



Arab American University
Faculty of Graduate Studies

**The Role of Human Resource Management in Driving
and Managing Organizational Change in the Palestinian
Banking Sector in Response to COVID-19 Pandemic**

By

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**This thesis was submitted in partial fulfillment of the
requirements for the Master`s degree in Human Resources
Management**

September / 2022

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Declaration

I, the undersigned, hereby declare that this thesis represents my own work, and has not been previously included in a thesis or dissertation submitted to this or any other institution for a degree, diploma or other qualifications.

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Acknowledgment

At the start, I would like to praise and thank God, the Almighty for his countless blessings, as I put the finishing touches on this modest study, it would be impossible to list all names of those who have assisted me in the process of completing this thesis but several people deserve my sincere appreciation and thanks for helping during the continuous work and diligent effort to accomplish this study. I don't claim that I have reached the degree of perfection in my subject, but I exerted every possible effort I could, and I tried to come up with the thesis as best as possible despite the special uneasy circumstances. I would like to thank all those who helped me during the journey of completing this work and did not spare me any idea or information, especially my professor, Dr. Fathallah Ghanem, who supervised the preparation of this thesis, as well as Dr. Rania Shkairat and Dr. Soheil Salha who did not hesitate in providing advice, support, and guidance. I also thank all my professors at the AAUP, and all the employees of AAUP.

I also thank my colleagues who work in banks operating in Palestine for their support and assistance in distributing and retrieval of questionnaires, thanks are also extended to the colleagues who constitute the study population for giving the time to fill in the questionnaires. I would like also to extend my thanks to the experts reviewing panel who reviewed the questionnaire for their valuable feedback which had a great impact on enriching the questionnaire and bringing it out in its final form. Many thanks go to the ones who proofread and edited the thesis. I also thank my brothers, sisters, friends and colleagues who are not mentioned here for the advice and guidance they gave me during my studies, and everyone who contributed to the completion of this study. It would be difficult to find adequate words to convey how much I owe you. Lots of love and thanks to all of you.

Dedication

To the ones who taught me the meaning of sacrifice, persistence, giving, success, and patience, to the ones whom I sincerely miss when I face difficulties, to the ones who constitute a beacon and example that illuminates my path when facing life's storms, to my father and mother may their souls rest in peace.

To that candles that illuminate the darkness of life, those who make life worth living who give me hope, optimism and happiness with their smiles, who have always been a source of support, encouragement, and inspiration Amal, Yara and Omar.

Abstract

The study aimed at identifying and revealing the Role of Human Resource Management (HRM) in Driving and Managing Organizational Change in the Palestinian Banking Sector in Response to COVID-19 Pandemic. In order to achieve the objectives of the study, the triangulation was used as a method and research approach to carry out the study due to its nature and the nature of the questions it endeavors to answer.

Questionnaire was used as a tool to collect the required data after it was developed in accordance with the study objectives and research questions, then target group was surveyed. The target group was comprised of all Senior and Middle Level Managers of banks operating in Palestine. The target group who constituted the study population was selected based on the organizational structure of the general/regional management of each bank, 247 managers out of 430 managers were surveyed and their responses were analyzed.

Statistical Package for the Social Sciences (SPSS) software was used to process the collected data extracting means, percentages, frequencies and Cronbach's alpha to measure the internal consistency of the questionnaire after the pilot study was conducted. The Multiple Linear Regression analysis was also used to measure and identify the impact and role of HRM practices in their elements and dimensions (areas) (HR Planning, Recruitment and Selection, Training and Development, Performance Management, Employee Relations and Compliance and Health and safety) and their role in driving and managing organizational change in the Palestinian banking sector in response to covid-19 pandemic; These results revealed that the independent variables (HR Planning, Recruitment and selection, Employee Relations and Compliance and Health and safety)

positively explained the variance in the dependent variable (Organizational change) in the Palestinian Banking Sector in Response to COVID-19, while, Training and Development and Performance management did not explain the variance in Organizational change in the Palestinian Banking Sector in Response to COVID-19.

The result shows that 75.4 % of the variance (R-Square) in Organizational Change could be significantly explained by six independent variables (HR Planning, Recruitment and selection, Training and Development, Performance Evaluation, Employee Relations and Compliance and Health and safety). Health and safety influenced most of variance in Organizational Change in Palestinian Banking Sector in Response to COVID-19 Pandemic, in contrast, the Training and Development and Performance Management had no influence in Organizational Change in Palestinian Banking Sector in Response to COVID-19 because the significant value was greater than the significant level.

The study was ended up with several conclusions on the Organizational Change, and on the COVID-19 significant effects and measures it implied on the banking sector and workplaces, as well as the HR roles in change and crisis management. The study came up with results as well with several recommendations and suggestions for the Banking Sector in Palestine, and for the Human Resources Management and its functions, roles, practices and policies; in addition to suggested future studies.

The recommendations state that banks should provide training and learning opportunities for all employees to match changing skills and modernize employment services and contractual agreements; improve working conditions and support teleworking and adopting designs and ergonomic environments; help employees with unforeseen care needs given the COVID-19 pandemic. Banks also need to be in line with the work requirements when change is related to organizational structure, considering

their strategic plan, and based on recommendations from HRM specialists. The Change management and crisis management should be embodied as an integral part of HRM functions, and HRM needs to embrace its role in being an effective leader and facilitator of change. And the Palestinian labor law should be revisited and modified.

Key Words: Human Resource Management (HRM), Organizational Change, Change Management, Palestinian Banking Sector, COVID-19 Pandemic.

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Glossary

- Bank : Public shareholding company, which practices banking in Palestine in accordance with the provisions of the Banking law. (The Palestinian Banking Law, 2010).
- Banking : Activities in which the licensed banks accept deposits from the public or from any other sources of funding for the purpose of investment and lending of credit and any activities exercised committed by banks, or any action permitted by the Banking. (The Palestinian Banking Law, 2010).
- Banks' Senior and Middle Level Management : Managers who are employed and appointed to manage the surveyed departments for the purposes of this study in the general and regional management of the surveyed banks, or their representatives, in accordance with the organizational structure of the bank.
- Change Agents : The people within an organization who act as leaders and champions of the change process (Kotter, 1996) (Elsan Mansaray, 2019).
- Change Implementation : The execution of a change management plan that is intended to create organizational change (Grawitch & Ballard, 2016).

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- Change Initiative : A project designed to improve operational performance within an organization (Naslund & Norrman, 2019).
- Change Management : The collection of processes, tools, and practices used to manage the human side of change. The final component of properly implementing change is change management (Al-Alawi et al, 2019).
- Competencies : It is the combination of knowledge, skills, behaviors, attitudes, motives and personal traits that the individual needs, and works to combine among them to carry out his job duties; to achieve certain objectives derived and emanated from the vision and mission of the organization in which he works, and to serve its strategic objectives.
- General Management of Local Banks : The senior executive management team of local banks, with a general manager or chief executive officer as a head.
- Foreign Banks : Banks which are not Palestinian's banks, and subject to the licensing and supervision of the Palestinian Monetary Authority and their main head office is outside Palestine and they are licensed to practice banking in Palestine in accordance with the provisions of the Banking Law.

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- Head Office : The general management of the bank, which is often in the mother / home country of the bank.
- Islamic Bank : The bank that is licensed to exercise and practice the business of banking in accordance and compliance with the provisions of Sharia / Islamic principles, and any other business consistent with the provisions of the Banking law. (The Palestinian Banking Law, 2010).
- Local Banks : Banks which are of Palestinian nationality, and their head office is inside Palestine, and they are subject to the supervision of the Palestinian Monetary Authority.
- Organizational Culture : A set of values, beliefs, assumptions, symbols, rituals, behavioral standards, communications, traditions and norms prevailing in an organization, which give this organization uniqueness and privacy, compared to other organizations. (Al-Ghalbi and Idris, 2007).
- Organizational Mission : A framework that distinguishes the organization from other organizations, so that it defines what the organization is, what it does, why it exists, and where it is heading, that is, the mission defines the scope and field of activity of the organization, the products it offers and its target customers, as well as its target markets, as well as showing the reason of the

existence of the organization, and it must be an expression of its identity. (Thompson et al, 2017).

- Palestine (or the Palestinian Territories) : The market and the area in which the Palestinian banking sector operates, without holding any political nor geographical scope, implication nor significance, or further liability nor responsibility whatsoever on the researcher's side.
- Palestinian Banking Sector : A set of banks, whether local or foreign, that operate through a network of distributed branches and offices and are subject to the supervision and licensing of the Palestinian Monetary Authority.
- Palestine Monetary Authority (PMA) : The Palestine Monetary Authority was founded as an independent agency by a presidential decree in 1995, and this decision was replaced by the passage of the Monetary Authority Law in 1997. As stated in Law No. 2 of 1997, the Monetary Authority was established to carry out many of the tasks contained in the Paris Economic Protocol, and the PMA will gradually expand its current authorities and responsibilities, which include licensing and regulating banking institutions, supervising the payments system, and conducting economic and statistical studies. (Palestine Monetary Authority, 2021 annual report).

- Quality of Banking Service : It does not differ from the concept of service quality in general, and accordingly it can be defined as providing banking services (products), in a manner that is consistent with the customer's stated (explicit) and unstated (implicit) desires and expectations. In order to achieve customers' satisfaction and meet or exceed his needs and expectations.
- Regional Management of Foreign Banks : The senior executive management team of the foreign bank, with a regional manager as a head.
- Stakeholders : Anyone who has direct or indirect interest in the Bank and who can affect or being affected by the Banks regulations and practices.
- Strategy : The general framework adopted by the senior management and by which they are guided, think and act derived from the organizational objectives and serves as means to achieve the organizational goals, and directs the strategic decisions of the future made by the management in mobilizing resources towards the development of continuity of the organization's competitive position and power through the creation, being proactive, adaptable to the external environment to performing and achieving its mission. (Rikabi, 2004).

- Vision : A general statement about the long-term future direction of the organization, and it often evokes the feelings and emotions of the members of the organization, often combining dream and reality, and expressing challenges to the future role and goals of the organization beyond its current environment and competitive position. (Thompson et al, 2017).
- Organizational Change : The process by which an organization moves from a current state to a desired state with the intent of improving the value or effectiveness of the organization, including more efficient use of resources (Espedal, 2016). It is an inevitable process that usually requires prior preparation, concerted efforts and harnessing resources and capabilities to reduce the gap between the current situation, reality, and the targeted situation to yield in making progress in the human, structural, and technological, products, business continuity and other aspects instead of obsolescence. For the purpose of this study, the organizational change is intended at Structural Change, Technical Change, Change in the Services / Products and Business Continuity.

Abbreviations

ABP	Association of Banks in Palestine
ADDIE Model	Analyze, Design, Develop, Implement, and Evaluate Model
ADKAR Model	Awareness, Desire, Knowledge, Ability and Reinforcement Model
ATMs	Automated Teller Machines
CEO	Chief Executive Officer
CIPD	Chartered Institute of Personnel and Development
COVID-19	Corona Virus Disease 2019
HR	Human Resources
HRD	Human resources Development
HRM	Human Resource Management
NGO	Non-Governmental Organizations
OC	Organizational Change
PCBS	Palestinian Central Bureau of Statistics
PMA	Palestine Monetary Authority
PMI	Project Management Institute
RBV	Resource Based View
SPSS	Statistical Package for Social Sciences

TMT	Top Management Team
TQM	Total Quality Management
VRIN	Valuable, Rare, Imperfectly imitable and Non-substitutable
WHO	World Health Organization

CHAPTER ONE

INTRODUCTION

1.1 Overview

In this chapter, the researcher addresses a background about the study, and identifies the study problem, significance and justification, objectives and importance, study questions and Hypotheses, and the study delimitations and limitations.

1.2 Study Background

Corona Virus Disease 2019 (COVID-19) expanded over more than 110 nations on March 9, 2020, after the initial case was identified at the end of December 2019 in Wuhan, China, with 113 702 confirmed cases and 4012 deaths. The World Health Organization (WHO) classified the COVID-19 outbreak a pandemic on March 11, 2020, and it is a severe public health concern. Wong et al., 2020 The pandemic exposed deep-rooted market and economic fragilities as well as structural inequalities, forcing organizations to think beyond recovery policies and begin the task of constructing a future of work that is safer, fairer, greener, and more effective in addressing the consequences of future crises on continuity. Furthermore, the pandemic is expected to result in the disappearance of certain existing positions and policies and the emergence of new ones, implying a greater need for employees to retrain to cover existing skill shortages and to learn new abilities for industries that are recruiting. (McGuigan, 2021).

This study aims to raise awareness and highlight the role of Human Resource Management (HRM) in driving and managing organizational change in the Palestinian

banking sector in response to COVID-19, which has been characterized as an existential threat to our way of life in its depth, breadth, spread, and speed, and has radically affected all sectors and work life by changing it radically, HRM has been coordinating a distributed workforce while attempting to ensure business continuity. During the crisis, HRM professionals in the banking sector were put under pressure to work to keep their businesses and distribution channels running, despite social distancing recommendations and supervisory and compliance duties that were never created for remote work. Despite the delay of loan payment dues, fierce competition on rates, and increased consumer pressure, HR managers are attempting to manage revenue and customer expectations. In addition, they must keep an eye on other crucial concerns such as strategies and branding issues that may effect determining their future, given that market dynamics and client behaviors may alter as a result of the crisis.

HRM role in Organizational Change (OC) and its management has been for long a subject of debate between researchers; and these debates has generated two different conceptions and schools about the role and management in the field of change, one school views HRM as a tool which serves senior management and its executive bodies by providing support and assistance in the area of its specialty, ensuring the execution of change projects and initiatives decided by the upper management by managing the results and consequences of the change on human resources; while the second school views and considers HRM is an essential component and a strategic actor who is responsible and able to take a leadership role in driving and managing change.

The study aims to recognize the role of HRM practices as an independent variable in driving and managing OC as a dependent variable, as well as to investigate whether HRM has a role in creating changes in business standards and models, new ways of

working, as well as the digital and digitalization culture mindset that has emerged in organizations' responses to the current emerging situation that is likely to exist post COVID-19 and has the potential to become mainstream. The study intends to discover and uncover the function of human resource management (HRM) in organizational change in the banking industry in Palestine from the perspective of bank senior and middle management. Because of the nature of the study and the questions that the study seeks to answer, the researcher used the triangulation research approach represented by descriptive, analytical (content analysis), and correlation by linking the results of the questionnaire analysis, after the validity and reliability of the study tool were confirmed, they were distributed and collected. Following the construction of the questionnaire as a tool for collecting the necessary data in accordance with the study objectives and research questions, the target group was surveyed. The study population's target group was chosen based on the organizational structure of banks' general / regional management. The study yielded a number of findings, conclusions, and recommendations.

1.3 Research Problem

We live in era period of time full of risk, instability, globalization and new technologies, where organizations find themselves in a constantly changing world where the only constant is change itself. Organizations are challenged with the key question of how dose they adapt to the change in order to remain pertinent and critically outperform their competitors.

In the capacity of the researcher of this study, as a Human Resources Manager at a Bank, noticed that COVID-19 had resulted in many changes at different aspects at organizations in general and the banking sector in particular. As a response to COVID-

19, there was an important role of human resource management practices in driving and managing organizational change, also the researcher faced deficiency in the availability of previous studies that link the “Human Resources” with the “Change Management”.

Furthermore, the success of organizations until too recent was linked to the physical capabilities and resources, but the current experiences of organizations and countries who have achieved great results in the areas of economic development and entrepreneurship show that these countries and organizations have depended non-materialistic resources (in other words, intangible resources), the rapid technical and technological development and the wealth generated by it in the field of information and communications, where this is called “The Age of the Information Explosion”, the increase of the intensity of internal competition, the increase of the intensity of external competition, especially in light of the so-called globalization and the resulted openness of markets with each other and the joining of many countries to the World Trade Organization, the strategic alliance between organizations, whether internal or external, Total Quality Management (TQM) requirements, constant change in the tastes and desires of consumers, the increasing power enjoyed by the consumer (consumer bargaining power) and the growth of the dominance of the era of going to the customer, respecting the consumer and working on satisfying him, the unstable general economic conditions.

in the forefront of these resources are capabilities, changes, adaptability and the need to survive in an unexpected and unprecedented crisis; this study endeavors to answer the question **“What is the Role of HR Management in Driving and Managing Organizational Change in the Palestinian Banking Sector in Response to COVID-19 Pandemic?”**

1.4 Research Significance and Justifications

The justifications of this study come from:

- The quest to reach results that serve the trends of growing and developing Palestinian organizations in the field of change management as a mean and tool to achieve effectiveness and efficiency.
- The lack and scarcity of this type of studies in general and in Palestine in particular.
- The growing global intellectual recent trend which attributes achieving sustainable economic competitive advantage of organizations to human resources and the nature of the factors affecting their performance, which still encourages researchers to study the various strategies, functions, activities, systems and regulations related to human resources management.
- Highlight and draw the attention of organizations to change management and its importance.
- The lack of theoretical and field studies about change management locally and regionally about the Change Management following to a sudden global change or pandemic.

In addition to the above justifications, its significance come from the fact that organizational change represents movement from the current state to the desired state (Espedal, 2016). The ability to react to market demands and to manage change is important (Dobrovic & Timkova, 2017). Successful change management is necessary in any organization seeking to sustain its business and succeed in a highly competitive environment (Al-Haddad & Kotnour, 2015).

As a result, this study has a considerable practical impact because successful change implementation is a critical predictor of organizational growth and sustainability (Kotter, 1996). The study's findings could be used to boost the rate of successful implementation of OC programs. The outcomes may also be used to help lower the costs of failed OC projects. Finally, the study's conclusions may provide examples of policies, procedures, processes, and efforts for improving the execution of OC activities.

The importance of the study involves two aspects, namely scientific and practical, the importance of the study is derived from:

- An Endeavour to bridge a gap of Knowledge in the field of “Change Management” and “The Organizational Change” through the preparation of theoretical and literature review about both.
- Identify a mechanism that leads to driving change and maximizing effectiveness and efficiency.
- The seriousness and genuinely of the topic and the authenticity of the research as the subject of change management and HRM are addressed globally and considered one of the academic debating issues to support investment efforts, promote them for human resources optimization, invest in them to achieve efficiency and effectiveness, and achieve competitive advantage.
- Shedding Light on the importance of human resources as a resource.
- An endeavor to come up with a proposed new HRM functions.

1.5 Research Objectives

This study provides perceptiveness on how by incorporating change the organization is building on its history enabling it to outperform its competitors within the

industry. It highlights valuable perceptions on how changes in both the internal and external environment presents both threats and opportunities. The study also gives perspectives on how employees individual contributions contribute to the success of the organization.

The findings of this study provide organizations with understanding of how they may adopt organizational change as a strategy. They may apply the lessons in their own organizations, embracing the opportunities presented by change, while appreciating their competitors endowments.

This study also provides researchers, academics and scholars with latest evidence on OC as a strategy for better survival. This may form the basis for further research on related areas.

The current focus of the study is to investigate and view the nature of human resource management practices in the Palestinian banking sector by diagnosing their dimensions and exploring the potential effects in driving and managing change in response to COVID-19 by investigating and viewing the nature of human resource management practices in the Palestinian banking sector by diagnosing their dimensions and exploring the possible effects in driving and managing change.

The study looks at the impact of human resource management practices on driving and managing change in all banks, and it gives suggestions and recommendations to decision-makers on how to improve the effectiveness of human resource management policies in promoting and improving OC.

The research looked into the role of HRM practices (HR planning, recruitment, training and development, performance management, employee relations and compliance, and Health and Safety) in driving and managing organizational change

(Structural Change, Technical Change, Change in Services / Products, and Business Continuity) in the Palestinian Banking Sector in response to COVID-19?

1.6 Research Questions

Based on the study problem and the main study question which was formulated as **"What is the Role of Human Resources (HR) Management in Driving and Managing Organizational Change in the Palestinian Banking Sector in Response to COVID-19?"**

The following sub questions were addressed and derived from the main question:

- What is the role of HRM practices (HR planning) in driving and managing organizational change in the Palestinian Banking Sector in Response to COVID-19?
- What is the role of HRM practices (recruitment and selection) in driving and managing organizational change in the Palestinian Banking Sector in Response to COVID-19?
- What is the role of HRM practices (training and development) in driving and managing organizational change in the Palestinian Banking Sector in Response to COVID-19?
- What is the role of HRM practices (performance evaluation) in driving and managing organizational change in the Palestinian Banking Sector in Response to COVID-19?
- What is the role of HRM practices (employee relations and compliance) in driving and managing organizational change in the Palestinian Banking Sector in Response to COVID-19?
- What is the role of HRM practices (Health and Safety) in driving and managing organizational change in the Palestinian Banking Sector in Response to COVID-19?
- What is the role of HRM practices (HR planning, recruitment, training and development, performance management, employee relations and compliance and

Health and Safety) in driving and managing organizational change (Structural Change, Technical Change, Change in the Services / Products and Business Continuity) in the Palestinian Banking Sector in Response to COVID-19?

1.7 Hypotheses:

Hypothesis 1: There are no statistical differences at ($\alpha \leq 0.05$) between the medians of human resources management and organizational change due to gender.

Hypothesis 2: There are no statistical differences at ($\alpha \leq 0.05$) between the medians of human resources management and organizational change due to Age.

Hypothesis 3: There are no statistical differences at ($\alpha \leq 0.05$) between the medians of human resources management and organizational change due to educational level.

Hypothesis 4: There are no statistical differences at ($\alpha \leq 0.05$) between the medians of human resources management and organizational change due to bank nationality.

Hypothesis 5: There are no statistical differences at ($\alpha \leq 0.05$) between the medians of human resources management and organizational change due to job title.

Hypothesis 6: There are no statistical differences at ($\alpha \leq 0.05$) between the medians of human resources management and organizational change due to experience.

Hypothesis 7: There is no significant relationship between HRM practices (HR planning) and driving and managing organizational change in the Palestinian Banking Sector in Response to COVID-19.

Hypothesis 8: The HRM practices through (HR Planning, Recruitment and selection, Training and Development, Performance Evaluation, Employee Relations and Compliance and Health and safety) will positively explain the variation of organizational change in Palestinian Banking Sector in Response to COVID-19 Pandemic

The Study Hypothesis are summarized in the model below (Figure 1):

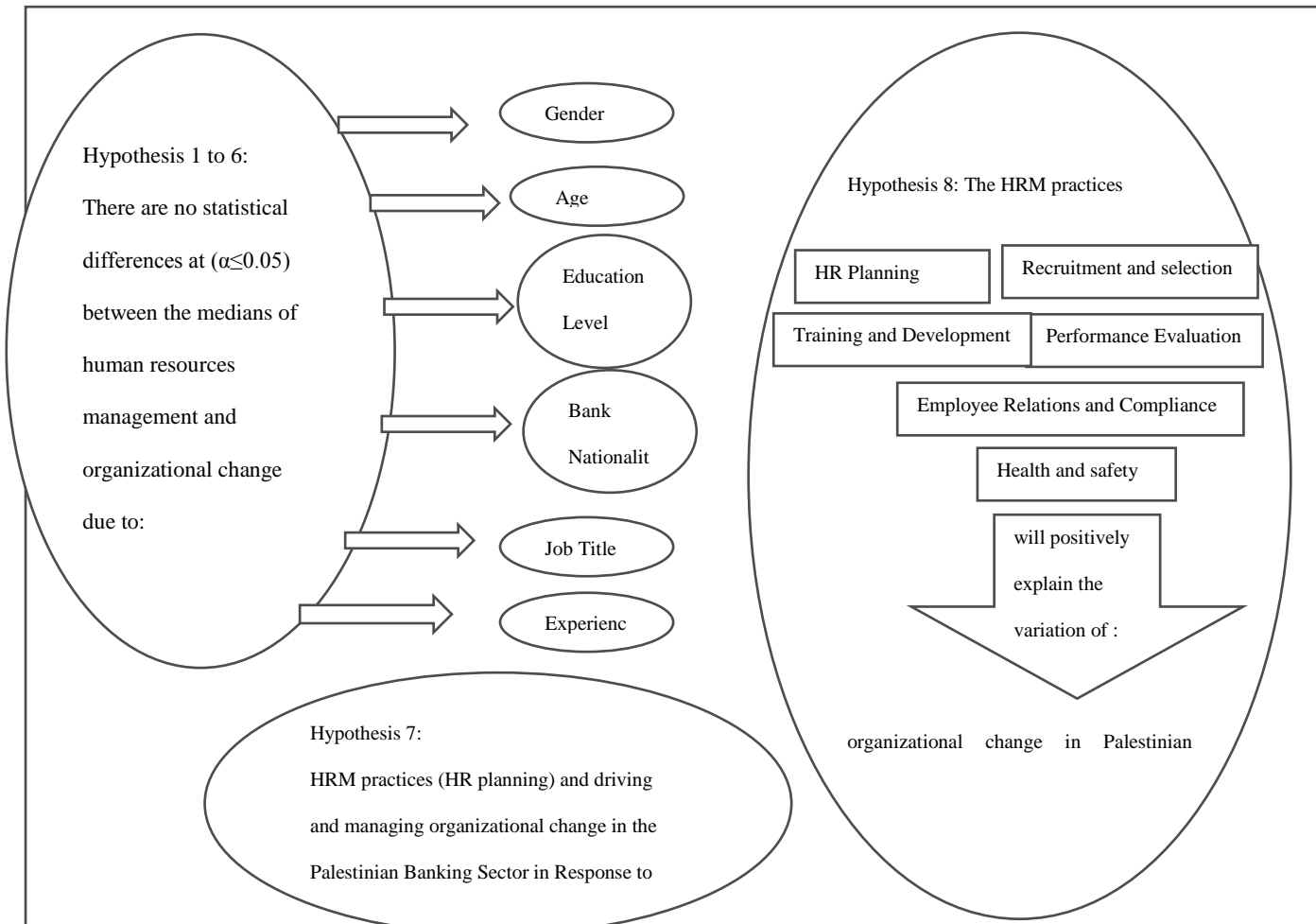


Figure 1: Study Hypothesis Model, prepared by the researcher.

1.8 Study Limitations

Given the nature of the theoretical and scientific research, the researcher experienced many difficulties during the completion the study, the most important difficulties can be summarized in the following:

- Due to lack of time and complexity of this topic, the researcher was unable to address all the necessary variables to achieve organizational change in banks operating in Palestine, which in turn would not highlight the role of HRM in driving and managing organizational change accurately and comprehensively.

- The scarcity of this type of studies in the Arab world in general and in the Palestinian territories in particular, as far as the researcher is aware, has led to a heavy reliance on foreign references, which forced him to exert additional efforts.
- Difficulty in the process of controlling the boundaries of research, especially because it is of a complex conceptual nature.
- Given the nature of the study, and in the absence of consensus and divergence of views and ideas on this type of studies; makes it more difficult to conceptually deal with the conceptual analysis in an intellectual, scientific and methodological in depth analysis, as this contributes to the difficulty of scientific conclusion inherent in the research.
- A composite study, which deals with three aspects at the same time: the first human resources management, the second is organizational change and the third is the COVID-19 pandemic, and thus linking different perspectives is relatively difficult.
- The lack of cooperation of some of the banks included in the study; which forced the researcher to make significant additional efforts to obtain data; which resulted in the postponement of the analysis, until the obstacles were overcome.

1.10 Study Delimitations

Some delimitations of this study can be summarized in the following:

- The study is limited to the banking sector in the Palestinian territories.
- The study is conducted by surveying senior and middle level management of banks who constitute the study population.
- The study investigates only the relationship between independent and dependent variables and applicability to the theoretical framework.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview on the Human Resource Management (HRM) Definition and Functions

This Chapter includes a general introduction and overview on the Human Resources Management definition, functions, concept, and scope, in addition to the HR planning forecasting, recruitment, training and development of employees, and the performance management and appraisal and all related aspects. The Chapter will also give and overview on the Change Management, its importance, reasons types and models, as well as including the previous studies.

2.1.1 Introduction

Human Resources are the pillars and basis for any organization's success because their main role is achieving the organizational goals and strategies. The achievement of continuous organizational growth and development is linked to the presence of adequate human capital. Human Resource Management (HRM) is the heart of the organization because of its role in maximizing the employee's performance by implementing certain practices and activities (Cherif, 2020). HRM practices aim to promote employee commitment and motivation to maximize their performance at the organizations (Eleyan, 2010). Therefore, HRM is responsible for utilizing the human workforce by screening, training, and compensating the employees (Elrehail et al., 2019).

2.1.2 The Concept of HRM

Human Resource Management (HRM) is the process of obtaining, training, assessing, and rewarding people, as well as attending to their labor relations, health and safety, and justice concerns, (Dessler, 2020). He also goes on to define Strategic Human Resource Management as developing and implementing human resource policies and procedures that result in the employee capabilities and behaviors required by the firm to achieve its strategic goals. He also describes talent management as the process of planning, recruiting, choosing, developing, managing, and compensating personnel that is comprehensive, integrated, and results-oriented.

Human resource management (HRM) is defined as "a role in companies designed to maximize employee performance in order to fulfill the employer's objectives" (Johnason, 2009). It entails "management decisions connected to policies and practices that affect the work relationship and are aimed at accomplishing particular goals, these goals concern performance goals that have been defined and measured in a variety of ways." Using the Harvard Human Resource Management Model, (Beer et al, 2015) "group these goals into a multidimensional performance construct. Performance is not only regarded as organizational effectiveness (that reflects financial performance indicators and productivity measures, for instance) but also as creating employee well-being (reflected in satisfied and healthy employees) and societal well-being (e.g., an organization's impact on society)". (Hayre, 2015) defined HRM as "a proactive tool at the workplace that uses specific means and facilities recruiting and improving workers as "human resources" to achieve business goals."

The term Human Resource Management (HRM) refers to the design and applications of an organization official system to guarantee efficient and effective use of human talents to achieve the organization goals (Mathis and Jackson, 2002).

The concept of (HRM) gained importance when it became clear, that strategic decisions are more and more related to human resource considerations (Daft, 2006) and Human Resource Management has impact on an organization's strategic capability (Fombrun et al., 1984), (Wright et al., 1994). (Schuler et al, 2005)

The Michigan Model of HRM emphasizes that people are considered a “resource” as the other resources in Organizations, and that the utilization of this resource should be closely linked with the strategic objectives of the organization (Fombrun et al., 1984).

According to the Harvard Model's creators, people are an organization's most important, specific, and critical resource. Human Resources and Business Strategy are linked in both approaches (Beer et al., 1985).

Thus, managing human resources has become one of the critical success factors in most organizations; both the existence of proper personnel and the ways in which people are managed is the basis for achieving a competitive advantage, and HRM is defined as groups of practices in an organization applied to ensure effective and efficient use of human resources in order to achieve the organization's goals.

2.1.3 The Concept of Human Resource Management (HRM) and its Scope

HRM can be defined as the policies and practices required to perform the routines of human resources in an organization, such as employee staffing, staff development, performance management, compensation management, and encouraging employee involvement in decision making. (Armstrong and Taylor, 2014)

(Rasool et al, 2019) provides the following reasons for engaging in HRM practices:

1. To delegate tasks to employees and teams
2. To create and advertise incentives for knowledge and benefit sharing, as well as individual accomplishments.
3. To serve as a channel for intra-organizational information sharing about procedures such as job rotation and knowledge sharing.
4. To provide staff with internal and external training opportunities.
5. To carry out retention, recruitment, and promotion policies in order to meet the HR demands of the firm.

The last two of these tasks are considered part of conventional HRM practice, whereas the first three are more modern HRM roles. (Teece, 2003)

HRM practices are considered important to fulfil the goals of the organizations and achieving a competitive advantage. (Bombiak and Marciniuk-Kluska, 2018)

The success of any organization depends on many factors, but Resource Based View (RBV) considers that the employees are the most important resource. Organizations can achieve sustainable organizational performance by encapsulating the benefits of good HRM practices and innovation in routine business processes. (Den Hartgon et al,2004)

Past research has discussed these practices from the VRIN (“Valuable, Rare, imperfectly imitable and Non-substitutable”) resources viewpoint, arguing that these qualities of human resources contribute in the organizational performance sustainability. (Adam, 2018)

This means that HRM implementations are becoming highly important to the organizations. Management personnel are taking a keen interest in their organization’s ability to implement HRM practices to form the employees work conduct positively, and

benefiting from their capacity to bring advanced business processes, assist to achieve the organizational objectives and organizational sustainable performance. (Chen and Huang, 2009)

Therefore, the researcher believes that HRM practices play a dual role in sustainable organizational performance. On one hand, HRM practices and policies are used to manage and organize the work, incorporating the organization's basic structure, and serve to manage and employ people by incorporating individual administration tasks and the development of new procedures, either in consultation or communication with individuals and teams within the organization. (Boxall and Purcell, 2011). On the other hand, diverse HRM implementations can be considered important to support and encourage creativity, by empowering the sovereignty of workers and thus causing new procedures. (Bratton and Gold, 2017)

With this dual role of HRM practices in mind, it is not just a matter of managing work and representing company structures; HRM has the power to release personnel's imagination. As a result, it is possible that HRM practices and policies might be leveraged to foster creativity and so establish an innovation-driven path to long-term organizational performance. (2012) (Jiang et al.)

2.1.4 HRM Functions

HRM plays an important part in workplace development by performing a variety of critical responsibilities. HRM is primarily responsible for staffing and recruitment; this is one of the HRM's primary responsibilities. Recruitment is the process by which an organization guarantees that it always has the appropriate number of people with the appropriate abilities and qualifications in the appropriate jobs at the appropriate time.

Staffing also comprises job analysis, human resource planning, recruitment, and selection (Al-Bdareen & Khasawneh, 2019). This policy intends to recruit the most applicants in order to pick the most talented and match them with the job description (Elrehail et al., 2019), which is accomplished by developing a strategy and criteria for each job description.

HRM plays a significant role in Human Resource Development (HRD), which includes training and development and focuses on individual career planning, developmental activities, organizational development, and performance evaluation (Richman, 2015). The process of employee development should maintain the diversity and inclusiveness of different social groups. In addition, conducting training in collaboration with HRM helps develop employees' leadership skills and potentials from different social groups (Cherif, 2020). Additionally, one of the essential factors that influence how and why people choose to work in one organization over another is compensation in the effectiveness of HRM function. Therefore, employers with the coordination of HRM must reasonably offer several types of compensation to hire, retain, and reward individuals in their organization. Noting that, compensation and bonus philosophy should be based on rewarding employees for the "right" performance and capabilities (Eleyan, 2010).

Furthermore, the importance of HRM in the workplace relies on its role in maintaining the work atmosphere and healthy environment. This is an essential aspect as employees' performance, and efficiency is affected and driven by the atmosphere and culture of the workplace between employees, which is maintained by the HRM department (Parameswari & Yugandhar, 2015). Besides the above, HRM is responsible for solving conflicts between employees or between employers and employees, through

acting as a mediator and offering solutions to keep things under control by providing employees with safe and healthy work environments. However, achieving this goal is not easy, as not all incidents and conflicts can be anticipated (Morosan-Danila et al., 2013).

