



Arab American University - Palestine

Faculty of Graduate Studies

**The impact of HR leadership during current crisis on the performance of
employees – In the Palestinian Banking Sector**

By

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Supervisor

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**This thesis was submitted in partial fulfillment of the requirements for the
master's degree in Human Resource Management**

January 2022

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employees – In the Palestinian Banking Sector**

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Declaration

I declare that the work in this study titled “The impact of HR leadership during the current crisis on the performance of employees - In the Palestinian Banking Sector” carried out by me under the supervision of Prof. Fathallah Ghanem, in the department of Human resource management. Also, I declare that the information in this study is the result of my own work and it has not been presented before in another degree, diploma, or another university.

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Date

January 29, 2022

Abstract

This study aimed at investigating the impact of human resource leadership during current crisis on the employees' performance in the Palestinian Banking Sector. The researcher used a mixed-method (quantitative and qualitative) to collect the needed data. The population of this study was represented by the total number of headquarter employees in the banking sector in the West Bank which consists of 954 employees, with a sample of 278. In order to achieve the total sample, the researcher administered 300 questionnaires to employees in the banking sector, 270 questionnaires were collected. 248 questionnaires suited the criteria and were analyzed through SPSS by inferential and descriptive analysis. In addition to that, several unstructured interviews were made by the researcher before and during the distribution of the questionnaires. The statistical tools used in this study are: Mean, Standard Deviation and Percentages, furthermore, Pearson Correlation for validity, Cronbach's Alpha for Reliability, and Nonparametric Tests. Findings showed that participants strongly agreed that job satisfaction affects their loyalty and commitment to their organization. Furthermore, job satisfaction enhances their skills and abilities, increase respect and appreciation for them. It was also noted, most employees strongly agreed that Equal distribution of rewards, support from managers, giving power, receiving rewards, sense of achievement, and fulfilling basic requirements increases employees' motivations and then affect productivity and efficiency during the current crisis. On the other side participants strongly agreed that trust in their manager increases productivity. Also, that their banks understood their needs and necessities and commitment to work leads to accurately completing all tasks assigned during the current crisis. Furthermore, the role of HR (Leadership) was to improve employees' performance. As employees' performance promotes the success of the banks' performance, and the good performance of employees will affect the improvement of work environments. In addition, the role of human

resources during the current crisis is a motivational one in improving performance. The most significant recommendations where: Strengthen loyalty & commitment of employees, reinforce the motivation of employees, promote environment of trust, enhance participation & independency, understand employees well, enhance employee's well-being, lead them by example, accepting the voice of employees, enhance employees' behavior, an open door policy & work flexibility, and building trust with employees.

Keywords: Leadership, HRM, Crisis, Employees' performance, Job satisfaction, Motivation, Commitment, Trust, Palestinian Banks.

Dedication

I dedicate my thesis work to my family, who have always been a source of support, encouragement and inspiration in the challenges of life and during the completion stage of my master's degree.

I also dedicate this thesis work to my academic supervisor who guide, inspired, and supported me in this process and kept me on track with the thesis.

I dedicate this thesis work to my friends, who have supported me during this work.

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Primarily, I really would like to praise and thank God, the Almighty, who has blessed me with numerous blessings, knowledge, and chances, allowing me to finally complete the thesis. I would like to express my gratitude and thanks to my supervisor, Professor. Fathallah Ghanem, for his support and guidance.

Prof. Fathallah Ghanem provided me with good knowledge in the field of research, the topic chosen, and devoted his time to helping me complete my thesis, without him, I would not have reached this stage.

In the end, I would like to thank and appreciate my parents for supporting and caring throughout life and academic study.

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Chapter 1: Introduction

This chapter starts with a basic outline of the research study. It provides a background and understanding of HR leadership, leadership styles, and crises. Then, it moves to the research problem, its importance, and its justification. Also, clarify research objectives, questions, hypotheses, limitations, and jargon.

Finally, the chapter concludes with the scope of the study, delimitations, and the study's structure.

1.1. Background

Many researchers and academics pointed to the importance of human resource management and considered it the beating heart of the institution and referred to them as leaders. Nevertheless, they did not mention much about human resource leadership. This is because of a new concept relative to the organizations.

Successful organizations must consistently win in their markets, anticipate and adapt to changing situations, and create environments in which all employees can be fully engaged and give their best (Adams, 2012). Therefore, organizations need HR leaders to lead employees to achieve the organizations' goals.

The global work environment has become more and more complex and ambiguous as a result of rapid development and ongoing change, leaving institutions to suffer from a variety of emergencies, posing a range of barriers and hurdles, and leading to crises that differ in their causes, levels, and severity of impact, causing severe harm to the survival and continuity of these organizations (Obeidat et al., 2020). Furthermore, the issues that today's human resource (HR) leaders are confronted with are unrivaled (Walumbwa and Avolio, 2006).

Unexpected events always cause massive damage to an organization if not handled properly. Therefore, HR leaders can be proactive in recognizing the crisis before it happens. It is characteristic that “Recognizing danger signs and vulnerabilities would enable planning to minimize the repercussions of the event when triggered” (Nizamidou & Vouzas, 2020).

An effective leader influences his followers to achieve the desired goals. Different leadership styles can be used during a crisis to influence employees, including democratic, authoritarian, laissez-faire, transactional, and transformational leadership styles.

The Palestinian banking sector was chosen for this study because many reasons. First, the results will be submitted to the Human Resources Department to solve its problems during crises, especially these days, the Covid-19. Second, the researcher works in the banking sector and knows the problems that face employees in the banking sector. Third, the banking sector is significant in Palestine and has great importance.

In this study, the questionnaires have been administered to employees in the headquarters of Palestinian banks, and unstructured interviews were conducted with some of the employees. A simple random sampling method has been used; the data were collected and analyzed using the Statistical Package for Social Sciences.

In the Palestine context, after reviewing the previous studies, the researcher found that there are no studies conducted in Palestine on the impact of human resources leadership during the current crisis on the performance of employees in addition to the related variables in the study, job satisfaction, motivation, commitment, and employee trust. Besides, no research combines the four variables that the researcher will study: commitment, job satisfaction, confidence, and motivation.

Consequently, this study will contribute to identifying the knowledge gap in the Palestinian banking sector. Thus, this study is expected to know the role of human resources leadership in facing the organization's crisis, the extent of its impact on employees' performance, and the variables that directly affect employees' performance.

1.2. Research Problem

There has been widespread interest in human resources' role in influencing the organization's performance in the last decade. During this time, researchers have investigated the significant HR functions to become familiar with the manners by which explicit kinds of HR policies, practices, and procedures may impact a wide cluster of employees and firm-level outcomes (Tracey, 2014). In an organizational environment, the HR division is an open system and is affected by the environment in which they live (Budiarta, 2018). Therefore, one of the problems that human resource leaders may face is external crises because they cannot be expected.

The evidence suggests that there are five leadership styles, and they are among the most critical types. Therefore, these types are essential for the leader to know the appropriate style used during the crisis. These types are transformational, transactional, autocratic, democratic, and laissez-faire leadership styles.

The role of leaders has changed in the current day as the organization's accomplishment has become dependent on the leader's role. Therefore, leadership is vital to the endurance and effectiveness of an organization's performance (Mohammed et al., 2014). As a result, the researcher must know the role of human resources leadership in influencing employee performance during crises. Also, Employee performance is likewise a significant building block of an organization, and factors that establish the framework for high performance should be

analyzed by the organization (Biaka, 2020). As a result, understanding the link between HR leadership and employee performance during a crisis is critical.

During the current crisis, HR leadership's impact on employees' performance in the Palestinian banking sector is unknown. The factors that affect employees' performance during a crisis are not well understood, such as trust, commitment, motivation, and job satisfaction. Therefore, this study examines the impact of human resources leadership during the current crisis on employees' performance in the Palestinian banking sector by studying performance variables, commitment, job satisfaction, motivation, and trust.

Hence, it is necessary to know the effect of these variables on the employees' performance because this will help the human resources leadership in the Palestinian banking sector know the effect of these variables on the employees' performance during the crisis and adapt the results.

1.3. Research Significance and Justification

There is expanding interest in the idea that complementary 'bundles' of human resource (HR) practices improve organizational and employee performance (Gould-Williams, 2003). These practices are accomplished by a leader like motivation, job satisfaction, commitment, and trust. The researcher notes that 'motivating others' is the primary HR duty (Brandl et al., 2009). Additionally, trust is frequently perceived as the 'lubrication that makes it feasible for organizations to work, an integrative mechanism making and supporting social systems, and the source of expanded efficiency and effectiveness (Birkenmeier and Sanséau, 2016). Also, there is an important relationship between job satisfaction and trust due to ambiguous events such as crises. There must be trust between management and employees because that will increase job satisfaction, leading to increased employee performance. The employees' commitment to the

organization gives high performance to the employees and their assigned goals. In the end, human resource leadership plays an essential role in keeping the organization alive during crises. It provides a leader to protect employees and ensure business continuity.

Influential leaders take part in both expert leadership behaviors (for example, setting a mission, making a cycle for accomplishing goals, adjusting processes and procedures) and personal leadership behaviors (for example, building trust, really focusing on individuals, acting morally) (Mastrangelo et al., 2004). organizations request help for their supervisors to figure out how to oversee and mentor and plan, yet request help to make them the leaders they need them to be, help, energize and motivate their employees (Turaga, 2017).

The demonstration of leadership in crisis moments is critical for both the leader and the followers (Gigliotti, 2016). During crises, the importance of human resources leadership lies when the leader is prepared in complicated and unexpected stages in the organization, leading employees and creating a safe and secure work environment. A genuine leader changes the status quo and makes a distinction—this is why he considers a leader's significance during emergencies (Fener & Cevik, 2015).

According to Kielkowski (2013), leaders should direct an organization through formal planning and practice to ensure that a crisis will probably not go as planned and may require flexibility accordingly. They should lead the decision-making measure while continually assessing options. Most importantly, leaders should communicate successfully. Without solid leadership, there is a risk that the crisis reaction will not be well.

Another study done by Wooten (2007) shows leaders can be both reflective and forward-thinking about the crisis circumstances. As a result, a crisis that initially threatens an organization may, in the long term, give leaders the chance to revamp and reestablish their organization and workers.

Why Palestinian Banking Sector

The Palestinian banking sector was chosen for this study because many reasons. First, the results will be submitted to the Human Resources Department to solve its problems during crises, especially these days, the Covid-19. Second, the researcher works in the banking sector and knows the problems that face employees in the banking sector. Third, the banking sector is significant in Palestine and has great importance.

The researcher believes that his study is one of the few studies that examine the role of HR leadership during crises and its impact on the performance of employees in the Palestinian banking sector. The researcher believes that his study will provide new knowledge about the importance of human resource leadership during crises and will be an excellent step to help Palestinian banks face crises.

1.4. Research Objectives

The study's main objective is to examine the impact of HR leadership during the current crisis on employees' performance in the Palestinian banking sector.

The sub-objectives are as follows:

RO1) To investigate HR leadership (employees' satisfaction) impact during current crisis on employees' performance in the Palestinian banking sector.

RO2) To investigate HR leadership (employees' motivation) impact during the current crisis on employees' performance in the Palestinian banking sector

RO3) To investigate HR leadership (employees' trust) impact during the current crisis on employees' performance in the Palestinian banking sector

RO4) To investigate HR leadership (employees' commitment) impact during the current crisis on employees' performance in the Palestinian banking sector

1.5. Research Questions

The study will be done to address the accompanying main question:

What is the impact of HR leadership during the current crisis on the performance of employees in the Palestinian banking sector?

The sub-questions are as follow:

RQ1) What is the impact of HR leadership (employee satisfaction) during the current crisis on employees' performance in the Palestinian banking sector?

RQ2) What is the impact of HR leadership (employee motivation) during the current crisis on employees' performance in the Palestinian banking sector?

RQ3) What is the impact of HR leadership (employee's trust) during the current crisis on employees' performance in the Palestinian banking sector?

RQ4) What is the impact of HR leadership (employee's commitment) during the current crisis on employees' performance in the Palestinian banking sector?

1.6. Research Hypotheses

H1: There is a significant relationship between HR leadership (employee satisfaction) and employees' performance during a crisis.

H2: There is a significant relationship between HR leadership (employee motivation) and employees' performance during a crisis.

H3: There is a significant relationship between HR leadership (employee's trust) and employees' performance during a crisis.

H4: There is a significant relationship between HR leadership (employee's commitment) and employees' performance during a crisis.

Ha5: There are statistically significant differences at $\alpha \leq 0.05$ in the responses of the research sample according to the demographic profile (Gender, Age, Educational level, Experience and banks).

H6: The job satisfaction, employees' Commitment, employees' trust and employees' motivation will positively explain the variation in employees' performance.

1.7. Limitations of the Study

1. There is an obstacle to communicate with the management of Palestinian banks, as they do not cooperate and respond to researchers immediately.
2. There is an obstacle to move between cities due to the COVID-19 quarantine.
3. Some employees fear from answering research questionnaires, and answer interview questions due to the sensitivity of their work in the banking system.
4. Insufficient time to balance between writing the thesis and work.

5. Lack of trust in scientific research by the employees.
6. Lack of studies related to the role of HR leadership during crises in Palestine.

1.8. Jargons

Definitions related to the study. Scientific definitions are frequently used in research, and these definitions in different sources are relatively consistent.

1.8.1. HR

According to Dessler (2013), Human resource management is the process of acquiring, training, appraising, and compensating employees and attending to their labor relations, health and safety, and fairness concerns. Also, HRM is an umbrella term that incorporates (a) particular human resource practices like recruitment, selection, and evaluation; (b) formal human resource policies, which coordinate and part of the way constrain the improvement of explicit practices; and (c) all-encompassing human resource philosophies, which indicate the values that educate an organization's policies and practices (Jackson and Schuler, 1995).

Operational Definition: HR is responsible for hiring, training, developing, and appraising employees and conducting policies and procedures for employees.

1.8.2. Leadership

Leadership is a collection of the decision taken by a chosen person for guaranteeing the achievement of the organization's objective with the utilization of the workforce (Zafar et al., 2018). Moreover, it is the system of supporting or motivating individuals to pursue accomplishing a common goal. Particularly, it is a process of interaction among leaders and staff wherein a pioneer attempt to impact staff's behavior to accomplish organizational goals (Shahab and Nisa, 2014).

Operational Definition: is a collection of decisions taken by a leader to motivate employees, influencing their behavior to achieve the organization's goals.

1.8.3. Crisis

A crisis is a transformational process in which the previous system can no longer be sustained (Mikušová & Horváthová, 2019). Davies & Walters (1998) argues that the crisis might be a turning moment for the better or, the worse.

Operational Definition: The crisis affects the institution's current status and does not retain its current status, and it may have a positive or negative impact on the institution.

1.8.4. Organizational Crisis

An organizational crisis—an occurrence that managers and stakeholders regard as extremely important, unexpected, and possibly destructive undermines an organization's goals and has far-reaching consequences for its relationships with stakeholders (Bundy et al., 2016). In other words, organizational crises are any dangers or bad occurrences that necessitate an immediate reaction by the organization, even though the crisis's specific causes and likely outcomes are unknown (Kuipers & Wolbers, 2021).

Operational Definition: An event that affects stakeholders and may be devastating to the organization and therefore requires immediate intervention by the organization to address the matter.

1.8.4. Job Satisfaction

Job satisfaction is portrayed as "The degree of positive emotional reaction to the job resulting from a worker's appraisal of the job as satisfying or congruent with the person's values"(Gupta et al.,

2018). Also, it is an enjoyable or positive emotional state resulting from the appraisal of one's job or work experiences (Dechawatanapaisal, 2018).

Operational Definition: A positive emotional state of the individual resulting from the individual's evaluation of his or her work.

1.8.5. Motivation

Motivation is the inner state that makes an individual behave in a manner that guarantees the achievement of some goal (Conrad et al., 2015). Also, *motivation* has been defined as an employee's intrinsic desire to do their responsibilities effectively because they are exciting and align with their interests (Hanaysha & Majid, 2018). Furthermore, motivation is a force that energizes, directs, and supports the desire to keep doing something (Islam & Ismail, 2008).

Operational Definition: An inner state that affects a person's behavior, drives him to carry out his responsibilities in line with his interests, and drives him to continue carrying out his responsibilities.

1.8.6. Trust

Trust is defined as "a state of apparent/ perceived vulnerability or hazard that is gotten from individuals' uncertainty regarding the motives, intentions, and future activities of others on whom they rely (Searle et al., 2011). In other words, the anticipation or belief that someone can depend on another person's actions and words and that the other has good intentions to keep their promises (Bligh, 2017).

Operational Definition: A state of vulnerability or dependence by an individual can depend on another person's actions, words, and intentions on whom he is dependent.

1.8.7. Commitment

Employee commitment is characterized as an emotional connection to the job and organization (Raza and Ahmed, 2017). Also, employee commitment is a relationship formed between a person and an organization in which the employee wants to keep serving the organization and assisting it in achieving its goals. (Mugizi et al., 2015).

Operational Definition: Employee commitment is an emotional attachment of the employee to the organization and thus continues to achieve the organization's goals.

1.8.8. Employee Performance

Employee performance refers to the actions that workers do in carrying out the company's work (Hermina & Yosepha, 2019). Also, employee performance is the sum of all employees' talents, efforts, and abilities that led to the organization's increased production and attainment of its goals (Dahkoul, 2018). Furthermore, it indicates an individual's work accomplishment after putting in the required effort at work, linked to having valuable work and sympathetic coworkers/employers (Pradhan & Jena, 2017).

Operational Definition: Employee performance refers to the procedures, abilities, and efforts undertaken by the employee to achieve the organization's goals and increase its productivity.

1.9. Scope of the Study

To achieve the objective of this study, the field of this study mainly focuses on employees' banks in Palestine, working in headquarters.

The employees' banks working in headquarters were randomly selected. The reason for selecting the employees in the headquarters is that their number is limited in relation to the number of

employees in the whole branches of banks and the difficulty of reaching them all, in addition to the fact that all bank headquarters are located in Ramallah.

