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The Role of Training Programs in Enhancing the Digital Skills of Records Managers in Omani Aviation Institutions

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Abstract

Records managers play a vital role in information governance and records management, as they are responsible for preserving, organizing, and making records available. They also contribute to protecting sensitive data and preserving it from damage or loss. Through their important role, records managers help facilitate the decision-making process and search for the necessary information to achieve the goals and support the development of institutions. This study aimed to identify the current state of digital skills among records managers in the Omani civil aviation sector and the role of training programs in enhancing their expertise in records and information management. The study employed a qualitative approach, conducting semi-structured interviews with heads of records departments and sections in Omani aviation institutions to understand their current digital skills and the role of the training programs offered to them in enhancing these skills. The institutions included in the study are Oman Air, Oman Air Catering, Muscat Duty Free, Oman SATS Cargo, Ground Handling Services (Transom), the Civil Aviation Authority, and Oman Airports. The results revealed that institutions in the Omani civil aviation sector have not allocated sufficient training programs regarding digital records management and the use of modern technologies in records management. Specifically, 2 out of 7 institutions included in the study, or 28.6% did not provide any training programs for their employees in digital records management over the past few years. Key challenges to enhancing the digital skills of records managers include insufficient training programs, weak financial support for digital transformation, and the cost of electronic records management systems. To improve the digital skills of records managers, the study recommends providing and intensifying training programs in information technology for digital records management, such as AI applications and data analysis. It also recommends developing policies and procedures for digital records management, providing financial support for digital transformation, exchanging experiences and practices among institutions, and encouraging sharing professional knowledge among records managers in Omani civil aviation institutions.

Keywords: Records managers, Digital Skills, Oman Civil Aviation, Training Programs, Professional Development.

Introduction

The records managers are responsible for the records management (International Records Management Trust, 2009). They manage the programs within their organization and possess the skills necessary to perform the technical tasks; including receiving records, processing and organizing them, preparing various research tools, and providing diverse services to users. However, their primary responsibility is to preserve and maintain records, since they are considered technically qualified experts in handling and organizing records across various fields, including the collection, organization, preservation, and accessibility of records and information. They sort records and determine their final disposition, whether by destruction or retention based on their value and importance in providing primary materials for historians and researchers.

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Additionally, records managers play a vital role in publishing and preparing document-based studies, as well as translating, reading, and analyzing historical documents. They also offer other services related to marketing and promoting the richness of their archival collections through educational workshops, exhibitions, conferences, and more. Records managers take the responsibility of preserving and organizing records, ensuring their protection and accessibility in accordance with applicable legislative frameworks. However, with the evolution of archiving practices, including document digitization and the emergence of new technologies, records managers must continually develop their professional skills. For example, training programs designed to meet their unique needs can significantly enhance their knowledge and expertise. These programs cover a diverse range of topics, such as the principles and theories of archiving, digitization techniques, digital preservation, and management information systems.

The concept of digital skills for records managers refers to the competencies and abilities that a records manager must possess to use digital technologies and resources in their work to support access to and management of records and information. They also need to adapt and acquire digital skills to enhance their professional capabilities. Training programs refer to any training activity that includes a series of lectures and usually has a flexible schedule (Dictionary.com, 2023). These programs encompass the technical, human, administrative, and technological elements necessary for records managers to perform the activities of the records department and provide its services. Training needs refer to the amount or type of training required for records managers to complete their skills or capabilities to effectively carry out their technical tasks within the records department.

Information technology has revolutionized the accessibility and preservation of records, as advanced scanning technologies and optical character recognition (OCR) techniques have made it possible to convert records into digital formats, increasing accessibility. The development of digital preservation systems and tools has become of utmost importance for managing and preserving digital records. These systems include strategies for managing descriptive data, verifying data integrity, and converting digital formats to ensure the long-term sustainability of digital records. In addition, AI and machine learning technologies have the ability to automate and simplify various archiving processes, such as automatically creating metadata, content analysis, handwriting recognition, image recognition, reducing manual effort and enhancing efficiency. With the advancements in technology, the importance and responsibility of records departments and institutions have increased, requiring the presence of a competent and qualified human workforce with digital skills to keep up with technology and use it in all activities and services. In this context, training plays a crucial role in equipping employees with the necessary skills to perform a specific job or activity (Cambridge Advanced Learner's Dictionary, 2003), and provides records managers with knowledge, skills, and behaviors that contribute to increasing their performance rates.