As any other department, HRM can influence the company's performance by adopting the best practices of HRM into the business strategy and plans and noting that HRM policies' impact on the company performance has been examined by highlighting difference between the policy and the practice. As the HRM proposes many policies that carry in addition to the development of the human force and the workplace, but not all are realistic and are applicable. Hence, it is suggested that the HRM should propose policies in line with the organizations' strategy and scope (Rasool et al., 2019). Many HRM suffers from a gap between rhetoric and reality, which has led to the ineffectiveness of the policies of HR. This includes multiculturalism that is not being applied in many countries, including the Middle East (Budhwar et al., 2018).

Previous studies (Howe-Walsh et al., 2015; Budhwar et al., 2018, among others) show that despite the direction of organizations in the Middle East towards enhancing the role of HRM and Human Resources Development (HRD) in their institutions, the process of developing HRM is slow. This can be attributed to the slow economic growth, the Arabic and Islamic culture's dominance, and the traditional practices. In addition, noting that political instability in some countries and socio-economic challenges weaken managerial aspects' effectiveness and risk the HRM not being utilized to the fullest.

Moreover, a study was conducted to determine the factors that affect the performance of the HRM in Palestinian organizations by Al-Jabari (2013). The study assessed the HRM practices in public, private, and Non-Governmental Organizations (NGO) sectors, and one of the main differences and challenges faced by the HRM in

Palestine depended on the sector, where the NGO showed the greatest implementation of the HRM tasks and policies. Similarly, the more prominent organizations showed a better application and functioning by the HRM departments, unlike smaller organizations which are more common in Palestine. Moreover, the study attributed the dysfunction of HRM in most Palestinian organizations to economic growth. However, this faces many challenges, including tight closure policy, barriers, and limited governmental authority, leading to instability in businesses.

The researcher believes that the functions of HRM comprise not only the aforementioned function, but also the following functions, which are shown and described in (Figure 2), as well as the activities and initiatives that run beneath them. The human resources department is the core and heart of any firm. It can be compared to the nerve system in the human body, which oversees and controls everything.



Figure 2: Human Resource Management Functions, prepared by the researcher

Human Resource Management implements a wide range of functions and effective practices. More in particular, its role is to plan the tasks that need to be executed in the present and in the future which are needed to achieve the goals of the organization. Human Resource Management uses the appropriate strategies to meet the needs and goals on each practice.

As mentioned above, HR role has evolved and transformed substantially to adapt with the various developments and demands in the workplace. It also includes other responsibilities depending on the changing work environment, it has more complex roles that impact the performance of the organization as an entity.

Human Resource Management has several functionalities. The most important functions which are related to this research are presented below:

2.1.5 Human Resources Planning and Forecasting

Human Resources or Workforce (or employment or people) Planning is the process of determining the positions an organization will need to fill and how they will be filled. Its goal is to identify and close the gaps between the employer's projected labor demands and current personnel who could fill those needs. Human resource planning should be an essential component of every organization's strategic planning process. 2020 (Dessler)

Workforce planning is a critical business process that connects changing organizational needs to people strategy. It may be the most effective action that an organization can undertake. It does not have to be complicated and can be tailored to any organization's size and maturity. It can provide market and industry knowledge to assist firms in focusing on a variety of challenges and concerns, as well as planning activities to support long-term corporate objectives. 2021 (Zimpel).

Workforce planning is the act of matching worker supply (competencies) versus desired demand. It entails examining the current workforce, determining future workforce needs, identifying the gap between the present and the future, and implementing solutions to ensure that an organization's mission, goals, and strategic plan are met. It is about putting the right people with the right talents in the right location at the right time, at the right cost, and on the right contract to meet an organization's short and long-term goals. Workforce planning can help organizations achieve long-term success by enabling smarter decisions regarding their future human resource demands. 2021 (Zimpel)

The organization's future personnel requirements reflect the demand for its products or services, changes in turnover and productivity, and changes in strategic goals. Forecasting labor demand begins with assessing the demand for the company's products or services. In the short term, management should be concerned with daily, weekly, and seasonal estimates. The primary approaches for projecting staff needs include trend analysis, ratio analysis, and the scatter plot. 2020 (Dessler)

Using trend research, the group studies changes in employment levels over the last few years. It can provide a rough estimate of future personnel needs. Organizations must acknowledge that employment levels are rarely exclusively determined by the passage of time. Other factors, such as productivity and retirements, as well as changing skill requirements, will influence future labor needs.

Organizations use ratio analysis to forecast the number of employees needed based on the historical ratio of causal elements.

Organizations use scatter plots to graphically depict how two variables, such as revenue and personnel levels, are related. If they are, they should be able to forecast business activities (such as sales) and estimate human demands.

The COVID-19 pandemic has created an urgent need for workforce planning in organizations of all sizes. In this unprecedented situation, workforce planning is needed to understand how best to support the business and workforce. (Zimpel, 2021)

2.1.6 Recruitment

Employee recruiting means finding and / or attracting applicants for the employer's open / vacant positions. (Dessler, 2020)

According to (Maxwell, 2021), recruiting is "the process of attracting and choosing individuals for a job role." He emphasizes the importance of selecting the proper candidates for firms that require people with the necessary skills and competences to achieve their objectives. It is an essential activity not just for HR experts but also for supervisors who are increasingly involved in the hiring process. Everyone involved in the recruitment process must have the necessary knowledge and abilities to make effective and fair hiring decisions.

The time and complexity of the recruitment process vary according to the size and resources of the business. However, each of the subsequent phases must be completed:

- Defining the role.
- Attracting applicants.
- Managing the application and selection process.
- Making the appointment.

The recruitment process can be represented and summarized in the following

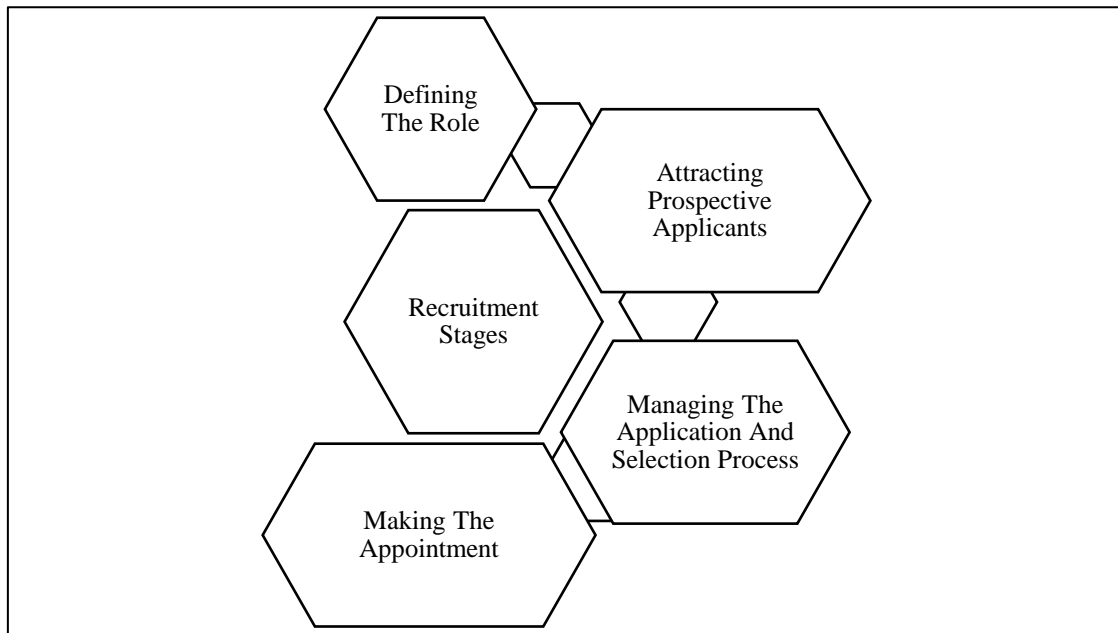


Figure3: The Recruitment Process and Stages, prepared by the researcher based on CIPD (2021)

(Figure 3)

The first phase is defining the role, which kicks off the job analysis, which includes gathering information on the work from a range of sources, whether the position is new or existing. This study gives data for the job description and person specification. In other words, job analysis is the procedure through which the organization determines the duties of the organization's positions and the competencies and characteristics of the people to hire for them. (Dessler, 2020). This method generates information for producing job descriptions that outline what the job includes and job specifications that define who to hire for the position.

When we think of external recruiting, we normally think of LinkedIn, employment agencies, and classified advertisements; but, when we think of internal recruitment, we usually think of current employees or "hiring from within," which is often the best source of applicants. Employee selection is important for a variety of reasons.

Because performance is always contingent on subordinates; finding and hiring people is expensive; and, in some countries, mismanaging the hiring process has legal repercussions. A selection interview is a technique for predicting future job performance based on applicants' oral responses to oral questions; there are several types of interviews. Structured interviews are distinguished from unstructured interviews.

Shortlisting individuals who have the required competencies to proceed to the assessment stage; and assessing those candidates to determine who is most fit for the post by utilizing one or more techniques and tools available to employers, but an organization should use legitimate and reliable methodologies. Organizations must remember that before making an offer of employment, they must ensure that the candidate has the legal right to work and the necessary qualifications or credentials.

2.1.7 Recruitment in light of COVID-19 Pandemic

With no doubt, the COVID-19 epidemic had a significant impact on recruiting, with a notable impact being a greater reliance on technology for improving and expediting processes and hiring quality. This was already rising and growing prior to the pandemic, but it has become a must in situations where traditional "in person" interview and evaluation techniques are not applicable or appropriate due to the distancing requirements. Organizations should examine and manage their use of technology as part of ongoing digital activity, as it is likely to persist in some form beyond the epidemic. (2021, Maxwell)

2.1.8 Training and Developing Employees

Prudent personnel selection, according to (Dessler, 2020), does not guarantee effective performance. Even high-potential employees cannot work successfully if they do not know what they are supposed to do or how to execute it. The primary goal of orientation and training is to ensure that employees know what to do and how to do it. The HRM Department frequently prepares orientation and training programs, but line managers and supervisors are responsible for the majority of daily orientation and training; hence, every manager should be aware of how to orient and teach staff.

During the orientation process, new workers are familiarized with the essential relevant information they need to execute their duties, as well as begin becoming emotionally linked to and invested in the organization to assure participation. Following orientation, training begins. Through training, new or present employees are provided the competencies and capabilities required to do their duties properly.

Businesses can use a variety of frameworks and models to divide the training development process into manageable chunks. The implementation of a systematic process for training and development improves team communication about the project, ensures that organizations follow critical steps for successful development, and provides a framework for managing the training project. Organizations must utilize a reasonable training approach, and training in organizations typically follows the procedure outlined below, which is credited to the ADDIE Model. The ADDIE model outlines a flexible, methodical process that training developers can utilize to build adult learning training. Analyze, Design, Develop, Implement, and Evaluate are the five steps of the cyclical model. Each level includes a deliverable that feeds into the next stage as well as

opportunities for feedback that informs training improvement. Allen (2006), Widyastuti and Susiana (2016), and Yeh and Tseng (2017) (Dessler, 2020):

- Analyze training needs.
- Develop the training program.
- Develop the course / training program (actually assembling / creating the training materials).
- Implement training by educating the targeted employee group through means such as on-the-job or online training.
- Assess the course's effectiveness.

The researcher represents and summarizes this model in the following (Figure 4):

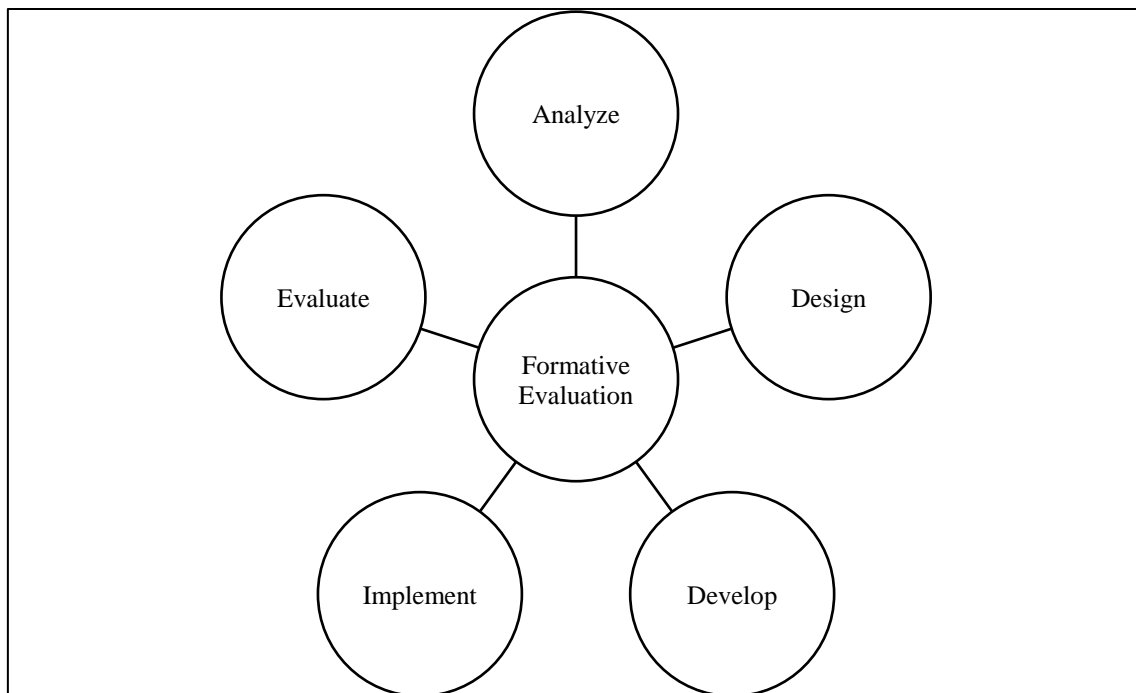


Figure 4: The Addie Model, prepared by the researcher based on (Allen, 2006) (Widyastuti and Susiana, 2016) (Yeh and Tseng, 2019) (Dessler, 2020)

2.1.9 Training and Development Evolving Reality

According to (Hayden, 2021), training and development are dynamic practices, and as a result, HR professionals face a variety of problems in order to meet their organization's objectives. Rather than waiting for change, HR professionals must be at the forefront of it, embracing both the potential and the challenges it brings. For example, technological advancements, changes in workforce composition, definitions of work itself, learner demands, and the requirement to demonstrate influence on performance all play a role in compelling HR managers to ask questions about the focus and manner training and development should take.

The evolving reality is challenging the traditional training approach to meet organizational needs, but, formal assisted learning still has a place when addressing pertinent performance gaps and utilizing pertinent technological advancement.

The evolving reality can be represented and summarized in the following (Figure 5):

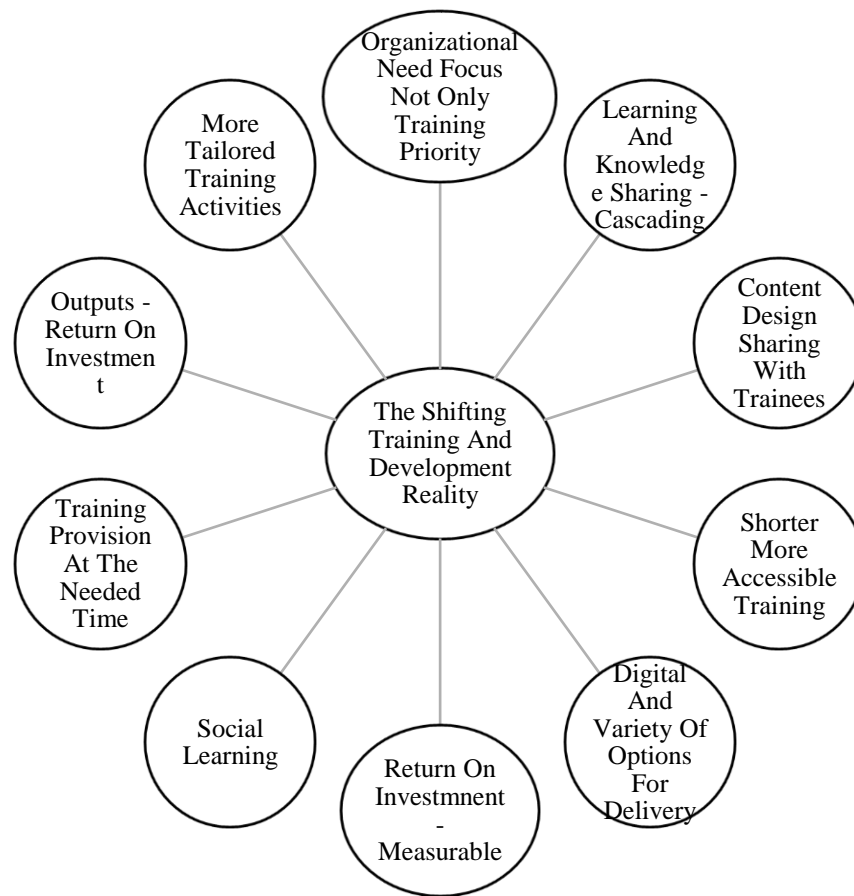


Figure 5: Evolving Reality of Training and Development, prepared by the researcher based on (Hayden, 2021)

2.1.10 Performance Management as a Multifaceted, Purposeful and Multidimensional Term

Several writers define performance management differently; University of California (2018) defined performance management as an ongoing process of communication between supervisor and employees throughout the year. They went on to say that the major goal of performance is to achieve the institution's strategic goals and objectives. According to (Armstrong et al, 2009), performance management is a method for improving organizational performance through the development of employees and

teams. As a result, the organization's performance and productivity will improve. Furthermore, in order to get better results, performance management is focused on agreed-upon time frames for specified goals and standards. Furthermore, performance management is a system that uses performance management to make decisions; it is a management technique that uses performance data to make decisions. According to (Aguinis, 2014), performance management is a constant process of identifying, measuring, and developing individual and team performance, as well as aligning performance with the organization's strategic goals.

Organizations use performance management to define goals, establish standards, assign and evaluate tasks, and provide rewards. Many employees now use these technologies on a regular basis. As a result of the challenges of globalization, more competitiveness, and greater analysis of all aspects of employee performance, their use increased during the 1990s (Varma et al, 2008). Performance management systems were first designed for managers, professionals, and technical personnel, but they are now widely utilized to evaluate employees at all levels in many parts of the world.

A strong performance management system is said to be essential if an organization wishes to translate strategy into employee action. Performance management is seen as a vital component of strategic human resource management. The procedure can be extremely beneficial to a business, the manager, and the employee if it is carried out correctly. An effective performance management system can help create a sustainable competitive advantage to the organization that is not easy to replicate (Hanson et al, 2005). For many managers, performance management is seen as a pointless annual ritual and the use of, and satisfaction with, performance appraisal systems have a history of being problematic (Nankervis & Compton, 2006).

2.1.11 Performance Management versus Performance Appraisal

Although employees and managers frequently mix up performance appraisal and performance management and use the words interchangeably, the two are not the same philosophically or practically. When we talk about performance management, we refer to a wide range of procedures and activities aimed at improving both individual and organizational performance. It includes setting standards, assessing employee behaviors and results, providing coaching and feedback, and reviewing performance over time for decision making. Performance management seeks to organize individual efforts in order to meet organizational objectives. While performance appraisal, also known as performance evaluation, is a review of prior performance during a specific time period. The purpose is to evaluate how well people performed in comparison to expectations and to use this information to make talent and organizational decisions. A performance review is a component of performance appraisal that includes the completion of rating tools and/or forms, as well as a formal conversation between an employee and manager to discuss the evaluation results. (2018) (Muller and Dorsey)

Performance appraisal concerns the formal process of observing and evaluating an employee's performance (Murphy and Cleveland, 1996), employee performance management is a much broader concept that encompasses a variety of activities through which organizations seek to assess employees, develop their competencies, enhance performance and distribute rewards (Fletcher, 2001). Although this holistic approach seems very promising, scholars have only recently engaged in conceptual and empirical studies (Latham et al., 2005) (DeNisi and Pritchard, 2006).

Identification, evaluation, and development of team and individual performance, as well as alignment of that performance with organizational objectives, should all be

ongoing processes in performance management. It entails ongoing engagement and feedback to guarantee that employee and team performance is continually improved. The most crucial thing to keep in mind is that an employee's performance typically indicates more than just how "motivated" they are. (Dessler, 2020)

Based on the above, any performance management system to remain effective and solid, must be:

1. Congruent / consistent with organizational strategy.
2. Thorough.
3. Practical.
4. Meaningful (Standards are important and relevant).
5. Specific.
6. Identifies effective / ineffective performance.
7. Reliable (Consistent, free of error, Inter-rater reliability).
8. Valid and Relevant (measures what is important).
9. Inclusive (Represents concerns of all involved).
10. Open (No Secrets) (Frequent, ongoing evaluations and feedback, clear standards, ongoing open and honest communication).
11. Correctable (Recognizes that human judgment is fallible and ensures that Appeals process provided).
12. Standardized.
13. Acceptable and Fair: Work performed → Evaluation received → Reward.
14. Ethical (Supervisor suppresses self-interest, Supervisor rates only where he has sufficient information about the performance dimension, Supervisor respects employee privacy).

2.1.12 The Changing Landscape of Performance Management

Enterprises devote a lot of time and resources to their performance management systems, but results are generally disappointing. For example, Deloitte analyzed its approach and discovered that it required two million staff hours to set performance goals, complete evaluation forms and conduct formal performance reviews each year (Buckingham and Goodall, 2015). The technology systems needed to automate these processes and make performance data accessible can cost thousands of dollars a year in addition to the cost in staff hours. If performance management activities increased employee engagement and performance, this cost might be justified; however, this is not usually the case. According to (DeNisi and Murphy, 2017) and US Office Personnel Management (2016) common complaints include:

- Employees claim that the performance management system in their organization does not effectively deal with poor performers, reward high performers, or inspire them to perform better.

Managers complain that the procedure takes too much time away from their "real work" and is burdensome. It is challenging to base talent decisions on performance ratings because executives don't think they accurately reflect performance. Taking into consideration the changing land scape of performance, integrity, legal and ethical issues in performance management shall be of enormous attention to both organizations and managers as they should manage and act in accordance with company values, follow the code of ethics, and admit mistakes and use them as an opportunity to learn.

There are number of reasons for the complications in the cross-border context. Culture for example profoundly influences management practices. For example, the purpose, employee acceptance of the system, and the cultural value dimensions that affect

performance management vary immensely across borders (Claus and Briscoe, 2009). Different cultures have distinctive norms, values, and beliefs that influence how employees are managed as well as how they perceive equity, expectancy, and justice. Consequently, a performance management system developed in one country may not be suitable in another country (Chiang & Birtch, 2010).

2.1.13 Remarks about Performance Management

Performance reviews shouldn't be used as a simple method of punishment or retaliation. The use of the evaluation process by a manager or supervisor to "get back at" a worker who has offended or angered them in some way is utterly unprofessional. It shouldn't be applied to treat workers unfairly because of their sexual orientation, marital status, pregnancy, age, race, or religion. Organizations must make sure that performance review results are impartial, accurate, and backed up by examples and supporting data. Employees should have the option to remark on their assessment results, to voice their agreement or disapproval, and to appeal the decision, or at the very least ask their immediate superiors to evaluate it. Balanced evaluations should include information on both the positive and negative aspects of a worker's performance (as far as possible). Decisions about promotions, compensation, or termination shouldn't be made solely on the basis of evaluation results. A wide range of data should be considered, and while the employee's assessment results may be significant, they are not always decisive. Employees should be given a fair opportunity to improve if their performance was poorly evaluated. In general, it is a bad idea to fire, demote, or otherwise punish an employee due to a single unfavorable appraisal outcome (depending of course on the nature and seriousness of the conduct that underlies the poor result). Additionally, it is important to

give feedback when it due, especially to marginal or subpar achievers. It is unfair to give a performance no feedback for a full year and then give them a low evaluation. The Employees should receive feedback and direction on a more frequent basis. Employees should be given a fair opportunity to solve the issue quickly. Records ought to be kept around. Evaluations should refrain from using passionate or incendiary language. It should be written with objectivity and impartiality. Instead than being focused solely on personal or other unrelated issues that have little to no bearing on the real job requirements, the comments should be related to those requirements. However, it is more critical that managers and supervisors who are responsible for conducting staff evaluations have training in appraisal principles and methodologies.

One of the hardest tasks a supervisor must accomplish is conducting performance reviews. It is a delicate and occasionally contentious activity that, if managed improperly, may seriously harm employee morale and relations, and evaluation results should be considered as private and secret information. Storage of records needs to be secure and under control. Information about a worker's performance review should only be accessible to those who have a legitimate need to know.

2.1.14 Employee Relations and Compliance

(Stuff, 2021) defines employee relations as a term used to describe the relationship between employers and employees. It refers to both individual and group relationships at work. It reflects how the employment relationship is becoming more individualized as a result of the expansion of individual workplace rights and the historically declining influence and reach of trade unions. Helping line managers build relationships with employees based on trust is becoming more important in line with this focus. Employee

relations is an area of specialist knowledge, it emphasizes the importance of making sure the relationship between an organization and its people is managed through transparent practices and relevant laws.

Employee relations are defined by (Dessler, 2020) as the managerial activity of establishing and maintaining positive employee-employer relationships that contribute to satisfactory productivity, motivation, morale, and discipline, as well as the maintenance of a positive, productive, and cohesive work environment. Many employers strive to build positive employee relations, assuming that doing so is preferable to building negative ones, because it makes sense to have employees "on your side" whether organizations are recruiting employees, managing union organizing campaigns, asking employees to work overtime, or performing other tasks. Human resources is often in charge of supervising employee interactions.

Employers can undertake a variety of activities to foster healthy employee interactions, according to (Dessler, 2020). To preserve good employee relations, the majority of firms also conduct special "employee relations programs." Good training, fair evaluations, and competitive compensation and benefits are a few examples. These include creating employee recognition and relations programs, establishing fair and predictable disciplinary procedures, and strengthening employee relations through better communication. For a fair disciplinary procedure, organizations must develop three pillars: rules and regulations, a graduated penalty system, and an appeals method.

The researcher agrees with Alan Price, CEO of Bright HR, who states that "the success of any organization begins and ends with people." People practitioners apply management practices to people management, particularly in professional areas such as employee relations.' CIPD (2022)

HRM need to ensure that organizations comply with labor laws and other relevant regulations is one of the crucial functions of HR. The HR management division is aware of these legal issues and works to protect both the organization and the employee. Compliance includes things like payroll legalization, tax reporting, government and other regulatory bodies, and leave estimation. An organization's larger human capital resources objectives are taken into consideration when defining HR compliance policies and procedures to ensure that employment and work practices show a thorough understanding of relevant laws and regulations. Paychex (2019)

2.1.15 Employee Relations During COVID-19

According to CIPD (2021), The COVID-19 pandemic has increased the potential for conflict in organizations considerably; and presents a significant employee relations challenge. Given the strict new health and safety rules and operational expectations, many businesses are likely to be under significant pressure. Different staff groups and individuals are being affected differently by the virus itself, depending on factors including age, gender, ethnicity, and health. While some would have had greater job responsibilities, others might have been on furlough. It will put a lot of pressure on supervisors and workers to facilitate the return to a safe physical workplace. Particularly with the conclusion of the Coronavirus Job Retention Scheme, some firms will need to reorganize and potentially create redundancies.

All of these criteria indicate that businesses must routinely discuss and interact with their workforce and consider employees' opinions. This includes collaborating with authorized labor unions and employee representatives as well as with individuals. Employers must be aware of the possibility of disagreement among workers in the current

environment and make sure managers are prepared to conduct kind and encouraging dialogues with people. They should encourage justice and consistency while also being adaptable in the assistance they offer to consider people's unique situations.

2.1.16 Health and Safety

The focus of human resource management has been on the subject of "Occupational Health and Safety". Occupational safety and health cover a wide range of activities and functions. (Mazrouei et al, 2014)

According to (Willmott and Stuff, 2021) Health and safety at work includes a wide range of duties, responsibilities, activities and initiatives which aim at retaining a safe working environment for employees. There are many relevant legislations which establish legal obligations for an array of topics, including insurance provision, the creation of written health and safety plans, staff education and training, risk assessments, and monitoring. Several initiatives and policies are also available to promote a thorough, proactive approach to workplace health and wellbeing issues in order to increase worker productivity, and lowering absenteeism.

Additionally, health and safety can refer to all procedures and endeavors that guarantee a secure environment for workers that will strengthen their dedication, commitment and engagement. (Papalexandri and Bourantas, 2002)

2.1.17 Health and Safety During COVID-19

Organizations continued to work during the COVID-19 pandemic, but organizations had to reduce the numbers of employees due to infection or the quarantine.

They experienced difficulties in terms of workplace precautions, or working from home or not working during lockdown.

There was real challenge in getting people back to work without threatening progress made on controlling the virus spread. Workplaces needed to reopen safely, with adequate cleaning. Social distancing had to continue to avoid further infections, with possibly face masks and gloves. Commuting to workplaces was lower to ensure adequate infection controls, so homeworking where possible was a solution. Many meetings were held online during the pandemic.

Organizations and mainly HR professionals have the duty to protect employees and customers from harm. HR professionals had to determine what workplace practices or conditions might result in the spread of the virus, consider those who may be at risk, determine the likelihood that someone may be exposed, and take action to stop the practice or scenario, or, if that is not possible, manage the risk. More importantly, they had to take the necessary measures and precautions to ensure that they reflect any changes in legislation or guidance that may impact employees or customers.

2.1.18 Impact and Repercussion of COVID-19 on the Workplaces

COVID-19 pandemic has played a major role in changing the workplace reality, for example, uncertainty prevailed and made organizations under the pressure to struggle for survival and vitality given that the new reality has changed the whole work operational functions in terms of physical, practical, and socio-psychological aspects (Carnevale & Hatak, 2020).

There were major changes at employees' individual level, some of these changes can be summarized in the following:

- Shifting to work from home or adopting hybrid working.
- Health and safety were the top priority
- Many employees had vacations or layoffs.

At organizational level, due to the constant lockdowns, closures and changes in policies and protocols, organizations had to change; whether this change is negative or positive, as it is known that crisis times may constitute opportunities (Kniffin et al., 2020). These challenges and changes have created and undiscovered areas that affect the HRM which strives to support employees and organizations to adapt to the new working reality and rules to all type of employees. The COVID-19 challenges and changes were embodied in the areas of working methods, models and practices; health and safety; unemployment; virtual settings; and new working reality, health and safety, social distancing became the top priorities for the organizations (Kniffin et al, 2020). For example, employees found themselves forced to deal with family and work balance which became harder due to the non-availability of childcare. Working remotely disrupted the roles of employees and affected the levels of autonomy and self-responsibility, employees' health and safety. (Carnevale & Hatak, 2020).

The COVID-19 time was a highly traumatic period on both unemployed or those who work from home. (Brooks et al., 2020) indicate that studies reported negative psychological effects including post-traumatic stress symptoms, confusion, and anger. Longer quarantine periods, infection fears, frustration, boredom, inadequate supplies, incomplete information, lost revenue, and stigma were among the stressors. Long-lasting effects have been suggested by some researchers.

(Kniffin et al., 2020) have also discussed the negative impact of social distancing on employees, especially the work from home and found out that quality social connections have a positive effect on people.

According to (Ozcelik and Barsade 2018), workplace loneliness leads to poor performance. Moreover, employees are also disengaged from the company and unable to relate to its culture and values. Although the pandemic has unexpectedly shifted the existing working routines, it has accelerated other forms such as virtual environments or and enabling employees to work online, introduced technology and platform-based work environments which raised the need to enable employees have digital literacy so that people are able to access their jobs, and there was a need to upskilling in preparation for the changes to come post-COVID-19 should be a critical part of response and recovery. (Sheppard, 2020)

Work from home, the new realities of the workplace, connectivity advancements, and technological advances have all led to the spread of remote work trends. Remote work is defined as work done outside of an office; lockdowns and the shutdown of other facilities have made this the only option for everyone. In these situations, identifying working locations at home and switching from a work- to a non-work-related environment while at home. In these occasions the identification of working spaces at home and the transition from work to non-work domain while being at home (Nell et al, 2020)

2.1.19 The Role of HRM During Crisis

(Varderher, 2016) defines a crisis as any partial or total disruption of a business' key operations as a result of damage of property or equipment, harm to people, destroyed

relationships, environmental destruction or stakeholder negative perception and influence among other factors. The Human Resource Management Association (2017) defines it as “a low probability, high-impact occurrence that is often unexpected and unfamiliar, occasioned by organizational structures, people, technology, economics, natural disasters among others.”

Consequently, this may affect the business’s performance, reputation, and employee productivity resulting in disastrous impact on the business. (Lockwood, 2005) defines crisis management as an organization’s pre-established activities and guidelines for preparing and responding to significant catastrophic events or incidents (i.e., fires, earthquakes, severe storms, workplace violence, kidnappings, bomb threats, acts of terrorism, and other incidents.) in a safe and effective manner.

During a crisis period like COVID-19 pandemic, HRM must adjust management practices in order to ensure that employees’ needs and organizations’ role are dealt with. Training, development and planning for crisis management are considered a top priority in the role of HR. Organizations must be well-prepared, and staff must be trained to ensure effective disaster management.

The situation must first be identified during the crisis management process, and plans must be made by developing specific actions to stop further loss and assist the organization in recovering. Learning from the experience and redesigning the process for more effective practices for the future constitute an obligation for organization’s sustainability (Athamneh, 2018).

Planning for crisis prevention, impact mitigation, and crisis recovery is the responsibility of HR in crisis management. Employee rights and needs must be taken into consideration when developing policies and procedures since they are crucial to the crisis

management process. The information provided by HR regarding the function of the workforce is crucial, and training techniques must improve readiness by utilizing the appropriate knowledge and abilities to tackle a potential crisis. Training can be focused on: threat and risk assessment on preventing potential crises, business continuity planning to ensure organization's recovery, disaster recovery on responding against a disaster, handle trauma and survive from the crisis, business impact analysis by using effective strategies to improve organization's recovery process, simulation exercises on testing employees understanding and interpretation ability and survival tactics on training employees with survival techniques by promoting their physical and psychological well-being (Athamneh, 2018).

