

# LONG-TERM STRATEGIES FOR THE SUSTAINABILITY ENDOWMENT MANAGEMENT IN THE SULTANATE OF OMAN: DOES LEADERSHIP SKILLS MATTER?

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**Abstract:** *This study is conducted to investigate whether job position mediate the influence of long-term strategy towards sustainability endowment management in the Sultanate of Oman. A total of 134 from 11 Endowment Departments in the Ministry of Endowment and Religious Affairs of Oman. One Sample t-test and mediating testing using SPSS Process Macro Model 4 were used to analyse the data. The study reveals that respondents viewed positively about endowment management in sustainable ways. However, the main issue that make them difficult to implement it is lack of information regarding how to start sustainable endowment management practices. Next, this study discovers that technology strategy, communication strategy, and leadership skills significantly influence sustainability endowment management. Consistent with Resource-Based View Theory, the result reveals that leadership skills mediates the relationship between technology strategy and communication strategy towards sustainability endowment management. This study argues that when leaders possesses the right skills, they will gain a better sense of their values and specialties and subsequently, they may develop opportunities and long-term strategy in achieving sustainable endowment management. This study is significant to the Ministry to know exactly how long-term strategy could enhance the sustainability of endowment management and will assist on the human talent planning and appointing the right person for the right position to manage the endowment assets and funds.*

**Keywords:** *Long-term Strategy, Technology Strategy, Communication Strategy, Leadership Skills, Sustainability Endowment Mangement*

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## Introduction

Endowment in Oman has grew rapidly and became a pillar in the religious, social, cultural, economic and political life of Islamic society. In Oman, the Ministry of Endowments and Religious Affairs is responsible for the spiritual and religious values based on the Islamic law in order to build a good citizen on the understanding of believing of Allah and right religion. This Ministry also organises all matters regard to the religious subject inside the Sultanate

including the supervision of endowment. The Omani communities has recognised their dependence on endowment and its importance to their well-being (Al-Ani, 2019). For instance, there are endowments for the maintenance of warships, endowments for the manufacture of walking sticks for the blind people, endowments to feed the poors, and endowments for people who broke their vessels (Al-Rahby, 2019). Endowment is encouraged in Islam and has been practiced since the time of Prophet Muhammad S.A.W. Endowment has several important roles that can develop the quality of the Muslims. Allah (SWT) says:

*'You will never be able to reach (the fact that) the welfare and service (perfect) until you spend of what you love. And whatever thing you spend, Allah knows it.'*  
(Surah Al-Imran: 92)

If it is managed well, endowment will become a major force in solving socio-economic issues among societies such as poverty, unemployment, orphan welfare, and other social problems. Unfortunately, the endowment management by the endowment institutions still debatable. As a matter of fact, the numbers of mosques, jame', and other endowment assets in Oman are high; hence, it is expected that a reliable endowment management strategies should be in place. For example, there should be small shops as a way to distribute endowments at all mosques in Oman, but this endowment distribution system is unfortunately not established. In addition, there is lack of new avenues of investment and new insights into endowment innovation which can led to less return of investment and subsequently will hinder wider distribution of endowments. This indicates that the Ministry of Endowments and Religious Affairs have lack of long-term strategies in managing the endowments under their responsibility.

The credibility in managing the endowmenrs has also become the major obstacle in the Ministry of Endowments and Religious Affairs of Oman (Megdicke-Kharrat et al., 2017). The government has employed Omani professionals to oversee the management of endowment in a country. Majority of the personnel possesses high level education which is university graduates of either diploma or degree level. Indirectly, this indicates that there are huge numbers of high-quality personnel. Even though those who managed the endowment assets and funds are personnel graduated from the universities, but it does not contributes to well-developed endowment management sustainability. The solutions to offer an excellent platform for sustainable endowment management do not exist. Issues like lack of transparency, lack of personnel leadership skills and competencies, and centralize management of endowments are considered the main problems in Oman that impede the sustainability of endowment itself (Abdur-Rashid, 2021; Azganin, 2019).

For the sake of sustaining the existing endowments and revitalizing this rich Islamic heritage through creating new avenues for further endowments, there is a need to ensure that the endowment management is sustainable. Research on sustainability management are quite abundant, but with inconclusive results. Therefore, this study aims to identify whether leadership skills mediates the influence of long-term strategy towards sustainability endowment management in Oman. The findings of this study is expected to offer an opportunity for the Ministry to know exactly how long-term strategy could enhance the sustainability of endowment management and will assist on the human talent planning and appointing the right person for the right position to manage the endowment assets and funds.