In the midst of the digital transformation that Omani institutions are experiencing and the trend towards utilizing technologies and modern systems that enable these institutions to perform their work in the best possible way, including systems and programs related to records management, it was necessary to have good preparation and sufficient training for those working in records management, so that their skills and abilities are suitable for dealing with these technologies. Therefore, the problem of this study lies in understanding the reality of digital skills among records managers in the Omani civil aviation sector and the role of training programs in developing these skills, especially in the current changes and the shift towards digital transformation and information governance to improve and meet the users' needs. Omani

aviation institutions are important and contribute to the development of the Omani economy.

The importance of this study lies in being one of the few studies that focus on the vocational training of records managers in the Sultanate of Oman, as the topic has not been explored within a significant sector of Omani institutions in the national economy, specifically civil aviation organizations. The National Records and Archives Authority, as well as officials in Omani civil aviation institutions, can benefit from the study's findings to enhance training programs for records managers. This will help improve their skills and continuous development, ensuring their competence in managing and utilizing institutional memory while preserving it in the digital era. It will also support achieving quality in job performance, developments and transformations in this field.

The Omani civil aviation sector includes several institutions and companies that significantly contribute to the development of civil aviation and enhance the Omani national economy. This sector comprises several key entities. The Public Authority for Civil Aviation is the governing body responsible for regulating and managing civil aviation activities in the Sultanate of Oman. Oman International Services offers ground handling services for civil aircraft, while Oman Ground Handling (Transom), established in 1981, manages services related to domestic flights, cargo, and handling. Oman Airports, founded in 2002, manages the management of civil airports in the Sultanate. Additionally, Oman Ground Handling (Transom) specializes in ground handling, cargo, and catering services. Oman SATS for Cargo has been operating as a subsidiary of Oman Airports since 2021. The Oman Catering Company provides catering services to all international and local airlines, and the Muscat Duty-Free Company, established in 2003, offers duty-free services.

Objectives and Study Questions

The study aimed to assess the digital skills of records managers in the Omani civil aviation sector and the role of training programs in their development. To achieve this goal, the study tried to find answers for the following questions:

What digital skills do records managers effectively utilize in their work related to records management within Omani civil aviation institutions?

What training programs are offered to records managers in Omani civil aviation institutions, and how do they contribute to enhancing their digital skills?

Which digital skills do records managers consider essential?

What challenges do records managers face in managing digital records, and what suggestions do they have to overcome these challenges?

Methodology

The study employed a qualitative approach using semi-structured interviews, which can be conducted in various ways, either by meeting the participant directly or by contacting them via phone (Creswell & Creswell, 2017). Interviews were conducted with heads of records departments in Omani civil aviation institutions or their representatives (Table 1). This helped the researchers in obtaining detailed and accurate information about the actual digital skills of records managers in the Omani civil aviation sector. The interviews included questions regarding the records department, personal data of the respondents, the digital skills that records managers effectively use in records management. It also included the role of training programs provided

to them in enhancing their digital skills, their opinions on the digital skills they consider essential, and the challenges they face in managing digital records along with their suggestions for overcoming these challenges. Qualitative data were analyzed by collecting data from the interviews, coding it, and converting audio data into written format, grouping similar data into categories and themes. Data collection and interviews with the study participants were conducted during the period of September-November 2024.

Table 1 shows the number of employees in the records departments in Omani aviation institutions. Table 2 shows the number of interviewees (7) who were selected based on their experience, which ranged from 16 to 17 years for 3 of them, and (5) of them are specialists in records and information studies.