In this context, Gartner (2020), presents 9 long-term implications of the coronavirus pandemic on the HR function and work which can be summarized in the following (Figure 6):

More Employees Working Remotely	Increased Use of Employee Data	Wider Use of Contingent Workers	Greater Role of the Employer as a Social Safety Net	Organizations prioritize resilience as much as efficiency
Crisis Adds to Organizational Complexity, Straining Design, Culture and Value Proposition		Crisis Response Distinguishes Top-tier Employer Brands	Some Employees Find Work More Humanizing in the Crisis; Others Find it Dehumanizing	Critical Skills are no Longer Synonymous with Roles
Remote work	Nearly half of employees will work remotely at least some of the time.			
Critical skills and competencies: Identify new skills that enable effective remote work, including greater digital dexterity			Current and future leadership: Adapt management styles to fit remote team needs	
Employee experience: Create new “employee journey maps” for the remote world, provide flexible work options, rethink experience for a remote/mixed workforce	Performance management: Ask whether and how employee evaluation and goals need to change for remote setups.	Recruiting: Seek new skills, potentially in new locations, and meet applicants’ expectations for remote work options		
Employee data	Remote work increases passive data collection. Health and safety protocols may require new explicit data collection			
HR technology strategy and management: Improve data storage, management, analysis. Accelerate policy formulation over ethical and legal data use by organization and third parties.		Performance management: Determine influence of data in evaluating productivity and performance evaluations, ratings, rewards.		
Talent analytics: Leverage continuous sentiment tracking to monitor culture/engagement across an increasingly dispersed workforce. Drive ethical data collection/use by the organization				

<p>Employer as social safety net</p>	<p>Societal role of employers has grown, including above-market minimum wage, increased parental leave and push for gender equality</p>
	<p>Employee experience: Expand the bounds of employee experience, especially to account for personal factors, such as family responsibilities.</p> <p>HR function strategy and management: Consider having a chief well-being officer/chief mental health officer or other C-suite role to advocate for the pandemic-changed needs of employees</p>
	<p>Total rewards: Tackle new compensation challenges, e.g., maintaining compensation for employees unable to work remotely.</p> <p>Advocate for physical and mental wellbeing ben</p>
<p>Contingent workers</p>	<p>Employers use contingent workers to reduce costs and augment staff.</p>
	<p>Critical skills and competencies: Create gig work development plans to onboard and upskill contingent workers</p> <p>Future of work: Formalize HR processes and management for nontraditional employment models</p>
	<p>Performance management: Design systems to evaluate gig workers and include them in team processes</p> <p>Total rewards: Determine whether contingent workers will be eligible for the same benefits as full-time peers. Stay alert to a possible culture of “haves” and “have-nots.”</p>
<p>Critical skills</p>	<p>Organizations redefine criticality — the skills needed to meet strategic goals. Those skills will no longer equate with roles.</p>
	<p>Critical skills and competencies: Motivate employees to develop critical skills that multiply their options; do not just prepare them for a specific next role.</p> <p>Current and future leadership: Reevaluate which roles need succession plans and bolster the development paths for potential successors.</p>
	<p>Future of work: Reengineer workforce planning to focus on critical skills versus critical roles</p> <p>Talent mobility: Provide greater career development support to employees in critical roles who lack critical skills.</p>

<p>(De)Humanizing work</p>	<p>Juggling the need for empathy and productivity raises the question: What is too much to ask of employees? Working remotely</p> <p>Consider what expectations are reasonable for managers whose employees are now working from home Working on-site</p> <p>Advocating health and safety.</p> <p>Adding rewards: Hazard pay, childcare, health benefits, safety measures</p>	
	<p>Current and future leadership: Ensure that leaders develop emotional intelligence and other soft skills. Help employees navigate expectations as you balance empathy and performance requirements</p>	<p>Diversity and inclusion: Fortify your culture of inclusiveness. Engage workers assigned to tasks or projects in the team culture</p>
	<p>Employee experience: Take a holistic view of employee experience, supported by cross-organization partnerships.</p>	<p>Total rewards: Make benefits highly relevant to employees. A market focus or “one-size fits all” approach may no longer work</p>
<p>Top-tier employer brands</p>	<p>Talent decisions made now will define employer brands for years to come. Organizations demonstrating their commitment to employees now will be viewed as top-tier employers</p>	
	<p>Future of work: Partner with other organizations to redeploy employees displaced from their jobs by COVID-19.</p>	<p>Future of work: Partner with other organizations to redeploy employees displaced from their jobs by COVID-19.</p>
	<p>Total rewards: Urge your organization to balance immediate financial concerns with the long-term impact on employer brand. Communicate to employees how you are supporting them despite cost-saving measures.</p>	<p>Working with the CEO/board/C-suite: Help your CEO and board understand the lasting impact of workforce decisions</p>
<p>Organizational resilience</p>	<p>Prior to the COVID-19 crisis, the majority of organizational redesigns were focused on increasing efficiency. The pandemic shows the need for resilience</p>	
	<p>Critical skills and competencies: Evolve modeling of skill needs to quickly course correct as conditions change</p>	<p>Diversity and inclusion</p>
	<p>Organization design and change management: Design roles, structures and processes around outcomes rather than tasks to increase responsiveness and flexibility.</p>	<p>Talent analytics: Collect data to support resourcing decisions and define the minimum critical inputs for deciding when to change or flex a process.</p>
	<p>Talent mobility: Provide employees with more varied, adaptive, flexible careers so they acquire valuable cross-functional knowledge and training.</p>	

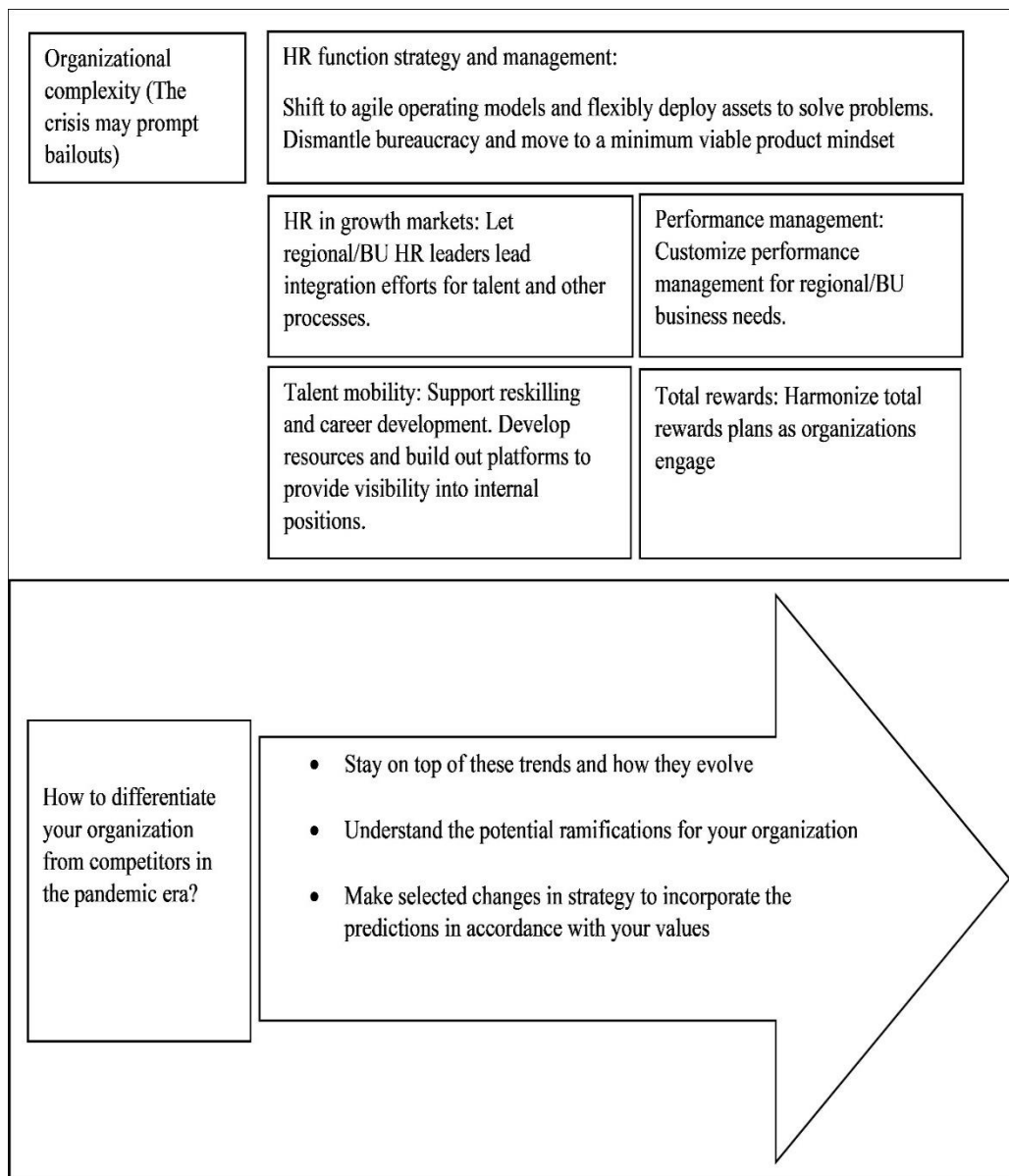


Figure 6: Nine Long-Term Implications of the Coronavirus Pandemic on the HR Function, prepared by the researcher based on Gartner (2020)

2.1.20 Conclusion about HR Role During Crisis

It is known that traditional crisis management efforts used to pay special attention and the human element was probably neglected in favor of protecting the organization's assets, procedures, technology, and reputation before the crisis. This highlights and

constitutes a good reason for HR to be heavily involved and participate in crisis management in order to ensure the employees effective engagement in the process because employees constitute the organization's most valuable resources and are responsible for the implementation of crisis management plans and must take a proactive role in crisis management.

The HR must evolve and move from the traditional roles and play more contemporary roles such as participation in change and crisis management as this guarantee that employees are well prepared to handle crises and also promote the employee retention in the organization.

The HR department can participate in and take charge of a number of planning and training-related aspects within the company. These include, but are not limited to, altering and identifying potential threats within the organization, producing departmental crisis management plans, actively taking part in the creation of the organizational crisis management plans, instructing staff members in threat and risk management, business continuity planning, crisis impact assessment, and providing them with useful lessons for handling crises when they arise. Through HR participation in planning and training, performance of organizations can be enhanced, thus promoting the bottom-line and ability to deal with future crises. (Athamneh, 2018)

2.1.21 The Role of Human Resource Management in Managing Change

The role, functions and practices of Human Resource Management play a major role in supporting organizations in becoming ambidextrous, adaptive, agile and respondent. Within the functions of human resource management, human capital development and management is one among the many ways through which human

resource managers respond to changes in the external environment. (Hayden, 2021) suggests that closer integration of Learning and Development (L&D) activity and business strategy is anticipated. To do so, in order to influence and align with organizational goals and strategy, learning and development must be commercially and organizationally astute. Human Resource Management professionals must be adaptable in their ability to quickly adapt to organizational changes and to play a variety of roles. Finally, they must be ubiquitous by working across all areas of an organization. Therefore, by being astute, influential, aligned, adaptable, and ubiquitous, human resource management professionals support organizational response to the external environment. (George, 2021) states that HRM professionals have a significant role to play in any change management process. They often act as 'stage directors of change' playing a critical role behind the scenes which is appreciated by all. He further recommends that people professionals if they want to be successful expert initiators and facilitators of transformational change should consider the following:

Be prepared to serve as change's "hidden hand," which is crucial to its success. Assist the CEO, company executives, and their executive team with their "front stage" activities by collaborating with them. Promote the translation of the overall vision by widespread dissemination, the application of pertinent strategies, and modifications to interactions and established systems. Develop champions for change, remove barriers, act on measurement, and guarantee leader perceptibility.

2.1.22 Business Continuity Planning

Activities designed to ensure that business operations continue as they did before the crisis occur are referred to as "business continuity". The goal is to ensure that the

organization can resume its original position as fast as possible and thus enhance continuation of normal business processes (Manole et al., 2011).

Basel Committee on Banking Supervision (2006) defines business continuity as state of continued, uninterrupted operation of a business. It further defines Business continuity management as a whole-of-business strategy that consists of policies, benchmarks, and guidelines to guarantee that particular operations can be sustained or quickly restored in the event of a disruption. Its goal is to reduce the operational, monetary, legal, reputational, and other significant effects that could result from a disruption. Additionally, it describes business continuity management's component known as the business continuity plan. A business continuity plan is a detailed written action plan that outlines the procedures and systems required to maintain or resume an organization's normal operations in the event of an interruption.

The Palestine Monetary Authority (PMA) in its capacity as the regulatory authority for the banking sector in Palestine has paid great attention to business continuity because of its importance in achieving the stability of the Palestinian banking sector especially in the light of the huge political risk in Palestine which affects all aspects of the Palestinians' life in general and the economic sector in particular.

PMA has developed regulations and guides to safeguard Palestine's banking sector's soundness, stability, and resiliency. To achieve these goals, it began updating all of the necessary legal framework, which included reviewing laws, rules, guidelines, instructions, and circulars aimed at improving banking supervision. A significant step in this direction was the Business Continuity Instructions No. 2/2009 that the PMA provided to the banks. Banks view business continuity management as a key risk management strategy. In addition to operational risks and risks from natural disasters, banks in

Palestine now face extra risks that must be managed due to the nature of the country's political and security environment, which is marked by instability and volatility. As a result, the PMA mandated that banks create and maintain predetermined business continuity strategies. The PMA forces banks to have risk management departments and as it is known, the risk management process is linked with the business continuity plans and they complement each other as business continuity is integral part of operational risk management.

Further to PMA business continuity instructions number 2/2009, the PMA issued a guide in 2013 which define the concept of business continuity, its objectives, its importance, and the need to adopt it in the entire banking sector and to clarify the vision of the PMA in this field, it also endeavored to introduce some concepts and spreading awareness about business continuity, with a presentation of the experience of the PMA in this field.

The PMA also has established a specialized unit in the governor's office to supervise the business continuity management in cooperation with the various departments, and provided them with qualified and competent staff who became a fellow member at the United Kingdom Institute for Business Continuity, in addition to other tasks related to raising the level business continuity management at the banking sector level, and coordination with all workers in this field to raise the ability of the banking sector to continue in its operational operations, with the aim of ensuring the ability to recover from the effects of various incidents. The PMA, through the Control and Inspection department, works on compliance with and adherence to the recommendations of the Basel Committee and obliges and forces the financial and banking sector to comply with them.

The business continuity management program consists of several elements that collectively form the business continuity life cycle in the organization, and therefore, the PMA has set and indulged responsibilities on the board of directors and senior management of banks, these responsibilities include:

1. The adoption of the business continuity plan and any revisions thereto, as well as the creation of suitable procedures to enhance readiness for work in the event of erratic business operations.
2. Business continuity management will be handled by a specific committee.
3. Guarantee the approval of a working team.
4. Ensuring that there is a policy of risk management processes, ready and constantly updated and its applicability is ensured.
5. Allocation of the necessary resources, including financial and competent team.
6. Receiving updates on the business continuity plan's development, including information on how the plan is being applied, how it is being examined, and any problems that have been discovered.
7. Ensuring that an impartial party, such as an internal or external auditor, reviews the plan.

2.1.23 Business Continuity Plans in the Palestinian Banking Sector

In light of the PMA regulations, guide and circulars, each bank of the Palestinian banking sector has developed a set of operating guidelines that direct how risks of a large business disruption are reduced in order to safeguard the Bank's stakeholders, customers, and workers. Every bank ought to have a strong and well defined business continuity plan that includes policies and processes with roles, duties, and ownership for crisis

management, emergency response, business recovery, and IT disaster recovery planning. The senior executive management of each bank serves as a member of the business continuity steering committee, which is responsible for overseeing the yearly business continuity plan, strategy, and road map approved by the board. To cover every component of the Business Continuity Plan, regular exercises and tests are carried out. Plans are frequently evaluated and revised to reflect any changes to the environment, the people, the process, or the technology. The Bank's Business Continuity division is constantly working to improve the bank's capacity for business continuity.

In the case of a crisis or tragedy, the Bank will try to restart business and operations to an acceptable level within a reasonable amount of time using its business continuity program, which was established to handle the impact of large disruptions. The Bank's business continuity plan complies with all applicable regulations and is reviewed on a regular basis by internal and external auditors as well as regulatory bodies. The Bank will shift the activities as indicated by the business continuity plan to an alternative site from where the services would be supplied in the event of a disruption or occurrence that has an impact on the customers' access to services, transactions, or branches. Customers may also get in touch with the bank. The business continuity plan allows for an extended employee migration to an alternative location, where services would be supplied, in the case of a prolonged disruption to one of the branches or other facility locations. Given the size and significance of the severe business disruption, the bank's business continuity plan is created to recover and support resumption of activities as soon as possible. The researcher believes that business continuity management reflects the work culture in the organization, as it is represented by a set of measures that make it ready in the face of emergencies and crises and disasters and the provision of their basic services, as well as

achieving a safe regulatory environment that limits potential impacts that affect the work and business continuity.

To ensure success in business continuity, business continuity must become a part of the organizational culture. This can be achieved by raising awareness and conducting training to ensure that all employees are aware of why business continuity is important for the organization and the role they are expected to play.

2.1.24 The Palestinian Banking Sector During COVID-19 Pandemic

As part of the national efforts to reduce the spread of COVID-19 and to ensure the safety of banking sector employees and customers, in this context, the PMA circulated various circulars and instructions, one of which was related the following preventive measures and guidelines to reduce the spread of COVID-19 were taken by the Palestine Monetary Authority (2020) which was issued in its circular number (73/2020):

- Banks had to activate continuation of work plans prepared by banks, and they had to monitor the situation in the areas affected by the virus.
- Commissioning the bank's crisis management to work around the clock to deal with any situation or developments happening to bank's staff and branches.
- Banks were asked to activate contingency plans to deal with employees suspected of being infected or who have interacted with an infected person.
- Follow and comply with the instructions, guidelines and leaflets issued by the council of ministers and ministry of health.
- Limiting the handling of documents, cheque papers and banknotes, especially in the branches in the governorates where the disease appears.

- Banks may after alerting Palestine monetary authority, close branches in the governorates where an outbreak is reported based on the decisions of the Ministry of Health.
- Take preventive measures to deal with securities, banknotes and Automated Teller Machines (ATMs).
- Considering access to basic financial services to minimum and urging clients to use financial services through ATMs, e-services and telephone.
- Notify clients in advance when any financial services provided are interrupted.
- Suspending bank branches office hours on Saturday. It shall be left to banks to decide on reducing office hours to a minimum in governorates and cities where the disease is widespread.
- Sterilizing and disinfecting premises, ATMs and cash including cash received, delivered and transferred.
- Post awareness messages about ways of virus infection prevention on social media and other channels to address the widest possible number of clients.
- Cancel all events, seminars, activities, and stay away from places where people gather.
- Cancel missions abroad / suspend travelling abroad.
- Alert Palestine Monetary Authority in the event that bank officer is infected with the disease.

In addition to the above measures and guidelines, and following a consultative meeting with the banks held on Monday, March 9,2020, and in order to continue the measures taken by Palestine Monetary Authority to cope with the current COVID-19 crisis, the PMA (2020) circulated another circular number 74/2020 and decided the following:

- Continue to close the branches of banks operating in Bethlehem governorate until further notice.
- Extend the right to return cheques withdrawn on branches of banks operating in Bethlehem governorate until further notice.
- Stop cashing cheques withdrawn on branches of banks operating in Bethlehem governorate from Tuesday, March 10, 2020 until further notice, except in cases where customers request otherwise.
- Dealing positively with the system of returned cheques and the credit rating system when dealing with the tourism sector and those stated in the decisions of the governors of the governorates.
- Encourage the public to use e-banking services and reduce the fees charged for these services.
- Encourage the use of ATMs in withdrawal and deposits and not collect any commission until further notice.
- Continue to carry out all necessary preventive measures and comply with the directives and instructions of the Palestinian ministry of health on this matter.
- Dealing positively with the bank employees who have conditions that prevent them from working full time or part time due to the current situation.

2.1.25 What Lessons Can COVID-19 Teach HRM Professionals About Organizational Change?

(Peters, 2020) states that COVID-19 crisis has presented HR professionals with a host of opportunities for long-term change.

The COVID-19 epidemic and its consequences have caused considerable human and financial disruption, and it has drastically altered how we live and work.

As organizations adapt to the pandemic, the crisis has hastened unprecedented transformation. The epidemic prompted creativity, collaboration, and function integration as teams banded together to ensure company continuity. It has disrupted work cultures and routines, forcing businesses to adopt huge changes to the way they work in a timely manner. New work practices, concepts, and ideas that would have taken years to implement in the past, such as mass homeworking and digital working, have now been put into effect in a matter of weeks. It also compelled organizations to think creatively and outside of their comfort zones.

The researcher believes that COVID-19 has disrupted organizations and caused human resources management professionals to think differently about their roles because they needed to adjust to social distancing practices and a new work environment that they may have never thought about before. HRM professionals worked hard to prevent the spread of the COVID-19, organizations have found themselves forced to switch to a remote work model at a rate and scale they have never experienced. Face-to-face interaction has been replaced with emails and videoconferencing, HR professionals have to deal with paramount challenges and accomplish difficult tasks under difficult conditions.

From the beginning of the COVID-19 break, HRM professionals had concerns about employees' health and safety during the pandemic, they found themselves also under the stress of processing the paperwork and providing support to workers who have been laid off or furloughed. They also had to think of the employees who are on duty in order to keep them productive, motivated, engaged and connected.

Even organizations who have a remote-work policy, such a policy was not designed to deal with a situation where every employee would work remotely as happened during the crisis.

Employees could not have expected that hospitals would not be accessible as schools and other supporting services have closed. Remote working was not structured to support working from home while employees would be dealing with health related challenges or caring for their kids or other dependents. Information technology staff had to work quickly to create solutions, buy equipment and provide access to the IT systems remotely, organizations had to revise their contingency plans to include scenarios such as the possibility that workers with specific competencies may be absent. (Lewis, 2020)

2.1.26 Key Future Lessons and Opportunities

The key future lessons and opportunities that people professionals learnt from the COVID-19 response can be summarized in the following (Figure 7).

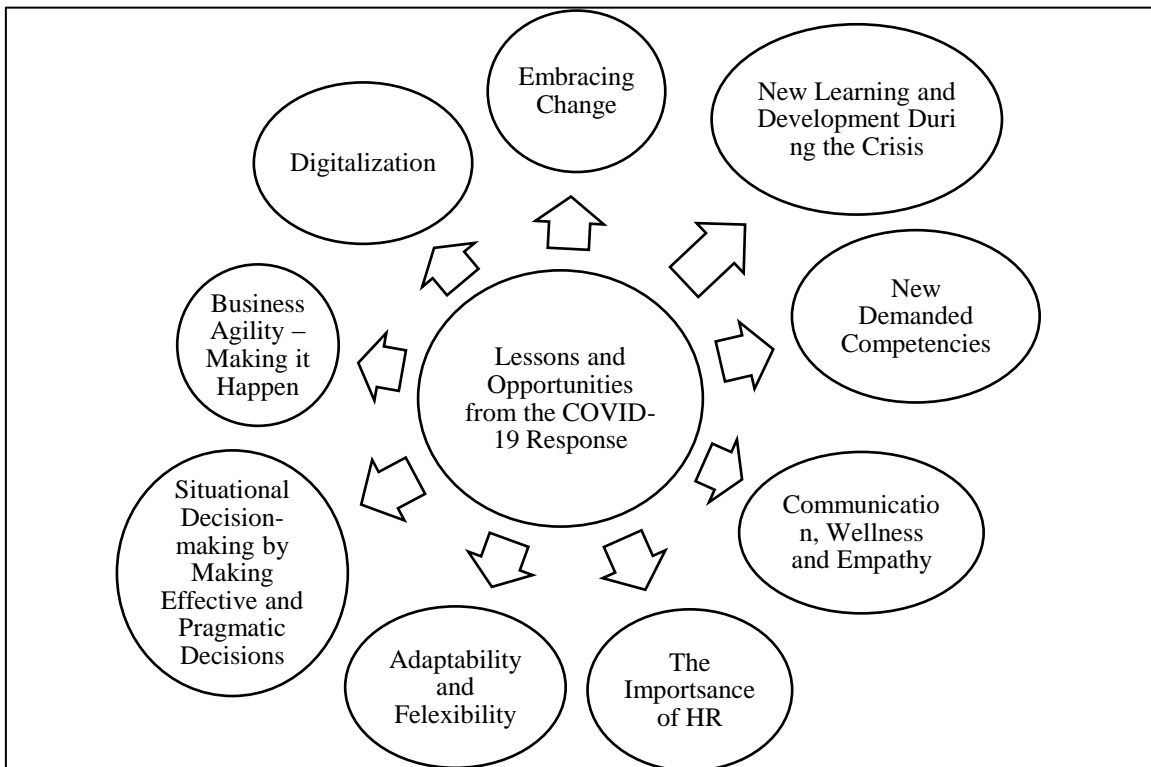


Figure 7: Workplace Lessons and Opportunities Learned During the Pandemic, prepared by the researcher based on theoretical readings and (Gurchiek, 2021)

The COVID-19 pandemic is a human crisis. HR professionals are at the center of the business response, working and supporting the evolving needs of the organizations and their stakeholders. Managing the emergent change and prioritizing business agility has been at the top of their agenda.

HR professionals have been compelled to assess circumstances independently and make decisions with context and circumstance in mind, with the goal of enabling business agility as a core driving characteristic. They also discovered a significant need to rethink approaches to people management and employee experience, perhaps paving the door for a more personalized approach to employment partnerships. According to (Peters, 2020), 75% of firms anticipate an increase in homeworking demand after the government relaxes social distancing laws. As a result, organizations will implement a hybrid of homeworking

and office work in the future, but organizations and human resource professionals can seize this opportunity to provide employees with the flexibility to work how, when, and where they want, taking a very person-centric, individualized approach to modern working.

During the pandemic, organizations had to learn new things; even if not via formal ways of learning, both organizations and employees had to learn through necessity. Employees have had to acquaint themselves with new skills, such as but not limited to:

- Implementing and running new technology programs.
- Facilitating E-learning.
- Manage virtual/remote teams.
- Keep work-life balance and look after other responsibilities while homeworking.
- Work in a way that supports wellbeing and productivity.
- Stay connected and continue to collaborate with colleagues.

According to Chartered Institute of Personnel and Development (CIPD) (2021) the COVID-19 pandemic has prompted a faster and more widespread shift to digital learning, driven by the rise in homeworking and the need for new forms of training and support. In summer 2020, CIPD research found that 54% of employers surveyed had used digital and online learning during lockdown, and 80 per cent planned to increase this over the next 12 months.

2.1.27 The Nature of Human Resources Management in Light of the Corona (COVID-19) Pandemic

In light of the significant global impact of the Coronavirus (COVID-19) pandemic, human resources kept working closely with the crisis management team to

respond to this threat in a strategic manner to cope with the radical changes occurring in the workplace, this very complex unprecedented situation remained unrecognizable and ambiguous in a way which prevented from coming up with a clear model for working, the focus of human resources contributions was in the first phase around employee engagement and the development of human resources management guidelines related to the COVID-19 pandemic and the adoption of special measures to address the problems arising from the increase in the special regulations “closure / lockdown” regulations, measures and precautions issued and imposed by government, in order to ensure the continuity of work and the safety of employees.

Looking to the future and in the absence of any vaccine or treatment, human resources will be empowered to take steps to institutionalize some new ways of working, and to integrate lessons on flexibility and the speed in its strategic plans related to human resources. (WHO, 2016)

2.1.28 Requirements for the Human Resources Management in Light of the Corona Pandemic

The Corona pandemic has led organizations, especially at the level of strategic management, to a number of requirements to ensure the optimal management of its human resources, to preserve them, to ensure their survival, and to achieve their goals, as summarized below (Al- Our, 2020):

- Without a doubt, the Corona epidemic will be remembered as a watershed moment in human history, with profound implications for all sectors of life, particularly the economic and social. The Corona virus, like the 2008 global economic crisis, will end by dividing time into "before and after corona." COVID-19 has impacted all business

sectors, putting governments', institutions', and enterprises' experiences to the test in terms of how to respond and continue to deliver services while protecting the health and safety of both staff and consumers, and protecting me from any harm.

- In light of the crisis, there have been governments and organizations which declared closure since the first day, imposed a curfew, and others continued their operations, and provide their services to the public electronically given that they were prepared equipped with their technical and electronic infrastructure as well as their human resources. This crisis will change future concepts and directions and the way businesses are managed, their readiness for any potential risks, and focus on providing electronic and smart services.
- Organizations paid great attention to the re-development of their plans and strategies for human resources and the development of perceptions about remote work, the shape and organization of work after the Corona crisis building on the lessons learned.
- It also rearranged organizations' operational priorities by continuing to invest in artificial intelligence powered projects to enhance the efficiency and effectiveness of human resources.
- Among the most prominent steps and measures taken by the organizations was maintaining the continuity of work and providing services and guaranteeing providing the necessary comfort and protection of employees as well.
- Organizations provided a platform to training and continuous learning for their employees through the e-learning. They also activated technology in order to hold meetings and discuss developments during the pandemic. (Azizi et al, 2021)

2.1.29 The Requirements and Strategies Adopted By Major Institutions in Managing The Human Resource During The Pandemic:

- **Individuals Health and Safety**
 - Accelerating smart and online work and enabling employees to work remotely at any time.
 - Promoting social understanding among employees.
 - Define the essential steps and resources required in different scenarios to enable work remotely in line with best practices, tools and guidelines.

- **Work Rules**
 - Enabling access to the required technology and tools such as computer, telephone, Google drive and other relevant tools.
 - Reaching a census among the whole team to agree on being fully involved in the experimental program for working remotely.
 - Establish clear rules for timing and location.
 - Agreeing that everyone works from home.
 - The entire team is expected to adhere to agreed regular working hours. (Anjum et al, 2022)

- **Project Management Processes and Work Tasks**
 - Short virtual meetings to discuss the development and challenges of implementing the daily plan.

- Communicate with team members at the end of each week to plan for the next week.
- Team members will be willing to share content among themselves and maintain team harmony using digital tools.
- Holding virtual meetings by video communication. (Battisti et. Al, 2022)

2.1.30 HRM Priorities During the Pandemic

COVID-19 has prompted emergent changes as it led to the abandonment of some traditional practices for the sake of business continuity. The top priority and focus were to confront the pandemic by adopting protocols and circulars for the sake of keeping the human resources within the organization safe and intact. (Hamouche, 2021)

From the researcher's perspective and based on his practical experience, some of these top priorities became:

Strengthening health and hygiene procedures in the organizations: encouraging personal hygiene of employees and customers and providing circulars and general hygiene instructions and protocols, such as: How to clean hands, providing cleaning tools, such as hand sanitizers and giving generalizations about health habits.

Readiness and Resources: Providing the workplace with masks, gloves and hygiene products and providing hand sanitizers in all kitchen and water facilities. As well as sterilization of places where the possibility of infection with the virus increases, such as elevators, providing sterilizers and sanitizers in offices.

Reminders and Circulars to raise awareness: Reminding employees of the necessity of take all possible health and safety measures such as to frequently washing their hands, use of hand sanitizers and to minimize the use of papers and encourage the

use of alternative resources such as emails and phones in addition to minimize face to face social interaction.

Governance: Determining mandatory hygiene, health and safety measures and recommended measures for differentiation between areas and defining target employees such as older employees, and pregnant women.

Modification of Employment and Recruitment Procedures: analyzing to improve and minimize the risk of employment by decreasing the number of employees and minimizing the hiring budgets where possible, in addition to reconsidering how prospective employees are assessed and short-listed. Replacing vacant positions with temporary assignments, such as: attracting trainees, filling vacancies internally, freezing hiring for certain jobs. Relying exclusively on remote recruitment procedures such as: visual communication and increased formal employment requirements for example: experience and required degrees. Optimizing marketing efforts for employment, such as: Postponing employment activities such as career days.

Building Technology Support Teams: Providing supportive line and information technology support services to staff and teams and enabling them to work remotely.

2.1.31 Other Measures and Procedures in an Endeavor to Combat COVID-19

During the Corona pandemic, the organizations were forced to forge a crisis management team (business continuity and crisis management committee) to confront the virus, and to ensure the business continuity, the formation of this committee led to the issuance of a set of procedures (Mariani and Castaldo, 2020), among which:

- Freezing all visits outside the workplace, regardless of the purpose, except with a prior authorization from the committee.

- Follow-up on employees to ensure their commitment and participation in the preventive strategy taken by the committee.
- Immediate suspension of all paper correspondences between the units and departments and using communication with each other by e-mail as a tool.
- Informing the HR department and follow-up of every employee who has traveled outside the country to ensure combatting infecting and quarantine when and where needed.
- In case of doubts about infection from any customer or employee, the HR should inform the relevant parties and authorities.
- Ensuring the respect of safety and distancing between employees as well as customers.
- Providing automated teller machines with cash and continuing to encourage customers to use them.
- Continuous sterilization of places of communication.
- Limit the number of people who work onsite.
- prohibition of bringing into the premises of the organization all hot drinks from unknown sources.
- Maintaining degrees of caution when performing clearance operations with the relevant parties.
- Taking safety measures by wearing gloves and masks when dealing with the postal dispatches.
- Suspension of internships and accepting trainees.
- Reduce group and personal activities.

- Avoid contact with infected people.

2.2 Change Management

2.2.1 Introduction

Change is an important topic, just as it is in our daily lives, and it is present in numerous forms all around us. This is also true for companies, which must adapt in order to exist in a changing environment due to competition and growth in many sectors, particularly technological and economic ones. Any organization that wants to flourish, persist, react to, and adapt to a changing environment must embrace change. The real world causes companies to change, and as a result of the quick advancements and changes that modern management is undergoing, the demand for these organizations to have management that is capable of tackling all problems and leading more than managing has increased. Because influencing others and achieving desired goals are two of the most important characteristics of effective leaders, the need for such leaders to lead and manage change is critical. Because we live in a rapidly changing environment, the ability of any business to adapt is critical to its success. To ensure continuity and survival, an organization must implement appropriate change, which can only be accomplished with the presence of leadership elements capable of managing change efficiently. Organizational transformation is a typical occurrence in today's business sector. As expected, (Hughes, 2010) underlines that "changing is the only constant." Furthermore, globalization, technological breakthroughs, customer expectations, and greater rivalry all contribute to an increased rate of change, to which firms must respond (Ulrich, 1997).

(Dopson and Neumann, 1998) have considered the change as a must for survival within the uncertainty conditions. Organizational Change has been considered as an

individual-level occurrence as it happens when most individuals change their behaviors or attitudes (Whelan-Berry et al., 2003). Multiple-interacting changes in the universal environment have resulted in a situation of high level of complexity, confusion and unpredictability. This has moved the change process focus from the focus on the change and innovation of products and technology to the focus on behaviors sides and attitudes toward the change (Bergquist, 1993).

Usually, scholars analyze such features of organizational change as content, type, structure and process. (Armenakis and Bedeian, 1999) have divided research on organizational change into (1) content research, (2) contextual research, (3) process research and (4) criterion research. Nutt (2003) combines structure and process. The structural research by (Nutt, 2003) is similar to content research by (Armenakis and Bedeian, 1999), and process research was presented in both typologies.

Organizational culture has become an essential element in contemporary organizations, especially those that are active in communications, technology and digitization: where leaders and managers are required to understand organizational culture's dimensions, elements and sub-elements, because it is the mediator of the environment in which organizations live, organizational culture is like the culture of society, controls the behavior of those who belong to it and controls their view of the world and their interaction with it, and explains all the hidden complications in the life of the organization, as it is the production of the behavioral patterns that workers have acquired and ways of thinking, values, habits, norms, attitudes and technical skills before they joined the organization in which they work; furthermore, organizational culture is of great importance, as we do not find an institution without culture, the importance of organizational culture and its role at institutional and individual levels as it has a major

role in facilitating or resisting the goals which an organization aims to achieve and the organization with the right culture is positively affected in the formation of effective and open communication systems, and in several directions that support directing the processes of making administrative decisions characterized by rationality and accuracy, and with the least costs and obstacles because the organizational culture provides an appropriate organizational climate for making difficult decisions, as it provides common values at various managerial levels and positions when it comes to decision making.

Additionally, the organizational culture is one of the distinguishing features of the institution and a source of pride for its employees; especially if it emphasizes values such as innovation, creativity, and risk taking; moreover, organizational culture has a positive and influential role in creating common values, principles and traditions for work, and constructive organizational behavior; hence, the organizational culture in the organization has an impact on the level of performance and achievement of groups and individuals, and this determines the success which makes the organization greatly affected, as each institution has its own culture, and if it has a weak or poor culture, it will become affected with it.