## Literature Review

### Sustainability Endowment Management

The sustainability endowment management is of extremely great importance in the success of the endowment management since it allows for competition and control since the endowment management normally lacks the private profit motive (Ambrose et al., 2015). Previous studies indicates that several issues arise due to problems in the sustainability management of endowment institutions such as lack of statutory provision in the present legislation regarding endowment affairs, no standardization in the procedures for vesting order of endowment lands and properties, and countless issues involving ownership and registration of endowment land (Ismail et al., 2015). Moreover, lack of knowledge and expertise as well as inefficiencies have also compounded the problems, which in turn affecting sustainability of endowment institutions for long-term growth (Arshad et al., 2018; Shabbir, 2018). In fact, these problems also arises in Omanis endowment management whereby the value of endowment assets such as properties cannot be seen in real life due to lack of sustainability management execution in the endowment assets.

Several study stressed that a holistic sustainability management reform is needed to make the endowment institutions more effective and efficient (Arshad et al., 2018). According to Sulaiman and Zakari (2019), sustainability management can measure financial health of endowment institution, which is guaranteeing their perseverance in facing uncertain economic conditions and henceforth enhance their management and operations in sustaining the growing demand for endowment services in the future. This is in line with the concept of perpetual existence under the characteristics of endowment. Sustainability endowment management in this study explains the idea of managing the Omani endowment assets and funds using several strategies that meet the needs of the Ministry of Endowment and Religious Affairs and its stakeholder today while protecting, sustaining and enhancing the endowment assets and funds that will be needed in the future.

To understand more about the mediating effect of leadership skills on the relationship between long-term strategy and sustainability endowment management, this study focuses on the perspectives of technology strategy and communication strategy. Figure 1 shows the research framework for this study. Building upon Resource-Based View Theory developed by Wernerfelt (1984), this study argues leadership skills may affect sustainable endowment management if it may develop opportunities and long-term strategy. Those managers in Ministry who develop their skills will gain a better sense of their values and specialties. Therefore, this study claims that leadership skills can be considered as valuable resources for the Ministry.

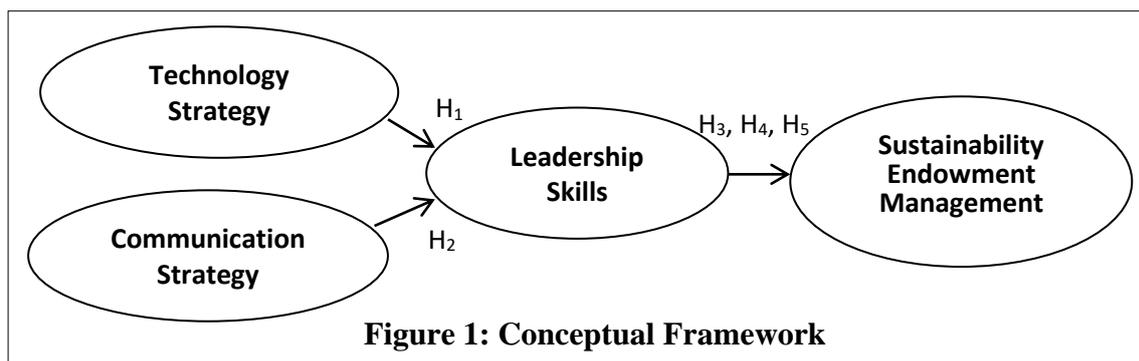


Figure 1: Conceptual Framework

### **Technology Strategy**

Technology strategy concept deals with creating a roadmap about how technology should be used to meet operational objectives (Nagimov et al., 2018). Technology strategy, like any other strategy, consists of content, process, and context dimensions (Arasti et al., 2017). According to Gianni et al. (2017), effective sustainability management requires technology strategy and management systems that are aligned to coordinate organisational activities. Technological choices are of crucial significance to organisations, and therefore must be taken in the perspective of a firm's overarching strategies (Pratisha, 2016).