N.	Institution	Number of employees in the records department
1	Oman Air	4
2	Oman Air Catering	1
3	Muscat Duty-Free Company	1
4	Oman SATS	1
5	Ground Handling (Transom)	2
6	Civil Aviation Authority	8
7	Oman Airports	3

Table 1: Number of Employees in Records Departments in Omani Civil Aviation Institutions

N.	Institution	Educational qualification	Specialization	Years of experience
1	Oman Air	Master's Degree	Records management	17 years
2	Oman Air Catering	Diploma	Records management	5 years
3	Muscat Duty-Free Company	Bachelor's Degree	Records management	2 years
4	Oman SATS	Bachelor's Degree	Translation	3 years
5	Oman Ground Handling Transom	Bachelor's Degree	Business Administration	3 years
6	Civil Aviation Authority	Bachelor's Degree	Records management	16 years
7	Oman Airports	Master's Degree	Information Management	16 years

Table 2: Personal Data of the Respondents Interviewed

Previous Studies:

By reviewing databases and conducting online research, we find a shortage of studies that have

addressed digital skills and the role of training programs in developing them in Omani institutions. Moreover, the topic has not been addressed in Omani civil aviation institutions. However, it would be useful to review the results of some studies that have addressed the topic in other environments for guidance, as follows:

At the level of the concept of digital skills and training for records managers, Ibrahim (2010) argues that training is considered continuing education and development for employees to enhance their knowledge and support them with new skills. Elsaywy (2021) indicates that training is a systematic and planned effort to provide human resources with specific knowledge, improve their capabilities, and positively and constructively change their attitudes. It is essential for information institutions to adopt plans for the development and enhancement of information and records managers' skills, given the importance of information in community development and making informed decisions. Human resources must be continuously prepared and trained in alignment with the institution's policies and goals. This requires a thorough analysis of digital skills and subsequently identifying appropriate training programs for that purpose (Bin Tahir, 2021). The need of records managers for training to refine their digital skills is pressing, enabling them to participate more effectively and support records management practices (Richards, 2017). Training in the digital environment helps transition of records managers from their current level to a better one, allowing them to adapt to this environment and its technologies while facing the challenges that hinder their work (Bousahya et al, 2022).

Regarding the reality of digital skills for records managers and the role of training in enhancing them in information and records institutions, Al-Rahil and Al-Shawabka (2017) indicate that the development and growth of human resources is of great importance in the present era, especially in the stages of rapid development of information and communications technology, and the shift of societies towards interest in information and knowledge as a strategic commodity and a resource of national income, so that information specialists are available and able to keep pace with the devices and resources produced by technology.

In this regard, Auluck (2007) notes that training plays a crucial role in equipping information specialists with new skills and methods to keep pace with modern technologies, thereby improving individuals' learning process and their performance of required tasks. Records managers can participate in training courses whether for just one day or several days on topics related to digital records and archives (Elsawy, 2021). In the Sultanate of Oman, the National Records and Archives Authority (2024) aims to train employees in entities subject to the Archives and Records Law on various topics related to records and archives management practices and activities. Training programs designed to enhance the awareness and digital skills of records managers may include topics such as records services automation, digital records management, records preservation, and business systems analysis. In this context, the study by Al-Saadi (2020), which aimed to evaluate records management practices in Omani government institutions, emphasizes the need to intensify training and awareness programs for employees regarding digital records management procedures. Moreover, The International Council of Archives' Electronic Records Workbook (ICA, 2005) indicated that it is preferable to raise records managers' awareness to engage with digital records management issues alongside traditional records handling; this necessitates training on common topics such as electronic signatures, digital image preservation, or technological challenges faced by records producers. Similarly, the study by Khair and Kassab (2008) on the current state of the records management system at the Public Authority for Social Insurance highlighted the employees' need to understand the requirements of digital records management system, including its policies,

Regarding the challenges of enhancing digital skills for information and documentation specialists and the role of training programs in their development, a study by Al-Kindi (2016) on the readiness of Omani government institutions to use electronic systems for managing records indicated the necessity of avoiding problems and highlighting the positives to successfully implement records storage and retrieval. One key aspect is supporting continuous training of documentation specialists to enhance their skills in using technologies related to records management.

