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The Leading Role of the Ministry of Housing and Urban Planning in Monitoring the Implementation of the Urban Strategy, Oman

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Abstract

Purpose: This study examines the leadership role of the Ministry of Housing and Urban Planning (MoHUP) in implementing the Omani strategy for comprehensive geographical development. Theoretical framework: This study examines the leadership role of the Ministry of Housing and Urban Planning (MoHUP) in implementing the Omani strategy for comprehensive geographical development. The research focuses on five axes: leadership of ministry officials, cooperation with relevant authorities, decentralization, direction according to the strategy, and motivating employees. Design/ Methodology/ Approach: The study adopts the descriptive-analytical approaches, using a combination of quantitative and qualitative methods, involved an in-depth interview with experts and senior management, and a survey collected data from 200 male and female employees from population total of 368 in the MoHUP. Findings: The results showed a positive, statistically significant relationship between the axes related to the MoHUP's leadership role and the follow-up of the urban strategy implementation. Research, practical and social implication: The study recommends strengthening cooperation between entities responsible for implementing the urban strategy to achieve desired goals, preserve resources, and avoid waste. The study addresses the governance of the state's administrative apparatus, resources, and projects, as the success of implementing any strategy depends on the efficiency of the planning apparatus. Also, it helps provide the citizens with opportunities to express opinions and overcome difficulties during strategy implementation. Originality & value: it's completely original to with a value to serve citizens as individuals and organization and strengthening the government governance.

Key words: Leadership role, decentralization, urban strategy, Ministry of Housing and Urban Planning, Oman.

1. Introduction

Oman adopts an economy characterized by diversified production based on innovation and a process of integrated roles (Oman Vision, 2040). The country seeks to invest in its competitive advantages and integrate with the World economy. Integration helps achieving comprehensive development within an institutional framework interconnected with a set of economic legislation to confront changes and achieve sustainability. Currently, the head of Oman government are promoting decentralization among countries institutions; it aspires to achieve comprehensive geographical development and follow the principle of decentralization, which represents the best balances and best uses of its natural resources including lands. This view of balances aims to strengthens water, food, and energy security. Also, Oman is interested in advancing urban development towards the future based on its development efforts over fifty

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years to envision a sustainable future in line with its new vision (Oman Vision, 2040).

The adopted Oman strategic plan can describe or characterize by its flexibility and ability to adapt and deal with global changes. Oman national strategy for the urban development is a future map within a realistic, applicable, and implementable methodological framework. Accordingly, the strategic directions for urban development have determined to be consistent with the vision of Oman 2040, so the strategic urban plans are developed at the three levels: national, governorate, and local (10th Plan, 2021-2025). The future by the year of 2040 is expected that many urban communities, according to the urban strategy will become major centres for international trade, capable of providing economic activities of additional value depending on their natural resources. This expected future depends on the implementation of the urban strategy in accordance with the vision of Oman that draws the comprehensive development with positive effects on people's lives aspects; by providing a decent living, improving living standards, and building a modern Oman to meet the citizens' ambition for the country's progress and prosperity (Urban Strategy, 2022).

Within the framework of the national strategy for long-term urban development in Oman; the leading effort is to focus on the larger goal, which is achieving parallel development between the governorates of Oman, the main features of urban development policies, in which the Ministry of Housing and Urban Planning (MoHUP) plays a major role in implementing them, are the main body entrusted with achieving the urban strategy and providing ways to implement it in cooperation with other parties. The main features of urban development policies are containing the following elements: consider the increasement of future population to meets their needs for various services; enhance the decentralization adaptation and implementation over governorates, and cities to achieve better operational performance of the strategy.

The success of work in urban planning is achieved within a comprehensive vision that includes all sectors and variables and coordination between them. Here, the problem of the study lies in identifying the leadership role played by the MoHUP, especially since it is required to coordinate and cooperate with many parties, address the problems and obstacles that arise in the field during implementation, and follow up on its implementation and application on the ground.

Based on the stated problem, the research question can be formulated as: what is the relationship between the leadership role of the MoHUP in following up on the implementation of the urban strategy in Oman? Several sub-questions emerge from the main question: what is the relationship between (the official leadership role / decentralization / guidance / motivating employees/ and motivating relevant authorities) and following up on the implementation of the urban strategy? The main hypothesis is that there is a positive, statistically significant relationship between the leadership role of the MoHUP and the follow-up of the implementation of the urban strategy. Several sub-hypotheses are followed according to the sub-questions above.