Previous study found a strong relationship between the degree of technology strategy alignment and sustainability management in the organisations (González-Díaz et al., 2021). In other words, firms should make efforts to align organisational structure and behavior in every execution of technology strategies adapted in order to achieve sustainability in their management. Besides, previous study claimed that there is a link between technology strategy and university's corporate endowment funds sustainability (Bakar et al., 2019). They argued that sustainability management can be achieved by setting policies and adopting the right technology strategies and tools. Based on this discussion, this study proposed the following hypotheses.

*H<sub>1</sub>: Technology strategy has a significant influence on sustainability endowments management*

### **Communication Strategy**

Communication is the key to gaining people's involvement and significantly reducing their level of uncertainty in the activities of an organisation (Burnes, 2014). Muramalla and Al-Hazza (2019) proposed that communication strategies are a set of actions in terms of business objectives, supported by three fundamental elements, namely as the diagnosis (what is happening here?); policies that guide; and coherent actions. Communication strategy should be a regular basis rather than a one-off exercise and should be pursued through various channels that management deem fit to access the employees of an organisation (González-Díaz et al., 2021). People need to be involved in the strategy plan implementation and hence a continuous message effectively communicated will energize people into fully participating in the organisation activities. Organisational communication strategy must accommodate different stakeholders, including donors, beneficiaries, governments, and so forth, to achieve the organisational goals (Aboramadan, 2018).

Previous study argued that there is a link between communication strategies and sustainability management (Baumgartner and Rauter, 2017). Another scholar claimed that communication strategies should not be restricted to provide solutions for firms' issues, it can go beyond firms by touching internal and external social issues (Sulaiman and Zakari, 2019). External social issues can be noticed in firm's contributions to societal development on a national, regional, and international level (Baumgartner and Rauter, 2017). As a result, sustainability management can be achieved when communication strategies touch both the internal and external issues. Similarly, Evan et al. (2017) argued that organisations need to set communication strategies according to their business model to gain sustainability.

*H<sub>2</sub>: Communication strategy has a significant influence on sustainability endowments management*

### **Leadership Skills**

Leaders are the ones who are responsible for the proper execution of the organisational goals and objectives (Hao and Yazdanifard, 2015). In this context, leaders with the right skills will set optimistic and specific goals and they make effective strategies to achieve those goals and objectives (Atkinson and Mazkenzie, 2015). Loh et al. (2019) proposed that it is important to put the right leaders' effort and skills at the right acts and activities to gain better result. Leadership skills refers to a group of characteristics or traits that are representative of an individual to support them in their personal ability and willingness to lead other individuals towards a common goal (Kim, 2009).

Tohirin and Hudayati (2011) argued that endowment institutions require highly competent personnel not only in sustainability management, but also in Islamic finance and investment. Therefore, the staff must also possesses significant leadership skills and uphold the concept of transparency, productivity, and integrity in order to achieve long-term strategy (Masyita and Febrian, 2014). In addition, the endowment institutions should be administered by professional knowledge and skills to keep the assets highly productive and income generating (Iman and Mohammad, 2014). Besides, the leader is required to possess skills and knowledge especially for identify and choosing variety of available endowment investment choices (Ashkenas and Manville, 2018).

This study argues that leadership skills act as a catalyst for the translation of faiths into consensual decisions and actions, or, in business terms, sustainability-oriented management. Since the Ministry of Endowment and Religious Affairs of Oman is responsible in managing the endowment assets and funds, it was conjectures that the top managers' leadership skills influence the execution of long-term strategy in achieving sustainability endowment management. On the basis of this argument, this study assumes the following hypotheses.

*H<sub>3</sub>: Leadership skills has a significant influence on sustainability endowments management*

*H<sub>4</sub>: Leaderhip skills mediates the influence of technology strategy towards sustainability management endowment*

*H<sub>5</sub>: Leaderhip skills mediates the influence of communication strategy towards sustainability management endowment*

### **Research Methodology**

This study employs a cross-sectional research design using quantitative approach (Sekaran and Bougie, 2016). Survey questionnaire has been adopted to collect data about the underlying constructs proposed in the theoretical model. The cross-sectional is used since the data was collected at one particular time across the selected respondents (Creswell and Creswell, 2017). The use of such method may gather accurate and less bias data.

### **Data Collection Procedure**

The sampling frame is employees under the Ministry of Endowment and Religious Affairs of Oman. This study uses G\*Power tool suggested by Cohen (2013) to determine the necessary sample size. Since the population is 3,761 employees, this study requires at least 134 sample size to establish as representatives of this study's population. Simple random sampling method is used in collecting the data based on who are conveniently available to provide it (Sekaran and Bougie, 2016). A total of 134 surveys were acquired, making a return rate of 100% out of

134 targeted respondents. After checking all the survey received, there is no surveys were partially completed and thus, all returned surveys are eligible for analysis. The final number of accepted surveys used in the data analysis was 134 surveys.

