



Arab American University
Faculty of Graduate Studies
Intercultural Communication

**The impact of Palestinian culture on the employability of Human Resource
Management Practices in banks operating in Palestine**

Prepared By:

Salam Othman Shelleh

Supervised By:

Shehadeh Dr. Amjad

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Thesis approval

The Effect of Palestinian culture on adopting Human Resource Management Practices in
Palestine.

This thesis was defended successfully on July 20th 2022 and approved by

Examination Committee:

Signature

1. Dr. Ayman Yousef

.....

2. Shehadeh Dr. Amjad

.....

3. Dr. Omar Rahhal

.....

Declaration

I declare that this master's dissertation has been composed by me and is based on my own work unless stated otherwise. I confirm that this master's thesis is my own work, and I have documented all sources and material used; no other person's work has been used without acknowledgment.

All references and verbatim extracts have been quoted, and all sources of information, including graphs and data sets, have been specifically acknowledged. To my best knowledge, this Master's dissertation has not been accepted in any other previous application for a degree, in whole or in part.

Name: Salam Shilleh

Signature:

Date: 22.5.2022

Dedication

I dedicate this humble research to my family, who blessed my life, raised me, protected me, and taught me the meaning of giving and caring. May they live in prosperity and peace.

I also dedicate this research to my kids, hoping that I have set a good example for them.

I dedicate this work and give special thanks to my research supervisor Dr. Amjad Shehadeh.

Despite the heavy burdens and tremendous responsibilities, I also dedicate this research to every woman who strives for success and self-fulfillment.

I also dedicate this research to Shirin Abu Aqleh, who set a model of enthusiasm and success to the last minute of her life. May she rest in peace.

Finally, I dedicate it to all my friends and those who supported me in this effort.

Acknowledgment

As my thesis has been completed, I express my great Admiration to the national bank for all of its cooperation during my engagement period.

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Abstract

This study's objective was to assess how the Palestinian cultural dimensions affect human resource management and practices adoption.

It is a qualitative and quantitative study conducted to assess cultural dimensions' impact on individual and collective behaviours within working places of banks operating in Palestine. It also aimed at examining the implications of these behaviours on the cultural and structural aspects of the working environment.

The research was conducted using a literature review, questionnaire, and semi-structured interviews with experienced professionals from the banks and experienced professionals on cultural dimensions.

The interviews were conducted with four professionals, and the questionnaire targeted 97 employees and previous employees in the banking sector. The questionnaire was composed of 37 questions. In addition, the research used secondary data to examine the impact of human resource management and practices on innovation culture. The research was a case study about the bank of Palestine.

The research questionnaire revealed that the Palestinian cultural dimensions affect the adaptability of human resources management and practices. While the high-power distance as a cultural dimension affects the level of authorization and delegation, participatory planning and decision-making processes, and the accountability of people in power, we find that the high level of masculinity affects women's engagement, development, and engagement.

Critiques and reflections within the working environment are also affected by the Palestinian cultural dimensions, which creates rigidity and makes increment changes and modernization difficult.

Furthermore, the research reveals that in-group collectivism as a Palestinian cultural dimension is not adequately used to enhance teamwork and loyalty, as Pay for performance is based on individual achievements.

The research also revealed that the human resources and practices are dealt with as a sole responsibility of human resource departments. On the other hand, the human resource departments are seen, to a large extent, as a control unit, which might be an implication of Palestinian cultural dimensions.

During the interviews, all interviewees indicated that they take affirmative actions towards female employees. However, these are not reflected as part of the structure. On the other hand, some actions that might be considered affirmative and taken on a good intention basis seemed hindering forces that might hinder women's engagement and development.

The research also revealed that the Palestinian cultural dimensions thoroughly affect appraisals and evaluations as evaluation is channeled on up-down flow.

Finally, the research revealed that the religious orientation within the Palestinian culture affects jobseekers' tendencies to seek jobs within the banking sector. This effect is much higher on women in comparison to men.

List of Abbreviations

Abbr	abbreviation(s), abbreviated
HRMP	Human Resource Management Practice
KPI's	Key Performance Indicators.
PWD's	People with Disabilities

V.S	Versus
HPD	High power distance
PDI	Power Distance Index
LPDI	Low Power Distance
HPDI	High Power distance
MAS	Masculinity and feminity
UDI	Uncertainty Avoidance Index
HUDI	High Uncertainty Avoidance
LUDI	Low Uncertainty Avoidance
INV	Individualism and collectivism
OB	Organizational Behavior

Table of Contents

Thesis approval	i
Declaration	ii
Dedication	iii
Acknowledgment	iv
Abstract	v
List of Abbreviations	vi
I.Chapter One: Introduction		
Introduction	1
Statement of problem	6
Questions of the study	6

Aim of the study	7
The significance of the study	7
Limitation of the study	8
Structure of the study	9
Hypotheses	9
Operational definitions	9
II Chapter Two: Literature review and theoretical background	
Evolution of human resource management	17
Roles of human resource management and practices	21
Organizational culture	29
Organizational culture types	31
Organizational culture impact on employees' behavior within the working environment	35
Role of HRMP in building organizational culture	40
The importance of HRMP incorporates and organizations	41
The impact of the national culture on the organization's culture	45
Power distance dimension	47
Individualism and collectivism	48
Masculinity versus femininity	48
Uncertainty avoidance	50
Palestinian national culture characteristics and dimensions	52
Theoretical framework and conclusion	56
III. Chapter Three: Research design and methodology	
Introduction	59
Purpose of the study	59
Research design	60
Population	60

Sample	60
Study scope	61
Instrument	62
Questionnaire as a data collection tool	62
Semi-structured interviews	63
Secondary data from a study on the culture and innovation in the local banks	63
Validity and reliability	63
Procedure	64
Data analysis	64
Ethical considerations	66
Study limitation	67
Conclusion	67
IV. Chapter four: Findings and discussion	
Introduction	69
Sample characteristic	69
Employing HRMP in the banks operating in Palestine	70
The impact of cultural on the team's formation	73
Staffing	73
Engagement	75
Responsiveness	80
Table the impact of Palestinian culture on communication between employees in the bank environment	88
Palestinian culture's impact on appraisal and performance evaluation	94
Interview's analysis	100
the impact of the Palestinian cultural dimensions on the team's formation	100
Engaging women in working teams	101

Interactive communication between employees within the workplace	102
Appraisals and evaluation	104
Egalitarianism within the working environment	106
Masculine tendencies within banks	107
Findings and discussions of the interviews	108
Hypotheses testing	110
Conclusion	110
V.Chapter Five: Conclusions and recommendations	
Introduction	112
Conclusion	112
Recommendations	115
References	117
Annex	122
Questionnaire	124
Interviews questions	129
Arabic Executive summary	132

I. Chapter One: Introduction

1.1 Introduction

"Humans are inherently social" since the beginning of creation; humans tended to join groups of similar norms, values, and attitudes. People have grouped, creating communities of similar habits that make their lives and coexistence meaningful.

Human behaviour is a manifest of a wide variety of emotions, beliefs, and thoughts which generate energy inside an individual psyche toward specific phenomena in the form of action or reaction. The said combination consists of a conscious and subconscious mixture where the conscious part emerges and develops through our life -experiences. In contrast, the subconscious part occurs from life's vast introjection processes from the surrounding culture. The surrounding cultures do not teach individuals how to conduct or behave within a specific situation or how to feel in a particular situation, but it also teaches them how to interpret these thoughts and emotions of them and others and behave accordingly.

Thus, social norms and values represent the unspoken rules that inform human behaviours in many ways. Individuals are ruled to behave in specific ways according to society's legitimate or illegitimate, accepted or not accepted behaviours, and based on the individual's gender, age, social class, power, and many other traits. This kind of verdict differs from one culture to another based on the cultural dimensions. The cultural control features are more powerful and strict in the communities of high-power distance, or high level of masculinity, and collective societies.

The culture not only sets how individuals should behave in certain situations, but it also sets the extent of tolerance that people from specific cultures could interact towards deviated behaviours, representing the range of accepted or culturally rejected behaviours.

On the other hand, cultural norms and values remain floating and subject to different impactful factors that may change them without the cement that the structure provides to formalize them and mainstream them. Thus, the structure is the power that the community directly or indirectly, explicitly or implicitly agrees upon to formalize and mainstream their values.

Overall, human behaviour is an action that is driven by encapsulated emotions, thoughts, and inherited values and beliefs merging to create a mental image of specific phenomena in certain situations.

Furthermore, culture regulates individual and group relations within the community. National cultures also shape subcultures or associate identities like factions, both internally and while interacting with the rest of the community, the social group's relation both their internal interaction and interaction with the rest of the society.

Business entities and their organizational culture are also subject to national culture's vibes in their internal and external interaction. The vibes include power relation, the level of interaction within the working environment, access and access to information, conflict resolution and handling styles, confrontation, level of participation in decision-making processes, and risk-taking.

Human behavior within organizations and business entities is a genuine natural derivation that corresponds to or at least reflects a significant part of people's behavior within their community. And here is where the importance of human resources management practice lays. Human resources management represents the catalyst that incubates “employee” and “team members” dynamically interacting to chive the business entities' goals.

The human resources management practices draw the values and the norms that shape people's attitudes towards one another, the working place, and the community and create the enabling environment in which these values and norms could be realized.

Human resource management, in the era of open communication, rights, and endless competition over resources of which employees and expertise are the main components, it became the duty to set a productive environment in which employees belong, are proud of, and are happy to join.

Human resource management must master rules and modalities of disagreement and conflict solving so that employees and team members can be more engaged, information is freely accessible, and voices are heard and represented within the business entity.

Additionally, the focus of human resources management is shifted from being the regulating arm of the company to being the incubator of the psycho-socially well-being of the employees where their productivity is optimally utilized.

Therefore, the more the human resource managers are aware of the national culture impact on business entities' cultures, the more they can minimize the hindering forces that may block them from achieving their goals of creating good integration of employees in their cultures.

About the Palestinian banking sector

The banking sector has become one of the modern economies' most important distinguishing characteristics. Banks also became one of the critical levers of national economies and essential accelerators of the national and international development processes as it serves as a mediator between investors and savers.

The Palestinian banking sector suffered from multilayer constrictions after the 1967 war due to the Israeli occupation restrictions that aimed to prevent the establishment of a competent Palestinian banking sector in favour of allowing the Israeli banking system within occupied Palestine. Until 1994 the Palestinian banking sector was a bundle of two banks with 14 branches. During the said era, the Israeli banks were occupying a powerful position within

Palestine, and the Palestinian banking sector was lacking many competencies with a relatively weak structure (Odeh, 2011).

Between 1994 and 2001, the Palestinian banking sector witnessed a quantum leap in numbers and competencies, and this era was called the establishment era. New investors were encouraged and attracted to establish new banks, and the old banks were encouraged to extend their operation horizons. The Palestinian Authority issued several regulatory laws that contributed significantly to modernizing the sector during the said area.

Moreover, the establishment era witnessed the founding of the Palestinian monetary authority, which was supposed to work as an alternative to the Central bank. Despite the leap that happened in this era, the era was characterized by the lack of Palestinian capacities to establish a competitive banking sector. Therefore, many international efforts were employed to help establish the foundation of the Palestinian banking sector.

The significant features of the era between 1994-2001 included the establishment of the monetary authority, registering new banks in Palestine, reopening of banks that were closed or prevented from operating in Palestine, and issuing financial and procedural policies.

From 2002-2005, this era served as an intermediary period. The era witnessed the adoption of regulatory policies to institutionalize the Palestinian efforts concerning the banking sector. This era witnessed launched the electronic connections and synchronization processes, the central archiving system in the Palestinian monetary authority, cheques clearing system; however, the main feature of this era is the issuance of the law number (2) of 2002, which represented a milestone in the development of the Palestinian banking sector.

In 2006 the Palestinian monetary authority adopted the transformative strategic plan, which indicated several strategic actions to reform the Palestinian financial system. This strategy included adopting comparative managerial practices that lead to financial inclusion, improving

the Palestinian monetary authority, and developing related legislation and regulatory frameworks, including banking and control frameworks.

The 2006 strategy produced concrete and significant results represented by the issuance of law number (9) of 2010. The law bridged most of the regulatory gaps of the previous law. It brought comprehensive regulatory frameworks to respond to the banking sector's needs in coping with international standards of financial stability and financial management practices.

The 2010 law represented the new starting point for the banking sector in Palestine. This starting point allowed for the issuance of a wide range of credit and supervisory policies and represented a qualitative leap within the sector to play a more central role in the national development efforts. The new policies included launching a unified data basis for all banks and linking them with the monetary authority, a banks evaluation protocol that identified weak banks and enforced corrective measures through liquidation, merging, or acquisition, significantly increasing competition between banks. One of the new competition areas was the internal cultures and environment. The new competition encouraged banks to advance their working environment and adopt contemporary human resource management practices (Authority, 2013)

1.2 Statement of problem

The study examines the gap between the current human resource management practice and the approaches to the desired human resource management practices. The research will explore the impact of the Palestinian cultural dimensions on human resource management practices, including staffing, development, evaluations and appraisals, loyalty, communication styles, and teamwork spirit within general directorates of local banks in Ramallah.

The study examines the adaptability of HRMP within banks operating in Palestine and explores the enabling and hindering factors that may affect HRMP employability. The specific questions of this study would be:

To what extent is the Palestinian culture receptive to different human resource management practices.

1.3 Questions of the study

The study's main question is, "To what extent does the Palestinian culture support implementing human resource management practices in the banking sector."

In addition, the following sub-questions will be answered to acquire a comprehensive understanding that serves the purpose of this study:

- How do Palestinian cultural dimensions affect the employability of different practices in human resource management within banks?
- To what extent does the Palestinian culture support employees' deep engagement within their organizations?
- To what extent does the Palestinian organizational culture in the banking sector value its employees as a strategic asset?

- To what extent are cultural attitudes toward women reflected in internal working cultures?

- To what extent do Palestinian organizations' leadership value appraisals and consider them a resource for organizational development?

To what extent do Palestinian organization's leaders facilitate direct feedback and direct communication on both up-down and bottom-up levels.

1.4 Aim of the study

The study examines how Palestinian culture responds to adopting Human Resource Management Practices" HRMP".

Objectives of the study

The study examines the Palestinian power distance cultural dimension on employees' organizational engagement. The study will also identify communication patterns within the working environments and explore the impact of masculinity attitudes on women's engagement in different working teams.

Furthermore, the study explore the impact of in-group collectivism as a cultural dimension that affects teamwork attitudes and how Palestinian organizational culture is influenced by national culture.

The study is exploring the impact of cultural dimensions on team formation, including staffing, appraisal techniques, equal access to decision-making processes, and equal access to training and capacity development processes as a career development input.

- To what extent Palestinian Culture supports self-motivation and teamwork.

1.5 The significance of the study

The importance of the study comes from the value of human capital as a strategic asset in Palestinian organizations. The study's significance comes from understanding the Palestinian culture's impact on the transferability of best practices, mainly within the Palestinian banking sector.

All businesses and banks, in particular, became multicultural organizations that entail intercultural communication as an essential motive for success. Thus, the importance of this study comes from intercultural communication in business success and growth.

Organizational culture became extensively diversified, including level women, people with disabilities, genders, religious and ethnic backgrounds, and various labour force ages. Value chains of any organization are not related to specific borders. Every value change may have direct or indirect inclusion of multicultural team members with different backgrounds, exposure, and beliefs. As much as this diversity represents an opportunity for the success and growth of Palestinian organizations, it might also represent a threat if this diversity is not managed carefully to create resonating internal cultures. Thus, this study's importance comes from its contribution to enhancing Palestinian human resource management efficiency based on the analytical approach to understanding the national cultural impact on internal organizational culture.

The study also analyses the transferability of human resource management practices within banks operating in Palestine. Therefore, its importance comes from its contribution to identifying the extent of the transferability of HRMP and where it might collide with Palestinian cultural dimensions.

1.6 Limitation of the study

- **Place/location:** The study is limited to the West Bank area.
- **Objective:** To study the cultural impact on human resource management practices.

Sample: the study sample is a convenient sample that was conducted in Ramallah; therefore, the sample is conducted in the general directorates of Palestinian banks in Ramallah.

1.7 Structure of the study

The mentioned hypothesis indicates the dependent and independent variables that might affect human resource management and practices and its adaptability within the banking sector in Palestine. While the dependent variable is individual behaviors within the working environment, the independent variable is the cultural dimensions.

This study examination includes A) a literature review about cultural dimension, HRMP, and interaction. B) semi-structured interviews, which examine the impact of the cultural dimensions on individual behaviors, C) questionnaire analysis to examine the reliability of the theoretical information, D) findings, and E) recommendation.

1.8 Hypotheses

H0- there is no relation between cultural dimensions and individual behaviours within internal workplace cultures.

H1 - The More the Palestinian social norms support collectivism, power asymmetry between men and women, and power concentration, the less it is receptive to the human resource management practices.

1.9 Operational definitions

- **Culture** is collective programming for specific Palestinian minds, a "Palestinian Mindset" that distinguishes Palestinians from others and shapes their attitudes in Human resource management (Hofested, 2016).

- **Power distance (PDI)** is the level of expected and accepted inequalities within the Palestinian society, power dynamic between different social groups, authorities' concentrations, and diversity values (Hofstede, 1984).
- **Femininity V.S Masculinity (MAS)** The societal perception about women's V.S Men's role. What does society expect from women and men? In some communities, men are expected to be more able to deliver valuable work, more competitive, and assertive. At the same time, women are perceived to be more organized, less antagonistic, and transcendental, which shapes most people's decisions toward men and women. Organizations' employment decisions are profoundly shaped by these attitudes as well. (Burke, 2000).
- **Uncertainty Avoidance(UAI)**It is the extent to which Palestinian employees feel comfortable or less comfortable within uncertain, unstructured, and ambiguous situations. This dimension shapes employees' risk-taking attitudes, entrepreneurial tendencies, and innovative thinking. (Haifa, 2014).
- **High power distance.** The extent to which powerless groups accept and tolerate unequal power distribution and asymmetrical access to the decision-making process within the organization (Darwish, 2014).
- **Individualism and collectivism (INV).** The extent to which Palestinians recognize themselves as individuals or individual in a group. (Hajawi, 2013)
- **In-group collectivism** and Individualism reflect people's loyalty and pride in this group, organization, and other entities. (Papalexandris, 2004).
- **Human resource management practices " HRMP"** Palestinian approaches, tools, values, and regulatory patterns shape how employees are managed within an organization. the HRMP includes two primary functions, human resource management and Human Capital Management, that replaced personnel management. (Armstrong, 2006)

- **Organizational behavior (O.B.).** The way Palestinians interact with one another and their community within a corporate environment. The interactions include the formal and informal communication styles both inside the organization and the surrounding environment. (Mohamad, 2016)

- **Local banks.** Banks operating in Palestine, whether national or expatriate.

II. Chapter Two: Literature review and theoretical background

This research examines the impact of the Palestinian cultural dimensions on the individual, organizational behaviours, values and attitudes toward authority, and the adaptability of different human resource management practices within the Palestinian workplaces.

According to Gert, Hofstede culture is a collective mindset of one specific group that distinguishes them from others. (Hofstede, 2016) And according to Matsumoto, it is a group of social values, beliefs, norms, and behaviours shared by groups. (Matsumoto, 2007) .Spencer-Oatey also argues that culture is a set of basic assumptions, values, orientation, beliefs, policies, procedures, and behavioural conventions that a specific group shares (Martin, 1992).

It also argued that culture is a set of frameworks that organizes specific people's thoughts, emotions, and behaviours. These frameworks teach individuals how to think, feel, and instruct how to act and react toward others. (Hall, 1990). According to Johan Galtung, Culture is the set of social norms that organizes individual behaviours. (Galtung, 1981).

Roger Keesing contends that culture is an implicit theory that teaches one group of people how to conduct and behave on the one hand and how to interpret and understands others' conduct and behaviours on the other hand. So, it does not shape its own members' behaviours only. Still, it also teaches them how to understand others' behaviours and react based on this understanding. (Hall, 1990)

On these bases, Omar Hijawi argues that the organizational culture is a set of beliefs, values, and norms shared between employees and affects how they feel, behave and communicate within the working environment. (Hajawi, 2013).

It is also argued that the organizational culture is the dress of norms and stories that one group of people can tell about their workplace. It is also a set of formal and informal structures, routines, and rules that organize interactions and relations within the working environment.

Organizational Culture is about "jargons and jukes" that nobody can understand except insiders, and it creates the image that outsiders can base their imaginations on it. (Martin, 1992).

The definitions indicate that culture is an intellectual ghetto that determines people's behaviour within a specific context, place, and structure. This ghetto differentiates one group from the other, defines their shared values and intellectuality, shapes their attitudes towards their surrounding environment, and establishes their communication patterns. (Martin, 1992).

Culture is not a set of values that members can read and follow. On the contrary, it is as much as it influences its members' every behaviour, feeling, and understanding, as much as it is mysterious (Hall, 1990).

Therefore, it is much easier for externals to understand a specific culture than its members. People are born and taught how to introject cultural values and reproject them in their behaviours without analysing them and understanding them (Hall, 1990).

The labour forces' mind programming and how they should behave and understand others' behaviours within any working environment lies on the shoulders of human resource managers and the employed human resources management, practices, and patterns. (Martin, 1992)

The word culture by itself does not reflect either the level of harmony within any working environment, asymmetrical access, inclusion VS exclusion, the level of sensitivity of the business entity to the workforce needs, or the level of resonance VS antagonism in communication patterns that exists within this ghetto. (Martin, 1992)

However, the culture of any business entity or organization entails how people in power can practice this power in what ways within the business environment. And the extent to which powerless groups tolerate how people in power exert it.

Moreover, the culture of organizations sets the roles of contradictions between the organization's members, groups, and taskforces which regulates the level of integration of this culture towards its members.

The organizational culture also sets the rules of information sharing and its styles, which entails the extent to which communication culture legitimizes open communication channels in both top-down direction and bottom-up. The organization's culture also sets the roles related to the level of tolerated participation in the employees' decision-making processes, planning, and direct feedback from the upper positions to the lower ones and vice versa. (Martin, 1992)

Whereas culture determines the communication and interaction styles between the team members, it sets up the safety and freedom that employees enjoy within their working environment; thus, it also reflects employees' creativity, Innovation, solution orientation, and organizational loyalty. (Elvira, 2005)

Human resource management is a function of establishing and manifesting formal and informal rules and norms that organize the relations within and beyond the working environment. Whereas formal rules might be captured in the bylaws, structures, and hierarchy, informal norms are unconscious commonalities about actions and reactions, styles, and even signs that are accepted or not accepted within the working environment. (Martin, 1992)

Yet, human resources management is not the sole determinant of organizational cultures. The national culture significantly affects individual understanding, feelings, acceptance, refusals, and thus people's lenience and/or restrains towards everything in their lives. (Elvira, 2005)

The national culture's vibes set how people look at different values and determine how people should behave towards certain phenomena within their working environment and primarily in life. includes the importance of personal relation, tolerance towards contradictions and confrontation style, the tendency to individualize business contradictions and conflicts, emotional and cognitive tendency in communication, and egalitarianism VS elitism. (Elvira, 2005)

Many theorists linked the cultural dimensions and social norms, including power distance, masculinity VS femininity, the level of uncertainty avoidance, and Collectivism VS

Individualism, to predict individual behaviour within different workplace environments. Although those theorists gave high weight to the internal organizational culture in shaping individual behaviour within their business environments, most of them went beyond the organization's internal culture. Scholars studied societal beliefs, social norms, and power relationships within the society to assess their impact on the individual behaviour within the organizations and how external culture shapes the workplace cultures as a whole. (Thang et al.,2007)

Furthermore, many theorists analysed the impact of Specific cultural variables on the assumptions, attitudes, and behaviours of employees within workplaces, mainly: the high power distance and its impact on the employees' trust in the organization; communication style, and its effect on the people's acceptance of direct feedback; gender value, and its reflection on engagement and equality; the self-motivation and motivation, incentives, and pay for performance, in the light of collectivism and Individualism and its impact on the engaging and belonging. (Thang et al. 2007).

The research believes that social norms and attitudes intuitively impact employees' behaviours within any organizational culture and structure. Where mindset and cultural orientation represents the significant drivers of individual behaviours. (**Heba Haifa**, 2014)

The controversial arguments between behaviourists and cognitivist over the impact of culture on human behaviours continued for decades. It is also expected to continue; still, many researchers have indicated that social norms are not only spurred but also guided by individual actions, both direct and indirect, in a meaningful way.