Although the type of change and the process of change are both important building blocks in any model for dealing with change, there is also a third crucial factor – a readiness to change in a particular organization. The readiness factors act like a bridge between identifying what needs to happen and the activity of implementing the change. (Struckman and Yammarino, 2003) combined the types of change with the readiness to change, but they did not take the change process into account. Therefore (Alas, 2007) has composed the model connecting types of changes, process of change, the readiness to change and the institutional environment as the context of change.

One important readiness factor is leadership. The Top Management Team (TMT) has influence on the post-acquisition performance of the organization and effectively affects the organizational culture (Kiessling and Harvey, 2006). Within the same organization, individuals may have many different reactions to being acquired (Empson, 1994).

(Buono and Bowditch, 1989) argue that a merger or acquisition is ultimately a human process; therefore, involvement of the HRM function in process is a matter of a humanitarian concern for adopting the sorrow between the persons who were acquired (Hunt and Downing, 1990).

2.2.2 The Concept of Change Management and Organizational Change

Management

The argument about the notion itself among researchers, academics, and practitioners is warranted, and it may be traced to differences in schools of thinking as well as differences in the perspective from which they observe change. Researchers, academics, and practitioners all have distinct definitions of change management and disagree on how to create a coherent idea. Because the environment is constantly changing, and change reflects the various processes and changes that occur in the lives of all institutions in order to face imbalance, change cannot be ignored; it must be led and managed. After reviewing various definitions in Arabic and English literature, I tend to agree with (Gafrein et al, 2013), who agreed on the following definition: Change management is a comprehensive, cyclic, and structured approach for transitioning individuals, groups, and organizations from a current state to a future state with intended business benefits. It helps organizations integrate and coordinate their people, processes,

structures, culture, and strategy. Successful firms do not evolve at random; rather, they evolve through purposeful and dynamic strategies that effectively anticipate, influence, and respond to changing and emerging external trends, patterns, and events. Organizations will survive and grow if they use a disciplined approach to portfolio, program, and project management, as well as responsive, adaptable, and successful change management that is inherent in that setting. Organizations will survive and prosper by employing a disciplined approach to portfolio, program, and project management, as well as responsive, flexible, and successful change management. Skelsey and colleagues (2014).

First: The Concept of Change

There are several definitions to change, and among these definitions are the followings:

- Change is defined as “the transition from one situation to another that aims to be better, more productive, and more productive”. So that this change needs a motive and enforcement that flows all its successive phases and enables it to reach its goals. (Aldouri et al, 2011).
- It is also defined as “the process of making adjustments in the objectives and policies of the management or in an element of the organizational work targeting one of two things, adapting the conditions of the organization or creating new organizational conditions and administrative methods and activities that achieve the organization’s goals”. (Jaradat et al, 2013)
- Change can also be defined as “making partial or radical modifications to some or all dimensions of the structural, human, material, technological, cultural and

functional of the institution at organizational level in order to move the organization to a better situation in line with its objectives and goals.” (Zarqun, 2011)

Second: The Concept of Organizational Change

It is a directed, intentional, purposeful and conscious change that seeks to achieve environmental adaptation (internal and external), in order to ensure the transition to an organizational state that is more capable of solving problems. (Masa'idah, 2013)

Fred (2010) defined organizational change as the movement of an organization away from its present state and toward some desired future state to increase its effectiveness.

Jones (2004) defined it is a process in which an organization optimizes performance as it works toward becoming its ideal state.

It is a long-term effort to improve the organization's ability to solve problems, and renew its operations, provided that it is carried out with a special focus on increasing the effectiveness of working groups through bringing about comprehensive development in the prevailing climate in the organization. (Al-Fraijat et al, 2009)

From the previous definitions, the researcher concludes that organizational change is the transition from one state to another, transiting and moving the organization from a current situation to a more efficient and effective future situation, in order to adapt to all changes both the internal and external environment and facing all challenges in order to maintain the institution's survival and continuity. Additional conclusions can be summarized in the followings:

- Organizational change includes phrases such as: change, improvement, renewal and modernization.

- Definitions agree that the essence of the process of organizational change is related to the behavior of the individuals and the behavior of the work groups in the organization.
- The organizational development programs may include the whole or part of the organization, provided that it is independent from the rest of the parts of the overall system.
- The goal of organizational development is to increase the effectiveness of the organization, expand and support the opportunities for selection and renew its vitality in a continuous manner.
- The basic strategy of the organizational change method is the intervention that takes place in the aspects of the activities practiced by the organization.
- Organizational change is more than a single technique, method or model.
- Organizational change is not random repairs and changes.
- Organizational change is not just about increasing employee satisfaction.

2.2.3 The Importance of Managing Organizational Change

Organizational change is very important, and it is a complex economic, social, and political phenomenon that transcends and exceeds its importance. It is not limited to what it achieves in the present as it extends to the future, and we can explore some aspects of its importance through the below (Figure 8).

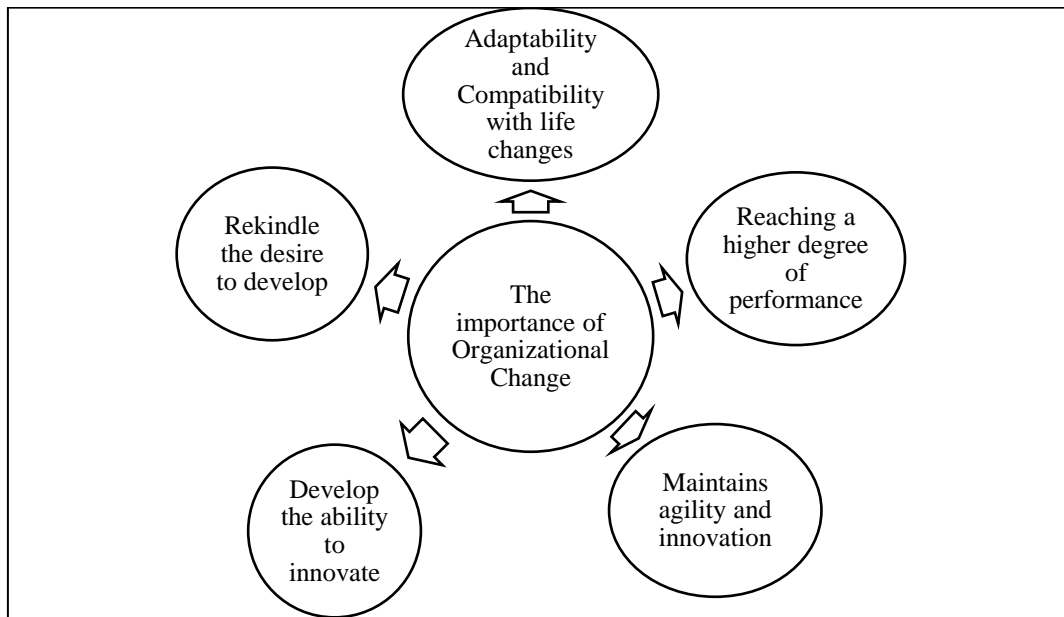


Figure 8: The Importance of Organizational Change, prepared by the researcher based on (Amer and Qandeel, 2010)

The above (Figure 8) shows that there are five basic aspects of the importance of change:

First: Maintaining Active Vitality and Agility

Change enables sustaining and renewing vitality within institutions, organizations and states. As change leads to recovery and restoration of hope and enables the rule of spirit of optimism, individual and collective initiatives then appear. Opinions, suggestions and a sense of the importance and feasibility of positive participation increases; and then the spirit of indifference and negativity disappears where everyone reaches a higher degree of performance as the pessimistic tendencies resulting from the stability for a long period of time.

Second: Developing the Ability to Innovate

Change always needs a good interaction and dealing with it, whether positive dealing by adaptation or toxic dealing by rejection and both types of dealing require the

creation of innovative means, tools and methods, and then change develops capacity and capability and competency of innovation in methods, forms and content.

Third: Stirring up the Desire for Development, Improvement and Upgrading

Change works to explode demands, stoke desires, and develop motivation and incentive towards advancement and progress.

Fourth: Adaptability and Compatibility with the Variables and Changing Circumstances

The importance of change comes from the need to keep pace with technology and the globalization of trade, which leads and controls the trends, therefore, organizations must learn how to harmonize safely with this change.

Fifth: Reaching a Higher Degree of Quality Performance

The importance of change lies in reaching, upgrading and developing, through two axes, first axes: as when (Al-Khudari, 2009) according to (Al-Khateeb and Maayyah, 2009) “Knowing and diagnosing the current situation with regard to state institutions and the personnel system”, it is necessary that these efforts to be followed by more efforts through which the nature of the reasons that led to this can be identified, the emergence of these problems for the state institutions and the personnel system, the reasons can be reached by following the scientific research approach, through which it is possible to list these reasons and know their priorities and then the nature of the relationship between them and many variables, whether those related to the characteristics of these institutions or the characteristics of their employees or beneficiaries of the services they provide, and the second axis: knowing the areas of strength and emphasizing them to encourage production and improve work climate.

The importance of organizational change also lies in the fact that it is necessary and inevitable, and that it is a renewed process that carries and contains everything that

is new and different, many and various reasons have contributed to increasing the feeling of the need for continuous and organized change, according to (Ben Amer, 2009) the most important reasons can be summarized in the followings:

- The rapid technical and technological development and the wealth generated by it in the field of information and communications, where this is called “The Age of the Information Explosion”.
- The increase of the intensity of internal competition.
- The increase of the intensity of external competition, especially in light of the so-called globalization and the resulted openness of markets with each other and the joining of many countries to the World Trade Organization.
- The strategic alliance between organizations, whether internal or external.
- Total Quality Management (TQM) requirements.
- Constant change in the tastes and desires of consumers.
- The increasing power enjoyed by the consumer (consumer bargaining power) and the growth of the dominance of the era of going to the customer, respecting the consumer and working on satisfying him.
- Unstable general economic conditions.

2.2.4 The Role of Human Resources (HR) Professionals in Change Management

Before proceeding with discussing the types of change that organizations experience, we need to highlight on the role of HR in change management, and if there is a role. When we review the literature, we find out that different organizational members can play the role of change agents, like the Chief Executive Officer / General Manager, a

team or a project manager who is dedicated to managing change, external consultants, line managers or HR Professionals (Balogun and Hailey, 2016).

HR professionals will be seen as enablers who, by acting and exhibiting different behaviors, contribute to the success of the change initiative if they behave as change makers and agents. They'll focus on providing and allocate the required resources. (Thornhill et al., 2008), help the organization in identifying the process for managing change (Ulrich, 1997) or support the employees in the process of institutionalizing the changes (Ulrich, 1997); that outlines the unique and challenging position for HR in change management.

2.2.5 Reasons and Types of Organizational Change

2.2.5.1 Reasons for Organizational Change

Organizations dose not resort to make the change in vacuum or randomly, but there are reasons that push them to make the change happen, some of these reasons according to (Hajjahjeh, 2011) are as follows:

First - Internal Causes: they are usually represented in:

- **Employees:** The higher the turnover rate among the employees, the lower the morale and the lower the degree of organizational loyalty, these indicators and others are considered one of the most important indicators for making a change, which may include training and qualification of employees, conducting periodic meetings with them and providing them with some incentives.
- **Regulations and Instructions:** When the regulations and instructions that the organization follows become obsolete, especially in light of the rapid changes in this world, this requires a partial modification or a comprehensive change of its

systems, which keeps pace with developments in order to preserve time, efforts and capital.

- Low level of performance: When the performance indicators tend to decline, the management must realize that there is a deficiency which needs to be tackled and there are corrective actions which must be taken.
- Decreased level of profits: which may result from higher costs, whether related to maintenance costs, various depreciations, increased losses or others, or it may result from declining performance.

Second - External Causes: some of them can be summarized in the following:

- Economic conditions: the organization may find itself forced to change, the size of the change has to be commensurate with the size of the surrounding economic effects.
- Political conditions: organizations are forced to make various adjustments and changes to match the emerging political conditions which affect the progress of work.
- Social conditions: the social development and advancement needs an equivalent change on the part of the organization to keep pace with the social changes.
- Competitors: in order to maintain the organization survival and advancement, organizations usually seek to make more changes, whether related to employees, systems or products.
- Legislation: legislation may be governmental, or by supervisory bodies, or legislation for any parallel framework even if it is in another country related to the organization as an importer or supplier of any of its products.

- Customers: in order to maintain the sincerity of the relationship with customers and to satisfy their desires and needs, many organizations train their employees by nominating them to attend training programs in depth in various topics such as skills, communication, and skills of dealing with customers.

Other reasons for organizational change from the perspective of the researcher can be summarized in the following (Figure 9):

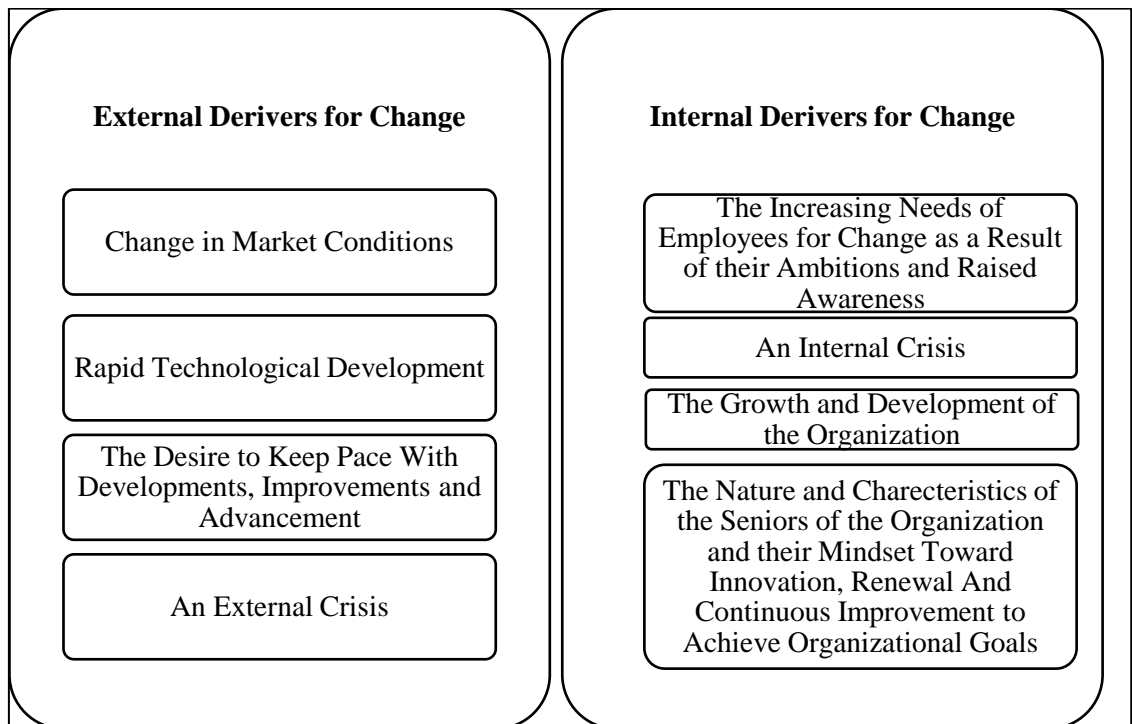


Figure 9: External and Internal Drivers for Change, prepared by the researcher based on (Hajjahjeh, 2011)

In addition to the above, the researcher sees that the issue of organizational culture is one of the topics that have received attention by many management scholars; therefore, it should be paid special attention when it comes to organizational change as its importance can't be neglected in the organizational and behavioral structure of any organization, as each organization has goals that it seeks to achieve through a group of activities and events carried out by individuals for the purpose of achieving the objectives sought by the organization; these activities are affected by the behavior of individuals

resulting from the nature of the culture they possess. The organizational culture expresses the spirit of the organization, including the beliefs, expectations and values shared by the members of the organization through the set of values that the supervisors or subordinates bring from the external environment to the internal environment of the organization, so that the organizational culture can influence the organization's members. Their performance by building the rules of application of work in the organization and then clarifying and strengthening the principles that carry meanings for the members of the organization and balance and combine between the past, present and future.

Organizational culture plays a major role at all levels and activities within the organization, as it contributes to creating an appropriate organizational environment and atmosphere that works to improve and develop performance in an appropriate and effective manner, which helps achieve individual and organizational goals and develop modern and collective values and behaviors. Working on developing and developing job performance.

In order for the organization to understand the motives of individuals and to ensure having the best ways to employ their energies and skills and raise their productivity, it must focus on a positive organizational culture, where the culture of the organization represents a key element in determining the efficiency of performance, and that is through its support and adoption of the elements and criteria of outstanding performance, and assigning it to a set of clear core values.

2.2.5.1.1 Are there General Guidelines for Effective Change Management?

According to Project Management Institute (PMI) (2013), there are general guidelines for effective change management process which can be summarized in the following (Figure 10):

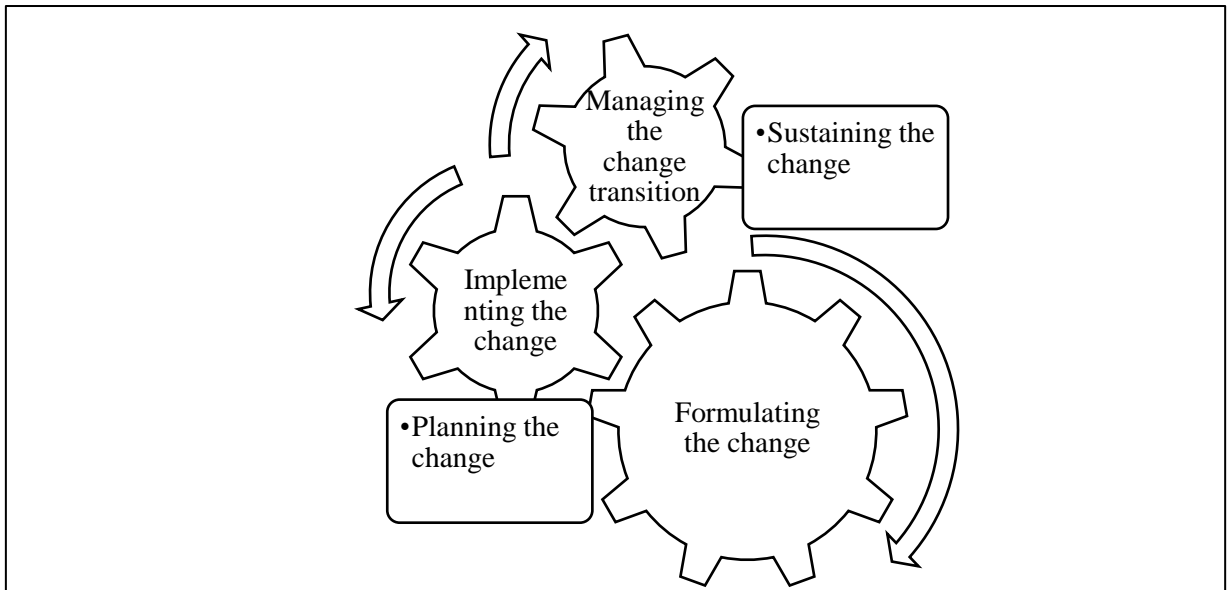


Figure 10: General Guidelines for an Effective Change Management Process, prepared by the researcher based on PMI (2013)

- Formulating the change by determining and clarifying its necessity, gauging its readiness, and defining its parameters.
- Organizing the change by deciding on the change strategy, scheduling stakeholder involvement, transition, and integration.
- Putting the change into action by organizing the stakeholders, preparing the organization for change, and delivering project outcomes.
- Managing the transition from one change to the next by integrating the outputs into business operations, gauging the adoption rate and the outcomes and benefits of the change, and adjusting the plan to account for inconsistencies.

Continuously sustaining the change through stakeholder communication, representation, and consultation; conducting sense-making exercises; and monitoring benefits realization.

2.2.5.2 Types of Organizational Change

There are many ways of looking at organizational change hence categorizing them. However, it is possible to categorize these into specific types.

Types of change can be summarized in the following:

First - Planned Change: It occurs in a planned way towards intended and predetermined goals, and planned change means an administrative procedure that aims to bring about a specific and calculated modification in the organization or one of its elements within a time plan and frame on the basis of thinking and estimating the cost of change and its requirements on the one hand, and the benefits arising from it on the other hand. (Al Sakarneh, 2013)

Because entrepreneurial organizations strive to continuously grow and prosper, it is common for them to be better in every way. As a result, the planned change programs are continuous improvement initiatives and actions that fall within the framework of initiative and readiness and are a response to the anticipated effects of events taking place in both the internal and external environments.

Second -Unplanned Change (unexpected, emergent, and potentially random): This type of change happens accidentally, without anyone's intention or assistance, but rather as a result of an imbalance between a number of natural, technological, or demographic factors; as a result, it lacks a clearly defined plan and instead occurs automatically, spontaneously, and without prior preparation. In other words, this kind of

shift results from outside forces like market influences, environmental effects, resource limitations, or, as we saw with the 2020 COVID-19 pandemic, human behavior. Organizations in this type of transition have little to no direct control over it, so they must internally alter their operations.

Third – Radical Change: the modification brought about by substituting new goals for those currently present in the organization and steering them in different directions from how they were previously used.

Fourth – Gradual or Incremental Change: It is without a fundamental and drastic change to the core components of the organization, it is a conscious and intentional change.

Fifth - Strategic and Non-Strategic Change

Sixth - Remedial Versus Developmental Change

Seventh - Transformational Change: Alterations in certain areas which is caused due to an interaction with the environmental factors and creates a need for new behaviors or changes in the behaviors of the organizational employees. (Juneja, 2021)

2.2.6 Areas and Stages of Organizational Change

Change occurs in all parts of the organization, and in general, the common areas of change processes can be summarized in the following:

First - Change at the Level of Strategies:

Strategy change is an attempt of the organization to create balance with the environment in which the organization operates. Organizational change typically starts with a review of the organization's strategy, vision, and mission; consequently, strategic change typically necessitates making other changes, some of which can be changes in the

organization's strategic objectives, competition strategy, or even expansion strategies, among others. Organizational change typically begins with a review of the organization's strategy, vision, and mission; therefore, strategic change typically necessitates making other changes, some of which can be changes in the organization's products, programs. A strategic change is a shift in the organization's direction. It may also involve trying something new to maintain or increase the organization's success, but in general, this kind of change necessitates other changes, such as a change in the organizational structure, because the strategy and the structure are intertwined in such a way that it is impossible to distinguish between them.

Second - Change at the Level of the Organizational Structure:

Work, duties, responsibilities and authorities are distributed among workers via the organizational structure, sometimes business leads to a change within the organization, which is accompanied by a change at the level of the organizational structure such as redistribution and redefining responsibilities, redistributing some specializations, or eliminating / restructuring some organizational units accompanying and in line with the current ongoing changes.

Therefore, the organization must design flexible structures that can be changed whenever required, and because change at the level of the organizational structure is accompanied with the change at the level of the entire organization as today change became inevitable as a result of trying to respond to the critical changes in the surrounding environment, whether internal or external.

Third - Change in Technology:

The organization undertakes technological change in order to face the new changing situations, and this change is represented in the introduction of modern means

of production or changing production methods and lines, moreover, technological change goes beyond the production function as organizations are currently developing means of communication by acquiring new means and technologies of communication. (Hamed, 2012)

The organization must allocate training and training programs so that workers can use these means easily because the organization is compelled to implement technological change by the rapid development of technology. Some of the problems this causes within the organization can be characterized by the workers' lack of sufficient skills and experience to deal with these modern means.

Fourth: Modifications to Leadership Styles:

Whether it be through direct effect on the roles that the leadership plays when it comes to change or indirect influence through the power and empowerment of the teams, leadership style unquestionably affects the process of change and is thought to be the most essential factor.

The organization may need to switch from the existing style to a new leadership style in order to make the change process successful because there are numerous styles, from the autocratic style to the democratic style, and in some circumstances they may be blended.

Fifth: Change at the Level of Culture;

The organization must make continuous changes to the attitudes and values of individuals, to create a strong culture and encourage them to have a spirit of affiliation and strengthen positive behaviors. (Broch, 2007)

2.2.7 The Goals of Organizational Change.

Organizations seek to achieve a set of goals by the implementation of change, some of these goals can be summarized in the following: (Aarafa, 2011)

- Increasing the organization's ability to cooperate between the various specialized groups in order to achieve the general organizational goals.
- Increasing the organization's ability to deal and adapt to its surrounding environment and improve its ability to survive and grow.
- Helping people to diagnose their problems and motivating them to bring about the required change and development.
- Encouraging employees to achieve organizational goals and achieve job satisfaction.
- Finding the conflict with the aim of managing and directing it in a way that serves the organization.
- Building an atmosphere of trust and openness among employees and groups in the organization.
- Enabling managers to follow management by objectives approach rather than traditional management styles.
- Assisting the organization in solving the problems it faces by providing it with information about the organization's various operations and results.
- Increasing the level of performance, achieving a high level of motivation and a high degree of cooperation, reducing absenteeism and turnover rates and reducing the continuous rise in production costs.

- Applying the practical approach in decision making by being slow in making decisions while not hesitating to settle down and become more stable on the decisions made. (Boushmal, 2011)
- Changing the leadership styles adopted in the organization and moving from a bureaucratic style to a democratic style that allows employees to participate in decision-making; this means using the appropriate style for the success of the change in all its phases.
- The change aims to move from the current reality to a future reality.
- Introducing modern technologies to the organization.

The researcher comes to the conclusion that organizational change is crucial, particularly in this time of rapid change; given the positive effects and impacts that change has on people and organizations, it can be considered the life of the organization, so no organization can ignore it. Because the success of the organization depends largely on the competency, efficiency, and ability of the change leader, managerial and leadership skills are highly needed in order to make the right decisions and lead the organization through change, It aims to increase the organization's effectiveness and capacity for performance, adapt to the external environment and keep up with surrounding changes, to maintain the organization's vitality, and to maximize and utilize the use of human capabilities and energies within the organization in a way that helps in achieving excellence by changing and developing organizational structures to accommodate the technological, social, and environmental changes. The creation of reward and motivating systems may also be aided by it, opening up more opportunities for employee engagement and interaction and allowing them to express their energies at work. Organizational change may lead

to the creation of tools that will enable the best and most efficient use of the organization's resources, as well as the development of a foundation of trust among its members that will foster an environment conducive to problem solving across the entire organization. It may also result in the assignment of responsibility for decision-making and problem-solving that is as close as possible to the sources of information.

2.2.8 Why doesn't Change Succeed?

Leading or taking part in change is not a simple task, and change can fail for a variety of reasons. As a result, companies need to understand what makes for effective change as well as what causes failure in order to take the required remedial measures.

Major reasons for change to be unsuccessful can be represented in the below (Figure 11):

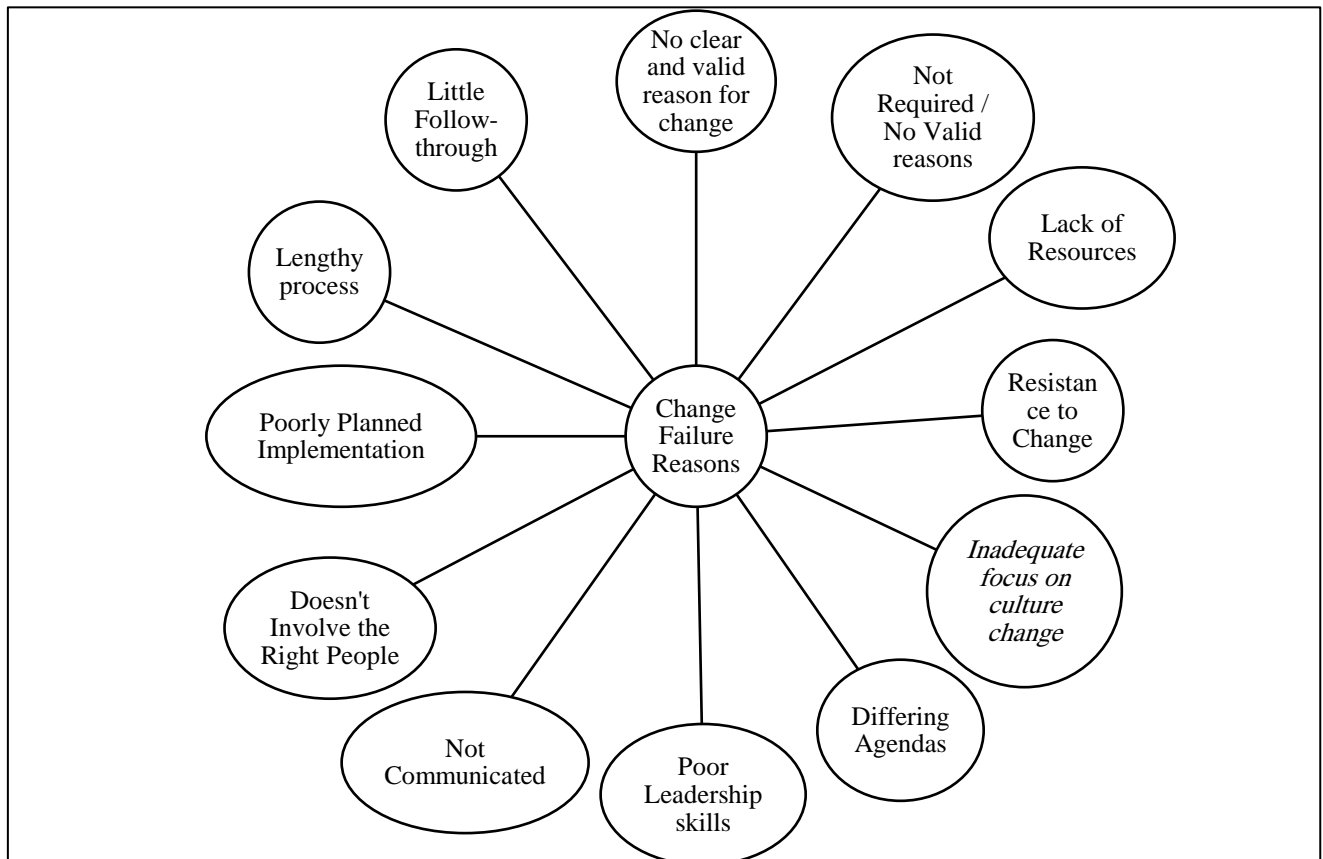


Figure 11: Change Failure Reasons, prepared by the researcher based on (Schwarz et al, 2021) and other theoretical reviews

2.2.9 Change Management Conceptual Frameworks and Models

According to (Al-Haddad & Kotnour, 2015), various theories and methods have been proposed to manage organizational change initiatives as well as different definitions and methods have been proposed to manage the change process, it is believed that change models might offer a useful guide to implementation for change doers to improve effectiveness (Hussain et al., 2018). The change models aim to depict change processes as a series of steps or phases guiding implementation efforts toward achieving the desired goals and outputs (Hussain et al., 2018). According to (Pollack & Pollack, 2015), it is believed that the most widely recognized model for managing change is Kotter's eight step model. In addition to Kotter's model, a researcher or a practitioner must explore and have an in-depth knowledge about Kotter, Lewin three steps, McKinsey 7s and ADKAR models.

The researcher believes that it is worth reviewing the below models as a sample of the many models, although they are similar in their components, but some tend to give detailed steps for the phases of managing the change process, while others tend to incorporate these steps into more general ones.

2.2.9.1 Kotter's Change Management Model

As mentioned above, many change management models exist, but according to (Chappell et al., 2017), Kotter's has been the most famous and significant and enduring in academic and practitioner settings when it comes to leading planned change. Kotter's model was first published in Harvard Business Review in 1995 and later as the bestselling book with a title "Leading Change" in 1996. According to (Hughes, 2016) Kotter's model emerged from his observations of organizations that had not been successful in

implementing change. Kotter's model is a reference in the change management field. The below (Figure 12) depicts and summarizes Kotter's model:

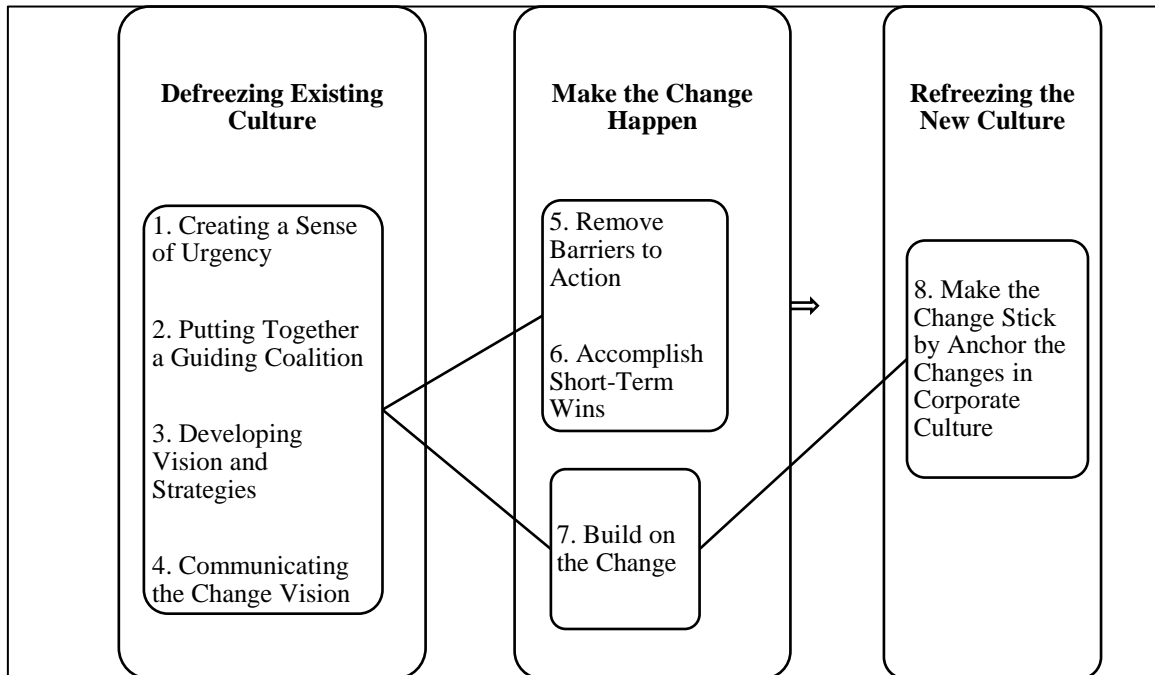


Figure 12: Kotter's Model , prepared by the researcher based on (Hughes, 2016)

The researcher believes that the main reason that Kotter outlined these steps in order and in a sequential manner was to emphasize and reiterate on the fact that change is not a simple and quick process. There should be many steps that should be followed and kept starting from planning.

Moreover, there are required additional steps even when the change has been implemented, additionally and more importantly, even after the implementation, there is a need for a lot of steps and actions to ensure that the change is successful. According to Kotter, 70 per cent of change initiatives failed, and the failure of the change initiatives can be attributed to the fact that most organizations do not prepare well and do not exert the necessary efforts which result in not seeing the change project correctly; therefore,

Kotter believes that following the aforementioned steps shown in the figure ensures that change initiatives are most likely to be a long-term success.