### Survey Instruments

The survey questionnaire for the present study consists of four (4) sections. Section A contains of personal information questions that related to gender, age, job position, and working experience. Section B focused on dependent variable to be tested which is the sustainability endowment management adapted from Ambrose et al. (2015) and Solow (2019). Further, Section C and Section D consists of items regards to independent variables namely as long-term strategy and leadership skills. Questionnaire adapted from Mohamed Salah et al. (2018) is used to evaluate long-term strategy, while leadership skills were operationalised based on the work of Mumford et al. (2007). All constructs is measured on a five-point Likert scale with the anchors of (1) “strongly disagree” to (5) “strongly agree”.

### Data Analysis Method: Mediation Testing

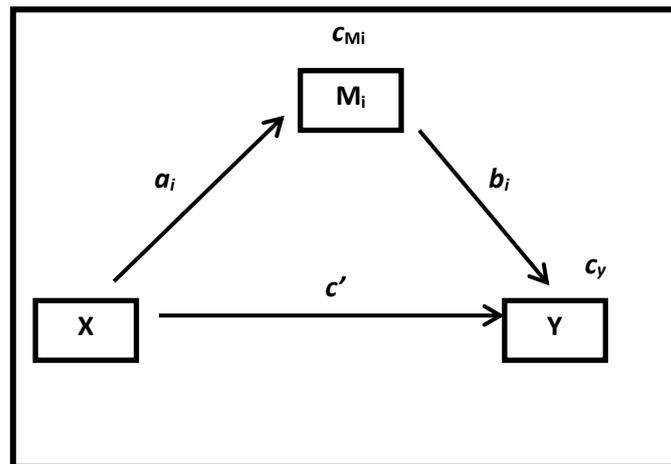
A mediation testing is used to investigate whether leadership skills can mediate the influence of long-term strategy (technology and communication) towards sustainability endowment management in the Ministry of Endowment and Religious Affairs of Oman. The SPSS Process Macro Model 4 add-on function in SPSS is used in this current study to test the direct and indirect effects among all the variables in a model whether it is single or multiple mediator or moderator model (Hayes and Rockwood, 2016). M is a mediating variable (also called mediator) that mediates the relationship between a predictor variable, X, and an outcome variable, Y as below simple mediation model (Figure 2). Based on Figure 2, X leads to M through path a, and M leads to Y through path b. Therefore, both path a and b have a direct effect. In the mediational effect, X leads to Y through M demonstrating indirect effect.



**Figure 2: Simple Mediation Model**

This current study proposes a research framework where the mediating variable, leadership skills (M) mediates the relationship of predictor variables, which are technology strategy (X1) and communication strategy (X2) on the outcome variable, sustainability endowment management (Y). The ‘Model 4’ in the model templates for SPSS and SAS Process is chosen for the current study to get the results shown in Figure 3.

### Model 4: Statistical Diagram



**Figure 3: Model Template for SPSS and SAS Process (Model 4)**

As a preliminary analysis of the data collected, the reliability assessment of the scales was carried out by calculating the values of the Cronbach's alpha for each subscale separately. According to Sekaran and Bougie (2016), reliability coefficient test indicates how well the items in a set which positively correlated from one another. Variables can be considered as reliable if the Cronbach's alpha value was set to 0.7 and above (Hair et al., 2015; Pallant, 2020). Table 1 depicts that all variables measuring sustainability endowment management were ranging from values 0.929 to 0.714. Besides, the highest Cronbach's Alpha value is obtained for the subscales of items in the sustainability endowment management construct ( $\alpha = 0.929$ ). Hence, the internal consistencies of all constructs are considered acceptable since each reliability testing exceeds the suggested threshold. Further, the assessment of normality of the metric variables in this study involves empirical measures of a distribution's shape characteristics (skewness and kurtosis). Table 1 shows that the normality assessment values for all variables are between  $\pm 2.00$  as suggested by Hair et al. (2015). Therefore, this assessment confirmed that the data of this study is normally distributed.

