

Midocean University
Faculty of Management
Master of Business Administration



**Human Resources Development in Educational Institutions in
the Light of Globalization**

Student name

Ahmed Sumaih

2021205086

Graduation Project – 1

Faculty of Management - Midocean University

Supervisor

Dr. Al-Faisal Abdul Hamid Mohammed Hassan

Faculty member- Faculty of management- Midocean University

2026

Dedication

All praise and thanks are due to Allah, first and foremost, for granting me the strength to complete this research.

I would like to express my sincere gratitude to my family for their continuous support and encouragement, and to my friends for their understanding throughout this journey.

I also extend my appreciation to Middle Ocean University for providing the academic environment and resources necessary to complete this study.

Special thanks to my supervisors for their valuable guidance and support, which greatly contributed to the quality of this research.

Finally, I am grateful to everyone who contributed directly or indirectly to the completion of this work.

List of contents

Topic	Page number
Introduction	7-8
Research problem	8-10
Importance Search	10
Questions Search	10
Research objectives	10-11
Hypotheses Search	11
Model Search	11
Research Methodology	11
Literature Review	12-13
Independent Variable	14
Dependent Variable	14
Dependent Variable	14
Relationship between the two variables	14
The importance of research	15
Field study (Saudi Ministry of Education)	16-17
Conclusion	18
The introduction	20
Previous studies	21-22
Conclusion	22-23
The introduction	28
Operational definition	28-29
Dependent variable: human resources development	29
The relationship between variables	29
Search type	30
Research philosophy	31
Field survey	31-32
Study sample	32-33
Variables in the study	34-35
Conclusion	35-36

The introduction	38
Validity of the tool	40
Tool stability	40
Possible explanations	43
Conclusion	43
References	44-47
Appendices	48
Questionnaire	49-51

List of shapes

the topic	Page number
Search form (1)	15
Proposed project structure (2)	16

List of tables

the topic	Page number
Table 1 Analysis of the relationship between globalization and human resource development.	22
Table 2 Analysis of human resource development strategies in light of globalization .	23
Table 3 Measuring the impact of globalization on human resource components.	23-24
Table 4 Analysis of the challenges facing human resources development.	24
Table 5 Costs of statistical assumptions.	25
Descriptive analysis.(6)	36-37
Descriptive analysis of study variables (7)	38
Table example: Descriptive analysis of variables.(9)	38-39

1. Introduction:

It is well known that the management of any institution practices a set of diverse and interactive activities that ultimately achieve the desired goal of the institution. Achieving the goal also involves a group of human elements that cooperate in performing the work and the organization in its relationships, and direct their efforts towards reaching the desired goal. This means that the management of any institution in order to practice its activities requires a set of material, moral and human resources. The first is represented by money, equipment, machines, tools and others. The second is represented by ideas, methods, techniques and information, while the third is human resources, represented by the human being, who, by exploiting it optimally, the management achieves the maximum possible benefit from the rest of the resources used. Accordingly, the human element has become surrounded from all sides and in all institutions by a set of challenges, perhaps the most prominent of which are:

- The transition from industrial society to information society.
- Transforming from limited technology to superior high technology.
- Transformation from local to global economy.
- Shift from public to private sector.
- The emergence of new economic blocs seeking to gain new global markets.
- Increased global competition and the emergence of new consumption patterns.
- The spread of luxury goods, with a new strategy for the free market.
- Shift from centralized to decentralized systems.
- Shift from hierarchical to network organization.
- Shift from self-planning to strategic planning.
- Moving from mediocrity to excellence and distinction.
- Thinking about the near and distant future is in full swing.
- Focus on total quality, i.e. in the product and service, in relationships and also in the organizational climate.

- Focus on achieving customer satisfaction and increasing the number of people dealing with the institution.
- Focus on innovation in the field of the product in which the institution specializes or the service it provides, in addition to innovation in production methods and promotion methods.