The study's literature review focused on the role of human resources leadership on employees' performance and the variables related to employee's performance, such as motivation, job satisfaction, trust, and commitment during crises.

1.9.1 Conceptual Framework

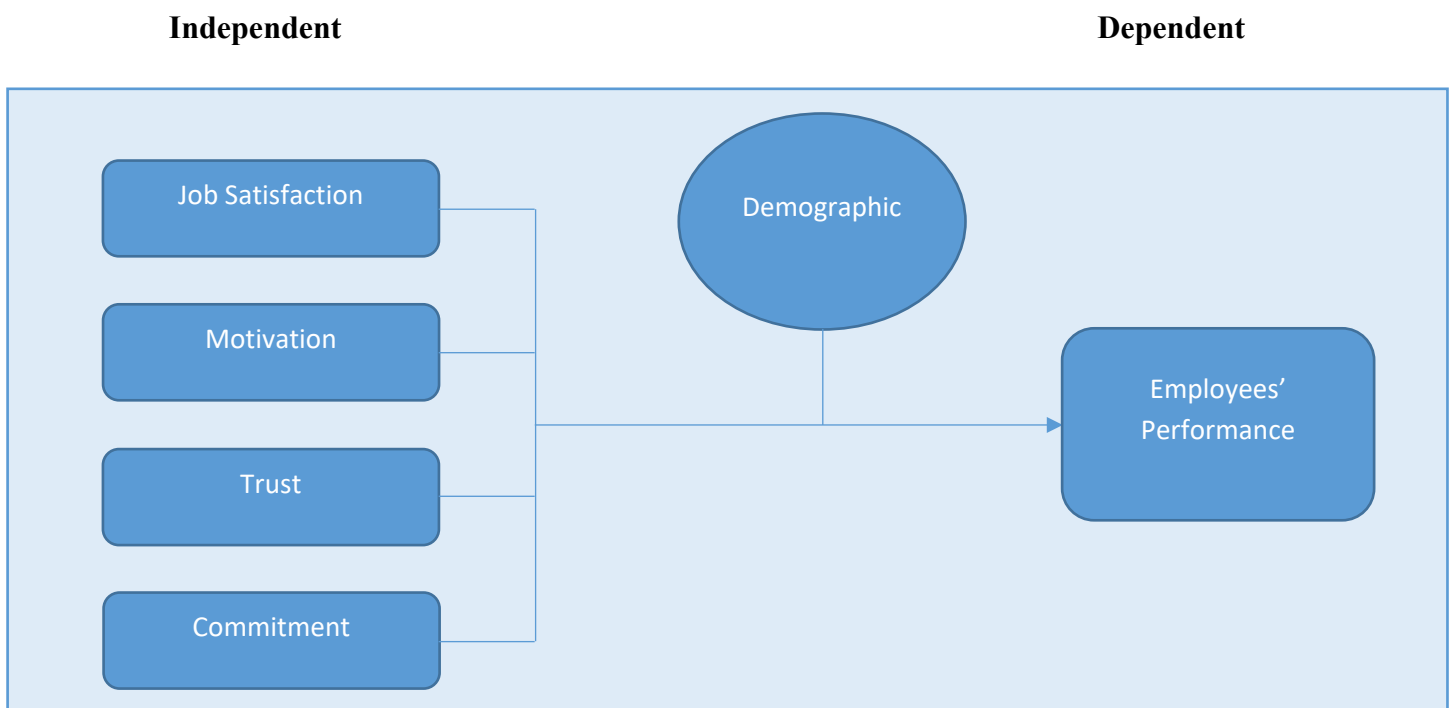


Figure 1. 1: HR Leadership Practices and Employees' Performance

The conceptual framework in Figure 1.1 above shows that job satisfaction, motivation, trust, and commitment strongly impact employees' performance (Dependent variable). Both independent (Job satisfaction, motivation, trust, and commitment) and dependent (Employees' performance) variable are interdependent.

Furthermore, through the conceptual framework, the researcher has wanted to clarify that human resource leadership practices during the current crisis (Job satisfaction, motivation, trust, and commitment) positively impact employees' performance.

1.10. Delimitations of the Study

- **Geographical:** The study has covered Employees' banks in Palestine (West Bank) headquarters in Ramallah.
- **Population and sample:** The population of this study is represented by the total number of headquarter employees in the banking sector in the West Bank (800 - 1000 employees) approximately. The researcher administered the questionnaires to 300 employees, and the researcher collected 270 participants. However, the valid questionnaires were 248.
- **Knowledge:** The study focused on the impact of HR leadership (Job satisfaction, motivation, trust, and commitment) during the current crisis on the performance of employees. Therefore, helping the Palestinian banks to adapt HR leadership practices during the crisis on employees' performance.
- **Approach and Instrument:** The researcher used quantitative and qualitative methods to measure the desired objectives. Techniques used in this study are questionnaires and unstructured interviews. The primary purpose of the questionnaire and u unstructured interview is to meet the research objectives, answer the study questions, and collect data for the findings, discussion, and recommendations.
- **Time:** The questionnaires were administrated to the employees on 20th Aug. 2020 and collected after two weeks.

1.11. Structure of the Study

The study was divided into five sections in order to sequence the information in order.

Chapter 1: Introduction

This chapter starts with the background of the study and knowledge about the title of the research. Then it covers the research problem, research significance, justifications, research objectives, research questions, research hypotheses, limitations, jargon, scope of the study, delimitations, and structure of the study.

Chapter 2: Literature review

This chapter is devoted to previous studies related to the research of the researcher. It provides knowledge about the research and identification of the theories associated with the study and its problem.

This chapter begins with an introduction. Then, about HRM, leadership, leadership styles, crisis, type of crisis, the impact of HR leadership on employees, job satisfaction & HR leadership during crisis, motivation & HR leadership during crisis, trust & HR leadership during crisis, and commitment & HR leadership during crisis.

Chapter 3: Methodology

This chapter provides information about the design of the study and the methods that used in the research.

Chapter 4: Data analysis and discussion

Chapter four is devoted to providing data analysis of the research and their discussion.

Chapter 5: Conclusion, findings, and recommendations

References

Chapter 2: Literature Review

This chapter is devoted to previous studies related to the research of the researcher. It provides knowledge about the research and identification of the theories associated with the study and the problem of the study.

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2.1. Introduction

Numerous authors and academics regularly refer to incredible human resource (HR) experts as leaders; however, nothing has been explained in HR leadership (Wells, 2013). This is because of a new concept relative to the organizations. Human resources can train employees, resolve disputes, evaluate employee performance, concern in employee performance, compensation, and interest in health and safety. Nevertheless, none of this would occur without extraordinary HR leaders (Longenecker & Fink, 2015).

The difficulties confronting human resource (HR) leaders in organizations today are unprecedented (Avolio et al., 2015). Because the difficulties are numerous and accordingly, the leader should be prepared to confront those difficulties through a proper plan in pre-crisis, emergency reaction, and post-crisis. These difficulties incorporate a move from a manufacturing to a service economy, moving preferences in business sectors, demographic changes, terrorism, mergers and acquisitions, globalization, quickly propelling technology, generational changes in

employee and employer expectations, and most recently, political, military, and corporate moral scandals (Avolio et al., 2015).

Leadership is a mapping. A leader is a person who paves the way for people through a clear vision, achieving goals, and inspiring people. Discourses on HR leadership frequently highlight top leaders in the field who have the apparent credibility and experience essential to articulate, in some form or fashion, what makes an incredible HR proficient (Wells, 2013).

Business crises are, by definition, unexpected, and they occur outside and past regular business schedules ((Tafra-Vlahović, 2013). Likewise, crisis management can be characterized as the process where the crisis markers are acquired and assessed for the risk of an expected crisis and where necessary measures are taken and applied to encounter the slightest loss in a condition of crisis (Fener & Cevik, 2015).

Lack of job satisfaction, motivation and commitment, and mutual trust between management and employees are dangerous. This lack will constitute an obstacle in facing the organization's crisis and the decline in employees' performance. Therefore, the right HR leader leads to success in the organization.

Accordingly, in this literature review, the researcher will address the role of human resources leadership on employees' performance and the variables related to employee's performance, such as motivation, job satisfaction, trust, and commitment during crises.

2.2. Human Resource Management

Whether large or small, every organization will employ capital to pay operating costs, make a profit, and achieve this only done by employees. Therefore, the Human Resources Department's

specialization is to pay attention to employees to achieve the institution's goals, profitability, and superior performance for employees.

Human resource management is the path toward hiring individuals, training them, compensating them, creating policies relating to them, and creating techniques to retain them (Human Resource Management, 2016). Undoubtedly, we use HRM as an umbrella term that incorporates (a) particular human resource practices like recruitment, selection, and evaluation; (b) formal human resource policies, which coordinate and part of the way constrain the improvement of explicit practices; and (c) all-encompassing human resource philosophies, which indicate the values that educate an organization's policies and practices (Jackson and Schuler, 1995).

According to Burma (2014) pointed that the duty of HRM contain helping the organization in attracting the quality and quantity of candidates needed for the organization's strategy and operational goals, staffing needs, and wanted culture. They assist with keeping up performance standards and increasing productivity through orientation, training, development, work plan, efficient communication, and performance evaluation. Assisting with establishing a climate wherein employees are urged to create and use their skills without limit. Assisting with setting up and keep up a friendly working relationship with employees. Assisting with making and keep up a healthy work environment.

The study done by Amadi (2018) argued that personnel management and Human Resource Management are different because he divided the personnel management based on workforce center and HRM based on manpower resources. In comparison, the concept of HRM is that human resource management is the alter not an alternative to personnel management, but it particularly

concentrated on some elements of workers such as employee flexibility, commitment, incorporation, and quality.

In addition to the term human resources, its benefits include maintaining employee motivation, reducing the rate of resignations, increasing commitment to work, and increasing job satisfaction. Nevertheless, during the crisis, these elements affect these elements for the worse, and there lies the role of human resources in maintaining the performance of employees. Therefore, to be effective, Human resource managers need to comprehend the needs, desires, and worries of employees proactively, deal with the challenges directly and resolve issues agreeably (Burma, 2014).

According to Aslam et al. (2013) today's organizations face a dynamic environment that expects organizations to embrace changes and work to enhance profit. Organizations run over an excessive number of challenges or uncertainties about the human resource of the 21st century, including globalization, the most current technology use, an ever-increasing number of innovations, economic and political instability, and ethical and biological challenges. Hence, the part of human resources leadership in standing up to issues proactively and settling the organization's crises.

Job satisfaction is an interdependent relationship between an organization and the employees. Job satisfaction is the employee's feeling of self-motivation to work and achieve the goals of the organization. In the absence of job satisfaction, the employee loses the motivation to work.

Human resource management and job satisfaction are connected because numerous researchers accept that better human resources (HR) result in higher degrees of job satisfaction and commitment and enhanced organizational performance (Steijn, 2004). On the other hand, certain

managers and HR specialists concluded that the relationship between job satisfaction and performance was insignificant (Saari and Judge, 2004).

According to a few definitions, commitment may be depicted as the general strength of organizational involvement or a psychological connection towards the organization or a psychological state that attaches the person to the organization (Krajcsák and Gyökér, 2013). Moreover, it alludes to employee commitment to compatibility between the individual's goals and the organization whereby the individual relates to and expands effort to benefit the organization's overall goals (Bhatti and Qureshi, 2007).

Another study done by Bhatti and Qureshi (2007) pointed that commitment is a more worldwide reaction to an organization, and job satisfaction is all the more a reaction to a specific job or different facets of the job. Additionally, affirm that job satisfaction is an attitude toward work-related conditions, facets, or parts of the job. Therefore, commitment proposes a more significant amount of a connection to the employing organization rather than specific tasks, ecological elements, and the area where the obligations are performed.

Trust can be characterized as a cross, reciprocal relationship between two included parties (Bulińska-Stangrecka and Bagieńska, 2019). Another definition, the willingness of a party to be defenseless against the activities of another party dependent on the assumption that the other party will play out a specific activity essential to the trustor, regardless of the ability to oversee or control that other party (Cho and Poister, 2012). Trust is a crucial factor that enables a successful cooperative relationship between the two parties.

The well-meaning goals of leaders can be demolished and mutual trust harmed by managers who do not pass on messages, who twist the message they are entrusted with, or who do not input what

they have been told by employees (O'riordan, 2017). Therefore, the language of communication is vital in the process of mutual trust, and for this reason, during crises, leaders must communicate messages transparently and correctly deliver them.

Motivation is the internal conditions that determine an individual to act in a manner that guarantees all the goals (Elena, 2012). Motivation has been viewed as an inner state of the person which guides his behavior or activity to satisfy the proposed objectives, as "the procedure used to allocate energy to expand the satisfaction of needs," or, relating with the working environment performance, as "excitement to work admirably or sell huge quantities of a product" (RUSU and AVASILCAI, 2013). As a consequence, motivation clarifies why individuals act how they do.

Individual motivation is impacted by both internal variables (including individual needs and anticipations) and external elements (organizational rewards and compensation) (J. du Plessis et al., 2015). However, for workers who are inherently motivated to perform their exercises at the workplace, it tends to be specified as a positive relationship between work motivation and performance (RUSU and AVASILCAI, 2013).

The role of the motivation is not exclusively that of making individuals work, however that of making them work well, that of deciding them to utilize their physical and intellectual resources (Elena, 2012). Motivation and satisfaction are connected with individual performance, positively or negatively (RUSU and AVASILCAI, 2013).

According to Elena (2012), it is worth making efforts to have motivated employees. They ensure:

- Improved quality of the offered services and services;
- more prominent exertion to please the manager;

- inspirational attitude towards the organization;
- better recognition of deadlines;
- low staff fluctuation;
- little absenteeism rates;
- creativity and accepting of obligations.

2.3. Leadership

Leadership is needed to develop heartening visions operationalized at each level by leaders; Clear and consistent goals for all teams, departments, and individual employees; supportive and enabling individuals; high grade of employee engagement; knowledge, innovation, and quality improvement in the act of all employee; and efficient team working (West et al., 2015). Leadership practices include those of a leader who forgives faults, perseveres even with disappointment, and urges subordinates to press on and never give up (Dimitrov, 2015).

Negative occasions will significantly affect the individual than positive occasions of a similar kind, and good can just beat bad by unrivaled force in numbers (Fors Brandebo et al., 2016). This means that the negative impact is more significant on employee performance. For instance, crises have a significant impact on the employee's performance, and here lies the role of leadership in facing the crisis and reducing it.

The leadership task guarantees direction, arrangement, and commitment inside groups and organizations (West et al., 2015). On the contrary, the leader should pay attention to the psychological state of employees during crises, such as the extent of trust with employees,

motivation of employees, and interest in their job satisfaction instead of focusing on accomplishing the required tasks.

According to Eacott (2018) leadership is more of a social construct than a physical object, and the acceptance of its existence is based on an objective epistemological fact rather than an objective, ontological fact.

The evidence suggests that leadership is based on society more than the power of the strong over the weak; it means more than leadership in the physical form. People accept the leader by followers on an objective basis, and they must take advantage of his knowledge from an objective and impartial standpoint.

Analyses on HR leadership frequently point to top leaders in the field who have the apparent credibility and experience essential to expressive, in some form or fashion, what makes an extraordinary HR professional (Wells, 2013). This suggests that the main task of human resource leadership is reputation in order to influence followers.

From different leadership viewpoints, the approaches to conceptualize and measure leadership amid uncertainty are identified with the traits and behaviors of leaders, the responses and perception of followers, the tactics leaders and followers use to impact one another, and the situational factors that influence leadership styles (Ahmar et al., 2015). Accordingly, uncertainty is one of the environmental factors that affect the leader's behavior in facing crises within the organization. In the end, leadership is the ability to influence others and has followers. However, It does not mean that a leader has authority over his followers to accomplish the objectives that the leader needs to accomplish (Amadi, 2018).

Wells (2013), argues that the outlook of HR leadership will include an organizational shift from 'champion leadership' to 'collective leadership.' Therefore, the new organization "will see everybody as leaders, and individuals will have revived responsibility and position to act." This depiction upholds the point of disassociating HR leadership with rank or hierarchy. Thus, HR leaders have the chance to take part in substantive change as co-writers in revising the narrative of decisive organizational leadership.

2.4. Leadership Style

Many believe Lewin to be the originator of social psychology and management principles, just as leadership studies (Al Rahbi et al., 2017). But, Later, many researchers have talked about other styles of leadership.

Leaders always choose different styles of leadership depending on the nature of the work and the employees. Therefore, a respectable leader will use a combination of styles of work according to the circumstance, while a horrible leader will, in general, fall into just one style (Kaleem et al., 2016). In the end, using a leadership style or more appropriate at the right time and in the right place distinguishes a successful leader from a failed leader. Further, the decision of leadership style relies upon the needs connected with making a choice (Al Rahbi et al., 2017).

According to Akparep et al. (2019), researchers in leadership propose that nobody's leadership style is superior to the next; however, that style relies upon certain factors. They demonstrate such factors to include the sort of organization, nature of the task, characteristics of the people in the leader's group, the pioneer leads as a whole, and all the more critically, the personality of the pioneer. Therefore, no leadership style is viewed as best consistently as a specific situation would

request one or a mix of various leadership styles. The researcher now will explain the main leadership styles, Autocratic, democratic, laissez-fair, transformational, and transactional.

2.4.1. Autocratic Leadership Style

Autocratic leadership is a kind of leadership described by individual control over the activities of all group individuals and little input (Jony et al., 2019). Autocratic leaders perform crucial decisions on their own (Dyczkowska and Dyczkowski, 2018). Usually, autocratic leaders make choices dependent on their beliefs and judgments and sometimes less consider followers' recommendations, requiring a group's and authoritarian control (Jony et al., 2019).

