted to 13,072,538, which increased significantly and by a remarkable percentage

4.2.2 Oman Air Company

Oman Air Company is exceptionally famous in the aircrafts business. For the sultanate of Oman, the Oman air is considered as lead transporter and furthermore known as 4-star carriers. This aircraft assumes a significant part in causing the Muscat as a significant center point of traffic for the center east that to give significant assistance in the travel industry, modern, and business area. Presently, this aircraft offers non-stop departures from all significant nations from everywhere the world. Oman Air alongside its various accomplices goes with code share understanding. Oman Air has a superb inside of airplane that accommodated the top-notch travelers alongside every one of the offices and protection factors. The business class seats have an amazing more than adequate extra room, adjusted with the most recent advances, and simple path access with most agreeable seats support for the economy class. Moreover, Oman Air gives the theater setup includes that delegate at the rear of each seat. And furthermore, gives a network access for versatile office to every one of the travelers during the flight.

Basically, analyze three pertinent activity the executive's choice regions (for example quality, stock administration, format or interaction plan and so on) in your picked company. Operation the board

is without a doubt turned into a vital part which characterized the outcome of Oman Air. The organization needs to deal with every one of their undertakings, tasks and exchanges with a total preparation and legitimate administration is expected at each progression. In this task, we will talk about the three primary functional administration choice regions that show significant effect on the presentation of the Oman air and become the explanation of appeal and high pace of benefit for the organization.

During the interview the service manager said that the transformation digital is change the whole life for the air companies. Since all transactions prior to digital transformation were done manually, which leads to many errors, in addition to the very slow completion of transactions , He contributed to saving a lot of time, reducing cost, achieving flexibility while increasing productivity, and contributing to the exchange of digital calculations in those traditional ones, contributing to development, increasing time and expanding the horizon.in addition ,contributes to changes in the human mind, and all currently available business models, help reduce error rates and increase business efficiency, In addition, digital transformation has increased efficiency and quality, developed performance and gained consumer satisfaction and everyone benefiting from this system and contributed to accelerating and increasing the results of investment operations.

from the interview we understood that Pre-planning improvement procedures may bring some complications, but thanks to modern technology such as artificial intelligence (AI), big data and the Internet of Things (IoT), manufacturers and stakeholders in the supply chain can begin to deal with complex improvement challenges, as companies benefit from better planning capabilities based on in-app intelligence capabilities. Soon, recognition and decision-making processes will be developed into a fully automated mechanism, leading to the creation of independent smart applications within companies, Digital



transformation is of great importance in all life and has a great impact on institutions in Oman.

Table 4:

	Before digital transformation	After digital transformation
The time for finish the work	Need a lot of time	Fast
The mistake in the work	Many mistake	Less mistake
The quality for the work	Low efficiency	High efficiency
The productivity	Low	High
The communications	Difficult to communicate between the employer and employee and with the customer	Easy to communicate between the employer and employee and with the customer

4.2.3 Oman Broadband Company:

Oman Broadband Company was established in 2014 as a joint stock company wholly owned by the Government of the Sultanate of Oman.

Unleashing the potential for increased connectivity and productivity, while enabling the knowledge economy, the role of Omani broadband is vital to transforming the nation's online experience. Through its collaborative approach, Omani Broadband empowers the nation by rolling out high-speed broadband infrastructure, benefiting citizens and businesses alike. The company aims to provide maximum national coverage in line with the Oman e-Government strategy and Oman 2040 vision. The next generation broadband infrastructure network will provide an exponentially faster and broader electronic experience, bringing benefits to society and business while improving connectivity, saving costs, increasing competitiveness, and improving sustainability.

Oman Broadband is unleashing the potential of Oman to become an increasingly connected nation, supporting the growth of the online economy, enabling new ways of doing business and boosting the fast-growing SME sector.

Broadband Oman focuses on the deployment of broadband infrastructure, providing equal and open access to telecom service providers on a wholesale basis, enabling end users to efficiently utilize Oman's high speed fiber connection. The Arab Regional Office of the International Telecommunication Union organized for the year 2016 in cooperation and partnership with the Oman Broadband Company at the Grand Hormuz Hotel in Muscat the "Arab Regional Economic and Financial Forum for Telecommunications". The forum was inaugurated under the patronage of His Excellency Dr. Hamad

bin Salem Al Rawahi, CEO of the Telecommunications Regulatory Authority, in the presence of several speakers from inside and outside the Sultanate, experts in the field of digital transformation, and experts in the use of unified infrastructure. To present the latest global developments in this field, share their experiences, and reach with the audience the best recommendations that should be considered for the development and advancement of this field in the Arab world. The forum aims to discuss ways to enhance access to digital services by adopting appropriate regulatory, technical and commercial policies and measures to achieve access to broadband services. It focused on the issue of infrastructure costs, infrastructure sharing and connectivity by discussing several basic topics, namely, affordable access to broadband services, reducing barriers to broadband adoption, introducing innovative investment models, sharing infrastructure to enhance market competition, and the most important challenges. In the digital ecosystem.