1.1. Research problem:

The contemporary world has not known a wave of changes like the one it knows today, nor challenges like the one it faces in a way that led to an explosion in concepts and terminology. Rather, the matter has gone beyond reviewing many of the prevailing concepts and issues to be replaced by others that are more significant. If economic development has constituted the ambition of peoples for decades past, especially Third World countries, it no longer receives that much attention, as globalization has produced a series of rapid and profound transformations in the productive, financial, technological, and informational fields, imposing on developing countries, including Kuwait, to accelerate the process of positive adaptation in order to achieve effective integration into the global economy. Competition in light of the global market has come to depend on developing human resources and competencies capable of creativity, development, technological renewal, investment in information, and good change management on the one hand, which enables them to formulate and implement competitive strategies appropriate to new and ongoing challenges on the other hand, which has made them represent intellectual and human capital that has surpassed in importance material capital. Here, the research problem can be formulated as follows:

How can human resources be developed in the educational institution to meet the challenges of globalization?

1.2. Importance Search:

It is represented by importance Search in to understand Challenges Current that facing Resources Humanity in Institutions Educational in Shadow Globalization, How to development This is amazing Resources To confront Changes Fast in The market

Global. Helps this Search on clarification requirements Management Educational To achieve Adaptation Effective with Globalization.

1.3. Questions Search:

1. What are the most important challenges facing human resources today?
2. What do we mean by globalization?
3. What are the most important requirements for those in charge of the educational institution to confront globalization?

1.4. Research objectives:

The current research aimed to:

1. Identify the most important challenges facing human resources today.
2. Revealing the essence and nature of globalization.
3. Identifying the most important requirements for confronting globalization by those in charge of the educational institution.

1.5. Hypotheses Search:

- there Challenges Main facing Resources Humanity in Institutions Educational a result For globalization.
- Globalization affect In a way direct on Strategies development Resources Humanity in Institutions Educational.
- Requires Confrontation Globalization Strategies New in administration Resources Humanity.

1.6. Model Search:

will focus model Search on Relationship between Globalization And development Resources Humanity, with taking in Consideration Challenges that facing Institutions Educational How to conditioning Their strategies According to So.

1.7. Research Methodology:

The current research used the descriptive approach to achieve its objectives and answer its questions.

2. Literature Review

2.1. Introduction:

Human development is one of the main pillars in enhancing the effectiveness of educational institutions. Studies indicate that focusing on human resource development contributes to improving academic performance and increasing the effectiveness of education. According to (Smith, 2020), institutions that invest in developing the skills of their employees enhance their ability to adapt to rapid changes in the educational environment.

Educational institutions face multiple challenges as a result of globalization, such as global competitiveness and market changes. Research indicates that globalization may lead to increasing pressure on institutions to provide educational programs that are in line with global standards (Jones, 2019). In addition, (Brown, 2021) explains that the transition from a local economy to a global economy requires new strategies in human resource management.

Strategies related to human resource development are essential to meet the challenges of globalization. (Taylor, 2022) shows that institutions that rely on innovation and rapid adaptation can better cope with the pressures resulting from globalization. In addition, (Garcia, 2021) indicates the importance of strategic planning in providing a flexible educational environment that supports change and adaptation.

Modern technology contributes to enhancing human resource development by providing new tools and means for learning and training. (Miller, 2020) emphasizes that the use of technology in education facilitates access to information and enhances self-learning skills, which contributes to the development of competencies required in the global labor market.

Quality and excellence are critical factors in the success of educational institutions in light of globalization. According to (Johnson, 2018), focusing on the quality of education and educational services enhances student satisfaction and increases the competitiveness of institutions. (Lee, 2023) also points out the importance of achieving excellence in institutional performance as a means of attracting more students and investors.

2.2. Independent Variable:

Globalization

This variable is considered independent because it represents the external factor that affects educational institutions. Globalization includes a set of factors such as economic, technological, and cultural changes that affect how human resources are managed and developed.