The importance of the study lies in its scientific and practical importance; it's the first study to tackle the leadership role of the ministry that combines both the leadership role of the ministry and the implementation of the strategy. The study highlights the role of administrative leadership in the process of strategic planning and implementation. In addition, the study helps improve the governance system and expand the scope of decentralization in the process of implementing strategic plans. The objectives of the study are formulated as follows:

- Clarifying the leadership role of the MoHUP in implementing the urban strategy
- Explaining how government agencies cooperate with the MoHUP to implement the strategic plan for urban development in Oman.
- Clarifying the role of decentralization in achieving clear progress in activating strategic

plans for urban development in Oman

- Identify the leadership role in directing according to the requirements of the strategy for its implementation.
- Revealing the leadership role in motivating employees and government agencies related to implementing the strategy.

The study model was built on the ministry's leadership role (using many axes) and the subsequent implementation of the study. The ministry leadership includes official roles, cooperation with relevant authorities, decentralization, revealing the leadership role in motivating employees and government agencies related to implementing the strategy, guidance according to the strategy, motivating employees, and motivate relevant parties.

This study seeks to thoroughly evaluate the leadership dynamics of the Ministry of Housing and Urban Planning (MoHUP) concerning the execution of Oman's strategy for comprehensive geographical development. By analyzing various facets of ministry leadership, such as the effectiveness of officials' leadership, collaboration with other agencies, decentralization initiatives, adherence to strategic directives, and fostering employee motivation, the research aims to shed light on MoHUP's role in advancing Oman's urban development agenda. Correspondingly, this study aims to uncover intricate connections between MoHUP's leadership approaches and the successful execution of the urban strategy. Ultimately, the objective is to propose recommendations for enhancing stakeholder collaboration, optimizing resource distribution, and encouraging citizen participation, thereby fostering improved governance practices and sustainable urban development outcomes in Oman.

The article has the following sections: Section 2 presents background information about the topics, theoretical framework. Section 3 presents the methodology; Section 4 presents the findings; Section 5 discusses the results, acknowledgments, limitation of the study, and recommendation followed by conclusion.

2. Literature Review

The Ministry of Housing and Urban Planning (MoHUP) holds a central position in supervising and executing urban strategies, not solely within Oman but also across numerous nations globally. This section presents the framework of the study that is based on essential concepts for explaining the ministry leadership role.

Leadership is a process of influencing others that includes administrative processes such as planning, organizing, and coordinating the efforts of employees to achieve goals (Rossingol, 2023; Kljajić-Dervić& Dervić, 2017). For the sake of the ministry, leadership is everything that the MoHUP can perform to implement the urban strategy. Leadership is the positive role that the leader plays in Influencing the group to reach the desired goals for everyone and for the institution in which they work. This requires participation between decision-makers in the institution and all the main parties that have an influence in bringing about development, relying on the comprehensive dimensions of the institution, and not being affected by difficulties in order to achieve advancement and create a qualitative shift (Rossingol, 2023; Xiaorui, 2023).

Leadership theories: situational theories and decision-making theories, different leadership style emphasis how motivation is important to people to get things done, (Ahsan, 2023; Kramarenko, 2022; Stanley, 2022; Saipudin, 2019). Situational indicates that situations and circumstances have different ways of dealing, thus preparing certain individuals to assume a

leadership position. According to this theory, the situation is considered the decisive factor in determining the appropriate style of leadership. Leadership styles also depend on the circumstances surrounding the work environment and social interactions (Naseem, Rizwan & Abdul Ghafoor, 2022). Decision-making theory looks to leaders' ability by the effectiveness of their decisions. This means that leaders have two functions: decision-making and performance functions. In other words, judging leadership tackles the decision-making process, the governance aspect, the motivation, and performance which means implementing the strategy.