Although the researcher agrees with Kotter, but still suggests that not all steps require the same level of attention and this view is supported by (Wentworth et al, 2018).

More details about the steps of Kotter's model can be summarized in the following:

1. Creating a Sense of Urgency:

The process starts with developing a sense of urgency among managers and subordinates in an endeavor to make everyone involved feel the need for change, and that change is important for organizational survival and growth and that without them and their commitment it will be difficult to carry out the change initiatives and achieve the desired transformation, this will result in preparing the employees for the planned change and feel engaged.

2. Putting Together a Guiding Coalition:

This step helps in bringing together competent agents and team with the right competencies and enable in gaining sufficient power to provide champions to the change efforts and influence stakeholders.

3. Developing Vision and Strategies:

This step helps in creating a sensible vision to direct the efforts and initiative and to develop effective strategies to help the team achieve it.

4. Communicating the Change Vision:

The focus in this step is on effective communication of the vision and the strategies in ways that motivate and encourage the rest of the organization to accept

and support the change initiative. The aim here is to win the hearts and minds of the employees and engage them.

5. Remove Barriers to Action:

While implementing organizational change at macro level of the organization, hurdles and obstacles will flow into the surface frequently. The obstacles may come in the form of insufficient processes, resistance to change by employees themselves, disempowering managers, organizational policies and its structure, and other obstacles. Employees should not encounter barriers preventing them from conveying their thoughts in the form of complaints or recommendations (Van Den Heuvel et al., 2016) and management should listen and take the necessary corrective actions.

1. Accomplish Short-Term Wins:

Achieving the complete and real transformation needs time and going so long without any victories to celebrate may disengage and demotivate employees; therefore, Leaders should define short-term and long-term objectives to promote buy-in and change and to reward success (Kotter, 1996). By creating short term wins, leaders and individuals can build on their success and avoid any loss of momentum (Kotter, 1996; Van Den Heuvel et al., 2016). Short-term wins help ensure a sense of urgency that strategy and vision are not lost while at the same time motivating employees by giving them the opportunity to see the progress (Kotter, 1996).

2. Build on the Change:

The goal of this stage is to maintain the implementation of change by ensuring that the teams continue to work diligently toward realizing the change vision while tracking their advancement. After a few rapid victories, it is crucial to watch out that

the squad doesn't declare triumph too soon. Both change champions and agents should build on success, improve morale, and remove obstacles (Heckelman, 2017).

3. Make Change Stick:

In this final step, the change champions and agents work on nurturing a new culture where change can stick and Incorporate change into the culture and focus on embedding changes into culture and practice (Heckelman, 2017). To ensure that everything is in line with the new direction, this may entail altering organizational norms and values, procedures, reward structures, and other infrastructure components.

2.2.9.2 Lewin's Change Model

According to (Schein, 2010), the fundamental assumptions underlying any change in a human system are derived originally from Kurt Lewin (1947). Kurt Lewin is widely considered the founding father of change management, with his unfreeze–change–refreeze or 'changing as three steps'. (Cummings et al, 2016). It is one of the cornerstone models for understanding organizational change, although it was developed by Kurt Lewin back in the 1940s, it is still effective in the modern era. Lewin's model is known as **Unfreeze – Change – Refreeze**, which refers to the three-stage process of change that he describes. Lewin explained organizational change using the analogy of changing the shape of a block of ice.

According to (Hussain et al., 2018), Lewin's model of change can be traced to 1951 when the focus was on planned change that related to group decisions, implementation, and social change. Lewin's model is another popular approach and is one of the foundation models for understanding organizational change.

Lewin's Model is a simple and an easy-to-understand framework for change management. By recognizing the three distinct stages of change, organizations can plan to implement the change they aspire to. They start with creating the motivation to change (unfreeze), then go to the change process by promoting effective communications and empowering people to embrace new ways of working (change). And the process ends when they return the organization to a sense of stability (refreeze), which is so necessary for creating the confidence from which to embark on the next, inevitable change. The researcher tried to represent Lewin's model via the below (Figure 13):

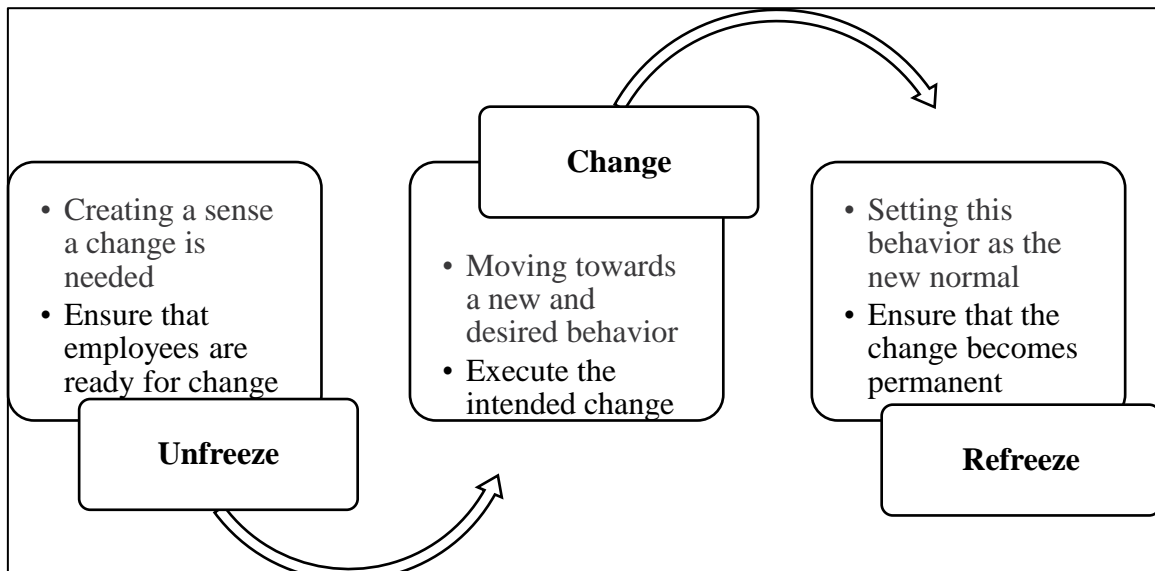


Figure 13: Lewin's Change Model, prepared by the researcher based on (Cummings et al, 2016)

2.2.9.2.1 Lewin's Block of Ice Metaphor

To better understand Lewin's model, let us assume we have a 'cube' of ice but we would like to have a 'cone' of ice. To transform the cube shape we must:

1. "Unfreeze" or melt the ice
2. "Change" the mold to a cone shape and
3. "Refreeze" the water into the new, desired shape

The researcher tries to summarize and simplify the explanation of the model by the below (Figure 14):

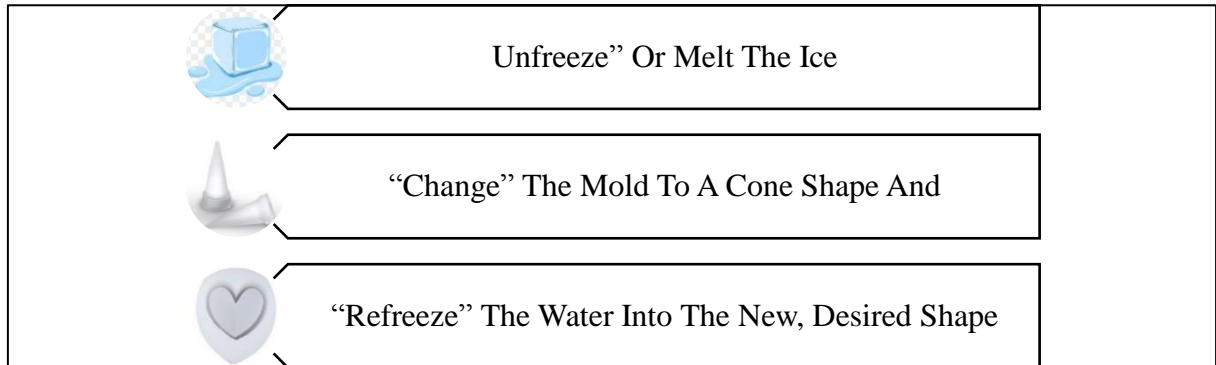


Figure 14: Simplified Lewin's Model, prepared by the researcher

It is a fact that Lewin three-step process influenced change management research over many decades (Eriksson & Fundin, 2018).

The model includes creating the motivation to change, moving through the change process by promoting effective communication and empowering people to embrace new ways of working, and reaching a sense of stability (Huarng & Mas-Tur, 2016). The **‘Unfreeze’ phase** involves preparing the organization to accept that change is necessary and then creating the motivation to change.

The **‘Change’ phase** has a focus on the solution and the new ways of working. It begins with new approaches to tackle problems which result in the creation of new approaches and new learning, and this results in:

- Establishing goals.
- Creation of smaller, acceptable changes that reinforce and support the change.
- Change is being institutionalized.
- Development of structures.
- Creation and maintaining of open, two-way communication.

The change phase requires active participation from all stakeholders as well as persistence and determination acknowledging the fact that this a transition from the unfreeze phase which does not happen overnight, and that people take time to embrace the new direction and participate proactively in the change.

The researcher contends that during this phase, businesses should take into account the Kubler-Ross change curve, also referred to as the five stages of grief (denial, anger, bargaining, depression, and acceptance) (Kubler, 1969), as this curve has since been expanded and modified to reflect the typical stages of both individual and business change. (2012) Exeter (Anastasia, 2015). The Kubler's curve typically outlines four to seven distinct stages, beginning with shock and ending with integration. It focuses on the specific topic of personal transitions in a changing environment and is useful for understanding the stages people may go through during a change project. It is employed to clarify and forecast how individuals will react to change. The transition curve is based on a grief process model developed by Elizabeth Kubler Ross in the 1960s. Additional information about such personal transitions in a changing environment is provided below (Figure 15).

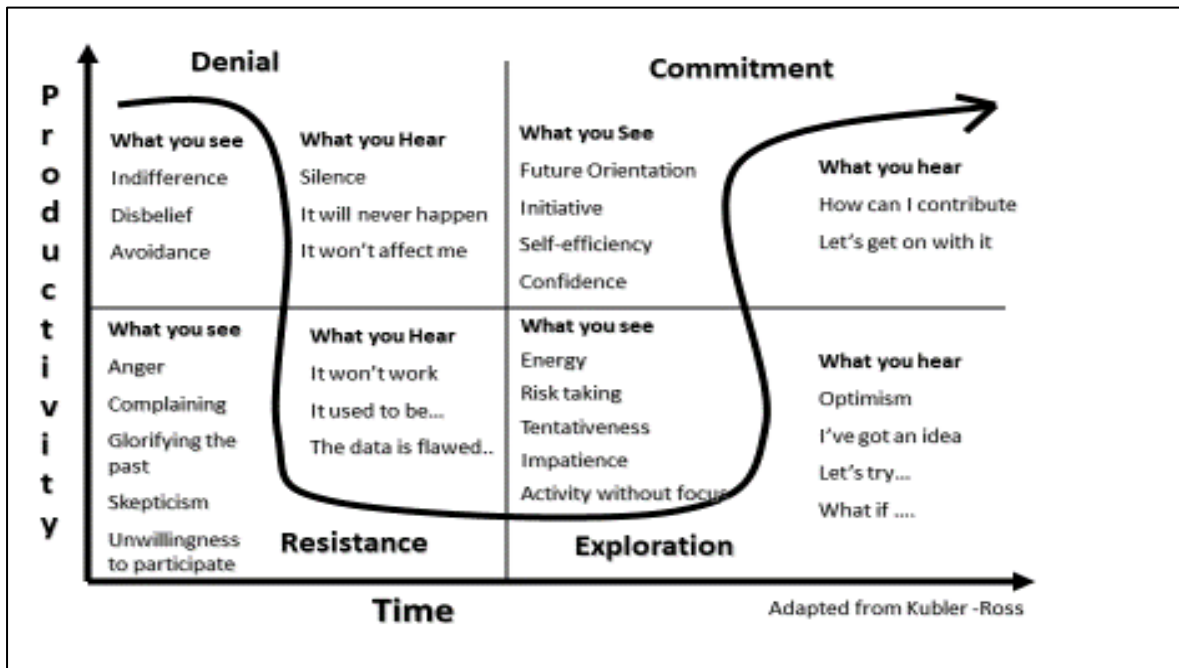


Figure 15: Personal Transitions in a Changing Environment, (Kubler, 1969)

The **'Refreeze' phase** enables people and the organization to systemize and internalize the changes; furthermore, it enables them to measure success and keep tracking of whether the new measures being followed in a consistent way and if they are incorporated into the daily activities and business. It also enables them to offer training and equip those who struggle with the change and create accountability standards and measures. More importantly, new attitudes, competencies, values and behaviors are established and maintained as part of the new era.

2.2.9.3 McKinsey 7s Change Model

The McKinsey's 7s framework was developed in the late 1970s as a conceptual framework "helpful in diagnosing the causes of organizational malaise and in designing programs for reform" by the consulting firm McKinsey & Co. It was created by Tom

Peters and Robert Waterman, two consultants of McKinsey & Co. (2015) Sammut-Bonnici

It is also regarded as a managerial framework for assessing the organization's effectiveness and determining whether any components are out of sync with the organization's overarching goal. According to the McKinsey 7S framework, the most crucial aspect of a change strategy is the coordination of seven crucial company components. Three factors are regarded as "hard elements," while four are regarded as "soft elements."

- **Soft Shared Values:** It stands for the beliefs, ideals, aspirations, and goals that all of the organization's members share. The organization's corporate culture and common values must be reflected in the transformation projects and activities.
- **Skills (soft):** Both organizational skills and specific employee skills are included in this category of the McKinsey 7S model. These are the collection of organizational capabilities that set the company apart from its rivals. Employers must make sure their staff members possess the abilities required to maintain their competitiveness. Companies must evaluate which capabilities should be retained in-house and which would be more productive to outsource in order to give their employees the training they need for the new procedure.
- **Staff (soft):** Human resources, which stands for every employee in the company. It is necessary to take hiring procedures, employee turnover, and staff rules into account. This aspect relates to the amount and type of people a firm requires, as well as the methods for hiring, training, motivating, and rewarding them (Gokdeniz et al, 2017). People are seen as a resource pool that needs to be developed, protected, and distributed (Kirschenboim, 2018). Effective communication can be facilitated by the staff element, and it is important to place value on communication abilities during both recruitment and selection.

- **Style (soft):** This refers to the strategies employed by senior management to foster an environment of open communication and have an effect on the performance of the entire organization. The style component refers to how different leadership philosophies affect how well a company as a whole performs (Jalagat, 2016). In order to implement a strategy effectively, style is a crucial component (Peters & Waterman, 1982).

- **Strategy (hard):** a thorough plan or roadmap for change management that an organization uses to go from its current condition to a desired future state. It aids in defining the activities that the economic institution desires to engage in and determining the nature and unit of these activities. It also aids in identifying strategic choices, taking into consideration competition and the environment.

- **Structure (hard):** It shows the many organizational levels and the network of links within an organization.

Systems (hard): These describe the activities, organizational policies, and processes; they only show how the task is carried out. Systems refer to both the actual tools and equipment that staff members use as well as the procedures and workflows.

The following is a better presentation and summary of the McKinsey 7s Change Model (Figure 16).

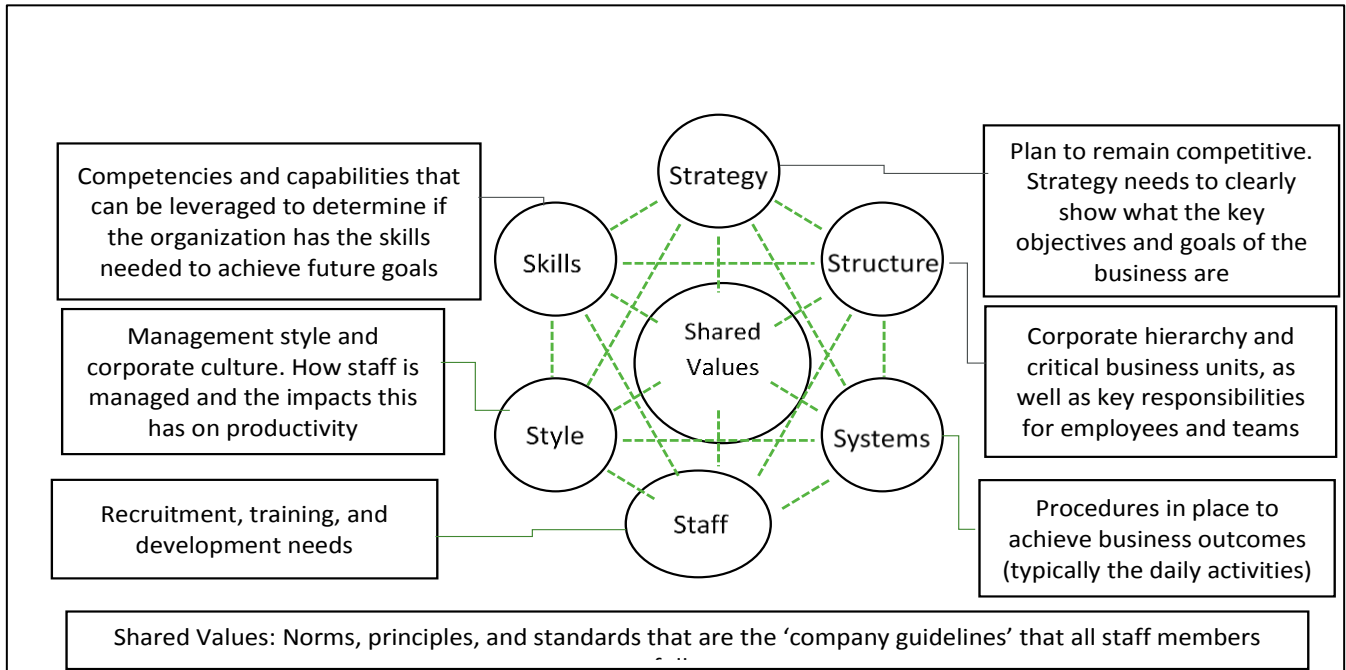


Figure 16: McKinsey 7s Change Model, prepared by the researcher

2.2.9.4 ADKAR Change Model

ADKAR Model is renowned and used change model which was developed in the form of a book by Jeff Hiatt in 2006 according to (Das, 2019). It consists of five elements that define the basic building blocks for successful change. Essentially, it is an acronym that spells out the five stages of changes: **A**wareness of the need to change, **D**esire to support and participate in the change, **K**nowledge of how to change, **A**bility to implement required skills and behaviors, and **R**einforcement to sustain the change (Wong et al, 2019).

Hiatt considers that the success of organizational change is related to every individual's ability to successfully transit and make successful transition to the new situation, according to (Hiatt, 2006), the ADKAR model structure is meant to be used as

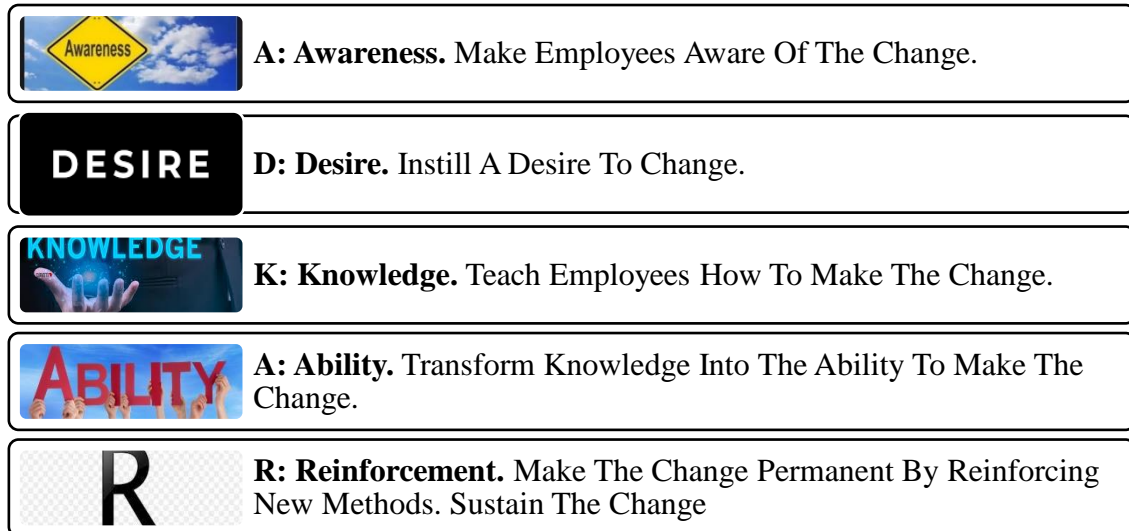
an individual change management model. It represents the essential elements of change of a single person or groups (Al-Alawi et al., 2019). Its main focus is on the personal perception and implementation of the change (Das, 2019).

- **Awareness:** related to the depth of the need for change, whether in terms of achieving positive results or treating current problems, the awareness represents a person's or organization's understanding of the nature of the change, why the change is being made, and the risk of not changing. Awareness also includes information about the internal and external drivers creating the need for change (Hiatt, 2006).
- **Desire:** related to the enthusiasm to contribute to bringing about change and to take responsibility for its implementation.
- **Knowledge:** It is related to the specialized scientific and practical knowledge that enables carrying out change.
- **Ability:** It means translating theoretical knowledge into practical knowledge (skills) for implementation or embodiment of change.
- **Reinforcement:** It means working to sustain, maintain and consolidate knowledge, skills, and new behaviors resulting from the change process.

The ADKAR model is easy to use in any change initiative and may be used to examine what is going wrong with a change process and where it is going wrong. The ADKAR paradigm develops a fresh perspective on change, inspires

action, and organizes how change occurs one person at a time. The key to every change endeavor is to keep the person in mind.

Figure 17: ADKAR Change Model, prepared by the researcher based on (Das, 2019)



2.2.10 Conclusion about the Chosen Change Models

- After discussing the aforementioned models, the researcher would like to emphasize that there are numerous methods and models for change management. There is no one model or strategy that works for every organization. Each model has benefits and drawbacks, offers constructive approaches to dealing with change, and can be adjusted and customized to meet the needs of companies. The importance of having a thoughtfully chosen framework serve as a guide during the organizational change process is acknowledged by all of them. It appears that process-oriented conceptual frameworks for organizational change are more common. There is no one theory that can adequately describe how to carry out organizational change projects. No single theory can fully explain how to undertake organizational change projects successfully (Pollack & Pollack, 2015).

- There is no ideal way to choose which model to use to lead change, the researcher concludes, because there is no "one size fits all" strategy to managing change. But generally speaking, it is critical to maintain integrity, be dependable, and exercise leadership in a way that benefits the company. Additionally, organizations can modify and customize their strategy to meet the unique difficulties they confront and the behaviors they want to alter. Successful change agents and champions typically display a number of traits, including the capacity to forge bonds of trust, possess strong communication abilities throughout the entire change process, and possess emotional intelligence to recognize the potential for change resistance as well as the unique challenges that individuals face when undergoing change. Additionally, they need to be able to tie change to the "larger picture" of where they are heading and why.
- Change can be a painful process with repercussions for both the organization and the individuals working there, thus organizations need to be aware that change management is an organized way to managing change in an organization. They should remember that there are fundamental concepts of change management that must be taken into account, and these principles can be summed up as follows:
 - Understand Change: Organizations must be aware of all the "ins and outs" of change in order for it to be successful. What it is, how it will be accomplished, and why it should occur, for instance.
 - Change plan: This can include identifying broader participation from the populace, obtaining high-level sponsorship for the change project through endorsements from senior management, and other things.
 - Putting the change into action: Before starting to carry out their strategy, organizations must ensure that everyone engaged is aware of what they are doing. This could entail

undergoing various sorts of training, selecting "change ambassadors" who are innovative or early adopters, offering support to individuals across the firm, and establishing precise success criteria.

- Communicating throughout change: Everyone must be aware of the change's purpose, feel optimistic about it, and comprehend how to succeed.

2.3 The Palestinian Banking Sector

2.3.1 Historical Overview

Palestine knew banks before the other surrounding countries, since the era of the British Mandate, a number of banks were working in Palestine; both British and Palestinian Banks.

The Arab Bank was on the head of these banks, which was established in Jerusalem in 1930, the spread of its branches in the major cities of Palestine was evident such as Jaffa, Haifa, Nablus, Tulkarem and Gaza, Barclays Bank which acted as a bank for the government in Palestine and as an agent for the Palestinian Monetary Council, and the Arab Real Estate Company, which was established in 1947 by a decision of the Arab League. (Arab Bank, 2014).

In the year of 1952, the Arab Real Estate Company was renamed and became the Arab Land Bank, there was also the Bank of the Ottoman British for the Middle East, the Bank of the Arab Nation, the Arab Agricultural Bank which was established in 1933, and the Arab Industrial Bank which was established in 1935. (Ashour, 2003).

The Palestinian banking system was considered advanced in comparison with the other surrounding Arab countries, as Palestine had a national currency (Palestinian pound) and a "general monetary assembly" (the Palestinian Monetary Council) which belonged

to the Government of all Palestine, but the continuous consecutive crises which Palestine suffered caused a lot of economic and political disasters, as the catastrophe of 1948 occurred and the banking system moved, which affected the banks in Palestine. (Ashour, 2003).

Between the period 1948 and 1967, Palestinian people went through unstable political and economic phases as a result of the military occupation, the West Bank followed the regulations and the laws of Jordan, in which the Jordanian dinar used to be the official currency, while the Gaza Strip followed the laws and regulations of government of the Arab Republic of Egypt, and the Egyptian pound used to be the official currency, thus the banks operating in the West Bank and Gaza Strip followed the Jordanian and Egyptian central banks. (Ashour, 2003).

In that period, eight banks operated in the West Bank, these banks were: " Arab Bank, Arab Land Bank, Cairo Amman Bank, Ottoman (Grindlays), Jordan Bank, Jordan Ahli Bank, and Intra (Mashreq) and the British for Middle East, and the number of branches of these banks has reached 28 branches. In the same period, the number of banks operating in the Gaza Strip had reached six banks represented by the Bank of Palestine, the Arab Bank, Bank of Alexandria, and the Bank of the Nation (Ummah) and the company agricultural, and the Arab Land Bank, through a network of seven branches. (Ashour, 2003).

Before the occupation in 1967, there were twelve banks in the West Bank and the Gaza Strip including one national bank which was the Bank of Palestine Limited, and the rest were Arab and foreign banks, the well-known of which were the Arab Bank, Arab Real Estate Bank and Cairo Amman Bank. (Ashour, 2003).

The Palestinian banking industry has grown significantly over the past few years, with more banks providing more services out of more branches and the value of deposits doubling over that time. The banking industry makes it easier for money to be moved from players that are less productive or unproductive to productive sectors of the economy. The financial system has an impact on economic activity over the long and short terms. By allowing investors and beneficiaries to finance profitable activities, banks' operations may have an immediate impact on the economy. Long-term production processes that profit from banking services result in the production of additional goods and services to meet the rising demand brought on by greater lending. There is a wealth of material on the banking sector in advanced nations that supports this idea of codependence between the banking sector and economic activity. The banking industry and the state of the economy are linked and dependent on one another. There is a wealth of material on the banking sector in advanced nations that supports this idea of codependence between the banking sector and economic activity. The banking sector and the economic condition are interrelated and mutually dependent. Palestine Economic Policy Research Institute (2008).

2.3.2 The Structure of the Palestinian Banking System

Commercial banks and Islamic banks constitute the most important components of the Palestinian banking sector, which is regulated by the Palestinian Monetary Authority.

Banks operating in Palestine are divided into seven local banks, including three Islamic banks, and four local commercial banks. As for foreign banks, it consists of six banks, including five Jordanian banks and one Egyptian bank.

2.3.2.1 Components of the Palestinian Banking Sector

The banking sector in Palestine mainly consists of:

I. Palestine Monetary Authority:

The Palestine Monetary Authority was established by the end of 1994, and it assumed its duties at the end of 1995, as an independent institution with full legal capacity. Since its establishment, the Monetary Authority has sought to keep pace with global banking developments and international best practices in banking supervision. (PMA, annual report, 2020).

The Palestine Monetary Authority was established following the Paris Economic Agreement in 1995, as an independent institution. In 1997, the Legislative Council issued a law supporting the existence of the Palestinian Monetary Authority, and helping it to ensure the safety of banking work, maintain monetary stability, and encourage economic growth in Palestine. The establishment of the Palestinian Monetary Authority comes as an alternative to the Palestinian Central Bank, knowing that the strategic objective of the Monetary Authority is to transform into a central bank, and to be at the forefront of regional and international central banks, see (Figure 17). (PMA annual report, 2021).

II. Commercial Banks:

The banking sector in Palestine consists mainly of commercial banks, which attract the largest proportion of the savings of economic units and the savings of individuals, and thus monopolize directing savings towards various economic activities. Commercial banks are divided into (PMA, 2021):

- Local Banks:

These are the banks established with a license from the Palestinian Monetary Authority.

- Foreign Banks:

These are the banks established with a license from the banking authorities in the home country, and with a license from the Palestinian Monetary Authority to conduct banking business in Palestine.

III. Islamic Banks:

Three Islamic banks operate in Palestine: The Arab Islamic Bank, the Palestinian Islamic Bank and Safa bank. These banks attract customer deposits and direct banking activity in accordance with Islamic Sharia (PMA, 2020).

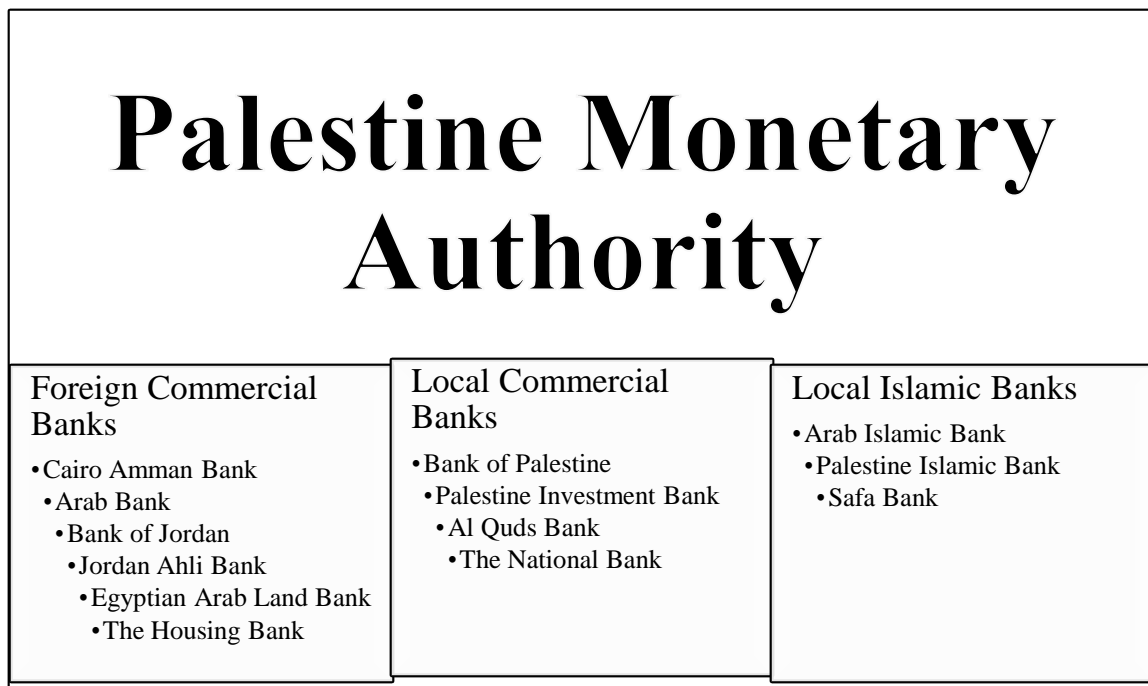


Figure 18: The Palestinian banking sector as on 31/12/2020, (PMA, 2021).

According to the association of banks in Palestine (2022), (Table 2.1) below reveals some facts about the banking sector operating in Palestine and gives a snapshot about the Palestinian banking sector.

Table 2.1: Facts About the Banking Sector Operating in Palestine, prepared by the researcher based on ABP (2021)

Bank Name	No. of Employees	No. of ATMs	No. of Branches and Offices	Net Profit (Loss) for the Year	Total Owners' Equity	Net Direct Credit Facilities	Customers' Deposits	Total Assets
Bank of Palestine	2,412	221	99	56,254,327	496,099,429	3,453,207,160	5,305,139,602	6,508,221,806
Arab Bank	918	122	34	53,534,300	409,492,828	1,886,300,700	3,923,287,551	4,781,517,726
Arab Islamic Bank	667	63	29	11,689,174	130,978,505	1,012,397,444	1,419,502,733	1,736,706,005
Palestine Islamic Bank	687	83	44	13,685,189	138,649,080	890,363,440	1,290,482,717	1,656,425,003
The National Bank	704	43	35	13,922,736	145,744,808	876,853,992	1,211,508,718	1,631,183,899
Quds Bank	738	55	39	14,364,633	137,771,326	953,112,501	1,193,715,563	1,562,165,309
Cairo Amman Bank	497	48	22	7,651,013	119,843,563	515,250,353	911,013,302	1,142,108,509
Bank of Jordan	332	46	17	14,149,873	120,489,315	438,488,887	624,115,513	802,378,753
The Housing Bank for Trade and Finance	293	33	15	6,487,970	97,987,488	333,848,849	649,178,863	770,015,508
Palestine Investment Bank	280	26	21	3,765,682	102,627,204	316,709,722	553,545,291	738,504,579
Jordan Ahli Bank	214	16	10	1,606,791	89,830,509	262,359,030	390,899,268	525,135,008
Safa Bank	140	9	9	(619,626)	57,621,358	248,747,977	275,004,607	389,919,235
Egyptian Arab Land Bank	145	8	7	46,274	45,603,296	135,206,365	165,647,625	227,774,077

2.4 Banking Concepts and Types

2.4.1 Banking Concept

According to (Abdullah, 2004), the origin of the word bank is stemmed from the word exchange in Arabic which means selling cash in cash, and the place, where the exchange occurs which its synonym is the word bank which its origin is European which was derived from the Italian word "Banco", Which means the table; and the reason for this naming is due to the cashiers were using wood tables to practice their business in the markets of selling and buying different currencies in the late middle ages.

The terminological definition of the bank is a financial institution licensed to receive deposits and make loans. (Al-Shammari, 2009).

Banks defined by the Palestinian banking law as shareholding company has a license to operate in Banking Business in Palestine according to the Palestinian banking Law, and law itself defines the Banking Business as the activities in which the licensed Banks accept deposits from the public or from other financial sources for the purpose of investments or financing and granting facilities, this includes specialized Banks and the activities of Islamic Banks or any other business allowed by the banking law. (Palestinian Banking Law, 2010).