**Table 1: Reliability and Normality Results**

| Variables                           | Cronbach's Alpha | Skewness | Kurtosis | Items |
|-------------------------------------|------------------|----------|----------|-------|
| Technology Strategy                 | .868             | -0.315   | 0.298    | 5     |
| Communication Strategy              | .853             | -0.356   | 0.641    | 5     |
| Leadership Skills                   | .714             | 1.075    | 1.398    | 10    |
| Sustainability Endowment Management | .929             | -0.654   | 0.735    | 10    |

Next, multicollinearity testing was done to examine the relationship among the independent variables. Multicollinearity exists when the independent variables are highly correlated, with  $r$  value of more than 0.9 (Pallant, 2020). The correlation coefficient results between the variables are indicated in Table 2. All the independent variables show at least some positive relationship with the dependent variable, and the correlations between independent variables are less than 0.8.

**Table 2: Pearson Correlation Coefficient Results**

|                        | Sust. Endowment Management | Technology Strategy | Communication Strategy | Leadership Skills   |
|------------------------|----------------------------|---------------------|------------------------|---------------------|
| Sust. Endowment Mmgt   | 1                          | .721 <sup>***</sup> | .731 <sup>***</sup>    | .681 <sup>***</sup> |
| Technology Strategy    |                            | 1                   | .709 <sup>***</sup>    | .656 <sup>***</sup> |
| Communication Strategy |                            |                     | 1                      | .678 <sup>***</sup> |
| Leadership Skills      |                            |                     |                        | 1                   |

Note: Correlation is significant at <sup>\*\*\*</sup> 1% level, <sup>\*\*</sup> 5% level and <sup>\*</sup> 10% level, respectively, using two-tailed tests.

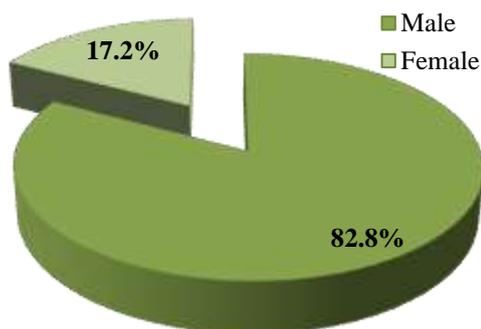
To further check for multicollinearity, a collinearity diagnostics test (tolerance and VIF values) was conducted. As shown in Table 3, the tolerance values are greater than 0.10 and the VIF values are lower than 10; hence, no multicollinearity problem exists (Pallant, 2020).

**Table 3: Collinearity Diagnostics Results**

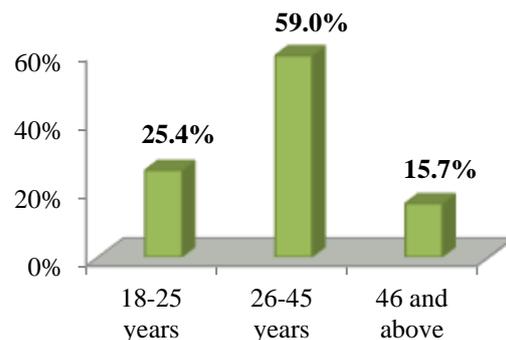
| Variables              | Collinearity Statistics |       |
|------------------------|-------------------------|-------|
|                        | Tolerance               | VIF   |
| Technology Strategy    | 0.324                   | 3.085 |
| Communication Strategy | 0.307                   | 3.253 |
| Leadership Skills      | 0.506                   | 1.975 |

## Results And Discussion

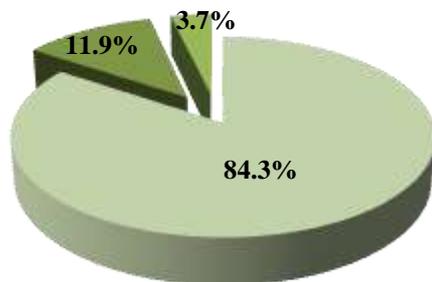
Figure 4a depicts that 82.8% of the study's participants were male as compared to 17.2% female. Further, Figure 4b shows that majority of the respondents are between 26 and 45 years old. They make up more than half (59%) of the total responses to the survey given.