Now we will turn to the negatives of the authoritarian leader:

Autocratic leadership could be acceptable now and again; however, there might be numerous events where this leadership style could be a source of idleness; and this is why leaders who misuse the utilization of autocratic leadership style are frequently seen as dictatorial (Chukwusa, 2018). The autocratic leadership style doesn't ingrain the learning mentality, which is urgent to animate proactive attitudes among employees (Dyczkowska and Dyczkowski, 2018). Autocratic leadership is a leadership style in which, without agreeing with participation, the authoritarian leader performs all decisions by himself and delegates the tasks (Dolly C and Nonyelum P., 2018). Autocratic leadership style has been extraordinarily criticized during the previous years, and a few investigations educated that organizations with numerous authoritarian leaders have higher turnover and absenteeism than other organizations (Chukwusa, 2018). The employees feel like they're simply a number, without value, because their voice is cut off or not even heard (Dolly C and Nonyelum P., 2018). An absence of consultation with subordinates may cause missed opportunities, and hazards are underestimated (Dyczkowska and Dyczkowski, 2018). In the end,

based on these points indicate that this type of leadership style will decrease the performance of employees.

On the other hand, we will turn to the positives of Autocratic leadership style:

Autocratic leadership might be helpful in crises where there is an identical workforce, where the leader is insightful, fair, and has a decent understanding of the followers (Jony et al., 2019). Autocratic leadership could be beneficial in certain instances, for example, when decisions should be made rapidly without consulting with an enormous group of people (Chukwusa, 2018). Therefore, it is significant when an organization faces an emergency or a crisis that requires making fast decisions, which suits the style of an authoritarian leader. Furthermore, this style allows staff to focus on performing explicit tasks without worrying about making complex decisions and being exceptionally skilled at performing certain obligations, which can be beneficial to the organization (Chukwusa, 2018). Moreover, this style helps to perform tasks successfully, solve distinguished issues, and comply with targets or deadlines, particularly when time is a primary factor (Dyczkowska and Dyczkowski, 2018).

2.4.2. Democratic Leadership Style

There are many definitions for Democratic leadership. The democratic leadership style is likewise called the participative style as it encourages workers to be a piece of the decision-making (Saqib Khan et al., 2015). Democratic leadership is the leadership in which the decision-making is decentralized and is shared by every one of the subordinates (Al Khajeh, 2018). democratic leadership style focuses on individuals, and there is higher interaction inside the group (Fiaz et al., 2017). Although a Democratic pioneer will perform the final decision, he/she invites different individuals from the group to contribute to the decision-making process (Bhatti et al., 2012).

The positives of the Democratic Leadership style:

Democratic leadership can create superior quality and quantity work for significant periods (Saqib Khan et al., 2015). This style allows the employees to perform decisions alongside sharing them with the group and the manager (Al Khajeh, 2018). The philosophical proposition underlying democratic leadership style is that usually all individuals are trustworthy, self-motivated, similar to obligation and challenging work, and are encouraged by organizational conditions to foster teamwork, raise performance and satisfaction (Fiaz et al., 2017). Employees and colleagues feel in charge of their destiny, such as the promotion they merit, as they are motivated to work hard more than financial reward (Bhatti et al., 2012). In the end, democratic leadership positively influences the organization's performance as it provides opportunities for the employees to communicate and execute their creative ideas and participate in the decision-making process (Al Khajeh, 2018).

On the other hand, there are some negatives for Democratic leadership styles:

In the democratic leadership style, the possibility for ineffective execution and helpless decision-making is high (Al Khajeh, 2018). As participation requires some serious time, this methodology can prompt things to happen more slowly (Bhatti et al., 2012). Another significant problem related to democratic leadership is the presumption that everybody involved has an equal stake in decision-making with a shared degree of expertise (Al Khajeh, 2018). In the end, this type leads to time-consuming for the leader, challenges for the leader, extremely dependent upon age, no ideal solutions, and loads of conversations can get boring (Saqib Khan et al., 2015).

2.4.3. Laissez – Faire Leadership Styles

Laissez-faire leadership describes passive leaders who are reluctant to influence subordinates or give direction (Deluga, 1990). laissez-faire leadership has been defined as the absence of leadership and being away from a place or person (Yang, 2015). Furthermore, it is a passive and ineffective way to lead (Breevaart & Zacher, 2018). So, this type of leadership cannot face the crises that may occur within the organization.

There are many disadvantages to this type of leadership and fewer advantages. Laissez-faire leadership has been related to adverse outcomes, including stress, dispiriting or organizational outcomes (Yang, 2015). This type has been appeared to sabotage followers' satisfaction with their work and their leader, furthermore followers' perceptions of leader effectiveness (Breevaart and Zacher, 2018). Recently got support for the recommendation that laissez-faire leadership—which isn't just a lack of leadership yet additionally suggests not meeting the followers' legitimate anticipation—may likewise represent destructive-leadership behavior that relates emphatically to job ambiguity, job struggle, conflicts with coworkers, and harassing at work (Buch et al., 2014). laissez-faire leadership could be a destructive type of leadership and the main driver of workplace stressors, strains, and pain (Yang, 2015). Indeed, this lack of sufficient leadership has negatives results for followers, like diminished satisfaction with the work, satisfaction with the leader, and leader efficiency (Breevaart and Zacher, 2018).

On the contrary, some observational examination recommends positive results of laissez-faire leadership in subordinates' innovation propensity as it might work with an environment where innovation can happen (Yang, 2015). Followers are given impressive freedom of action and, therefore, appear liable to expand their strength and influence (Deluga, 1990). To conclude, leadership effectiveness relies upon how followers see a leader's behaviors, and laissez-faire

leadership may be seen as a sign of respect for subordinates rather than the absence of leadership (Yang, 2015).

2.4.4. Transformational Leadership Style

Democratic and transformational leadership have the same meaning, same characteristics, and are related to each other. Transformational leadership is a style of pioneer behavior by which the pioneer assists followers with surpassing their initial performance anticipation by elevating changes to their values, norms, and individual interests (Choi et al., 2017). Furthermore, transformational pioneers are the individuals who appeal to higher ideals and moral values and empower followers to create significant and essential change (Yahaya and Ebrahim, 2016).

Effectiveness of transformational leadership style. First, transformational leaders give more profound levels of connection and more significant commitment, performance, and deep quality of both leader and follower (Yahaya and Ebrahim, 2016). Second, transformational leaders make followers more aware of the significance and value of their work, consequently inducing them to transcend self-interest for the organization (Mittal, 2015). Third, transformational leaders share profound individual quality and organizational ethics with their workers, and, accordingly, the representatives' intrinsic motivation becomes more grounded, and their corporate commitment increases (Choi et al., 2017). Fourth, transformational leadership is a style of leadership that changes follower attitudes, beliefs, and behaviors to a higher domain of motivation where the leader inspires followers to be propelled to transcend and past current levels of accomplishment and performance to considerably more significant levels of achievement and performance (Anderson, 2017). Fifth, It is a process of changing and transforming workers by expanding motivation, building commitment, and engaging them to accomplish organizational goals (Yahaya and Ebrahim, 2016).

It is possible to argue that the autocratic is better than the transformational/ democratic leadership style in emergency situation. But, in developing, commitment, and motivation of employees the transformational leadership is the best.

2.4.5 Transactional Leadership Style

Transactional leadership is a style of leadership wherein leaders deal with the employees through rewards and punishments (Kalsoom et al., 2018). In transactional leadership, the essence of the characteristics is the relation of exchange set up among leaders and subordinates (Rodrigues and Ferreira, 2015). In other words, the pioneer understands what the followers need and will explain what the subordinates will get if the work is in line with anticipations (Purwanto et al., 2020).

Leaders encourage their subordinates by building up mutual arrangements that, if successfully complied with over time, can be liable for the followers' development of a feeling of trust in the leader (Rodrigues and Ferreira, 2015). Transactional leadership style influences employees' performance positively rather than Transformation Leadership Style (Kalsoom et al., 2018). Moreover, Power is given to the leader to assess, correct, and train subordinates when performance should be improved and to reward efficiency when the necessary results are achieved (Brahim et al., 2015). The transactional leadership style helps in making and supporting the setting in which organizational and human abilities are maximized as the employees are consistently ready to accomplish the tangible and intangible rewards (Al Khajeh, 2018).

On the contrary, since transactional leadership is based on a framework of rewards and punishments, it does not provide much inspiration to persuade individuals to go beyond the basics (Brahim et al., 2015). Also, it is repeated that transactional leaders don't focus on employees'

personal development (Yahaya and Ebrahim, 2016). Therefore, leaders are concerned about achieving the organization's goals.

2.5. Crisis Management and Crisis Types

An organizational crisis—an occasion perceived by leaders and stakeholders as highly prominent, unforeseen, and conceivably disruptive—can compromise an organization's goals and have significant implications for its relationships with stakeholders (Bundy et al., 2016). While, crisis management is described as "a collection of factors designed to battle crises and minimize the actual harm inflicted by a crisis"(Coombs and Laufer, 2018). In other words, crisis management is a methodical process that can identify and foresee emergencies during the process of trying (Mehr and Jahanian, 2016).

According to Bujandal (2019) pointed that the most widely recognized components that could influence the organizational performance during an emergency are inappropriate or indiscriminate decisions that hurt the normal function, ineffective leadership styles, miscommunication, fatigue among the employee members, and inability to apply the preplanned procedures in managing the dangers. On the other hand, Understanding the employees' roles and obligations can create horizons and improve their functions during unplanned circumstances.

Another study done about leaders during a crisis (Klann, 2003) shows that effective leaders regularly have a very much evolved ability to impact others and try not to utilize authoritarian or fear strategies to get results. This is a particularly significant capability in a crisis circumstance when solid leadership is primary, and getting results through others utilizing dangers, pressing factors, and coercion is generally unproductive and can even be destructive.

Among the main risks of crises for employees are increased pressure, fatigue, overwork, and reduced employee productivity. So, the leader should have knowledge on crisis management through comprehensive understanding.

Many types of emergencies can occur, so the leader must know these types. In the book of leadership, a communication perspective addresses a topic on the types of crises as follow: According to (Johnson & Hackman, 2018) First Type. Public perception: negative stories about the organization's products. Second, Natural disasters: tornadoes, hurricanes. Third, Product or service: product recalls, food-borne illnesses. Fourth, Terrorist attacks: bombings, hijackings. Fifth, Economic: cash shortages, bankruptcies, hostile takeovers. Sixth, Human resource: workplace violence, strikes, labor unrest. Seventh, industrial: mine collapses, nuclear accidents. Eighth, Oil and chemical spills: tanker and railway spills. Ninth, transportation: train derailments, plane crashes. Tenth, Outside environment: the collapse of financial systems.

2.6. Crisis Stages

A leader in crisis management needs to be able to divide the crisis into three main parts: 1- pre-crisis, 2- Response, and 3- post-crisis response. Furthermore, it is suggested that pre-crisis is one of the most critical stages because it helps prevent and appropriate planning to face the crisis.

Vital parts of crisis management need to include the entire lifecycle of emergencies to minimize falling perturbations and disappointments because of the dynamism of emergencies as an outcome of variable's advancement over time (Laugé et al., 2009). The emergency is a complex phenomenon, yet its course, because of the specific component of such classifications like dynamics of the phenomena, their impact and force, their transmission channels, and the scope of impacts in the regional sense, allow to recognize the different, characteristic stages of its

development, has been validated (Komorowski, 2017). The emergency stage alludes to the means taken to adapt to and respond to the emergency occasion – emergency acknowledgment, information conveyance, message development, reputation management, and advancing developments (Boudreaux, 2005). There are three main stages of crisis as follow:

2.6.1. First Stage, Pre-Crisis

It is considered the first stage before the occurrence of the crisis, and it is the best and most crucial stage of preparation before the occurrence of the crisis. Management exercises are directed to actions that should be made to diminish known risks that could prompt a crisis (Laugé et al., 2009). Organization individuals ought to be proactive and make all potential moves to prevent crises (Concordia et al., 2007).

The pre-emergency stage includes three sub-stages: (1) signal recognition, (2) avoidance, and (3) emergency preparation (Concordia et al., 2007).

Signal detection: Emergency leaders ought to detect warning signs, gather information about them, and break down this information (Laugé et al., 2009). If an early move is made, these emergencies can be avoided (Concordia et al., 2007). Moreover, the information assembled will not just allow practitioners to plan; it will permit them the chance to acknowledge and understand what preparations they cannot make (Boudreaux, 2005).

Emergency prevention: crisis leaders ought to keep away from detected signals to turn into an emergency or, at least to decrease the risk level of the emergency (Laugé et al., 2009). Unfortunately, preparation and issues management is now and again inadequate to keep away from a crisis (Boudreaux, 2005). Despite the excellent preparation and the attempt to address the crisis, it is sometimes destructive to the institution.

Emergency preparation: Emergency leaders should be prepared when an emergency happens. This includes developing the emergency management plan and revamping it, choosing and preparing the emergency team group, conducting exercises to test the emergency the board plan and group, distinguishing Weaknesses, and organizing communications (Laugé et al., 2009). Preparation commonly includes recognizing emergency Weaknesses, creating emergency groups, choosing spokespersons, developing emergency portfolios, and structuring the emergency communication system (Concordia et al., 2007).

2.6.2. Second Stage, Crisis Response

During an emergency event, emergency leaders should understand that the organization is in an emergency and take appropriate actions (Concordia et al., 2007). Confrontation includes procedure formulation and strategy evaluation – the moment that an organization is associated and involved with the crisis (Boudreaux, 2005). At the point when an emergency is going on, leaders should react rapidly, precisely, and consistently (Laugé et al., 2009).

2.6.3. Third Stage, Post-Crisis

The post-crisis stage starts when the crisis is settled – guaranteeing the crisis over, guaranteeing employees of the security of the organization, and learning from the event (Boudreaux, 2005). Management needs to set up actions to recover from the emergency, which implies the recovery process, assessment of crisis management, and next crisis' management preparation (Laugé et al., 2009). According to Concordia et al., (2007) pointed, when a crisis is settled and considered to be over, an organization should think about what to do next. Post-crisis actions help to (a) improve the organization prepared for the following crisis, (b) ensure employees are had with a positive impression of the organization's crisis management efforts, and (c) check to ensure that the crisis is genuinely over.

To conclude, according to Boudreaux (2005), effective proactive recognition proof of a crisis can lessen the effect of the crisis in the acute stage. Failed recognition in the pre-crisis stage causes a reactive circumstance rather than a proactive involvement.

2.7. Job Performance and Employee Performance

Job performance alludes to versatile actions, behavior, and results that employees participate in or achieve that are connected with and contribute to organizational goals (Viswesvaran and Ones, 2000). Furthermore, characterized as the expected value should the organization of the discrete behavioral scenes that an individual completes throughout a standard timeframe (Motowidlo and Kell, 2012). Therefore, this performance idea explicitly describes behavior that is objective-oriented, for example, behavior that the organization is employing the worker to do well as performance (Sonnetag et al., 2008).

Performance is the anticipated organizational value of what individuals do (Motoeidlo and Kell, 2012). According to Sonnetag et al. (2008), performance should be distinct from effectiveness and productivity or proficiency. Effectiveness alludes to the evaluations of the outcomes of performance. In comparison, productivity is the proportion of effectiveness to the cost of obtaining the result.

The employee's behavior is related to job performance, so it is considered an essential factor in creating a positive work environment. During the crisis, if the leader does not care about the employee's behavior, it will create a negative work environment and failure to achieve the institution's goals.

Performance is related to the quantity of output, nature of the output, time of output, presence/attendance at work, the effectiveness of the work completed, and work efficiency (Thao

and Hwang, 2015). The performance incorporates the resulting results of staff's performed actions dependent on their aptitude, expertise, and skills (Dahkoul, 2018).

Employee performance achieves goals successfully by a selected individual or employee, as a set and measured by a manager or organization, to pre-characterized agreeable standards while efficiently and effectively using accessible resources inside an evolving environment (Thao and Hwang, 2015). Moreover, Performance comes from the word job performance or actual Performance, which means work performance or real accomplishment achieved by somebody (Hermina and Yosepha, 2019).

In organizational settings, the performance of the employees is the accumulated outcomes of the skills, abilities, and capacities of all the employees contributed to organizational enhanced efficiency driving towards its goal accomplishment (Dahkoul, 2018). Nevertheless, the evidence suggests employee satisfaction plays a vital role in employees' performance. Indeed, performance in implementing its functions is not autonomous but always related to employee job satisfaction (Hermina and Yosepha, 2019). Also, if employees are satisfied with their jobs just like the organization, they are all the more distinctly interested in performing well towards organizational goals accomplishment (Dahkoul, 2018).

In the end, the success or disappointment of each organization depends on employees' performance (Shaheen et al., 2013). Also, HR leadership practices have a positive and huge relationship with staff's perceived performance (Ahmad and Shahzad, 2011). Furthermore, the leadership style within an organization has a bearing on encouraging or inhibiting staff performance (Thao and Hwang, 2015).

2.8. Impact of HR Leadership on the Employees' Performance

HR is the main investment that should be possible by the association whose extreme goal is having a qualified labor force, great work discipline, devotion, loyalty, effectiveness in all aspects, and having a work efficiency that suits the needs of the organization, both now or in the future (Hersona and Sidharta, 2017). Furthermore, HRM is the procedures, practices, and systems that impact employees' conduct, perspectives, and execution (Zafar et al., 2018). This definition indicates that no organization can succeed without the presence of Human resource leadership because HR leadership is the primary element in the organization. Therefore, there is a correlation between human resource leadership and employee performance during a crisis.

Leadership is a collection of the decision taken by a chosen person for guaranteeing the achievement of the organization's objective with the utilization of the workforce (Zafar et al., 2018). Moreover, it is the system of supporting or motivating a group of individuals to pursue accomplishing a common goal (Top et al., 2020). particularly, it is a process of interaction among leaders and staff wherein a pioneer attempts to impact staff's behavior to accomplish organizational goals (Shahab and Nisa, 2014).

The most valued HR leaders can interpret trends and needs into vital HR investments and exercises, including training programs, talent and performance management frameworks, and leadership information and behaviors (Harmon et al., 2010). Also, the main role of human resource leadership during risk (crises) is establishing lines of communication between management and employees and creating a culture of honesty between the institution and its employees, and assisting employees in reducing tension during disturbances within the work. Therefore, it is suggested that the organization leader should construct positive communication and relationships with employees and attempt to motivate them about the companies' goals (Top et al., 2020).