2.4.2 Types of Banks

The researcher tried to classify banks, as per globally known according to most of the references and related literature, but the researcher did not find a consensus in the classification of banks among many references, which made the researcher endeavor to classify according to their specialty and terms of reference and activities as per the

following types in consistent classification with (Haddad and Hathloul, 2010) as a summary of many references that were reviewed:

- Central Banks
- Commercial Banks
- Industrial Banks
- Real Estate Banks
- Agricultural Banks
- Pension and Saving Deposit Banks
- Cooperative Banks

Central Banks: Or state banks, also called bank of banks, it is a body or authority that holds the responsibility of issuing money and maintain the safety and stability of the banking system as entrusted to supervise the monetary policy which affect social and economic systems of the state, which works on political, economic and various social systems; which affect the nature of its functions and objectives, and its main goals to serve the interest of public community and not achieving profits, it is specialized in supervising other banking entities which operate within the community. (Al-Rawi, 2003).

The Palestinian Monetary Authority is considered the Central Bank in Palestine as the Palestinian Authority established it after it came under the Interim Agreement signed in 1994 as per the Paris economic protocol which was signed between the Palestinian Liberation Organization and Israel on 29 April 1994 in Paris by which the Palestinians monetary authority was granted the right to exercise the powers of central banks, from organization of all banking business and the granting licenses for banks and the management of monetary policy of the Palestinian authority. (Al-Quds Center for Media and Communication, 2006).

Commercial Banks: They are sometimes called deposit banks, as they deal with credit (Abdullah, 2004), and they are of great importance to any economy, and they can be defined as “socio-economic and financial institutions to meet the demand for money with the supply of it, and they are specialized in financial dealings often short-term, and the most important characteristic of it is its acceptance of deposits, opening current accounts, and dealing with them through checks” (Abu Odeh, 2010).

The role of commercial banks is mainly to accept deposits, whatever their form is, and then to employ these deposits in lending and investment operations, and money creation is an important result of commercial banks due to their dealing with credit. (Abu Samra, 2007).

Specialized Banks: They are banks that specialize in granting credit to establishments, individuals and different economic sectors, such as industrial, agricultural or housing banks, but when universal banks spread, it was noticed that these banks began to engage in various types of banking activities and operations, and are no longer confined to a specific sector. (Al-Shammari, 2009).

Business and Investment Banks: They are specialized financial institutions that help local and foreign companies and government agencies in obtaining the funds they need; in order to invest in construction and developmental projects, they assist investors as individuals and institutions in employing and investing their money by buying and selling financial investments. (Zaiter, 2007).

Islamic Banks: An Islamic bank is defined as a monetary and financial institution that works to bring cash resources from members of society and employ them in accordance with the provisions of Islamic Sharia. (Marzouk, 2001).

The Islamic bank has also been defined as “a financial institution that adheres to the provisions of Islamic Sharia in all its investment and service activities through its role as a financial intermediary between savers and investors; and provides banking services within the framework of Sharia contracts” (Al Zaabi, 2008).

The Palestinian Banking Law defines it as the bank that is licensed to engage in banking business, in accordance with the provisions and principles of Islamic Sharia, and any other business that does not conflict with the provisions of the Banking Law. (Palestinian Banking Law, 2010).

Banking Institutions and Banking Business: The role of banks is not limited to financial mediation between depositors and investors; but extends to other fields and businesses that have developed through the course of banking institutions in their relationship with their clients. According to Qureshi, the business provided by banking institutions can be divided into three main groups (Qureshi, 2006):

- I. Loans and credit and banking facilities: The process of lending “credit” in the bank is defined as: “Providing individuals, institutions and establishments in the community with the necessary funds, provided that the debtor undertakes to pay those funds and their interests, the commissions owed on them, and the expenses in one installment or in installments on specific dates, and the enhancement of this relationship is supported by providing a set of guarantees and collaterals that guarantee and assure the bank to recover its money, in case the customer stops paying without losses”. (Al-Rawi, 2003).

The credit facilities offered by banks are as follows according to (Bani Hani, 2003):

- Advanced installments and loans.
- Opening current debit accounts for clients (overdrawing accounts).

- Issuing letters of credit.
 - Issuing letters of guarantee (documentary credits and collection policies).
- II. Banking services: Banking business falls within the service activities which its main work is to accept various bank deposits, and then grant them in the form of loans. Which means that it is closely related to accepting deposits, in addition to providing services that distinguish one bank from another, and give it a competitive advantage. The banking services that the banks provide to their clients vary and vary from one bank to another, and from one country to another, according to the level of development of the banking business.

The most important banking services can be summarized as follows (Al-Serafy, 2006):

- Acceptance of deposits of all kinds: such as current deposits, time deposits, fixed deposits, deposits with prior notice and saving deposits.
- Opening current accounts and providing related services such as issuing personal cheques, automatic withdrawal services, personal banking, and opening current accounts with precious metals.
- Collecting commercial papers, withholding them in exchange for fees and salaries, and granting consumers credit with the security of commercial papers.
- Offering some securities-related services, such as buying and selling securities on behalf of clients and collecting and paying their securities coupons (custodianship and issue secretariat).
- Providing many other banking services, such as buying and selling foreign currencies and renting safe deposit boxes.

III. Banking Investments: represented in the group of investment activities carried out by the bank, through the use of its resources in the purchase of shares and bonds, and it often focuses on bonds issued by the government, in order to gain profit and maintain the degree of liquidity; because of the ability of these securities to convert them into liquidity, investment business takes many forms, such as buying shares of companies, whether industrial, commercial, real estate or financial, or participating in the establishment of companies or subscribing to part of their capital (Qureshi, 2006).

Universal Banks: They are the banks that obtain their financial resources from all economic sectors inside and outside the country on the one hand, and provide credit to all sectors on the other hand, in addition to providing a range of banking services, as they combine the traditional functions of deposit banks and the work of investment brokerage. (Boabedly and Abdel-Razek, 2001).

2.5 PREVIOUS STUDIES

2.5.1 Introduction

Human resources management, organizational change management and the COVID-19 pandemic and their combination are relatively modern in the academic & scientific fields, particularly at the implementation and applied level; more attention to them began as a result of the need to increase and maximize the value of the business organizations in an endeavor to keep and ensure sustainability and meeting customers' needs and wants, as well as facing the rapid environmental changes, which in turn requires the revision of the organizational structures, functions and strategic objectives in an

endeavor to cope with these changes. HRM and organizational change caught global attention in the last years.

Numerous studies have addressed the HRM and organizational change topic, many countries in the world have discussed this topic several times owing to its substantial importance viewed by researchers and scholars. The subject of human resources management in Palestine has been searched and studied, but none of these researches and studies have addressed human resources management role in driving and managing organizational change during the COVID-19 pandemic according to the researcher's reviews especially when it comes to the banks operating in Palestine. Below are some of the selected studies conducted in this area:

2.5.2 First Study: The Impact of HR Leadership During Current Crisis on the Performance of Employees in the Palestinian Banking Sector

A study carried out by (Deek, 2022) entitled “The impact of HR leadership during current crisis on the performance of employees in the Palestinian Banking Sector”

The study aimed at investigating the impact of human resource leadership during current crisis on the employees' performance in the Palestinian Banking Sector. The researcher used a mixed-method (quantitative and qualitative) to collect data. The population of the study was represented by the total number of employees in the banking sector in the West Bank which consists of 954 employees, with a sample of 278. 248 questionnaires were analyzed using SPSS by inferential and descriptive analysis. In addition to that, several unstructured interviews were made by the researcher before and during the distribution of the questionnaires. Findings showed that participants strongly agreed that job satisfaction affects their loyalty and commitment to their organizations.

Furthermore, job satisfaction enhances their skills and abilities, increase respect and appreciation for them. It was also noted, most employees strongly agreed that Equal distribution of rewards, support from managers, giving power, receiving rewards, sense of achievement, and fulfilling basic requirements increases employees' motivations and then affect productivity and efficiency during the current crisis. On the other side participants strongly agreed that trusting managers increases productivity. Also, that their banks understood their needs and necessities and commitment to work leads to accurately completing all tasks assigned during the current crisis. Furthermore, the role of HR (Leadership) was to improve employees' performance. The researcher concluded that the role of human resources during the current crisis was a motivational one in improving performance.

2.5.3 Second Study: HR Activities Amidst COVID-19 Pandemic Across Levels of Analysis

A study carried out by (Austenm. et al, 2021) entitled "HR Activities Amidst COVID-19 Pandemic across Levels of Analysis".

The study's goal was to discuss the variables that have an impact on HR activities within the context of their internalization process. The study applies a literature review of potential factors that may induce changes in intended, actual, and experienced HR practices in the context of the COVID-19 pandemic. The factors that may act as catalysts for changes of the HR activities on different levels: intended, actual, and experienced activities over time are discussed, and guidelines for future research are suggested. The study's key conclusions can be summed up as follows: Employees' levels of stress and anxiety may rise in the absence of suitable HR activities. The perceived discrepancy

between employee expectations and the actual reality of these HR initiatives may increase this negative impact. The researchers propose that business transformation, workplace transformation, and employee well-being may cause changes in HR activities at the intended level, whereas line managers' personalities and interactions with HRM departments may act as catalysts for change in actual HR. This is done in an effort to better understand these gaps that arise during the internalization process. At the experienced stage of the internalization process, the appraisal of the results of HR activities, their delivery method, and their consistency could all be regarded as significant variables.

2.5.4 Third Study: COVID-19 and People Management: The View of Human Resource Managers

A study carried out by (Gonçalves. et al, 2021) entitled “COVID-19 and People Management: The View of Human Resource Managers”

This study, which employs a mixed-methods analysis and an exploratory design, aims to contribute to the description of the modifications to human resource management procedures and practices brought about by the pandemic as well as to convey the future expectations of human resource managers. A total of 136 Portuguese businesses took part in the study, and their human resource managers submitted the responses. According to the findings, the work and safety processes, training, work organization, recruiting and selection, induction and onboarding, and communication processes have undergone the most significant modifications. The profiles that emerged demonstrated a relationship between the organization's size and the degree of change. The amount of teleworking and layoffs increased, and the companies' level of crisis readiness and adaptation was well-

received. According to human resource managers, the use of technology, teleworking, and work organization will be the three biggest changes in the workplace going forward.

2.5.5 Fourth Study: Strategic Management of Human Resources in Light of Corona Pandemic – A Case Study of the Local Development Bank Algeria

A study carried out by (Bin Se Masoud and Khaled, 2021) entitled “Strategic management of human resources in light of Corona pandemic – a case study of the local development bank Algeria”

This study aims to know the impact of the strategic management of human resources to meet economic challenges and crises, as the challenges facing human resources functions in the Local Development Bank have been shed light on, while clarifying the reality of the strategic management of human resources at the bank in light of the Corona pandemic. The most important of these is the need to find strategies for managing human resources functions so that it can overcome challenges and set up a crisis management team, in addition to its need to adopt a strategic orientation in its functions and activities in line with emergency changes.

The study sample included workers in the Directorate of Human Resources as well as workers with total of 45 people, the questionnaire was adopted as tool for collecting data. The results of the study showed that in order for human resources management to withstand these challenges and ability to survive, compete and evolve, it needs an initial need for administrative leaders with a strategic perspective capable of predicting and managing crises in the future and preparing for it by setting appropriate plans and strategies, especially with regard to human resources as the most valuable and most important resource.

2.5.6 Fifth Study: The Impact of (Corona) on Human Resource Management Practices in Companies Operating in Saudi Arabia

A study carried out by (Bin Maddad, 2020) entitled “The impact of (Corona) on human resource management practices in companies operating in Saudi Arabia”

The study focused on exploring the impact of the Corona virus (Coronavirus or COVID-19) crisis on human resource management practices in companies operating in Saudi Arabia. The study addressed the following questions: What practices or procedures did companies follow in managing human resources during the Corona pandemic? What is the impact of these practices on employees and the organization? The study also tried to find out the extent of the different practices and impact according to the size of the company. The study sample was (446) employees represented more than (12) commercial activities. The study used the questionnaire as a tool to collect data. The study found that 60% of the respondents believe that the Corona crisis and its economic consequences negatively affected their companies, especially with regard to the management of their human resources. The study also confirmed that the company's dealings with human resources during the crisis affects the level of organizational satisfaction and loyalty. The results indicated that there is no relationship between company size and human resource management practices during the Corona crisis.

2.5.7 Sixth Study: Influence of COVID-19 Crisis on Human Resource Management and Companies' Response: The Expert Study

A study carried out by (Gigauri, 2020) entitled “Influence of COVID-19 Crisis on Human Resource Management and Companies' Response: The Expert Study”

The study sought to understand how the COVID-19 epidemic affected HR managers' day-to-day tasks and how businesses handled the situation from an HRM perspective. As a starting point, a qualitative expert interview was employed to better organize the crisis-related problem. The opinions of the experts were supported by their knowledge and individual experiences. To identify key themes, parallels, and discrepancies among the professional responses, data were evaluated and comparisons were performed. The study explores the difficulties HRM has encountered in Georgia, determines the effects the crisis has on human resources, learns what solutions businesses have used, and offers recommendations for addressing the crisis from the perspective of HRM. According to the results of the expert interviews, businesses should engage with HR managers to create crisis management strategies and new policies for remote and hybrid working arrangements as a response to the existing and potential crises.

2.5.8 Seventh Study: The Role of Human Resources Management in Minimizing Resistance to Change

In a study carried out by (Mehwas, 2018) entitled “The Role of Human Resources Management in Minimizing Resistance to Change – A Case Study of the Faculty of Economic, Commercial and Management Sciences -Mohamed Boudeh University M’sila, Alergia”

The study aims to understand the role of human resources management in minimizing resistance to change. The study was split into two parts; the first theoretical and the second practical. The first part was devoted to the conceptual framework and the role of human resources management and the minimization of resistance to change.

The second part was devoted to the study of the case study of economics, commercial and management sciences at the Mohamed Boudiaf University of M'sila so that the study was applied to a sample of employees and professors of the faculty. A case study approach was adopted using the SPSS.

Among the most important results obtained is that the management of human resources has a statistically significant role in minimizing the resistance of the change in the faculty of economics, commerce and management from the point of view of professors and administrators of the faculty.

2.5.9 Eighth Study: The Impact Human Resource Capacity to Drive

Organizational Change

In a study carried out by (Ikale and Bala, 2017) entitled “The Impact Human Resource Capacity to Drive Organizational Change”

This study analyzed the capacity of the human resource department to drive organizational change, examining the contribution of human resource department on organizational performance and also it examines the contribution of human resource department on employee commitment. Data for the study was collected primarily by administration of questionnaire, and a total of 166 well-structured questionnaires were administered. Descriptive statistics was adopted to analyze the findings of this study. The results revealed that the presence of job security is positively related to firm growth, the extent of training and development will be positively related to firm growth, selective hiring is positively related to firm growth, sharing of information is positively related to firm growth, compensation Policy is positively related to firm growth and decentralization is positively related to firm growth. Suggestion were therefore, made in

the end of this work for further planning and decision making for effective organization change.

2.5.10 Ninth Study: The Role of HRM in Managing Change in Large Economic Institution in Setif Province

A study carried out by (Lynda 2014) entitled “The Role of HRM in Managing Change in Large Economic Institution in Setif Province”

This study aims to raise awareness of the role of HRM in the management of change processes in major public and private economic enterprises in the province of Sétif in Algeria. This role has been for long a subject of debate between researchers, this has resulted in giving rise to two different conceptions of the HRM:

- HRM as a tool at the service of Management and its executive bodies by providing support and assistance in the field of HRM specialty, by ensuring the execution of the change projects decided by these and managing the results and consequences of change on human resources.
- The second conception considers that HRM is an essential component and a strategic player which enables the HR manager to take a leadership role in driving change.

The researcher considers that HRM that leads change operations requires its specialists to carry out certain tasks, which the researcher proposes in the study, in order to be able to guide the social organization of the company and encourage it to integrate with the change and ensure the change succeeds.

This study concluded, based on the research tools which were the interview and the questionnaire which aimed to test the application of the proposed tasks which must

be practiced by HRM, that they are moderately exercised if not low. This led the researcher to conclude that HRM is more of support management and an administrative necessity than an active management that leads change.

2.5.11 What Distinguishes This Study from Previous Studies

Finally, after reviewing previous studies, it is noted that they dealt with a number of factors affecting HRM, OC and few of them dealt with COVID-19 pandemic, and there were some varying results in these studies from one environment to another, despite their agreement in most cases; Therefore, this study addresses the Role of Human Resource Management in Driving and Managing Organizational Change in the Palestinian Banking Sector in Response to COVID-19 Pandemic, especially since there are no previous studies in Palestine that dealt with research and analysis of these factors, and it also attempts to test the strength of the statistical relationship between the role of HRM in driving and managing OC in response to the COVID-19 pandemic.

The previous studies showed that HR role and activities are important during the crisis in terms of improving performance, increases the employee's productivity, efficiency, trust and commitment. According to human resource managers, the use of technology, teleworking, and work organization will be the three biggest changes in the workplace going forward. Businesses should engage with HR managers to create crisis management strategies and new policies for remote and hybrid working arrangements as a response to the existing and potential crises. The management of human resources has a statistically significant role in minimizing the resistance of the change.

The most important features that distinguish this study from previous studies other than it is one of the few studies which talk about HRM and its effect on organizational change can be summarized as follows:

2.5.12 In Terms of the Study Environment

Previous studies were conducted on American, European and some Arab organizations, while this study was conducted on the banking sector operating in Palestine.

2.5.13 Research Time Limits

The study was started from the beginning of June 2021, and took to achieve its goals and completion until the end of July 2022.

2.5.14 Human Boundaries

The researcher tried to conduct a comprehensive survey (consensus) on the study population, which included all banks operating in Palestine. It addressed the current topic which wasn't covered in previous studies. It is also the first and only one that is applied to the banking sector in Palestine, and it also includes many previous studies due to the comprehensiveness of the subject, and obtaining the largest possible amount of information that helps us in obtaining accurate and adequate results on the subject, and it also opens a new door for future studies in the banking sector and the rest of other economic sectors.

2.5.15 In Terms of the Objectives of the Study

The research directions of the previous studies varied, but their objectives were limited to unspecified variables in the way this study aims, as it shows the role of HRM in dealing with OC in general, and the OC during the COVID-19 in particular, to improve the human resources management practices in the banking sector, as well as identifying the role of HRM in driving and managing change in the banking sector. It is worth mentioning that this study dealt with more than one research tool.

This study is also the first of its kind that deals with HRM and its practices role in driving and managing change in the banking sector in response to COVID-19 pandemic. It is also the first study that examines the role of HRM HR Management Practices (HR Planning, Recruitment, Training and Development, Performance Management, Employee Relations and Compliance, Health and Safety) and organizational change (Structural Change, Technical Change, Change in the Services / Products, Business Continuity) which no one has previously addressed and studied according to researcher's knowledge.

2.5.16 Methodology and Tool of the Study

The descriptive approach and the analytical approach (content analysis) and correlation were used as the researcher found that the methodological diversity (multiple approaches) are the most appropriate to complete this study due to its nature and the nature of the information it endeavors to obtain and the questions that the study aims to answer; as it needs to collect, categorize, analyze and interpret data to derive its implications and reach generalizable results, as triangulation allows an accurate description of reality, and expresses it quantitatively and qualitatively. and show the degrees of their association with other phenomena; The combination of these two

approaches, i.e., triangulation, does not stop at collecting information to describe the phenomenon, but rather it seeks to analyze the phenomenon and reveal the relationships between its various dimensions in order to explain it and reach conclusions that contribute to the development and improvement of reality.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the procedures and the methodology used to conduct this study. It also explains research design, target population, sample size and type, validity and reliability of the questionnaire, data collection procedures, and the statistical methods.

3.2 Research Methodology

3.2.1 Study Design

The descriptive, analytical (content analysis) and correlative approaches (triangulation) are used, as the researcher found that using multiple tools is the most appropriate to complete this study due to its nature and nature of the information to be obtained and the questions that the study aims to answer as data collection, classification and interpretations are needed and triangulation as an approach enables to accurately describe the reality, and expresses (embodies) it both quantitatively and qualitatively, qualitative expression describes the phenomenon and illustrates its characteristics, while quantitative expression, gives a numeric (quantitative) description showing the amount or size of the phenomenon and degrees; so the combination of these approaches (triangulation) is not limited to gathering information to describe the phenomenon, but also analyzes the phenomenon and reveals the relationships between its various dimensions in order to interpret them and reach conclusions that contribute to the development and improvement of reality.

3.2.2 The Procedures and Tools of the Study (Methodology)

Due to the nature of the study, and owing to the questions that the study endeavors to answer, the researcher used the triangulation research approach represented by the descriptive, analytical (content analysis) and correlation, after the validity and reliability of the study tool were confirmed, it was distributed and collected; the questionnaires were collected after distribution, and then the respondents' responses were inputted in preparation for classification, processing and analysis using the Statistical Package for Social Sciences (SPSS).

After the researcher went through the literature review and a number of related previous studies and tools used, he developed a special questionnaire to measure the role of HRM in driving and managing organizational change in response to COVID-19 in the surveyed organizations in Palestine, the tool in its final form comprised of different parts: the first include preliminary data about respondents, including the surveyed organizations. The second part was comprised of different sections: the first will include HRM-related dimensions and the third section (measuring indicators related to organizational change). The scale was designed based on Likert five- level scale, and paragraphs were developed based on a positive direction, and the response scale was designed as follows:

Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), Strongly Disagree (1).

3.2.3 Sources of Data and Data Collection

To achieve the objectives of the study and to obtain data and information for the implementation of the study and achieving its objectives, two main types of data were relied on:

- **Primary Data**

The practical part was applied by using a questionnaire designed for this purpose as a cognitive measurement tool.

The design was based on the views of a group of writers and researchers in the subject area to obtain the primary and secondary data necessary to complete the applied side of the study.

It took into account that the objectives, components, accuracy, clarity, homogeneity, and unity of the direction of movement of the scale and its type in the form and manner that serve the objectives and questions of the study were taken of, and then questionnaires which cover an important part of the study were distributed to obtain the necessary information, and then the data was inputted and analyzed using SPSS statistical program and appropriate statistical tests were conducted in order to reach valuable indications and indicators supporting the subject of the study.

- **Secondary Data**

Academic references such as books, periodicals, articles, thesis, foreign and Arabic scientific books and special publications related to the subject were read, as well as any references that the researcher considers a contribution to the enrichment of the study scientifically, and the researcher through the use of secondary sources in the study identified the foundations and sound scientific methods in conducting researches, as well as taking a general perception of the latest developments that have occurred and occur in the field of study.

3.2.4 Data Processing and Analysis

Statistical analysis methods vary in their coverage, depth and complexity, depending on the purpose of conducting them, and in order to reach indicators that support the objectives of the study, the collected data were examined, tabulated, and indexed to facilitate easy computer processing and statistical processing using the (SPSS).

After initial consulting with specialists in statistics for the optimal choice of testing the model of the study and its questions, the following statistical processing were used: Arithmetic means to determine the level of response of the study population to the study variables, percentages, iterations, and examination of the consistency of the questionnaire by extracting Cronbach Alpha, the standard deviation, and the analysis of multiple linear regression to examine the Role of Human Resource Management in Driving and Managing Organizational Change in the Palestinian Banking Sector in Response to COVID-19 Pandemic

3.2.5 Model (Variables) of the Study

The study includes the following variables which can be summarized in the following figure / illustration:

Major Variable (Independent): the HRM practices in the surveyed organization, and this main variable includes sub variables: HR planning, recruitment, training and development, performance management, employee relations and compliance and Health and Safety.

Dependent Variable: surveyed organizations' organizational change management (structural, technical change and change in the services provided and business continuity indicators).

The below (Figure 19) shows the framework of the study and summarizes the major variables of this thesis.

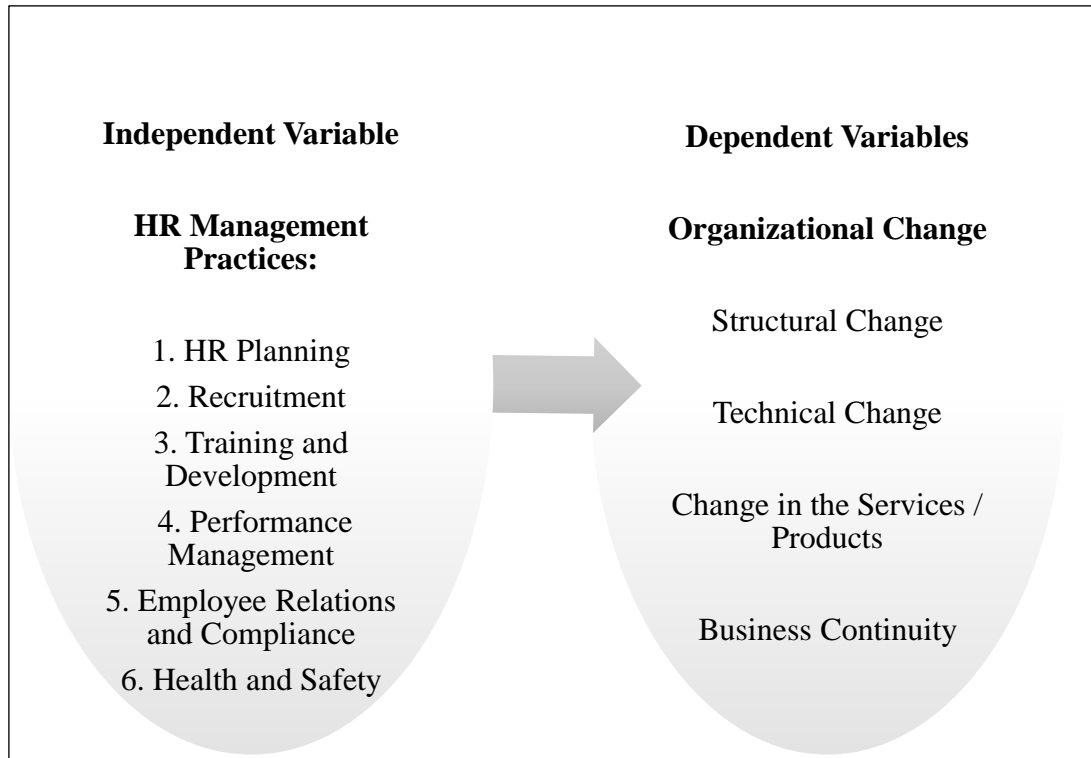


Figure 19: Framework of the study and Major Variables of the Thesis, prepared by the researcher.

3.2.6 Validity of Tools (Questionnaire Review)

The researcher used the validity of the reviewers by consulting panel of experts by displaying the questionnaire on a number of reviewers (experts panel attached in appendix 3) who are considered as specialists and expertise in the field of the subject of the study and in scientific research, in order to ensure the appropriateness of the questionnaire and that it measures what it has been prepared to measure, the right phrasing of the paragraphs, and the proper classification of them, then their feedback and recommendations were taken into consideration and incorporated into the final

questionnaire, this undoubtedly made the tool (questionnaire) more accurate and objective in measuring what is it is deemed to measure.

Furthermore,³⁹ pilot questionnaires were distributed, to ensure that the respondent understood the vocabulary and the words used, and feedback was taken from them regarding some of the phrases, and they were modified to be more appropriate and clear.

This has undoubtedly resulted in the contribution of better content validity, face validity and construct validity.

3.2.7 Reliability of The Tools of the Study and Pilot Study

In order to verify and ensure that the questionnaire measures the factors which needs to be measured, the researcher calculated the internal consistency of the questionnaire using the Cronbach Alpha coefficient.

A pilot study can be defined as a small experiment designed to gather information prior to a larger study and to test logistics in order to develop the latter's quality and efficiency (Altman et al., 2006; Woken, 2002).

For the quantitative data, the purpose of conducting a pilot study is to ensure that the expectations of the researcher, in terms of the information that are obtained from the questionnaire, are met (Aaker & Day, 1995, as cited in Rusli & Hasbee, 2011, p.141). In addition, piloting on the questionnaire also helped the researcher to identify the reliability of the measurement scale used in the study before doing the actual study and to measure the validity of the data or scores. According to Foster and Cone (2006), the validity of scores is the extent to which scores on a measure are related to scores on other measures.

In this research, a pilot study was conducted after the survey questionnaire had been approved by the supervisor and referees. The questionnaire in this study was verified in terms of the language or statements used, their appropriateness and suitability. In other words, the statements should be formulated in a polite and soft language (Ghauri et al., 1995, as cited in Rusli & Hasbee, 2011, p 137). In addition, the questionnaire had two versions: Arabic and English. It is believed that translation can iron out errors and distortions (Rusli & Hasbee, 2011).

In order to conduct the pilot study, the researcher distributed the questionnaire to 39 participants of the targeted study population. This means that 39 of middle and senior managers have been involved in determining the reliability and validity of the study questionnaire.

The reliability and validity of the questionnaire were analyzed, using the Cronbach Alpha technique and SPSS Version 21. According to Yu (1979) and Santos (1999), Cronbach Alpha is a measure of the squared correlation between observed scores and true scores. Cronbach's Alpha is also a measure of internal consistency, and it is well known that a reliability alpha coefficient of 0.70 or higher is considered acceptable in most social science research situations (Santos, 1999). The purpose was to ensure the items in the questionnaires were consistent and were measuring the variables of the study (Sekaran, 2000).

Furthermore, according to (Sekaran, 2003), this alpha value is acceptable because it has exceeded the value of 0.6 as recommended by most researchers in social sciences. In general, reliability coefficient less than 0.60 are considered as poor, those in the range of 0.70 are acceptable and those above 0.80 are considered as good. The purpose was to

ensure the items in the questionnaires were consistent and were measuring the variables of the study (Sekaran, 2003).

Based on the Cronbach's Alpha values, as (Table 3.1) below shows, it can be said that all subsections in the questionnaire had exceeded the value of 0.7. This indicates that these subsections had met the standard of reliability and all the statements constructed within these subsections were reliable.

Thereby, it can be said that the researcher has proved that the questionnaire was reliable, valid, and ready for administration to the population sample.

Table 3.1: Cronbach's Alpha Value

Sections	Cronbach's Alpha Coefficient Values
HR Planning	0.787
Recruitment and Selection	0.794
Training and Development	0.808
Performance Evaluation	0.832
Employee Relations and Compliance	0.911
Health and safety	0.831
Structural change	0.907
Technical change	0.865
Products & Services Change	0.836
Business Continuity	0.901
All item	0.978

Alpha is based on the consistency of an individual's views from one paragraph to another and indicates the strength of coherence between the paragraphs of the scale, and also shows us a good indicator of the reliability of the scale, the acceptable values of alpha, ranging from 0.70 and more (Sekaran & Bougie, 2010), and all variable of the study had Cronbach alpha more than 0.787 in the pilot study and this is a very good indicator that we have reliable study tool.

3.2.8 Data Analysis Technique

In order to test the research hypothesis, the researcher used inferential statistics. The researcher also used Spearman Correlation test to find out whether there was a significant relationship between two variables (Coakes & Steed, 2007, p.58). In identifying whether the research hypothesis tested, using this technique, were significant or not, the researcher was primarily concerned with the significance level represented in the “correlation” column output. If the significant “Sig.” value was equal to or less than 0.05 ($p < 0.05$), then the researcher could conclude that the alternative research hypothesis were accepted or failed to be rejected.

So, to identify the strength of the relationship between the variables, Spearman Correlation coefficient was used. When using Spearman Correlation in analyzing the data, the strength of the relationship was identified by looking at the value of “r” as shown in Spearman Correlation table. Normally, the sign of the correlation coefficient indicates the strength of the relationship or the degree of association between two variables. However, if there is no relationship, the correlation coefficient will show a value of zero.

Adapted from Muchinsky (1993), (Table 3) below shows the strength of the relationship between the independent and dependent variables.

Table 3.2: Correlation Value

Value of “r”	Strength of relationship between variables
0.00-0.20	Very low or no relationship
0.21-0.40	Low relationship
0.41-0.60	Moderate relationship
0.61-0.80	High relationship
0.81-1.00	Very high relationship

(Source: Muchinsky, 1993)

3.2.9 Questionnaire Translation

The data collection tool (survey) uses the measurement scales adopted in the literature to measure the various constructs, and it was translated into Arabic so that respondents can better understand the items presented to them. Because the language of the population of the study is Arabic, the translation of the tool from English to Arabic was made by the back-translation method; three people were involved in the process they are fluent in English and Arabic language. First, the student made a draft translation for the questionnaire from English to Arabic. Next, the Arabic version was translated again into English. The third individual compared the original English version with its translated (from Arabic) and then any variation of meaning was corrected by cooperating with a language specialist. The final Arabic questionnaire is in the appendix 1.

3.2.10 The Boundaries of the Study

The boundaries of the study are as follows:

Timeframe: The study started from the beginning of May 2021 and lasted until the end of July 2022.

Geographical Field: The study was conducted on banks operating in the Palestinian territories.

Human Field: A comprehensive survey of the study population (census) was used to include all banks operating in Palestine. The population of the study was comprised of senior and middle managers in both regional management and general management of banks operating in Palestine. The aforementioned target population was chosen as they represent the parties responsible and the stakeholders of change and who are directly affected by its impact in banks, targeted population was surveyed completely by

surveying all members of the population by distributing the study tool (questionnaire) on all of them (census).

3.2.11 Study Instrument

A structured questionnaire was distributed on the senior and middle management of banks in the Palestinian banking sector in the West Bank. Since the participants were Palestinians, the questionnaire was translated and audited to ensure conceptual correspondence.

The questionnaire includes the personal information and the axes of study variables including HRM practices (HR planning, recruitment, training and development, performance management, employee relations and compliance and Health and Safety) and organizational change (structural, technical change and change in the services provided and business continuity indicators).

The variables are scaled by using a 5 Likert scale from 1= strongly disagree, to 5= strongly agree.

3.2.12 Study Population

The study population consisted of senior and middle management of banks in the Palestinian banking sector, which are (13) banks and the population of the study was comprised of senior and middle managers in both regional management and general management of banks operating in Palestine whose number is 430 according to the association of banks in Palestine (2021).

The researcher tried to survey the whole population by conducting census, but due to the relatively initial low survey response rate, the researcher decided to come up

with a representative statistical sample for determining the sample size; therefore, he used the table of (Krejcie & Morgan, 1970) which is sample size determination table adopted by academics and researchers and facilitates the researcher to determine the sample size for research purposes. (Krejcie & Morgan, 1970) suggested that the best sample size for a population between 420 and 440 should be between 201 and 205; therefore, the questionnaire of the study was administered to 430 of middle and senior managers working in the Palestinian Banking sector operating in the Palestinian territories. The researcher was able to collect 345 copies of the questionnaire, 247 were fully completed.

CHAPTER FOUR

RESULTS, FINDINGS AND HYPOTHESIS TESTING

4.1 Overview

This chapter is devoted to data analysis, hypothesis testing and discussion of the study findings. Data have been analyzed, using SPSS V.21 including descriptive and inferential statistical tools.

This chapter also covers quantitative analysis of questionnaire, and testing of the research questions and research hypothesis.

4.2 Demographic Characteristics of Participants

The questionnaire of the study was administered to 430 of middle and senior managers working in Palestinian Bank Sector in West Bank. The researcher was able to collect 330 copies of questionnaire, 247 were fully completed.

Table 4.1: Demographic Variables

Items	Valid	Missing
Gender	247	0
Age	247	0
Educational level	247	0
Bank nationality	247	0
Job title	247	0
Experience	247	0

All the demographic variables were valid with no missing values.

