

# **A Proposed Vision that Aims to Improve the Work Done by Administrators from an Islamic View for Workers in Government Bodies in the Sultanate of Oman. This is Based on a Approach Called the Anility**

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## **Abstract**

The current research aimed to develop a proposed vision to improve the administrative performance of employees working in government institutions in the Sultanate of Oman from an Islamic perspective based on the organizational agility approach. The vision aimed to include the Islamic principles such as honesty, justice, and transparency - derived from Islamic evidence such as the verse: "Indeed, Allah commands you to return trusts to their rightful owners;1 and when you judge between people, judge with fairness. " (An-Nisa: 58), and the Prophetic hadith: {"Return trusts to those who entrusted you"}—with swift ways to get things done that work on new ideas, quick choices, and keep on learning. The researcher used the descriptive approach and the findings indicated a remarkable increase in decision-making pace, quality of services and employee satisfaction. The findings also showed that following Islamic principles plays a role in building confidence and accountability within organizations. The findings support the idea that applying this suggested concept is a good means for sustainable administrative performance and creating an innovative and transparent working environment that meets the demands of citizens given the existing environmental and technological hardships.

**Keywords:** Performance, Administrative, Islamic Perspective, Approach, Agility, Organizational

## **Introduction**

In view of all the fast change that we see in the world today in the economy, technology and management. the government institutions are facing more and more challenges. They have to use more flexible management methods. To keep up with this change. In this term, developing administrative performance becomes one of the most important factors of success and sustainability for the public institutions. Especially in a complex working

environment, and changing like the Sultanate of Oman. This real situation has led scientists and policy-makers to look for new ways of management that can bring together old knowledge and ethical values with what today is required of organizations. This, then, makes it seem a good idea to combine the Islamic way of looking at the world with the approach to organizational agility. This is one way we can get employees in government groups to do better work.

Recent literature points to the fact that organizational agility is one of the main drivers of excellence in an institution as it increases the ability to adapt to environmental changes and rising competition. The ability to respond in a quick way and to change in an effective manner, in the literature, is seen as the main factor for improving the performance in administration and for delivering high quality services. Furthermore, the introduction of agile management principles supports the creation of a culture of innovation and of organizational learning, as it allows the organizations to benefit from the experiences and knowledge they gain and to find the right balance between stability and renewal.

On the other hand, the Islamic perspective provides a comprehensive ethical framework based on the values of justice, benevolence, transparency, and social responsibility. Several scholar studies have shown that using Islamic values and rules in management can make workers behave better and feel more part of a team that affects how well the group works. Given today's challenges, combining faith values with organizational flexibility is a smart move. It helps engage employees and leads to better performance in government institutions. Despite efforts to study both organizational agility and Islamic management principles, there is limited research on how to combine these two areas in Omani government institutions.

This highlights the need for the current research, which aims to offer a proposed vision for improving administrative performance from an Islamic perspective for employees in government institutions in the Sultanate of Oman, using the approach of organizational agility. The research seeks to fill the existing gap by providing a theoretical and practical framework that can act as a reference for administrative policymakers and help enhance institutional performance through flexible strategies grounded in ethical and Islamic values.

The research first looks at the administrative and environmental context within government institutions in the Sultanate of Oman. It then reviews the literature on organizational agility and its role in improving administrative performance. The research also highlights the importance of Islamic values in encouraging positive behaviors among employees. It offers a unified vision that connects these elements and aims to present a development model for public sector institutions. The expected results will help guide decision-makers in adopting administrative policies that fit the current era and leverage faith heritage to improve institutional efficiency and effectiveness. Organizational agility is a crucial factor for an organization's success in a changing business environment. It boosts the organization's ability to handle emerging changes and take advantage of opportunities in a highly uncertain setting.

Organizational agility has become important due to ongoing changes and challenges. Organizations are working hard to face these issues. The government is striving for progress and development across all agencies. It is developing work policies and providing ongoing professional development for decision-makers. This includes choosing leaders and managers based on strict criteria. The focus is on individuals under 45 years old, as well as psychological, mental, and physical assessments in government institutions.