2.3. Dependent Variable:

Human Resource Development in Educational Institutions

This variable is considered dependent because it is affected by globalization changes. This includes improving skills, adapting to changes in the educational environment, and developing effective strategies for employee management.

2.4. Relationship between the two variables

The relationship between the two variables appears in how globalization affects human resource development strategies. The more challenges globalization imposes, the greater the need for effective human resource development strategies to achieve academic excellence and respond to the requirements of the global market.

2.5. The importance of research

In light of the beginning of the fall and the challenges imposed by the era of globalization, the development of human resources in educational institutions has become one of the vital topics to ensure work on performance and improvement and

the existence of education. This research even highlights the importance of developing educational and administrative cadres so that the requirements of the modern era are met and work to achieve specialization at the local level. And global.

2.5. The importance of the research is highlighted through the following points :

1- Working to enhance the efficiency of workers in educational institutions by providing them with the necessary skills and knowledge to keep pace with global developments.

2- Achieving educational excellence:

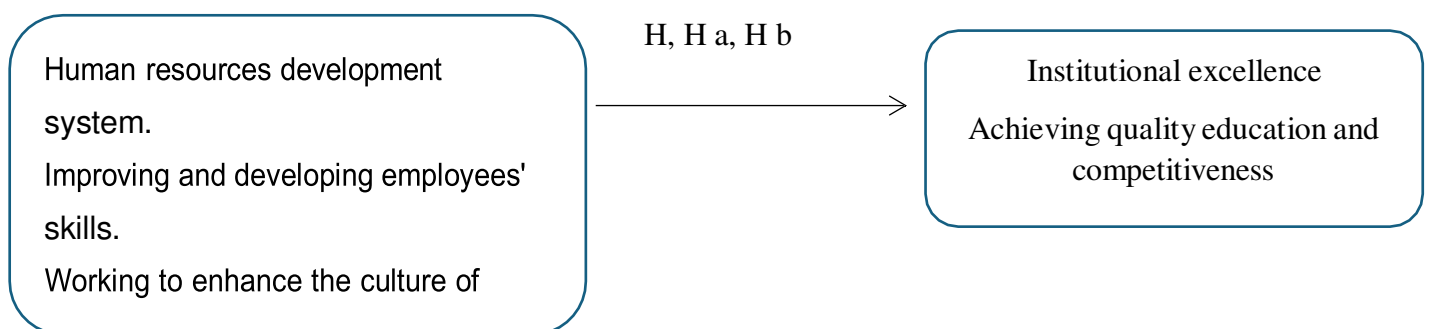
Ways to invest in human resources that will reflect positively on the quality of education and student development.

3- Adapting to global changes: working to prepare cadres to deal with modern educational technologies and cultural and cognitive globalization.

4- Building a positive institutional culture: It must be based on innovation and active participation in working to achieve educational goals.

5- Working to enhance the ability to face challenges: including solving administrative and educational problems in modern and effective ways.

Search form (1)



2.6. Field study (Saudi Ministry of Education)

The Saudi Ministry of Education is one of the leading institutions working to develop the educational system to keep pace with global developments. The Ministry has begun working on implementing many programs that aim to work on improving the quality of education and developing the skills of educational personnel in a way that suits the requirements of globalization.

The application of human resources development strategies in the Ministry of Education reflects a positive step towards achieving institutional excellence and ensuring the quality of the educational process.

2.7. Proposed project structure (2)

Chapter One: The general framework of the research.

Chapter Two: The theoretical framework and previous studies.

Chapter Three: Research Methodology.

Chapter Four: Presentation and analysis of the results.

2.8. Conclusion

The literature review on human resource development in educational institutions in the context of globalization provides a comprehensive overview of the challenges and opportunities facing these institutions. The studies reviewed have shown that globalization has not only affected educational systems, but also the way human resources are managed and developed in a radical way.