In addition, urban planning as a method of using the resources available in society in a way that achieves the maximum possible satisfaction (Benjamin, Evans, & Graham, 2023). It is a theory and practice for planning and building cities, and it depends on a set of measures in various aspects of life, including social, economic (Benjamin, Evans, & Graham, 2023), with a healthy condition for urban residents by providing appropriate and comfortable housing in line with the ecological and social conditions as well as the culture of its users (Chunmei & Liu, 2023). Furthermore, urban strategy is an integrated spatial framework for managing, organizing, and directing sustainable, high-quality urban and rural development in Oman, which seeks to provide incentives for social and economic prosperity in addition to protecting and improving the environment for future generations. Urban strategy will redesign and restructure the planning system and develop the organizational, professional, and technical resources and capabilities of the planning system to accommodate and implement the current and future strategic requirements (Paraschiv & Rauf, 2022).

The planning system to ensure complete clarity of coordination between the various planning institutions that affect the implementation of the urban planning strategy. This expresses the vision of Oman 2040, making urban planning priority (Urban Strategy, 2022). To ensure the priority of urban strategy, governance mechanisms and organization are clear in the National Urban Development Strategy by identifying the national body responsible for planning operations in a centralized manner within Oman and supervising all levels of urban planning, whether national, local, or regional, which is represented by the MoHUP (Abdelghani, 2013)

The planning system for the national strategy for urban development in Oman follows the decentralization system, in accordance with the vision of Oman 2040. When implementing the national strategy for urban development, considering the large discrepancy in the competitive capabilities of the entities implementing the strategy, conduct pilot projects, work to improve all procedures, and implement them in stages in a way that is consistent with all the capabilities that exist in each region (Ewers, 2011). The role of governance in implementing the national strategy for urban development seeks to establish an innovative, flexible administrative apparatus capable of creating the future and based on the principles of good governance, as the governance-based administrative apparatus is characterized by a high degree of productivity in addition to its effectiveness and flexibility, as the foundations of its formation are sound planning, organization, and follow-up (Aidillah et. al., 2020). Governance can help enhancement of Oman government budget; Oman aims to provide its services with the best modern means, supported by a results-based budget and expanding development spending, especially on major projects, as it ensures adequate and motivating mechanisms for their management, in which productive individuals are rewarded, room is made for the creative, and negligent people are held accountable (Ho's and Wong, 2001; Aidillah et. al., 2020). Within the demission of governance, administrative apparatus has a great ability to set priorities and reconcile government objectives, achieve control of spending, and work to improve revenue sources through the governance of government projects such as the National Strategy for Urban Development and distributing them to the governorates and cities of

the Oman with efficiency, effectiveness, and justice. Between the parties, whether the government sector, the private sector, or civil society, which allows achieving good management of economic development and accelerating its pace. Partnership works with all sectors, and governance provides new economic development management (Al-Awadhi, 2007; Ihemeje, Udemé & Umoh, 2023).

Developing the urban planning system in Oman helps in developing the institutional system for urban planning and defining the necessary terminology for the planning system to ensure complete clarity of coordination between the various planning institutions that affect the implementation of the urban planning strategy. This expresses the vision of Oman 2040, as it is one of the priorities. Strategy is the governance of the state's administrative apparatus and all strategic resources and projects (Urban Strategy, 2022).

Oman aims to provide its services with the best modern means, supported by a results-based budget and expanding development spending, especially on major projects, as it ensures adequate and motivating mechanisms for their management, in which productive individuals are rewarded, room is made for the creative, and negligent people are held accountable (Ho's and Wong, 2001). Administrative apparatus has a great ability to set priorities and reconcile government objectives, achieve control of spending, and work to improve revenue sources through the governance of government projects such as the National Strategy for Urban Development and distributing them to the governorates and cities of the Sultanate of Oman with efficiency, effectiveness, and justice. Between the parties, whether the government sector, the private sector, or civil society, which allows achieving good management of economic development and accelerating its pace. Partnership works with all sectors, and governance provides new economic development management (Al-Awadhi, Ihemeje, Udemé & Umoh, 2023).

The leadership role of the MoHUP in Oman: Based on the concept of comprehensive transformation followed by the MoHUP in its development, the executive plan for 2021 comes as a reflection of the national methodology of Oman Vision 2040 and the urban strategy (MoHUP Executive Plan, 2021).