Table 4.2: Demographic Characteristics of Participants

Demographic Data	Frequency	Percent
Gender		
Male	191	77.3%
Female	56	22.7%
Total	247	100.0%
Age		
Less than 35 years	59	23.9%
35 years – 45 years	136	55.1%
More than 45 years	52	21.0%
Total	247	100.0%
Educational Level		
Bachelor	173	70.0%
Master's degree or more	74	30.0%
Total	247	100.0%
Bank nationality		
Local	148	59.9%
Foreign	99	40.1%
Total	247	100.0%
Job title		
Manager	205	83.0%
Deputy Manager	42	17.0%
Total	247	100.0%
Experience		
10 years and less	118	47.8%
More than 10 years	129	52.3%
Total	247	100.0%

Table 4.2 summarizes the demographic characteristics of the participants. It contains six variables. The first variable is gender, Male employees' represented 77.3% of the participants which is reasonable as according to the Association of Banks in Palestine (ABP) (2021) males constitute 63% of the total employees of the banking sector

while females constitute only 33% of the total employees of the banking sector, although at the macro level, the rate of female participation in the labor force was 17% in 2021 according to the Palestinian Central Bureau of Statistics (PCBS) (2021) and this means that there is a large gap in the labour force participation rate between males and females in Palestine and the banking sector is relatively high employer of females. Around 55% of participants were between 35 years old and 45 years old. Given the information provided by the respondents, it could be considered that the average age of the banks employees in Palestine is less than 45 years, who are the young middle-aged people. If we look at the official data released by the ABP (2021), we find that 77% of the banking sector employees are less than 46 years old. ABP (2021)

The table also shows that 70% of the participants had a Bachelor degree, this result indicates that most of the banks employees are educated with a minimum of Bachelor degree, which is a positive indicator regarding the awareness of the managers and fits with the official data which was released by the ABP (2021) which reveals that 85% of the banking sector employees have Bachelor or higher diploma. while the local banks had the high rate of participation with (59.9%) which is acceptable as approximately 67% of the employees in the banking sector work at local banks according to the data revealed by the ABP (2021), also about (83%) of participants were managers and this is normal as they constitute that targeted study population, whereas the majority of the participants (40.5%) had between 5 years of experience and 10 years of experience, logically, it is normal because the largest percentage of the respondents are between 35-45 years old and this matches the data revealed by the ABP (2021) which reveals that 42% of banking sector employees have 5-15 years of experience. ABP (2021)

4.3 Normality test

The researcher conducted normality test to determine the appropriate statistical tests for examining the study hypothesis. Kolmogorov–Smirnov test was used to show the normal distribution of the study data due to its variables. Table 4.3 presents the results.

Table 4.3: Kolmogorov–Smirnov Test of Normal Distribution of Study Data

Variable	Level	Kolmogorov–Smirnov		
		Statistic	D.F	Sig.
Gender	Male	0.192	191	0.001
	Female	0.157	56	0.002
Age	Less than 35 years	0.181	59	0.001
	35 – 45 years	0.220	136	0.001
	More than 45 years	0.193	52	0.001
Educational level	Bachelor	0.216	173	0.001
	Master’s degree or more	0.136	74	0.002
Bank nationality	Local	0.161	148	0.001
	Foreign	0.223	99	0.001
Job title	Manager	0.184	205	0.001
	Deputy Manager	0.165	42	0.006
Experience	10 years and less	0.248	118	0.001
	More than 10 years	0.148	129	0.001

Table 4.3 shows that the p-values are smaller than 0.01. Therefore, it is a significant evidence that variables don’t follow a normal distribution and the researcher uses the nonparametric tests.

4.4 Validity of the Study Questionnaire

Statistical validity of the questionnaire indicates the degree to which an instrument measures what it is assumed to be measuring (Poilt, 1985). Validity has a number of different aspects and assessment approaches.

To check the validity of the questionnaire, two statistical tests were used.

The first test was the Criterion-related Validity Test. This test measures the correlation coefficient between each statement in one field and the whole field, the researcher used this type of validity because he needs to measure the concrete outcome they are designed to measure. The second test was the Structure Validity Test (**Pearson** test). This was used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that had the same level. (Obilor, E. I., & Amadi, E. C. (2018)).

4.4.1 Criterion- Related Validity

Internal consistency of the questionnaire was measured by a scouting sample, which consisted of 39 copies of the questionnaires. It measured the correlation coefficients between each statement in one domain and the whole domains. The tables in (**Appendix 4**) illustrate the correlation coefficient for each statement in each domain and the total domains. The p-values (Sig.) were found to be less than 0.05, so the correlation coefficients of this domain were significant at $\alpha = 0.05$. Therefore, the statement or item of each domain was consistent and valid to measure what it was set for.

4.4.2 Structure Validity of the Study Questionnaire

Structure validity was the second statistical test used to test the validity of the questionnaire's' structure besting It the validity of each domain and the validity of the whole questionnaire were tested. It measured the correlation coefficient between one domain and all the domains of the questionnaire that had the same level of Likert scale. Table 4.4 shows the correlation coefficient for each domain and the whole questionnaire. The p-values (Sig.) were found to be less than 0.05. Therefore, the correlation coefficients of all the domains were significant at $\alpha = 0.05$. Accordingly, the domains were valid to measure what they were set to measure.

Table 4.4 (a): Correlation Coefficient of Each Domain and the Whole Questionnaire (Pearson)

Item	Correlation Coefficient (Pearson)	P-Value
HR Planning	0.808**	.000
Recruitment and Selection	0.823**	.000
Training and Development	0.857**	.000
Performance Evaluation	0.861**	.000
Employee Relations and Compliance	0.884**	.000
Health and safety	0.830**	.000
Structural change	0.847**	.000
Technical change	0.837**	.000
Products & Services change	0.830**	.000
Business Continuity	0.782**	.000

Table 4.4 (b): Correlation Coefficient of Each Domain and the Whole Questionnaire
(Spearman)

Item	Correlation Coefficient (Spearman)	P-Value
HR Planning	0.768**	.000
Recruitment and Selection	0.753**	.000
Training and Development	0.816**	.000
Performance Evaluation	0.820**	.000
Employee Relations and Compliance	0.807**	.000
Health and safety	0.706**	.000
Structural change	0.847**	.000
Technical change	0.761**	.000
Products & Services change	0.773**	.000
Business Continuity	0.673**	.000

4.5 Reliability Analysis

Reliability aims at examining the quality of measurement. It is the "consistency" or "repeatability" of the analysis. The primary goal is the accuracy of the measures of the dependent variable. In a correlation study both the dependent and independent variables should be examined. Reducing sources of measurement error is the key to enhance the reliability of the data.

The reliability of an instrument is the degree of consistency that measures the attribute it was supposed to measure (Poilt, 1985). The less variation an instrument generates in repeated measurements of an attribute, the higher its reliability.

Reliability can be equated with the consistency, stability, or dependability of a measuring tool. The test is administered twice to the same sample of people on two

occasions and then the scores obtained are compared by computing a reliability coefficient (Poilt, 1985).

This method was used to measure the reliability of the questionnaire between each domain and the mean of the whole domains of the questionnaire. The normal range of Cronbach's coefficient alpha value is between 0.0 and + 1.0 (Richard and Anita, 2008), and the higher values reflect a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each domain of the questionnaire.

Table 4.5 shows the values of Cronbach's Alpha for each domain of the questionnaire and the entire questionnaire. For the domains, values of Cronbach's Alpha were in the range of 0.755 and 0.976. This range is considered high; the result ensured the reliability of each domain of the questionnaire. This indicates excellent reliability of the questionnaire.

Table 4.5: Cronbach's Alpha Value

Sections	Cronbach's Alpha Coefficient Values
HR Planning	0.755
Recruitment and Selection	0.821
Training and Development	0.829
Performance Evaluation	0.856
Employee Relations and Compliance	0.891
Health and safety	0.811
Structural change	0.909
Technical change	0.869
Products & Services change	0.838
Business Continuity	0.885
All item	0.976

4.6 Analysis of the Research Questions

The research questions have been set to study the Role of HR practices (HR Planning, Recruitment and selection, Training And Development, Performance Evaluation, Employee Relations and Compliance, Health and Safety) in Driving and Managing Organizational Change in the Palestinian Banking Sector in Response to COVID-19 Pandemic.

The descriptive statistics, i.e. Means (*M*), Standard Deviations (*SD*) and finally Degree of Agreement (*DOA*) were established and presented in the research questions.

As the Table 4.6 below shows, the researcher has used the range of likert scale to describe the agreement on each item in the questionnaire.

Table 4.6: Scoring Range Of Likert Scale

Range	Description of Range
1.00-1.80	Strongly Disagree
1.81-2.60	Disagree
2.61-3.40	Niether/Nor Agree
3.41-4.20	Agree
4.21-5.00	Strongly Agree

(Al-Khadash,2015)

Q1: What is the role of HRM practices (HR planning) in driving and managing organizational change in the Palestinian Banking Sector in Response to COVID-19?

To answer this question, the researcher developed five statements to assess the role of human resource planning practices on driving and managing organizational change

in the Palestinian Banking Sector in Response to COVID-19, these statements were subjected to the views of the participants. Results of the analysis are shown in Table 4.7.

The researcher found that the overall mean of the role of human resource planning practices on driving and managing organizational change in the Palestinian Banking Sector in Response to COVID-19, was ($M=4.02$, $S.D=0.68$). This means the participants **agree about the significance of human resource planning practices on driving and managing organizational change**, he also found most participants agreed about (The HR Department identifies the critical Job titles required to work at the premises, Performance evaluation is used to develop the annual human resources plan, The Bank provides the opportunity for its employees to invest their personal knowledge and skills in development, The Bank relies on Succession Planning to meet its needs for important Job titles in the bank, The Bank sets employment plans to determine the future needs of human resources on an ongoing basis).

Table 4.7: Descriptive Statistics of HR Planning Practices on Organizational Change

NO	Statement	M	SD	DOA
1	The Human Resources Department identifies the critical (important) positions required to work at the premises	4.13	.71	Agree
2	Performance evaluation is used to develop the annual human resources plan	4.02	.69	Agree
3	The Bank provides the opportunity for its employees to invest their personal knowledge and skills in development	4.02	.68	Agree
4	The Bank relies on Succession Planning to meet its needs for important positions in the bank	4.04	.68	Agree

5	The Bank sets employment plans to determine the future needs of human resources on an ongoing basis	4.06	.63	Agree
	Overall Average	4.05	.68	Agree

Q2: What is the role of HRM practices (recruitment and selection) in driving and managing organizational change in the Palestinian Banking Sector in Response to COVID-19?

To answer this question, the researcher developed four statements to assess the role of recruitment and selection practices on driving and managing organizational change in the Palestinian Banking Sector in Response to COVID-19, these statements were subjected to the views of the participants. Results of the analysis are shown in Table 4.8.

The researcher found that the overall mean of the role of recruitment and selection practices on driving and managing organizational change in the Palestinian Banking Sector in Response to COVID-19, was ($M=4.02$, $S.D=0.68$). This means the participants **agree about the significance of recruitment and selection practices on driving and managing organizational change**, he also found most participants agreed about (There is a consistent and clear mechanism in the interviewing and appointment process, There is flexibility in the selection and appointment process, The Bank is interested in hiring those who have the ability to adapt and respond to the changing environment, The bank takes into consideration the personal characteristics of the prospective candidates and their fit for the vacant job to be filled).

Table 4.8: Descriptive Statistics of Recruitment Practices on Organizational Change

NO	Statement	M	SD	DOA
1	There is a consistent and clear mechanism in the interviewing and appointment process	4.08	.69	Agree
2	There is flexibility in the selection and appointment process	3.89	.75	Agree
3	The Bank is interested in hiring those who have the ability to adapt and respond to the changing environment	4.00	.65	Agree
4	The bank takes into consideration the personal characteristics of the prospective candidates and their fit for the vacant job to be filled	4.09	.61	Agree
	Overall Average	4.02	.68	Agree

Q3: What is the role of HRM practices (training and development) in driving and managing organizational change in the Palestinian Banking Sector in Response to COVID-19?

To answer this question, the researcher developed five statements to assess the role of training and development practices on driving and managing organizational change in the Palestinian Banking Sector in Response to COVID-19, these statements were subjected to the views of the participants. Results of the analysis are shown in Table 4.9.

The researcher found that the overall mean of the role of training and development practices on driving and managing organizational change in the Palestinian Banking Sector in Response to COVID-19, was ($M=3.93$, $S.D=0.75$). This means the participants agree about the significance of training and development practices on driving and managing organizational change, he also found most participants agreed about (Online training is relied on, There is evaluation and follow-up for the employee before and after

training, The HR Department has developed training programs to enable employees to work from home, The training includes all employees at all levels, Employees received direct training to be prepared to face COVID-19 pandemic and on the basic measures to protect themselves and others).

Table 4.9: Descriptive Statistics of Training and Development Practices on Organizational Change

NO	Statement	M	SD	DOA
1	Online training is relied on	3.93	.73	Agree
2	There is evaluation and follow-up for the employee before and after training	3.96	.75	Agree
3	The Human Resources Department has developed training programs to enable employees to work from home	3.93	.78	Agree
4	Employees received direct training to be prepared to face COVID-19 pandemic and on the basic measures to protect themselves and others	3.97	.72	Agree
5	The training includes all employees at all levels	3.88	.77	Agree
	Overall Average	3.93	.75	Agree

Q4: What is the role of HRM practices (performance evaluation) in driving and managing organizational change in the Palestinian Banking Sector in Response to COVID-19?

To answer this question, the researcher developed six statements to assess the role of performance evaluation practices on driving and managing organizational change in the Palestinian Banking Sector in Response to COVID-19, these statements were subjected to the views of the participants. Results of the analysis are shown in Table 4.10.

The researcher found that the overall mean of the role of performance evaluation practices on driving and managing organizational change in the Palestinian Banking

Sector in Response to COVID-19, was ($M=3.92$, $S.D=0.71$). This means the participants **agree about the significance of performance evaluation practices on driving and managing organizational change**, he also found most participants agreed about (Performance evaluation process is utilized to develop plans and programs to improve and develop performance, The HR Department has revised the performance evaluation system during the pandemic, The supervisor identifies weakness points and provides constructive suggestions and feedback related to employee's performance behaviors without personal criticism and vilification, Objective Key Performance Indicators (KPIs) which are appropriate and fit the pandemic have been developed).

Table 4.10: Descriptive Statistics of Performance Evaluation on Organizational Change

NO	Statement	M	SD	DOA
1	Performance evaluation process is utilized to develop plans and programs to improve and develop performance	4.00	.65	Agree
2	The Bank aligns individual employee's performance objectives with its strategic plan	3.96	.68	Agree
3	The Human Resources Department has revised the performance evaluation system during the pandemic	3.83	.80	Agree
4	The supervisor identifies weakness points and provides constructive suggestions and feedback related to employee's performance behaviors without personal criticism and vilification	4.00	.61	Agree
5	The employee was viewed as a priority during the pandemic, and the manager's assessment was not negatively or positively affected by the taken health measures	3.87	.77	Agree
6	Objective Key Performance Indicators (KPIs) which are appropriate and fit the pandemic have been developed	3.88	.77	Agree
	Overall Average	3.92	.71	Agree

Q5: What is the role of HRM practices (employee relations and compliance) in driving and managing organizational change in the Palestinian Banking Sector in Response to COVID-19?

To answer this question, the researcher developed eight statements to assess the role of employee relations and compliance practices on driving and managing organizational change in the Palestinian Banking Sector in Response to COVID-19, these statements were subjected to the views of the participants. Results of the analysis are shown in Table 4.11.

The researcher found that the overall mean of the role of employee relations and compliance practices on driving and managing organizational change in the Palestinian Banking Sector in Response to COVID-19, was ($M=3.93$, $S.D=0.72$). This means the participants **agree about the importance of relations and compliance practices on driving and managing organizational change**, he also found most participants agreed about (Challenges that associated with implementing and adhering to governmental regulations regarding the coronavirus pandemic had been overcome, HR Management allows employees to have flexibility in working time when required, The HR Department grants paid leave to mothers to look after their children when schools and nurseries are closed, The manager involves his employees in decision-making, setting the department's goals and working in achieving them, Flexible rules on working hours and attendance as a response to the changing conditions were clear and speedy action was taken by the Human Resources).

Table 4.11: Descriptive Statistics of Employee Relations and Compliance on Organizational Change

NO	Statement	M	SD	DOA
1	Challenges associated with implementing and adhering to governmental regulations regarding the coronavirus pandemic have been overcome	4.00	.66	Agree
2	Human Resources Management allows employees to have flexibility in working time when required	3.96	.73	Agree
3	The Human Resources Department grants paid leave to mothers to look after their children when schools and nurseries are closed	3.73	.92	Agree
4	The availability of information and updates on the pandemic has increased the level of employee's engagement during the COVID-19 pandemic	3.95	.65	Agree
5	Staying in touch with employees and looking after their morale during COVID-19 has increased employee retention level	3.88	.77	Agree
6	Flexible rules on working hours and attendance as a response to the changing conditions were clear and speedy action was taken by the Human Resources	3.99	.69	Agree
7	The manager involves his employees in decision-making, setting the department's goals and working in achieving them	3.93	.72	Agree
8	There are clear and logical work policies and procedures to perform work effectively and efficiently	4.02	.62	Agree
	Overall Average	3.93	.72	Agree

Q6: What is the role of HRM practices (Health and Safety) in driving and managing organizational change in the Palestinian Banking Sector in Response to COVID-19?

To answer this question, the researcher developed eight statements to assess the role of health and safety practices on driving and managing organizational change in the Palestinian Banking Sector in Response to COVID-19, these statements were subjected to the views of the participants. Results of the analysis are shown in Table 4.12.

The researcher found that the overall mean of the role of health and safety practices on driving and managing organizational change in the Palestinian Banking Sector in Response to COVID-19, was ($M=4.06$, $S.D=0.66$). This means the participants **agree about the value of health and safety practices on driving and managing organizational change**, he also found most participants agreed that (Travel policies and guidelines have been modified due to COVID-19, HR Department has adopted electronic tools and work systems that enable remote work, HR Department encouraged employees and facilitated receiving vaccinations, Employees and customers have been provided with the necessary disinfectants and protective tools such as masks, sterilizers and gloves, HR Department encouraged employees to use private cars instead of public transportation by reimbursing fuel expenses, HR provided daily medical examinations for employees returning from infected areas).

Table 4.12: Descriptive Statistics of Health and Safety Practices on Organizational Change

NO	Statement	M	SD	DOA
1	Travel policies and guidelines have been modified due to COVID-19	4.07	.58	Agree
2	The Human Resources Department has adopted electronic tools and work systems that enable remote work	4.04	.64	Agree

3	The Human Resources Department encouraged employees and facilitated receiving vaccinations	4.13	.60	Agree
4	Human Resources provided daily medical examinations for employees returning from infected areas	3.99	.74	Agree
NO	Statement	M	SD	DOA
5	Employees have been asked to stay at home if they have symptoms of COVID-19 such as fever, respiratory problems etc.	4.13	.62	Agree
6	Employees have been deployed to work from alternative sites in order to reduce overcrowding	4.12	.62	Agree
7	Employees and customers have been provided with the necessary disinfectants and protective tools such as masks, sterilizers and gloves	4.23	.56	Strongly Agree
8	The Human Resources Department encouraged employees to use private cars instead of public transportation by reimbursing fuel expenses	3.78	.92	Agree
	Overall average	4.06	.66	Agree

4.7 Testing of Research Hypothesis

Hypothesis have been formulated to study relationships between variables; six hypotheses have been tested, using the Pearson correlation coefficient. The Pearson's Correlation coefficient was used to measure the strength and direction of the relationship (linear correlation) between two quantitative variables, where the value ($r = 1$) means a perfect positive correlation and the value ($r = -1$) means a perfect negative correlation. Each hypothesis was tested separately.

Hypothesis 1: There are no statistical differences at ($\alpha \leq 0.05$) between the medians of human resources management and organizational change due to gender.

The researcher used Mann-Whitney test to examine the differences between the medians of human resources management and organizational change due to gender.

Table 4.13: Mann-Whitney Results to Examine the Differences Between the Medians of Human Resources Management and Organizational Change Due to Gender

Mean	Gender	Frequency	Mean rank	Sum of ranks	Mann-Whitney U	Z value	Sig.
Human Resources Planning	Male	191	127.03	24262.00	4770.000	-1.290	0.197
	Female	56	113.68	6366.00			
Recruitment	Male	191	127.52	24356.00	4676.000	-1.519	0.129
	Female	56	112.00	6272.00			
Training and Development	Male	191	126.08	24081.00	4951.000	-0.879	0.379
	Female	56	116.91	6547.00			
Performance Evaluation	Male	191	123.57	23602.50	5266.500	-0.181	0.856
	Female	56	125.46	7025.50			
Employee Relations and Compliance	Male	191	124.20	23722.50	5309.500	-0.086	0.932
	Female	56	123.31	6905.50			
Health and Safety	Male	191	127.62	24374.50	4657.500	-1.525	0.127
	Female	56	111.67	6253.50			
Human resources management	Male	191	126.03	24071.50	4962.500	-0.828	0.408
	Female	56	117.08	6556.50			
Structural Change	Male	191	126.91	24240.50	4791.500	-1.231	0.218
	Female	56	114.06	6387.50			
The Technical Change	Male	191	123.23	23537.00	5201.000	-0.334	0.738
	Female	56	126.63	7091.00			
Change in Products and Services	Male	191	126.97	24252.00	4780.000	-1.294	0.196
	Female	56	113.86	6376.00			
Business Continuity	Male	191	128.63	24568.50	4463.500	-1.973	0.048*
	Female	56	108.21	6059.50			
Organizational change	Male	191	127.18	24290.50	4741.500	-1.302	0.193
	Female	56	113.17	6337.50			

Table 4.13 showed there are no statistical differences at ($\alpha \leq 0.05$) between the medians of human resources management and organizational change due to gender except in the domain of Business Continuity in favor of males.

Hypothesis 2: There are no statistical differences at ($\alpha \leq 0.05$) between the medians of human resources management and organizational change due to Age.

The researcher used Kruskal Wallis test to examine the differences between the medians of human resources management and organizational change due to Age.

Table 4.14: Kruskal Wallis Results to Examine the Differences Between the Medians of Human Resources Management and Organizational Change Due to Age

Mean	Age	Frequency	Mean rank	Chi square value	D.F	Sig.
Human Resources Planning	Less than 35 years	59	136.08	3.407	2	0.182
	35 – 45 years	136	123.23			
	More than 45 years	52	112.32			
Recruitment	Less than 35 years	59	133.35	3.165	2	0.205
	35 – 45 years	136	124.98			
	More than 45 years	52	110.84			
Training and Development	Less than 35 years	59	142.17	5.984	2	*0.050
	35 – 45 years	136	120.59			
	More than 45 years	52	112.31			
Performance Evaluation	Less than 35 years	59	142.29	5.611	2	0.060
	35 – 45 years	136	117.42			
	More than 45 years	52	120.46			
Employee Relations and Compliance	Less than 35 years	59	149.55	11.522	2	*0.003
	35 – 45 years	136	118.59			
	More than 45 years	52	109.16			
Health and Safety	Less than 35 years	59	141.75	6.404	2	*0.041
	35 – 45 years	136	121.89			
	More than 45 years	52	109.38			
Human resources management	Less than 35 years	59	147.87	8.770	2	*0.012
	35 – 45 years	136	117.17			
	More than 45 years	52	114.78			
Structural Change	Less than 35 years	59	143.31	6.302	2	*0.043
	35 – 45 years	136	116.64			
	More than 45 years	52	121.35			
The Technical Change	Less than 35 years	59	135.79	5.765	2	0.056
	35 – 45 years	136	125.82			
	More than 45 years	52	105.87			
	Less than 35 years	59	139.78	6.675	2	*0.036
	35 – 45 years	136	123.65			

Change in Products and Services	More than 45 years	52	107.01			
Business Continuity	Less than 35 years	59	147.05	12.514	2	*0.002
	35 – 45 years	136	122.63			
	More than 45 years	52	101.44			
Organizational change	Less than 35 years	59	145.11	7.424	2	*0.024
	35 – 45 years	136	119.71			
	More than 45 years	52	111.28			

Table 4.14 showed there are no statistical differences at ($\alpha \leq 0.05$) between the medians of human resources management and organizational change due to Age except in the domains of Training and Development, Employee Relations and Compliance, Health and Safety, Human resources management, Structural Change, Change in Products and Services, Business Continuity and Organizational change. Tamhane's T2 post hoc test indicates that the differences are in favor of the age of less than 35 years.

Hypothesis 3: There are no statistical differences at ($\alpha \leq 0.05$) between the medians of human resources management and organizational change due to educational level.

The researcher used Mann-Whitney test to examine the differences between the medians of human resources management and organizational change due to educational level.

Table 4.15: Mann-Whitney Results to Examine the Differences Between the Medians of Human Resources Management and Organizational Change Due to Educational Level

Mean	Educational level	Frequency	Mean rank	Sum of ranks	Mann-Whitney U	Z value	Sig.
Human Resources Planning	Bachelor	173	127.22	22008.50	5844.500	-1.136	0.256
	Master's degree or more	74	116.48	8619.50			
Recruitment	Bachelor	173	128.59	22246.00	5607.000	-1.641	0.101
	Master's degree or more	74	113.27	8382.00			
Training and Development	Bachelor	173	124.53	21544.00	6309.000	-0.186	0.852
	Master's degree or more	74	122.76	9084.00			
Performance Evaluation	Bachelor	173	121.55	21027.50	5976.500	-0.862	0.389
	Master's degree or more	74	129.74	9600.50			
Mean	Educational level	Frequency	Mean rank	Sum of ranks	Mann-Whitney U	Z value	Sig.
Employee Relations and Compliance	Bachelor	173	124.06	21463.00	6390.000	-0.022	0.982
	Master's degree or more	74	123.85	9165.00			
Health and Safety	Bachelor	173	127.82	22112.00	5741.000	-1.333	0.183
	Master's degree or more	74	115.08	8516.00			
Human resources management	Bachelor	173	124.74	21580.50	6272.500	-0.251	
	Master's degree or more	74	122.26	9047.50			
Structural Change	Bachelor	173	126.29	21848.00	6005.000	-0.801	0.423
	Master's degree or more	74	118.65	8780.00			
The Technical Change	Bachelor	173	128.75	22274.00	5579.000	-1.708	0.088
	Master's degree or more	74	112.89	8354.00			
Change in Products and Services	Bachelor	173	129.14	22341.00	5512.000	-1.851	0.064
	Master's degree or more	74	111.99	8287.00			
	Bachelor	173	130.25	22533.50	5319.500	-2.205	0.027*

Business Continuity	Master's degree or more	74	109.39	8094.50			
Organizational change	Bachelor	173	127.74	22098.50	5754.500	-1.268	0.205
	Master's degree or more	74	115.26	8529.50			

Table 4.15 showed there are no statistical differences at ($\alpha \leq 0.05$) between the medians of human resources management and organizational change due to educational level except in the domain of Business Continuity in favor of bachelor.

Hypothesis 4: There are no statistical differences at ($\alpha \leq 0.05$) between the medians of human resources management and organizational change due to bank nationality.

The researcher used Mann-Whitney test to examine the differences between the medians of human resources management and organizational change due to bank nationality.

Table 4.16: Mann-Whitney Results to Examine the Differences Between the Medians of Human Resources Management and Organizational Change Due to Educational Level

Mean	Bank nationality	Frequency	Mean rank	Sum of ranks	Mann-Whitney U	Z value	Sig.
Human Resources Planning	Local	148	119.82	17733.00	6707.000	-1.181	0.238
	Foreign	99	130.25	12895.00			
Recruitment	Local	148	122.67	18155.00	7129.000	-0.381	0.704
	Foreign	99	125.99	12473.00			
Training and Development	Local	148	123.00	18204.00	7178.000	-0.280	0.779
	Foreign	99	125.49	12424.00			
Performance Evaluation	Local	148	122.35	18108.50	7082.500	-0.462	0.644
	Foreign	99	126.46	12519.50			
Employee Relations and Compliance	Local	148	123.44	18269.50	7243.500	-0.157	0.876
	Foreign	99	124.83	12358.50			

Health and Safety	Local	148	121.75	18019.00	6993.000	-0.628	0.530
	Foreign	99	127.36	12609.00			
Human resources management	Local	148	122.02	18059.00	7033.000	-0.535	0.593
	Foreign	99	126.96	12569.00			
Structural Change	Local	148	124.30	18396.00	7282.000	-0.083	0.934
	Foreign	99	123.56	12232.00			
The Technical Change	Local	148	122.23	18090.00	7064.000	-0.509	0.611
	Foreign	99	126.65	12538.00			
Change in Products and Services	Local	148	121.34	17958.50	6932.500	-0.766	0.444
	Foreign	99	127.97	12669.50			
Business Continuity	Local	148	125.75	18610.50	7067.500	-0.493	0.622
	Foreign	99	121.39	12017.50			
Organizational change	Local	148	124.59	18440.00	7238.000	-0.161	0.872
	Foreign	99	123.11	12188.00			

Table 4.16 showed there are no statistical differences at ($\alpha \leq 0.05$) between the medians of human resources management and organizational change due to bank nationality.

Hypothesis 5: There are no statistical differences at ($\alpha \leq 0.05$) between the medians of human resources management and organizational change due to job title.

The researcher used Mann-Whitney test to examine the differences between the medians of human resources management and organizational change due to job title.

Table 4.17: Mann-Whitney Results to Examine the Differences Between the Medians of Human Resources Management and Organizational Change Due to Job Title

Mean	Job title	Frequency	Mean rank	Sum of ranks	Mann-Whitney U	Z value	Sig.
Human Resources Planning	Manager	205	119.08	24411.00	3296.000	-2.511	0.012*
	Deputy Manager	42	148.02	6217.00			
Recruitment	Manager	205	117.14	24014.50	2899.500	-3.542	0.001*

	Deputy Manager	42	157.46	6613.50			
Training and Development	Manager	205	115.64	23706.00	2591.000	-4.231	0.001*
	Deputy Manager	42	164.81	6922.00			
Performance Evaluation	Manager	205	115.06	23588.00	2473.000	-4.534	0.001*
	Deputy Manager	42	167.62	7040.00			
Employee Relations and Compliance	Manager	205	117.06	23996.50	2881.500	-3.524	0.001*
	Deputy Manager	42	157.89	6631.50			
Health and Safety	Manager	205	120.53	24709.00	3594.000	-1.750	0.080
	Deputy Manager	42	140.93	5919.00			
Human resources management	Manager	205	115.19	23614.50	2499.500	-4.298	0.001*
	Deputy Manager	42	166.99	7013.50			
Structural Change	Manager	205	116.65	23913.50	2798.500	-3.715	0.001*
	Deputy Manager	42	159.87	6714.50			
Mean	Job title	Frequency	Mean rank	Sum of ranks	Mann-Whitney U	Z value	Sig.
The Technical Change	Manager	205	117.44	24075.00	2960.000	-3.409	0.001*
	Deputy Manager	42	156.02	6553.00			
Change in Products and Services	Manager	205	118.31	24253.50	3138.500	-2.961	0.001*
	Deputy Manager	42	151.77	6374.50			
Business Continuity	Manager	205	118.01	24191.50	3076.500	-3.055	0.002*
	Deputy Manager	42	153.25	6436.50			
Organizational change	Manager	205	117.23	24032.00	2917.000	-3.320	0.001*
	Deputy Manager	42	157.05	6596.00			

Table 4.17 showed there are statistical differences at ($\alpha \leq 0.05$) between the medians of human resources management and organizational change due to job title

while there is no statistical difference between the medians of health and safety. The differences are in favor of deputy managers.

Hypothesis 6: There are no statistical differences at ($\alpha \leq 0.05$) between the medians of human resources management and organizational change due to experience.

The researcher used Mann-Whitney test to examine the differences between the medians of human resources management and organizational change due to experience.

Table 4.18: Mann-Whitney Results to Examine the Differences Between the Medians of Human Resources Management and Organizational Change Due to Experience

Mean	Experience	Frequency	Mean rank	Sum of ranks	Mann-Whitney U	Z value	Sig.
Human Resources Planning	10 years and less	118	115.28	13602.50	6581.500	-1.927	0.054
	More than 10 years	129	131.98	17025.50			
Recruitment	10 years and less	118	115.08	13579.00	6558.000	-1.996	0.046*
	More than 10 years	129	132.16	17049.00			
Training and Development	10 years and less	118	114.80	13546.00	6525.000	-2.015	0.044*
	More than 10 years	129	132.42	17082.00			
Performance Evaluation	10 years and less	118	110.81	13075.50	6054.500	-2.897	0.004*
	More than 10 years	129	136.07	17552.50			
Employee Relations and Compliance	10 years and less	118	114.25	13481.50	6460.500	-2.142	0.032*
	More than 10 years	129	132.92	17146.50			
Health and Safety	10 years and less	118	124.36	14674.50	7568.500	-0.079	0.937
	More than 10 years	129	123.67	15953.50			
Human resources management	10 years and less	118	110.51	13040.00	6019.000	-2.850	0.004*
	More than 10 years	129	136.34	17588.00			
Structural Change	10 years and less	118	112.33	13255.50	6234.500	-2.553	0.011*
	More than 10 years	129	134.67	17372.50			
The Technical Change	10 years and less	118	119.43	14093.00	7072.000	-1.027	0.304
	More than 10 years	129	128.18	16535.00			
Change in Products and Services	10 years and less	118	118.41	13972.00	6951.000	-1.260	0.208
	More than 10 years	129	129.12	16656.00			
	10 years and less	118	120.50	14219.00	7198.000	-0.772	0.440

Business Continuity	More than 10 years	129	127.20	16409.00			
Organizational change	10 years and less	118	112.25	13246.00	6225.000	-2.494	0.013*
	More than 10 years	129	134.74	17382.00			

Table 4.18 showed there are statistical differences at ($\alpha \leq 0.05$) between the medians of human resources management and organizational change due to experience while there is no statistical difference between the medians of human resources planning, health and safety, the technical change, change in products and services, and business continuity. The differences are in favor of more than 10 years of experience.

Hypothesis 7: There is no significant relationship between HRM practices (HR planning) and driving and managing organizational change in the Palestinian Banking Sector in Response to COVID-19.

Table 4.19: Relationship Between HR Planning and Organizational Change

Variables	
HR Planning	$r = 0.793^{**}$ $p = 0.0001$ $r^2 \text{ adjusted} = 0.629$
Organizational Change	

The result of Pearson Correlation between the HR planning and organizational change showed that the test was **significant**, where the correlation value, $r = 0.793$ and significant value, $p = 0.0001$ or $p < 0.05$. Thus, the Hypothesis 7 was accepted assuming that there is a significant relationship between the HR planning and organizational change.

The closer (r) is to +1, the stronger the positive correlation, while the closer (r) is to -1, the stronger the negative correlation. Based on that, the researcher found that the relationship or role between HR planning and the organizational change was **(very high) positive** because $r = 0.793$. This result means when one variable increases in value, the second variable also increases in value. In other words, using a good planning would lead to significant and effective change in organization in Palestinian Banking Sector in Response to COVID-19.