The literature Indicates that focusing on developing competencies and skills is essential to meet the challenges of the global market. Innovation and strategic planning also play a vital role in enhancing the effectiveness of educational institutions and making them able to adapt to rapid changes.

Moreover, research has emphasized the importance of quality and excellence in educational delivery as a means of attracting students and investors, which contributes to achieving institutional success. By absorbing the lessons learned from previous studies, educational institutions can develop effective strategies that enhance their ability to meet the challenges of globalization.

Chapter Two Previous Studies

3.1. Introduction

The development of human resources in educational institutions in light of globalization is one of the topics that has received wide attention from researchers, given its importance in working to enhance the efficiency of educational institutions and their ability to face the rapid changes imposed by globalization.

This study aims to develop human resources in educational institutions and the impact of globalization on the development of educational and administrative personnel, and to work on an analysis

Highlighting the majorities presented by specialized studies on the relationship between ULMA and human resource development in educational institutions.

The concept of globalization and its general impact on education:

There are many studies that focused on how globalization affects educational institutions by moving toward internationalism and adopting unified educational standards, such as studies that demonstrated the impact of international standards (PISA standards and others) on the development of education systems.

PISA standards and others on developing education systems.

The concept of human resources development:

There are important studies that view human skills development as a tool for achieving social development and working to improve educational quality.

3.2. Previous studies

The first study: Al-Amiri's (2023) study entitled Knowledge management requirements and their role in human resources development by application to the Ministry of Higher Education in the Sultanate of Oman.

This study aims to analyze the requirements of knowledge management and its role in developing human resources. The descriptive analytical approach was used, and data was collected through scientific references and previous studies. In light of the knowledge-based economy, knowledge management has become one of the most important strategic elements for organizations to work to achieve

Success and excellence. Human resources development is one of the most important requirements for successful knowledge management. It contributes to developing the capabilities and skills of employees and can enhance their ability to generate and share knowledge, which contributes to improving the organization's performance and achieving its goals.

The study aimed to explain the importance and role of investment in human talent suppliers in working to achieve the strategic goals of the modern organization in light of the continued growth of society's role in the field of creativity and its support for the environment and business climate at the present time. Globalization is philosophical and contributing and has brought many successes. The new concepts in the magic industry, organization, thought, finance, the modern economic sector, and financial transactions. Dealing with registered and digital electronic partners has become the modern tools for management and commercial competencies, and this is what pushes organizations and institutions to those who have modernization of them and achieves those who deserve their human resources through the strategy of managing the development of competencies and knowledge.

The third study: Maanani's study (2023) entitled The cycle of e-commerce in achieving the goal by applying it to the most important companies operating in the industrial zone in the state of Sohar. The role of e-commerce in supporting competitive advantages by applying it to the most important companies operating in the industrial zone in the state of Sohar.

The study aims to e-commerce, which is considered one of the modern requirements that has an important role in supporting national companies and companies. E-commerce has contributed significantly to the work of retirement for the Sultanate, and it is expected that it will continue in this role in the future and play e-commerce. E-commerce plays an important role in supporting the competitive advantage of companies, as it allows them to access new markets, reduce production and distribution costs, improve the quality of services provided, and improve operations management. However, it is important to note that e-commerce is not a guarantee of achieving competitive advantage.

3.3. Conclusion

At the end of this section, it is clear that globalization is a multiplicity of emerging forces that change the radical forces within educational institutions, and it contributes prominently to the work on shaping human resources development strategies and previous literature on the impact of globalization To modernize educational curricula and work to improve human competencies and employ modern technology as an integral part of the educational process. The review also showed that developing human resources is not limited only to training employees in educational institutions, but rather requires working to design sustainable programs that focus on continuous education, innovation, and adaptation to rapid changes. In the global work environment, the study revealed the challenges Prominent issues such as resistance to change, lack of funding, and incompatibility of local policies with global requirements require the need to work on building more effective strategies to overcome these obstacles.