Launching of the MoHUP: Strategy and Oman Vision 2040 are the starting points of the MoHUP, where its leadership and follow-up on the implementation of the urban vision and strategy are evident to ensure their integration, and the Ministry provides incentives to achieve prosperity. The national urban vision of Oman necessitates defining the national priorities that entail carrying out urban planning to ensure good implementation and to achieve the desired results in accordance with the National Urban Development Strategy 2040, which aims to create vitally attractive cities and countryside so that they become more attractive to the population. Hence the plan of the MoHUP, where the Ministry, in accordance with the vision of the Sultanate of Oman 2040, will create cities that are compatible with Oman's economic trends. future social and strategic direction For the Sultanate of Oman to achieve a constructive partnership with the private sector and work to empower it to stimulate investment operations and international strategic cooperation, which is reflected in accelerating the pace of growth, diversifying the sources of the economy, and raising the level of efficiency and performance,

The process of implementing the strategic plan strategy in Oman was prepared at the national level in conjunction with the preparation of urban strategies at the governorate level, with coordination of various stakeholders to determine priorities and draw the Urban Strategy 2040 (Oman Urban Strategy, 2020; Al-Alawi & Jawarneh, 2023). The reality of implementing strategic development plans for cities and towns, work on which was initiated by governments is essential (Aidillah et. al., 2020), reality reflected in both planning and executing phases.

Researchers reviewed many studies (Rossingol, 2023; Kljajić-Dervić & Dervić, 2017; Aidillah

et. al., 2020), although they do not directly address the impact of leadership in the MoHUP in implementing the government's urban strategy, they agree that there is a positive role for leadership in facilitating the implementation of the strategic plans of the relevant government, whether in the field or not. As for Oman, there are no previous studies that have addressed any of these topics, including the direct impact of the leadership of the MoHUP in implementing the government's urban strategy, and therefore the research fills the gap that exists within this field. The current study shed light on the efforts made by the government towards the transition to digital government and its applications, in accordance with the Digital Oman strategies and the Oman Vision 2040. It is the first study that examines the role of leadership in the MoHUP in implementing the urban strategy within Oman 2040 Vision. Enriching the theoretical framework and providing various references that serve research, help the ministry in achieving their objectives, strengthening the national strategy for urban development in Oman and the leadership role of the MoHUP, and finally drawn the feature of governance in urban planning, and finally addressing the role of governance in implementing the national strategy for urban development in Oman.

Leadership theories, including situational theories and decision-making theories, offer valuable insights into the leadership styles and methodologies that the Ministry of Housing and Urban Planning (MoHUP) in Oman might employ. Situational theories advocate for the adaptation of leadership styles to match specific circumstances and contexts (Ahsan, 2023; Kramarenko, 2022). For MoHUP, this entails leaders being flexible in addressing the diverse challenges and opportunities arising from urban strategy implementation. Decision-making theories emphasize the significance of leaders' abilities to make effective decisions that enhance organizational performance (Stanley, 2022). In the context of MoHUP, decision-making holds a pivotal role in shaping urban policies and initiatives that are in line with Oman's strategic objectives for urban development. Urban planning stands as a fundamental instrument for realizing sustainable development goals by effectively harnessing societal resources to enhance satisfaction and well-being (Benjamin, Evans, & Graham, 2023). It encompasses various measures aimed at improving social and economic conditions while ensuring the ecological sustainability of urban environments (Chunmei & Liu, 2023). Under MoHUP's leadership framework, urban planning principles serve as guiding factors in decision-making processes, aiming to foster livable, resilient, and inclusive communities throughout Oman. By incorporating sustainability considerations into urban development endeavors, MoHUP can contribute to long-term prosperity and environmental stewardship in alignment with national priorities. Effective governance mechanisms play a vital role in ensuring the successful implementation of national strategies, including urban development plans (Abdelghani, 2013). In Oman, the National Urban Development Strategy establishes clear governance structures to oversee planning operations and coordinate efforts at national, regional, and local levels. This centralized approach ensures consistency with the overarching goals of Oman Vision 2040 and facilitates collaboration among pertinent stakeholders. Furthermore, governance principles underlie the allocation of resources, prioritization of projects, and establishment of accountability mechanisms necessary for attaining strategic objectives (Ho's and Wong, 2001). The promotion of transparency, efficiency, and stakeholder engagement within governance frameworks amplifies the effectiveness of MoHUP's leadership in propelling urban development initiatives forward. While existing literature offers valuable insights into leadership, urban planning, and governance, there exists a notable research gap specifically concerning the leadership role of MoHUP in implementing Oman's urban strategy. By addressing this gap, the current study contributes to a deeper comprehension of the dynamics

influencing urban development in Oman and offers practical recommendations for enhancing MoHUP's leadership effectiveness. Furthermore, the study aligns with broader endeavors to advance knowledge and best practices in urban governance and sustainable development within the framework of Oman's strategic vision.