Leadership function plays a controlling and significant role in general efforts to improve performance at the individual, group, and organizational levels (Hersona and Sidharta, 2017). According to this clarification, employees' job satisfaction is the reaction of various variables, and it remains something inner that needs to do with the way the employee feels (Zafar et al., 2018). When an employee has a high degree of satisfaction, he gives the best of his productivity. Therefore, if the employee feels happy in his work, this will be reflected in creating a positive relationship and commitment to the employee towards his organization. Job satisfaction can be achieved for the employee in terms of salary, good treatment, or appreciation. Hence, when an employee has a high degree of satisfaction, he gives the best of his productivity.

On the other hand, the study uncovers that employees ordinarily do not use their potential sufficiently, which leads to low performance (Zafar et al., 2018). It is considered a dilemma when the employee does not use all his capabilities at work, especially in times of crisis. Perhaps one of the main reasons is a loss of confidence and lack of motivation at work.

Trust is an essential factor in employee performance. Regardless of the leadership style that may be used. Confidence helps stimulate employee performance, stay in the organization, and reduce turnover and resignation. Human resources leadership achieves trust through transparent information delivery, interest in employee affairs, and listening to them.

Type of leaders Plays an essential role during a crisis. Suppose the leader's use of punishments at the time of a crisis could affect the employees' performance. On the other hand, encouraging employees and cooperating during a crisis leads to improvement in employees' performance and unity among them.

The study done by Sougui et al. (2015) Examined the impact of Leadership styles on the performance of employees. Improving the performance of the employees is perhaps the primary goal of our present organization. The leader of the firm or organization has a well significant role in its followers' performance in their organization. The study showed that influential leaders come in various shapes and sizes. Second, a solitary leadership style is, in every case, best. Third, as a leader, you should have the power and influence over others to cause them to act inside the organization's standards and motivate them to do what is expected and instructed for them to do.

Another study done by Febiningtyas & Ekaningtias (2014) explores the effect of leadership and motivation on the employees' performance. This shows that motivation has no significant impact on employee performance. On the other hand, it shows that leadership has a significant impact on employee performance. The leader consistently values the accomplishments of subordinates. Also, the employer is reasonable in making a choice. Thus, it can be concluded that better leadership will improve employee performance.

2.9. Job Satisfaction and HR Leadership During Crisis

Studies about job satisfaction concentrate around specific components that are considered to relate with satisfaction or dissatisfaction in the workplace and look at the effect of human resource practices on job satisfaction (Khan et al., 2012). HR practices of the organizations assume a pivotal part in boosting the proficiency of human capital to achieve the association's goal (Pradhan et al., 2019). This suggests that HR practices are the methodology that organizations use to reshape followers to perceive, think, and behave in an ideal method to accomplish organizational objectives; consequently, HR leadership practices fundamental during the crisis on workers' performance (Dechawatanapaisal, 2018).

Job satisfaction is portrayed as "The degree of positive emotional reaction to the job resulting from a worker's appraisal of the job as satisfying or congruent with the person's values"(Gupta et al., 2018). Also, it is an enjoyable or positive emotional state resulting from the appraisal of one's job or work experiences (Dechawatanapaisal, 2018).

Job satisfaction considerably affects workers' "organizational commitment, turnover, complaint, mishaps, lateness and non-attendance" (Islam et al., 2016). The satisfaction level of workers is a pivotal factor in determining the organization's productivity (Pradhan et al., 2019). Explored that there is a tangible impact of job satisfaction on workers' behavior, for example, absentee-ism, psychological trouble, turnover, and job performance (Islam et al., 2016). Therefore, a low degree of satisfaction makes employees feel a helpless feeling of belonging and will probably initiate them to look for another job (Dechawatanapaisal, 2018).

According to Pradhan et al. (2019), for sustaining in this profoundly competitive business environment, organizations ought to embrace appropriate HR practices that will advance people's job satisfaction and have several significant advantages for the organization.

To conclude, Human resources play an important role in employee job satisfaction at work. Benefits of job satisfaction include retaining talent, increasing productivity at work, and commitment. Among the practices that the Human Resources Department can do towards employees are the feeling of respect and appreciation within the work, recognition of achievements, and the promotion of rewards based on the performance results of the employees.

A leader is supposed to play different roles in the frame of the organization and must be characterized by trust and confidence, responsibility and efficacy, to achieve individual and team goals and promote satisfaction among employees (Belias & Koustelios, 2014). When leaders treat

employees respectfully and fairly, employees feel their skills and talents are perceived as valuable to the organization or work team; also, employees assume that the respect received shows likeness and belongingness (Babalola, 2016).

Leaders presently do not depend upon their legitimate power to convince people to do as they are told, but they look into interaction and communication with their subordinates or raise and broaden their followers' interests (Saleem,2015). Therefore, employees prefer independence during work and thus increase job satisfaction.

According to Hamidifar (1985), workers are more satisfied with leaders who provide encouragement or support than individuals who are either indifferent or critical towards subordinates. On the other hand, by utilizing proper leadership styles, leaders can influence worker job satisfaction, commitment, and productivity (Rad and Yarmohammadian, 2006).

When crises occur, organizations begin to lay off employees and reduce salaries to reduce costs to ensure continuity of work. However, these measures negatively affect the job satisfaction of other employees.

The leader during a crisis must show some care and provide safety for employees. However, leaders who abuse employees during crises are expected to negatively affect the company's reputation and the inability to attract talent. In the end, employee satisfaction has become a priority for organizations during crises because the organization's reputation is at stake.

2.10. Motivation and HR Leadership During Crisis

Motivation is a generally investigated subject, and various articles have been composed, and a wide array of studies have been done to determine motivation significance and implementation

(Conrad et al., 2015). Nevertheless, there are no studies linking motivation with the leadership role of human resources and motivation during crises that may occur within the organization internally or externally.

Prihatini et al. (2020) state work motivation as a desire to make high efforts to accomplish Organizational objectives that are constrained by the ability of efforts to meet certain employee needs. Furthermore, Conrad et al. (2015) characterize motivation as "the inner state that makes an individual behave in a manner that guarantees the achievement of some goal."

The employee is the essential component within the organization for survival. Therefore, the stimulus increases the worker's desire to work and increases his productivity. They demonstrated that employees' motivation at the workplace shows up through their willingness to effectively utilize their knowledge and skills to accomplish the desired organizational goals in relation to their satisfaction and needs (Hanaysha and Majid, 2018). Although it has been for quite some time thought that learning new things and competency improvement opportunities raises the employees' assurance and satisfaction, but it is also realized that the considerable effect on motivation and job satisfaction is made by goal achievement (Varma, 2017).

We deem motivation as a sine qua non-factor to acquire long-term performance for the organization (Achim et al., 2013). It suggests external factors play an important role, like financial rewards. On the other hand, higher management needs to realize that dropping performance may not be because of the external variables of motivation but could be the effect of dissatisfaction from the assignments and the output achieved (Varma, 2017).

According to Hanaysha and Majid (2018), motivation is vital for improving organizational commitment among employees, which resultantly leads to more elevated levels of productivity.

Verma (2017) Pointed that motivation affects helps accomplish the following organizational goals. First, a more elevated level of effectiveness and productivity. Second, raised organizational commitment. Third, it increases the organization's ability to confront the crisis in the organization.

In leadership, it is firmly related to leadership style, which is a way for pioneers to influence others/followers so that the individual wants to do the desire of the leader to accomplish organizational goals (Amintas et al., 2021). In order to enhance employee performance, it is fundamental for the leader to give rewards that can motivate employee work, for example, promotion for employees who have creative skills, innovation, and high work morale (Yosmadi et al., 2021).

According to Devi and Sumarsono (2021), Indicators of employee job motivation (1) Achievement if the employee succeeds in accomplishing a vision of mission expected by the organization, at that point the leader should give an accomplishment to the employee, (2) Recognition the leadership should perceive the results of accomplishment of the employee, (3) The work itself when the employee gets the work that feels troublesome, then the employee will investigate a knowledge acquired and will be responsible for solving the problem, (4) Responsibility for employees to be liable for their work, then the leadership should apply the rule of participation with the aim of employees can do planning and complete the work properly, (5) Progress or headway, assuming the employee as of now has a decent responsibility, then the leader gives recommendations to employees for development, raises his position, is sent to pursue further education and training.

The evidence suggests that there is a significant relationship between leadership and motivation. Once the leader has one of his duties to direct employees during crises, then he plays a vital role

in motivating employees. Effective leaders internally motivate employees through engagement, decision-making, and autonomy.

According to Avramoska (2020), in times of emergency, regardless of what challenges and issues the pioneers are facing, team motivation should be the top need of their list; With a positive approach and attitude, and by utilizing the correct strategies, the pioneer will actually want to guide and encourage the team, which guarantees organization's further development.

There are five main theories of motivation that the leader must know about it:

2.10.1. Maslow's Need Hierarchy Theory

Maslow supposed that there are, in any event, five collections of goals that can be alluded to as basic needs and are physiological, safety, love, esteem, and self-actualization (Ramlall, 2004). Additionally, Maslow states that individuals are motivated by incomplete needs, which are in a hierarchical request that keeps us from being motivated by a need area except if all lower-level needs have been met (Pardee, 1990). Indeed, you would not have the option to motivate somebody with positive feedback (an esteem factor) if their basic physiological needs are not being satisfied (Ganta, 2014).

The consequences of this theory were for firms to execute support programs and focus groups to help workers deal with stress, particularly during crisis circumstances, and take an opportunity to comprehend the needs of the respective workers (Ramlall, 2004). On the other hand, with each layer, fewer and fewer individuals can attain the desired inside perceived needs; therefore, only the most motivated and successful will be able to achieve maximum success (De Vito et al., 2016).

2.10.2. Herzberg's Motivation Hygiene Theory

States that the motivational elements can cause satisfaction or no satisfaction while the hygiene factors cause dissatisfaction when missing and no dissatisfaction when present, each is powerful in its own ways (Pardee, 1990). Motivator or intrinsic variables, like accomplishment and recognition, create job satisfaction (Conrad et al., 2015). On the other hand, the first set of components are Hygiene Factors, which relate more to Maslow's base layers, and contain pay, job security, working circumstances that promote overall satisfaction and avoid dissatisfaction (De Vito et al., 2016). Also, dissatisfying experiences, called "hygiene" factors, mostly as a result of extrinsic variables, non-job-related variables, for example, organization policies, compensation, relations among coworkers, and leaders' styles (Ramlall, 2004).

Herzberg proposed that once the hygiene components were met, the manager should recognize the employees' accomplishments and give them chances to learn and develop (Ganta, 2014). This means Maslow's and Herzberg's are the same.

The hygiene has consistently been - and most likely consistently will be - simpler to measure and control than the motivators (Pardee, 1990). However, the motivators are always hard to measure.

2.10.3. McClelland's Need Theory

The theory recommends that when the need is robust in an individual, its impact is to motivate the individual to utilize behavior that prompts and leads to the satisfaction of the need (Pardee, 1990).

Thus, the behavior tends to be repeated to obtain the reward.

The theory concentrates on three needs as following achievement, power, and affiliation. The need for achievement was described as a desire to succeed, accomplish in relation to the collection of standards, and strive to succeed (Ramlall, 2004). Likewise, it entails a desire to master items on

one's own, thoughts and other people, and to build one's self-esteem through the activity of one's talent (Pardee, 1990). The need for power was characterized as the need to cause others to behave such that they would not have acted in any other way (Ramlall, 2004). The need for affiliation is the motivation to discover connections and need support from their environment (Arquisola and Ahlisa, 2020).

2.10.4. Equity Theory

Recognizes that employees are concerned not only based on the total quantity of awards they receive for their efforts but also on the relationship of this quantity to what others receive (Islam and Ismail, 2008). When individuals perceive inequity in their outcome-input ratio comparative with others, stress is created (Ramlall, 2004). But, when employees observe they are treated equally, performance, productivity, motivation, and commitment will increase.

2.10.5. Expectancy Theory

According to the expectancy theory, people are motivated by their expectations to behave in ways that create desired combinations of anticipated results (Ramlall, 2004). This theory is built on the principle that if an employee puts in the effort, he or she should anticipate success. (De Vito et al., 2016).

When employees work hard, this will lead to performance, and then it will lead to rewards. But, Positive and negative incentives are possible (Conrad et al., 2015). The more positive the incentive, the more motivated the employee, will be (Lee & Raschke, 2016). In contrast, the more negative the reward, the less motivated employee will be (Conrad et al., 2015).

2.11. Trust and HR Leadership During Crisis

Embracing trust within the organization increases the effectiveness of employees, but this trust cannot occur without positive communication. Trust is considered higher than job commitment within the organization, as a high level of trust increases employee loyalty to the organization, sharing knowledge among employees, and avoiding problems and conflicts.

Trust has been identified as critical to the success of organizations, with higher trust leading to improved cooperation and coordination in the workplace, lower conflict, and enhanced performance (Searle et al., 2011). Trust encourages cooperative behavior, reduces conflict, and links service employees' positive perceptions to their leader, which in turn improves employee job satisfaction (Gill, 2008). According to Brown et al. (2015), great levels of trust amongst employees assist in enhancing the performance of the organization. Particularly, trust creates a positive working environment, which in turn fosters employee job satisfaction (Gill, 2008). Searle et al. (2011) argue that organizational performance is probably affected by workers' perceptions of being trusted by management than by employee trust in management.

Trust is defined as "involves a state of apparent/ perceived vulnerability or hazard that is gotten from individuals' uncertainty regarding the motives, intentions, and prospective activities of others on whom they rely (Searle et al., 2011). In other words, it can be described as 'firm belief in the trustworthy, truth, or capacity of a person or thing' (Brown et al., 2015).

Trust is an essential feature of connecting employees with a leader. A leader cannot lead his followers during a crisis if they do not believe in him. The leader plays an essential role in the process of building trust among his followers in the organization and influencing their

performance. Furthermore, building trust between management and employees increases the commitment of employees.

Leadership has been characterized as the ability of a person to impact, motivate, and empower others to contribute toward the efficiency and success of the associations of which they are members (Searle et al., 2011). However, leaders can't lead their followers without building a good trust relationship.

Trust is related to the perception an individual has about various factors: How the association has treated them, the administration, and different employees; whether they perceive that these parties have been reasonable, stayed faithful to their commitments, and met their needs; and whether the parties can be trusted to satisfy their promises and obligations in the future (Sharkie, 2009). Also, the follower is assured that the leader has the knowledge, experience, and good leadership style to influence him.

Trust in a leader is the desire of a follower to be vulnerable to the activities of their leader whose behaviors and activities he or she cannot control, and whose responsibility is to impart to them the objectives and policies dictated by top management (Sharkie, 2009). On the other hand, trust is described by reciprocal trust, respect, and support for someone else's opinions, as well as appreciation and gratitude for their feelings (Bligh, 2017).

Searle et al. (2011) found that trust in leaders was positively connected with improved job performance, commitment, satisfaction, and diminished turn-over. However, it is likely to contend that the employees' trust has no effect on organization performance.

Perceptions of the leader's trustworthiness, as competence, kindness, and integrity, are the vital determinants of trust in the pioneer (Lee et al., 2010). Furthermore, pioneers must create and

sustain perceptions of integrity through justice, acting in ways consistent with their values and accountability (Bligh, 2017). Unfortunately, aggressive pressures regularly force pioneers in management to receive procedures that may decrease employees' opportunities to communicate and set up a trust (Sharkie, 2009).

2.12. Commitment and HR Leadership During Crisis

Organizational commitment is seen as a steady or stable connection to the organization by the employees through the passage of time, where the employee strongly identifies with, is involved in, and appreciates membership in the organization (Toscano, 2015). Organizations need to comprehend that representatives have their own requirements, personal wants, and wishes that should be considered (Andrew, 2017). When the organization understands the needs and requirements of the employees, that shows a kind of appreciation and concern for the employees and thus increases the employee's attachment to the organization and commitment towards the goals of the institution.

Organizational commitment is evident as the measure of authority of worker sympathy by the goals and morale of organization and stays involved in it, and organizational commitment as well be an improved index for representatives who wish to remain at work or need to change (Ahmad et al., 2014). Employees' commitment is characterized as an emotional connection to the job and organization (Raza and Ahmed, 2017). Also, organizational commitment is characterized as the emotional commitment to accomplish the organizational objectives (Ahmad et al., 2014). Furthermore, employee commitment is emotional, as the employee relates to the organization, its mission, vision, goals, and responsibility.

Employee commitment consistently assumes a vital role in improving organizational performance (Tolera, 2018). There is a close and related relationship between performance and commitment. The performance of a worker is the work that results in superiority and the quantity is achieved by someone in directing his/her job obligations and responsibilities (Ahmad et al., 2014). Therefore, the tasks assigned to the employee can only be accomplished by increasing commitment at work. In addition, benefits of employee commitment are increasing job satisfaction, increasing the organization's productivity, not resigning from work, reducing job turnover, or searching for another job.

To ensure the accomplishment of organizational goals, the organization makes an environment of commitment and participation for its employees through policies that facilitate representative satisfaction (Tolera, 2018). Organizations are expected to strengthen their employees' commitment towards the organization to improve organizational performance (Andrew, 2017). Therefore, this indicates that there is a mutual relationship between the organization and the employees. Furthermore, high commitment work practices enhance performance, work productivity, and service quality (Andrew, 2017). To conclude, job satisfaction prompts job commitment, which impacts job turnover intention (Raza and Ahmed, 2017).

There is a belief that the term job satisfaction is the same as job commitment. However, according to Bhatti and Qureshi (2007) pointed that commitment is a more global reaction to an organization, and job satisfaction is, even more, a reaction to a particular and specific job or different facets of the job. Therefore, commitment proposes a greater amount of a connection and attachment to the employing organization instead of specific tasks, environmental elements, and the area where the obligations and duties are performed.