For his part, Eng. Saeed bin Abdullah Al-Mantheri, CEO of the Oman Broadband Company, said: The forum discusses ways to enhance broadband access, open the market to competition by opening investment, and discuss smart applications and smart cities, and the most important technological advances in the issue of providing electronic services. And digital transformation, in which speakers from inside and outside the Sultanate, experts in the field of digital transformation, and experts in the use of unified infrastructure (optical fibers, communication towers or shared data centers) participate. He pointed out that this model has been applied in several countries, because the current trend is in competition in smart applications and not in building infrastructure, and



this is what the Sultanate is heading towards in terms of its great orientation in unifying infrastructure to be invested in by a unified institution or entity. It is open for use to all operators, so that the focus is on promoting smart applications and communication service rather than on building infrastructure. He added, "We should this year complete the opening of 70,000 housing units out of a total of approximately 100,000 housing units, in addition to completing the construction of 30 thousand housing units in the first quarter of next year, as the total ready housing units will be approximately 140,000." Housing units in the first quarter of next year, and by the end of next year we will try to increase the housing units to reach 70 thousand housing units, as the total number of housing units that will be opened in Muscat and abroad is 200 thousand housing units. He pointed out that the company is strengthening towers for operators (Omantel and Ooredoo), so that they provide higher speeds in mobile broadband. During the previous years, the world and the Arab region witnessed a great leap in communications and information technology, especially with the spread of broadband infrastructure, including the third and fourth generation of communications, as well as fiber-optic cables, in addition to the spread of various communications devices, especially smart mobile phones, and the increase in computer capabilities of all kinds. This boom has a significant impact on the development of the information society in all countries, although it must be recognized that there is still a growing digital divide between countries and there is a gap between urban and rural areas in some countries, but there is no doubt that in general the citizen has become more access to knowledge and receives services in all fields facilitated by using this technology. He pointed out that this forum came to discuss and exchange knowledge on some vital and important topics for the telecommunications sector, and these topics revolve in their entirety on ways to enhance access to digital services through the adoption of appropriate regulatory, technical and commercial policies and measures to facilitate access to services. He explained that the next wave of digital technology revolution Which is being prepared under various names such as the fifth generation of networks, cloud computing, the Internet of things and big data will have a significant impact on the economies of the world, as it is expected that the number of devices connected to the Internet will challenge 50 billion in 2020 and that the per capita production rate will reach about 1.5 gigabytes of data in today. Expressing that this poses great

challenges calling for the development and innovation of new models for investment, governance and operating systems for these modern technologies. Expressing that the forum will discuss barriers to the adoption of broadband and ways to reduce them, innovative ways to invest in broadband networks and services, and sharing infrastructure for greater cost control. Financial issues related to broadband, and the challenges faced by modern digital systems in their evolution towards the information society.

Where the participation of the Oman Broadband Company came as a pioneering experience in the field of digital transformation and to contribute to building a pioneering digital experience to enable users and beneficiaries of internal and external digital services. Through communications and information technology systems and activating their uses to reach an information society and a digital economy, in addition to achieving high levels of well-being for employees and workers of the Oman Broadband Company and facilitating their daily business matters.

The objective of the digital transformation adopted by the Oman Broadband Company in the Sultanate of Oman is to obtain a more efficient and cost-effective operation to link collaborative work and contribute to reducing operational costs by innovating modern digital ways of working using new technology. The use of modern systems and technologies is one of the goals that will achieve the reduction of human intervention to complete vital tasks. Also, achieving more than 90% of the digital transformation of the company's internal and external operations by the end of 2020 is the main factor for global and advanced competition in this field. So, she signed government agreements to facilitate the digital transformation of the Oman Broadband Company. The signing of the Omani Telecom and Information Technology Group represented several agreements in strategic support of the trends of digital transformation by providing more integrated solutions for the communications and information technology sector in the Sultanate along with the expansion of the investment portfolio of the group in order to enable the sector to play its role in supporting the trends of economic diversification. These agreements work on developing products that focus on data and artificial intelligence techniques in the Sultanate, in addition to developing digital solutions, contributing to enhancing capabilities in the field of cloud services, investing in qualified Omani skills, and further developing the emergence of investment capital for



the private sector in the Sultanate. The agreements also relate to building technical capabilities in financial technologies, block chain technologies and other emerging technologies, and working on Internet of Things products. These agreements are also considered a prelude to a future phase in which the focus will be on investing in the technologies of the Fourth Industrial Revolution and investing in strategic projects, most notably the digital transformation project, by announcing the establishment of a digital transformation management company and the implementation of the first broadband project in partnership with the private sector. This also comes with moving forward in strengthening the group's position as an investment arm of the government in partnership with the private sector in implementing the strategies of the communications and information technology sector and the initiatives of the Fourth Industrial Revolution and providing strategic and financial support and other support services to its subsidiaries.