Due to the communication revolution, any value chain became multicultural in one way or another, if not with direct engagement of the multicultural team in the working places; then through the multicultural interactions of the structures, technologies, inputs, data, and many other forms. (Papalexandris, 2004).

Thus, human resource management is no longer a function of administrating personnel affairs, and it has become the art of managing the attitudes and behaviours of the people. Management of this diversity engages the need to develop a shared understanding and norms between different interacting people and cultures. Thus, it became the art of transforming disagreement into shared values and contradictions into commonalities. (Armstrong, 2006).

According to (Thomas, 2010), the banking sector is one of the sectors that engages many intercultural communications as one of the roles of the banks is to facilitate financial interactions between companies and individuals around the globe.

The bank's interculturalism is not exclusive to its role in facilitating financial transactions. Still, it goes much beyond as the new regulatory frameworks profoundly changed the banking sector. All lenders, borrowers, investors and consultants, experts, and even the working processes are linked together. (Warter, 2015)

Banks always look for more customers, borrowers, investors, continuous advancement in credit policies and services, and credit security. The expansion obsession makes the sector one of the most exposed sectors to intercultural communication and challenges accordingly (Warter, 2015).

Furthermore, banks' expansion obsession through mergers and acquisitions within one country or cross-border, or within one culture or cross-cultural represents one of the most impactful trade transactions that affect states' economies. Merging two banks within the same culture means merging two different organizational cultures, including communication styles, behaviours, traditions, conducts, and interactions among and between the working team and between working groups and clients. (Warter, 2015). The process complications are doubled in the case of mergers or acquisitions between two banks from two different cultures. The two cultures inform employees' assumptions, behaviour, and communication styles differently. (Warter, 2015)

Any cultural differences and mismatches might seriously harm the bank's brand and identity and create severe implications for its customers and clients.

Thus, cultural transformation within the merging organizations, banks, and corporates and building shared culture, taking intercultural differences between different stakeholders, would represent a critical success factor for the new entity.

In contrast, the cultural transformation would leverage the corporates and organizations' competitive advantages and market position by employing people and strengthening their value chain.

This chapter will illustrate the importance of human resource management as a critical success factor in creating a positive internal culture within the banks operating in Palestine. These cultural variables may support or hinder adopting specific practices within the internal environment.

2.1. Evolution of human resource management

Before globalization, free international trade companies' main challenges were meeting local's needs through local expertise. This process required minimal efforts from so-called, at that time, personnel managers to recruit skilled labour that could produce standardized products to satisfy those needs (Franklyn, 2013).

In the 1990s, so-called local needs, consumption, or production are no anymore the dominant factors of business competition. Globalized needs, production, and consumption styles dominate, and competition has become so aggressive between everyone and anyone. New areas of competition prominently arose. This new competition era surfaced accordingly—competition on talents, skills, and knowledge, and thus labour forces became a competitive advantage that any company is looking for. (Franklyn, 2013).

Afterward, market position, profitability, growth, and competitive advantages became not attainable without real catalyzation of human resources. At this era's glance, the labour forces'

rights, conditions, and the working environment became the seductive package of human resources. (Shaukat, 2015)

Gradually labour force contributions became more sensible, and employees became significant contributors to an organization's profitability and growth if promising approaches and practices were employed to make the best use of the available capacities, expertise, knowledge, and talent. (Haifa, 2014)

Borderlessness, as it accelerated consumption, created business success conditions. These conditions represented the need for Innovation and creativity; dealing with these needs required the business entities to encounter their working environment, accelerate the homogeneity between different stakeholders, and develop the incubators for Innovation and creativity.

Incubating Innovation within any working environment depends mainly on the availability of a creative thinking environment, which includes a coworking atmosphere that requires the following prerequisites:

A) co-thinking capabilities and a safe space where employees feel confident and can participate and share their ideas without being stigmatized or stereotyped based on their identity.

B) Co-designing ability, including the extent to which the employees feel safe to disagree and contradict within the working environment.

C) Talent-based division of labor requires deep knowledge and awareness of the labor force's capacities and needs.

These prerequisites also involve the need for conflict-handling protocols, communication styles, comfort zones free of identity stigmatization and stereotypes, and a high level of integration and inclusion (Samma Faiz Rasool a, 2019), (Haifa, 2014).

The previously mentioned evolution is considered a master leap that drives fundamental change in the human resource management role to be a vehicle to create a community within organizations. Building a community within any organization became a function of mastering

and directing both cognitive and emotional factors of each stakeholder within the organization and directing it towards its goals. (Armstrong, 2006).

Thus, the role of HRMP related to creating a community of like-mindedness shifted the focus of HRMP from being narrow-focused on supervising task forces to being panoramic protectors focused on building trust and inspiration that enhance the productivity of the task forces and the profitability and growth of the organizations.

The globalization era brought about changes in people's anticipation about themselves, the community, and the environment. It also brought fundamental changes to the anticipation of the task force about their relationship with their organization, rights, needs, development, and many other concerns, which drove the nature of the HRMP role intuitively to be the real catalyst of interacting elements in the organizations. (Martin, 1992).

Constant changes in the HRMP roles occur daily; the changes can't be traced in one study. However, one essential indicator might be valid to predict changes in the role of HRMP; this indicator is related to the level at which businesses involve multicultural teams and depends on intercultural communication in the company's value chain.

It is essential to note that this multiculturalism within any team might take physical shape (physical multicultural team members at one place) or within the business processes. It is rare to find a business that does not entail intercultural communication and multicultural teams, even in start-ups and small businesses. (Martin, 1992).

Human resource management moved from a back-office duty to stepping powerfully in business promotion by creating the business identity. HR departments started to act as active and robust sellers not for the products or services that businesses produce, but for the value behind the productions, the story of the producers, and to create mind pictures where people can differentiate one product from another one through these stories (Martin, 1992).

Furthermore, labour forces became so diversified in gender, age, religious backgrounds, and language, which surfaced many needs for different groups within the labour forces. Accordingly, unions, groups' rights advocates, and defenders became an essential component of the organization's fabric, putting all organizations under the microscope of labour force rights sensitivity (Shaukat, 2015).

Therefore, the responsibility of developing structures that respond to all of these complex mixes of rights, aspirations, and goals on the one hand and its relation to loyalty, belonging, and productivity within the business environment, on the other hand, became one of the significant juggling roles of the HRMP department (Shaukat, 2015).

From another angle, the changes in the consumption styles and patterns changed the role of the HRMP. The quality of goods and services are no anymore the only determinants of the purchase decision. The purchase decision became more experience-based "people consume experiences and personal stories."

A consensus argument between several scholars indicated that the goods and services mirror the internal working environment; thus, HRMP becomes an active variable in the determinants of the purchase decision as they equip the task force to either produce to communicate a story of the goods and services.

Finally, human resource management practices moved from monitoring employees present to work to employees present at work. Development of the current process is a function that includes dealing with employees' goals, growth dreams, and aspirations to positively foster their engagement and interactions in their working environment (Shaukat, 2015).

The HRMP moved from personnel management to human resource and human capital management. This development is not only a linguistical reframing but also a revolution in the management patterns from employing taskforces to partnering with them.

2.2. Roles of human resource management and practices

Traditionally, human resource management was a duty of managing personnel affairs and ensuring the compliance of staff members to the organizational structures and decisions. Human resource management and practice's function have become the art of managing team members' dynamics, capacities, ideas, and emotions to best utilize this mixture in achieving the organization's goals (Haifa, 2014).

The role of employees and value within the working environment has transformed from being a variable within the value change to the active designer of the value chain of any organization, and their value becomes human and intellectual capital rather than personnel (Dunphy, 1987). Thus, the role of the human capital department transformed accordingly. The role became more related to process engineering than hunting skilled labour to implement organizations' orders and instructions. The human capital function is a cross-cutting function assigned to the duty of preparing front liners by conducting a back-line part. Many writers and scholars described it as the glue gel that connects all solid parts, facilitates their coexistence elastically, and increases their resonance (Buttigieg, 2005). The assigned functions of HRMP includes the following aspect:

A. Planning and mapping

Mapping human resources is a gradual and evolutionary process within organizations to predict the needed human resource within a specific period (Buttigieg, 2005). The prediction processes are being developed based on a thorough understanding and analysis of the organization's goals and objectives, including the workload of these goals on human resources, the required efficiency, and the level of Innovation (Haifa, 2014).

The human resource prediction also involves the existing gaps amongst human resources, referring to the number of employees and the shortages in talents and skills in the light of the organizations' goals. (Armstrong, 2006). According to (Chukwunonso, 2013), The forecast help organization identify diversity gaps, gender gaps, and the level of tensions and or pressure within the team composition.

Mapping of the resources is an essential input for developing human resource management plans. It is also vital for preparing the capacity-building needs assessment and the development and training plan. (Buttigieg, 2005).

B. Staffing

Staffing is how human capital departments fulfil an organization's human resource needs on time. Human resource needs are not the only number of employees one organization needs; it is also the skills and knowledge to achieve its goals (Haifa, 2014). The staffing process entails a deep understanding of the characteristics required of each potential position occupier. (Armstrong, 2006)

Thus, understanding the needs behind each job and the expected delivery from potential occupiers will better inform position designing and its alignment with the organization's goals. (Shaukat, 2015). This understanding will lead to the development of straightforward job design, terms of references, expected deliverables, deliverables, and conditions (Chukwunonso, 2013). The straightforward design of jobs will leave minimal room for fault expectations, present assumptions, and future frustrations for the potential occupiers. In contrast, designing a precise job specification allows for clear expectations from potential occupiers regarding the possible workload, providing a good base for financial payment expectations and thus minimizing competent applicants (Haifa, 2014).

Selection processes have specific importance in identifying the best human resource which fits the organizational culture (Haifa, 2014). The selection process is the strategic judgment of how perceived impressions about applicants' behaviour and attitudes fit the corporate culture. This judgment is based on shared views between the selection committee members against specific and predeveloped measurements and indicators. These analyses and understanding efforts are usually preparatory to selecting the most compatible employees that best serve the organization's goals (Shaukat, 2015)

As a result of the selection committee's decision, negotiation processes about the financial payments and benefits package should be agreed upon with the succeeding applicants. The

negotiation is not only a matter of the bargaining process. It is the first orientation session the new employee will have about their contracts before their engagement in the organization (Shaukat, 2015). This negotiation clarifies and clears any previous miscommunication, false assumptions, or invalid expectations that may affect the employee's energy later (Buttigieg, 2005).

The more precise the organizations are in job forecasting, analysis, and job designing, the more manageable and the more compatible and minor deviation the human resourcing result will be (Chukwunonso, 2013).

C. Appraisals and development

Different seculars argue the correlation between appraisals and development when assessments are conducted to identify capacity gaps that may affect human resources' ability to commit to expected outcomes. (Shaukat, 2015)

The appraisal is also used to assess employees' performance to determine the managerial measurement of different staff members, including rewarding, appreciation, promotion, demotion, reprimanding, and dismissal. (Buttigieg, 2005)

Corporates and organizations employ different appraisal mechanisms, where part of the organization conducts the appraisals only from the top-down, where managers have the right to evaluate their employees. Other organizations use bottom-up and up-down appraisals mechanisms (Haifa, 2014). Different organizations apply more comprehensive appraisal mechanisms, including peer-to-peer and bottom-up and up-down appraisals. However, organizations also use target or predefined individual or team plans as a base for the appraisals (Thang, 2007).

As for the modality of the appraisal, different organizations decide on the modality based on the openness within the communication mechanisms in the organizations and the tolerance of direct or indirect feedback and appraisals (Thang, 2007).

The correlation between development and appraisal depends on the organization's culture and the reason behind conducting the inspections, whether it is being undertaken to monitor employees' performance or as a correspondent mechanism to enhance employees' performance and build and develop their capacities.

The development process is a function of accompaniment that starts early after employees' contraction as an orientation process. Still, it doesn't stop at any stage as long as employees in the organization. Development also takes different forms in different organizations, including the information-sharing processes between employees within the same tier or between different levels within the organizational structure (Haifa, 2014).

Development processes also involve specialized training, whether in-house sourced or externally sourced: training and capacitating employees leverage the employee's skills and capabilities to achieve the organization's goals and contribute to accelerating their success potentialities within and beyond the working environment. (Shaukat, 2015).

The training and development process is considered one factor behind employee satisfaction, and by part of employees, it is regarded as a reward. (Thang, 2007). Thus, the training design in modern human resource management and practices are participatory between employees and their management and facilitated by the human resource management department (Haifa, 2014).

D. Employees relation management

One of the most vital processes for the HRMP is to manage relations within the working environment (Armstrong, 2006). Managing relations engage social profiling of the employees and team members, including their social status, gender identity, religious orientation, and social orientation. (Elvira, 2005)

Effective management of employee relations also engages rules related to the social responsibility of the organizations to their employees, informal level of solidarity between the team members, and formal and informal ties between employees. These relations also require thinking of the interactive places within the working environment, including conversational reflection platforms, formal talks, and feedback sessions.

Furthermore, managing employee relations involves developing procedures that guarantee trust between the employees and the organization. Management of people relations goes beyond material needs and concerns. HRMP practitioners are often required to deal with employees' neuroticism, anxiety, depression, hostility, and impulsiveness within and across different managerial positions (Armstrong, 2006).

Furthermore, managing employee relations involves developing complaints systems, safeguarding policies, prevention of sexual harassment and exploitation policies, and whistleblowing techniques (Barnett, 1993).

On the other hand, managing employee relations in different organizations, mainly multicultural teams, may involve fundamental social gaps based on gender, race, age, or skin color. (Alvesson, 2012) Acknowledging that the process aims to enhance the homogeneity between different stakeholders within the working environment requires a deep understanding

of employees' attitudes and assumptions and transforming these assumptions and attitudes to be more compatible with the working environment values (Armstrong, 2006).

E. Compensation and rewards

In general, employees are always occupied and challenged by different needs and life requirements, including the adequacy of financial payments, pensions, and retentions. This anxiety entertains people's minds primarily, and therefore monetary compensation and benefits are always essential. However, other benefits are not less worrying employees and people, which drives and shapes their behaviours on different levels (Gerhart, 1994).

One fundamental duty of HRMP is to develop different packages of compensations and payments, balancing between material and immaterial compensations and continuously exploring ways to deal with another form of anxieties people are often occupied with. And to avoid any asymmetrical relation regarding the compensation packages, a formalization process of these packages is often needed (Haifa, 2014).

The compensations and rewards systems vary from one company to another based on the organizational culture type and what the organizations would encourage amongst employees (Gerhart, 1994).

The compensation and rewarding systems include; pay for skills and knowledge. This type of compensation and benefits are directed to encourage learning and development in the employee's skills and pay for performance that focuses on promoting and developing the version of the employee " Achieving targets." (Thang, 2007)

Other rewards include Merit payments, which are based on the performance range and employees' match to the organization's expectations. In contrast, a different reward might consist of profit sharing and employee ownership. This type of reward encourages employees by allowing them to be partners and shareholders (Gerhart, 1994).

Benefits vary for the same reasons between different organizations; In contrast, some organizations pay for top management as they emphasize their performance, while others pay employees for excellence. Besides the payment, there are many benefits each organization offers to its employee, including memberships and access to different social entities, scholarship funding, and excellence appreciation letters and certificates (Gerhart, 1994).

The benefits packages include health insurance, discount agreements with different companies and businesses, transportation, and many other benefits. One essential role of HRMP is to develop sets of rewarding and benefits packages and standardized procedures to create equal opportunities for the employees to access (Gerhart, 1994).

F. Compliance with organizational procedures

Monitoring compliance is a long-lasting process that remains a feature of human resource management. During the personnel management era, this was the most prominent duty of what we know now as HRMP. Where the personnel management used to be seen as the "policing arm of the organizations." (Haifa, 2014)

The HRMP must guarantee the applicability of the formal procedures of the organizations within any business environment, analyse any deviation or lack of implementation in these procedures, and prepare the corrective measures that deal with such situations. (Armstrong, 2006).

G. Employees' participation and engagement management

Many scholars indicated that employee participation and engagement are two correlated and interdependent processes. These duties fundamentally contribute to their satisfaction, well-being, intuitive commitment, Innovation, and homogeneity. (Haifa, 2014)

The essential role of HRMP to guarantee employee participation and engagement is to continuously check on the social gaps between the team members, mainly in case of power relationships between different layers of the organization (Hofested, 2016), different genders' engagement in teams, and different ages (Alvesson, 2012).

Furthermore, exploring communication channels' functionality and efficiency, periodic checks on energy levels, and developing risk management plans better qualify HRMP's measurements in early alerting potential tensions and antagonisms and better responding to them. (Kotter, 2008)

2.3. Organizational culture

According to (Hajawi, 2013), organizational culture is a set of customs, rules, and attitudes that shapes how employees think, feel and act within their working environment. According to (Hall, 1990), it is a set of formal and informal conduct that illustrates how business should be done in a specific organization. On the other hand, it is described as shared assumptions, norms, and stories that people can tell about a particular organization (Martin, 1992). (Thorsten Büschgens, 2013) defined the organizational culture as a complex of shared values, assumptions, and symbols that differentiate how one organization does its business from the other.

All of the mentioned definitions and many others focus on shared values; hence, the strength of any organizational culture is determined by the level to which people in a particular organization share the organization's shared values (Thorsten Büschgens, 2013).

The extent to which employees share common values reflects the homogeneity, cooperation, and collaboration within one organization. Additionally, sharing these values reflects the level of commonalities and collective programming of the organization's employees and the togetherness and coworking possibilities (Kotter, 2008).

The organizational culture evolves and develops gradually as any other culture, which means it is not predetermined or pre-set or predefined definitions that emerge at one glance (Kotter, 2008).

In a metaphoric illustration, organizational culture resembles an iceberg floating under the water, evolving on a bottom-up dynamic based on the organization's timeline. The founders are the first developer of this culture, and their vision shapes its occurrence alongside its development (Hajawi, The Effects of Organizational Culture on Business Management Performance in Palestine, 2013).

What externals can see from any organizational culture is only the tip of an iceberg, which is how culture allows externals to know about the "relevance of the corporate culture." This part of the culture includes dress codes, behaviours, voice tones, and a series of stories from the insiders about their situation within the organization. (Kotter, 2008)

No matter how solid or weak corporate culture is, this does not reflect whether it is positive or negative. Culture might be strong, and people within a corporation are very disciplined to the cultural rules and norms, but it could still be negative. In contrast, weak culture with minimal discipline to its norms might be positive. It is also important to mention that corporate culture is not comparable "every culture is as good as every other" ⁱ (Hajawi, 2013).

2.3.1. Organizational culture types

During the past three decades, thousands of empirical researchers presented several clustering techniques for organizational culture. As discovering every dimension of corporate culture is almost impossible, Robert Quinn and John Rohrbaugh (1983) suggested the Competing Value Framework as a vehicle to understand significant dimensions of organizational cultures. (Hajawi, 2013) and (Tharp, 2009).

Quinn Quadrant model¹ clusters organizations' cultures based on their focus, orientation, and control as follows:

1- **Clan-oriented/ group model.**

The organizational culture of this type is distinguished by tolerance and collaboration. The employees and task forces act as an extended family with strong ties. The room is extensive for sharing personal concerns and issues. In this model, traditions are maintained, and loyalty is high. (Tharp, 2009) Managers act as mentors and coaches with a high level of participation among different stakeholders within the working environment (Hajawi, 2013).

Human resource management focuses on cohesion and moral orientation for the task forces and between different power positions. (Thorsten Büschgens, 2013).

This type's three main distinguishing characteristics are internal focus, flexibility, and dynamism.

¹ Kim Cameron and Robert Quinn modele of four dimensions to understand the organizational culture's types. The model classified organizational culture based on the internal environment whether they are clan oriented, Adhocracy oriented, Hierarchy led, or Market motivated. The model helps in understanding companies positions, and predict companies future.

2- **Hierarchal/control**

It is the type of organizational culture that is intensely internally oriented and characterized by a high level of formality. Employees receive orders and have to follow specific instructions exerted by managers, and the main focus is stability and security (Thorsten Büschgens, 2013). Managers of this type of culture are efficient coordinators. The source of knowledge and communication between different organizational stakeholders are very formal (Hajawi, 2013). The human resource management function is to document orders and monitor disciplines to formalities (Thorsten Büschgens, 2013); Training and development within this culture are one-sided, and needs assessments are done by management. Standardization is the typical tendency for business leaders regarding goods and services within the internal bureaucracy (Tharp, 2009).

3- **Adhocratic culture/ progressive culture**

This organizational culture values flexibility, enthusiasm, and an innovative-oriented management style. It has an external focus and growth motivation through resource development and acquisition. Continuous development of entrepreneurship is one of the prominent characteristics of the culture (Thorsten Büschgens, 2013). The managerial style in this culture is risk-taking, and aggressive competition supported by internal stakeholders' readiness are the main characteristics of the managerial style (Hajawi, 2013). This culture also values adaptability and less formal structures, shaping their ability to quickly develop new ideas and take leading positions within their market. The human resource management role is to incubate passions and support readiness in such cultures.

4- Compete cultures

The prominent characteristics of this culture are the obsession with market-leading, result achievement, and goal accomplishment. Managers are highly demanding and edgy in their preoccupations with goals and results (Hajawi, 2013). Know-how is the shortest way to achieving goals and outcomes for such a culture. This culture's stakeholders are very alert to the external environment and rapidly resonate with the market needs. The human resource role is to equip stakeholders on how to be efficient and follow Key Performance Indicators "KPI's" and are very structured regarding efficiency "achievement speaks louder than process." (Tharp, 2009)

Flexibility

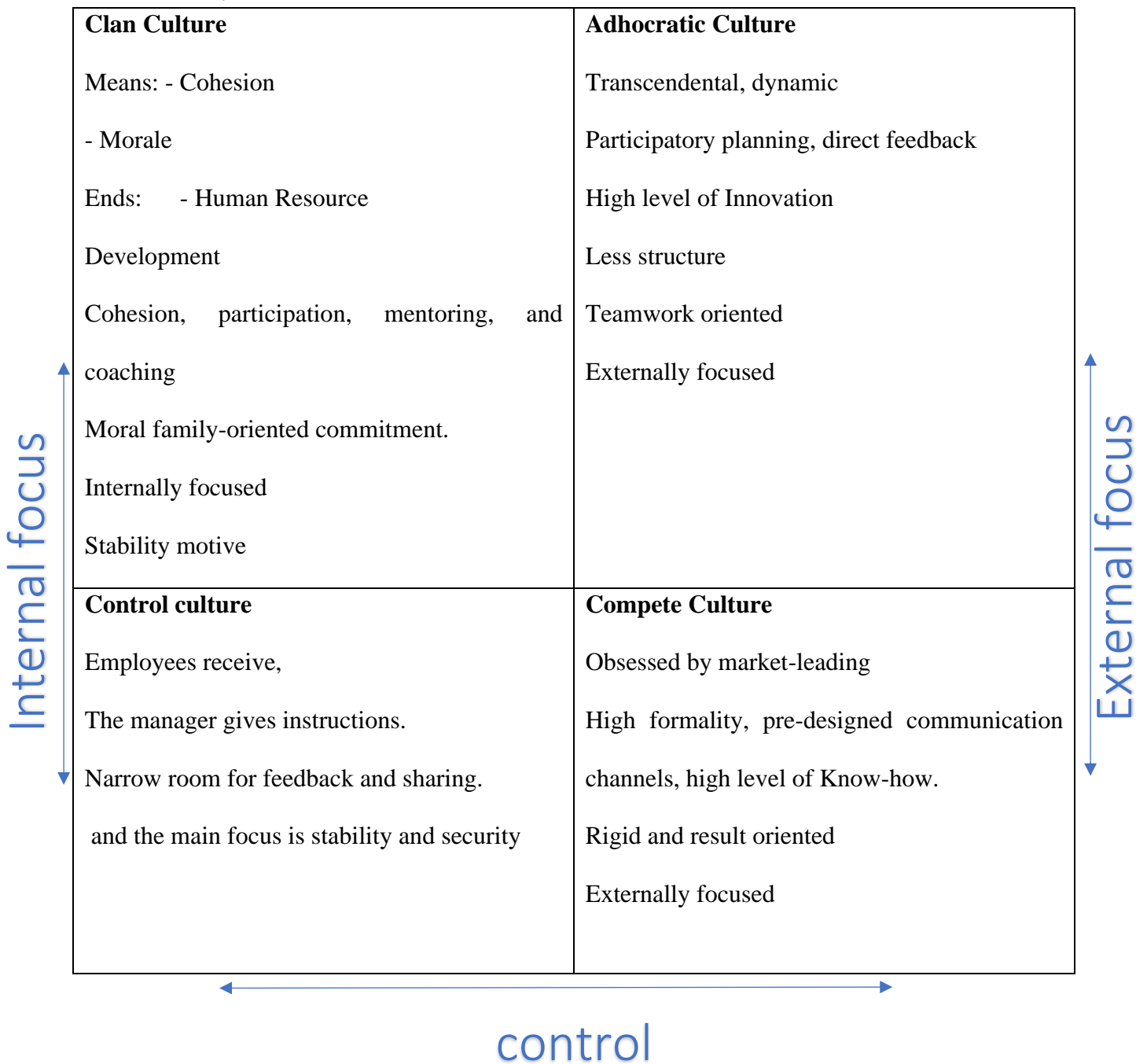


Figure No 1. Organizational culture types

2.3.2. Organizational culture impact on employees' behavior within the working environment

Different cultures have different types of impacts on the organizational culture and employees' behaviour within the working environment. These impacts shape the level of job security, satisfaction, and the employee's commitment and enthusiasm accordingly. The following section will illustrate these effects:

A. Team's dynamic

Among many other things, organizational cultures set interaction processes between different team members and send vibes that determine cooperation VS conflict atmospheres within the organization. Collaborations and conflicts depend on the task force members' cognitive awareness and emotional resilience toward one another, considering the different ages, religions, ethnic identities, gender identities, and People with Disabilities “PWDs” (Khan, 2017).