3. Methodology

This article adopts the descriptive -analytical approaches, aims to examines the role of leadership in the MoHUP in implementing the urban strategy. Two approaches were used: quantitative represented by a survey, and qualitative approach represented by semi-structured interview in addition to secondary sources including reports, books, articles, and information network websites.

The study population consists of all officials and managers at senior administrative levels (general director, expert, department director, and department head). Questionnaire has distributed to (200) respondents from the stated positions. 12 respondents choosing as a purposive sample will be selected from the number of officials in the MoHUP, and a stratified random sample (188) both male and female was selected from the study population (368) who are managers at senior administrative levels (general director, department director, department head). For the in-depth interviews, it was held with officials at the MoHUP. Collected data has analysed using SPSS and they organized synthesised with the interview results for the purpose of findings and drawing results. Below is the distribution of the study sample.

Table (1): Study Sample Explanations.

Classification	Frequency	%	Category
Gender	129	68.6%	Male
	59	31.4%	Female
Age	13	6.9%	Less than 30 years old
	76	40.4%	30-92 years old
	84	44.7%	40-49 years old
	15	8%	50 and above
Governorate in which you work	18	9.6%	Musandam
	94	50%	Muscat
	12	6.4%	Al Batinah North and South
	19	10.1%	Interior
	6	3.2%	Al-Dharia
	26	13.8%	Eastern North and South
	2	1.1%	Buraimi
	0	0	Central
	11	5.9%	Dhofar
Job tile	12	6.4%	General Manager / Expert and above
	27	14.4%	Department manager
	41	21.8%	Head of the Department / Unit Supervisor
	45	23.9%	Engineer
	63	33.5%	Technician / Employee
Qualification	18	9.6%	High school and below
	131	69.7%	University graduate: Diploma - ; Bachelor's
	39	20.7%	Postgraduate studies (Master's - Doctorate)
Years of work experience	37	19.7%	10 years and less
	66	35.1%	11-15
	41	21.8%	16-20
	44	23.4%	21 & Above
Total	188	100%	

Researchers work, generated from the SPSS.

For the descriptive Analysis methods, which consist of the following:

- Frequency distribution as an indicator to know the number of occurrences for each category of all variables, as well as different quantitative values to identify the characteristics of the study sample.
- The arithmetic mean is an indicator of ranking the items according to their importance from the point of view of the questionnaire respondents.
- The standard deviation is an indicator of the dispersion of values from their arithmetic mean to measure: the role of leadership in the Ministry of Housing and Urban Planning in implementing the urban strategy.

For Inferential analysis methods, which are through the following:

- Reliability of the tool. The stability of the study tool was verified by applying the Cronbach Alpha equation, as this method will depend on the consistency of the individual's performance from one paragraph to another, and it indicates the strength of the connection and cohesion between the questionnaire's items. In addition, the Cronbach Alpha coefficient) It has a good stability rating.
- Simple linear regression test, on a moral level (0.05) to measure the relationship between the dependent variable and the independent variables of the study, in addition to conducting a correlation analysis while controlling variables related to the characteristics of the study sample, which will measure: Identifying the role of leadership in the Ministry of Housing and Urban Planning in implementing the urban strategy.
- Percentage Summarizes data on demographic characteristics (raw data) of respondents to express the ratio of the arithmetic mean.

4. Findings

Findings show that the five axes or dimensions of leadership role of the MoHUP have high Rank with the following orders: Cooperation with relevant authorities is the highest, and motivating employees and relevant parties is the latest high. Table (2) presents the details.

Table (2).