We ought to be noticed that employees are committed to their organizations distinctively, in different ways, and for various reasons, and this led researchers to explore various sorts of organizational commitment (Toscano, 2015). Mostly there are three components of organizational commitment 1) continuance commitment, 2) normative commitment 3) affective commitment (Ahmad et al., 2014).

2.12.1. Affective Commitment

It is clear when an employee turns out to be emotionally attached to the association and sees congruence between personal goals and the association's goals (Toscano, 2015). Furthermore, This implies that the individual's emotional connection to the organization (Andrew, 2017). Employees with a powerful affective commitment continue employment with the association because they want to (Toscano, 2015). In particular, it indicates that affective commitment is influenced by variables, for example, job challenge, role clearness, objective clarity, and objective difficulty, openness or receptiveness by the management, peer coherence, justice, individual significance, criticism or feedback, cooperation, and dependability (Andrew, 2017). The evidence indicates that while factors, for example, transformational leadership and role clearness, have a positive relationship with affective commitment, they have a little negative, or no relationship at all, with continuance commitment (Ortiz and Lau, 2011).

2.12.2. Continuance Commitment

It is clear when an employee considers the relationship to be with the organization as a calculated view of exchanges (Toscano, 2015). It is calculative in nature due to the person's perception or weighing of costs and risks related to leaving the current organization (Andrew, 2017).

2.12.3. Normative Commitment

It is when an employee commits to and remains with the organization due to feelings of obligation and responsibility (Toscano, 2015). Worker commitment will go up when they feel an affiliation with the firm and when the organization recognizes them as a piece of the organization (Andrew, 2017). However, Cohen (2007) argued that the idea of NC (for example, normative commitment) is problematic because apparently there is a significant conceptual overlap between NC and AC (for example, Affective commitment). As demonstrated above, the normative factor of commitment is based on the belief that it is the proper thing to remain with the organization and that AC is attachment to the organization such that the strongly committed employee identifies with, is involved in, and relishes membership in the firm. It is hazy and unclear how NC can be conceptually detachable from AC.

Employees are bound to depend on their leaders' guidelines under unusual and crisis circumstances because of their absence of knowledge about and experience with the crisis and novel situation (Shin et al., 2015). Therefore, the leader is the guideline to the employees during crises and has a high impact on the employees' commitment in terms of commitment to the goals and the emotional connection between the employee and the organization.

One of the essential roles of the pioneer is effective communication with employees and providing them with feedback and interest in job security. Job security is linked with continuous commitment because the relationship between continuous commitment and employees is based on fear of losing the job.

Throughout crisis effects on employees' commitment, the crisis has negative effects on affections and behaviors, resulting in a slump in employees' affective feelings of commitment towards their

firm (Markovits et al., 2014). Also, they discovered lower levels of both AC and NC during the crisis than previously, but CC levels did not vary across the previous two-time intervals (Meyer et al., 2017).

Increasing continuous commitment is very important to keep employees feeling safe. Finally, normative commitment relates to feelings of "ethical obligation" when the organization puts effort into the job, and the employee decides to stay with the organization to "pay off the debt" (Markovitz et al., 2014). This means that the crisis does not affect normative commitment.

Chapter 3: Research Methodology

The researcher is discussed in this chapter research design, population, instruments, demographic profile, sample size, pilot study, reliability, validity, questionnaire and interview design and content, and data processing and analysis methods.

3.1 Research Strategy

A research strategy is a plan for solving research questions devised by a researcher. (Ade Bilau et al., 2018). The strategic plan provides an overview of how the data will be collected and how the outcomes will be examined. The researcher's method of data collection is influenced by the approach he or she chooses (Gounder, 2012). The researcher has used the quantitative (Questionnaires) and qualitative (Unstructured Interviews) approach to answer the questions and hypotheses of the study under the title the impact of human resources leadership during the current crisis on the performance of employees in the Palestinian banking sector.

3.2 Research Time Frame

The researcher submitted the research proposal in the middle of April 2021, received the approval of the research proposal at the beginning of June 2021, and then started conducting the study in June 2021. However, the researcher completed the literature review at the end of May 2021.

Testing validity and reliability of the pilot test and collection data were in the middle of August 2021. Data analysis, findings, conclusion, and recommendation were completed in the middle of October 2021.

3.3 Framework of the Research Methodology

Researchers should carefully examine the methodological framework of their study once they have decided on the research topics they want to investigate or answer since this will impact the technique or methodologies they utilize (Liamputtong, 2013). When research is properly planned and arranged, it is more successful. Furthermore, the advantages of utilizing methodological frameworks are numerous: they may improve activity consistency, robustness, and reporting, improve research quality, standardize techniques, and increase the credibility of findings (McMeekin et al., 2020).

Using appropriate data collection, type of research, and data analysis leads to reliable answers for the study's question. The researcher used primary and secondary data—also qualitative and quantitative methods.

The research onion describes the essential layers or phases that must be completed to create a successful methodology in a somewhat demanding manner (Melnikovas, 2018). Therefore, research onion is used to create a clear plan for methodology.

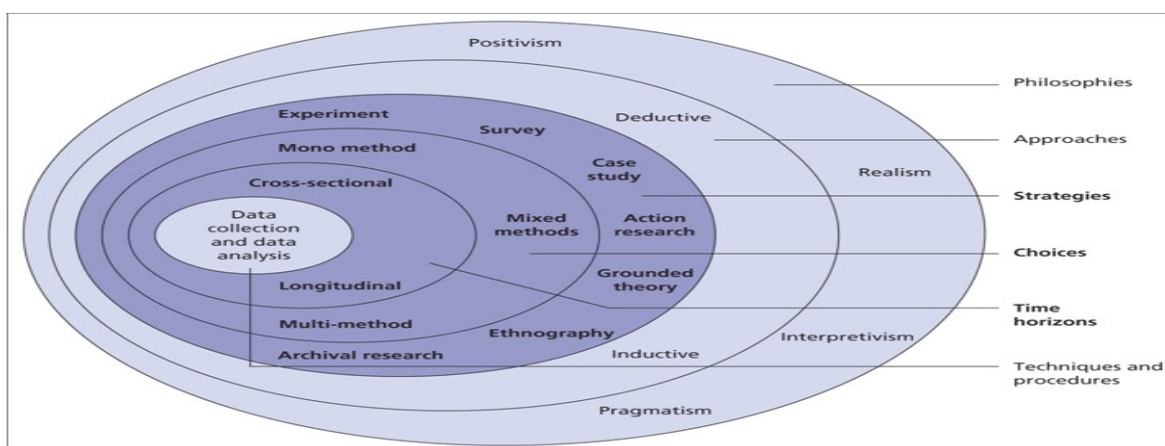


Figure 3. 1: Research Onion, Source: (Saunders et al., 2009)

According to Saunders et al., (2009) pointed that there are six layers in research onion as follow:

First Step - Theme development:

The first section includes the definition of the study problem, objectives, questions, hypotheses, and framework development.

Second Step - Review of literature:

This study selected the literature on the role of leadership for human resources during the current crisis and its performance on employees to contribute to developing the research framework for this study.

Third Step - Layer pilot study:

The researcher conducted an experimental study where he distributed 30 questionnaires to verify the validity and reliability of the questionnaire and to amend the final version at the end.

The clarity of all elements and their contribution to achieving the objectives were checked before the final version.

Fourth Step - the Main questionnaire:

Quantitative method: To get reliable and representative quantitative data, the researcher administered 300 questionnaires to employees in the banks' headquarters.

Fifth Step - Statistical analysis and study findings:

The collected data were analyzed by inferential and descriptive analysis. The SPSS program analyzed the data. The researcher's statistical tools (Descriptive) are mean, Standard Deviation and

percentages—furthermore, Pearson correlation for validity, Cronbach's alpha for reliability, and nonparametric tests.

Sixth Step - Conclusions and recommendations:

3.4. Design of the Study

Study methodologies can be quantitative (Analysis numbers) or qualitative (for example, asking people how they feel about a specific situation) (Gounder, 2012). The researcher used mixed-method in this research, quantitative and qualitative methods to collect data. According to Saunders et al. (2009), mixed method research employs both quantitative and qualitative data in collecting and analyzing methodologies and processes, either simultaneously (parallel) or sequentially (sequential), but does not integrate them. This means that, while mixed-method research employs both quantitative and qualitative world perspectives throughout the research techniques stage, quantitative data is evaluated quantitatively while qualitative data is assessed qualitatively.

The researcher used the mixed method approach to increase the understanding of the problem, answer the research questions and reflect the participants' point of view. According to Doyle et al. (2009), the benefits of mixed-method increasing the study's validity and combining two different approaches helps a more precise and more comprehensive understanding of the study. Another study done by Dawadi et al. (2021) clarifies different benefits for mixed-method that enable the results and consequences of the researched issues to be applied to the whole population. For instance, the quantitative technique enables a researcher to collect data from a large number of people, allowing the findings to be generalized to a larger population. On the other hand, the

qualitative method allows for more in-depth knowledge of the problem under investigation while also valuing the participants' opinions.

The researcher used the mixed method in this study. At the same time, the quantitative method was done by distributing the questionnaires randomly to the participants, and the qualitative method was conducted through unstructured interviews with employees.

3.5. Research Location

The researcher executed this research in the headquarters of Palestine banks, Ramallah. Employees are selected randomly by the researcher from different departments inside the Palestine banks' headquarters.

3.6. Research Population, Sample, and Sample Procedures

The population and the sample are essential in scientific research because they help the researcher collect valuable information needed to draw conclusions. According to Taherdoost (2016), it is unlikely that the researcher will be able to collect data from all situations to answer the study questions. As a result, a sample must be chosen. The population refers to the whole set of instances from which the researcher's sample is taken. The population of the study has consisted of Employees' headquarters in Palestine banks.

The researcher used the quantitative method, to extract the sample from the population through a simple random sample. The simple random sample indicates that every instance in the population has the same chance of being included in the sample (Taherdoost, 2016).

According to Saunders et al. (2009) Pointed to the advantage of simple random sampling, simple random sampling is best utilized when you have an accurate and immediately accessible sampling

frame that lists the entire population, and random numbers enable you to choose your sample without bias. Furthermore, easy to grasp and apply.

The population of this study is represented by the total number of headquarter employees in the Palestinian Banking Sector (West Bank) (800 - 1000) approximately. The good maximum sample size is usually around 27% of the population. However, in order to obtain a desired and correct sample size with reliable results, the researcher distributed 300 questionnaires, based on the below equation:

Herbert Arkin (1974) suggested that the best sample size for a population between 800 and 1000 should be between 260 and 278; therefore, the sample size will be limited to 278 employees from the banking sector employees.

Herbert equation to compute the sample size:

$$n = P(1-P)/(E/Z)^2 + [P(1-P)/N]$$

n = required sample size.

Z = Confidence coefficient used to determine the precision interval, represents the number of standard errors along the horizontal axis about the mean under the normal distribution (1.96)

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

E = the degree of accuracy expressed as a proportion (.05).

Also, the researcher used the qualitative approach, where he conducted several unstructured interviews with employees about the impact of HR leadership during the current crisis on employees' performance to take advantage of the answers to the questions and the objectives of the study.

3.7. Instruments of the Study

The instruments that used in this study were two tools as follow:

1. Quantitative method (Questionnaire).
2. Qualitative method (Unstructured Interviews).

3.7.1. Questionnaire Design

The first draft of the questionnaire was created and discussed with the study supervisor to be reviewed and ensured that it was free of errors. The questionnaire was judged by three referees: Dr. Ahmad Herzallah (Al-Quds University), Dr. Raed Iriqat (Arab American University), and Dr. Mohammad Abusharbeh (Arab American University).

The questionnaire begins with an introduction to the study title's objective, and it concludes with a statement about the research's confidentiality to urge respondents to participate with total confidence.

The questionnaire questions were written to cover all the main axes of the study, assist the researcher in collecting and analyzing data, and provide findings and recommendations.

The questionnaire was divided into three main sections: Demographics, sectors of the questionnaire, and open-ended questions.

First Section: Demographic data

The first section contained demographic data and basic information about the participants. This section contained five main elements about the participants: Sex, Age, Qualification, Experience, and bank name.

Second section: Sectors of the questionnaire

- This section contained five (5) sectors (job satisfaction, commitment, trust, motivation, and employee performance). The researcher used Five-point Likert Scale to determine the degree of agreement of the questions.
- First sector consisted of eight paragraphs which measured HR leadership practice (Job Satisfaction) on employees' performance.
- Second sector consisted of six paragraphs which measured HR leadership practice (Commitment) during current crisis on employees' performance.
- Third sector consisted of eight paragraphs which measured HR leadership practice (Trust) during current crisis on employees' performance.
- Fourth sector consisted of nine paragraphs which measured HR leadership practice (Motivation) during current crisis on employees' performance.
- Fifth sector consisted of seven paragraphs which measure HR leadership during current crisis on employees' performance.

Third Section: Open-ended questions

Open-ended questions help the participants to share their knowledge and understanding of questions. The researcher used two questions in this study: What are the most important obstacles

you face during the crisis? And from your point of view, what are the most important solutions that you propose to reduce these obstacles?

Table 3. 1: Scoring Range of Likert Scale

Range	Description of Range
1.00-1.80	Strongly Disagree
1.81-2.60	Disagree
2.61-3.40	Neither/Nor Agree
3.41-4.20	Agree
4.21-5.00	Strongly Agree

3.7.2. Pilot Test

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

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

In this research, a pilot study was conducted after the supervisor and referees had approved the survey questionnaire. The questionnaire in this study was verified in terms of the language or statements used for their appropriateness, and suitability. In other words, the statements should be

formulated in a polite and soft language (Ghauri et al., 1995, as cited in Rusli & Hasbee, 2011, p 137). In addition, the questionnaire had two versions: Arabic and English. It is believed that translation can iron out errors and distortions (Rusli & Hasbee, 2011, p.141).

In order to conduct the pilot study, the researcher administered the questionnaire to 30 participants. This means that 30 employees have been involved in determining the reliability of the study questionnaire.

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

Based on the Cronbach's Alpha values, as Table 3.2 below shows, it can be said that all subsections in the questionnaire had exceeded the value of 0.7 approximately. This indicates that these subsections had met the standard of reliability and all the statements constructed within these subsections were reliable.

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

Table 3. 2: Cronbach's Alpha Value

Sections	Cronbach's Alpha Coefficient Values
----------	----------------------------------------

Job satisfaction	0.616
Commitment	0.812
Trust	0.899
Motivation	0.797
Employees performance	0.794
All items	0.772

3.7.3. Data Collection Method and Procedures

For all sorts of assessments, well-chosen and well-implemented data collecting and analysis procedures are required (Peersman, 2014). The researcher used primary and secondary data to collect data. Primary data was collected using questionnaires and unstructured interviews—the secondary data was collected using journal articles and books.

Quantitative method, the researcher administered the questionnaires to the employees in the headquarters of banks in Palestine (West-Bank) after obtaining approval from some banks. The researcher collected the questionnaire after two weeks period. Then, the researcher had to revise the questionnaires received from the Palestinian Banks' headquarters.

For the qualitative method, the researcher conducted many unstructured interviews with different employees in some banks in Palestine (West Bank).

3.7.4. Data Analysis Technique

Several steps were taken by the researcher in the data analysis technique for quantitative and qualitative data.

Questionnaires are frequently used to analyze the replies statistically (Kabir, 2016). For the quantitative method, Data have been analyzed using (SPSS) including descriptive and inferential statistical tools. The SPSS program was used to analyze the data received from the questionnaire.

Before data was analyzed, the researcher used screening data to ensure they entered correctly and checked no error or missing data. The researcher made sure that the data was entered correctly by using frequencies. The data screening results had no bias or data loss.

Demographic data in the first section of the questionnaire was analyzed through descriptive statistics. Descriptive statistics describe the connection between variables in a sample or population to summarize data in an ordered manner (Kaur et al., 2018). The researcher explained the demographic data in percentage and frequencies.

Hypotheses have been formulated to study relationships between variables, and six hypotheses have been tested using the Pearson correlation coefficient.

According to Obilor & Eric Chikweru (2018), the strength of a link between two variables is measured by Parsons' correlation. In research, however, each relationship should be evaluated for both its strength and its significance. The correlation coefficient indicates the strength of a relationship, and the significance of the relationship is expressed in probability levels p . It must be noted that the larger the correlation, the stronger the relationship, whereas a smaller P -level indicates a more significant relationship.

In order to test the research hypotheses, the researcher used inferential statistics. The researcher also used the Pearson Correlation test to determine whether there was a significant relationship between two variables (Coakes & Steed, 2007, p.58). In identifying whether the research hypotheses tested using this technique were significant or not, the researcher was primarily

concerned with the significance level represented in the “correlation” column output. If the significant “Sig.” value was equal to $p = 0.00$ or less than 0.05 ($p < 0.05$), then the researcher could conclude that the alternative research hypotheses were accepted or failed to be rejected.

So, to identify the strength of the relationship between the variables, the Pearson Correlation coefficient was used. When using Pearson Correlation in analyzing the data, the strength of the relationship was identified by looking at the value of “r” as shown in the Pearson Correlation table 3.3. Normally, the sign of the correlation coefficient indicates the strength of the relationship or the degree of association between two variables. However, if there is no relationship, the correlation coefficient will show a value of zero.

Table 3.3: Adapted from Muchinsky (1993), this table shows the strength of the relationship between the independent and dependent variables.

Table 3. 3: Pearson Correlation Value

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

(Source: Muchinsky, 1993)

Table 3. 4: Data Analysis Technique

Research Hypothesis	Data Technique Analysis
---------------------	-------------------------

1. Demographic Variable	Descriptive Statistics (Frequency and Percentage)
2. There is a significant relationship between HR leadership (employee's satisfaction) and employees' performance during crisis.	Pearson Correlation
3. There is a significant relationship between HR leadership (employee's motivation) and employees' performance during crisis	Pearson Correlation
4. There is a significant relationship between HR leadership (employee's trust) and employees' performance during crisis.	Pearson Correlation
5. There is a significant relationship between HR leadership (employee's commitment) and employees' performance during crisis.	Pearson Correlation

3.8. Demographic Characteristics of Participants

The questionnaire of the study was administered to 300 employees' working in head quarter banks in Ramallah expect al-Quds banks that rejected to fill the questionnaires because of internal policy. The researcher was able to collect 270 copies questionnaire, 248 were fully completed, and all the demographic variables were valid with no missing values as shown in the table 3.5.