A future vision for Omantel, a subsidiary of Oman Broadband Company

The COVID-19 pandemic continues to cast its shadow on the global economy and the telecommunications sector, after accelerating vaccination programs. Expectations are increasing to return to the normal situation, and it is expected that it will return to normal. to achieve growth. However, the effect is not Gradually the local economy The expected mutants arising from the virus mean that we must be careful. Unique to the sector Despite these challenges, the current situation offers opportunities. Communication in general: the “new normal” contributed to the transformation significant in how telecommunications services are used, and the number of capacities required to meet the needs of (work from home and accelerate the Fourth Industrial Revolution (4IR) Which resulted in an increase in commercial transactions via the Internet and the expansion of the scope of digital services. With the third operator entering the market and starting its operations, we see an even greater impact on the current competitive dynamics. The

Omani telecom market shows signs We have reached the saturation stage, where we are witnessing a decrease in both Revenues from basic telecommunications services (such as voice, data, and messages) In addition to a decline in the number of subscribers. Forcing the third operator to log in More challenges for the current operators, and we do not see a scenario that leads to Growth of the market for basic telecom services in the short-term average, unless there is a significant shift in the macroeconomic situation. At the same time, the continuous growth of OTT services leads to Such as Netflix, WhatsApp, YouTube, and Instagram to increase demand on bandwidth capacities, which in principle represents the possibility of operators to increase revenues. However, the popularity of free services and the control of Global content operators with the ability to benefit from A global customer base with exposure to limited local laws and regulations makes Difficult for local telecom operators to compete for value services added. Moreover, investment in infrastructure expansion continues. on the operators and it is big required to support this growing demand is a burden What caused a decrease in profit margins. Under these conditions, it will be difficult for operators to find financing The required investments in 5G networks. One of the high-quality services provided by the fifth-generation networks in terms of speed, short response time, and the possibility of developing a new group of Advanced Digital Services and Internet of Things (Things of Internet) solutions Previous experiences have proven the network upgrade as the introduction of 4G technology in the long run Achieving the returns from this advanced technology is a challenge. Qusayr. As with every new technology, the true indicators will not become the applications of this technology are clear only after the spread of the network and will constitute This presents a dilemma for operators to determine when and how to speed up the deployment of networks Fifth generation. Considering the current situation and to strengthen our position as one of the main enablers to fulfill Oman's digital ambitions, we have developed our new strategy.

Table 5: Consolidated profit and loss

	2020	2021	% Change
Revenue	2,511	2,484	4,10%
Profits by interest	1,026,5	970,3	5,50%
general net profit	229.0	223,6	2,0%
Shareholders of the company	66.9	67,1	2, %
Non-controlling stakes	162,1	166,6	2,8%



profit for the period	229,0	233,6	2,0%
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The group's revenues for the year 2021 amounted to 408.2 million Omani riyals, compared to 511.2 million Omani riyals in 2020. The group's revenues include the business achieved by Zain Group, Which contributed to revenues of 887.1 million Omani riyals.

V. FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Findings

Through the research based on digital transformation in Omani institutions and the research based on its follow-up within these institutions and the effects that this transformation speaks of, it was concluded that

1. The roles that institutions played for digital transformation The Information Technology Authority and all the institutions of the Sultanate have made clear and vigorous efforts in the framework of digital transformation, and the authority is primarily responsible for this transformation; Since its inception, it has played basic and effective roles in paving the way for institutions and society, by transforming the Sultanate into digital, providing its services electronically. All studies and institutions in this study agreed on the roles provided by the authority in this aspect, and its efforts in seeking to achieve digital transformation, as there are sectors and departments in it concerned with dealing with institutions, supporting them and supervising their transformation process.

2. Assessing the current situation of digital transformation Digital transformation is characterized by continuity, as it is not limited by a period of time, but is in renewal according to the changes taking place in the information technology sector, which is a motive to continue in the process of transformation and development to keep pace with everything that is new in this field, as it counts for the Sultanate Numerous achievements in terms of digital transformation or improving institutional services.