The study by Elsayw and Salem (2021) revealed a low level of awareness among records managers in records departments regarding cloud computing. One of the main challenges of cloud computing, from the perspective of records managers, is their limited knowledge of cloud storage technologies, as 60% of them reported this issue. Despite the assertion made by the French Association of Archivists (2005) that the information technology and new communication methods don't seem to have changed the fundamental principles of the archival profession, namely the preservation and retrieval of information appropriately, records managers can effectively contribute to the management of digital records and information within institutions. In Oman, institutions face several challenges in managing their records, including human-related challenges such as the weak response of employees to implement records management procedures and the inadequacy of specialized training programs in records management (Al-Saadi, 2020). Regarding training programs, a case study in Algeria found that 51% of records managers confirmed that the training programs focus more on the theoretical aspect than on the practical side. Meanwhile, 42% of records managers reported that the training programs include both theoretical and practical components together (Iman, 2022).

This study differs from the previous ones by focusing on an important sector of Omani institutions and highlighting a crucial aspect in the qualification and training of records managers, which is digital skills, and the training programs offered to them. The lack of high-quality training and technological expertise affects their efficiency in performing technical activities and tasks within the records department.

Study Results and Discussion

Considering the interviews conducted with the participants of the study sample (Tables 1, 2), which were coded from P1 to P7, and according to the subject and objectives of the study, the results were organized according to the following axes:

Digital Skills of Records managers:

Participant 1 (P1) indicated familiarity with most applications used in the institution, such as the Enterprise Resource Planning (ERP) system, travel booking systems, and Microsoft Office programs like Excel, Word, and PDF for recording document data. For example, Excel is used to log the files held by the records departments, in addition to recording incoming and outgoing mail. Due to the absence of a dedicated electronic system for managing records and electronic files, P1 is not proficient in using the mentioned system. However, he clarified his familiarity with cloud computing tools like Google Drive and document digitization through a project the institution worked on for scanning contract documents and recording their data. P1 also expressed proficiency in searching skills for information sources, as well as skills in artificial intelligence and data analysis. He referred to using Outlook for exchanging documents and data between departments within the institution.

Participant 2 (P2) mentioned his familiarity with basic computer skills, specifically Word and PDF programs, as well as using Outlook for document and data exchange, which aligns with what P1 stated. P2 is also knowledgeable about records scanning and cloud storage. Participant 3 (P3) noted his familiarity with electronic signatures and records digitization, in addition to using Outlook and Microsoft Office programs like Word and PDF, as well as basic computer skills. This was echoed by both P4 and P5, who confirmed their possession of basic computer skills, particularly with Microsoft applications and Outlook for electronic correspondence. P4 also highlighted his knowledge of ready-made software and records scanning, as well as electronic archiving through Shared Folders and the classification of electronic records. While P6 and P7 from the Civil Aviation Authority and Oman Airports indicated that they possess skills in managing electronic mail, electronic document and records management systems, and records digitization. P7 also highlighted his knowledge of electronic archiving, records management processes, methods of storing and retrieving records, in addition to cloud storage for records.

Therefore, it can be inferred that all participants in the study sample of records managers possess the basic skills for using computers, represented in Microsoft programs and Outlook email for exchanging document data and sending correspondences and electronic memos. Except for (P1), who mentioned having familiarity with using AI applications and data analysis, the other participants (6) do not have awareness or skills on how to benefit from AI applications and data analysis in developing their tasks or activities and practices of records management in their institutions. This indicates that Omani civil aviation institutions need to conduct a precise analysis of the digital skills of records managers, which have been affirmed by several studies that addressed the diagnosis of the current state of digital skills and continuous training for information and records managers (Bin Tahir, 2021). This aligns with what Richards (2017) emphasized regarding the need for records management workers to receive training to refine their digital skills so they can participate more effectively and enhance their practices in records management. The researchers in this study believe that information technologies such as AI can provide smart solutions that support the classification, indexing, retrieval, sorting, and disposal of records if they lose their value, as well as detecting old records.