Table 1 Analysis of the relationship between globalization and human resource development.

Distance	Cloud average	Standard deviation	Impact level	Ranking
Use of technology	4.30	0.75	High	1
Improving individual competencies	4.10	0.80	High	2
Updating educational curricula	3.90	0.70	Average	3
International cultural exchange	3.75	0.85	Average	4

Policy alignment with .globalization	3.88	0.56	High	5
---	-------------	-------------	-------------	----------

Table 2 Analysis of human resource development strategies in light of globalization .

Strategy	Arithmetic average	Standard deviation	Relative importance	Ranking
Continuous training	4.50	0.70	90%	1
Use of modern technology	4.30	0.75	86%	2
Adopting blended learning	4.00	0.80	80%	3
Strengthening international partnerships	3.80	0.85	76%	4
Developing educational .policies	3.60	0.90	72%	5

Table 3 Measuring the impact of globalization on human resource components.

Component	Correlation coefficient	Total value	Impact level	Ranking
Digital skills	0.78	0.000	High	1
The ability to innovate	0.72	0.002	Average	2
Adapt to market standards	0.68	0.005	Average	3
Linguistic competencies	0.65	0.010	Average	4
Administrative leadership	0.60	0,015	Average	5

Table4: Analysis of the challenges facing human resources development.

Challenge	Arithmetic average	Standard deviation	Relative importance	Ranking
Lack of technology training	4.20	0.80	84%	1
Poor financing	4.00	0.85	80%	2
Resistant to change	3.80	0.90	76%	3
Lack of international	3.70	0.95	74%	4

partnerships				
Policy incompatibility	3.50	1.00	70%	5

Table 5: Costs of statistical assumptions.

Hypothesis	Total value	Hypothesis result	Regression coefficient	Ranking
The impact of globalization on technology	0.85	0.000	Acceptable	1
The Impact of globalization on curricula	0.78	0.003	Acceptable	2
The impact of globalization on continuing education	0.72	0.002	Acceptable	3
The impact of globalization on competencies	0.68	0.005	Acceptable	4

Chapter Three: Research Methodology

4.1. The introduction.

This chapter aims to clarify the methodology used in the research to examine the relationship between globalization and human resource development in educational institutions. It is characterized by a description of the research design of the study population, data collection tools, and statistical analysis methods used to test the hypotheses.

4.2. Procedural definitions of study variables.

Independent variable: globalization.

4.3. Operational definition:

Globalization leads to the influence of economic, social and cultural forces that contribute to shaping the policies and programs of educational institutions in a way that suits global market standards and is measured through:

- The use of modern technology as the percentage of institutions' reliance on digital tools.
- Cultural exchange is the extent of applying international partnership programs.
- Modernization of educational policies is the extent to which systems are compatible with international standards.

4.4. Dependent variable: human resources development:

Operational definition:

Human resources development is a process of enhancing the skills and knowledge of employees in educational institutions through continuous training, improving performance, and working to provide a supportive educational environment, which is measured by:

- Continuous training: the number and type of training courses.
- Improving job competencies: is the extent to which employees achieve the required performance standards.
- Innovation in education: It is the percentage of teachers' reliance on innovative teaching methods.

4.5. The relationship between variables.

The relationship between the impact of globalization and the dimensions of quantitative data will be measured to determine the strength and impact of each dimension of globalization through developing human resources.

4.6. Research design

It is the structure that directs the implementation of the study and ensures the achievement of its objectives and the selection of hypotheses in this study. An appropriate research design was chosen that focuses on the relationship between globalization and the development of human resources in educational institutions. The design aims to collect accurate data and analyze it to understand the impact of globalization on the development of human resources.