Behaviours between teammates are also subject to communication styles between people within and beyond the teams. Communication styles can, in any way, be free of assumptions about oneself and others within the working environment. Comfort zones and safe spaces also play a significant role in determining the collaboration or conflict occurrence within the working environment (Alvesson, 2012).

The organizational culture generates what is allowed and what is not" legitimate and illegitimate." It draws the borders of the internal conflicts and disputes and referrers in case of conflicts and miscommunication.

Furthermore, culture determines the conflict-handling styles between the team members and sets preventative measures to prevent conflicts before it emerges by setting rules and codes of conduct, either formal or informal (Alvesson, 2012).

According to (Galtung, 1981), conflict is a case of incompatibility between goals. Based on this definition, competition between teammates is a kind of conflict that may harm coexistence and harmony between team members; however, conflict is expected between teammates daily. Corporates can minimize the negativities and harmfulness of these conflicts by developing transformative conflict handling styles within the working environment.

Conflict Handling styles are correlated with organizational culture types and based on the level of indulgence VS restrains people towards one another within a company. Thomas Kenneth 1992 developed his conflict-handling styles model that illustrates how people deal with rising contradictions, disputes, and incompatibilities within different working environments. Different styles are decided based on the organizational culture and environment, and the national cultural dimensions might primarily shape it. (Thomas K. W., 1992).

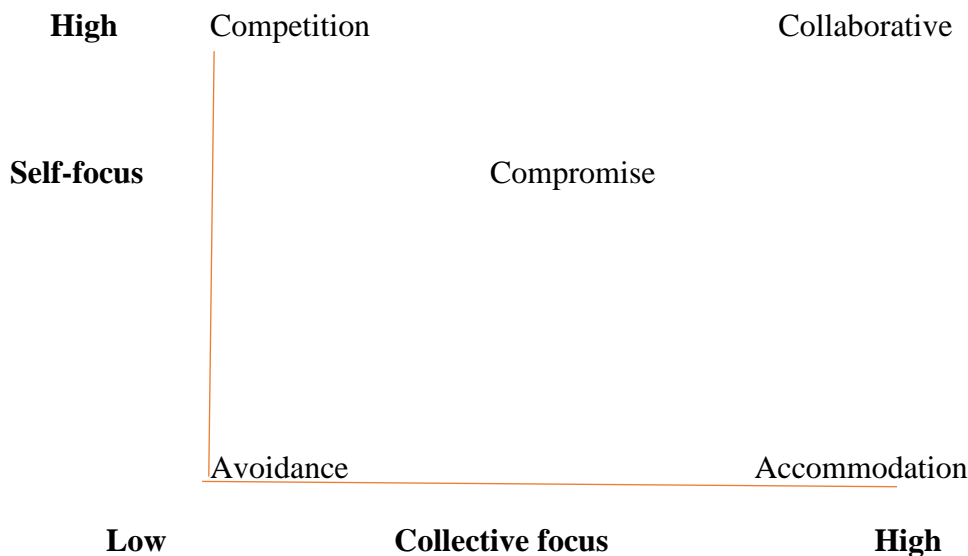


Figure No 2 Communication Dynamic/ Conflict Handling styles

Conflict handling style is a behaviour pattern that controls people's disagreements with one another; as much as the organizational culture from the Control type, the conflict handling style tends to range between competitive and avoiding based on the hierarchy level. On the other hand, a compromise conflict-handling style would feature competitive culture and

collaboration in adhocratic culture. In contrast, the accommodative conflict style would characterize the clan culture (Alvesson, 2012).

B. Engagement and loyalty

Their satisfaction and self-realization usually condition employees' enthusiasm and passion within their working environment. One could argue that payment and financial compensation could solely guarantee active loyalty and create passionate and enthusiastic teams. However, this process is much more complicated to be studied from one angle as it is a process of interaction between employees' needs, interests, dreams, and goals. Thus, multilayer variables are involved when discussing satisfaction, enthusiasm, and loyalty (Ammari, 2017).

Employee satisfaction is an essential driver of enthusiasm and high productivity; however, there is a need to study the variables that may lead to employee satisfaction to achieve this satisfaction. It is worth mentioning that each employee has a set of unique drivers for satisfaction. Drivers include job security, compensation, growth, appreciation, belonging needs, and, importantly, participation (Zamanan, 2020)

Organizational culture determines how employees and team members can participate based on how they perceive employees and their values, the availability of constructive communication and interaction platforms, and the business leader's openness and communication (Alvesson, 2012). On the other hand, creating enthusiasm requires fundamental awareness about what makes team members excited while doing their jobs, whether it is the result of their work, the experience they went through, or their level of learning through the process (Alvesson, 2012).

Employee participation decreases as business culture ambiguity increases. It also reduces as the cultures are control and power-focused. While clan culture values the employee as a family member where employees can challenge and share their views and feelings within the working

environment, the control culture values employees as implementers, with strict and formal communication channels and management obsessed with stability. (Alvesson, 2012) On the other hand, while the adhocratic culture values employees as partners, minimal formalities, open communication channels, and a pluralistic decision-making approach, the compete culture values its team member as an achiever with less concern for the team members' well-being. (Miller, 2014)

(Haifa, 2014) Examined the correlation between the innovation culture and the HRMP. The research focused on studying how innovation culture is conditioned within HRMP in banks operating in Palestine. The research investigated BOP employees' satisfaction and its relation to employee innovation. The study indicated that 53% of the respondents to the research questionnaire do not agree that the policy of compensation, increments, and pay for performance is fair.

The research also studied the existence of labour unions and found that no labour association existed in the bank. Furthermore, the analysis indicated minimal communication channels between employees and the upper management in the bank, which leaves the employees' voices about the fairness of the HR policies amongst them.

The engagement of employees and team members as active stakeholders creates loyalty to the organization's goals. Loyalty might be deceptive as employees might be loyal to their jobs rather than to organizational goals and values. The culture often causes disengagement amongst employees, which might turn labour forces, who are supposed to achieve the organization's goals, into destructive forces that work against the organization's goals consciously or unconsciously (Ramdhani, 2017).

When employees feel they are not heard enough or do not feel their importance in their organization, they react silently against these norms by being less active, which some scholars describe as employees burning out. Power relations, asymmetrical access, and favoritism

within any working environment, determined by the organizational culture, whether based on gender, unprofessional ties, or social and economic classes, create a sense of alienation among team members and lead to disengagement from the organizational values. (2021 هبة،)

C. Performance and productivity

Prediction of the reasons behind employees' high performance and productivity is a very complex duty. Performance depends on a mixture of driving forces, of which organizational culture is an essential factor. Corporate culture shapes the level of cooperation and teamwork within the business environment. (Alvesson, 2012).

Culture determines the appreciation approaches towards team members, which affects their enthusiasm for achieving their assigned goals. Also, organizational culture determines individual workload and impacts the design of the desired coworking, dependencies, and interdependencies. (Muda, 2014)

Employees' performance is also shaped by how organizations' cultures are concerned about capacity development, learning curve, peer-to-peer learning, level of information sharing among and between teams within the organization's environment. the coaching process, and the extent of keenness to train their employees in the job (Muda, 2014).

Motivations, support, and flexibility within the organizational culture also leverage the employee's performance. This support and encouragement create dynamic backup where employees relieve work pressure (Martin, 1992).

D. Innovation

The innovation tendency develops out of the interaction between interpersonal factors, including the know-how, know-why, and organizational enabling factors, including the level of information sharing, communication mechanism, the availability of participatory planning

mechanisms, and the availability of structures that allows critical thinking and risk-taking (Haifa, 2014). Employees can contribute to the success of an organization innovatively when innovation incubators are available within the working environment; These incubators include vital education, training, and capacity development system, and most importantly, the cultural openness to new modalities and innovative orientation within this culture (Haifa, 2014).

Moreover, the clarity of the organizational culture and the level of understanding of team members develop employees' know-how awareness. Therefore, the clearer the employees are about their corporate culture, the faster they achieve their duties in an innovative and transcendental way (Thorsten Büschgens, 2013).

Employees' Innovation is also conditioned by the extent to which they feel the ownership of the organization's goals and values, how the employees are valued within their companies, and how their innovations are recognized and appreciated.

2.4. Role of HRMP in building organizational culture

The 1990s era did not bring changes only on the level of communication openness and borderlessness. Still, it created a revolution in the rights of the people, including the rights of the labour forces. The working environment's responsiveness to the employee's needs became more prominent.

With its development of the communication mechanism and media, this era surfaced to the public debate level many things, including working environment affairs. The new communication tools, surfaced safety measures within business entities, sensitivity to people with disability needs, sensitivity to women's needs, and child protection measures represent an essential aspect of the experience and personal stories people consume (Armstrong, 2006).

Thus, one essential aspect of the HRM evolution is to respond to the concerns of the new pattern of people's consumption determinants by becoming a catalyst for employees of human capital needs and rights, which may affect their productivity (Armstrong, 2006).

This consumption style is based on a new awareness of the environmental challenges that the universe is currently facing. For instance, Environmentalists' consumption behaviours are determined by their understanding of the organization's ecological values behind their consumables. Pro-environment consumers pay more attention to the harm of their consumption while making the consumption decision rather than the product's value. This consumption attitude is very conservative for products and services that might create ecological harm (Blankenberg et al., 2019).

Thus, human resource departments within different companies and organizations must match new ideologies that affect consumers' behaviours with their human capital understanding of these ideologies. So, the new phase of human resource evolution plays a connector role between internal crew experiences and the outsider's beliefs (Blankenberg et al., 2019).

The connector role occurs when human resource departments are intuitively up to date with their task forces' capacities to develop awareness within their internal environments in response to their customer's consumer behaviors (Blankenberg et al., 2019).

There is an assumption that the word organizational culture by itself reflects clarity, cohesion, and homogeneity. The corporate culture reflects a specific organization's norms among its taskforces. These norms may contain varied behaviours and attitudes among the task forces, but not necessarily positive or negative, homogeneity or polarization. (Hall, 1990)

2.5. The importance of HRMP incorporates and organizations

Human resource management cannot be described on a single base or looked at from one angle. It is impossible to generalize one specific model to be the universal model that all organizations and companies should follow (Armstrong, 2006).

Although HRMP differs from one culture to another and differs from one organization to another, it is based on the fundamental value that employees are not variables in the production process and value chains. Still, they are valuable assets and essential components of these value chains. The HRM is also a strategic function that creates a basis for integrating all efforts and employing them to enhance the possibilities to achieve the organization's goals and business value. (Buttigieg, 2005)

Thus, the importance of human resource management is genuinely derived from their role in constructing patterns of desired behaviours and attitudes amongst task forces to support the organization's productivity, profitability, and growth.

Consequently, the formulation of teams that are resonantly able to co-think, co-design, and co-work together are why human resource management practices have become crucial in the modern business era. (Buttigieg, 2005)

(Haifa, 2014, Thomas2010) argued that while human resource management is required to develop systems and structures that organize stakeholders' rights and responsibilities within the working environment, they are also expected to work on the attitudes and assumptions of the staff to catalyse desired cultural patterns that respond to the organization's values.

The role of HRMP is also expected to go beyond tangible ingredients of internal cultures and reaches deep unconscious elements like the tones and voices, inner culture sensitivities, and many other manifestations.

Moreover, HRMP serves as an interactive analytical scheme, which continuously measures the developmental needs of the corporate's productivity, profitability, and market position and matches these needs with the corporates' staff and teams' capabilities. Matching these capabilities does not stop at measuring the cognitive capabilities of the staff only. Still, it also engages the emotional and mental well-being status, including the teams and staff's energy, motivations, and ambitions within and beyond the corporates.

Such analysis requires many sensors to access the deepest possible identification of major hindering and supportive forces; developing learnings and understanding into policies to leverage productivity and synergies with the corporate's goals is one of the distinguished variables the HRMP roles within the corporates. (Thomas A. , 2010)

In one of its roles, the HRMP serves as an action research unit that follows up on the teams' performance and identifies any hindering forces that may hinder the optimal performance requested to fulfil the corporate's goals and bridge it accordingly. (Alvesson, 2012)

As long as life challenges grow, distraction will increasingly affect employees' well-being and focus on the corporation's goals. And as far as the importance of the employees for the corporates increases, more emphasis will be put on human resource management. Therefore, continuously adopting different methods and tools will be needed in managing human resources optimally. (Armstrong, 2006)

Due to the rapidly changing needs, expectations, and vibes between people all over the globe on the one hand and the accelerated competition over scarce resources, including skilled laborers, more emphasis is put on the shoulders of human resource management (Haifa, 2014).

In the light of the rapid changes in the needs and the expectations of customers, scarcity of resources, and the high mobility of teams, human resource management is more demands to be prepared with several plans and predictabilities, scenarios, and alternatives to keep corporates able to satisfy their customer's needs (Haifa, 2014).

Competition within the banking sector is rapidly developing. Customer satisfaction is the battlefield in this regard; it is agreed upon that customer satisfaction is not the core business of human resource management; however, customer satisfaction is the team's inner capacities.

The banking sector worldwide is interconnected, and laws, structures, and protocols are universal. Thus, human resource management plays a significant role in preparing and

equipping the human capital with the needed skills and capacities to satisfy customers' needs. (Warter, 2015)

(Thomas, 2010) and (Haifa, 2014) argues that intercultural awareness is crucial in multinational and international businesses. Intercultural understanding of the staff is crucially important, and cross-cultural communication is integral to facilitating the customers' needs.

The more encounters between people from different cultures, either within or across borders communication; misunderstandings repeatedly occur. These misunderstandings might occur because of the communication style differences between different people and cultures. It is related to language and written or verbal communication, but it has to do with cultural orientations behind verbal and nonverbal communication. For example, the contacts within the low-context culture are often direct, explicit, directed, and detailed to the subject of the communication process with minimal focus on the context. Good examples of such Culture are Germanic societies. While In contrast, in the high context society like the middle eastern countries, usually, the communicators tend to elaborate on the context, and the intention here is to explain more about the focus of the communication processes. (Thomas K. W., 1992)

Thus, misunderstandings happen not because of the linguistical weakness of the communicators but rather because of the cultural orientation about how should the communication processes occur. These cultural differences might affect the progress of the day-to-day business of organizations. Still, it might cause severe losses for the organizations, and most importantly, it might cause failures in the customer's transaction and thus their level of satisfaction.

Therefore, human resource management, mainly within highly exposed organizations to other cultures, international companies, and organizations with multicultural teams, must build and develop cultural awareness within their organizations (Haifa, 2014).

The role of human resource management is intensely focused on learning techniques. As much as the human resource management learns about the corporate staff and their human capital needs, they can reflect these learnings into development processes that serve the corporates and organizations' needs.

As the different industries, mainly banks, are expanding, their learning capabilities about their staff needs are becoming complicated. Therefore, it is argued that employing tools for data collection and analysis would be one of the prominent roles for this sake. Utilizing more technological tools would be one of their significant roles within the different sectors. (Haifa, 2014)

Moreover, the role of human resource management is to create knowledge-sharing platforms amongst their staff and not only to outsource knowledge and education to utilize the internal resources of the corporates.

Sharing knowledge amongst staff members requires different knowledge transfer methodologies for the team members. If not in a direct way, then it will be embedded in the process. Hence, one of the core roles of HRMP is to develop knowledge-sharing methodologies and dedicate a suitable atmosphere in which people can utilize one another's knowledge and capacities in a collective development process. (Haifa, 2014).

2.6. The impact of the national culture on the organization's culture

National culture represents the vastest pot from which common values, agreed-upon norms, customs, and attitudes are introjected. These norms and values determine to a large extent, individual behaviours, conflict handling styles, and communication patterns in both private and public spheres.

Furthermore, national culture shapes, Among many other determinants, leadership styles, level of engagement, and thus participation in decision-making processes. Culture also shapes employees' initiation tendencies and tolerance levels in the working environment.

Moreover, national culture, as it determines prohibited and accepted behaviours, mainly in the save face cultures, plays a major role in shaping the employees' temper within the working environment. Shaping employees' temper usually depends on gender, age, and the level of seniority in both the private and public spheres.

In contrast, Societal norms and values control most human behaviours within a specific community in many ways. This control is the reason behind the uniqueness of one group from the other one, and it has a particular impact on the organization's culture. There is no means to list the cultural variables that may affect people's behaviours in a specific culture to examine the variables that may be of concern for this research; it is foreseen that the following cultural dimensions have the most significant impact on people's behaviours in general.

2.6.1. Power distance dimension

The dimensions refer to how a specific group of people tolerates power, concentration, and distribution. It is argued that this dimension drives the people's behaviours towards power holders and the way of power employment and use. (Papalexandris, 2004).

The power distance dimension is a set of subconsciously agreed-upon beliefs that impacts people's communication with one another, and with power holders, the level of respect for power, the level of discipline of specific people under the authority of powerholders, and accordingly, the level of autocracy exists within a community and its organizations. (Elvira, 2005)

The dimension also impacts how people, including employees within the organizational culture, can confront powerholders' decisions, level of participation, and engagement in decision-making processes, alongside the level of up-down and bottom-up communication channels. (Papalexandris, 2004).

Furthermore, the high power distance culture also affects who is allowed to engage in the decision-making process and the level of critiques that can be tolerated within the working environment. The high power distance affects how employees are being selected and dismissed (Yusuf, 2017)

Moreover, in high power distance cultures, it is argued that decision-makers decide on training, development, and promotions based on personal criteria of love and hate, "like and dislike," and the extent of how close the personal relationship between employees and the management, rather than on a professional basis (Khan, 2017).

2.6.2. Individualism and collectivism

The extent to which people recognize themselves as individuals or individuals in a group (Hajawi, 2013). This dimension has an intuitive effect on people's attitudes regarding their self-affirmation and realization.

In-group collectivism and Individualism reflect the level of people's loyalty and pride in this group, organization, and other entities. (Papalexandris, 2004)

The pride of the group members increases as they feel the confidence and the possibility to participate effectively within their groups. The member's participation is subject to how they feel safe and accommodated within the group, which is interdependent with members' assumptions and attitudes towards one another.

Profound contradiction and confusion emerge when cultures are collective and organizational culture encourage teamwork. At the same time, their rewarding appreciation system is designed individually (appreciation and rewards are directed to the group leader). This contradiction critically affects the team spirit and creates a withdrawal tendency within team members. It encourages competition between the team members, and as long as the attention and appreciation go to leaders, the gaps between the team members will expand (Elvira, 2005).

2.6.3. Masculinity versus femininity

The extent to which the community members define their gender role within society no matter their biological and body nature. The dimension implies how people behave within their organizations, groups, and entities and how others, including their community organizations communities, expect them to act in their context.

According to this dimension, the set of beliefs drives the attitudes and sensitivity level of leaders, managers, and human resource practitioners towards gender engagement as they might represent half of the labour forces in any community.

Femininity and masculinity have been deeply rooted in social norms since people's birth.

Social norms instruct families and parents on how to raise their members and expect certain behaviours according to cultural assumptions about their roles.

Furthermore, cross-gender relations and interactions are also subject to society's collective assumptions, shaping when and how people from different sexes can cooperate.

This dimension also reflects society's collective assumption about men's and women's dependencies and independencies on the one hand and the assumed responsibilities each of them should undertake in life.

These assumptions not only organize gender roles within the private spheres or the households but also become a regulatory pattern regulating gender relations in every sphere. The introjected norms and beliefs turn into encapsulated attitudes that produce a behaviour whenever an interaction with others occurs.

Masculine attitudes usually stoke control tendencies, material-oriented achievement appreciation, aggressive tendencies, and supremacy tendencies which hinder women's proper engagement in the working environment and indirectly block women's development and decision-making processes.

On the other hand, Societal values determine the tolerance level towards different gender identities, and they reflect the elasticity, flexibility, and lenience within any working environment towards gender identity. The national culture's compassion for different gender needs is one variable that shapes the HRMP model within the working environment (Papalexandris, 2004).

The deeply rooted dimension controls our way of communication and our different tendencies subconsciously, creating a dismissal environment and exclusionary patterns based on gender. (Burke, 2000).

On the other hand, the working ethics of employees is fundamentally affected by the national culture, including the religious code, as religion plays a significant role in every aspect of human life in religious cultures. In the cultures of strict social norms and values, people tend to save face attitudes, which intuitively affects gender relations and appraisal of performance as the communication style does not tolerate direct critiques, specifically when there are gender differences. Most of the time, it creates performance and engagement borders between employees (Khan, 2017).

In high masculinity cultures, women's engagement within any working environment is subject to what is perceived by the culture as legitimate or illegitimate, accepted and not accepted by the cultural norms and stereotypes about women's roles. These limitations do not stop at the level of women but exceed that to reach people with disabilities, ainly women with disabilities (Khan, 2017).

2.6.4. Uncertainty avoidance

The extent to which people and individuals of any community feel comfort or discomfort in any unpredictable situation. The level of uncertainty avoidance involves the story in which individuals tolerate uncertainties and how they behave within or toward any possibility of uncertainty, the alternative planning processes, dealing with risks, and changes.

In the low uncertainty avoidance cultures, individuals dare to think innovatively and decide under complicated and uncertain situations more freely in comparison to the ability of individuals within the high-level uncertainty avoidance cultures (Khan, 2017).

In low uncertainty avoidance cultures, conflicts, contradictions, and incompatibilities are often the characteristic features of the low uncertainty avoidance culture, as individuals in these cultures perceive conflict as a resource and contradictions as an inspirational tool.

High uncertainty avoidance cultures drive withdrawal tendency in cases of uncertainty, including, for instance, the employment of new technologies, which also shape people's risk-related investment decisions, including expansions, acquisitions, employing new managerial patterns, and practices and ideas. This kind of culture instructs members to wait until others experience the new learnings, generating high hesitancy and fear towards not fully controlled variables (Rabayah, 2019).

Furthermore, this culture's dimensions shape groups' and individuals' tendencies toward innovations and entrepreneurship. On the other hand, culture shapes the time orientation, Past oriented, present-oriented, and future-oriented, of people's mindset, which identifies the extent of the people's concerns, including planning and preservation. The time orientation of people within a specific culture affects their capability of self-expression, interests and needs expression, and rights defending. It also shapes the employee's decision-making capabilities, direct and indirect communication styles, safe zones of the people within the working environment, and relation with the team's members and their interaction with their peers and thus the HRMP model (Papalexandris, 2004).

It is therefore argued often, on the other hand, that the management style in any country is being developed through a complex interaction of social, economic, and political values and is being shaped by practices and knowledge vibes from different countries and cultures.