Training and Its Topics in Electronic Records Management

Training in records departments aims to provide employees with the necessary skills to perform specific tasks related to records and information management within the organization. Below is a table illustrating the training programs that records managers have received in electronic records management.

N.	Institution	Training Program	Year	Organizing Body	Purpose of Training
1	Oman Air	Electronic Records Management	2019	National Records & Archives Authority	Enhancing the Competence of
2	Oman Air Catering	International Forum for Records and Archives	2023	National Records & Archives Authority	

3	Muscat Duty-Free Company	Excel Program	2023	Private Training Center	Employees and Developing Their Knowledge
4	Oman SATS	Records Management (Traditional and Electronic)	2020	Oman Airports	
5	Oman Ground Handling Transom				
6	Civil Aviation Authority				
7	Oman Airports	Records Management (Traditional and Electronic)	2020	Oman Airports	Enhancing the Competence of Employees and Developing Their Knowledge

Table 3: Training Programs Provided to Records Managers In Omani Civil Aviation Institutions

We can conclude from the table above (Table 3) that civil aviation institutions in the Sultanate of Oman have not provided sufficient training on electronic records management programs and the use of modern technologies in records management, despite the digital transformation witnessed by most institutions. This is because of the rarity of training programs related to electronic records, as mentioned by the researchers in the challenges axis. The results also showed that the Oman Ground Handling (Transom) and the Civil Aviation Authority, i.e. (2) out of (7) institutions included in the study, with a percentage of 28.6%, did not offer any training programs for employees in the past years in electronic records management. However, some studies emphasize the need of records managers to have training programs to keep up with the ongoing developments in the digital environment and to improve their professional practices and activities in records and information management (Al-Saadi, 2020). Therefore, theoretical knowledge in training must be joined with practical work, and Omani aviation institutions can only realize this through allocating good training programs for records managers on topics that meet their professional needs and enhance their digital skills. The training courses can last for several days or one day on topics related to digital records and archives. Records managers can participate in training courses whether for just one day or several days on topics related to digital records and archives (Elsawy, 2021). According to Bowker and Villamizar (2007), the variety of training programs offered to records managers helps them identify workflow deficiencies, identify terminological inconsistencies, and share useful knowledge regarding standardized records management practices.

Essential Technical Skills for Records managers in the Era of Digital Transformation

(P1) emphasized the importance of records managers acquiring the fundamentals of computer science and software related to records management, in addition to knowledge of AI, blockchain, and the Internet of Things. They should also be familiar with electronic records management.

Furthermore, (P2) pointed out that records managers must possess skills in digitization, cloud storage, and Microsoft applications such as Excel, Word, and PDF, as well as being capable of managing digital records and addressing preservation and retrieval issues. (P3) also highlighted the significance of being knowledgeable about digital records backup and long-term preservation, along with electronic records storage and management, as well as handling devices and equipment. Likewise, he mentioned the importance of understanding security skills related to protecting digital records from breaches. Besides, (P4) indicated the necessity for records managers to be familiar with electronic archiving and to engage with ready-made software, and to be knowledgeable about electronic records management systems and how to classify confidential record levels. (P5) agreed on the importance of familiarity with the electronic records management system, including the management of correspondence and digital records. This was also affirmed by (P6) and (P7), who stressed the importance of understanding electronic records management systems, their features, and the methods of preserving and retrieving records. Additionally, (P6) highlighted the need for awareness of security practices for records protection, while (P7) emphasized the importance of records managers acquiring digitization skills for their role in the digital transformation and the transition from paper to electronic systems. They also pointed out the importance of acquiring skills in AI, cloud storage, and the software used for managing electronic records.