4.7. Search type

In this study, we relied on the descriptive analytical method:

- Descriptive: Work is done on the challenges of the current reality of the impact of globalization on the development of human resources in educational institutions by collecting data about the phenomenon.
- Analytical: Work is done to analyze the relationship between globalization and human resources development variables and work to understand its dynamics.

Choosing this type of research helps in providing an accurate description of the studied phenomenon and studying the factors affecting it.

4.7. Research philosophy.

Positivism:

This study is based on positivist philosophy, which focuses on analysis of quantitative data using specialized tools, assuming the existence of objective and measurable relationships between variables.

This philosophy is used to provide accurate and objective results supported by data.

Reason: Positivism is compatible with the nature of research that focuses on measuring the impact of globalization on the development of human resources and the use of quantitative tools.

Search strategy.

- Field survey:

The field survey was adopted as a main strategy to collect data from educational institutions.

These strategies are effective because they allow collecting data directly from employees of educational institutions (such as administrators and teachers).

Reason for choosing: The field survey helps to cover a wide range of the target community to obtain few generalizable results.

Research population and methods of sampling techniques.

4.8. Study population.

The study population consists of workers in institutions including:

- Teachers and administrators in schools.
- Faculty members and administrators at universities.

Scope of study:

It includes educational institutions in specific geographical areas affected by the phenomenon of globalization.

4.9. Study sample.

Sample size:

Work was done to determine the sample based on a scientific basis that takes into account the size of the total population, taking into account the accuracy of the required results.

Sample characteristics.

- Individuals with practical experience in the field of education.
- Teachers and administrators at different levels.

- Individuals working in institutions that apply globalization standards or human resources development programs.

4.10. Sampling methods and techniques.

Sample collection method:

Simple random sample:

Individuals were selected randomly to ensure a diverse representation of the study population.

4.11. Data collection method.

Questionnaire.

It includes closed-ended questions designed using a five-point Likert scale.

Procedures:

- Distribute the questionnaire electronically or on paper to the target sample.

Participants are followed up to ensure completion of the questionnaire.

- Review data to ensure completeness and validity.

3.12. Variables in the study.

Independent variable: globalization.

Operational definition:

Globalization refers to changes resulting from the influence of the global economy, technology and culture on educational policies.

Dimensions used to measure the variable:

- Use of technology in education.
- International partnership programs.
- Updating educational policies to match international standards.

Dependent variable: human resources development.

Operational definition:

Working to develop human resources by improving the efficiency of employees in educational institutions through continuous training, periodic evaluation, and the use of innovative educational methods.

4.13.Dimensions used to measure the variable:

- Continuous training for teachers and administrators.
- Innovation in teachers and administrators
- Improving functional efficiency.

4.14.Conclusion

In this chapter, the methodology on which the research was based was presented to understand the relationship between globalization and work to develop human resources in educational institutions. The research design was clarified, which relied on the descriptive and analytical approach and the selection of the study population represented by workers in educational institutions, while specifying the sample and the method of selecting it to ensure comprehensive representation. Work on reviewing data collection tools, most notably the questionnaire designed according to clear dimensions To measure the basic variables: globalization as an independent variable and human resources development as a dependent variable. The different dimensions of each variable were explained and work was done to clarify how to measure them using a five-point Likert scale to ensure the accuracy and reliability of the data.

Chapter Four: Statistical analysis of the study results

5.1. The introduction

This chapter will address the statistical analysis of the data collected from the study sample using research tools. The analysis aims to test the study's hypotheses and understand the relationship between globalization as an independent variable and the development of human resources as a dependent variable. Statistical programs such as SPSS and Smart PLS were used to analyze the quantitative data and draw conclusions based on the specified dimensions. For each variable.

5.2. Descriptive analysis.(6)

Description of the demographic characteristics of the study sample

We are working to provide a description of the sample based on gender, work level, educational level, number of years of experience, and nature of work.