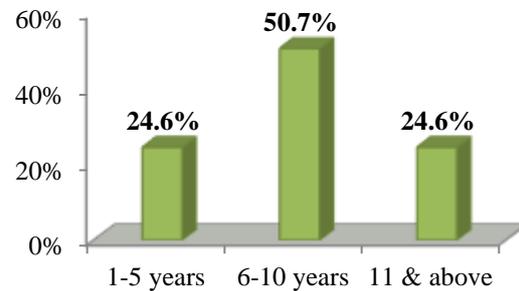
**Figure 4a: Gender of Respondents**



**Figure 4b: Age Group of Respondents**



■ General Manager ■ Manager ■ CEO  
**Figure 4c: Job Position of Respondents**



**Figure 4d: Working Experience of Respondents**

The job position of the respondents as depicted in Figure 4c shows that 84.3% of respondents are chief executive officers (CEOs), while general manager make up the second largest respondents in this study with 11.9% of participation. Respondents in manager position are the least participate in this study (3.7%). In terms of working experience (Figure 4d), majority of the respondents (50.7%) has been worked in the Ministry for between 6 to 10 years. There are equal respondents (24.6%) worked for less than five years and more than 11 years in the Ministry.

### The Sustainability Endowment Management

This section reports the finding which relate to the perception towards sustainability endowment management by the employees in the Ministry of Endowment and Religious Affairs of Oman. One sample t-test was conducted to test whether the mean of overall sustainability endowment management is significantly equal to or different from a specified constant. Table 4 shows the mean result of 3.9037 for sustainability endowment management which indicates that respondents viewed positively about endowment management in sustainable ways, and it is statistically significant at 1% level. Majority of the respondents reveals that lack of information regarding how to start sustainable endowment management practices is the main issue that make them difficult to implement it. This result is consistent with a finding by Arshad et al. (2018) and Shabbir (2018) whereby they found that lack of information and expertise as well as inefficiencies have also compounded the problems sustainability endowment management. Despite this challenges, the respondents confident that sustainable management practices can help endowment assets and funds to live for long life. More importantly, respondents feel a strong personal obligation to have sustainable endowment management practices in they operation and they intent to adopt more sustainable endowment management practices in the Ministry soon.

**Table 4: Sustainability Endowment Management Perceived by the Respondents**

|                           | n   | Mean   | One Sample T-Test |         |
|---------------------------|-----|--------|-------------------|---------|
|                           |     |        | t-statistic       | p value |
| Sustainability Management | 134 | 3.9037 | 68.998            | .000*** |

Note: Result is significantly different at \*\*\* 1% level and \*\* 5% level, respectively, using two-tailed tests.

### Factors Influencing Sustainability Endowment Management

This section discusses the results of factors influencing sustainability endowment management in the Ministry of Endowment and Religious Affairs of Oman. The summary results of the standard multiple regression analysis on the factors influencing sustainability endowment management is presented in Table 5. The regression of model ( $F(3, 134) = 72.156, p \text{ value} = .000^{***}$ ) is significant at the 1%, and the overall fit of the model is moderate with adjusted  $R^2$  is 62.5% of the variation in the sustainability endowment management. This indicates that the predictor variables in the model explained for approximately 62.5% of the total variability in the sustainability endowment management.

**Table 5: Factors Influencing Sustainability Endowment Management**

|                               | Hyp.           | Std. Coefficient | Beta | t-statistic | p value             |
|-------------------------------|----------------|------------------|------|-------------|---------------------|
| Intercept                     |                |                  |      | 4.862       | .000 <sup>***</sup> |
| Technology Strategy           | H <sub>1</sub> | 0.286            |      | 3.034       | .003 <sup>***</sup> |
| Communication Strategy        | H <sub>2</sub> | 0.305            |      | 3.153       | .002 <sup>***</sup> |
| Leadership Skills             | H <sub>3</sub> | 0.286            |      | 3.791       | .000 <sup>***</sup> |
| <b>Model Summary:</b>         |                |                  |      |             |                     |
| R <sup>2</sup> value          |                |                  |      |             | 62.5%               |
| Adjusted R <sup>2</sup> value |                |                  |      |             | 61.6%               |
| <b>Anova Results:</b>         |                |                  |      |             |                     |
| F-value                       |                |                  |      |             | 72.156              |
| Sig. value                    |                |                  |      |             | .000 <sup>***</sup> |
| Obs.                          |                |                  |      |             | 134                 |