In contrast, an organization's culture combines national culture, technological and practical tools, and global orientations with ingredients from all cultures. Accordingly, HRMP can't be entirely independent, and the employability of efficient implementation HRMP within any organization is conditioned on how organizations can adopt a compatible model of HRMP to the national culture dimensions (Papalexandris, 2004).

2.7. Palestinian national culture characteristics and dimensions

As part of the Arab culture, the Palestinian culture has been subject to several dimintionalizations processes. Most of the dimintionalization processes indicate similar results, which enhance the credibility of the dimintionalization attempts (Hajawi, 2013)

Haifa, 2014 argued the level of power distance within the Palestinian bank's cultures. It indicated that due to the minimal communication channels within the bank's environment, communications are mostly informative with a one-way direction. The research concluded that this is one attribute of the high-power distance within the banks.

Palestine is considered a culture with high power distance, which means that the Palestinians accept the concentration of powers in a few hands. The individual tolerates the power dedication and respects power positions (Zakaria, 2015)

The high-power distance can be easily captured within families, education systems between students and their teachers, religious groups and religious positions, and organizations. (Zakaria, 2015)

This distance affects the level of power holders' questionability and how power-less groups can affect their powerful group's decisions and hold them accountable to their needs. (Zakaria, 2015)

This dimension drives an attitude that powerholders exclusively take decisions, making less day-to-day interaction between people in powerless positions. High centralization is one of the attributes of the Palestinian managerial style, with limited authorization and delegations for the groups and team members. (Darwish, 2014)

The Palestinian national culture is characterized by solid uncertainty avoidance, which includes the Palestinians' need to clear and unclear instructions, detailed procedures, and limited capacity to take risks in new ideas and initiations.

Furthermore, this dimension affects people who seek changes within their regulatory bodies and their capabilities to design the changes in plans as the avoidance of uncertainty contradicts any form of change by its nature (Darwish, 2014)

Deep cultural values drive this cultural dimension and customs in the Palestinian culture. The Arabic culture at large as a deep culture contains several common says that encourage the community members not to experience new patterns, people, or things. One could capture the avoidance tendency from the Palestinian common say.

"keep on your old junk, better in your newer" "A face that you recognized is much better than a new one" (Zakaria, 2015).

The tendency to avoid conflict, ignore conflicts, or tackle frustrating situations as the results of any engagement in conflict situations will not be easily predicted, which keeps the day-to-day interaction without changes (Hajawi, 2013).

In his paper about the cultural influence on accepting E-learning 2019, Khaled Rabayah concluded that uncertainty avoidance was the most important factor behind hesitating toward E-learning. Reading the paper's conclusion alongside other research and studies, one can easily argue that Palestinian uncertainty avoidance is a life pattern that shapes their attitudes towards many things and new technologies (Rabayah, 2019).

The Palestinian Culture is characterized by patriarchal masculinity. Males within the Palestinian Culture are perceived to be the heads of families, problem solvers, and decision-makers more than women; in addition, males are considered much more able to carry several jobs than women.

The Palestinian society emphasizes men's role in the business field rather than women's as they are culturally perceived as the active forces in social development and business leaders (Darwish, 2014).

The patriarchal and masculine attributions of the Palestinian society shape the individuals and groups relations and put more weight and emphasis on the males-led businesses, affecting women's role within any business culture (Darwish, 2014).

As long as this emphasis is put on a biological basis, it affects the working cultures' level of responsiveness to women's needs and rights within these environments (Hajawi, 2013).

High-level masculinity versus low-level femininity provides the basis for incubating masculine attitudes as a leading value for groups dynamic within society, specifically within the business culture (Darwish, 2014).

Reem Botmeh, A review of Palestinian legislation from a women's right perspective, 2012. The report that UNDP commissioned indicates the discrimination against within the Palestinian laws and legal system as a whole, including the responsiveness of the Palestinian judiciary to the women's needs,

The reports indicate the Palestinian legislation's theoretical responsiveness to women's needs. However, there are no tools to regulate the implementation of these legislations in practice, which leaves these wide margins for the lack of adherence to the women's needs and dedicates discrimination possibilities against women within the workplace.

According to Johan Galtung (1972), the legislation does not exceed being a reflection of customs, social norms, and deep cultural orientation. Therefore, legal and structural discrimination against women is a cultural norm. The combination of Galtung- Botmeh's theory and report indicates that the gaps between the responsiveness of the Palestinian legislation and the responsiveness in practice reflect the Palestinian cultural high masculine tendency of the Palestinian culture.

(Amleh, 2014) identified the Palestinian Culture According to Hofstede's Theory" 2014, the author refers to the percentages of women's employment compared to men's employment and crimes against women in his attempt to prove the power asymmetry between men and women

in the Palestinian society. The paper shows that in 2014 Palestine was at the peak of the crimes against women in the Arab region.

On the other hand, the Palestinian Culture is characterized by collectivism. Individuals and people feel safer working within groups and teams and expressing themselves, performing, and interacting within these groups (Rabayah, 2019).

This dimension has several multifaced manifestations of people's behaviours, one of which is the tendency of Palestinian to work in teams and groups where they can rely on and feel safe and protected within.

Usually, collectivist attitudes positively correlate with individual performance when business performance, dynamic, and energy. The individual's loyalty to the firms and organizations is also correlated with the atmosphere within the groups (Rabayah, 2019)

The collectivism dimension reduces harmful competition that may affect people's performance progress, as individuals prefer collective interests over self-interest. (Darwish, 2014)

the collectivist value is deeply embedded within the Palestinian Culture. It could be easily captured within the Palestinian society by tracking social fabrics, including the community's extended families and tribals' nature. The collectivist attitude is also fundamental in Arab and Islamic countries as it is a religious value (Zakaria, 2015).

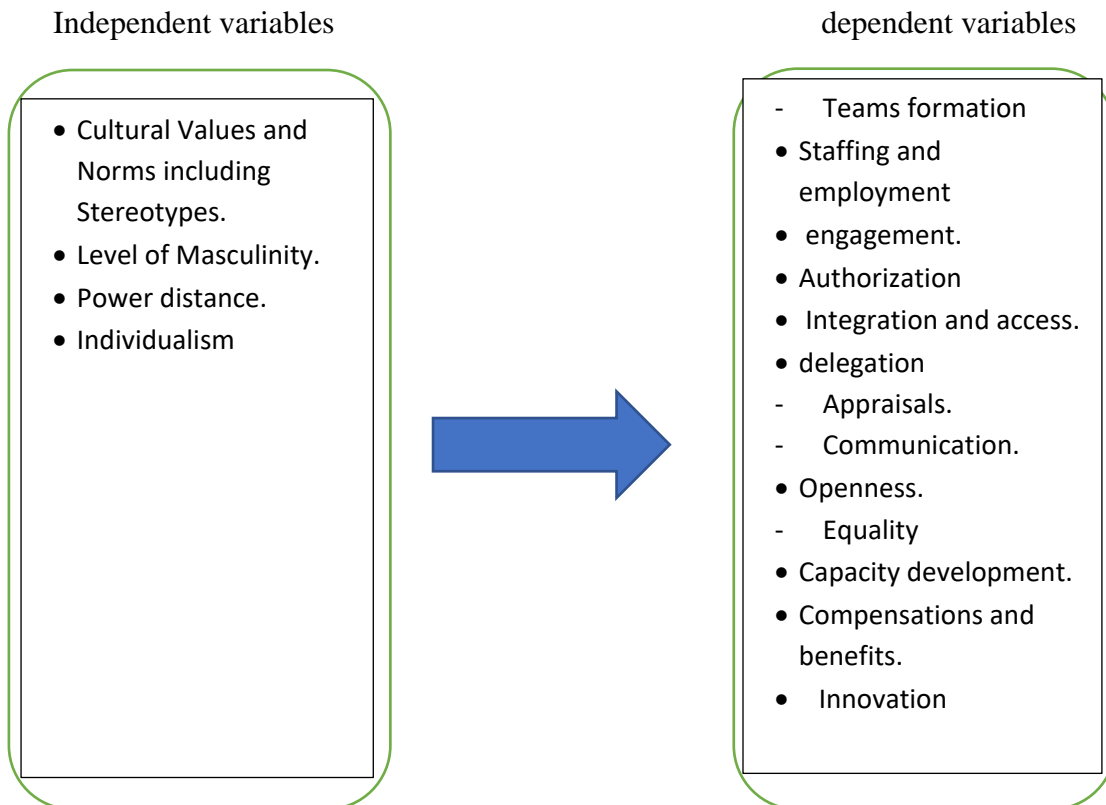
In his cultural dimintionalization processes, Geert Hofstede described the Arab world as one unit, as high collective culture, and he described the level of Individualism to collectivism (38:68). (Hajawi, 2013). This dimension negatively correlates with individuals' ability to express themselves freely, their needs, and rights outside their groups. And the individual always seeks some indirect representation and advocates for their rights as collective rights.

The scarify of individual interests in compromise to the group interests makes the individual's voices more dependent on the group representative, which means founding a mediator to communicate the needs and the interests (Rabayah, 2019).

2.8. Theocratical framework and conclusion

The literature review indicates that various variables affect the employability of human resources practices and management in different intuitions. One crucial variable bundle is the national culture.

The study illustrates the following variables figure No.3



The figure was developed by the researcher based on a literate review.

Local culture affects the attitudes of individuals, which drives their direct behaviours within their working places. It also drives the legalization and institutionalization processes as they are a product that mirrors belief.

The literature review clearly shows that uncertainty avoidance affects trust within teams and between team members and the level of tolerance towards delegations and authorization.

Moreover, the power distance affects the individuals and group's tendency toward centralization, level of innovation, level of participation, and engagement of the team members in the institutional decision-making processes.

Additionally, the level of masculinity VS femineity shapes the orientation of different institutions. This dimension also shapes the institution HRMP's sensitivity to women's needs, women's engagement, and advancement within the hierarchy of different organizations.

The literature review also showed clearly that the cultural dimensions shape employment and capacity development, evaluation, and appraisal processes.

The literature review indicates that any lack of awareness about cultural dimensions might lead to blind HRMP, which might directly or indirectly cause alienation of the factors that allow intuitive movability of HRMP.

Finally, the literature review indicates the movability of HRMP and practically employing it within any organization requires a responsive working environment. This Culture should at least neutralize the impact of local culture on employees' attitudes in case of any contradictions.

III.Chapter Three: Research design and methodology

3.1. Introduction

This section discusses the methodology of this thesis. The methodology is the general research plan that outlines how research is to be commenced and, among other things, identifies the methods to be used. It also presents detailed information on the research techniques and strategies utilized in this research (i.e., study design, study population and sample, data tools and procedures, and data analysis).

3.2. Purpose of the study

Studies usually range between exploratory studies when there is limited information or access to it, descriptive in the case of phenomena and description, analysis and reflection are needed, or hypothesis examination in case of attempts to explain causal relationships between different variables. This study is focused on providing further explanation between the other variables, effects, and causalities between cultural attitudes and their impact on the capabilities of employing different human resource management practices in the banks operating in Palestine. Thus, this study is a hypothesis-testing study. (Haifa, 2014).

This study will focus on testing the following research questions:

- How do Palestinian cultural dimensions affect the employability of different practices in human resource management within banks?
- To what extent does the Palestinian culture support employees' deep engagement within their organizations?
- To what extent does the Palestinian organizational culture in the banking sector value its employees as a strategic asset?

- To what extent are cultural attitudes toward women reflected in internal working cultures?
- To what extent do Palestinian organists' leadership value appraisals and consider them a resource for organizational development?

3.3. Research design

The method in this thesis is qualitative and quantitative; it depends on str-structured interviews with professionals in the field and questionnaires distributed to the bank's employees. Data is collected relating to a specific area of study, and from this data, the researcher builds different concepts and theories. A qualitative and quantitative approach is considered more applicable to undertake this research. It allows greater capacity to gain more depth and meaning based on the concerned directions' perceptions about the subject (Kumar, 2005).

3.4. Population

This study population includes the following:

- Employees from non-operational departments in the general directorates of banks in Ramallah.
- Managers, supervisors, and heads of non-operational units in the banks in Ramallah.
- Professionals in the field of cultural dimensions.

3.5. Sample

The study population is from the banking sector, mainly the non-operational departments in the headquarters, with a clear focus on the knowledgeable respondents on HRMP.

As this study targets a homogeneous society to a large extent, the researcher first determined the departments that are relevant to this study. The positions from those departments were also predetermined. A questionnaire was distributed among convenient sample after the predetermination the targeted banks and the targeted departments. The researcher ensured the fair appearance of the different respondent's perceptions in the result.

The researcher estimates the study population to be around 400 people based on secondary data. Therefore, 97 questionnaires were distributed to provide results at the confidence interval level of $\pm 5\%$ and a level of confidence of 95%.

In this study, the sample includes:

- (97) employees from the non-operational departments of three banks “Banks were not named because of the sensitivity that may hinder employee’s answers.”
- Five supervisors, heads of units, and managers from different banks.
- One expert in cultural dimensions.

3.6. Study scope

1. Subjective scope. The impact of cultural dimensions on the employability of HRMP in Palestinian banks.
2. Geographical scope: Ramallah
3. Time Scope: The academic year 2021-2022.

3.7. Instrument

This study employed mixed instruments by combining quantitative and qualitative analysis. The study used semi-structured interviews and questionnaires to deepen our understanding of the variable's associations. (Sekaran, 2003)

The interviews were conducted with interviewees who work/ed in the banking sector and with interviewees with long experiences with the impact of the national culture on the personal and collective attitudes in the public sphere.

The questionnaires were distributed to a sample of employees from different banks. During the analysis stage, the results were compared with the interviews to understand where the commonalities and differences were.

3.7.1. Questionnaire as a data collection tool

The questionnaire was designed to have five parts. The first part is designated to document personal information. In contrast, the second part is meant to assess the employees' perceptions about the impact of the Palestinian culture on staffing processes and team building.

The third part was designed to capture the employee's perceptions of the nature of the communication within the working environment, power relations, and interactions between the employees.

The fourth part was designed to capture the employee's perceptions of the evaluation and appraisal process within the working environment. At the same time, the fifth part of the questionnaire was designed to capture the perceptions of equality within the working environment, including training and compensation.

3.7.2. Semi-structured interviews

Semi-structured interviews often provide broader analytical perspectives for most descriptive studies. Interviews also help researchers capture attitudes while answering open-ended questions and allow for discussions of emotions and assumptions, enabling researchers to reflect on their studies.

Semi-structured interviews allow researchers to better understand each answer's drivers and might help in the data analysis in case of vast differences in the quantitative data.

In contrast, the researcher conducted three in-depth interviews with managers, a supervisor from different banks, and one expert in the cultural dimension. (Hannabuss, 1996)

3.7.3. Secondary data from a study on the culture and innovation in the local banks

The researcher used previous studies as secondary data, mainly a study about culture and innovation in the banking sector that was conducted recently. The previous study is a descriptive study on the relation between culture and innovation. The study analysed the impact of the cultural dimensions on the creation of an accommodative culture for innovation

3.8. Validity and reliability

Validity is the way researchers adopt to ensure that all measures used in the research are adequate and up to the needs of the study. (Sekaran, 2003)

The supervisor of this study and two external professors reviewed the questionnaire's questions. Additionally, many of the questionnaire questions were frequently used in different countries' culture dimension surveys.

The questionnaire was tested with a control group, and a couple of amendments were made to ensure that all questions and answers better fit the concept of the study.

The questionnaire was developed in Arabic so respondents could quickly answer it. All responses and analyses then were translated into English.

3.9. Procedure

After obtaining the approval of the university on the questionnaire and the interviews, interviewees were approached. The researcher conducted the interviews with the sample individuals. The participants, who welcomed the interviewing request, were assured that any data gathered would only be used for the research.

3.10. Data analysis

the results of the questionnaires and the semi-structured interviews were analysed quantitatively and qualitatively against the set of the HRMP mentioned previously in the literature review.

The analysis was also carried out against the study hypothesis that hypothesized the impact on the national culture of the employability of HRMP in the Palestinian companies, mainly within the banking sector.

All collected data were analysed to assess whether the employees perceive that the national culture impacts the HRMP employability within their working environment. Additionally, cultural values may affect positively or negatively the employability of the HRMP.

The questionnaires were analysed based on averages against each question using the SPSS. Additionally, Commonalities between quantitative and qualitative responses from both questionnaires, semi-structured interviews, and secondary data were captured and reflected in the data analysis.

The data analysis was led by the assumption that the HRMP is the dependent variable in relation with the national culture.

- **Transcribing the interview data**

The researcher documented data from the interviewees by writing them as the interviewees said it. The researcher concentrated on writing and allowing the interviewees to elaborate on their answers to the questions.

The researcher rewrote all of the data gathered from the interviewees to ensure that the data collected were of good quality.

Pursuant to the transcription process, an initial coding process was conducted.

- **Line-by-line coding**

Coding is important in qualitative data analysis since it decides which themes emerge. Creating themes from transcribed interview data necessitates close attention and a clear mind. Data coding aims to extract the essence and significance of the information provided by interviewees.

The ability to describe codes in a theoretical and analytical way, rather than only descriptive, is a key aspect of this coding process.

- **Group coding**

Similar codes were acquired after identifying the codes of each transcript utilizing first line-by-line coding. This coding method is known as group coding. The responsive codes are

deleted at this stage after reading the transcripts of the interviews. The following categories were used to group the identified codes from all of the interviews:

3.11. Ethical considerations

Researcher Interference

As this study is intended to describe the correlations between existed variables, the possibility of researcher interference is intuitively limited. In different types of studies, mainly causal studies, the interference of the researcher margin is much higher due to the nature of these studies as researchers are trying to prove the causes of the phenomenon. This margin is fundamentally limited in the descriptive studies because the reasons and causes already exist, and the researcher is not trying to prove the causal relations. The researcher has no interference at all, neither in the cultural dimensions of the Palestinians nor in the bank's environment. The researcher also has no power relation with any source of data.

Therefore, this study is correlational with minimal researcher interference in any aspect of the data sources. (Sekaran, 2003).

Ethics is the study of what is right and wrong within a moral framework based on responsibility and obligation.

The supervisor was given the thesis proposal. Before the start of the study, the supervisor provided ethical approval. Any researcher performing any research must be constantly mindful of their research's influence on participants and society and act accordingly.

The researcher made it explicit that this information will only be used to serve the goals of this study. The researcher informed the interviewees of their ability not to answer any questions or communicate them under Chatham house rules. ²

² anyone can use information information from a discussion, but is not allowed to leak who made any particular comment or answer.

3.12. Study limitation

The main limitation is difficulty in generalizing the results to the banking sector as it only targets perceptions of the sample of non-operational department employees from headquarters in the banks operating in Palestine. It also cannot be generalized to other industries due to the sample. An additional broader sample may be required to enhance the validity and reliability of the study to generalize the results.

Although the researcher distributed 120 questionnaires, the completed questionnaire was 97. Therefore, higher responses will give more reliability to the results.

Although researchers took all measures to keep answers and responses confidential with no obligation to share any identification information, employees still fear any information leaks; this may be limited the free answers.

COVID-19 caused real changes in the HRMP, and fundamental changes in the attitudes of the different management and employees may impact the responses.

3.13. Conclusion

this chapter articulated the study methodology, design, data collection, and analysis. It also articulated the validity and reliability of the study together with the limitation of the research. This chapter also sheds light on primary and secondary data used in this study and explains their importance in the study.

IV. Chapter four: Findings and discussion

4.1. Introduction

The analysis of the gathered data from the questionnaire and the semi-structured interviews respond to the research questions mentioned in the first chapter.

The following part of the study indicates the impact of the Palestinian cultural dimensions on the ability to employ different HRMP practices in the banking sector. The next part of the study also shows how each cultural dimensions affect the employability of the HRMP. It also shows the impact of the cultural dimensions based on different demographic variables, mainly age and sex.

4.2. Sample characteristic

As shown in Table 1 and Figure No.1, 51% of respondents who responded to the questionnaire were males, and 49% were females. 33% of the range in aged between (20-29), 36% range in aged between (30-39), 15% range in aged between (40-49), and the rest were aged 50 and above. The sample is a convenient sample from different banks working In Palestine despite their national status.

Table 4.1 Demographic distribution

Category	Option	Percentage
Gender	Male	51%
	Female	49%
Age range	20-29	34%
	30-39	36%
	40-49	15%
	50 years and above	15%

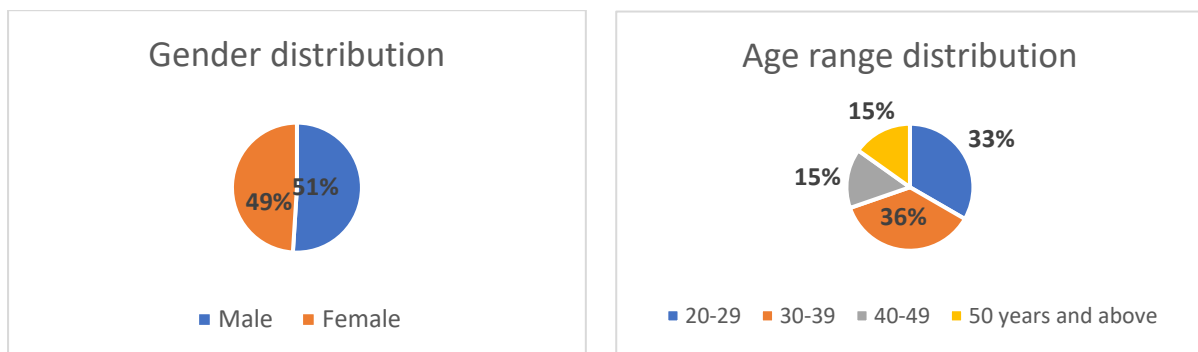


Figure 4.2 Gender and age distributions.

4.3. Employing HRMP in the banks operating in Palestine

the semi-structured interviews with the financial manager and sales manager who served in different local banks revealed that HR departments couldn't solely carry out HRMP. Senior management, department managers, and supervisors should intuitively engage in facilitating the employment of HRMP.

The interviews indicated that the HR departments should work as facilitators and team leaders for employing the HRMP in cooperation with different managers and supervisors of other departments. (Aqel, 2022)

Furthermore, The interviews indicated that different practices of HRMP cannot be realized centrally by the HR departments. For example, appraisals and incentives as synchronized processes should be done on a broader bundle of evaluation measures against specific incentives. Operational units and HR departments should carry out these processes collectively. (Aiesheh, 2022)

The interviews indicated that the national culture and cultural dimensions play a significant role in deciding the level of employment of the different human resource management and practices. For example, social norms shape and affect women's engagement in different teams and their development within the hierarchy. (Zaareer, 2022)

Based on the interview, equality between men and women within the working environment is being shaped by cultural dimensions. Although there is neither policy, measurement, nor intention to discriminate against employees based on their gender within the working environment, culture may hinder their level of development within the hierarchy. For example, social limitations may hinder women's participation in equally indifferent interactions within the working environment due to the loads on their shoulders in the private spheres as they are the ones who take care of the household. (Aqel, 2022)

The interviews showed that managers and supervisors usually tend to support women by putting more load on males due to their understanding of women's other commitments in the private sphere. However, analysing this statement indicates that when more bags are put on male employees, then the possibility of their development within the hierarchy increases much more rapidly. (Zaareer, 2022)

When interviewees were asked about their perception of appraisal process integrity, they assured that the appraisals are generally characterized by integrity. However, they indicated that the performance indicators themselves are often not well-defined. Additionally, evaluations and assessments can not only be conducted on a professional base, however the understanding of these professional measures by different people allows personal interference. (Samour, 2022)

Furthermore, interviewees were asked about their perceptions of financial compensation equality on gender bases, and both of them answered that the compensation is equal between men and women. However, part of some banks differentiates between men and women on medical insurance for the spouse (Husbands and kids). There is a difference where women's insurance packages do not include husbands and kids, but it works the other way around. This answer reflects the collective cultural assumption about women's responsibility V.S men's responsibility within the family. (Shelleh, 2022)

The interviewee indicated that the power asymmetry between different community members, including corporate communities, creates communication gaps, and fear hinders proper engagement.