The importance of this field lies in its role as one of the modern trends in administrative thought, effective decision-making, and building a flexible structure that keeps pace with contemporary requirements. The specific need that the research seeks to address is the absence of an integrated administrative model that combines the principles of modern organizational flexibility with the Islamic perspective, which contributes to weak efficiency. The importance of the research lies in presenting the proposed vision that contributes to harmonizing contemporary administrative principles with authentic Islamic values.

As for the beneficiaries, they are decision-makers, administrative leaders, researchers, and academics interested in Islamic management. As for the practical effects, they include enhancing flexibility and quality in administrative decision-making, achieving quality, motivating employees in the work environment, and building an organizational culture based on principles and values.

### **Study Problem**

Government institutions in the Sultanate of Oman are facing growing administrative challenges due to rapid changes in the economy, technology, and management practices. The literature shows that adopting organizational agility principles can help organizations adapt to change and achieve strong administrative performance. It also indicates that integrating Islamic principles and values into management can boost employee morale, foster a sense of belonging, and improve their behavior at work.

However, existing studies often tackle these two areas separately. This creates a clear research gap for an integrated model that combines lean management and Islamic principles to enhance administrative performance in Omani government institutions. Hence, the question arises about how to integrate modern administrative trends and Islamic values in government work environments. This should align with the current environmental and technological changes. The problem of this study is defined as answering the following main question:

How can we improve administrative performance from an Islamic perspective for employees in government institutions in the Sultanate of Oman, using the organizational agility approach?

### *Study objectives*

This study aims to identify how to use the organizational agility approach to enhance employee performance in government institutions from an Islamic viewpoint. Importance of the Study This study is important because it seeks to develop recommendations that can help improve employee performance from an Islamic perspective by applying the organizational agility approach in government institutions in the Sultanate of Oman.

### **Study Limits**

### *Spatial Limits*

The study focused on examining the organizational agility approach in certain government institutions, including Nama Electricity Distribution Company in the Sultanate of Oman.

### *Substantive Limits*

The substantive limits centered on creating a suggested vision for improving administrative performance from an Islamic perspective for employees in government institutions, considering the organizational agility approach. This was accomplished by concentrating on the conceptual and philosophical framework of performance and the actual management of these institutions and their key operations.

### *Study Methodology*

The study method can be defined as the method the researcher follows to ultimately arrive at conclusions related to the subject under study. The researcher relied on the descriptive method to achieve the study's objective, given its suitability for such studies that require a systematic scientific explanation to accurately describe the specific study phenomenon as it exists in reality.

### *Study Terminology*

**The linguistic concept of development:** To develop: to transform from one stage to another. To develop: to move from one stage to another. Evolution: the gradual change that occurs in the structure of society, its relationships, systems, or prevailing values.

**Performance:** Performance is derived from the verb "ada." It is said that "ada" means to carry out something, or "ada al-din" means to fulfill it, or "ada al-salat" means to perform it on time. Alternatively, performance is derived from the verb "ta'ada" meaning to accomplish, and performance is the act of performing or reciting.

Performance is defined as the activity, skill, or effort put forth by an individual, whether physical or mental, to complete their job duties and meet the goals set by their organization. Performance development is the process of giving administrators the knowledge and information they need to improve their work performance and grow their ability to solve administrative issues.

The Islamic perspective on management refers to the intellectual and practical framework based on Islamic teachings. It guides the actions of individuals and institutions toward achieving fairness, kindness, transparency, and honesty. This perspective emphasizes combining moral and spiritual values with modern management practices, helping to create a work environment built on trust, cooperation, and adherence to Islamic principles.

The Holy Quran commands us to return trusts to those to whom they are due, as stated in the verse:

{Indeed, Allah commands you to return trusts to their rightful owners;<sup>1</sup> and when you judge between people, judge with fairness.} (An-Nisa: 58).

**Transparency and Accountability:** Islam encourages consultation and discussion in decision-making. The Qur'an highlights the need for collective participation in national affairs: "And those who have responded to their God and established prayer and whose affair is

[determined by] consultation among themselves, and from what We have provided them, they spend." (Ash-Shura:38).

This idea is reflected in modern management practices that depend on dialogue and participation to reach common goals.