No.	Rank	The dimension	Arithmetic mean	standard deviation	Class
1	3	The leadership role of ministr officials	3.85	0.797	high
2	1	Cooperation with relevant authorities	4.15	0.808	high
3	2	Decentralization (for adaptation purposes)	4.03	0.760	high
4	4	Guidance according for strategy	3.81	0.777	high
5	5	Motivating employees and relevant parties	3.72	0.869	high
The leadership role of the Ministry of Housing an Urban Planning as a whole			3.87	The leadership role of the Ministry of Housing an Urban Planning as a whole	3.87

Researchers work, generated from the SPSS.

Analyzing the survey and breaking down the axes to statements written in the survey for the arithmetic mean and standard deviation for the items on the leadership role of Ministry of Housing and Urban Planning officials, the findings show that the Ministry seeks to achieve development. Sustainable urbanism for prosperous communities aligned with the Oman Vision

rank the highest with a standard deviation of 0.962 and an arithmetic mean of 4.18.

For the level of cooperation of the Ministry of Housing and Urban Planning with the relevant authorities, the arithmetic mean, and standard deviation were calculated for each of the expressions after cooperation with the relevant authorities. The findings indicate that cooperation between the Ministry and relevant authorities contributes to achieving the goals and priorities of Oman Vision 2040, with a standard deviation of 0.869 and an arithmetic mean of 4.32. In regard to determining the level of implementation of decentralization, the arithmetic mean and standard deviation for the items in the decentralization dimension (for adaptation purposes) indicate that the highest value registered for decentralization contributes to increasing the level of coordination between the Ministry and relevant authorities, with an arithmetic mean of 4.21 and a standard deviation of 0.813. For the level of guidance in the Ministry of Housing and Urban Planning according to the strategy, the arithmetic mean, and standard deviation were calculated for each statement after the guidance according to the strategy. The highest score was for the Ministry, which is moving towards digital transformation and raising the quality of services provided, with a standard deviation of 0.805 and an arithmetic mean of 4.10

For the axes or dimensions related to motivating employees and relevant parties, the phrase The Ministry holds media conferences in the presence of stakeholders to inform the community of developments in the implementation of the strategic plan, has ranked the highest with a standard deviation of 0.967 and an arithmetic mean of 4.07. In addition, when examining the follow-up on the implementation of the urban strategy, the Ministry considers the protection and preservation of the environment when implementing its programs and strategies, the standard deviation of 0.921 and an arithmetic mean of 3.91

For checking the stability of the tool and the verification of the used questionnaire, using Cronbach Alpha, the results show below in the table (3)

Table (3): Results of the Cronbach Alpha Test to Verify the Stability of the Study Instrument.

the number	The dimension	No. of Paragraphs	Cronbach's alpha coefficient
1	The leadership role of the Ministry of Housing and Urban Planning	30	0.947
2	The leadership role of ministry officials	6	0.925
3	Cooperation with relevant authorities	6	0.919
4	Decentralization (for adaptation purposes)	6	0.911
5	Guidance according for strategy	6	0.920
6	Motivating employees and relevant parties	6	0.923
7	Follow up on the implementation of the urban strategy	10	0.963
8	The tool as a whole	40	0.975

Researchers work, generated from the SPSS.

Both types of validity—apparent honesty and construct validity—are examined, and the results state that the tool was verified. In addition, the Pearson correlation coefficient between the items, the dimension to which they belong, and the tool for the leadership role scale of the Ministry of Housing and Urban Planning has been conducted, also in accordance with the level of statistical significance at $\alpha \leq 0.01$.

Testing the Study Hypotheses

A simple linear regression test was applied at a significant level (0.05) to measure the relationship between the dependent variable (implementation of the urban strategy) and the independent variables of the study (the leadership role of the Ministry of Housing and Urban Planning in its dimensions), in addition to the application of the Pearson test. For a link,

Main hypothesis: There is a positive, statistically significant relationship at a significant level ($\alpha = 0.05$) between the leadership role of the Ministry of Housing and Urban Planning and the follow-up of the implementation of the urban strategy in the Sultanate of Oman. Below are the results of one-way regression for the main hypotheses and sum hypotheses.

Table (4): Results of the One-Way Regression Test for the Main Hypothes.

variable	Factories	"t" value	Statistical significance	Beta value
R	value			
R2 _	"F" value	Statistical significance	The result	

Gathered from the Researchers, generated from the SPSS.