Property	Category	Repetition	Percentage
Sex	Male	60	60%
the age	Feminine	40	40%
	Less than 30 years old	25	25%
	30-40 years	50	50%
	More than 40 years	25	25%
Educational level	Bachelor's	70	70%
	Postgraduate studies	30	30%

5.3.Descriptive analysis of study variables (7)

The averages and standard deviations are analyzed:

Work is done to provide a description of the computer mean and standard deviation for each dimension of the independent variable (globalization) and the dependent variable (human resources development).

Table example: Descriptive analysis of variables.(9)

Variable	Distance	Arithmetic average	Standard deviation	Degree of influence
Globalization	Use of technology	4.30	0.80	high
	International partnerships	4.10	0.75	high
	Policy updates	3.90	0.85	middle
Human resources development	Continuous training	4.50	0.70	high
	Innovation	4.20	0.65	high
	Improving competencies	4.00	0.75	high

5.4. Validity of the tool:

The tool was measured using the mean variance extracted, where validity was achieved if the value was greater than 0.5.

Tool stability:

Reliability was measured using Kornbach's alpha coefficient, where reliability was achieved if the value was greater than 0.7.

5.5. Table example: Validity and reliability of the instrument.

Variable	Distance	ALPa Crohn bach	AVE	the condition
Globalization	Use of technology	0.85	0.65	acceptable
	International partnerships	0.80	0.60	acceptable
Human resources development	Continuous training	0.90	0.70	acceptable

5.6. Example table: results of hypothesis testing.

The hypotheses were tested using regression analysis or correlation coefficient to determine the relationship between the variables.

Example table: results of hypothesis testing.

Variable	Regression coefficient	Sig	Result
There is a positive impact of globalization on the development of human resources.	0.75	0.000	acceptable
The impact of international partnerships on competencies	0.68	0.002	acceptable
The impact of technology on training	0.72	0.001	acceptable

5.7. Comparison of results with previous literature:

The extent to which the results are consistent with previous studies that dealt with the relationship between globalization and human resources development is discussed.

5.8. Possible explanations:

A day of work on explaining the reasons behind the existence of positive relationships between key variables, such as the role of technology and international partnerships in working to enhance competencies and training.

5.9. Conclusion

In this chapter, work was done to analyze the data collected from the study sample and test the hypotheses using reliable statistical tools. The results confirmed the presence of a positive impact of globalization on the development of human resources in educational institutions, which supports the study's hypotheses and enhances the theoretical framework.

References:

1. Brown, A. (2021). Globalization and its impact on educational institutions. *Journal of Education and Globalization*, 15(3), 215-230.
2. Garcia, L. (2021). Strategic planning in educational institutions: Adapting to globalization. *International Journal of Educational Management*, 35(4), 401-415.
3. Johnson, R. (2018). Quality and excellence in education: A global perspective. *Educational Research Review*, 12(1), 22-35.
4. Jones, M. (2019). Challenges of globalization for education systems. *Global Education Analysis*, 9(2), 105-120.
5. Lee, S. (2023). Achieving institutional excellence in a globalized world. *Journal of Higher Education Policy and Management*, 45(1), 75-89.
6. Miller, T. (2020). The role of technology in human resource development in education. *Technology in Education Journal*, 13(2), 145-159.
7. Smith, J. (2020). Human resource development in educational institutions: Trends and challenges. *International Journal of Human Resource Development*, 8(3), 100115.
8. Taylor, K. (2022). Innovative strategies for confronting globalization in education. *Journal of Educational Innovation*, 14(2), 90-105.
10. Al-Amiri, F. A. M. (2023). Knowledge management requirements and their role in human resources development through application to the Ministry of Higher Education in the Sultanate of Oman Knowledge management requirements in human resources development through application to the Ministry of Higher Education in the Sultanate of Oman. *Journal of Advances in Agricultural Research*, 28(4), 822-832.
11. Researcher, & Zain Al-Abidin Riad Abbas. (2022). The role of investment in developing and diversifying human resources in achieving progress so far for the organization. *Al-Baath University Journal – Economic and Tourism Sciences Series*, 44 (12) .
12. Al-Maani, S. A. (2023). E-commerce course in achieving the goal by applying it to the most important companies operating in the industrial area in the state of Sohar. The role of e-commerce in supporting competitive advantages by applying

it to the most important companies operating in the industrial area in the state of Sohar. *Journal of Advances in Agricultural Research*, 28(4), 864-875.