The more power distance increases, the more control culture increases accordingly. Participation and equal interaction will decrease. The interviews also indicated that power relation is clearer toward women's participation. (Shelleh, 2022)

Looking at the power dimensions comprehensively, we can conclude that power distance in a collective patriarchal and masculine culture is exclusive to women. Women's engagement in groups is challenging. Patriarchy gives men more weight, and the limited communication and interaction based on the power position make women's participation in decision-making extremely complicated. (Rahhal, 2022)

4.4. The impact of cultural on the team's formation

4.4.1. Staffing

The staffing processes are subject to a predefined set of criteria based on the interviews. The staffing processes happen due to requests from the different departments with the needs, and the staffing processes are being realized in various stages. Candidates are requested to do the test exams and semi-structured interviews from a professional committee composed of the department with the needs and the HR department against public vacancy announcements (Haifa, 2014).

Still, most respondents perceive that the Palestinian norms, cultural dimensions, and attitudes affect the staffing processes. Figure 4.3.1 indicates the respondent's perceptions of the effect of the cultural dimensions on staffing processes

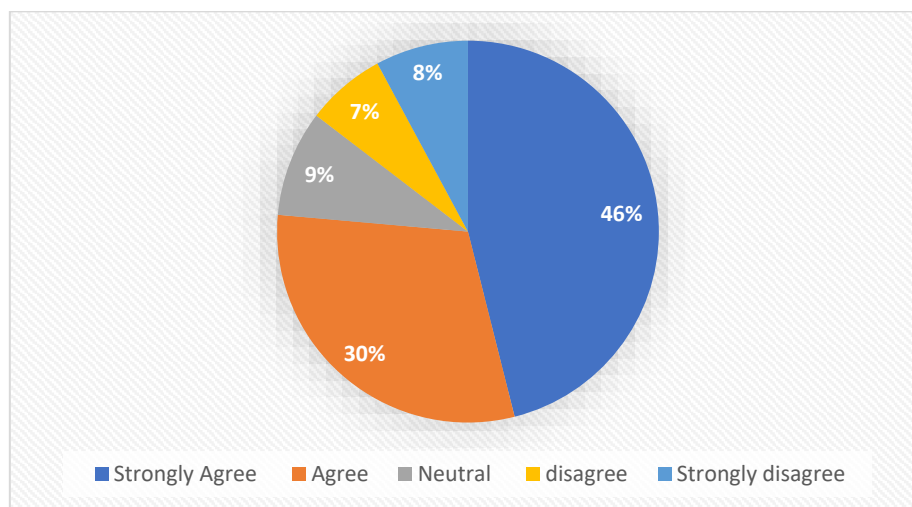


Figure 4.4.1 The Palestinian Cultural Dimensions affect the staffing processes in banks

46% of the respondents strongly believe that the Palestinian culture affects the staffing process. 30% of the respondents believe strongly that culture affects staffing, while 9% showed neutrality in answering this question, and 15% of the respondents either strongly believe or believe that the culture does not affect the staffing process.

Figure 4.4.2 shows that although the staffing processes are organized very well in different banks, professional committees are assigned to these specific duties, and HR departments have clear criteria for it (Haifa, 2014). Still, 52% of the respondents perceive that the staffing processes are not being done entirely on only a professional basis. The answers of 52% of the respondents do not necessarily reflect the institutional aspect of the staffing processes. Still, it might reflect their trust in the process or come from their witness practice.

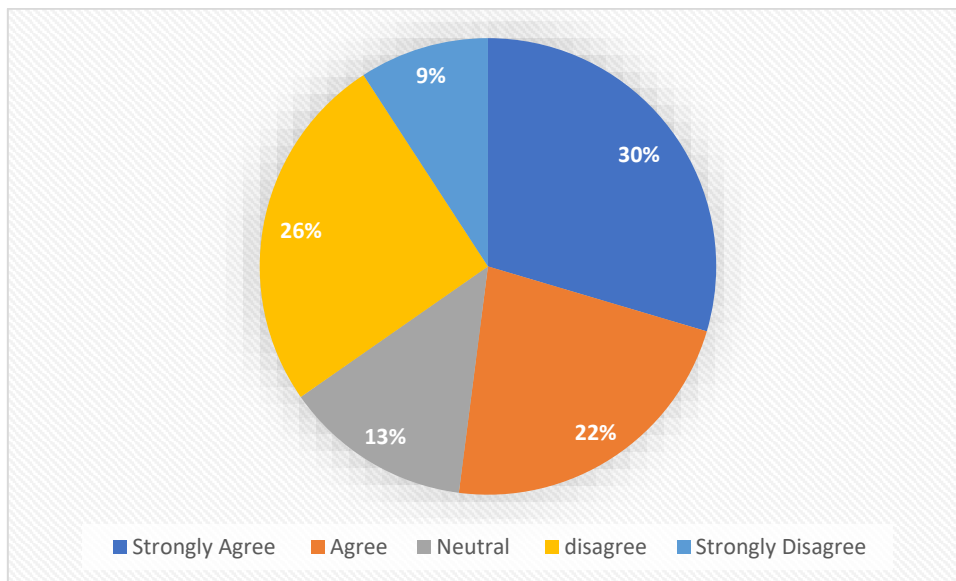


Figure 4.4.2 *The staffing process is done on a purely professional basis*

Respondents were asked whether or not the religious norms and beliefs may affect job seekers' attitudes and hinder their tendencies to seek jobs in the banking sector. Figure 4.3.3 shows that 54% either strongly agree or agree that these norms affect the attitude of the job seekers, which may hinder their willingness to work within the banking sector.

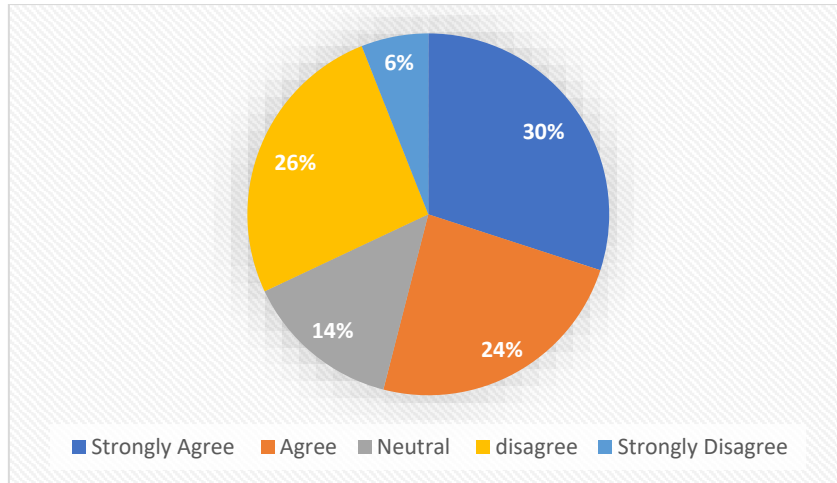


Figure 4.4.3 Religious beliefs affect jobseekers' willingness to work in banks

This perception may reflect the belief of specific groups that working in banks might contradict specific religious beliefs, making it Approachable for fewer social groups and hindering the proper employment of HRMP, mainly in the staffing processes.

The semi-structured interviews reveals came in agreement with the analysis of the questionnaire. The interviewees indicated that national culture vibes shape the employees' selection processes as the banks aim to mirror the community composition for them to access the different segments. This tendency to reproduce the community shapes the selection process and implicitly guides teams' selection. (Aqel, 2022)

Furthermore, (Rahhal, 2022) indicated that the Palestinian cultural orientation impact jobseekers' attitudes towards the entire banking sector. The interviewee also stated that religious orientation constitutes a significant barrier in front of job seekers to work in the banking sector. These barriers affect women much more clearly than men.

4.5. Engagement

Teamwork and team spirit are considered critical factors of the inclusivity of the working practices within the active community. It is also considered one of the leverages that accelerates companies' successes and contributes to achieving their goals (Buttigieg, 2005).

Respondents were asked about the impact of the Palestinian cultural dimensions on team spirit, teamwork, and engagement within the working environment.

35% of respondents revealed their strong agreement with the statement indicating that Palestinian national culture affects team members' engagement in the working environment based on their gender. Additionally, 28% of the respondents strongly agreed with the same statement. This agreement and strong agreement reveal the perception of both men and women about the level where they can engage in professional relations based on their gender.

Although this perception has no institutional reference, the perception itself reflects men's and women's attitudes about their ability to engage in professional relations.

Palestinian culture affects the level of employee's engagement on a gender basis

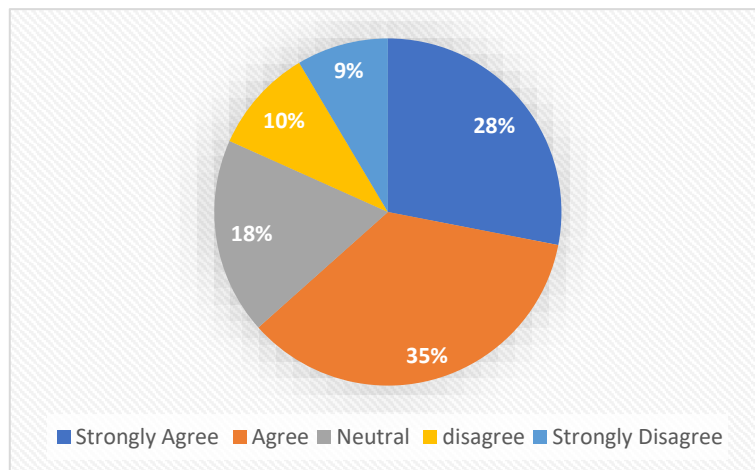


Figure 4.5.1 Palestinian culture affects the level of employee's engagement on a gender basis

Figure 4.5.2 shows the respondent's perception of the nature of work within banks between individuals and teams concerning achievement.

Although the Palestinian culture is collective, the bank's culture gauges success and achievements individually. This indication might affect the motivation and in-group pride that motivates loyalty to the bank's environment.

Figure 4.5.2 Bank's environment supports individual achievements rather than teams and collective achievements

Respondents were asked about the pay-for-performance modality their banks adopt, whether it occurs individually or on a team basis. 50% of the respondents indicated that pay-for-performance occurs on an individual basis. On the one hand, this means that the banks encourage teamwork but pay for individuals. On the other hand, it creates competition amongst the team's members, which contradicts the Palestinian cultural dimension of in-group collectivism. Thus, the banks invest many efforts in building teams, and their incentive mechanisms contradict these efforts and contradict.

Bank's environment supports individual achievements rather than teams and collective achievements

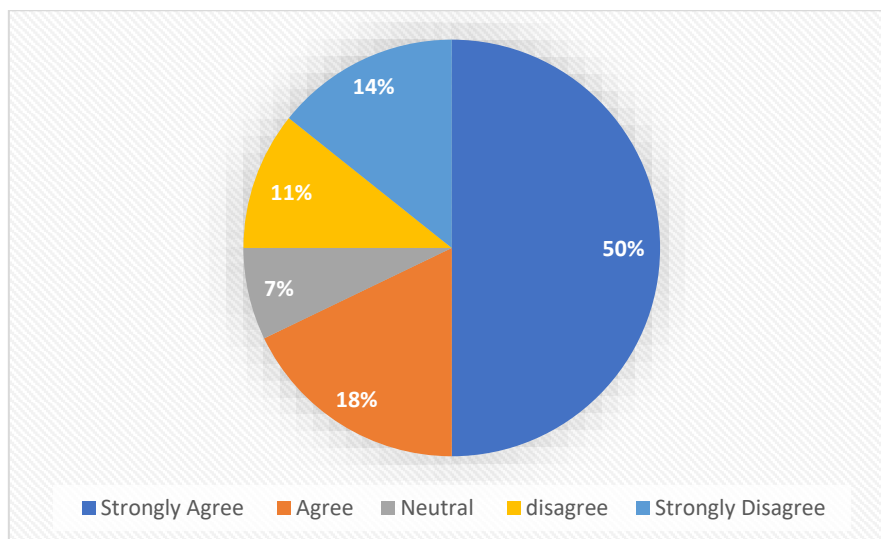


Figure 4.5.2 Bank's environment supports individual achievements rather than teams and collective achievements

The respondents were asked if their banks take affirmative action toward women's engagement in teamwork; 32% of them agreed that their banks support women's engagement in working teams. It was noticed while analysing this question that almost 40% of the respondent showed neutrality towards this question, which indicates either their lack of awareness of the employees about the level of bank support for women in working teams or that the policies are not clear

enough. In both options, this means that 40% of the female respondents do not know whether or not there are policies of support for them to engage in working teams.

Banks adopt affirmative actions toward engaging women in working teams

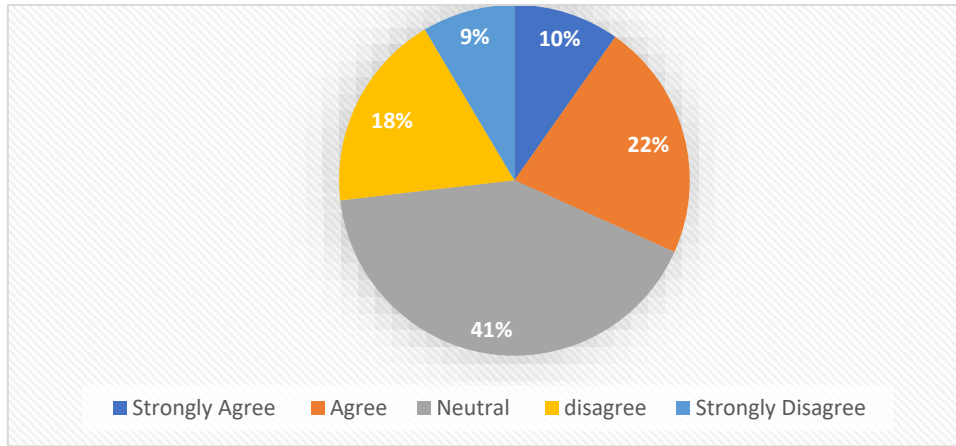


Figure 4.5.3 Banks adopt affirmative actions toward engaging women in working teams

While most of the respondents' perceptions agree with banks' tendency to engage women in working teams, as shown in figure 4.4.3, this tendency is still not reflected in the same wights concerning women's engagement in decision-making processes. Most respondents reflected their disagreements and strong disagreements when asked whether banks take affirmative actions toward supporting women's engagement in decision-making processes.

This figure indicates that women are supported at specific levels, and affirmative actions are not as effective regarding women's engagement in decision-making processes.

Banks adopt affirmative actions to enhance women's participation in decision-making processes

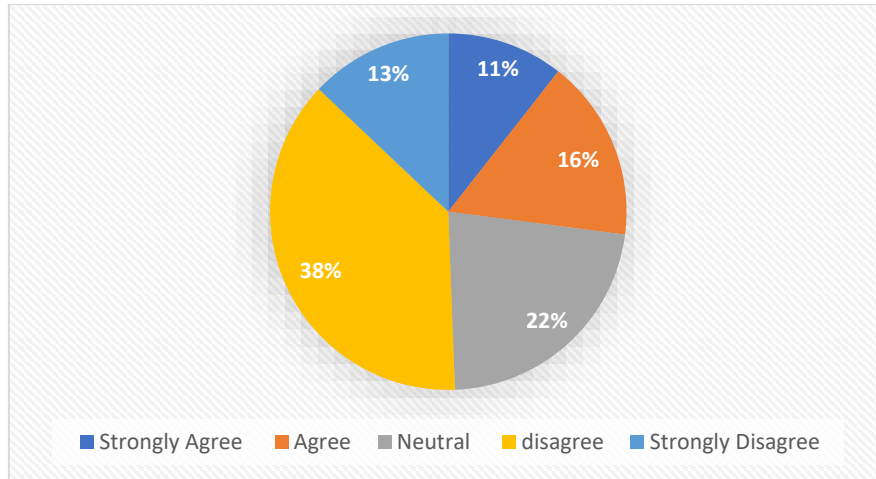


Figure 4.5.4 Banks adopt affirmative actions to enhance women's participation in decision-making processes.

The semi-structured interview reveals matched the respondent's reveals from questionnaires. The interviewees indicated substantial gaps within the working environment in the banking sector, mainly on a gender basis. These gaps enhance by the absence of affirmative actions toward women within the banking sector. (Shelleh, 2022)

According to the interviewees, these gaps were obvious mainly during corona outbreaks. Women had to deal with an unbearable load within their households, including the absence of a functioning education process, the closure of most public spaces, and simultaneously committing to their usual duties within their working environment. (Rahhal, 2022)

Furthermore, the interviewees indicated that men's engagement possibilities are generally higher than women's. Male employees have more access to travel, meet with colleagues of the same sex beyond working hours, and engage in social interaction will be reflected in their access and engagement possibilities within the working environment accordingly. (Shelleh, 2022)

4.6. Responsiveness

Egalitarianism as HRMP practice is often manifested in the existence of policies that create equal access between employees. (Barnett, 1993)

It is often argued that organizations and companies should adopt sensitive measures to allow a more inclusive environment for all of their employees.

Figure No. 4.6.1 reflects the respondents' perceptions concerning the accountability direction. Most of the respondents either strongly disagreed or disagreed when responding to the statement indicating that accountability occurs in bottom-up and up-down approaches within banks' environments.

Bank's environment supports accountability at different levels, not only up-down accountability

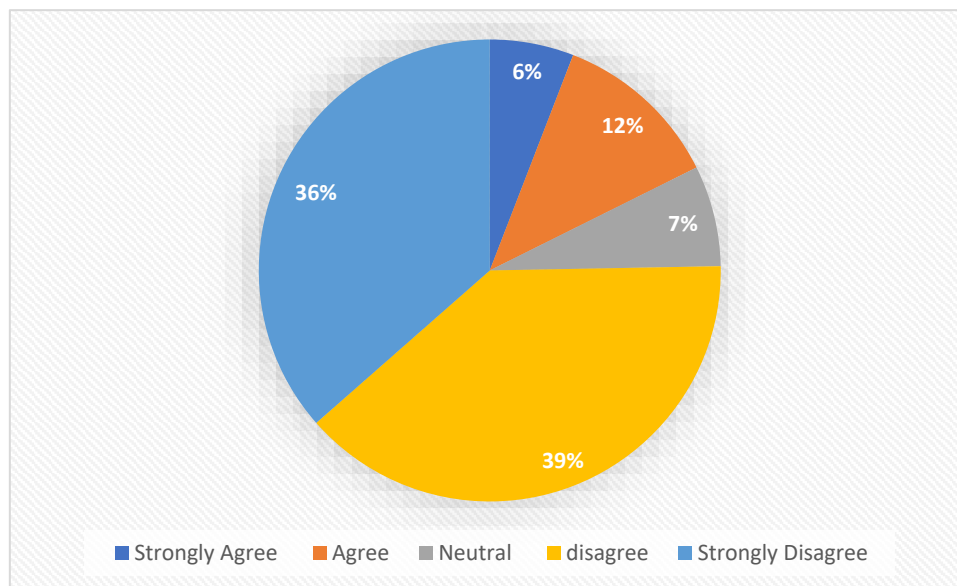


Figure 4.6.1 Bank's environment supports accountability at different levels, not only up-down accountability

Equal Opportunity in capacity development processes on a gender basis. Most of the respondents showed that male employees get more chances than female employees regarding training and capacity development, as shown in figure 4.5.2. 30% of the respondents indicated their strong agreement that male employees have more access to training opportunities than females. Additionally, 36% agreed on the different access to the capacity-building processes based on gender. This gap is certainly not coming from the institutional structure, which might contradict the system. However, this might be because of the bank's differences in numbers between female and male employees. It might also be because of the hindering social forces where women take a larger burden within their households and private spheres than men.

Male employees acquire more capacity development opportunities rather than women

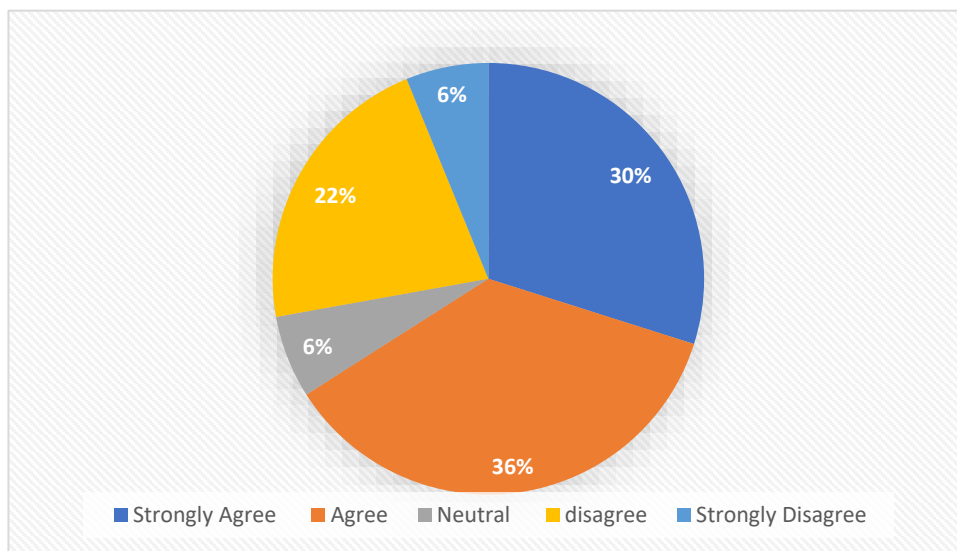


Figure 4.6.2 Male employees acquire more capacity development opportunities rather than women

Equality in Career development on a gender basis. Respondents reflected their perceptions concerning the responsiveness of the bank's environments to career development needs based on gender. 51% of respondents either strongly disagreed or disagreed with the statement

indicating that banks' environment responds equally to women and men in their development attempts.

Bank's environment supports women's development equally as men's

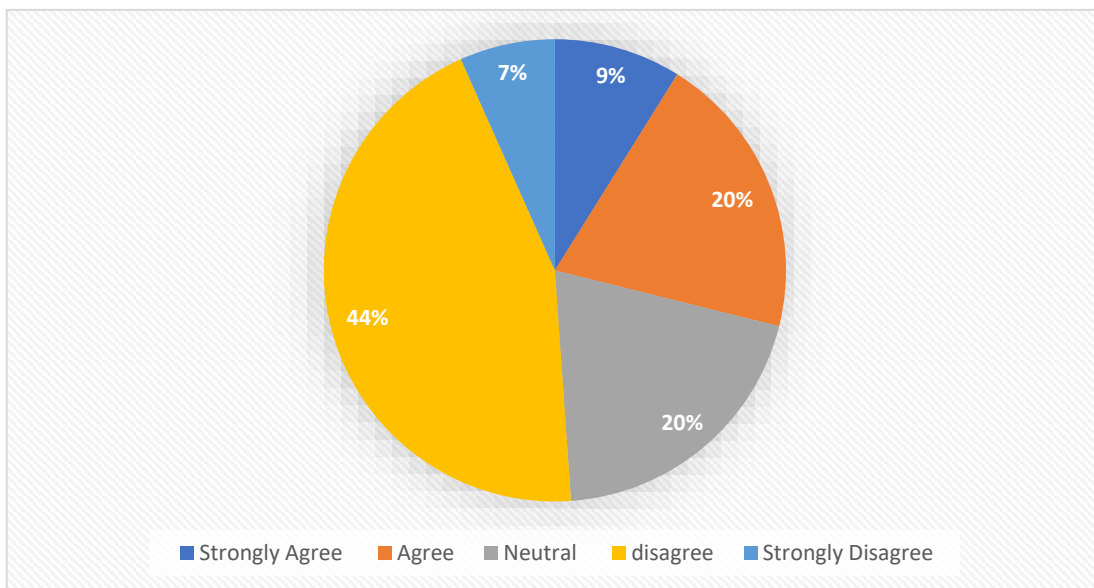


Figure 4.6.3 Bank's environment supports women's development equally as men's

The figure shows the respondents' perceptions regarding the equal support of the employee's development. The respondents indicated their perception of gaps in supporting employee development on a gender basis.

Banks' environment supports the employees' aspirations for career development, regardless of gender, social class, or other determinants.

The respondents were asked about their perception of equal support for employees to achieve their development aspirations. 43% reflected either their disagreement or strong disagreement about the similar support. This perception contradicts the bank's efforts to create equality and

provide equal access to their employees. Their reflection might refer to gaps in numbers between employees on a gender basis or the lack of affirmative actions to support women in decision-making.