The first sub-hypothesis, : There is a positive, statistically significant relationship at a significant level ($\alpha = 0.05$) between the leadership role of ministry officials and the follow-up of the implementation of the urban strategy in the Sultanate of Oman.

A simple linear regression test (Simple Regression Analysis) was applied between the leadership role of Ministry of Housing and Urban Planning officials and the follow-up of the implementation of the urban strategy in the Sultanate of Oman, and the results were as shown in Table (5)

Table (5): For the Result of One-Way Regression.

variable	Factories	"t" value	Stats signif	Beta value	value
R	value				
R2 _	"F" value	tats signif	The result		
Constant	2.97	10.782	0.000	0.247	0.247 0.061 12.042 0.001 Accept hyp
The leadership role of officials from the Ministry of Housing and Urban Planning	0.242	3.470	0.001	Beta value	value
variable	Factories	"t" value	Statistical significance		
R	value				
R2 _	"F" value	Statistical significance	The result	0.283	0.283 0.080 16.195 0.000 Accept the hypothesis
Constant	2.651	8.374	0.000		
Cooperation with relevant authorities	0.291	4.024	0.000		
variable	Factories	"t" value	Statistical significance	Beta value	value
R	value				
R2 _	"F" value	Statistical significance	The result		
Constant	2.336	8.448	0.000		
Decentralization (for adaptation purposes)	0.393	5.844	0.000	0.349	0.349 0.155 34.149 0.000 Accept the hypothesis

Gathered from the Researchers, generated from the SPSS.

Pearson test of the correlation between the leadership role of the MoHUP of Housing and Planning and monitoring the implementation of the urban strategy

Table (6).

	The leadership role of ministry officials	Cooperation with relevant authorities	Decentralization (for adaptation purposes)	Guidance according to strategy	Motivating employees and relevant parties	The leadership role of the Ministry of Housing and Urban Planning
Follow up the implementation of the urban strategy	0.247**	0.283**	0.394**	0.418**	0.334**	0.492**

Gathered from the Researchers, generated from the SPSS.

*Statistically significant at $\alpha \leq 0.05$

** Statistically significant at $\alpha \leq 0.01$

5. Results

The current study aimed to find out the relationship between the leadership role of the MoHUP and following up on the implementation of the urban strategy in Oman. The main results are expressed as follows:

- Results related to the main hypothesis, which states: "There is a positive, statistically significant relationship at a significant level ($\alpha = 0.05$) between the leadership role of the MoHUP and the follow-up of the implementation of the urban strategy in Oman. It showed a positive, statistically significant relationship between the leadership role of the MoHUP and the follow-up of the implementation of the urban strategy, as the correlation coefficient between the variables reached 0.492. That is, the leadership role of the MoHUP played a positive role in enhancing the follow-up on the implementation of the urban strategy.
- The results also showed that the leadership role of the MoHUP explained 24.2 percent of the total variance occurring in following up on the implementation of the urban strategy. This result can be attributed to the role played by the MoHUP in achieving sustainable urban development for prosperous communities in line with Oman Vision 2040, creating smart, sustainable, and vibrant cities characterized by high urban quality, creating different means of transportation characterized by ease and integration with urban development, creating balanced and fair development that enhances the competitiveness of cities and governorates, and creating possible communities that contribute to formulating priorities. This result is consistent with the results of Ahmed's (2016) study, which showed the role and importance of housing in achieving balanced urban development in Sudan. Results related to the first sub-hypothesis, which states: "There is a positive, statistically significant relationship at a significant level ($\alpha = 0.05$) between the leadership role of ministry officials and follow-up of the implementation of the urban strategy in Oman. It showed that there is a positive relationship with statistical significance between the leadership role of ministry officials and the follow-up of the implementation of the urban strategy, as the correlation coefficient between the variables reached 0.247. That is, the leadership role of ministry officials played a positive role in enhancing the follow-up on the implementation of the urban strategy.
- The results also showed that the leadership role of officials from the Ministry of Housing and Urban Planning explained 6.1% of the total variance occurring in following up on the implementation of the urban strategy. This result is consistent with the study of Kirn, Schmidt, and Rothfeld (2018), which demonstrated the importance and role of leadership in implementing social sustainability in urban development projects. Results related to the second sub-hypothesis, which states: "There is a positive, statistically significant relationship at a significant level ($\alpha = 0.05$) between cooperation with relevant authorities and following up on the implementation of the urban strategy in Oman. The results of the study showed that there is a positive relationship with statistical significance between

cooperation with relevant authorities and follow-up of the implementation of the urban strategy, as the correlation coefficient between the variables reached 0.283. That is, cooperation with relevant authorities played a positive role in enhancing the follow-up on the implementation of the urban strategy.