Considering the respondents' opinions from the study sample, the digital skills that they deem necessary to enhance their professional development and to handle digital records and information include training programs on artificial intelligence, record digitization, cloud storage, and electronic records management systems. They see these skills as essential for the digital age to effectively manage digital records.

Training programs offered by Omani aviation institutions can focus on these topics and any other subjects that meet the standards for managing digital records and promote integration and collaboration among records managers. Enhancing the skills of records managers boosts workplace efficiency, organizational activities, informed decision-making, and community development.

The Challenges Faced by Records Managers in Working with Digital Records

(P1) pointed out that the multitude of electronic systems used in the organization is one of the main challenges. This situation requires linking these systems with the electronic records management system and organizing the information and records within these electronic systems in terms of classification, sorting, and applying retention periods. Consequently, this process demands technical skills and capabilities from records managers to manage electronic records in an organized and clear manner, ensuring optimal use of the data and records that exist across multiple electronic systems (with digital data and records distributed across various storage locations and databases). (P6) highlighted the difficulty of linking electronic systems. All respondents agreed that there is a lack of awareness regarding the importance of electronic records and their preservation and management methods. (P1) noted that emails circulated within the organization are not properly preserved, despite being considered official records.

As for (P2, P3, P4, P5), they pointed out the financial challenge related to supporting digital transformation in records management, particularly in providing the electronic records management system approved by the authority and the high costs associated with this system. (P2) also clarified that there is a challenge in providing devices related to records management, such as scanners. (P3) mentioned a range of challenges faced by the organization, including the

random storage of electronic records and the difficulty in retrieving certain electronic records because they are merely storage systems without retrieval features. Additionally, there is the issue of losing some electronic records. They also noted the lack of acceptance of electronic signatures on digital records, which necessitates printing these types of records, as well as the weak technical skills among records managers. (P6) pointed out the misalignment between the technical skills of records managers and employees in general within the organization and the goals of digital transformation. They also indicated that priority is not given to training programs related to electronic records management. They emphasized the scarcity of training programs related to records management in general and electronic records in particular, a sentiment echoed by (P7), who noted the lack of available training programs in the Sultanate of Oman regarding records management. Specialists struggle to find training programs that meet their needs in this field. (P7) further highlighted the weak technical skills of graduates from the records and archives management specialization, noting that the organization continuously receives trainees from this field and has observed their lack of familiarity and proficiency with essential technical skills, such as the electronic records management system and the use of Excel.

We can conclude that the most significant challenges facing records managers in civil aviation institutions in the Sultanate of Oman are the lack of awareness regarding the importance of electronic records and their management, the loss of electronic records, random storage of electronic records, scarcity of training programs, insufficient financial support for digital transformation. It also includes the high costs of electronic records management systems, along with the weak technical skills of graduates from the records management specialization.

This result aligns with what Asmiyanto (2019) indicated regarding the emergence of several challenges faced by specialists, including changes in records storage, retrieval, and access processes. Additionally, the study by Al-Mahrazi (2023) identified several challenges related to records managers, such as the lack of training courses, limited availability of well-developed systems and software, and some employees' unwillingness to adopt records management systems and their underestimation of records departments.

A study by Johare (2007) confirmed that one of the most prominent challenges in many countries, particularly in Asia, is the lack of expertise in education and training in the field of electronic records management. This requires the use of experts to conduct in-service training for those working in records centers. Furthermore, providing continuous education and/or training for records managers at the appropriate level of detail and in the appropriate fields of records management enables them to carry out their responsibilities in managing records in the electronic environment effectively and efficiently. The researchers in this study believe that continuous education or training for records managers in Oman Air institutions is a necessity imposed by the modern digital reality of records management, which requires records managers who are experts in managing digital records. This requires lifelong learning implemented in the form of short-term training courses at training centers for experts qualified to work in the open digital environment. In Oman, Records and Archives Law 60/2007 emphasizes the role of the National Records and Archives Authority (NRAA) as a National Archive to assist institutions subject to the Records and Archives Law in training employees working in the field of records and archives, based on a training request submitted by the institution to the NRAA (Royal Decree No. 60/2007).