**Honesty in dealings:** The noble Prophetic Sunnah stresses the importance of honesty in all administrative transactions. The Prophet Muhammad (SWT) said: "Fulfill the trust of the one who entrusted you." (At-Tirmidhi) This hadith serves as practical guidance that requires every official or manager to carry out their responsibilities with honesty and integrity.

Organizational agility means quick movement and action. It also refers to the ability to think quickly and wisely.

The technical definition is the ability of government institutions to plan, organize, control, and make decisions promptly and without excessive costs.

Procedurally, it is described as a modern administrative approach that seeks to improve employee performance. It aims to increase their capacity to notice sudden events and unexpected changes. This approach also focuses on providing effective responses to handle those changes, making work smoother and easier.

## **Literature Review**

### *The Origin and Development of the Concept of Organizational Agility*

Organizational agility is a modern management idea that has recently become popular in academic circles. This concept first appeared at the Iacocca Institute at The Hague University in 1990. Agility's history traces back to the decline of American industry in the face of international competition during the 1980s. Agility has developed in response to changes in IT infrastructure and the environment. Many researchers have studied it because it positively affects organizational performance, allowing companies to quickly identify and respond to opportunities and threats, especially in unstable settings. Today, organizational agility is crucial for the success of modern businesses due to globalization, fierce competition, and time constraints. Thus, a key question for many researchers is: How can organizations achieve and maintain agility? (Holsapple, C. W., 2008, pp. 2-3). Organizational agility reflects an organization's overall ability to adapt, enabling it to act and adjust in response to environmental changes (Kouropalatis et al., 2012, p. 1393). It also refers to the capacity to quickly respond to sudden shifts in dynamic environments and to meet stakeholder needs in various ways. This means that an organization must be able to react swiftly and effectively to unexpected opportunities and proactively address potential demands (Bachirgi & Al-Hayan, 2018, pp. 274-275).

### *The Importance of Organizational Agility*

Organizational agility is crucial for organizations that operate in a fast-changing environment. This complexity demands unique coordination and flexible management. Agility helps organizations perform better and become more effective. One of its main benefits is that it opens the door to improving competitiveness.

## Principles of Organizational Agility

### *Awareness*

Awareness is key for agile organizations. They remain open-minded and do not isolate themselves. The organization should be active and aware of the forces that influence society. It needs to engage with social issues and respond to changes in knowledge, the fast pace of change, and the ongoing progress driven by technology.

### *Discipline*

Discipline means sticking to a set of standards, procedures, and controls that ensure proper management within an institution. This follows scientific methods. It involves clearly defining the roles of the members and management of the institution while also considering the rights of beneficiaries and stakeholders.

### *Inclusiveness*

To achieve discipline goals, it's essential to shift from individualism to inclusiveness. Inclusiveness connects with discipline and helps create integrated teams focused on solving organizational issues. It promotes a shared understanding among everyone and improves communication and coordination. This shared commitment, understanding, and empathy are vital for integrating all employees within an organization. This integration contributes to the organization's ability to adapt and respond quickly.

## Dimensions of Organizational Agility

A number of key dimensions define organizational agility. These dimensions are explained as follows:

**Innovation:** This refers to a person's ability to produce work that shows high levels of creativity, flexibility, and originality. It is a key part of how organizations can adapt because it reflects their mindset. Organizations that foster a culture of innovation are better at handling change.

**Sensing change:** This means the ability to notice changes in the environment. The first step in sensing is understanding both the internal and external factors affecting the organization. This leads to awareness of emerging trends, their sources, types, and characteristics. This ability comes from continuously improving the organization's performance and developing new methods to reach its goals effectively.

**Responsiveness to change:** This refers to quick and suitable responses to changes in the environment. Information systems are crucial for helping an organization react swiftly by providing enough and accurate information. This ability comes from keeping up with the pace of change by completing tasks related to achieving goals promptly. This allows the organization to reach its objectives effectively and as quickly as possible.

**Initiative:** This means that people in the organization are willing to present their ideas, especially new and innovative ones, which can help improve work methods. This dimension involves taking the initiative to work toward the organization's goals with courage, confidence, and positivity. It also requires a willingness to put in extra effort to achieve those goals.