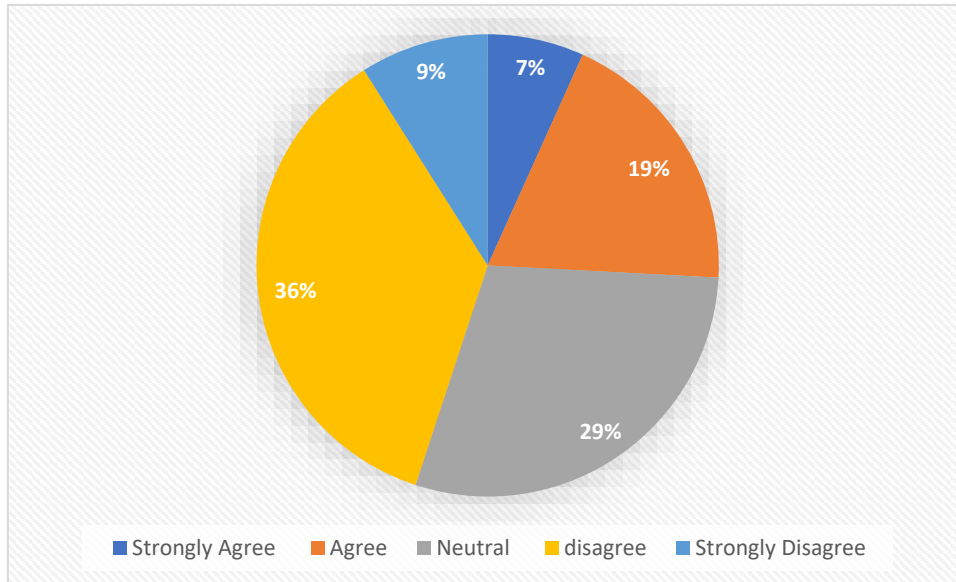


Figure 4.6.6 Banks' environment supports the employees' aspirations for career development, regardless of gender, social class, or other determinants.

The interview indications matched the quantitative analysis. The interviewees indicated that the accountability usually goes from up to down direction within the bank's environment. The bank's environments are result-oriented, and accountability typically occurs on the achievement tracking level. The limited bottom-up accountability comes initially from the lack of participation in the decision-making process firsthand, as the plans, decisions, and visions are a duty of the bank's senior management. (Aiesheh, 2022)

As for equal access to capacity development, the interviewees indicated women's engagement should be looked at from three different angles as follows:

- a) Part of the training workshops occurs during weekends and for long hours. In the given culture where women assume significant responsibility within their households, they require specific arrangements to afford it.

- b) In the case of outside training and travel, women have limited access compared to men, mainly because of their surrounding cultures.
- c) Banks have limited affirmative actions toward women's engagement and development, including gender sensitivity in the training bundles. (Samour, 2022)

Table 4.1: The Impact of Cultural on the Team's Formation

#	Question	Mean	Std. Deviation	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	The Palestinian cultural dimensions affect the staffing processes in banks.	4	1.23	36%	30%	8%	6%	7%
2	The staffing process is done on a purely professional basis without any differentiation based on gender, geography, religion, or dialect	2.6	1.13	7%	13%	15%	42%	10%
3	Religious beliefs affect jobseekers' willingness to work in the banks	3.59	1.20	30%	24%	14%	26%	6%
4	Palestinian culture affects the level of employee's engagement on gender basis	3.62	1.22	24%	31%	16%	9%	7%
5	Banks environment support individual	3.75	1.50	42%	16%	6%	10%	12%

	achievements rather than teams and collective achievements							
6	The Banks policies support equally the development of employees	2.38	1.04	12%	18%	7%	52%	11%
7	The bank's environment support women's development as equally as men.	2.81	1.11	8%	20%	20%	42%	6%
8	Banks adopt affirmative actions to enhance women's participation in decision-making processes.	2.73	1.19	9%	15%	21%	34%	12%
9	The banks environment supports accountability in different levels, not only up-down accountability	2.10	1.19	7%	12%	8%	38%	35%

10	Banks environment support individual achievements rather than teams and collective achievements	3.75	1.50	42%	16%	6%	10%	12%
11	The banks adopt affirmative actions toward engaging women in working teams	3.14	1.12	14%	21%	38%	18%	9%
Total		3.05	1.18					

The table above shows the average of the Palestinian cultural dimension's reflection on the teams-formation process in banks is approximately medium (mean=2.82) with a standard deviation of (1.42).

The respondent's perceptions reflect that cultural and religious beliefs affect job seekers who tend to look for jobs within the banks and limit this tendency within specific groups. These restrictions and limitations may affect the team's formation efforts.

58% of the respondents either strongly agree or agree that a bank's culture promotes individual achievement versus collective achievement. At the same time, all literature reviews indicated that the Palestinian cultural dimensions are of a high level of in-group collectivism. High in-group collectivism generates pride and loyalty for the group, driving more motivation and engagement in groups. While these perceptions indicate that incentives and recognition of

achievements happen individually, in contradiction with cultural dimensions, the bank's attempt to enhance loyalty, team spirit, and thorough engagement will be limited.

4.7 Communication indicators between employees in the bank environment

This section was developed to examine the effective communication indicators between employees in the banks' environments. The organizational culture sets the rules of information sharing styles, communication, and interaction styles between the team members at all levels. All of this will lead to assessing the power distance dimension with all its perspectives.

Different elements were used to assess the effective communication indicators between employees in the bank environment (presented in table 3.2 below). The respondents were asked to evaluate each component through a five-Likert scale (Strongly agree to disagree Strongly).

Table (3.2) below shows the results in a descending arrangement.

4.7. Table 4.7.1 the impact of Palestinian culture on communication between employees in the bank environment

#	Question	Mean	Std. Deviation	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	Operational decisions are usually made from top to down.	3.9	1.3	56%	19%	6%	9%	10%
2	I feel more comfortable when carrying my duties away from the direct	3.03	1.23	18%	20%	29%	24%	9%

	supervision of my manager							
3	I feel more comfortable to work within a team from same sex	3.08	1.23	12%	29%	27%	19%	13%
4	The bank environment encourages interaction between employees and managers within the working environment	2.82	1.22	10%	19%	25%	29%	16%
5	Staff are consulted while developing training plans	2.8	1.20	10%	21%	20%	37%	12%
6	I feel more comfortable in written communication with my managers	3.11	1.29	17%	26%	23%	20%	14%
7	The bank environment encourages interactions between	2.77	1.18	10%	16%	30%	29%	15%

	staff members regardless of gender.							
8	Regardless of the sex the training processes considers staff members needs	2.78	1.21	12%	14%	30%	29%	15%
9	I feel that I have a safe space to provide any feed back towards the Bank's decisions	2.52	1.42	11%	15%	20%	36%	18%
10	Decisions at different levels are made in accordance with staff capacities and on a need's basis	2.69	1.35	14%	16%	19%	28%	23%
11	I feel that there is a safe space to express my professional point of view and professional reflections	2.71	1.27	12%	17%	18%	36%	17%
12	I believe that all employees are equal	2.52	1.31	10%	18%	12%	35%	25%
13	Any professional disputes are contained	2.5	1.28	10%	16%	13%	37%	24%

	professionally and stay on a professional level.							
14	There are participatory spaces that contribute to the development of innovation on both individual and collective levels	2.72	1.43	16%	18%	13%	27%	26%
15	Different decisions are made on participatory manner	2.53	1.33	11%	17%	16%	29%	27%
16	The bank's environment encourages delegations and authorizations.	2.74	1.48	16%	22%	13%	20%	29%
	Total	2.84	1.29					

The communication indicators were divided into three sub-sections, the first section is the top-down and bottom-up relationships for the questions (1,2,5,6,9,10,11 and 15), the second section is the horizontal relationships for the question (2,7,12 and 14), and the third section is the relationship based on the culture imposed by the Banks cultures for the questions (4,8,13, and 16).

According to employees' perceptions, as shown in the table above, 75% either strongly agree or agree that operational decisions are imposed from the upper level of decision makers.

. 36% do not see that their space to provide comments or feedback on the Bank's decisions is safe (as shown in the graph below). 18% of the respondents also disagreed that they have a safe space to provide comments and critiques for the decisions within the working environment.

Also, 53% of the respondents do not feel (Disagree and strongly disagree) that there is enough space for expressing opinions and professional suggestions within the Bank.

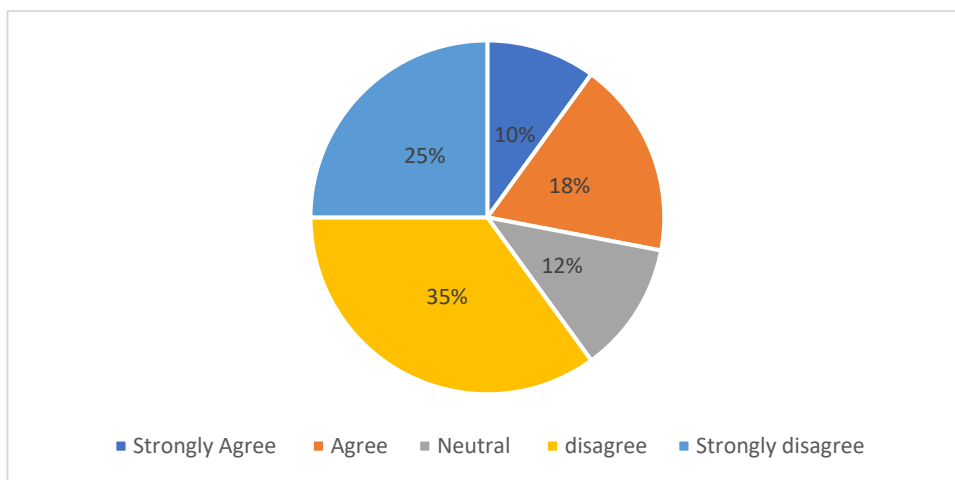


Figure 4.7.1 I feel that my space in providing any comments or feedback on the Bank's decisions is safe

Regarding horizontal relations, 35% of respondents do not believe staff members have equal access. 12% strongly agree, 29% agree that they feel comfortable working in a team of the same gender, and 29% disagree that the Bank's environment encourages employees to communicate effectively, regardless of gender, age, or professional level within work teams.

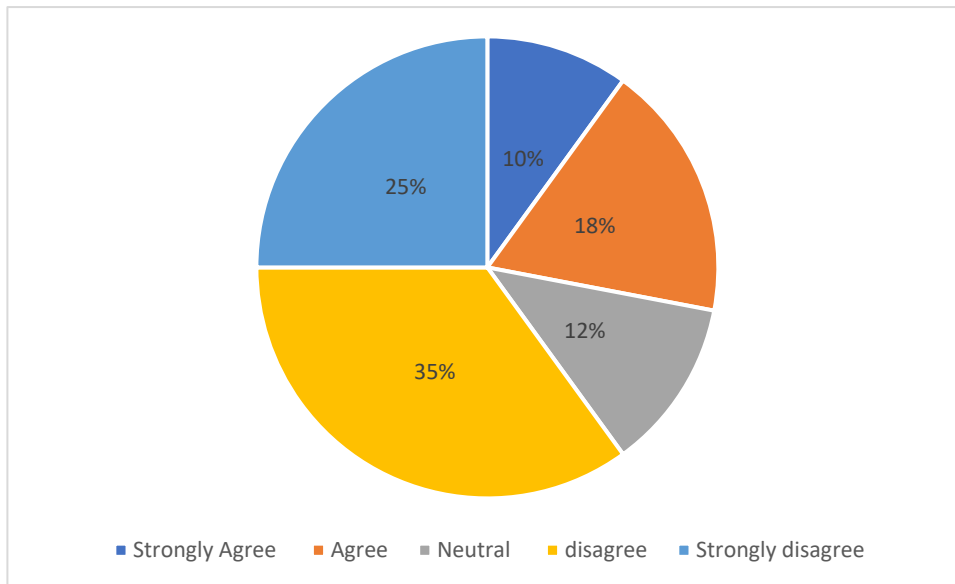


Figure 4.7.2 I feel that relations between employees are equal

30% of respondents disagree that the Bank's training is needs-based oriented.

37% and 12% of the respondents disagreed and strongly disagreed consecutively with the statement that employees are not consulted on training topics. This indicates that training and capacity development is not needs-based, which might be reflected in the development of the employees within their working environment.

Furthermore, 29% disagreed, and 16% strongly disagreed with the statement that the Bank's culture supports safe interaction between different layers of employees within the working environment. The perception of the lack of safe interaction might create gaps within the working environment, even if it is only on a perception level.

In this session, different directions that impact the employee's behavior within the organizational culture were discussed; it was observed that disagreements with powerholders' decisions have medium to low-level tolerance with means distributed between 2.4, 2.3, and 2.5. Also, the results indicated medium to low level of participation (means= 2.6 - 2.5) and engagement in decision-making processes, alongside the level of up-down and bottom-up communication channels. These results support the validity of H1 and refute H0.

The semi-structured interview results prove the quantitative results from the questionnaire. (Zaareer, 2022) reflected that the training design process doesn't occur in a participatory manner, and the consultation happens on an ad-hoc basis. Additionally, he indicated limited interactions and reflection processes within the bank's environments. The limitation includes a joint planning process, a joint reflection process, and consultation platforms.

Furthermore, the interviewees indicated that disputes and conflicts within the bank's working environments often affect the communication dynamics between disputants. The disputes are not often contained professionally and often are personalized. (Aqel, 2022).

4.8. The Palestinian culture's impact on appraisal and performance evaluation

The correlation between development and performance evaluation depends on the organization's culture and the reason for conducting the inspections, whether to monitor employees' performance or as a correspondent mechanism to enhance employees' performance and build and develop their capacities. This section used different indicators to assess employee performance evaluation, as banks could employ other performance evaluation mechanisms. The respondents were asked to evaluate each component through a five-Likert scale (Strongly agree to disagree Strongly). Table No (5.6.1) below shows the results in a descending arrangement.

Table 4.8.1 Appraisals and performance evaluation

#	Question	Mean	Std. Deviation	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	Appraisals are done on purely	2.82	1.37	16%	18%	19%	26%	21%

	professional measures							
2	Staff evaluation are made against specific ToR	3.52	1.31	15%	41%	10%	20%	14%
3	The current evaluation process is exposed to personal basis	2.65	1.44	16%	17%	14%	25%	28%
4	The evaluation process takes into the consideration the capabilities of part of the staff members to work for long hours, which may exclude others	3.28	1.05	12%	24%	39%	17%	8%

5	The Banks environment support innovation and creativity and rewards for that	2.82	1.47	16%	18%	19%	26%	21%
Total		3.01	1.32					

As evidenced by their responses to questions one and three, respondents perceived that the current evaluation and appraisal processes might be exposed to personal assumptions. Different interviews revealed that each bank has its own documented evaluation mechanisms that are professionally developed. When comparing the answers from the interviews and the questionnaire, a contradiction might be noticed at first glance. However, looking deeper might lead to one of the following conclusions, either employees still do not entirely trust the appraisals, do not have a chance to participate in its development, or there is not enough orientation.

Although 53% of the respondents strongly disagree and disagree that the employee performance appraisal processes are free from personal biases, 56% still showed strong agreement that all appraisals are done against specific ToRs.

This indicates that a gap between the structure of the bank and the working culture has existed. While a structure organizes the appraisals on a professional basis, culture still allows for personal biases to happen. These indications prove that the power of the cultural dimensions in controlling individual attitudes and behavior is profoundly linked to the level of uncertainty

avoidance. Often lack of trust is generated from an individual's fear of any regulation they do not fully control.

Additionally, the contradictions that banks have professional appraisal mechanisms and the fear of personal biases might indicate the lack of reflection and interactive spaces within the bank's communities.

The sub-structured reveals came in line with the quantitative analysis. The interviewees indicated that the appraisals occur based on professionally identified measures and happen against specific duties and ToR. However, appraisals are subject to personal biases, which may occur based on evaluators' attitudes, assumptions, and social values of the senior employees who lead the appraisals, which shape their thinking and understanding of the professional measures and shape their assessment capabilities. (Samour, 2022)

Furthermore, the employees' possibility to oppose their evaluations is secured. However, employees often do not dare to oppose directly or get into direct disagreements with their superiors because of the cultural norms, which create hesitancy and insecurity, generating withdrawal and avoidance tendencies amongst employees in case of any contradictions with their managers. (Aqel, 2022).

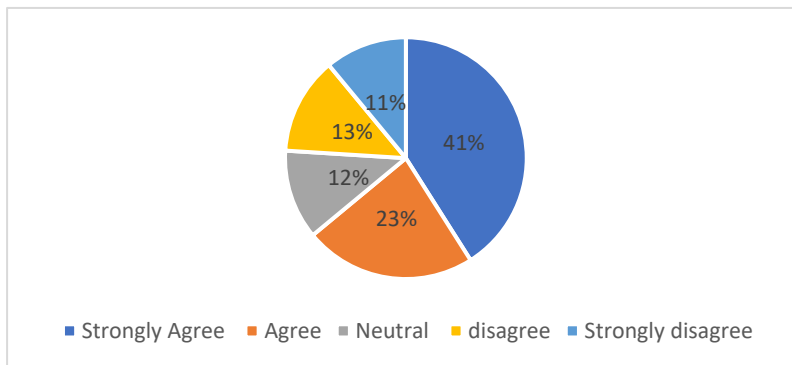
In the optimistic case scenario, most banks in Palestine still employ 180-degree evaluation mechanisms where superiors can evaluate their subordinates, allowing an up-down evaluation process. This evaluation mechanism prevents the employees from their access to evaluate their supervisors and managers, which is a kind of dedication to the high power distance dimension. (Shelleh, 2022)

Table 4.9.1 Egalitarianism within the workplace

#	Question	Mean	Std. Deviation	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	Excellence is recognized as an individual achievement rather than a team's achievement.	3.55	1.50	41%	23%	12%	13%	11%
2	There is no difference in the financial compensation on gender basis	2.70	1.20	11%	19%	24%	33%	13%
3	The bank environment is free from masculine attitudes	2.79	1.15	15%	16%	28%	29%	12%
4	Male employees acquire more capacity development	3.26	1.25	21%	23%	31%	16%	9%

	opportunities rather than women.							
5	Banks adopts affirmative actions towards women	2.75	1.24	10%	18%	29%	26%	17%
	Total	3.01	1.26					

As indicated in the figure below, 41% of respondents strongly agreed, and 23% agreed that excellence is being recognized individually rather than workgroups. This indication reflects that the Bank's organizational culture in this regard might cause a negative impact on team spirit and causes a withdrawal tendency among team members.



Excellence is recognized as an individual rather than a team's achievement.

While questions two and three indicate masculinity tendencies within the Bank's environment.

As for question two, 33% disagreed that there are no differences in financial allowances or

incentives, including health insurance, based on gender. While 29% of the respondents also disagreed with the free of masculine tendencies within the Bank's environment.

Most of the reveals from the semi-structured interviews came in line with the quantitative analysis. The interviewees indicated that the salaries are equal, representing the financial compensation's structural part. However, the financial compensation should be looked at in a much broader view. For example, there is still a difference in the health insurance package on a gender basis, where men in some banks can include their wives in the health insurance policy, while women can't insure their husbands. This policy indicates a deeper assumption that women are the responsibility of men. (Shelleh, 2022)

Moreover, the affirmative actions toward women within the banking sector are very limited, mainly in the absence of written gender policies and gender audits, and gender-sensitive training bundles. (Rahhal, 2022)

4.9. Interview's analysis

4.9.1. the impact of the Palestinian cultural dimensions on the team's formation

The results of the interviews indicated that Palestinian cultural dimensions play a significant role in the team's formations. The impact of the cultural dimensions is a hidden power that generates specific attitudes and behaviors that may shape, among other things, the team's formations.

As they served in different banks, all interviewees indicated that staffing processes are based on specific procedures and measures. The staffing flow is predefined within different banks, and these procedures start basically by determining the staffing needs on the bottom-up approach. However, they noted that this process does not precisely mean that the staffing processes purely happen on a professional basis. According to the interviewee, interviewers in

the staffing committees have specific values that shape their opinion and assessment of the new staff (Samour, 2022).

All interviewees indicated that an essential part of the current staffing processes is automated, which minimizes human interventions to a specific extent. However, there is still a margin, even if small, where human assessments occur.

Furthermore, the interviewees indicated that the internal culture of the banks is a kind of reflection of the surrounding culture, which leaves a margin for compromises somehow for professional criteria.

All interviewees indicated that the national cultural dimensions shape people's mindsets, thus shaping their selection processes of employees. Because the bank's teams are required to mirror the surrounding, selection processes are controlled by this occupation (Aqel, 2022).

Additionally, people always have a set of characteristics in mind they seek to match; these characteristics often reflect an individual's beliefs about successes and failures, right and wrong. Thus, the selection is not entirely free from these assumptions.

4.9.2. Engaging women in working teams

The interviews indicated that the banks' structural regulations deeply encourage women's engagement in working teams. Additionally, the bank's structures attempt to engage women in working teams on the structural levels. Additionally, banks enforce equality between men and women. According to the interviewees, managers, heads of units, and supervisors are sensitive to women's needs within the working teams, and often “they reduce the load on women to encourage them.” One of the interviewees also indicated that “whenever a female employee needs help, we encourage one of her male colleagues to support her.” (Zaareer, 2022) Although this statement seems affirmative for the researcher, it implicitly indicates an assumption that

women are less able to carry out some duties, pushing the managers to support them by providing male employees.

In response to our question about whether employees prefer to work on uni sex or mixed teams, all interviewees indicated that they love working in joint teams; however, working in unisex teams gives both females and males more freedom because of the cultural restrictions. (Zaareer, 2022)

When interviewees were asked about the level of support banks show to engage women in the decision-making process, they answered that this has to do with the hierarchy. But generally speaking, the level of women's participation in decision-making compared to men is modest, which might be because of cultural restrictions. This answer, according to them, has to do with the history of women's engagement in the banking sector, knowing that women are newer than men in the banking sector. (Samour, 2022)

When referring to the downsizing of the loads on females and assigning males to help females, and when interviewees were confronted, this attitude might be driven by the cultural assumptions concerning women's capacity inferiority compared to men. Part of the Interviewees indicated that women are sometimes perceived as inferior actors compared to men. Collective beliefs indicate that women are more emotional than men, which might help explain the limited participation of women in the decision-making processes. (Rahhal, 2022)

It is worth mentioning that there was no difference between the interviewees in responding to the questions discussed above, and all answers indicated the difference between structures and cultures. Structures are very supportive, and cultures still need lots of work.

4.9.3. Interactive communication between employees within the workplace

In response to a question about the availability of safe spaces for reflections, dialogues, and consultations, The interviews concluded the limited spaces for reflection processes among all

employees might leave gaps between different levels within the bank's environments. The limited access that the interviewees indicated also might harm the sense of ownership and loyalty to the organization (Aiesheh, 2022).

On the other hand, when the interviewees were asked about the ability to provide critiques and professional contradictions, Part of the interviewees indicated that the ability to critique superior levels depends very much on persons rather than the structure. Part of the interviewees noted that the ability is much higher within the senior management level than at the department level. The interviewee's indication reflects openness at the senior management level, which seemed higher than at the department level. (Aqel, 2022)

In response to how disputes are contained within the working environment, interviewees indicated that the containment depends very much on the people encountering the disputes themselves. Often, these disputes are personalized, creating employee communication gaps. (Aqel, 2022)

In response to a question about the availability of a safe space for comments, feedback, and professional reflections, Interviewees responded differently based on their different experiences, where part of them indicated that these spaces are available within their banks but limited to a specific level of employees. In contrast, the other part said that such places are unfamiliar within the banking sector. (Shelleh, 2022)

Interviewees were asked whether or not their banks consult employees in developing training plans or not; the answers to this question came into three formula directions. Part of the interviews indicated that their banks develop the capacity-building plans on a participatory level. The other part of interviewees responded that their banks provide a pre-defined training set and that their employees have to commit to it. Others responded that sometimes the bank's such consultation processes with their employees; however, this happens on an ad-hoc basis. (Zaareer, 2022)

As for the responsiveness to women's needs in designing the training, the interviewee indicated that their banks take partial responsiveness measures. And when asked about partiality in this regard, they noted that part of the training takes place during the weekend, so this is not responsive to women's needs. Additionally, they pointed out that some women couldn't commit to external training because of their commitments to their families, and some women have limited capacity to travel due to their cultures (Aqel, 2022).