Table 3. 5: Over All Frequencies for Demographic Variables of Participants.

Items	Valid	Missing
Gender	248	0
Age	248	0
Educational Level	248	0

Experience	248	0
Banks Name	248	0

Table 3. 6: Shows the Demographic Characteristics of Participants, (Frequencies, Percentages of Demographic Variables of Participants).

Demographic Data	Frequency	Percent
Gender		
Male	136	54.8%
Female	112	45.2%
Age		
Less 30yrs	131	52.8%
30yr –50yrs	113	45.6%
More than 50yrs	4	1.6%
Total	248	100.0%
Educational level		
Bachelor	206	83.1%
Master’s degree	31	12.5%
others	11	4.4 %
Total	248	100.0%
Experience		
Less than 5yrs	116	46.8%
6-15yrs	99	39.9%
More than 15yrs	33	13.3%
Total	248	100.0%

Banks		
National Bank	18	7.3%
Bank of Jordan	11	4.4%
Jordan Ahli Bank	34	13.7%
Arab Bank	21	8.5%
Cairo Amman Bank	20	8.1%
Egyptian Arab Land Bank	17	6.9%
Arab Islamic Bank	23	9.3%
Palestine Investment Bank	15	6.0%
Palestine Islamic Bank	18	7.3%
Housing Bank	8	3.2%
Bank of Palestine	44	17.7%
Safa Bank	19	7.7%
Total	248	100.0%

Table 3.6 is a summary of the demographic characteristics of the participants. It contains five variables. The first variable is gender. Male employees represented 54.8% of the participants. Around 52.8% of them were less than 30 years old. This table also shows that 83.1% of the participants had a Bachelor's degree, the majority of the participants (46.8%) had less than 5 years of experience. Bank of Palestine had a high rate of participation with (17.7%).

The researcher concluded that because Palestinian culture in the past tended to be a patriarchal society in work, the researcher determined that males are more than females. However, this has changed over time, and the evidence shows that the gap between them is currently 9.6%. Also, the researcher found that because the youthful group characterizes the Palestinian society, and the

number of new graduates is large, the youth category characterizes the job market. Furthermore, the researcher discovered that the category of education level, bachelor degree, has a large proportion owing to various internal regulations in firms that prohibit completion of postgraduate or that education in Palestine is expensive compared to employee pay.

3.9. Non-Parametric Test

Non-parametric methods are commonly used for studying populations that take on a ranked order. The use of non-parametric methods may be essential when data on an ordinal scale or data have a ranking but no clear numeric clarification. Non-parametric methods make fewer assumptions; their applicability is much broader than the corresponding parametric methods. In particular, they may be practical in situations where little is known about the application in question. Also, due to the dependence on fewer assumptions, non-parametric methods are more successful. Another reason for the use of non-parametric methods is simplicity.

3.9.1 Sign Test

This test was used to determine if the mean of a statement was significantly different from a hypothesized value 3 (Middle value of Likert scale). If the P-value (Sig.) were smaller than or equal to the level of significance, $\alpha = 0.05$, then the mean of the statement would be significantly different from a hypothesized value 3. The sign of the Test value indicates whether the mean is significantly greater or smaller than a hypothesized value 3. However, if the P-value (Sig.) were more significant than the level of significance, $\alpha = 0.05$, then the mean of the statement would be insignificantly different from a hypothesized value 3. However, in this study, the significance level was less than 0.05; this means all statements were significantly different from a hypothesized value 3.

3.9.2 Mann-Whitney Test

This test was used to examine if there was a statistically significant difference between two means among the participants, pertaining to their job satisfaction, Commitment, Trust, and Motivation among employees' banks, which could be attributed to gender variable.

3.9.3 Kruskal-Wallis Test

This test was used to find out if there was a statistically significant difference between several means among the participants, pertaining to their job satisfaction, Commitment, Trust, and Motivation among employees' banks, which could be attributed to age, educational level, experience, and banks variables.

Table 3. 7: Employee Satisfaction According to Demographic Data:

Satisfaction	<i>M</i>	<i>S.D</i>
Gender		
Male	4.31	.50
Female	4.36	.42
Age		
Less than 30yrs	4.3	.45
30-50yrs	4.4	.47
More than 50yrs	4.2	.68
Educational level		
Bachelor	4.33	0.45
Master's degree	4.39	0.54
Others	4.38	0.53
Experience		

Less than 5yrs	4.29	0.46
6-15yrs	4.38	0.45
More than 15yrs	4.40	0.54
Banks		
National Bank	4.42	0.22
Bank of Jordan	4.34	0.52
Jordan Ahli Bank	4.49	0.43
Arab Bank	4.46	0.43
Cairo Amman Bank	4.21	0.44
Egyptian Arab Land Bank	4.47	0.29
Arab Islamic Bank	4.13	0.60
Palestine Investment Bank	4.33	0.47
Palestine Islamic Bank	4.24	0.49
Housing Bank	4.31	0.33
Bank of Palestine	4.32	0.41
Safa Bank	4.28	0.72

Table 3.7 shows the employees' job satisfaction based on gender, age, educational level, experience, and banks. The 'mean value' column was used to determine which category was really had a high level of job satisfaction.

The researcher noticed that female employees had a high mean ($M=4.36$) which indicates they had a higher job satisfaction than their male counterparts. However, we can see that all the employees, regardless of age, had high job satisfaction.

Pertaining to the educational level, the researcher found that all employees', despite their educational level, had a high level of job satisfaction in their workplace. He also found that the employees that had an experience of More than 15yrs had a high level of job satisfaction. The Jordan Ahli Bank, Arab Bank, and Egyptian Arab Land Bank were found to be the most banks that had a high level of job satisfaction.

Females are more satisfied with their job because women have fewer responsibilities outside work, unlike males, who are affected by external pressures in the workplace. In addition, females do not bear the pressure in the workplace and therefore go to tasks that do not require much effort. Age from 30-50 had a high level of job satisfaction; as a result, they are mature and do not change jobs as often as their younger co-workers and related to professionalism at work.

Also, the researcher concluded that a master's degree had a high level of satisfaction. Master's degree holders are the most likely to develop in their job position and receive rewards. Employees who experienced more than 15 years had a high level of job satisfaction because they have job security and stability and a high salary.

Table 3. 8: Commitment According to Demographic Data:

Commitment	<i>M</i>	<i>S.D</i>
Gender		
Male	3.92	0.64
Female	3.97	0.53
Age		
Less than 30yrs	3.89	0.55
30-50yrs	4.00	0.64

More than 50yrs	4.04	0.25
Educational level		
Bachelor	3.93	0.60
Master's degree	4.02	0.53
Others	4.08	0.54
Experience		
Less than 5yrs	3.92	0.54
6-15yrs	3.89	0.66
More than 15yrs	4.21	0.48
Banks		
National Bank	3.68	0.67
Bank of Jordan	4.08	0.51
Jordan Ahli Bank	4.11	0.47
Arab Bank	4.25	0.53
Cairo Amman Bank	3.70	0.60
Egyptian Arab Land Bank	4.16	0.40
Arab Islamic Bank	3.67	0.65
Palestine Investment Bank	3.79	0.77
Palestine Islamic Bank	4.05	0.48
Housing Bank	3.73	0.60
Bank of Palestine	3.86	0.46
Safa Bank	4.18	0.81

Table 3.8 shows the employees' commitment based on gender, age, educational level, experience, and banks. The 'mean value' column was used to determine which category had really a high level of commitment.

The researcher could conclude that surprisingly the female again gained the highest mean ($M=3.97$), indicating they had a higher commitment than their male counterparts did. However, we can see the old employees had a high commitment. Pertaining to the educational level, the researcher found that the employees' that hold a master's degree had a high level of commitment in their workplace. He also found that the employees that had an experience of More than 15yrs had a high level of commitment. The Arab Bank and Safa Bank were the most banks with a high level of commitment.

Table 3. 9: Trust According to Demographic Data:

TRUST	<i>M</i>	<i>S.D</i>
Gender		
Male	4.05	0.64
Female	4.08	0.64
Age		
Less than 30yrs	4.04	0.63
30-50yrs	4.09	0.65
More than 50yrs	4.25	0.62
Educational level		
Bachelor	4.05	0.65
Master's degree	4.13	0.60
Others	4.10	0.63

Experience		
Less than 5yrs	4.05	0.62
6-15yrs	4.06	0.65
More than 15yrs	4.11	0.69
Banks		
National Bank	3.91	0.65
Bank of Jordan	4.22	0.45
Jordan Ahli Bank	4.26	0.57
Arab Bank	4.06	0.48
Cairo Amman Bank	3.94	0.71
Egyptian Arab Land Bank	4.35	0.58
Arab Islamic Bank	3.89	0.67
Palestine Investment Bank	3.88	0.74
Palestine Islamic Bank	4.14	0.56
Housing Bank	3.77	0.56
Bank of Palestine	4.02	0.70
Safa Bank	4.20	0.76

Table 3.9 shows the employees' trust based on gender, age, educational level, experience, and banks. The 'mean value' column was used to determine which category was really had a high level of trust in HR leadership.

It could be noted that the female employees' had a high mean ($M=4.08$), indicating they had a higher trust in HR leadership than their male counterparts. However, age of employees more than 50 years had a high level of trust in HR leadership. Pertaining to the educational level, the

researcher found that employees' who hold a master's degree had a high level of trust in HR leadership. Simultaneously it was found that the employees that had an experience of More than 15yrs had a high level of trust in HR leadership. The Egyptian Arab Land Bank and Jordan Ahli Bank were found to be the most banks with a high level of trust in HR leadership.

The researcher detected that females had a higher trust in HR leadership because, as we know, trust is the feeling of vulnerability and dependence on the other person and trust in him. Females are more sensitive and responsive, especially in crises. Employees age more than 50 years and employees experience more than 15 years they are linked with each other in terms of the trust. The result of an employee staying for a long time in the organization is his trust in it.

Table 3. 10: Motivation According to Demographic Data:

Motivation	<i>M</i>	<i>S.D</i>
Gender		
Male	4.36	0.59
Female	4.38	0.51
Age		
Less than 30yrs	4.38	0.50
30-50yrs	4.38	0.60
More than 50yrs	4.03	0.77
Educational level		
Bachelor	4.37	0.54
Master's degree	4.44	0.59
Others	4.29	0.66
Experience		
Less than 5yrs	4.37	0.52

6-15yrs	4.38	0.57
More than 15yrs	4.38	0.63
Banks		
National Bank	4.32	0.38
Bank of Jordan	4.44	0.53
Jordan Ahli Bank	4.52	0.39
Arab Bank	4.45	0.65
Cairo Amman Bank	4.43	0.45
Egyptian Arab Land Bank	4.59	0.38
Arab Islamic Bank	4.10	0.74
Palestine Investment Bank	4.49	0.47
Palestine Islamic Bank	4.41	0.48
Housing Bank	3.94	0.63
Bank of Palestine	4.35	0.49
Safa Bank	4.18	0.83

Table 3.10 shows the employees' motivation of HR leadership during crisis based on gender, age, educational level, experience, and banks. The 'mean value' column was used to determine which category was really had a high level of trust in HR leadership during the current crisis.

Surprisingly the female was dominant again with ($M=4.38$), indicating they had a higher motivation than their male counterparts. However, we can see the employees less than 50 years had a high level of motivation more than the old employees. Pertaining to the educational level, the researcher found that the employees' that hold a master's degree had a high level of motivation. He also found that all employees, regardless of their experience they had a high level of motivation.

The Egyptian Arab Land Bank and Jordan Ahli Bank were the most banks with a high level of motivation.

Table 3. 11: Performance According to Demographic Data:

PERFORMANCE	<i>M</i>	<i>S.D</i>
Gender		
Male	4.06	0.63
Female	4.11	0.57
Age		
Less than 30yrs	4.02	0.62
30-50yrs	4.16	0.58
More than 50yrs	3.89	0.59
Educational level		
Bachelor	4.07	0.60
Master's degree	4.19	0.56
Others	4.06	0.72
Experience		
Less than 5yrs	4.02	0.61
6-15yrs	4.13	0.62
More than 15yrs	4.16	0.50
Banks		
National Bank	4.10	0.46
Bank of Jordan	4.06	0.65
Jordan Ahli Bank	4.20	0.57
Arab Bank	4.09	0.66

Cairo Amman Bank	4.02	0.65
Egyptian Arab Land Bank	4.20	0.49
Arab Islamic Bank	3.98	0.54
Palestine Investment Bank	3.97	0.65
Palestine Islamic Bank	4.11	0.66
Housing Bank	4.16	0.65
Bank of Palestine	3.99	0.50
Safa Bank	4.20	0.88

Table 3.11 shows the employees' performance during crisis based on gender, age, educational level, experience, and banks. The 'mean value' column was used to determine which category was really had a high performance during the current crisis.

The researcher observed that the female employees' had a high mean ($M=4.11$), indicating they had a higher performance than their male counterparts. However, we can see the employees between 30yrs and 50yrs had a high performance during crisis more than the old and young employees. Pertaining to the educational level, the researcher found that the employees' that hold a master's degree had a high performance during the current crisis. He also found that the employees that had experienced more than 15 years had high performance. The Egyptian Arab Land Bank, Jordan Ahli Bank, and Safa Bank were found to be the most banks that had a high performance during the current crisis.

It may be concluded that job satisfaction, trust, commitment, and motivation are linked with performance. Also, the leadership role of human resources in these banks and its impact on employees' performance play a significant role.

3.10 Validity of the Study Questionnaire

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

Two statistical tests were employed to check the questionnaire's validity.

The first test was the Criterion-related Validity Test. This test measured the correlation coefficient between each statement in one field and the whole field. The second test was the Structure Validity Test (Pearson test). This was used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measured the correlation coefficient between one field and all the questionnaire fields that had the same level.

3.10.1 Criterion-Related Validity

The internal consistency of the questionnaire was measured by a scouting sample, which consisted of 30 copies of the questionnaires. It measured the correlation coefficients between each statement in one domain and the whole domain. The tables in Appendix D illustrate the correlation coefficient for each statement in each domain and the total domains. The p-values (Sig.) were found to be less than 0.05, so the correlation coefficients of this domain were significant at $\alpha = 0.05$. Therefore, the statement or item of each domain was consistent and valid to measure what it was set for.

3.10.2 Structure Validity of the Study Questionnaire

Structure validity was the second statistical test used to test the validity of the questionnaire's structure besting It the validity of each domain and the validity of the whole questionnaire were tested. It measured the correlation coefficient between one domain and all the questionnaire

domains that had the same level of Likert scale. Table (3.12) shows the correlation coefficient for each domain and the whole questionnaire. The p-values (Sig.) were found to be less than 0.05. Therefore, the correlation coefficients of all the domains were significant at $\alpha = 0.05$. Accordingly, the domains were valid to measure what they were set to measure.

Table 3. 12: Correlation Coefficient of Each Domain and the Whole Questionnaire:

Item	Correlation Coefficient(Pearson)	P-Value
Employee Satisfaction	1	.000
Commitment	0.585**	.000
Trust	0.588**	.000
Motivation	0.536**	.000
Employees performance	0.633**	.000

3.11 Reliability Analysis

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

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

Reliability can be equated with the consistency, stability, or dependability of a measuring tool. The test is administered twice to the same sample of people on two occasions, and then the scores obtained are compared by computing a reliability coefficient (Poilt, 1985).

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

Table (3.13) shows Cronbach's Alpha values for each domain of the questionnaire and the entire questionnaire. For the domains, values of Cronbach's Alpha were in the range of 0.702 and 0.881. This range is considered high; the result ensured the reliability of each domain of the questionnaire. Cronbach's Alpha equaled 0.867 for the entire questionnaire. This indicates the excellent reliability of the entire questionnaire.

Table 3. 13: Cronbach's Alpha Value

Sections	Cronbach's Alpha Coefficient Values
Employees satisfaction	0.702
Commitment	0.703
Trust	0.881
Motivation	0.874
Employees performance	0.817
All items	0.867

Chapter 4: Data Analysis and Discussion

This chapter covers data analysis, questionnaire analysis, and discussion of the findings of the study. The researcher analyzed the data by using the Statistical Package for the Social Sciences (SPSS).

Data Analysis includes descriptive and inferential statistics. Also, this chapter covers hypothesis testing, (Quantitative) questionnaire testing, open-ended question.

4.1 Analysis of Research Questions:

The research questions have been set to study the relations between HR leadership's variables (job satisfaction, trust, commitment, and motivation) and employee performance during the current crisis.

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

As the table below shows, the researcher has used the range of the Likert- scale to describe the agreement on each item in the questionnaire.

Table 4. 1: Scoring Range of Likert Scale

Range	Description of Range
1.00-1.80	Strongly Disagree
1.81-2.60	Disagree
2.61-3.40	Neither/Nor Agree
3.41-4.20	Agree
4.21-5.00	Strongly Agree

Q1: What is the Impact of HR Leadership (Employees Satisfaction) to Employees' Performance in the Palestinian Banking Sector?

To answer this question, the researcher developed eight statements to assess the impact of HR leadership (employee's job satisfaction) during the current crisis on the performance of employees. These statements were subjected to the views of the participants. The results of the analysis are shown in Table 4.2.

The researcher found that the overall mean of job satisfaction during the current crisis was (M=4.34, S. D=0.80). This means the employees of Palestinian banks had a very strong degree of job satisfaction during the current crisis. He also found that most participants strongly agreed with statements #1, #2, #3. This means most employees agree that job satisfaction affects their loyalty and commitment to their organization. Furthermore, they strongly agreed with statements #6 and #7. This means employees think that job satisfaction will enhance their skills and abilities and increase respect and appreciation for them.