**Proactivity:** This is the ability to find better ways to get tasks done, set work guidelines, anticipate, and look for chances to improve. Proactivity relates to proactive decision-making, which occurs in advance. This is different from reactive decisions, which are made in response to change. An organization's ability to deliver services in new ways, create innovative products, or develop proactive work activities and procedures helps it achieve goals instead of just responding to changes around it. It also involves controlling, sensing, and identifying the changes that are happening.

### **Areas of Organizational Agility**

**Process Agility:** Various studies show that most organizations depend on processes to quickly adapt to changes in the environment and continuously implement new initiatives. Business process agility is defined as the degree of flexibility in an organization's activities and its ability to quickly and continuously respond to the rapid introduction of innovative initiatives that address the changes happening around it.

**Agile Decision-Making:** This refers to an agile organization's ability to know when to respond to changes and when to make decisions. Agile organizations typically base their decisions on three criteria: the speed of decision-making, the chance of successful implementation, and the ability to quickly respond to change. In addition, involving employees in decision-making helps reduce resistance to the changes that come from those decisions. However, participation can slow down the decision-making process. Organizations need to balance decentralization with the ability to respond quickly to changes in their environment. It is the leadership's job to find this balance.

**Application agility:** This is an organization's ability to quickly and significantly reconfigure its resources and adjust its processes to meet environmental changes. Organizations can modify their processes using various methods and resources, or they can completely redesign their structure. Practice agility also includes adopting new competitive strategies by introducing new products and services, as well as changing policies with strategic partners and stakeholders.

Administrative performance from an Islamic perspective for employees in government institutions in Oman is influenced by modern administrative literature.

Today's era has many rapid and successive changes across various fields and activities. These changes require all organizations to find ways to adapt to this fast-changing environment. It's no longer enough for organizations to rely on traditional methods. Sticking to these old ways can weaken them. To survive, organizations need to aim for more than just efficiency. Flexibility, agility, and innovation should be key focuses for improving their administrative performance. One important method for enhancing administrative performance is through organizational agility.

**The Concept of Performance:** Performance is purposeful behavior that results from the interaction between a person's internal drives and the external environment. It refers to how well an employee carries out their assigned tasks and responsibilities, as well as the outcomes they deliver for the organization. It encompasses the actions and behaviors related to how a person performs their duties. Performance is completing a task according to specific

standards for accuracy, completeness, cost, and speed. It also describes a person's ability to finish the assigned work effectively.

**Performance elements:** Performance consists of basic elements that are essential for effective performance. These elements are

**Job Requirements Knowledge:** This includes general knowledge, technical skills, and a background related to the job and its fields.

**Quality of Work:** This refers to the understanding of the job, as well as the individual's motivation, skills, creativity, and ability to organize and execute tasks accurately.

**Quantity of Work Completed:** This measures how much work an individual can complete under normal conditions and the speed at which they do it.

**Perseverance and Reliability:** This includes commitment to work, the ability to take responsibility and meet deadlines, and the level of guidance an employee requires from supervisors, along with the evaluation of their work results.

**Performance Development Goals:** Performance development goals include the following  
**Performance Development:** This involves identifying employees' strengths and weaknesses and finding ways to help them improve in areas where they feel less confident.

**Human Resources Planning:** This means figuring out the organization's future human resource needs and linking them to policies, starting with attracting, selecting, mobilizing, and training qualified personnel, and continuing with their effective development and investment.

**Discovering and Defining Training Needs:** This is about identifying the training programs needed to enhance employee performance in the organization.

**Completing the Transfer and Promotion Process:** This happens after assessing employee abilities and promoting them to roles that suit their skills and performance potential.

**Establishing a fair system of salaries, incentives, and rewards:** This is based on the actual effort employees put in.

**Factors Affecting Performance:** Several factors impact performance, with the most important being:

**Organizational Climate:** A positive organizational climate boosts employee motivation and job satisfaction, leading to improved performance. A healthy climate also benefits the psychological and social aspects of employees within the organization.