In addition, it was concluded from the technological developments and changes taking place in the institutions, that at Bank Muscat the great change was noticed more before the introduction of technology and digital transformation in the Bank Muscat institution. Before entering the world of technology, Bank Muscat conducted initial banking transactions, and other transactions were minimal. The transactions were very tiring as it went through several stages of paperwork and tiring systems. But

after entering the world of technology and applying the principle of digital transformation, the bank made a great leap in the world of technology. As Bank Muscat believes in its importance and as one of the basic pillars for managing the businesses of institutions and companies in the current era, and in implementation of technology treatment, the Central Bank of Oman has stressed transfers, payments, interest transactions and others, in addition to that, the world of technology provided bank statements with ease without coming to the bank's campus. Corporate electronically through Corporate Online Banking without the need for branch visits and ensures secure payments and transactions. In addition, the bank provides many banking services through cash withdrawal and deposit machines, mobile phone services and other electronic services. The bank is also keen on issues related to electronic security, networks, operating systems and programming languages, in addition to data analysis. The Bank is keen to keep pace with various developments and changes to bring the most important and finest systems and devices.

Oman Air is currently distinguished in the technology-developed Omani planes industry. It is in ancient times and the beginnings of developments in the world. Omani planes were only prepared to transport passengers, opposed to the present day. Omani planes are formed by Oman Air, not to mention other transactions and services, and the digital transformation has changed the whole life. for airlines. Since all transactions before digital transformation were done manually, which led to many errors, in addition to the slow completion of transactions, it contributed to saving a lot of time, reducing cost and achieving flexibility while increasing productivity and contributing to the exchange of digital accounts in those traditional accounts, which Contributes to development, increase time and broaden horizon. In addition, it contributes to changes in the human mind, all currently available business models, helps reduce error rates and increase business efficiency, in addition to digital transformation has increased efficiency, quality and performance phase.

Oman Broadband Company: Omani broadband empowers the nation by rolling out high-speed broadband infrastructure, benefiting citizens and businesses alike. The company aims to provide maximum national coverage in line with the Omani e-government strategy and Oman 2040 vision, where the next generation broadband infrastructure network will provide a faster and broader electronic



experience, bringing benefits to society and business with improved connectivity, and cost savings. Increasing competitiveness and improving sustainability. Omani broadband unleashes the potential of Oman to become a digital country keeping pace with the world of speed and modern technology in the outside world, where broadband Oman focused on the deployment of broadband infrastructure, providing equal and open access to telecom service providers on a wholesale basis, enabling end users to benefit efficiently of a high-speed fiber connection in Oman. The company organized a conference to discuss and update technological developments and transformations in broadband and communications, in addition to promoting access to broadband and opening the market to competition by opening investment and discussing smart applications, smart cities and the most important technological developments in the world. The issue of providing electronic services. And digital transformation, in which speakers from inside and outside the Sultanate, experts in the field of digital transformation and experts in the use of unified infrastructure (optical fibers, communication towers or shared data centers) participate. Oman Broadband Company has been able to provide technological comfort within the Sultanate, based on the satisfaction of customers within the Sultanate of the digital changes taking place in the field of communications and technology cities. In the end, I emphasize that the digital change in the institutions is a requirement that must be obligatory so that the extent of delay from the inside to the outside of the institutions is the same. In the work system, and if the institution is affected by this, the rest of the Omani institutions will be affected. After that, Oman will witness a modern and strong technological world that competes with other countries.

VI. CONCLUSION

The current study dealt with an analysis of the reality of digital transformation in the Sultanate of Oman, by clarifying the roles that institutions play in this aspect, such as community awareness, education, and training, linking, and integrating data between institutions, re-engineering their procedures, measuring their level of readiness for transformation and other roles. The transformation in the Sultanate and institutions - the study sample-, in which the achievement started slowly, then witnessed continuous movement and development. Improvement from current levels. Finally, an explanation of the current transformation projects in

the Sultanate, as it became clear that the most prominent projects and initiatives that serve the digital transformation process are infrastructure projects such as the National Data Center, government cloud and others, in addition to digital community development projects represented in training and awareness programs, and other projects Transformation in the study sample institutions, such as the electronic health portal and the educational portal.

VII. RECOMMENDATIONS:

Based on the findings of the current study, it recommends the following:

- The necessity of introducing and promoting the available electronic services, by exploiting technology such as the various media and social networks, to be recognized by the beneficiaries and then expand the scope of their use.
- Form permanent transformation teams in institutions, and reduce the continuous change process in them, which negatively affects the quality and continuity of work, with the aim of achieving sustainability, benefiting from the accumulated experiences, and avoiding work delays or interruptions.
- Work to increase the projects that serve the digital transformation project in the Sultanate, in accordance with global trends, which helps raise the levels of transformation in the Sultanate.
- Intensifying the process of institutions' exploitation of the technologies of the Fourth Industrial Revolution, in the development of technical projects that actually serve their work and have a clear impact on the work done and the mechanism for its submission, such as the use of catboats to respond quickly to beneficiaries' inquiries about the institution's services.

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