The researcher concluded that the overall mean is high due to the role of human resources in enhancing job satisfaction among employees during the current crisis. As a result of respect and appreciation in which the employees work, their job satisfaction has been enhanced. According to Babalola (2016), employees believe that the respect they get demonstrates their connection and belonging. Therefore, according to Dechawatanapaisal (2018), a low degree of satisfaction makes employees feel a helpless feeling of belonging and will probably initiate them to look for another job.

As the respondents reported in the interviews, the result was that some employees do not have job satisfaction in the workplace due to work pressure and the absence of any rewards. Nevertheless, some employees were satisfied with their workplace as they got an annual increase during the

crisis. Also, during the crisis, some employees were pleased with the reduction in working hours, but some banks did not comply with the decisions of shifts and reducing working hours by the Palestinian Monetary Authority.

Table 4. 2: Descriptive Statistics of Employees' Satisfaction

NO	Statement	M	SD	DOA
1	Human resource practices play an important role in enhancing job satisfaction during crises.	4.40	.76	Strongly Agree
2	Job satisfaction affects my commitment to the organization I work for.	4.53	.73	Strongly Agree
3	Job satisfaction affects my loyalty for the organization I work at	4.47	.80	Strongly Agree
4	I rarely miss (Absent) from my work.	4.02	1.02	Agree
5	I feel that HR practices enhance job satisfaction in order to maintain a competitive work environment.	4.01	.97	Agree
6	Being respected and appreciated within the organization increases my job satisfaction.	4.61	.56	Strongly Agree
7	Job satisfaction feelings enhance my skills and abilities at work.	4.57	.60	Strongly Agree
8	My manager is responsible and trusted in promoting job satisfaction.	4.10	.98	Agree
Overall Average		4.34	0.80	Strongly Agree

Q2: What is the Impact of HR Leadership (Motivation) to Employees' Performance in the Palestinian Banking Sector?

To answer this question, the researcher developed nine statements to assess the impact of HR leadership (employees' motivation) during the current crisis on employees' performance. These statements were subjected to the views of the participants. The results of the analysis are shown in Table 4.3.

The researcher found that the overall mean of employees' motivation during the current crisis was (M=4.37, S. D=0.78). This means the banks employees' had a very high level of motivation during the current crisis. He also found that most of the participants strongly agreed with all statements in this construct. This means most employees strongly agree that Equal distribution of rewards, support from managers, giving power, receiving rewards to employees, sense of achievement, and reaching goals will increase motivation and affect productivity and efficiency during the current crisis.

The researcher noticed that the overall mean of employees' motivation during the current crisis is very high because HR plays a leadership role in an organization by motivating employees. As a result of the equitable distribution of rewards to employees, the employees' motivation to work increased. According to Ramlall (2004), Employees' performance, productivity, motivation, and commitment will all improve if they are treated fairly. In addition, support, participation, and independence helped motivate employees during the current crisis. Providing the basic needs of employees (Physiological needs: Salary, work environment, Safety needs: pension plan, sick pay, insurance) increases their motivation and productivity. Also, as a result of the employees' sense of achievement in the organization and obtaining power, it contributed to motivating the employees. The results of interviews showed that some of the employees indicated that they received appreciation and respect during the crisis due to completing their tasks accurately and were rewarded and thus felt motivated in their workplace. However, some employees showed that they did not receive respect and appreciation in their work, thus creating a feeling of frustration and lack of motivation for work.

Table 4. 3: Descriptive Statistics of Employees' Motivation

NO	Statement	M	SD	DOA
1	Equal distribution of rewards in the workplace, increases my motivation to work.	4.43	0.95	Strongly Agree
2	Having the support of my manager during crisis increases my motivation at work.	4.38	0.76	Strongly Agree
3	Giving me more power in the workplace increases my motivation.	4.32	0.73	Strongly Agree
4	My sense of achievement and reaching goals increases my motivation to work.	4.40	0.70	Strongly Agree
5	Fulfilling my basic requirements increases my motivation to work.	4.44	0.77	Strongly Agree
6	My motivation increases in the workplace through participation and independence during crises.	4.11	0.85	Agree
7	Receiving rewards increases my motivation to work, while the organization faces crises.	4.50	0.70	Strongly Agree
8	Motivation increases my desire to work during crisis.	4.40	0.77	Strongly Agree
9	Motivation raises my productive efficiency during crisis.	4.40	0.79	Strongly Agree
Overall Average		4.37	0.78	Strongly Agree

Q3: What is the Impact of HR Leadership (Trust) to Employees' Performance in the Palestinian Banking Sector?

To answer this question, the researcher developed eight statements to assess the impact of HR leadership (employees' trust) during the current crisis on employees' performance.

These statements were subjected to the views of the participants. The results of the analysis are shown in Table 4.4.

The researcher found that the overall mean of employees' trust during the current crisis was (M=4.06, S. D=0.86). This means the banks employees' had a high level of trust during the current crisis. He also found that most of the participants agreed with all statements in this construct. This means most employees agree that they feel loyal towards their banks, they increase positive perception towards their work, they reduce conflicts and problems with their managers, they do their jobs and tasks efficiently, and it helps employees to reduce absenteeism from work, all these things will increase the employees' performance.

As a final observation, the overall mean is high among employees due to employees' trust in human resources during the current crisis. As a result of trust in the workplace, employees' productivity, cooperative behavior, positive perception, and loyalty to the organization increased, and reduced conflicts in the workplace. According to Gill (2008), trust encourages cooperative behavior, reduces conflict. Nevertheless, not necessarily trusting in the manager helps in reducing absenteeism and resignations of employees.

Some results obtained from employees are that they did not feel fully confident in the role of human resources in facing the crisis. In addition, the confusion and inability of human resources in making decisions.

Table 4. 4: Descriptive Statistics of Employees' Trust

NO	Statement	M	SD	DOA
1	My Trust in my manager increases my productivity at work.	4.24	0.84	Strongly Agree
2	I feel loyal towards the organization as a result of my trust in the organization.	3.95	0.90	Agree
3	My trust in my manager increases my cooperative behavior towards work.	4.13	0.75	Agree

4	My trust in my manager increases positive perception towards work.	4.13	0.75	Agree
5	My feeling of trust in the workplace reduces conflicts and problems with my manager.	4.18	0.86	Agree
6	My trust in my manger motivates me to perform the tasks assigned to me.	4.17	0.83	Agree
7	My sense of trust towards my manager helps reduce job turnover.	3.94	0.93	Agree
8	My sense of trust towards my manager helps reduce absenteeism from work.	3.79	1.02	Agree
Overall Average		4.06	0.86	Agree

Q4: What is the Impact of HR Leadership (commitment) on Employees' Performance in the Palestinian Banking Sector?

To answer this question, the researcher developed six statements to assess the impact of HR leadership (employees' commitment) during the current crisis on employee performance.

These statements were subjected to the views of the participants. The results of the analysis are shown in Table 4.5.

The researcher found that the overall mean of employees' trust during the current crisis was (M=3.94, S. D=0.92). This means the bank's employees' had a high level of commitment during the current crisis. He also found that most of the participants strongly agreed with statement#1, statement#6. This means most employees strongly agree that their banks understand their needs and necessities, on the other hand, most employees continue at their work during a crisis because of the fear of losing a job, so this will lead employees to commit to their job because the choices to get another job during the current crisis it's difficult.

Briefly, to conclude, employees' commitment is high about 78%, and therefore it needs to be strengthened more. As a result of the organization's understanding of the employees' needs, it

increased the employees' attachment to the organization. According to Andrew (2017), organizations need to grasp that the employees have their requirements, personal wants, and needs that should be considered. In addition, as a result of the commitment, the employees helped them align their duties.

In an interview, the respondents answered that there was a high commitment of employees in their workplaces and in performing their tasks, despite the fear of losing work.

Table 4. 5: Descriptive Statistics of Employees' Commitment

NO	Statement	M	SD	DOA
1	The organization's understanding of my needs and necessities increases my connection to the work.	4.37	0.74	Strongly Agree
2	Organizational commitment is a positive indicator for my job security.	4.15	0.83	Agree
3	My commitment to work leads to accurately completing all tasks assigned to me during the crisis.	4.25	0.75	Strongly Agree
4	One of the reasons I continue at work during crisis is the emotional attachment to the workplace (Affective commitment).	3.36	1.13	Neither/Nor Agree
5	One of the reasons why I continue at work during a crisis is my sense of responsibility towards work (Normative commitment).	3.85	1.00	Agree
6	One of the reasons I continue at work during a crisis is the fear of losing a job (Continuance commitment).	3.69	1.05	Strongly Agree
Overall Average		3.94	0.92	Agree

Q5: What is the Impact of HR Leadership on Employees' Performance in the Palestinian Banking Sector?

To answer this question, the researcher developed seven statements to assess the impact of HR leadership during the current crisis on the employees' performance in the Palestinian banking sector.

These statements were subjected to the views of the participants. The results of the analysis are shown in Table 4.6.

The researcher found that the overall mean of employees' performance during the current crisis was ($M=4.08$, $S. D=0.85$). This means the HR leadership had a high level of performance during the current crisis that affected employees working in the banking sector. He also found that most of the participants strongly agreed with statement#1, statement#2. This means most employees strongly agreed that HR's role was to improve employees' performance, employees' performance will increase the banks' performance, and the excellent performance of employees will affect to improve work environments.

It may be concluded that employee performance was high during the crisis, even though the total mean reached 4.08 (81.6%), and that employee performance can be improved further. The leadership role contributed to increasing employees' performance, indicating leaders' presence in Palestinian institutions during the current crisis. Thus, it contributed to the organizations' success, enhanced employee behavior, and promoted a good work environment. According to Thao and Hwang (2015), the leadership style within an organization has a bearing on encouraging or inhibiting employees' performance.

Table 4. 6: Descriptive Statistics of Employees' Performance

NO	Statement	M	SD	DOA
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1	The leadership role improves my performance at work.	4.21	0.78	Strongly Agree
2	My performance at work helps in the success of the organization.	4.27	0.69	Strongly Agree
3	My good performance contributes to promoting a positive work environment.	4.29	0.71	Strongly Agree
4	My behavior in the workplace helps increase my performance.	4.17	0.77	Agree
5	I feel that my performance is a cumulative outcome of skills, knowledge and abilities which contribute to enhance organizational efficiency.	4.19	0.78	Agree
6	Despite the crisis, HR leadership contributes to reducing stress.	3.71	1.10	Agree
7	The role of human resources during crisis is a motivational one in improving my performance.	3.73	1.15	Strongly Agree
Overall Average		4.08	0.85	Agree

4.2 Testing of Research Hypotheses

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

Ha1: HR Leadership (Job Satisfaction) has a Positive Impact During Current Crisis on Employees' Performance.

Table 4. 7: Relationship Between the (HR Leadership) Job Satisfaction and Employees' performance

Variables	
Employees satisfaction	$r = .633^{**}$ $p = .000$
Employees performance	

The result of Pearson Correlation between HR leadership (job satisfaction) and employees' performance showed that the test was significant, where the correlation value, $r = 0.633$ and significant value, $p = 0.000$ or $p < 0.05$. Thus, the first hypothesis (Ha1) was accepted, assuming that there was a significant relationship between the HR leadership (job satisfaction) and employees' performance.

The closer (r) is to +1, the stronger the positive correlation, while the closer (r) is to -1, the stronger the negative correlation. Based on that, the researcher found that the relationship between the HR leadership (employees' satisfaction) and employees' performance was a strongly (high) positive because $r = 0.633$. This result means that when one variable increases in value, the second variable also increases in value. In other words, increasing the job satisfaction by HR would mean an increase in the employees' performance.

According to Islam et al. (2016), there is a tangible impact of job satisfaction on workers' behavior, for example, absentee-ism, psychological trouble, turnover, and employee performance. Also, according to Mira et al. (2019), human resource practices are a facet of job satisfaction, leading the employees to increase their performance.

Ha2: HR Leadership (Employees' Motivation) has a Positive Impact During Current Crisis on Employees' Performance.

Table 4. 8: Relationship Between the (HR Leadership) Employees' Motivation and Employees' Performance

Variables	
Employees' motivation	$r = .554^{**}$ $p = .000$
Employees performance	

The result of Pearson Correlation between HR leadership (employees' motivation) and employees' performance showed that the test was significant, where the correlation value, $r = 0.554$ and significant value, $p = 0.000$ or $p < 0.05$. Thus, the second hypothesis (Ha2) was accepted, assuming that there was a significant relationship between the HR leadership (employees' motivation) and employees' performance.

The closer (r) is to +1, the stronger the positive correlation, while the closer (r) is to -1, the stronger the negative correlation. Based on that, the researcher found that the relationship between the HR leadership (employees' motivation) and employees' performance was moderate positive because $r = 0.554$. This result means that when one variable increases in value, the second variable also increases in value. In other words, increasing employees' motivation by HR would mean increasing employees' performance.

According to Verma (2017), motivation elevates the level of effectiveness and productivity of employees' performance. Furthermore, researches have shown that highly motivated employees are more productive and perform better (Siddiqui & Rida, 2019)

Ha3: HR Leadership (Employees' Trust) has a Positive Impact During Current Crisis on Employees' Performance.

Table 4. 9: Relationship Between the (HR Leadership) Employees' trust and Employees' Performance

Variables	
Employees' trust	$r = .604^{**}$ $p = .000$
Employees performance	

The result of Pearson Correlation between HR leadership (employees' trust) and employees' performance showed that the test was **significant**, where the correlation value, $r = 0.604$ and significant value, $p = 0.000$ or $p < 0.05$. Thus, the third hypothesis (Ha3) was accepted, assuming

that there was a significant relationship between the HR leadership (employees' trust) and employees' performance.

The closer (r) is to +1, the stronger the positive correlation, while the closer (r) is to -1, the stronger the negative correlation. Based on that, the researcher found that the relationship between the HR leadership (employees' trust) and employees' performance was moderate positive because $r = 0.604$. This result means that when one variable increases in value, the second variable also increases in value. In other words, increasing employees' trust by HR would increase the employees' performance.

According to Searle et al. (2011), trust has been identified as critical to the success of organizations, with higher trust leading to improved cooperation and coordination in the workplace, lower conflict, and enhanced employees' performance. In other words, trust creates a positive working environment and fosters employee job satisfaction (Gill, 2008).

Ha4: HR Leadership (Employees' Commitment) has a Positive Impact During the Current Crisis on Employees' Performance

Table 4. 10: Relationship Between the (HR Leadership) Eemployees' Commitment and Employees' Performance

Variables	
Employees' commitment	$r = .607^{**}$
Employees performance	$p = .000$

The result of Pearson Correlation between HR leadership (employees' commitment) and employees' performance showed that the test was significant, where the correlation value, $r = 0.604$ and significant value, $p = 0.000$ or $p < 0.05$. Thus, the fourth hypothesis (Ha4) was accepted,

assuming that there was a significant relationship between the HR leadership (employees' commitment) and employees' performance.

The closer (r) is to +1, the stronger the positive correlation, while the closer (r) is to -1, the stronger the negative correlation. Based on that, the researcher found that the relationship between the HR leadership (employees' trust) and employees' performance was a high positive because $r = 0.607$. This result means that when one variable increases in value, the second variable also increases in value—in other words, increasing the employee's commitment by HR would mean an increase in the employees' performance.

According to Andrew (2017), High commitment work practices enhance employees' performance, work productivity, and service quality. Not only – but also, Organizations are expected to strengthen their employees' commitment towards the organization to improve organizational performance (Andrew, 2017).

Table 4. 11: Summary of Hypotheses Testing

Research Hypothesis	Measures	Significance
1. There is a significant relationship between the job satisfaction and employees' performance.	Pearson Correlation ($r = 0.633$)	$p < 0.05$ (Accepted, where $p = 0.000$)
2. There is a significant relationship between employees' motivation and employees' performance.	Pearson Correlation ($r = 0.554$)	$p < 0.05$ (Accepted, where $p = 0.000$)
3. There is a significant relationship between employees' trust and employees' performance.	Pearson Correlation ($r = 0.604$)	$p < 0.05$ (Accepted, where $p = 0.000$)

4. There is a significant relationship between employees' commitment and employees' performance.	Pearson Correlation ($r = 0.607$)	$p < 0.05$ (Accepted, where $p = 0.000$)
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4.3. Hypothesis Related to Participants' Profiles (Analysis of Responses)

Ha5: There are Statistically Significant Differences at $\alpha \leq 0.05$ in the Responses of the Research Sample According to the Demographic Profile (Gender, Age, Educational level, Experience, and Banks).

This hypothesis predicted differences in the participants' opinions toward HR leadership (job satisfaction, motivation, trust, commitment) according to the demographic variable.

The Mann-Whitney and the Kruskal-Wallis test are nonparametric methods used to detect whether two or more samples have the same distribution or to test whether medians between comparison groups are various; the underlying distributions' shapes are assumed to be the same.

Ha5.1: There are Statistically Significant Differences at $\alpha \leq 0.05$ in the Responses of the Research Sample Due to Gender.

Table 4. 12: Kruskal Wallis Test Grouping by Gender

Constructs	Sig
Satisfaction	.751
Commitment	.814
Trust	.719
Motivation	.910
Performance	.572

Table 4.12 shows that, all domains (job satisfaction, commitment, trust, motivation, and employee performance) in the table shown above that the p-value (Sig.) was greater than the level of significance $\alpha = 0.05$. No significant difference was found among the participants in all domains in this study due to gender. The researcher concluded that gender had no effect on all domains in this study (job satisfaction, commitment, trust, motivation, and employee performance).

Ha5.2: There are Statistically Significant Differences at $\alpha \leq 0.05$ in the Responses of the Research Sample Due to Age.

Table 4. 13: Kruskal Wallis Test Grouping by Age

Constructs	Sig
Satisfaction	.092
Commitment	.174
Trust	.594
Motivation	.500
Performance	.291

Table 4.13 shows that, all domains (job satisfaction, commitment, trust, motivation, and employee performance) in the table shown above that the p-value (Sig.) was greater than the level of significance $\alpha = 0.05$. No significant difference was found among the participants in all domains in this study due to age. The researcher concluded that age had no effect on all domains in this study (job satisfaction, commitment, trust, motivation, and employee performance).