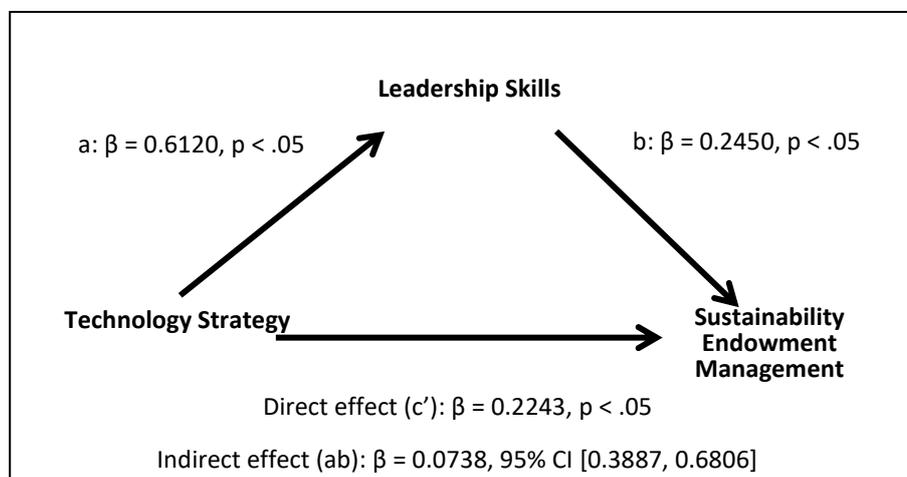
Note: Association is significant at <sup>\*\*\*</sup> 1% level, <sup>\*\*</sup> 5% level, respectively, using two-tailed tests.

Results in the Table 5 show that the technology strategy, communication strategy, and leadership skills have a significant influence on the sustainability endowment management in the Ministry of Endowment and Religious Affairs of Oman. Therefore, these results lead to the supporting of H<sub>1</sub>, H<sub>2</sub>, and H<sub>3</sub>. This finding indicates that both long-term strategy and leadership skills contribute to sustainability endowment management. Consistent with previous literature as there is a strong relationship between long-term strategy and sustainability management in the organisation (Bakar et al., 2019; González-Díaz et al., 2021). Perhaps, sustainability endowment management in the Ministry can be started by setting up both technology and communication long-term strategies. When the Ministry has plan those strategies, then they can strive to achieve endowment sustainability in their management. Further, the result of this study confirmed previous evidence that in order to achieve sustainability endowment management, it is require the right personnel with competencies and skills in order to keep the endowment assets and funds sustainable (Iman and Mohammad, 2014; Masyita and Febrian, 2014; Tohirin and Hudayati, 2011).

### Mediating Effect of Leadership Skills on the Relationship between Long-Term Strategy and Sustainability Endowment Management

This section discusses the results of mediating testing in order to examine whether leadership skills is a possible mediator to the influence of long-term strategy towards sustainability endowment management in the Ministry of Endowment and Religious Affairs of Oman. Since this study consists of two independent variables (technology strategy and communication strategy), therefore the model testing was divided into two (2) parts, which are Model Testing 1 and Model Testing 2.

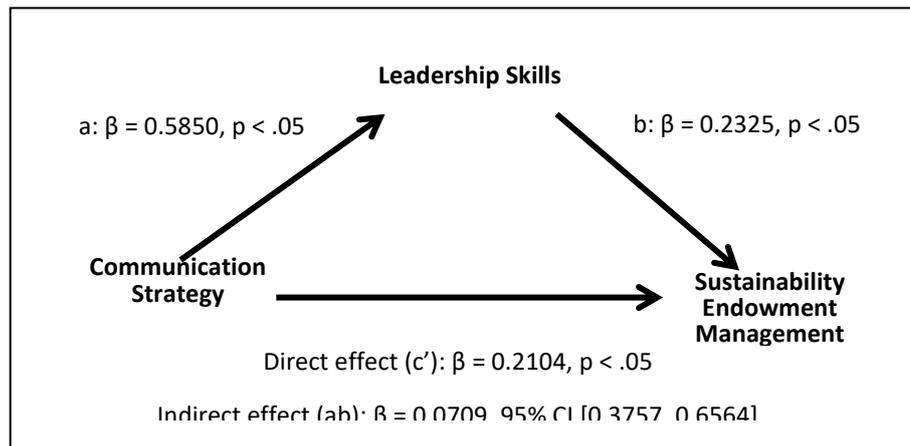
Hypothesis H<sub>4</sub> conjectures leadership skills is a potential mediator on the relationship between technology strategy towards sustainability endowment management. Figure 5 depicts the outcome of Model Testing 1 whereby the R<sup>2</sup> value of 0.6184 means that both technology strategy and leadership skills explains about 61.84% of the variance in the sustainability endowment management. The mediation testing result reveals that technology strategy has a direct positive effect on sustainability endowment management ( $\beta = 0.2243, p < .05$ ). Next, technology strategy does significantly predict leadership skills ( $\beta = 0.6120, p < .05$ ). Further, the result shows that leadership skills significantly influence sustainability endowment management ( $\beta = 0.2450, p < .05$ ). Finally, the  $\beta$ -value of indirect effect of technology strategy on sustainability endowment management is 0.0738 ( $p < .05$ ) and the 95% confidence interval (CI) falls between 0.3887 and 0.6806. Since the 95% CI does not include 0, the indirect effect is statistically significant (i.e. mediation is supported). This result indicates that there is a mediation role of the leadership skills on the relationship between technology strategy and sustainability endowment management, hence H<sub>4</sub> is supported.