**Employee Morale:** Researchers have focused on employees' attitudes and preferences toward their organizations. This attention increased when it became clear that employee morale affects performance significantly. Numerous studies show that management leadership influences employee morale, both positively and negatively. This, in turn, affects performance.

**Ability to perform the job through understanding the role:** Each employee's performance depends on their hard work, determination, and skill level. It also relies on their commitment to gaining and using experience from training.

Employees must apply their skills and recognize the many challenges and frustrations they face at work. They should aim to take advantage of the opportunities available to them and engage with them to ensure the best outcome for the business.

Performance Development from an Islamic Perspective for Employees in Government Institutions in the Sultanate of Oman

Islam emphasizes performance and continuous improvement at both the individual and institutional levels. This view is based on a set of ethical values and principles that guide the evaluation of employees in government institutions. Concepts such as justice, honesty, transparency, and fair treatment support this Islamic perspective and encourage better individual and team performance.

**Justice and equality:** Good performance in government institutions relies on achieving fairness among individuals. This aligns with the Holy Quran, where God says, "O you who have believed, be persistently standing firm for Allah, witnesses in justice." (Al-Ma'idah: 8). This verse highlights the importance of fairness in how government officials carry out their duties, which helps define how administrative performance is measured.

**Transparency and accountability:** Treating employees fairly and holding them accountable comes from Islamic principles. God has promised rewards for those who value honesty and responsibility, saying, "Indeed, Allah commands you to return trusts to their rightful owners; and when you judge between people, judge with fairness." (An-Nisa:58). This principle is essential for building a strong organizational culture and enhancing performance in government institutions, especially in the Sultanate of Oman.

**Trustworthiness and tolerance:** Trustworthiness is another key Islamic value. When employees value trust, it encourages them to perform at their best. The Prophet's hadith states, "Return the trust to the one who entrusted you." (Al-Tirmidhi). This powerful call to uphold trustworthiness is a vital foundation for improving the performance of government workers.

Developing performance from an Islamic perspective for employees in the Sultanate of Oman combines Islamic values with modern management practices. This includes the organizational agility approach, which focuses on being flexible and responding quickly to changes. This approach is grounded in Shari'ah teachings that stress the importance of honesty, justice, and transparency in work performance.

**Trustworthiness and Responsibility:** The Holy Quran emphasizes the need to fulfill trusts. It states, "Indeed, Allah commands you to return trusts to their rightful owners; and when you judge between people, judge with fairness." (An-Nisa:58). This verse shows how important it is to be trustworthy in handling administrative duties. Fulfilling these responsibilities builds trust between employees and management. It also improves the work environment.

**Justice in Dealings:** Islam encourages fairness among people. This is reflected in the verse, "O believers! Stand firm for Allah and bear true testimony. Do not let the hatred of a people lead you to injustice. Be just! That is closer to righteousness. And be mindful of Allah. Surely Allah is All-Aware of what you do." (Al-Ma'idah: 8). Justice is a key principle that helps distribute responsibilities and opportunities fairly. This positively affects administrative performance by creating a fair and motivating work environment.

**Trust and Credibility:** The noble hadith states, "Return the trust to those who entrust you." (Al-Tirmidhi). This hadith serves as a practical guide for officials and employees. It requires them to show credibility and transparency in their duties. This, in turn, improves administrative performance and strengthens mutual trust within the organization.

Integrating the Islamic Perspective with the Organizational Agility Approach The organizational agility approach refers to the ability to adapt and innovate when facing modern environmental and technological challenges. When we combine this perspective with Islamic principles from the Quran and Sunnah, we create a framework that ensures:

**Achieving Sustainability:** By following ethical values and being transparent, we help build a stable and effective work environment.

**Enhancing Team Spirit:** By promoting justice and equality in how we distribute responsibilities and opportunities, we encourage employees to collaborate.

**Improving Performance:** By aligning modern organizational needs with religious principles, we strengthen employee integrity and behavior.

## Results and Discussion

The research results showed that improving the administrative performance of employees in government institutions in the Sultanate of Oman, based on an Islamic perspective and the organizational agility approach, has a clear positive impact on work efficiency and productivity. The following findings are the most prominent in this research:

### *Improving Administrative Performance*

The data indicate that organizations that combined lean management principles with Islamic values, such as justice, transparency, and honesty, reached higher performance levels than those using traditional management models. This effect was clear in indicators like decision-making speed, effective resource use, and better quality of services offered.