Part of the interviewees indicated that training processes did not reach a mature status within the Local banks in Palestine. It is even dealt with often as part of the decorative addendums and as part of the benefits for specific managerial layers. (Samour, 2022)

The interviewees were also asked about accountability within the working environment. All of the interviewees agreed in their response to this question. The accountability takes place only in one direction, from up to down. The upper layers in the hierarchy hold lower levels accountable for the goals. Accountability from the bottom-up is very rare, and it some times considered a violation of the bureaucratic procedures within the banks (Aiesheh, 2022), (Rahhal, 2022).

The interviewees were also asked about the egalitarianism between employees. They all agreed that the structural aspect enforces egalitarianism between employees in an atmosphere of rule of procedures and law. However, this is not precisely the case in practice and working environments. There are differences in accesses on a different basis, and the difference in access comes due to position, gender, or age. (Shelleh, 2022)

4.9.4. Appraisals and evaluation

The interviewees were asked about the evaluation processes within their banks. All of the interviewees indicated that each bank has a specific set of evaluation mechanisms that engage

different stakeholders. The appraisals are done in cooperation between departments, including line managers or supervisors, department managers, HR departments, etc.

All of the interviewees assured that the evaluation and appraisals happen against specific measures and ToR's. The measures include targets in the case of sales and alike departments.

All of the interviewees agreed that a manager could not deny the achievement of a specific employee. The interviewees also assured that every employee could accept or refuse their evaluation.

The interviewees were asked about the extent to which they believe that the appraisal and evaluation processes happen purely on a professional basis and whether this process exposed subjectivity. All interviewees agreed that although banks developed these processes intuitively, subjectivity still occurs to a large extent. There are many cases where personal hate or love, like and dislike attitudes play a role in the evaluation and appraisals (Samour, 2022)

On the other hand, the interviewees disagreed about the employee's objection capabilities. They indicated that sometimes employees do not dare to contradict their evaluators, which differs from one bank to another.

Part of the interviewees indicated that his bank appraisals are automated, and employee feedback is kept confidential.

For the researcher, the hesitancy of fear atmosphere indicates that there is not enough safe space for direct reflection. Also, it indicates the limited interactivity between different layers of the employees, which might harm the loyalty and the applicability of HRMP properly.

The lack of ability to provide direct feedback and the tendency to keep feedback confidential mean an asymmetry of power and access between different employees. (Aqel, 2022)

The interviewees were asked about the extent to which the appraisal processes consider innovation and excellence as part of the evaluation measures on the one hand and if the banks encourage innovations and excellence and pay for it.

The interviewee provided two different sets of answers to this question. Part of the interviewees indicated that their environment encourages innovation and takes it as part of the measures in the evaluation processes. They also have indicated that banks pay for innovation and excellence. However, the interviewees identified innovation as a material achievement only. In the other part, the interviewees indicated that innovation might be taken in the evaluation if it happened during the progress toward achieving individual targets. But the policies of their banks and their culture do not encourage innovation. This group of interviewees indicated that all achievements' targets and materialization contradict the innovation culture. (Samour, 2022)

4.9.5. Egalitarianism within the working environment

this section brought to the interviewees specific questions related to the financial packages of the employees, the equality in accessing training opportunities, the existence of masculine attitudes, and the level of affirmative actions that the banks adopt within their working environment.

The interviewees were asked if there were any differences in the financial packages on a different basis, and the interviewees indicated that there were no differences in salaries and wages. As for other aspects of the financial compensation packages, some banks have differences in the packages based on gender. For example, some banks do not allow their female employees to cover their kids in the health insurance. When interviews were asked about this decision, one of the interviewees answered from his previous experience, saying that this policy is driven by an assumption the kids are the father's responsibility, not the mother's. For the researcher, this is a significant indication of the impact of the cultural dimensions on the bank's culture. (Shelleh, 2022)

Furthermore, the interviewees were asked about the affirmative actions banks take toward female employees. All interviewees agreed that affirmative actions are not deeply rooted within

the bank's structures. Part of the interviewees indicated that affirmative steps respond to international standards, and often it's seasonal and is not sustainable. (Samour, 2022)

Affirmative actions stop at the level of enhancing numbers of the female employees and do not create responsiveness within the culture and or the structure. Moreover, focusing only on increasing the number of female employees will create a quota system that will create a hostile atmosphere within the working environment, according to the interviewees. A hostile atmosphere might be created when employees start to see a specific position reserved for a particular sex. (Rahhal, 2022)

4.9.6. Masculine tendencies within banks

This part of the question focused on assessing the level of masculine attitudes and tendencies within the banking sector.

The interviewees had a contradictory opinion about this question. While some interviewees indicated that their environments are free from masculine attitudes, the other indicated that masculine attitudes are very high in their environments.

Two interviewees indicated that the business sector, specifically the banking sector, is highly masculine. This masculinity could easily be captured if we look back at how banks dealt with their female employees during the Covide-19 outbreak. Many banks obliged their female employees to take off days during the outbreak; they also left their female employees with a huge burden in their private sphere. Banks relied on the capability of men employees to reach duty stations due to the closing measures, and women were left behind to a large extent. According to part of the human rights interviewees, this contradicts many international human rights agreements.

Moreover, the interviewees indicated that part of the appraisals and evaluations consider the employee's ability to work for long hours as excellence for those employees, which is one attribute of materializing employees' efforts which indicates a high level of masculinity.

Although banks achieve high returns and profits, some still give the minimum maternity, and there are no paternity leaves in their cultures. Additionally, banks often adopt gender-blind rules. According to the interviews, gender-blind rules might not be of added value for women's empowerment, according to the interviewees. (Rahhal, 2022)

4.9.7. Findings and discussions of the interviews

It was clear to the researcher that interviewees agreed on different questions of the interviews as follows:

Agreements

- All of the interviewees agreed on the impact of the cultural dimensions on the staffing processes. Although several banks took actions toward automating the staffing process, a still essential part of the staffing process is subject to assessments that are affected by the cultural dimensions. According to the interwebs, the staffing process is a mirroring process of the community, indicating that the cultural dimensions still affect the staffing processes.
- All of the interviewees agreed that the appraisals processes are not purely done objectively, and the current appraisals, despite all of the automation processes, still exposed to subjectivity
- The interviewees agreed that the accountability process goes in one direction from the top down.
- Interviewees agreed that women often lack equal access as men to some training and capacity development processes either because of their surrounding culture, the household loads, or the majority of male employees.

- The interviewees also agreed that the safe reflection spaces are very limited in the banking environment, which affects the participatory tendencies and the interactivity of communication between different layers of the employees within the banking environment.

- When confronted with specific facts, all interviewees agreed that what might be seen as affirmative actions done out of good intention actually might harm.

- All of the interviewees agreed that professional disagreements and disputes might not be contained professionally and often are personalized.

On the other hand, the interviewees disagreed on the part of the question, and these questions are:

Disagreements

- Differences in financial packages on a gender basis. Based on their experiences, some interviewees disagreed that there is any difference in the financial packages on a gender basis.

- Masculine attitudes within the banking sector. The interviewees look at the masculine perspectives differently, and therefore, they could not agree on the existence of male attitudes within their working environments.

- Affirmative actions towards women. Some interviewees see that their banks take affirmative measures to empower women. Despite the confrontation, still, they see that their banks invest a lot in this affirmative action and take specific steps in that direction.

- Egalitarianism and equal access. The interviewees disagreed about the unequal access on gender, age, or other bases, where part of them believe that the structure allows equal access and blame employees for not using that structure to fulfill their attempts to have equal access. One interviewee said, "you have to take actions towards realizing these rules of procedures and structures."

4.9.8. Hypotheses testing

The above analysis and findings prove the research hypotheses that employ HRMP within the banking sector are affected by the national cultural dimension and norms.

4.9.9. Conclusion

In contrast, this chapter illustrated the data collection and analysis results gathered through the questionnaire and semi-structured interviews.

The data showed a significant impact of the cultural dimensions on different HRMPs, including the team's formation, staffing, integration, engagement, and training. The data also illustrated that national culture affects the level of equality and equal access.

Furthermore, the interaction and communication within the workplace are highly shaped by cultural values, assumptions, and stereotypes.

The next chapter will discuss the results and draw conclusions based on the literature review.

V. Chapter Five: Conclusions and recommendations

5.1. Introduction

This chapter will provide an overview of the research, summarise previous parts of the study, and compare it with the literature review. This chapter will also reflect on the significant cultural dimensions and norms that may affect the proper adaptation of the best practices in human resource management.

5.2. Conclusion

The research is conducted to study the extent to which national cultural dimensions affect the movability of the HRMP within banks operating in Palestine. It also focused on learning how stereotypes affect the full employability of HRMP within the working environments in Palestine.

The HRMP is a set of practices aiming to create a shared community that works collectively to achieve the company and organization's goals. The shared community must share specific beliefs and attitudes toward their employing companies and towards one another.

The HRMP is also a duty that one department cannot implement, but HR departments usually facilitate it. The full employment of the best HRMP requires open communication channels between different actors within any working environment. It also requires a high level of engagement of each staff member in the working environment.

HRMP witnessed significant changes in the world. With increased competition and open communications between different communities, it became an independent universal language that regulates relations within the working environment.

The banking sector is one of the most vital and interactive sectors, where multiculturalism and intercultural communications often occur.

Palestine is one of the countries where several foreign banks operate, which makes the understanding of interculturalism more significant for its success.

The study revealed that banks invest significantly in working environments. One of the bank's competition elements became their teams and staff. Banks are continuously and incrementally attempting to build a unique organizational culture, advancing their regulatory systems and building and developing their staff capacities.

As a result of the interviews, it was clear to the researcher that the banks emphasized developing their excellence through the working culture. Therefore, they are attempting to employ best practices in human resource management.

Clearly, most banks pay for performance, encourage outstanding performance, and promote individual innovation.

Still, it was clear that their significant impact on the Palestinian cultural dimensions on fully adopting best human resource management practices, mainly the high-power distance tendencies which cause the flow of information, orders, and communication from up to down. The research also revealed accountability, orders, and decision-making processes occur from top to down, which explains that the High-power distance tendency highly shapes decision-making processes.

The research revealed limited safe spaces for sharing, co-thinking, and co-designing decisions. Furthermore, the stereotypes about women affect their level of development as equal to men. for example, the belief concerning women's abilities and their needs for support from male employees is seen as affirmative; in fact, this advances males' chances of development within the hierarchy.

The religious belief concerning working in banks might significantly impact women more than men because of the community's tolerance towards them.

The collective assumption about women's role in the household and their responsibilities towards household burdens might hinder their capabilities of receiving equal training as their male colleagues, especially when it is abroad training or during weekends.

The professional relations within the working environments turn into friendship due to the nature of the socialization tendencies of the Palestinian society, which allows for a more significant opportunity for male employees to interact with one another, and share ideas Rather than female employees. As it narrows cross-gender communications beyond working hours and venues, this masculine attitude advances male employees' access compared to female employees.

It was clear that female employees' medical insurance, part of the financial compensation, differs from male employees. Male employees' medical insurance covers spouses while female ones do not, and this might happen because of the collective assumption concerning the superiority of males over females.

The research revealed that communication within the operational teams might be affected by masculine attitudes, which affect women's access.

It was clear from the literature review that the Palestinian culture is collectivist, one “groups led.” At the same time, the questionnaire analysis revealed that performance within the banks is recognized and awarded on an individual basis.

The research revealed that even though appraisals and evaluations are made against specific terms of references, it still does not happen on pure professional measures. It might also be subject to subjective criteria.

During the data analysis phase, it was noticed that many respondents responded neutrally to different questions. Also, several respondents left some questions without answers, which indicates they might have no answer, which means that respondents either have limited access to information or were not well informed.

5.3. Recommendations

This part of the research is designated to provide practical recommendations that might help in fully employing HRMP.

The researcher proposes a social audit process on regular bases for them to be able to identify cultural gaps that might hinder the comprehensive implementation of HRMP. The social audit might also include a gender audit, allowing different banks to develop procedural guidance in responsiveness to women's needs.

Social and gender audits might enhance the work-environments sensitivity towards the needs of different team members and working groups and better inform the leading bodies' decision-making processes.

The research also proposes that banks adopt affirmative measures to support women's engagement. These affirmative measures consider the capacity development needs in the light of the level of burden on women in their private sphere.

The researcher suggests that banks might need to review their compensation bundle, and these reviews should recognize equality on a gender basis.

The researcher suggests a "360" evaluation mechanism might enhance the quality of the appraisals and enhance staff satisfaction from the evaluation process.

Banks are advised to diversify their incentives and not only adopt pay for performance as a process of materializing achievements, but it does not necessarily enhance satisfaction. Adopting a more comprehensive bundle of incentives will strengthen loyalty and create spiritual ties with the team's members.

The research suggests dedicating reflection spaces regularly, allowing for idea sharing, and allowing employees to engage in decision-making might help create a shared responsibility community.

The researcher recommends that different banks review their orientation plans to include a non-operational aspect of the working environment equal to the operational orientation.

The research identified that HRMP could not be a duty carried out solely by the HR departments. Therefore, the study recommends that HR departments work as a hub with other departments to implement the different practices fully.

The researcher suggests outsourcing the staffing service to avoid subjective staffing

The researcher also suggests that teamwork recognition must be part of the evaluation and incentive bundle.

The research suggests that banks should adopt a fully confidential Whistleblowing mechanism. This mechanism will work as an early warning for senior management to take corrective actions accordingly and in a timely manner.

The researcher recommends banks managements fully adopt a progressive gender policy, a set of gender-sensitive procedures, and a comprehensive vision toward gender mainstreaming within the bank's culture and environment.

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والاحتراق الوظيفي: دراسة تطبيقية، المجلة العلمية للدراسات والبحوث المالية والتجارية، 2021 .

Annex

List of interviewees

Name	Position	Institution
DR. Omar Rahal	Expert in Cultural affairs	SHAMS center for Human rights.
Ibrahim Samour	Branches Manager	Bank of Palestine
Mahmoud Aqel	Financial Manager	Palestinian Islamic Bank
Soliman Zaareer	Head of Sales Unit	Housing Bank
Ayman Abu Aiesheh	Pervious Branch employee	Bank of Palestine
Hedaya Shilleh	Previous E channels Manager	Egyptian Arab Land Bank

Questionnaire review and judgment:

List of reviewer and judges:

Name	Title and position	Institution
Shehadeh Dr. Amjad	Assistant Professor, lecturer	Arab American University

Dr. Omar Rahal	Assistant professor, Lecturer	Bierzeit University
Dr. Rose Othman	Assistant professor, Lecturer	Arab American University

Questionnaire

الاستبانة

استبانة حول انعكاس الثقافة الفلسطينية على بيئة العمل في البنوك العاملة في فلسطين

أنا الطالبة سلام الشلة أتابع تحصيلي العلمي لنيل شهادة الماجستير في التواصل بين الثقافات، في الجامعة العربية الأمريكية، وأقوم حالياً بإعداد هذه الاستمارة استكمالاً لمتطلبات رسالة التخرج تحت إشراف الدكتور أمجد شحادة " بعنوان، " تأثير الثقافة الفلسطينية، على أنماط إدارة الموارد البشرية في البنوك العاملة في فلسطين". يرجى التكرم بمنحي خمس عشرة دقيقة من وقتكم الثمين للإجابة على الاستمارة. ونحيطكم علماً بأن إجاباتكم ستستخدم لأغراض البحث فقط وستعامل بصورة سرية.

ولكم جزيل الشكر

سلام الشلة

تتكون هذه الاستمارة خمسة أقسام، على النحو التالي:

1. القسم الأول: البيانات الشخصية.
2. القسم الثاني: تأثير الثقافة الفلسطينية على تشكيل فرق العمل في البنوك .
3. القسم الثاني: التواصل بين الموظفين في بيئة العمل.
4. القسم الرابع: تقييم الأداء
5. القسم الخامس: المساواة داخل بيئة العمل

القسم الأول:

الاسم (اختياري):

البنك: (اختياري)

الدائرة:

الجنس

ذكر

أنثى

العمر:

-65

- 509

39-30 40

20-29

الرجاء تحديد درجة موافقتك مع كل من النقاط التالية:

القسم الثاني: انعكاس الثقافة الفلسطينية على توجهات بناء فرق العمل في البنوك					
أشعر بأن	أوافق بشدة	أوافق	موقف حيادي	لا أوافق	لا أوافق و بشدة
1					تؤثر الابعاد الثقافية الفلسطينية على عملية التوظيف، في البنوك.
2					تتم عملية التوظيف على أسس مهنية بحثه دون أي تمييز على أساس الجنس، أو الجغرافيا، أو الدين، أو اللهجة
3					تؤثر الثقافة الدينية في واقع الاقبال على العمل في البنوك وحصصها بنخب معينة.
4					تؤثر الثقافة الفلسطينية على مستوى انخراط الموظفين في علاقات العمل على أساس جنس الموظف.
5					ثقافة البنك تدعم تطلعات الموظفين/ات في التطور الوظيفي بمعزل عن جنس الموظف، أو طبقته الاجتماعية، أو خلافه من المحددات.
6					تساهم سياسات البنك في نمو وتطور الموظفين بشكل متوازن
7					البيئة الداخلية في البنك تدعم النساء، بشكل متوازن مع الرجال، فيما يتعلق بالتطور الوظيفي.
8					تشجع البيئة الداخلية للبنك، النساء على الانخراط في صناعة القرار
9					تدعم ثقافة البنك الداخلية، مستوى متقدم من المساواة في مختلف المستويات، وليس من الأعلى الى الأدنى فقط.
10					تدعم ثقافة البنك الإنجاز الفردي في مقابل الإنجاز الجماعي.
11					تساهم ثقافة البنك في اشراك النساء، بشكل فاعل في فرق العمل.
القسم الثالث: مؤشر التواصل الفاعل بين الموظفين في بيئة البنك					
أشعر بأن	أوافق بشدة	أوافق	موقف حيادي	لا أوافق	لا أوافق و بشدة
1					تشجع ثقافة البنك على التواصل بين الموظفين و المدراء في اطار بيئة العمل
2					تشجع بيئة البنك الموظفين على التواصل مع بعضهم البعض بشكل إيجابي، بمعزل عن النوع الاجتماعي، السن، أو الدرجة المهنية في اطار فرق العمل.
3					تصدر القرارات العملية، والمهنية، من الأعلى الى الأدنى

					4 تشجع ثقافة البنك التفويض في مستويات صناعة القرار المختلفة.
					5 توجد مساحات تشاركية تساهم في تطوير الابداع الفردي والجماعي في البنك
					6 تبني المستويات الإدارية المختلفة، قراراتها بشكل تشاركي
					7 تبني القرارات الإدارية المختلفة في ضوء قدرات الموظفين/ات، وبما يراعي احتياجاتهم/ن
					8 اشعر بالارتياح لدى ممارسة مهامى بعيداً عن مدرائى.
					9 أشعر بالارتياح للعمل ضمن فريق من ذات الجنس
					10 أرى بأنّ العلاقات بين الموظفين، تبني على أساس المساواة.
					11 أرى بأن مساحتي في تقديم، أي ملاحظات، او تغذية عكسية اتجاه قرارات البنك هي مساحة امنة.
					12 أشعر بمساحة أكثر امان للتواصل المكتوب، أكثر من التواصل المباشر مع مدرائى.
					13 اشعر بأن هنالك مساحة كافية للتعبير عن الرأي، والاقتراحات المهنية داخل البنك

					14	الاختلاف في الآراء المهنية داخل بيئة العمل، يبقى ضمن حدوده المهنية.
					15	تتراعي سياسات البنك التدريبية احتياجات الموظفين بمعزل عن الجنس
					16	يتم استشارة الموظفين في المواضيع التدريبية قبل إقرارها في خطط التدريب.
						القسم الرابع: تقييم الأداء
					1	تتم عملية تقييم أداء الموظفين بمعزل عن أي اعتبارات شخصية، وتخضع لمعايير مهنية بالكامل.
					2	تتم عملية تقييم أداء الموظفين، بالاستناد الى المهام الوظيفية للموظفين.
					3	عملية تقييم الموظفين الحالية أكثر عرضة للتحييز بالاستناد الى العلاقات الشخصية.
					4	تأخذ عملية التقييم بعين الاعتبار، قدرة بعض الموظفين في العمل لساعات طويلة، ما يقصي البعض الاخر.

					5	تدعم بيئة البنك الابداع والتميز، وتكافئ على ذلك الاساس
						القسم الخامس: المساواة داخل بيئة العمل
					1	يعامل الابداع على أسس فردية وليس كمجموعات عمل.
					2	لا توجد أي فروق في البدلات المالية او الحوافز بما في ذلك التأمين الصحي على أساس الجنس
					3	بيئة البنك خالية من الإساءة، ومن التوجهات الذكورية.
					4	يحصل الموظفون الذكور على فرص أكبر للمشاركة في برامج تدريبية بالمقارنة مع الموظفات الإناث في البنك
					5	يوجد تمييز إيجابي لصالح النساء في فرص التدريب لدى البنك.

Interviews questions

1- كيف تصف تأثير الأبعاد الثقافية على تشكيل فرق العمل في البنوك في النواحي التالية:

- التوظيف
- بناء فرق العمل.
- المساواة داخل فرق العمل.

- المساحات التفاعلية التي يتيحها البنك لكادره.
 - 2- كيف تصف التفاعل في داخل بيئة العمل من النواحي التالية:
 - التفاعل بين مختلف الطبقات الإدارية.
 - التشاركية في صناعة القرار.
 - المساواة
 - العمل في فرق عمل مختلطة.
 - تقديم الاقتراحات والانتقادات المهنية.
 - رصد الاحتياجات التدريبية.
 - 3- كيف تصف عملية تقييم الأداء، في النواحي التالية:
 - الابداع والتميز
 - عرضة عملية التقييم للمعايير الشخصية.
 - 4- كيف تصف المساواة في بيئة العمل في النواحي التالية
 - البدلات المالية للموظفين
 - التمييز الإيجابي لصالح النساء
 - الفرص التدريبية
-

الملخص التنفيذي

المقدمة

يعتبر السلوك الإنساني تجلي لطيف واسع من المشاعر، والاعتقادات، والأفكار، التي تتفاعل تلقائياً مشكلة إياه في مواجهة حدث "ظاهرة" محددة. وينطوي هذا الطيف على متغيرات واعية وأخرى غير واعية يراد منشئها إلى لحظة تكون الإنسان وتتطور بتطوره كمحصلة لعمليات تعلم، واستدخال كبيرة من بيئته المحيطة يصيرها الإنسان اعتقاداً لتصبح محركاً لسلوكه ومنبعاً له. إن أثر البيئة المحيطة على السلوك الإنساني لا ينحصر بتشكيل دوافع السلوك، وماهية الشعور الباعث عليه، وإنما يمتد ليشكل مرجعاً بموجبه يتم فهم بواعث سلوك الآخرين المتفاعلين في الحدث "الظاهرة".

تشكل العادات والتقاليد في البيئة المحيطة للفرد، قواعد غير منطوقة في غالبها، وتؤثر في تفاعلاته الاجتماعية كافة بطرق شتى، ومن هنا فإنه يمكن الاستخلاص بأن الفرد محكوم بالسلوك على النحو الذي سلكه، بموجب قواعد للقبول والبطلان المجتمعية بناء على معايير متعلقة بالفرد وانتماءاته الجندرية، والفئوية، والطبقية، والعمرية، وتختلف شدة تلك القواعد من مجتمع لآخر تبعاً لاختلاف الأبعاد الثقافية النازمة لعلاقة الأفراد والمكونات المجتمعية في المجتمعات.

وعلى هذا النحو فإن البيئات التنظيمية للشركات، والمنظمات ومؤسسات الأعمال المختلفة لا تختلف كثيراً عن الأفراد، في مستوى تأثيرها بذات الموجب في تفاعلاتها العملية مع بيئتها المحيطة، ويأتي هذا التأثير من كون أن سلوك الأفراد في بيئة عملهم هو اشتقاق لبعض سلوكهم في مجتمعهم، وبما أن العلاقة بين الأفراد في بيئة العمل ومشغليهم في جُها بلورة لاتفاق على تحقيق أهداف الشركة، أو المنظمة، فإن إدارة هذه العلاقات تلعب دوراً رئيسياً ليس فقط في توجيه الطاقات اتجاه تحقيق الأهداف، وإنما في خلق ثقافة عمل وشراكة بين مختلف المتفاعلين في لتحقيق الأهداف.