Suggestions for Developing Technical Skills from the Perspective of Records managers

(P1) emphasized the importance of document graduates acquiring digital skills by increasing the

focus on academic courses related to the digital aspect of records. They highlighted the need for intensified training programs for students to gain skills and capabilities relevant to institutions in electronic records management. They also pointed out the importance of providing intensive training programs in managing digital records and learning from the experiences of institutions that have implemented electronic records management systems. Additionally, they stressed the necessity of establishing policies and procedures to regulate the management of digital records.

All respondents agreed on the importance of raising awareness regarding digital records management and the need to provide specialized training programs in this field so that records managers can acquire the digital skills necessary for managing records. (P2, P3, P4, P5) pointed out the importance of providing financial support to develop electronic systems for records management. (P7) highlighted the need for ongoing meetings among specialists in the records sector to discuss the challenges faced by institutions in managing electronic records and to benefit from the experiences of institutions in overcoming these challenges. They also emphasized the necessity of collaboration between institutions to exchange expertise and skills in this area.

The key suggestions that records managers believe are essential for developing technical skills can be summarized as follows: increasing awareness of the importance of digital records, establishing policies and procedures for their management, providing financial support for digital transformation, exchanging experiences and practices between institutions, and offering and intensifying training programs in digital records management. This aligns with the findings of Al-Mahrizi (2023), which emphasized the importance of dedicating training programs for records managers in modern topics related to digital records management and data analysis within institutions. This will support their participation in the digital transformation of organizations and help achieve Oman's vision.

Study Recommendations

In light of the study's results and discussions regarding the reality of digital skills among records managers in Omani civil aviation institutions and the role of training programs in enhancing these skills, the study recommends that officials in Omani civil aviation institutions and those concerned with records management consider the following suggestions to improve the digital skills of records managers and increase their ability to manage records and information effectively in line with the rapid changes of the digital age in the Omani civil aviation sector.

Enhance the awareness of officials in Omani civil aviation institutions about the importance of digital skills for records managers and the role of training in improving their professional performance. This includes ensuring that their skills and knowledge are updated according to the latest practices in records management and digital archiving technologies and methodologies. This will help overcome challenges related to allocating sufficient resources to support the design, implementation, and long-term sustainability of effective training programs.

Keep up with developments in the information technology era to improve the performance and skills of records managers.

Encourage the exchange of professional knowledge among records managers in Omani aviation institutions and stay updated on advancements in practices and techniques for managing, preserving, and providing access to digital records and information.

Commit to providing training programs to qualify and develop records managers and improve

Ensure that training programs combine theoretical and practical components, organized regularly, with a focus on practical application in technology to enhance the skills of records managers. The content of the training programs should align with their actual training needs.

Conduct assessments of training needs continuously, to identify specific skills and knowledge gaps among records managers, and implement effective mechanisms to measure the impact of training programs on the skills and knowledge they have acquired.

Conclusion

Electronic records management relies on information technology that is integrated into records management processes. Therefore, electronic records management requires not only the involvement of records managers and archivists, but also the participation of IT staff and administrators under shared responsibility for establishing a reliable electronic records system. The human element is a crucial pillar in records centers, as these centers rely on it to carry out their main functions and activities, and to provide services to the beneficiary community. The records and information management sector in institutions has witnessed a significant development in the use of information and communication technology, which requires enhancing the digital skills of records managers to improve technical systems and technologies used in records and information management. Training is an effective means of learning and understanding these new technologies for records managers and improving their practice in records and information management. The results of this study emphasized the importance of enhancing the skills of records managers in Oman Air institutions so that they can adapt to technological advances and advanced records management practices, and that the training programs offered to them better meet the professional needs of records managers.

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