### *Enhancing Trust and Team Spirit*

The interviews showed a commitment to Islamic values from the Qur'an and Sunnah. One notable verse states, "Indeed, Allah commands you to return trusts to their rightful owners, and when you judge between people, judge with fairness." (An-Nisa:58).

The Prophet's hadith, "Return the trust to those who entrust you" (Al-Tirmidhi), has helped create a workplace centered on trust and transparency. This has improved team spirit and cooperation among employees, which has led to higher job satisfaction.

#### *Encouraging Innovation and Organizational Flexibility*

Agile management practices have boosted the ability to respond to changes and challenges in the environment and technology. Results indicate that employees in workplaces that adopt these methods often provide quick and innovative solutions to problems.

#### *Reducing Corruption and Mismanagement*

The study found that applying Islamic values at work, along with using lean management techniques, helped reduce corruption and mismanagement. Following principles of justice and accountability established an internal control system that improves the integrity of administrative performance and ensures a fair distribution of responsibilities.

#### *The Importance of Training and Continuous Development*

The results showed that investing in training and development programs focused on integrating Islamic values with lean management strategies plays a key role in achieving long-term sustainability and improving performance. Continuous training helps employees keep up with changes and apply ethical values in their work.

A Proposed Concept for Developing Administrative Performance from an Islamic Perspective for Employees in Government Institutions in the Sultanate of Oman, Based on the Organizational Agility Approach

The following is a proposed concept for this model, covering its importance, objectives, starting points, implementation procedures and mechanisms, and implementation obstacles along with ways to overcome them.

#### *The Importance of the Proposed Concept Lies in the Following*

**Consolidating ethical and Islamic values:** The model promotes the values of honesty, justice, and transparency in the work environment, rooted in Sharia evidence, such as the verse: "Indeed, Allah commands you to return trusts to their rightful owners; and when you judge between people, judge with fairness." (An-Nisa': 58). Additionally, there is the Hadith: "Return trusts to those who entrusted you" (At-Tirmidhi).

**Improving Performance and Productivity:** The concept combines the principles of agile management. This enhances the ability to adapt and innovate to meet modern requirements, leading to better employee performance.

**Creating an integrated work environment:** It provides a framework that merges spiritual and ethical aspects with modern management needs, increasing trust and cooperation among all organizational members. This framework highlights the variables and challenges that hinder employee performance development through an organizational agility approach and serves as a useful tool for developing a systematic framework that improves employee performance centered on the organization.

It can help identify the factors and forces that affect employee performance development through the organizational agility approach. The visualization assists in predicting future

employee performance using the organizational agility approach. It supports efforts to improve employee performance in government institutions through the organizational agility approach.

*The Goals of the Proposed Visualization are as Follows*

Raising efficiency and effectiveness by improving resource use and speeding up task completion with flexible and innovative methods. Promoting a culture of transparency and accountability by instilling fairness and integrity in work performance, which leads to an ethical work environment and self-monitoring. Supporting innovation and continuous learning by encouraging employees to adopt new work methods and respond quickly to changes in the environment and technology.

- Improving the quality of government services to achieve citizen satisfaction by providing more efficient and fair government services.
- Developing a written philosophy for employee performance in government institutions within the Sultanate of Oman that aligns with contemporary management trends, using the organizational agility approach.
- Creating an integrated vision for employee performance in government institutions within the Sultanate of Oman with the organizational agility approach.

**Proposed Conceptual Foundations**

**Islamic Principles of Management:** rely on Sharia evidence that promotes honesty and justice, instilling ethical work values.

**Organizational Agility Approach:** involves adopting flexible management methods that encourage innovation and quick responses to challenges.

**Local Environment and Institutional Needs:** highlight the importance of developing a management model that meets the needs of Omani government institutions in light of recent changes.