**Figure 5: Model Testing 1 (IV is Technology Strategy, MV is Leadership Skills)**

Hypothesis H<sub>5</sub> assumes leadership skills is a potential mediator on the relationship between communication strategy and sustainability endowment management. Figure 6 depicts the result of Model Testing 2 whereby the R<sup>2</sup> value 0.6193 means that both communication strategy and leadership skills explains 61.93% of the variance in the sustainability endowment management. The mediation testing reveals that communication strategy has a positive effect on leadership skills ( $\beta = 0.5850, p < .05$ ), and it is significant at 1%. Next, it is observed that leadership skills does significantly predict sustainability endowment management ( $\beta = 0.2325, p < .05$ ). Further, there is a significant direct positive effect of communication strategy on sustainability endowment management ( $\beta = 0.2104, p < .05$ ). Finally, the  $\beta$ -value of indirect effect of

communication strategy on sustainability endowment management is 0.0709 ( $p < .05$ ) and the 95% confidence interval (CI) falls between 0.3757 and 0.6564. Since the 95% CI does not include 0, the indirect effect is significant (i.e. mediation is supported). This result indicates that there is a mediation role of the leadership skills on the relationship between communication strategy and sustainability endowment management, hence  $H_5$  is supported.



**Figure 6: Model Testing 2 (IV is Communication Strategy, MV is Leadership Skills)**

### Conclusion

This study highlights the perception towards sustainability endowment management by the employees in the Ministry of Endowment and Religious Affairs of Oman, and the results showed that they viewed positively about endowment management in sustainable ways. However, the main issue that make them difficult to implement it is due to lack of information regarding how to start sustainable endowment management practices. Further, this study discovers that technology strategy, communication strategy, and leadership skills significantly influence sustainability endowment management. This signifies that the intention to adopt more sustainable endowment management practices in the Ministry can be started by setting up both technology and communication long-term strategies as well as appointing human talent with the right skills for the right position to manage the Omanis endowment assets and funds. Further, this study suggests that leadership skills mediates the relationship between long-term strategy (technology and communication strategies) and sustainability endowment management. Overall, the influence of leadership style as mediation role is consistent with the Resource-Based View Theory (Wernerfelt, 1984) that argued when leaders possesses the right skills, they will gain a better sense of their values and specialties and subsequently, they may develop opportunities and long-term strategy in achieving sustainable endowment management.

The findings need to be interpreted with consideration for its limitations. First, the responses of this survey are representative of employees in the Ministry of Endowment and Religious Affairs of Oman. One area for further research might be to conduct the study using a larger sample and a broader geographical base such as a comparison between several Muslim countries. Second, the selection for the factors influencing sustainability endowment management is not exhaustive. There may be other predictors that may contribute or be a reason of efficient management of endowment which might provide more insight. Thus, further research may consider to include other predictors such as governance, accountability, or

leadership styles towards sustainability endowment management to enrich findings in various perspectives. Third, the self-reported behavior on which this study relied are vulnerable to response bias. There is an uncertainty regarding the accuracy of responses because self-reports of perception towards sustainability endowment management may be less accurate. To reduce response bias, it is suggested for future research to use in-depth techniques applied to secondary data sources such as interviews or observations. This might help researcher to explore certain aspects that cannot be discover using survey questionnaire.

### Competing Interest

Authors have declared that no competing interests exist.

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