13. Researcher, & Zain Al-Abidin Riad Abbas. (2022). The role of investment in developing and diversifying human resources in achieving progress so far for the organization. *Al-Baath University Journal – Economic and Tourism Sciences Series*, 44 (12).
14. D. Bousnoura, Abdullah, Dr. Hoossa and beauty. (2018). Legal reform at the Algerian University: from traditional management to strategic vision.
15. Issa Awad Suleiman, D., Shaaban Hamed, S., Saeed, Farouk Sebaa, & Muhammad. (2022). The impact of the strategic role of universities on the efficiency of sustainable human resources management. *Scientific Journal of Business and Environmental Studies*, 13(3), 249-266.
16. Al-Amiri, F. A. M. (2023). Requirements for knowledge management and its role in human resources development by application to the Ministry of Higher Education in the Sultanate of Oman. Knowledge management requirements in human resources development by application to the Ministry of Higher Education in the Sultanate of Oman. *Journal of Advances in Agricultural Research*, 28(4), 822-832.
17. Fawzi Abdel Hamid, A. (2021). The role of job rotation in developing administrative performance. *Educational Journal of Adult Education*, 3(1), 133-160.
18. Attia, F. (2021). The impact of the knowledge economy in improving the performance efficiency of human capital, an econometric study on the Saudi economy during the period 2007-2018. *Journal of the Faculty of Economics and Political Science*, 22(2), 35-68.
19. Al-Amiri, F. (2023). Requirements for knowledge management and its role in human resources development by application to the Ministry of Higher Education in the Sultanate of Oman. Knowledge management requirements in human resources development by application to the Ministry of Higher Education in the Sultanate of Oman. *Journal of Advances in Agricultural Research*, 28(4), 822-832.
20. Zahran, A., & Ahmed. (2021). Evaluating the effectiveness of civil service legislation to develop human resources management policies in the government

sector, a comparative study of a group of Gulf Cooperation Council countries.
Journal of the Faculty of Economics and Political Science, 22(3), 230-259.

Appendices

Questionnaire

Questionnaire on “Human Resource Development in Educational Institutions in Light of Globalization”

Dear participant

Please kindly answer this questionnaire, which aims to collect data for research under the title

"Development of human resources in educational institutions in light of globalization"

We assure you that your answers will be treated with complete confidentiality and will only be used for scientific research purposes only. We thank you in advance for your time and valuable efforts that contribute to the success of this study.

The first axis: general information

1- Gender:

☐ male. ☒ feminine.

2- Age:

- ☐ 25 years or less.
- ☐ 26-30 years.
- ☐ 31-35 years old.
- ☐ 36-40 years old.
- ☐ 41 years or older.

3- Educational level:

- ☐ Less than secondary school.
- ☐ secondary.
- ☐ University.
- ☐ Postgraduate studies.

4- Number of years of experience:

- ☐ Less than 5 years.
- ☐ From 5 to 10 years.
- ☐ More than 10 years.

The second axis: The impact of globalization on human resources development.

Please put a mark (√) in the appropriate box.

Phrase	Very agree	OK	neutral	Disagree	Strongly disagree
Globalization imposes challenges on the development of educational personnel.					
Educational institutions strive to keep pace with the requirements of globalization. Human resources development is an effective tool to meet globalization challenges					
Technological developments resulting from globalization contribute to improving the quality of education					