في الوقت الذي شهد فيه العالم انقلابات متعددة في نظم الاتصال، نتيجة للانفتاح التكنولوجي وما له من أهمية خاصة في انفتاح الأعمال على أسواق عالمية وغير محدودة الجغرافياً، فقد أدى هذا الانفتاح إلى إنتاج واقع تنافسي غير منتهي، مستفيداً من اختلاف أنماط الاستهلاك وتنوع أشكالها، وقد كان لقطاع البنوك أهمية خاصة في هذا التطور، فلم يعد البنك حافظة مالية لمختلف الأعمال والأفراد، وإنما تحول لمحفظة إدارية-مالية، لا يمكن لأي من المنظمات التخلي عن دورها في تيسير عملها في جغرافيتها أو في العالم. وبهذا الوصف فقد تحولت المصارف إلى مديراً ماليها لكل منظمة وفرد، عدا عن كونها ركيزة الاستثمار، وضابطاً لتدفقه داخل الحدود وعبرها.

وقد ارتبطت المصارف في المنظومة العالمية الحالية ببعضها البعض عبر قوانين وقواعد عابرة للحدود، لتشكل عنقوداً مالياً متصل المراجع بشكل عضوي، ليتخذ شكل منظمة متعددة الجنسيات والثقافات. وقد شهد قطاع البنوك في فلسطين تطوراً ثورياً فيما بعد نشأة السلطة الفلسطينية في العام 1994، والذي انتقل من مرحلة تضيق كبيرة شهدتها الحقبة التاريخية الممتدة من العام 1967-1994، نتيجة لمحاولات الاحتلال إحلال المصارف الإسرائيلية كبدلاً عن المصارف العربية والتي تلخصت في مصرفين وأربعة عشر فرعاً. (Odeh, PMA , 2011)

فيما شكلت مرحلة التأسيس الممتدة ما بين 1994-2001، ملامح نظام مصرفي قوي، وقد شهدت المرحلة تأسيس سلطة النقد، وإعادة افتتاح البنوك التي تم اغلاقها، وبداية ملامح لمأسسة المنظومة المصرفية. وقد تبعتها المرحلة الوسيطة من عام 2002-2005 بلامح أهمها تبني إجراءات مصرفية عالمية، والربط الإلكتروني، وصولاً لإطلاق قانون رقم (2)، للعام 2002، والذي شكل ركيزة نظامية للعمل المصرفي. فيما شكلت المرحلة الممتدة من 2006، نقلة نوعية والتي تبنت في غضون ذلك سلطة النقد استراتيجية التحول للعام 2006، والتي احتل الإصلاح المالي مسارها الرئيس، وشكل إصدار قانون رقم (9)، للعام 2010 الإطار القانوني المرجعي لجسر فجوات النظام المصرفي الفلسطيني وصولاً إلى قطاع مصرفي تكون من ثلاثة عشر بنكاً، و130 فرع، ومكتب مصرفي ومكتب تسويقي، ومكتب نقد. (Authority, 2013)

مشكلة الدراسة

قابلية تطبيق أنماط إدارة الموارد البشرية المختلفة في البنوك العاملة في فلسطين، ومستوى تأثير الثقافة الفلسطينية على تطبيقها.

أسئلة الدراسة

إلى أي مستوى تدعم الثقافة الفلسطينية تطبيق أنماط وتطبيقات إدارة الموارد البشرية في البنوك العاملة في فلسطين.

كيف تؤثر الثقافة الفلسطينية على تطبيقات إدارة الموارد البشرية في البنوك العاملة في فلسطين.

هدف الدراسة

رصد ماهية تأثير الثقافة الفلسطينية على تطبيقات إدارة الموارد البشرية في البنوك العاملة في فلسطين.

أهمية الدراسة

تأتي أهمية هذه الدراسة من وقوفها على الأبعاد الثقافية الأكثر تأثيراً على تطبيقات إدارة الموارد البشرية في البنوك العاملة في فلسطين، وذلك بغية تحويلها لقيم ممكنة لتطبيق أدوات إدارة الموارد البشرية المختلفة.

محددات الدراسة مجتمعها

إن هذه الدراسة محددة بمنطقة الضفة الغربية، واستندت على العينة المتاحة للباحث، في مدينة رام الله، سيما العاملين في الإدارات العامة في البنوك العاملة في فلسطين.

مبنى الدراسة

اشتملت هذه الدراسة على مراجعة ادبيات في الابعاد الثقافية، وإدارة الموارد البشرية وتطبيقاتها، وتفاعلاتها مع بعضها البعض، ومقابلات منظمة مع ذوي الاختصاص والخبرة في البنوك العاملة في فلسطين، وذوي الخبرة في تحليل الابعاد الثقافية الفلسطينية، وتحليل لاستبانات تم توزيعها على عاملين في قطاع البنوك، والنتائج، والتوصيات.

فرضيات الدراسة

الفرضية الصفرية: لا توجد علاقة بين الابعاد الثقافية وسلوك الافراد في بيئة عملهم.

الفرضية (1) تتناقص فرص دعم الثقافة الفلسطينية لتطبيقات إدارة الموارد البشرية، كلما زاد دعم الثقافة للجماعية، وتكريس السلطة، والذكورية.

مراجعة الادبيات

اشارت غالبية المراجع الأدبية التي تمت مراجعتها الى كون الثقافة طريقة عيش مشتركة لمجموعة من الافراد يحتكمون بموجبها لذات القيم في تعريفهم للسلوك المقبول، والمرفوض، ويتشاركون بذات الموجب، شعوراً متشابه اتجاه المرفوض والمقبول في حدود معينة. وقد عرفها جيرت هوفستيد على انها، نمط تفكيري يميز مجموعة بشرية عن غيرها من المجموعات، وتؤطر توجهاتهم السلوكية. (Hofsted, 2016) فيما عرفتها مارتن بكونها معزل فكري يحدد سلوكيات مجموعة من الافراد في ظروف زمانية ومكانية، وسياقات محددة، ومبان تنظيمية محددة، اتجاه محيطهم، وبيئتهم، والمنفاعلين معهم، ويحدد بذلك طبائع اتصالهم (Martin, 1992).

الثقافة التنظيمية

تتعدد اشكال الثقافة التنظيمية والمؤسسية، غير انها وباختلاف اشكالها وانواعها يمكن توصيفها بكونها مجموعة من الأطر المرجعية الرسمية وغير الرسمية، والتي تعمل على توصيف الية انجاز العمل في حدود بيئة معينة. (Hall, 1990)، كما واصطاح على وصفها بمجموعة من الإجراءات، والقواعد، والأعراف العملية، التي تنظم طرائق التفكير، والمشاعر، والتصرفات لمجموعة من الموظفين في حدود بيئة العمل. (Hajawi, 2013)

أنواع الثقافات التنظيمية

لقد وصف Büschgens، واخرون أنواع الثقافات التنظيمية حاصرين إياها في أربعة نماذج تكتنف على النموذج العشائري/ الجماعي، والتميز بالتعاون والتسامح بين الفاعلين في هذا النوع من المنظمات، والنموذج الهرمي، المستند الى طريق اتصال بموجبها يصدر المدراء أوامرهم فيما على الموظفين تنفيذها،

والنموذج التقدمي المرن، المتميز بمستوى شراكة متقدم بين كل الفاعلين في بيئة العمل، والنموذج التنافسي المسكون بجموح الرغبة في قيادة السوق. (Thorsten Büschgens, 2013 et al) وفي معرض كتابها بشأن تحليل إدارة الموارد البشرية في أمريكا اللاتينية اشارت مارتا اليفيرا، الى أن ثقافة المؤسسات والشركات، وفرادها تتأثر بشكل مباشر من الثقافة الوطنية في محيط عمل تلك المنظمات، وان مضامير هذا التأثير له وقع على مستوى ابداع الموظفين، وعلاقتهم وطبيعة اتصالاتهم مع زملائهم، ورؤسائهم ومرؤوسيههم في بيئة العمل، إضافة الى طبيعة انتماءاتهم لتلك المنظمات ومستوى الولاء لها. (Elvira، 2005)

إدارة الموارد البشرية وتطبيقاتها

تتلخص إدارة الموارد البشرية بكونها تعمل كلاصق يجمع كافة مكونات العمل بشكل وثيق، وطريقة لخلق التناغم المرن في مؤدياتهم الخدمية وعلاقتهم الوظيفية. (Buttigieg، 2005) وتشير اليفيرا الى أن إدارة الموارد البشرية لا يمكن أن تكون الفاعل الوحيد المؤثر في بنية ثقافة المنظمات، حيث أن الثقافة الوطنية تلعب دوراً أصيلاً في تشكل تلك الثقافة بكونها ضابط لمستوى القبول بين الافراد، إضافة لكونها بوتقة الاتصال في حال التنوع الجندري، والعمرى كما انها تحدد مستوى الانفتاح على الشراكة في صناعة القرار وما له من أثر على مستوى تقبل الاختلاف في اطاره.

أهمية إدارة الموارد البشرية للمنظمات

تشتق أهمية إدارة الموارد البشرية من أهمية رأس المال البشري للمنظمات والشركات، بوصفها مسار تفاعلي لتحليل احتياجات المنظمات والشركات من الموارد البشرية بشكل دائم لتبقي على تقدمها، ورفع مكانتها السوقية وإنتاجيتها، وتجنيده تلك الموارد وتأهيلها، وادماجها في بيئة العمل. غير أن هذه العمل ترتبط عضويًا في وظيفة استدامة الموارد البشرية الماهرة في بيئة العمل، واستدامة تطورها والحفاظ على سلامة أدائها من خلال القدرة على تلبية تطلعاتها الوظيفية، ورفاهها ما يتطلب تدخلات خاصة قد تتعدى حدود بيئة العمل.

وتتصل أهمية إدارة الموارد البشرية بالعمل على إيجاد ماهية تفاعلية خاصة بين الثقافة التنظيمية والثقافة الوطنية لبيئة عمل المنظمات بحيث لا تبقى مقطوعة من سياقها الثقافي والاجتماعي، سيما أن مكانة تلك المنظمات تعتمد بشكل أساسي ذلك المستوى التفاعلي ابتداء من عملية انتاج السلع والخدمات، الى مراحل العناية بالعملاء ما بعد البيع

هذا وتلعب إدارة الموارد البشرية دوراً خاصاً في انخراط الموظفين في بيئة عملهم، وتوفير قدرة وصول الموظفين للمعلومات وتكريس التفاعل الإيجابي بين مختلف المستويات الوظيفية، إضافة الى تهيئة الموظفين للتفاعل الإيجابي مع المجتمع المستهدف بما ابتداء من عملية تصميم الخدمات وصولاً الى البيع وما بعده. (Warter، 2015).

تطور إدارة الموارد البشرية

تصاعدت أهمية إدارة الموارد البشرية في الشركات ومنظمات الاعمال بشكل كبير جداً في غضون العقود المنصرمة لتتربع على رأس سلم أولويات تلك المنظمات، سيما في مرحلة انقلاب المنافسة بين تلك المنظمات من الأسس السلعية المادية، الى الأسس الخدمية والذي انتقل الفرد بموجبها من مدخل في صناعة السلعة، الى صانع الخدمة الرئيسي، وقد جاء الانقلاب هذا تبعاً لتحول أنماط الاستهلاك التي لطالما اتصلت بجودة السلعة بشكل حصري، ليصبح مرتكزاً على قصة ما وراء الخدمة والسلعة. (Warter، 2015) وعلى نحو متصل فان التطور في أهمية إدارة المورد البشري جاء نتيجة لثورة حقوقية متعددة الجوانب، وتطور شكل العمل النقابي، وانغماس المؤسسات الحقوقية في الجوانب الرقابية على بيئة العمل، وعلاقاته، ناقلاً عملية إدارة المورد البشري من إدارة أفراد، الى إدارة رأس المال البشري مروراً بإدارة شؤون الموظفين وإدارة الموارد البشرية كمرحل وسيطة. ان اختلاف التسميات اكتنف في طياته اختلاف كبير في الطبائع الإدارية لكل مرحلة ففي الوقت الذي انيط بدوائر متخصصة إدارة الافراد يتم فيها التركيز على المورد البشري بوصفه مدخل انتاجي، وموضع لتنفيذ قوانين المنظمة، الى التركيز على الموظف بوصفه رأس مال المنظمة، ومكون من مكونات هويتها في مرحلة إدارة رأس المال البشري التي تركز على خلق أفضل مزيج من الطاقات البشرية لتحقيق الأهداف. (Haifa، 2014). ركزت الدراسة على عدد من تطبيقات إدارة الموارد البشرية من بينها اعداد خارطة احتياجات المنظمة من الموارد البشرية، والتوظيف وتشكيل فرق العمل، والتقييم والمتابعة، وإدارة العلاقات بين الموارد البشرية في المنظمة، البدلات المالية والحوافز، والامتثال، والمشاركة.

أثر الثقافة الوطنية على الثقافة التنظيمية

تتأثر الثقافة التنظيمية بالثقافة الوطنية بشكل مكثف سيما فيما يرتبط بأنماط الإدارة، ومستوى شراكة الموظفين وانخراطهم في بيئة العمل ونظم صناعة القرار، ومستوى انفتاح الموظفين والمستويات الإدارية المختلفة فيما بين بعضهم البعض. وهذا ينعكس على مستوى مركزية صناعة القرار، وقدرة الفئات الوظيفية في المستويات المتدنية على التعبير عن مستوى رضاها عن تلك القرارات من عدمه، كما وينعكس على صدقية البيانات الخاصة في مستوى رضا الموظفين، ومستوى التماهي مع الخطط ما يخلق مستوى اصالة متدني في ملكية الخطط وعليه تدني الإنجاز. وعلى مستوى اخر تؤثر الثقافة الوطنية في مستوى مقبولية بعض السلوكيات خاصة في الثقافات التي تنتشر فيها مفاهيم حفظ ماء الوجه، ما ينعكس على مستوى التفاعل المباشر في عمليات التقييم، ورصد الأثر، وحوافز في الاتصال على أساس الهوية والفئة العمرية ومحددات أخرى.

وتؤثر الثقافة المحلية والوطنية على بيئة البنوك على نحو خاص، بوصفها بيئة تكتنف على اتصال متعدد الثقافات خاصة بين البنوك المحلية ومثيلاتها من البنوك العاملة في مجتمعات ذات طبائع مختلفة تاركة

فجوات كبيرة في الاتصال، فتتميز بعض الثقافات كالثقافة الفلسطينية مثلاً والعربية عموماً بكونها ثقافة سياقية، فيما تتميز ثقافات أخرى بالمباشرة المصلحية، ويجنح عادة السياقيين الى فهم المعاني لتطبيق المباني، فيما يجنح المباشرين الى تطبيق المباني بمعزل عن المعاني ما يترك كثيراً من الفجوات في عمليات الاتصال، والاتفاقات، ومستوى الامتثال.

تؤثر الثقافات المحلية السياقية على الثقافة التنظيمية فيما يتعلق بالتعليمات والإجراءات الداخلية عالية الصرامة، والحساسية، بحيث يلجأ الموظفين في هذا النوع من الثقافات، الى التفسير ومن ثم التطبيق استناداً له . (Thomas K.، 1992)

تؤثر الثقافة المحلية على الثقافة التنظيمية لدى وجود اتصال واسع مع ثقافات مختلفة، ما يتطلب من ادارة الموارد البشرية تحضير موظفيها وترفيح وعيهم بالطبائع المختلفة للمتعاملين معها، من موظفين او عملاء، (Haifa، 2014) وليس أقل من البنوك مثالا على هذا النوع من الشركات.

ويمكن تفصيل تأثير الابعاد الثقافية الوطنية على الثقافة التنظيمية على النحو التالي:

بعد مسافة السلطة

تجلى ملامح أثر هذا البعد في الثقافة المحلية على الثقافة التنظيمية بالمركزية العالية، ومؤسسات الرجل الواحد، وسيرورة المساءلة باتجاه واحد من الأعلى الى الأسفل، والانتقائية في المشاركة، ومحدودية في الانفتاح على النقد، واستناد المفاهيم الإدارية على القرب والبعد، او الحب او الكره. (Khan,2017 et al). ويتميز المجتمع الفلسطيني ببعد مسافة سلطة عالي، ما يترك هامش واسع لإدارة منفردة في كثير من الجوانب. (Rahhal, 2022)

بعد الجماعية والفرديّة

تظهر ملامح أثر هذا البعد الثقافي على الثقافة التنظيمية، بمستوى الشعور بالفخر بالانتماء للمجموعة، في بيئة العمل مقابل الانتماء للمنظمة، والشعور بالثقة بالحماية ضمن المجموعة في مقابل تدنيه خارجها، والتقدير الذي تقدمه المنظمة على أساس الهوية الفرديّة. فيما تظهر اهم تجليات هذا البعد في التقييم، والمكافآت على أساس الهوية الفرديّة. (Papalexandris، 2004) يتميز المجتمع الفلسطيني بكونه مجتمع جماعي فيما تبنى سياسات التقييم على أساس الفرد ما يتناقض مع القيم المجتمعية، وهذا يتطلب إدارة تحويلية مسبقة للموارد البشرية. (Yusuf، 2017)

بعد الذكورة والانوثة

تتضح الاثار الخاصة بهذا البعد على مستوى مشاركة النساء في حال وجود توجهات ذكورية، إضافة الى قدرة النساء -المناطق بها رعاية المنزل في الثقافة المحلية- على المشاركة بشكل فاعل في بيئة العمل، والتدريب، وقدرة النساء على المباشرة في التعبير عن عدم الرضا سواء في مستوى التقييم او في مستوى السياسات المقررة. (Burke، 2000) هذا وتتضح ملامح اثر هذا البعد على قدرة الذكور في الاشتراك

في انجاز الاعمال خارج أوقات الدوام الرسمي، (Samour, 2022) والانخراط في النشاطات الاجتماعية مع بعضهم البعض ما يخلق افاق أوسع للذكور من تلك التي تحظى بها الاناث لعدم قدرتها على الانخراط في تلك المساحات (Aqel, 2022) ، وينعكس ذلك أيضا على التعويضات والبدلات المالية على أساس الذكور والاناث. (Zaareer, 2022).
بعد تجنب حالات عدم اليقين.

تظهر تجليات أثر هذا البعد على الثقافة التنظيمية في قدرة الموظفين على التعامل المرن مع التغيير، والعمل في ظل تدني القدرة على التوقع، واحتمال المخاطرة. ويحدد هذا البعد الموروث مجتمعيًا بشكل كبير على قدرة الموظفين على الابداع في سبيل انجاز اهداف المنظمات. (Rabayah, 2019). يتسم المجتمع الفلسطيني بكونه مجتمع ذات توجهات مرتفعة لتجنب حالات عدم اليقين ويؤثر ذلك أيضا في مستوى شراكتهم في نظم صناعة القرار، وقدرتهم على إيجاد حلول إبداعية للإشكاليات التي تعترض أعمالهم (Rahhal, 2022).

أثر الثقافة التنظيمية على سلوك الموظفين في بيئة العمل.

تتأثر الثقافة التنظيمية بشكل مباشر من الثقافة الوطنية التي تعمل فيها، فيما تركز هذا التأثير على موظفيها ليطال تأثيرها مستوى انخراط الفريق في العمل، الانتماء والولاء، والإنتاجية، والابداع والتميز.
مستوى توظيف إدارة الموارد البشرية وتطبيقاتها في البنوك الفلسطينية.

تتبنى البنوك العديد من تطبيقات إدارة الموارد البشرية في المستوى البنوي، غير أن اثار الثقافة المحلية لا تزال تشكل عائق كبيرة في سبيل توظيفها بشكل كامل، وتتشكل الإعاقة الأولى في هذا الصدد الطابع الاعتقادية المتصلة بالنساء ما يجعل موظفات البنوك غير قادرات على الاندماج بشكل كامل ليس فقط لظروف البيئة الداخلية في البنوك ولكن لنظرة المجتمع النمطية اتجاههن، والافتراضات القائمة اتجاه ادوارهن خارج بيئة العمل. (Zaareer, 2022).

لا تزال عمليات التدريب والتمكين لا تخضع لمعيرة واسعة على الرغم من توجهات البنوك في اطرها البنوية لادماج النساء، غير أن الفروقات على أساس الهوية الجندرية لا تزال تشكل عائق أمام تطور النساء في مساراتهن الوظيفية والمهنية. (Samour, 2022).

وفي سياق اخر، فعلى على الرغم من حوسبة النظم الخاصة بالتوظيف الى أن عمليات التوظيف لم تصل بعد الى حدود مهنية بحتة، ولا زالت الثقافة المحلية تؤطر تفكير أعضاء اللجان المكلفة باتجاه اختيارات من المتصور أن تعكس التكوين والتركيبية المجتمعية.

تتسم عمليات التقييم بالمهنية بناء على نتائج المقابلات الفردية، غير أن غالبية الأنظمة المتبعة في البنوك لا زالت تعاني قصور التقييم من الأدنى الى الأعلى، وتنحصر غالبية برامج التقييم تتبنى (180)، ولم تتجاوز هذه الحدود. (Aqel, 2022). ان عمليات التقييم تعترضها جوانب شخصية ليس على أساس القرب

او البعد، ولكن على أساس الاطار المفاهيمي الذي تحدده الثقافة المحلية بمعنى أن الثقافة المحلية هي التي تحدد طبيعة محاور التقييم اكثر ما تحدده الاطر البنوية. (Shelleh، 2022).

في إطار الاستجابة لحقوق النساء، وسلامة بيئة العمل، لا تزال فجوات البدلات المالية على أساس الهوية الجندرية قائمة حيث لا يحق للنساء في بعض البنوك تأمين ازواجهن، فيما يحق للأزواج تأمين زوجاتهم، وأولادهم. (Zaareer، 2022). لا تزال الفجوات التنظيمية التي تتعرض لها النساء في بيئة العمل، مع انعدام وجود سياسات خاصة حساسة للنوع الاجتماعي، قائمة، مع غياب للمساحات التشاركية في ظل بيئة عمل ذكورية تشكل سمة عامة. (Rahhal، 2022)

أبرز النتائج

على الرغم من الجهود المبذولة من البنوك في الإطار البنوي والسياسات لتبني أفضل الممارسات الخاصة بإدارة الموارد البشرية، إلا أن الثقافة التنظيمية في البنوك لا زالت غير متزامنة مع تلك الجهود، وبينت الدراسة أن الثقافة المحلية لا زالت تعيق تطبيق كامل لإدارة البشرية سيما فيما يتعلق بالمساواة على أساس الهوية الجندرية، وما يتصل بعمليات التقييم، والتوظيف.

أظهرت الدراسة بأن عمليات المساواة تتم فقط باتجاه واحد، من الأعلى الى الأسفل، وأظهرت أيضاً غياب المساحات التفاعلية منه بشكل عائق اتجاه المساواة داخل بيئة العمل.

أظهرت الدراسة بأن عدداً واسعاً من البنوك العاملة في فلسطين لا زالت لا تتبنى سياسات حساسة للنوع الاجتماعي.

أظهرت الدراسة بأن الدور المفترض على النساء اتجاه ادوارهن الاجتماعية، ينعكس على تقدمهن في بيئة عملهن، ويؤخر ترقينهن في النظم الوظيفية في البنوك ما يفسر الفجوة العددية في مستوى تمثيل النساء والرجال في قيادة المؤسسات المصرفية.

أظهرت الدراسة ان التواصل في فرق العمل لا زال تكتنفه توجهات ذكورية.

أظهرت الدراسة على الرغم من أن البنوك تشجع العمل الجماعي وفي فرق عمل إلا أن التقييم والحوافز يتم اعتمادها على أسس فردية.

أظهرت الدراسة بأنه وعلى الرغم من وجود معايير مهنية للتقييم إلا ان العملية لا تتم استناداً لها بشكل خالص.

التوصيات

توصي الدراسة بتبني البنوك للتدقيق الاجتماعي، والتدقيق الجندري للوقوف على الفجوات الاجتماعية في فرق العمل وتبني خطط ادماجية مناسبة.

توصي الدراسة بضرورة تبني البنوك لسياسات تحفيزية اتجاه النساء.

توصي الدراسة بتوظيف أدوات التقييم من أدنى لأعلى الى جانب التقييم من أعلى لادنى.

توصي الدراسة باعتماد شركات خارجية لعمليات التوظيف.
توصي الدراسة البنوك بتبني تقدير فرق العمل الى جانب الافراد.
توصي الدراسة بتبني سياسة ونظم الشكاوى محمية المصدر.