Hypothesis 8: The HRM practices through (HR Planning, Recruitment and selection, Training and Development, Performance Evaluation, Employee Relations and Compliance and Health and safety) will positively explain the variation of organizational change in Palestinian Banking Sector in Response to COVID-19 Pandemic

Table 4.20: Multiple Regressions Analysis

Constructs	Beta	T	Sig	R ²
HR Planning	.098	1.895	.050	0.754
Recruitment and Selection	.113	2.183	.030	
Training and Development	.086	1.443	.150	
Performance Evaluation	.076	1.214	.226	
Employee Relations and Compliance	.223	3.520	.001	
Health and safety	.400	8.178	.000	

Predictors: constant=0.602, HR Planning, Recruitment selection, Training & Development, Performance Evaluation, Employee Relations and Compliance, Health and safety

Multiple Regressions have been conducted in order to test the variance in dependent variable (Organizational Change) in Palestinian Banking Sector in Response to COVID-19 Pandemic could be explained by six independent variables (HR Planning, Recruitment and selection, Training and Development, Performance Evaluation, Employee Relations and Compliance and Health and safety). The result shows that 75.4 % of the variance (R-Square) in Organizational change could be significantly explained by six independent variables (HR Planning, Recruitment and selection, Training and Development, Performance Evaluation, Employee Relations and Compliance and Health and safety). By looking at Beta value, the highest number in the beta was 0.400 for Health and safety, which is significant at the 0.000 level. This means **Health and safety influenced most of variance in Organizational change in Palestinian Banking Sector in Response to COVID-19 Pandemic**, in contrast, the Training and Development and Performance Evaluation had no influence in Organizational change in Palestinian Banking Sector in Response to COVID-19 because the significant value was greater than the significant level.

This result implies that the independent variables (HR Planning, Recruitment and selection, Employee Relations and Compliance and Health and safety) positively explained the variance in the dependent variable (Organizational Change) in Palestinian Banking Sector in Response to COVID-19, this supports Hypothesis 6, In contrast, Training and Development and Performance Evaluation did not explain the variance in Organizational change in Palestinian Banking Sector in Response to COVID-19.

The Econometric Equation is shown below:

Organizational change in Palestinian Banking Sector in Response to COVID-19
Pandemic = 0.602 + 0.098 * Planning + 0.113 * Recruitment + 0.086 * Training &
Development + 0.076 * Performance Evaluation + 0.223 * Employee Relation & Compliance
+ 0.400 * Health & safety

R² adjusted = 0.748

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

The research reached a set of findings and conclusions which can be summarized in the followings:

5.1 Main Findings

- The Multiple Regression analysis have been conducted in order to test the variance in dependent variable (Organizational change) in Palestinian Banking Sector in Response to COVID-19 Pandemic could be explained by six independent variables (HR Planning, Recruitment and selection, Training and Development, Performance Evaluation, Employee Relations and Compliance and Health and safety).
- The results of analysis show that 75.4 % of the variance (R-Square) in Organizational change could be significantly explained by six independent variables (HR Planning, Recruitment and selection, Training and Development, Performance Evaluation, Employee Relations and Compliance and Health and safety).
- By looking at Beta value, the highest number in the beta was 0.400 for Health and safety, which is significant at the 0.000 level. This means Health and safety influenced most of variance in Organizational change in Palestinian Banking Sector in Response to COVID-19 Pandemic.
- The Training and Development and Performance Evaluation had no influence in Organizational change in Palestinian Banking Sector in Response to COVID-19 because the significant value was greater than the significant level.

- This result implies that the independent variables (HR Planning, Recruitment and selection, Employee Relations and Compliance and Health and safety) positively explained the variance in the dependent variable (Organizational change) in Palestinian Banking Sector in Response to COVID-19, in contrast, Training and Development and Performance Evaluation did not explain the variance in Organizational change in Palestinian Banking Sector in Response to COVID-19.

5.2 Conclusions

- The concept of organizational change is considered a relatively a new concept, numerous writings about it carried out by researchers by the end of the last century and the early beginning of this century; as for the Palestinian Organizations, the researches about organizational change are still very limited; and this in turn leaves a large space for further research and investigation.
- Based on the results, COVID-19 has prompted emergent changes as it led to the abandonment of some traditional practices for the sake of business continuity. The top priority and focus were to confront the pandemic by adopting protocols and circulars for the sake of keeping the human resources within the organization safe and intact.
- The COVID-19 crisis comes at the end of an era that has witnessed significant transformation in the financial services industry.
- The COVID-19 crisis brings new challenges and opportunities for the banking sector.
- COVID-19 if continues, will accelerate some existing trends in the banking sector, will temporarily reverse others, and will influence the players in the sector. Most importantly, it will accelerate the digitalization and restructuring of the sector.

- Banks have been quick and proactive in responding to the pandemic with regulatory and governmental support.
- Banks have introduced several measures embodied in enabling digital channels and increased their focus on core banking activities which proved to be effective when it comes to containing the impact of COVID-19 and they were able to continue serving customers while complying with lock down and social distancing rules.
- HR role has evolved and changed significantly to accommodate various developments and needs in the workplace. It includes other responsibilities based on the changing work environment, it has more complex roles that directly influence the performance of the organization as a whole; therefore, the researcher suggests that in addition to the traditional HRM functions, change management and crisis management should be embodied as an integral part of HRM functions.
- Mandatory restrictions, quarantines and limitations on mobility put banks under severe strain.
- The HR must evolve and move from the traditional roles and play more contemporary roles such as participation in change and crisis management as this guarantee that employees are well prepared to handle crises and also promote the employee retention in the organization.

5.3 Recommendations

The researcher provides some recommendations and suggestions for the banking sector in Palestine; these suggestions are developed from data analysis findings, in addition to the respondents' answers on the open ended question in which they were asked to provide feedback and any suggestions as well as based on the literature review:

- Banks should provide training and learning opportunities for all employees to match changing skills needs by giving a special focus on strengthening digital skills, especially for people with low digital literacy to enhance opportunities to work and learn online.
- Banks should Modernize employment services and contractual agreements by making them more flexible while maintaining service quality; so that when the crisis hits, the policy infrastructure should already be in place and can be scaled up quickly.
- Banks should improve working conditions, revisiting existing ones to ensure adequate working conditions for all workers taking into considerations employees health and safety and their social commitments, in addition to revisiting the ergonomic environments so workers' exposure to COVID-19 in the workplace is reduced.
- Banks should support teleworking and encourage those who can telework from their homes to do so.
- Banks should adopt designs and ergonomic environments which have strict health and safety standards in the workplace.
- The Palestinian labor law should be revisited and modified so it handles the protection of workers who could not work from home, especially when business operations are restricted to critical and essential services or when there is a lockdown for the purpose of implementing comprehensive occupational safety and health standards, and should provide sickness benefits and paid leave to all workers who exceed the days stated in the labor law as the widespread use of sickness benefits and paid sick leave plays an important role in allowing workers to self-isolate and hence controlling the spread of the pandemic.

- Banks should help employees with unforeseen care needs given that the COVID-19 pandemic has increased the demands on many employees to provide family care during the pandemic, with school and day care closures, and the non-availability of domestic workers, the hours devoted to care work for many women, as well as men, have increased especially when both parents have to be physically present at their workplace, as this caused a greater challenge given that child care facilities weren't provided.
- Change management and crisis management should be embodied as an integral part of HRM functions, and HRM needs to embrace its role in being an effective leader and facilitator of change.
- Banks need when change is related to organizational structure, to be in line with the work requirements, and after considering their strategic plan, and that the change should be made based on recommendations from HRM specialists.
- Banks should define the authority and responsibility of each department, unit and function so that there is no overlap in the powers, and minimize centralization so that powers are delegated to other levels, which leads to more efficiency and effectiveness in work.
- Human Resources Management should develop policies which enable employees to have flexibility in working time when required
- Objective Key Performance Indicators (KPIs) which are appropriate and fit the pandemic must be developed
- Banks should rely on and develop Online Training
- The Human Resources Departments have to adopt electronic tools and work systems that enable remote work.

- Banks should use modern remote communication tools and technologies such as (Zoom, MS team, Telegram, WhatsApp, and other available tools) and rely on them more.

5.4 Suggestions for Future Studies

Based on the conclusions, and based on the theoretical framework and the literature review which were reviewed for the purpose of completing this study, as well as based on the work experience of the researcher, which enabled him to take advantage and see the best international practices, and in light of the results of the statistical analysis, and given that the field of the research is broad and deep, and can be studied from other parts and areas, the researcher suggested few topics relevant to the subject of this study and that could constitute titles for future researches and studies:

- Conducting the study on other sectors.
- Conducting the study again in the future as a comparative study between two different banks for example (local and foreign) (commercial and Islamic) (a bank with high profits and a bank with low profits).
- Conducting the study again in the future by studying other variables and constructs in both dependent and independent variables.
- Conduct a study on the role of HRM in increasing the market share of banks in Palestine.
- Conduct a study on the role of HRM in achieving banking efficiency for banks in Palestine.
- Conduct a study on the impact / extent of the contribution of HRM in adopting the balanced scorecard in banks.

- Conducting a comparative study on the Role of Human Resource Management in Driving and Managing Organizational Change in the Palestinian Banking Sector in Response to COVID-19 Pandemic and the Role of Human Resource Management in Driving and Managing Organizational Change in the Banking Sector in Response to COVID-19 Pandemic in another country.
- The role of HRM in building the organizational culture.
- The role of competencies in driving and managing organizational change.

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Appendix 1:

Thesis Questionnaire (Arabic / Original)



الجامعة العربية الأمريكية
ARAB AMERICAN UNIVERSITY
FACULTY OF GRADUATE STUDIES

حضرات الأخوة والأخوات المحترمين/ المحترمات

تحية طيبة وبعد،،،

يقوم الباحث بإجراء دراسة بعنوان:

دور ادارة الموارد البشرية في احداث وادارة التغيير التنظيمي في

القطاع المصرفي الفلسطيني في ظل جائحة كورونا"

وذلك كجزء من متطلبات نيل درجة الماجستير في ادارة الموارد البشرية من الجامعة العربية الأمريكية؛ إن تعاونكم واهتمامكم معنا في أن تكون إجاباتكم على فقرات الاستبانة المرفقة دقيقة وموضوعية سيكون له الأثر الأكبر في إغناء وإثراء الدراسة وتحقيق أهدافها العلمية. ستكون آراؤكم موضع ثقة وسيتم التعامل معها بموضوعية وسرية تامة وستستخدم لأغراض البحث العلمي فقط.

"شاكرين لكم وقتكم وحسن تعاونكم"

الباحث: محمود عارف

بإشراف: الدكتور فتح الله غانم

الرجاء التكرم بالإجابة على جميع فقرات هذه الا استبانة بدقة ومو ضوعية وذلك بو ضع
إشارة (X) في المربع الذي يتفق مع رأيكم مقابل كل عبارة، أو الإجابة في الفراغات بالشكل الذي
ينطبق عليك:

القسم الأول: البيانات الديموغرافية

1. الجنس		<input type="checkbox"/> ذكر	<input type="checkbox"/> أنثى
2. العمر			
<input type="checkbox"/> أقل من 35 سنة	<input type="checkbox"/> 35 - 45 سنة	<input type="checkbox"/> 46 - 55 سنة	<input type="checkbox"/> أكبر من 55 سنة
3. الدرجة العلمية			
<input type="checkbox"/> بكالوريوس	<input type="checkbox"/> ماجستير	<input type="checkbox"/> دكتوراه	
4. نوع البنك من حيث بلد المنشأ (جنسية البنك)			
<input type="checkbox"/> محلي		<input type="checkbox"/> وافد	
5. المسمى الوظيفي			
<input type="checkbox"/> مدير <input type="checkbox"/> نائب مدير <input type="checkbox"/> قائم بأعمال مدير			
6. عدد سنوات الخبرة			
<input type="checkbox"/> أقل من 5 سنوات	<input type="checkbox"/> 5 إلى 10 سنوات	<input type="checkbox"/> 11 إلى 15 سنة	<input type="checkbox"/> أكثر من 15 سنة

القسم الثاني: يتعلق هذا القسم بممارسات ادارة الموارد البشرية

أعراض بشدة	أعراض	محايد	موافق	موافق بشدة	الفقرات
أولاً: تخطيط الموارد البشرية					
					تحدد إدارة الموارد البشرية المناصب الحرجة (المهمة) المطلوبة للعمل في الموقع
					يتم الاستعانة بتقاييم الأداء في رسم خطة الموارد البشرية السنوية
					يتيح البنك الفرصة لموظفيه لاستثمار معارفهم ومهاراتهم الشخصية في التطور
					يعتمد البنك على التخطيط التعاقبي (Succession Planning) لسد احتياجاته في المواقع المهمة في البنك.
					يقوم البنك باعداد الخطط التوظيفية لتحديد الاحتياجات المستقبلية من الموارد البشرية بشكل مستمر
ثانياً: الاختيار والتعيين					
					توجد آلية موحدة وواضحة في عملية المقابلات والتعيين
					يوجد مرونة في عملية الاختيار والتعيين
					يهتم البنك بتوظيف من لديهم القدرة على التكيف والاستجابة للبيئة المتغيرة
					يراعي البنك الاسماء الشخصية للموظف ومدى ملائمتها للوظيفة المراد إشغالها

ثالثاً: التدريب والتطوير					
أعراض بشدة	أعراض	محايد	موافق	موافق بشدة	
					يتم الاعتماد على التدريب الإلكتروني
					يوجد تقييم ومتابعة للموظف قبل وبعد التدريب
					طورت إدارة الموارد البشرية برامج تدريبية لتمكين الموظفين للعمل من المنزل
					تلقي الموظفون تدريباً مباشراً على الإستعداد لمواجهة جائحة كوفيد (COVID-19) والتدابير الأساسية لحماية أنفسهم والآخرين
					يشمل التدريب جميع العاملين في مختلف المستويات
رابعاً: تقييم الأداء					
					يترتب على عملية تقييم الأداء اعداد خطط وبرامج لتحسين وتطوير الأداء
					يعمل البنك على صياغة أهداف الأداء الفردي تماشياً مع خطته الإستراتيجية
					قامت ادارة الموارد البشرية باعادة النظر في نظام تقييم الأداء المعمول به خلال الجائحة
					يقوم المشرف بتحديد نقاط الضعف ويقدم اقتراحات وملاحظات بناءه تتمحور حول السلوكيات المتعلقة بأداء الموظف بعيد عن النقد والتجريح الشخصي
					تم النظر الى الموظف كاولوية خلال الجائحة ولم يتأثر تقييم المدير سلباً أو إيجاباً نتيجة التدابير الصحية المتخذة

					تم وضع مؤشرات قياس أداء موضوعية (KPIs) تتنا سب مع الجائحة
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ثالثا: التدريب والتطوير					
أعراض بشدة	أعراض	محايد	موافق	موافق بشدة	
خامسا: علاقات العمل والامتثال					
					تم التغلب على التحديات في تطبيق التعليمات الحكومية بشأن جائحة فيروس كورونا والالتزام بها
					تتيح إدارة الموارد البشرية للموظفين المرونة في وقت العمل عند اللزوم
					تمنح إدارة الموارد البشرية إجازة مدفوعة الأجر أثناء إغلاق المدارس ودور الحضانه للأمهات لرعاية أطفالهن
					أدى توافر المعلومات والتحديثات بشأن الوباء إلى زيادة مستوى مشاركة الموظفين خلال جائحة COVID-19
					أدى البقاء على اتصال مع الموظفين والاهتمام بمعنوياتهم خلال COVID-19 إلى زيادة مستوى الاحتفاظ بالموظفين
					كانت القواعد المرنة للدوام للاستجابة للظروف المتغيرة من قبل الموارد البشرية واضحة وسريعة
					يشرك المدير موظفيه في صنع القرار ووضع أهداف الدائرة والعمل على تحقيقها
					يوجد سياسات وإجراءات عمل واضحة وذات تسلسل منطقي لأداء العمل بفاعلية وكفاءة

ثالثاً: التدريب والتطوير					
أعراض بشدة	أعراض	محايد	موافق	موافق بشدة	
سادساً: الصحة والسلامة					
					تم تعديل سياسات وإرشادات السفر بسبب COVID-19
					اعتمدت إدارة الموارد البشرية أدوات وأنظمة عمل إلكترونية تمكن العمل عن بعد
					قامت إدارة الموارد البشرية بتشجيع الموظفين على تلقي التطعيمات ضد فيروس COVID-19
					قامت الموارد البشرية بتقديم فحوصات طبية يومية للموظفين العائدين من المناطق المصابة
					تم الطلب من الموظفين البقاء في المنزل إذا كانوا يعانون يعانون من اعراض الاصابة بـ COVID-19 كالحمى ومشاكل الجهاز التنفسي وغيرها
					تم توزيع الموظفين للعمل من مواقع بديلة بهدف النقل من الازدحام
					تم تزويد الموظفين والعملاء بالمطهرات والأدوات الوقائية اللازمة مثل الكمادات والقفازات
					شجعت إدارة الموارد البشرية الموظفين على استخدام السيارة الخاصة بدلاً من وسائل النقل العام من خلال دفع مصاريف الوقود

القسم الثالث: يهدف هذه القسم إلى التعرف على مؤشرات التغيير التنظيمي

أولاً: التغيير الهيكلي					
					يوجد سياسات وإجراءات عمل واضحة وذات تسلسل منطقي لأداء العمل بفاعلية وكفاءة
					يدرك جميع الموظفون في البنك رؤية ورسالة البنك بنفس الدرجة
					يتم سم الهيكل التنظيمي بالمرونة بحيث يتم تغييره عند استحداث أقسام أو وظائف جديدة وفقاً لمتطلبات العمل
					يوجد توافق بين الهيكل التنظيمي المعتمد وطبيعة ومهام الموظفين بالبنك
					يوجد وضوح في طبيعة العلاقات بين دوائر ووحدات البنك
					هناك توزيع مهني وفعال للأدوار والمسؤوليات والصلاحيات في البنك
					تقوم الإدارة بتغييرات جوهرية في الهيكل التنظيمي لتحسين الأداء وتحقيق الكفاءة والفعالية
					تقوم الإدارة بمراجعة الهيكل التنظيمي دورياً وبشكل مدروس
					يتمتع الهيكل التنظيمي بزيادة تفويض الصلاحيات للموظفين في المستويات الأخرى
ثانياً: التغيير التقني					
					وفر البنك أجهزة حاسوب وتقنيات مناسبة لإنجاز العمل المطلوب عن بعد
					اثر جائحة كورونا على اهتمام الإدارة بمواكبة التطور التكنولوجي والتغيير في أساليب العمل
					يوفر البنك البرامج التدريبية المتعلقة باستخدام أنظمة الاتصال التكنولوجية
					يتم تغيير وسائل تقديم الخدمة للعملاء من خلال أحدث الأساليب التكنولوجية
					يرافق إدخال تكنولوجيا جديدة تقديم دورات تدريبية للعاملين

					أدت التكنولوجيا المتوفرة الى تقليل الجهد والوقت وساهمت في سرعة الانجاز
					تنسجم التكنولوجيا المستخدمة مع متطلبات العمل
ثالثاً: التغيير في المنتجات والخدمات					
					لدى الموظف فهم واضح وكاف حول منتجات وخدمات البنك
					طراً تغيير على الأنظمة والقوانين واللوائح أثرت ايجاباً على الخدمات والمنتجات.
					هناك تعدد وتنوع في المنتجات والخدمات الالكترونية التي يقدمها البنك
					تم استحداث وتطوير منتجات من شأنها التقليل من آثار الجائحة
					تؤثر الإضطرابات الناتجة عن COVID-19 على العملاء وقدرتهم على شراء منتجات وخدمات البنك
					يهتم البنك بمعرفة ومتابعة طرق تقديم وترويج التسهيلات والخدمات التي تقدمها البنوك الأخرى (الاستراتيجيات التي يتبناها المنافسون)
					تمثل جاهزية البنك من تقنيات حديثة وخدمات الكترونية ميزة تنافسية ترتبط بتطوير جودة الخدمات والارتقاء بمستوى الأداء
					يقوم البنك باجراء دراسات سوقية للتعرف على احتياجات الجمهور وتطوير الخدمات المصرفية بناء على ذلك
رابعاً: استمرارية العمل					
					1. تشارك إدارة الموارد البشرية في تنفيذ خطط استمرارية العمل للتخفيف من تأثير الوباء
					2. تتيح إدارة الموارد البشرية للموظفين العمل عن بُعد

					إدارة الموارد البشرية عـ ضو في فريق إدارة الأزمات للتعامل مع قـ ضايا COVID-19	3
					استخدم البنك ادوات وتقنيات التوا صل الحديثة عن بعد مثل (WhatsApp والتلغرام و Zoom و MS team ... الخ) واعتمدت عليها أكثر خلال الجائحة	4
					نفذت إدارة الموارد البشرية خطط الفصل عن طريق نقل الموظفين إلى مواقع بديلة مختلفة لضمان استمرارية العمل والاستبدال	5
					يمتلك البنك خطة استمرارية العمل (Business Continuity Plan) محدثة	6
					تم تحديد النظم والموارد التي تسهم في التخفيف من حدة الجائحة	7
					تغلب البنك على صعوبة الحصول على ما يلزم من معدات من الموردين خلال الجائحة	8

الرجاء التكرم بإبداء أي ملاحظات ذات علاقة ترونها مناسبة حول الجائحة؛ شاكرًا لكم وقتكم وحسن تعاونكم

معنا.

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Appendix 2:**List of the Questionnaire Reviewing Experts Panel**

Name	Work Place
Dr. Ahmad Hirzallah	Al-Quds University
Dr. Amal Nazzal	Birzeit University
Dr. Akram Hamdan	Palestinian Banking Institute
Dr. Amer Jaber	Palestine Monetary Authority
Mr. Ayman Hajjousef	Freelance Consultant
Mr. Dawoud Snoubar	Arab Islamic Bank
Mr. Farid Elassi	The Lebanese University / UNRWA
Mr. Hamada Jaber	General Personnel Council
Mr. Ibrahim Abu Raida	Safa Bank
MS. Inaam Shalash	Ministry of Finance and Planning
Dr. Raed Iriqat	Arab American University
Miss. Rasha Amad	UNRWA (Executive Office of the Commissioner-General)
Dr. Salwa Barghouthi	Al-Quds University
MS. Sand Salhout	Al-Quds University
Mr. Tamer Abu Qahouq	Palestinian Banking Institute

Appendix 3:

Correlation Coefficient

Table A3.1: Correlation Coefficient of each Item of “HR Planning” and the Total Domain.

Item	Correlation Coefficient (Spearman)	P-Value
The Human Resources Department identifies the critical (important) positions required to work at the premises	.448**	.000
Performance evaluation is used to develop the annual human resources plan	.542**	.000
The Bank provides the opportunity for its employees to invest their personal knowledge and skills in development	.621**	.000
The Bank relies on Succession Planning to meet its needs for important positions in the bank	.568**	.000
The Bank sets employment plans to determine the future needs of human resources on an ongoing basis	.609**	.000

** . Correlation is significant at 0.01 level (2-tailed).

Table A3.2: Correlation Coefficient of each Item of “Recruitment and Selection” and the total Domain.

Item	Correlation Coefficient (Spearman)	P-Value
There is a consistent and clear mechanism in the interviewing and appointment process	.564**	.000
There is flexibility in the selection and appointment process	.552**	.000
The Bank is interested in hiring those who have the ability to adapt and respond to the changing environment	.693**	.000

The bank takes into consideration the personal characteristics of the prospective candidates and their fit for the vacant job to be filled	.653**	.000
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** . Correlation is significant at 0.01 level (2-tailed).

Table A3.3: Correlation Coefficient of each Item of “**Training and Development**” and the Total Domain.

Item	Correlation Coefficient (Spearman)	P-Value
Online training is relied on	.655**	.000
There is evaluation and follow-up for the employee before and after training	.547**	.000
The Human Resources Department has developed training programs to enable employees to work from home	.655**	.000
Employees received direct training to be prepared to face COVID-19 pandemic and on the basic measures to protect themselves and others	.633**	.000
The training includes all employees at all levels	.672**	.000

** . Correlation is significant at 0.01 level (2-tailed).

Table A3.4: Correlation Coefficient of Each Item of “**Performance Evaluation**” and the Total Domain.

Item	Correlation Coefficient (Spearman)	P-Value
Performance evaluation process is utilized to develop plans and programs to improve and develop performance	.573**	.000
The Bank aligns individual employees performance objectives with its strategic plan	.648**	.000

The Human Resources Department has revised the performance evaluation system during the pandemic	.660**	.000
The supervisor identifies weakness points and provides constructive suggestions and feedback related to employee's performance behaviors without personal criticism and vilification	.575**	.000
The employee was viewed as a priority during the pandemic, and the manager's assessment was not negatively or positively affected by the taken health measures	.668**	.000
Objective Key Performance Indicators (KPIs) which are appropriate and fit the pandemic have been developed	.612**	.000

** . Correlation is significant at 0.01 level (2-tailed).

Table A3.5: Correlation Coefficient of each Item of “Employee Relations and Compliance” and the Total Domain.

Item	Correlation Coefficient (Spearman)	P-Value
Challenges associated with implementing and adhering to governmental regulations regarding the coronavirus pandemic have been overcome	.581**	.000
Human Resources Management allows employees to have flexibility in working time when required	.602**	.000
The Human Resources Department grants paid leave to mothers to look after their children when schools and nurseries are closed	.633**	.000
The availability of information and updates on the pandemic has increased the level of employees engagement during the COVID-19 pandemic	.632**	.000
Staying in touch with employees and looking after their morale during COVID-19 has increased employee retention level	.619**	.000

Flexible rules on working hours and attendance as a response to the changing conditions were clear and speedy action was taken by the Human Resources	.572**	.000
The manager involves his employees in decision-making, setting the department's goals and working in achieving them	.652**	.000
There are clear and logical work policies and procedures to perform work effectively and efficiently	.591**	.000

** . Correlation is significant at 0.01 level (2-tailed).

Table A3.6: Correlation Coefficient of each Item of “Health and Safety” and the Total Domain.

Item	Correlation Coefficient (Spearman)	P-Value
Travel policies and guidelines have been modified due to COVID-19	.545**	.000
The Human Resources Department has adopted electronic tools and work systems that enable remote work	.607**	.000
The Human Resources Department encouraged employees and facilitated receiving vaccinations	.333**	.000
Human Resources provided daily medical examinations for employees returning from infected areas	.527**	.000
Employees have been asked to stay at home if they have symptoms of COVID-19 such as fever, respiratory problems etc.	.365**	.000
Employees have been deployed to work from alternative sites in order to reduce overcrowding	.447**	.000
Employees and customers have been provided with the necessary disinfectants and protective tools such as masks, sterilizers and gloves	.272**	.000

The Human Resources Department encouraged employees to use private cars instead of public transportation by reimbursing fuel expenses	.609**	.000
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** . Correlation is significant at 0.01 level (2-tailed).

Table A3.7: Correlation Coefficient of each Item of “Structural Change” and the Total Domain.

Item	Correlation Coefficient (Spearman)	P-Value
There are clear and logical work policies and procedures to perform work effectively and efficiently	.594**	.000
All employees of the Bank are equally aware of the Bank's vision and mission	.692**	.000
There is flexibility in the organizational structure so that it is changed when new departments or jobs are created in response to business requirements	.610**	.000
There is compatibility between the approved organizational structure and the nature of tasks of the bank's employees	.560**	.000
There is clarity in the nature of the relations between the departments and units of the bank	.538**	.000
There is a professional and efficient distribution (division) of roles, responsibilities and authorities in the Bank	.535**	.000
The management makes fundamental changes to the organizational structure to improve performance and achieve efficiency and effectiveness	.654**	.000
The management reviews the organizational structure periodically and thoughtfully	.629**	.000

The organizational structure allows increased delegation of authorities to employees at the different levels	.617**	.000
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** . Correlation is significant at 0.01 level (2-tailed).

Table A3.8: Correlation Coefficient of each Item of “The Technical Change” and the Total Domain.

Item	Correlation Coefficient (Spearman)	P-Value
The bank has provided computers and appropriate technologies to perform the required work remotely	.557**	.000
The COVID-19 pandemic affected the management’s interest in keeping pace with technological development and change in work methods	.532**	.000
The bank provides training programs related to the use of technological communication systems	.627**	.000
The means of providing service to customers are changed in line with the latest technological tools	.543**	.000
The introduction of new technology is accompanied by the provision of training programs for employees.	.578**	.000
The available technology reduced effort, time and contributed to the speed of achievement	.499**	.000
The technology used is compatible with the requirements of the business	.606**	.000

** . Correlation is significant at 0.01 level (2-tailed).

Table A3.9: Correlation Coefficient of each Item of “Change in Products and Services” and the Total Domain.

Item	Correlation Coefficient (Spearman)	P-Value
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The employee has a clear and sufficient understanding of the Bank's products and services	.548**	.000
There has been a change in the regulations, laws and bylaws that positively affected the services and products.	.541**	.000
There is diversified and wide variety of electronic products and services offered by the bank	.517**	.000
Products that might reduce the impact of the pandemic have been developed and created	.532**	.000
Disruptions due to COVID-19 are affecting customers and their ability to purchase the Bank's products and services	.492**	.000
The bank is interested in knowing and following up the facilities and services promoted and offered by other banks (the strategies followed by competitors)	.569**	.000
The bank's readiness in terms of modern technologies and electronic services represents a competitive advantage associated with developing the quality of services and improving the level of performance	.419**	.000
The Bank conducts market researches to identify customers' needs and develops banking services accordingly	.485**	.000

** . Correlation is significant at 0.01 level (2-tailed).

Table A3.10: Correlation Coefficient of each Item of “**Business Continuity**” and the Total Domain.

Item	Correlation Coefficient (Spearman)	P-Value
The Human Resources Department is involved in implementing business continuity plans to mitigate the impact of the pandemic	.478**	.000
Human Resources management allows employees to work remotely	.600**	.000
The Human Resources Department is a member of the crisis management (business continuity) team who deals with COVID-19 issues	.438**	.000
The bank used modern remote communication tools and technologies such as (WhatsApp, Telegram, Zoom, MS team ... etc.) and relied on them more during the pandemic	.522**	.000
The Human Resources Department implemented distancing plans by deploying employees to different alternative sites to ensure business continuity and replacement	.468**	.000
The Bank has an updated Business Continuity Plan	.402**	.000
Systems and resources that contribute to pandemic impact mitigation have been identified	.470**	.000
The bank has overcome the difficulty of obtaining the necessary equipment and resources from suppliers during the pandemic	.548**	.000
The Human Resources Department is involved in implementing business continuity plans to mitigate the impact of the pandemic	.496**	.000

** . Correlation is significant at 0.01 level (2-tailed).

المخلص

هدفت الدراسة إلى التعرف على دور ادارة الموارد البشرية في احداث وادارة التغيير التنظيمي في القطاع المصرفي الفلسطيني في ظل جائحة كورونا، ولتحقيق أهداف الدراسة؛ استخدم الباحث التعدد المنهجي (triangulation)، متمثلاً بالمنهج الوصفي، والتحليلي (تحليل المضمون)، والمنهج الارتباطي؛ لإتمام هذه الدراسة نظراً لطبيعتها.

تم استخدام الاستبانة كأداة لجمع المعلومات اللازمة، حيث تم توزيع الاستبانة على مجتمع الدراسة، حيث تمّ استخدام المسح الشامل لمجتمع الدراسة، فشمّل جميع المصارف العاملة في فلسطين، وتمثّل مجتمع الدراسة بالادارة العليا والوسطى في الإدارات العامة/الإقليمية للمصارف العاملة في فلسطين، وبلغ عددهم 247 مديراً من أصل 430.

تمت معالجة البيانات إحصائياً باستخدام البرنامج الإحصائي (SPSS) باستخدام المتوسطات الحسابية، والنسب المئوية، والتكرارات، وتم فحص ثبات الاستبانة باستخدام معامل كرونباخ ألفا، وكذلك تحليل الانحدار الخطي المتعدد Multiple Linear Regression.

خلصت الدراسة إلى العديد من النتائج والاستنتاجات والمقترحات، وأظهرت النتائج أنّ مستوى تبني ممارسات ادارة الموارد البشرية في المجتمع قيد الدراسة كانت مرتفعة، ومرتفعة جداً، إلّا أنّ عناصرها ومجالاتها تباينت بين قيم أعلى من المتوسطات الحسابية العامة وأقل منه.

عكست نتائج تحليل الانحدار وجود دور لادارة الموارد البشرية في احداث وادارة التغيير التنظيمي في القطاع المصرفي الفلسطيني في ظل جائحة كورونا، حيث أشارت النتائج إلى وجود علاقة إيجابية دالة بين (التغيير التنظيمي)، وبين ممارسات ادارة الموارد البشرية، حيث تبين أن المتغيرات المستقلة (تخطيط الموارد البشرية والتوظيف والاختيار وعلاقات الموظفين والامتثال والصحة والسلامة) أوضحت بشكل إيجابي التباين في المتغير التابع (التغيير التنظيمي) في القطاع المصرفي الفلسطيني استجابة لـ COVID-19، في المقابل، لم يظهر أن التدريب والتطوير وتقييم الأداء التباين في التغيير التنظيمي في القطاع المصرفي الفلسطيني؛ كما أشارت النتائج إلى أنّ قيمة معامل التحديد $R^2 = 0.754$ ، والمعدّلة $= 0.748$ ، وهذا يعني أن تبني ممارسات ادارة الموارد البشرية في هذه الدراسة يفسر 74.8% من ادارة واحداث التغيير التنظيمي.

خلصت الدراسة إلى العديد من النتائج والاستنتاجات، وقدمت العديد من التوصيات، إضافة إلى اقتراح دراسات مستقبلية عدة ذات صلة بموضوع البحث، وتمحورت الاستنتاجات حول التغيير التنظيمي، والآثار المترتبة على جائحة (COVID-19) والتدابير المتخذة في القطاع المصرفي وأماكن العمل لمواجهتها، إضافة إلى دور ادارة الموارد البشرية في ادارة التغيير وإدارة الأزمات.

وجاءت أبرز التوصيات بأن تقوم المصارف بتوفير التدريب وفرص التعلم لجميع الموظفين على اختلاف مستوياتهم الوظيفية، والاستثمار وتفعيل التدريب الإلكتروني وموائمة المهارات مع البيئة المتغيرة، إضافة إلى الاعتماد على الوسائل البديلة بدلاً من التقليدية السائدة في إدارة وممارسات إدارة الموارد البشرية وإعادة النظر في عملية التوظيف والاتفاقيات التعاقدية بما ينسجم والممارسات المثلى في إدارة الأزمات؛ إضافة إلى تحسين ظروف العمل ودعم وتشجيع العمل عن بعد واعتماد التصاميم والبيئات المريحة التي تخدم ذلك؛ ومساعدة الموظفين الذين لديهم احتياجات لرعاية الأطفال أو المسنين في الظروف الاستثنائية كتلك التي حدثت أثناء جائحة (COVID-19).

شددت الدراسة على ضرورة أن يكون التغيير متوافقاً مع متطلبات العمل ومنسجماً مع الخطط الاستراتيجية، وأن يتم الأخذ بتوصيات متخصصي إدارة الموارد البشرية وتبني دورها في كونها قائداً فعالاً وميسراً للتغيير، كما يجب أن يتم تجسيد إدارة التغيير وإدارة الأزمات كجزء لا يتجزأ من وظائف إدارة الموارد البشرية وإضافتهما إلى الوظائف التقليدية لإدارة الموارد البشرية.