- The results of the study also showed that cooperation with relevant authorities explained (8.0%) of the total variance occurring in the follow-up of the implementation of the urban strategy. This result may be attributed to the cooperation of the Ministry of Housing and Urban Planning with relevant authorities and the local community in following up on the implementation of the strategy and informing them of the level of achievements and obstacles. Results related to the third sub-hypothesis, which states: "There is a positive, statistically significant relationship at a significant level ($\alpha = 0.05$) between decentralization (for adaptation purposes) and follow-up on the implementation of the urban strategy in the Sultanate of Oman. The results of the study showed that there is a positive, statistically significant relationship between decentralization (for adaptation purposes) and following up on the implementation of the urban strategy, as the correlation coefficient between the variables reached 0.394. That is, the application of decentralization (for adaptation purposes) had a positive role in enhancing the follow-up of the implementation of the urban strategy.
- The results of the study also showed that the application of decentralization (for adaptation purposes) explained 15.5% of the total variance occurring in the follow-up of the implementation of the urban strategy. Results related to the fourth sub-hypothesis, which states, "There is a positive relationship with a statistically significant level ($\alpha = 0.05$) between guidance according to the strategy and follow-up of the implementation of the urban strategy in the Sultanate of Oman," The results of the study showed that there is a positive, statistically significant relationship between guidance according to the strategy and follow-up of the implementation of the urban strategy, as the correlation coefficient between the variables reached 0.418.
- The results of the study also showed that guidance is in accordance with the strategy (17.4%) of the total variance occurred in the follow-up of the implementation of the urban strategy. Results related to the fifth sub-hypothesis, which states: "There is a positive relationship with a statistically significant level ($\alpha = 0.05$) between motivating employees and relevant parties and following up on the implementation of the urban strategy in the Sultanate of Oman. The results of the study showed that there is a positive, statistically significant relationship between motivating employees and relevant parties and following up on the implementation of the urban strategy, as the correlation coefficient between the variables reached 0.334. That is, motivating employees and relevant parties played a positive role in enhancing the follow-up on the implementation of the urban strategy.
- The results of the study also showed that motivating employees and relevant parties It explained 11.2% of the total variance occurring in following up on the implementation of the urban strategy.

Kirn & Rothfeld (2018) study, which showed the importance of motivating and empowering all stakeholders to engage in implementing various activities to achieve social sustainability in urban development projects and unify the efforts of all parties working in the field of urban development, including housing, works, urban planning, contractors' unions, consultants, think tanks, cooperatives, and all relevant parties, to achieve complete coordination to reach national goals and objectives. The article recommends to:

- Strengthening the role of local community members in implementing the national strategy
- Kurdish Studies**

and enhancing their awareness of its importance and role in achieving sustainable development in the country.

- Providing the necessary resources to the MoHUP in implementing the urban strategy due to their effective role, experience, and qualifications in achieving the goals of the strategy.
- Conducting future research focusing on the most important obstacles facing the MoHUP in implementing the urban strategy.

6. Conclusion

The study has investigated the relationship between the leadership role of the Ministry of Housing and Urban Planning (MoHUP) and the follow-up of the urban strategy in Oman. The results showed a positive relationship between the MoHUP's leadership and the implementation of the urban strategy. The study has focused on five axes: leadership of officials, cooperation with authorities, decentralization, direction according to the strategy, and motivating employees. The research found a positive relationship between MoHUP's leadership and the follow-up of urban strategy implementation. It recommends strengthening cooperation and enhancing human resources' knowledge about the strategy. Motivating employees and relevant parties explained the variance in following up on the urban strategy implementation.

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