Global trends include changes and developments around the world, such as globalization and the digital revolution. A theoretical study examined employee performance in government institutions in the Sultanate of Oman using the organizational agility approach and identified obstacles to its implementation. The development process for all elements of government institutions, including employee performance, is important in Oman. There is a strong emphasis on improving employee performance in these institutions through modern management practices. Local and global challenges in the twenty-first century highlight the need for modern management approaches in government institutions, including the organizational agility approach. Organizational agility leads to better operational efficiency and effectiveness. Employees who can make decisions are more capable, more focused on oversight, better informed, and more engaged with clients. They can also reshape services based on their understanding of client needs.

*Procedures and Mechanisms for Implementing the Proposed Concept: The procedures for implementing the proposed concept are as follows:*

*Preparation and Evaluation Phase*

**Studying the Current Situation:** Conduct a thorough assessment of current management practices to identify strengths, weaknesses, and gaps.

**Identifying Training and Technology Needs:** Explore the requirements for developing human resources and the support systems needed to achieve lean management.

*Planning and Design Phase*

**Formulating a Shared Strategic Vision:** Develop a vision and framework that combines Islamic values with lean management principles.

**Design a training and development program:** Prepare workshops and training courses focused on improving leadership and agile management skills while following Islamic values.

**Develop a performance evaluation system:** Integrate quantitative and qualitative performance indicators with measures of adherence to ethical principles.

*Implementation Phase*

**Implementing training and development programs:** Launch ongoing workshops and training courses for all levels of management and employees.

**Implementing flexible systems and procedures:** Incorporate technologies and tools that support good communication and quick, transparent decision-making.

**Establishing mechanisms for participation and consultation:** Organize periodic meetings and advisory councils to encourage a culture of participation in decision-making.

*Monitoring and Evaluation Phase*

**Establishing a monitoring unit:** Form a specialized team to oversee the implementation of the model and measure performance against specific indicators.

**Conducting periodic evaluation:** Use questionnaires and performance measures to assess progress and make necessary adjustments.

**Barriers to Implementing the Proposed Concept and Ways to Overcome Them**

*Implementation Barriers*

**Resistance to Change:** Some employees and departments may prefer traditional methods instead of moving to agile models.

**Lack of Resources and Technology:** Organizations might struggle to allocate enough budget to update their technological systems.

**Poor Interdepartmental Integration:** The lack of coordination between different administrative units can obstruct the effective implementation of the model.

**Cultural and Organizational Barriers:** Some customs and traditions may block the adoption of new work methods that clash with old patterns.

*Ways to Overcome Barriers*

**Awareness and Training:** Organizing ongoing training programs to showcase the benefits of the new model and demonstrate its positive results.

**Senior Leadership Support:** Encouraging leaders to adopt the model and providing the necessary administrative and financial support.

**Investing in Technology:** Allocating budgets and spending on modern tools and technologies that support a flexible work environment.

**Strengthening communication and coordination mechanisms:** Setting up coordination committees between departments to arrange regular meetings and share experiences.

**Continuous monitoring and evaluation:** Establishing regular monitoring and evaluation systems to ensure ongoing implementation and make adjustments as needed.

Ultimately, this vision seeks to achieve effective integration between the religious and ethical aspects of management and the modern approach to agile management. This will enhance administrative performance based on the principles of transparency, fairness, and innovation, helping to meet the goals of government institutions and citizens alike.

### **Conclusion**

The research results show that improving administrative performance from an Islamic perspective by using the organizational agility approach is a promising way to enhance employee performance in government institutions in Oman. The study revealed that combining Islamic principles from the teachings of the Qur'an and Sunnah with modern management methods helps strengthen the values of honesty, justice, and transparency. This leads to a work environment built on trust and accountability. The results also indicated that using organizational agility concepts speeds up decision-making and boosts the organization's ability to innovate and respond to environmental and technological changes. The proposed vision not only improves efficiency and productivity but also fosters team spirit and cooperation among employees, positively affecting the quality of government services provided to citizens. Despite challenges like resistance to change and a lack of technological resources, training programs and support from leadership are key ways to address these issues. In conclusion, this research offers a practical framework that decision-makers can use to implement integrated administrative policies that blend Islamic ethics with organizational flexibility. This approach supports sustainable administrative performance and develops the administrative environment according to the hopes of Omani society and the demands of the modern era.

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