Ha5.3: There are Statistically Significant Differences at $\alpha \leq 0.05$ in the Responses of the Research Sample Due to Educational Level.

Table 4. 14: Kruskal Wallis Test Grouping by Educational Level

Constructs	Sig
Satisfaction	.463
Commitment	.728
Trust	.896
Motivation	.560
Performance	.537

Table 4.14 shows that all domains (job satisfaction, commitment, trust, motivation, and employee performance) in the table shown above that the p-value (Sig.) was greater than the level of significance $\alpha = 0.05$. No significant difference was found among the participants in all domains in this study due to educational level. The researcher concluded that the educational level had no

effect on all domains in this study (job satisfaction, commitment, trust, motivation, and employee performance).

Ha5.4: There are Statistically Significant Differences at $\alpha \leq 0.05$ in the Responses of the Research Sample Due to Experience.

Table 4. 15: Kruskal Wallis Test Grouping by Experience

Constructs	Sig
Satisfaction	.109
Commitment	.019
Trust	.725
Motivation	.741
Performance	.385

Table 4.15 shows that the p-value (Sig.) was smaller than the level of significance $\alpha = 0.05$ for the domain: Employees' commitments.

There was also a significant difference among the participants in the domain due to experience. The researcher concluded that the experience had an effect on this domain. Pertaining to the other domains, the p-value (Sig.) was greater than the level of significance $\alpha = 0.05$. No significant difference was found among the participants in this domain due to experience. The researcher concluded that the experience had no effect on the other domains.

Ha5.5: There are Statistically Significant Differences at $\alpha \leq 0.05$ in the Responses of the Research Sample Due to Banks.

Table 4. 16: Kruskal Wallis Test Grouping by Banks

Constructs	Sig
Job satisfaction	.365
Commitment	.003
Trust	.067
Motivation	.125
Performance	.712

Table 4.16 shows that the p-value (Sig.) was smaller than the level of significance $\alpha = 0.05$ for the domain: Employees' commitments. There was also a significant difference among the participants in the domain due to banks. The researcher concluded that the banks had an effect on this domain. Pertaining to the other domains, the p-value (Sig.) was greater than the level of significance $\alpha = 0.05$. No significant difference was found among the participants in this domain due to banks. The researcher concluded that the experience had no effect on the other domains.

H6: The Job Satisfaction, Employees' Commitment, Employees' Trust and Employees' Motivation Will Positively Explain the Variation in Employees' Performance.

Table 4. 17: Multiple Regressions Analysis

Constructs	Beta	T	Sig	R ²
Job satisfaction	.281	4.712	.000	0.542
Commitment	.227	3.818	.000	
Trust	.204	3.387	.001	
Motivation	.186	3.419	.001	

Predictors :(Constant), Employees' satisfaction, Employees' Commitment, Employees' trust, Employees' motivation

Multiple Regressions have been conducted to test the variance in the dependent variable on whether four independent variables could explain employees' performance. The result shows that four independent variables could significantly explain 54.2 % of the variance (R-Square) in employees' performance. By looking at the Beta value, the highest number in the beta was 0.281 for job satisfaction, which is significant at the 0.000 level. This means that job satisfaction influenced most of the variance in employee performance. This result implies that all four independent variables (job satisfaction, employee commitment, employee trust, employee motivation) positively explained the variance in the dependent variable: (employees' performance). This supports hypothesis 6.

4.4. Findings of Questionnaire (Open-Ended Questions)

- **What are the most important obstacles that faced employees' banks during the current crisis?**

The researcher found that employees of banks faced some obstacles: fear of contracting Covid-19, unhealthy workplace, fear of infection, lack of commitment of Social distancing, Stress during work, the HR department not being responsible for employees, poor communication between HR and employees, lack of decisions clarity that was issued during the crisis by the HR department, lack of training, no money for extra hours (Overtime), lack of job security, lack of rewards, close the nursery because of crisis, many responsibilities for one employee, and lack of fully staffed work.

- **what are the most important solutions that employees offered?**

It can be concluded that solutions as follow by employees: telecommuting help employees in facing many problems during the crisis, providing training and instructions for employees during work, providing services to employees that increase incentives. For example, providing personal vehicles to get work during the crisis, reducing working hours, increasing the communication between HR leadership and employees, providing nurseries for employees to increase employees' commitment to the organization, distributing work equally between employees, and providing rewards to employees.

Chapter 5: Conclusion and Recommendations

The main objective of this study is to investigate the impact of HR leadership during current crisis on the performance of employees – In the Palestinian Banking Sector.

This chapter is devoted to concluding questions and hypotheses after the results were extracted from the data analysis. Also, this chapter includes the recommendation of the researcher for this study.

5.1. Summary of the Study

This study looked at the impact of human resources leadership during the current crisis on employees' performance in the Palestinian banking sector. The researcher conducted a comprehensive review of the literature as part of the investigation to help achieve the study's objectives. In addition, a more comprehensive understanding of the leadership role of human resources during the current crisis on the performance of employees and a study of the variables associated with that (Job Satisfaction, Motivation, Commitment, and Trust).

The study population was employees of headquarters in Palestinian banks, and the sample was a simple random sample. The results of the questionnaire analysis were quantitatively; in addition to that, it was descriptive and inferential.

5.2. Conclusion of the Study Findings, Questions and Hypotheses

To achieve the objective of this study, the researcher analyzed the main four questions to conclude the findings of this study.

5.2.1 Findings Related to First Question

The purpose of the first question was to assess the impact of HR leadership (Job Satisfaction) during the current crisis on employees' performance in the Palestinian banking sector.

Results obtained from the administered questionnaire to the employees indicated that the banks' employees had a very strong degree of job satisfaction during the current crisis ($M=4.34$). Also, he found that most of the participants strongly agreed that job satisfaction affects their loyalty and commitment to their organization. Furthermore, job satisfaction will enhance their skills and abilities, increase respect and appreciation for them.

On the other hand, the researcher found that participants agreed that rarely miss (Absent) from work, HR practices enhance job satisfaction to maintain a competitive work environment, and the manager is responsible and trusted in promoting job satisfaction.

When the researcher investigated the linear correlation between HR leadership (Job Satisfaction) on employees' performance, found that the relationship between the HR leadership (employees' satisfaction) and employees' performance was a strongly (high) positive. Also, the Pearson Correlation between HR leadership (job satisfaction) and employees' performance showed that the test was significant. Thus, the first hypothesis (H_{a1}) was accepted.

The researcher found that according to demographic data, there is a high degree of job satisfaction. However, in accordance with the ranking in terms of experience, he found that employees between 6-15 years of experience and more than 15 years of age have a higher degree of job satisfaction. Also, Jordan Ahli Bank, Egyptian Arab Land, and Arab Bank were found to be the most categories that had a high level of job satisfaction. Furthermore, holders of master's degrees and females had a high level of job satisfaction.

5.2.2 Findings Related to Second Question

The purpose of the second question was to assess the impact of HR leadership (Motivation) during the current crisis on the performance of employees in the Palestinian banking sector.

Results obtained that the banks' employees had a very high level of motivation during the current crisis ($M=4.37$). Also, found that most employees strongly agreed that Equal distribution of rewards, support from managers, giving power, receiving rewards, sense of achievement, and fulfilling basic requirements will increase the motivations and then affect productivity and efficiency during the current crisis.

Conversely, the researcher concluded that the participants agreed that motivation increases in the workplace through participation and independence during crises.

The researcher found that the relationship between the HR leadership (employees' motivation) and employees' performance was moderately positive. Furthermore, the Pearson Correlation between HR leadership (employees' motivation) and employees' performance showed that the test was significant. Thus, the second hypothesis (Ha2) was accepted.

The researcher discovered that motivation according to demographic data was high. However, females, less than 30 years of age, 30-50 years of age, master's degree, 6-15 years of experience, more than 15 years of experience, Egyptian Arab Land Bank, and Ahli Jordan Bank found to be the most categories that had a high level of motivation.

5.2.3 Findings Related to Third Question

The third question aimed to assess the impact of HR leadership (Trust) during the current crisis on the performance of employees in the Palestinian banking sector.

Outcomes obtained that the banks' employees had a high level of trust during the current crisis ($M=4.06$). The researcher found that most of the participants strongly agreed that trust in their manager increases productivity.

Nevertheless, participants agreed that they feel loyal towards their organizations due to trust; trust in the manager increases the cooperative behavior towards work and increases positive perception towards work. In addition, the feeling of trust in the workplace reduces conflicts and problems with the manager. Furthermore, trust in the manager motivates employees to perform the tasks assigned to them, a sense of trust towards the manager helps reduce job turnover, and a sense of trust towards the manager helps reduce absenteeism from work.

When the researcher investigated the linear correlation between HR leadership (Trust) on employees' performance, found that the relationship between HR leadership (Trust) and employees' performance was moderately positive. Also, the Pearson Correlation between HR leadership (employees' trust) and employees' performance showed that the test was significant. Thus, the third hypothesis (Ha3) was accepted.

The researcher figured out that the trust according to demographic data was high. Nevertheless, females, more than 50 years of age, master's degree, more than 15 years of experience, Jordan Ahli Bank, and Egyptian Arab Land Bank found the most categories with a high level of trust.

5.2.4 Findings Related to Fourth Question

The fourth question aimed to assess the impact of HR leadership (Commitment) during the current crisis on the performance of employees in the Palestinian banking sector.

Outcomes obtained that the bank's employees had a high level of commitment during the current crisis ($M=3.94$). The researcher also found that most employees strongly agreed that their banks

understood their needs and necessities; on the other hand, most employees continue at their work during a crisis because of the fear of losing a job, so this will lead employees to commit to their job because the choices to get another job during the current crisis it is challenging. Also, commitment to work leads to accurately completing all tasks assigned during the current crisis. However, participants agreed that organizational commitment is a positive indicator for job security, one of the reasons why employees continue at work during a crisis is a sense of responsibility towards work, and nor agreed with one of the reasons employees continue at work during a crisis is the emotional attachment to the workplace.

The researcher found that the relationship between the HR leadership (employees' trust) and employees' performance was highly positive. In addition, the result of Pearson Correlation between HR leadership (employees' commitment) and employees' performance showed that the test was significant. Thus, the fourth hypothesis (Ha4) was accepted.

The researcher discovered that commitment according to demographic data was high. However, females, employees more than 50 years of age, employees more than 15 years of experience, master's degree, Arab Bank, and Safa Bank were found to be the most categories with a high level of commitment.

5.2.5 Findings Related to the Employees' Performance

The purpose was to assess the impact of HR leadership during the current crisis on the employee's performance in the Palestinian banking sector.

The researcher found that the HR leadership had a high level of performance during the current crisis that affected employees working in the banking sector ($M=4.08$). Further, he found that most participants strongly agreed that the role of HR (Leadership) was to improve employee's

performance. Employee's performance will increase (Success) the banks' performance, and the good performance of employees will affect to improve work environments. Furthermore, the role of human resources during the current crisis is a motivational one in improving performance.

On the other side, participants agreed that their behavior in the workplace increases their performance; performance is a cumulative outcome of skills, knowledge, and abilities that contribute to enhancing organizational efficiency. Despite the crisis, HR leadership contributes to reducing stress.

After using multiple regression, the result implies that all four independent variables (job satisfaction, employee commitment, employee trust, employee motivation) positively explained the variance in the dependent variable: (employees' performance).

The researcher found that employees' performance according to demographic data was high. In contrast, females, 30-50 years of age, master's degree, more than 15 years of experience, Egyptian Arab Land Bank, Jordan Ahli Bank, and Safa Bank were found to be the most categories with a high level of performance.

5.2.6 Findings Related to the Challenges and Solutions

The researcher found that employees of banks faced some obstacles: fear of contracting Covid-19, unhealthy workplace, fear of infection, lack of commitment of Social distancing, Stress during work, HR department not being responsible for employees. In addition to poor communication between HR and employees, lack of decisions' clarity that was issued during the crisis by the HR department, lack of training, no money for extra hours (Overtime), lack of job security, lack of rewards, close the nursery because of crisis, many responsibilities for one employee, and lack of fully staffed work.

It can be concluded that solutions as follow by employees: telecommuting help employees in facing many problems during the crisis, providing training and instructions for employees during work, providing services to employees that increase incentives. For example, providing vehicles to get to work during the crisis, reduce working hours, increase the communication between HR leadership and employees, providing nurseries for employees to increase employees' commitment to the organization, distributing work equally between employees, and providing rewards to employees.

5.3. Recommendations

5.3.1. Strengthen Loyalty & Commitment of Employees

The less of job satisfaction with the employee in the workplace will seek to resign and search for another job or any work environment in which he is satisfied. Therefore, the satisfied employee will be more loyal and committed to their organization. HR can increase employees' loyalty and commitment through career growth, employee engagement, respect for employees, and teamwork bonding.

5.3.2. Improve HR Practices

Human resource practices play an essential role in improving job satisfaction. For example, employee training contributes to improving employee skills, abilities, and knowledge. One of the human resources practices that help reduce absenteeism is introducing an attendance policy and showing concerns in employees. To ensure a competitive work environment, HR should provide an accurate appraising system for employees.

5.3.3. HR Leadership Style

The leadership role of human resources plays a significant role in influencing and directing employees in the workplace, and thus the human resource leadership style affects the job satisfaction, respect, and appreciation of employees. Furthermore, Choosing the right style in the workplace helps in improving the productivity of employees.

Human resource leadership contributes to improving employee job satisfaction through continuous support and encouragement, paying attention to employee well-being, and providing continuous feedback.

5.3.4. Increase the Motivation of Employees

The equitable distribution of rewards among employees, support by the manager, giving employees bonuses at the end of the year, achieving all their primary needs, giving employees the authority to work, and achieving achievements help increase employee motivation and improve their productivity.

5.3.5. Enhance Participation and Independency

Employee participation contributes to building a better communication network with employees, increasing productivity, increasing motivation to work, and reducing conflicts between employees. Independence of employees helps in giving the employee the freedom to innovate, solve problems and make decisions, especially during a crisis that sometimes requires immediate decisions.

5.3.6. Building Trust with Employees

It can be concluded that employee productivity can be improved through positive communication between the manager and employees and trust between them. Also, during a crisis, the manager must convey the information to the employees honestly and transparently.

5.3.7. Promote Environment of Trust in the Workplace

Trust in the workplace contributes to creating a culture of honesty and mutual respect between employees and management. HR leadership can build an environment of trust in the workplace by giving employees trust and appreciation, listening to employees, being an honest leader, keeping employees informed, and protecting employee interests.

Creating an environment of trust in the workplace helps increase employee loyalty, increase cooperative behavior among employees, increase positive perception towards the workplace, reduce conflicts and problems, and motivate employees to perform the tasks assigned to them.

5.3.8. Accepting to the Voice of Employees

Enabling the employee by trusting and listening to him in the decision-making process creates mutual trust between the employee and the management and helps retain employees and reduce their absence from work.

5.3.9. Understand Employees Well

Each employee has needs, and therefore the manager must understand those needs of the employee and meet them to contribute toward increasing the employee's commitment and performing all the tasks assigned to him.

When fulfilling the needs of the employees helps in achieving the organization's success, for example, regular salary, supplies, comfortable work environment. Therefore, it helps keep employees in the workplace and feeling safe.

5.3.10. Lead them by Example

The leader must take responsibility in order to motivate employees to take responsibility. The leader should give responsibility to the employees and give them directions at the beginning, listen

to their opinions and ideas, and believe in the employees' capabilities to accomplish the tasks. Furthermore, if things do not go correctly, the leader must correct it, thus encouraging the employees to commit to their work.

5.3.11. Enhance Employees Well-Being

Employee well-being means employee comfort and happiness in the workplace. Concern for employee well-being helps in increasing the employee's emotional connection with the organization. Employee well-being can be achieved by giving employees flexibility in the workplace, identifying and solving problems of employees, reducing work stress, and providing incentives to employees.

5.3.12. Enhance Employees' Behavior

Improve employee behavior by providing training courses to the employee on the institution's values and how to act according to the institution's values. In addition, appreciation contributes to creating good behavior for the employees and motivating them. Also, providing positive reinforcement by providing rewards to employees will enhance employees' behavior.

5.3.13. An Open-Door Policy and Work Flexibility to Reduce Stress

The HR leadership should be available to assist employees when needed, and therefore this open-door policy is of great benefit. Employees must be taken care of by human resources and make sure to turn to them, especially in times of crises and times of stress. Employees look to human resources for advice to address problems before the problem escalates. Therefore, the HR leadership should open communication channels with employees, speak frankly, listen to employees and offer solutions to avoid stress for employees in the workplace. Organizations are acutely aware that success cannot be achieved if employees are overburdened.

Giving the employee many tasks and working for long hours is one of the causes of stress in the workplace. Thus, employees can be provided with flexible working hours and work remotely. Flexibility can reduce stress in the workplace and reduce stress outside of the workplace, such as child care.

5.4 Recommendations for further Study

Further study, according to the researcher, should be conducted as follows:

5.4.1. The Role of HR Leadership During Current Crisis on HR Practices.

5.4.2. The Impact of HR Leadership on Employees' Performance by Studying the Following Variables (Safety, Employee Engagement, Job turnover, and Organizational Citizenship Behavior).

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Appendixes

Appendix A: Questionnaire Revision

Number	Referee	Place of Work
1	Dr. Ahmad Herzallah	Al-Quds University
2	Dr. Raed Iriqat	Arab American University
3	Dr. Mohammad Abusharbeh	Arab American University

Appendix B: Questionnaire – Arabic



الجامعة العربية الأمريكية
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 FACULTY OF GRADUATE STUDIES

أخي الموظف/ أختي الموظفة المحترم/ة

تحية طيبة وبعد،

يقوم الباحث بإجراء دراسة بعنوان (تأثير قيادة الموارد البشرية خلال الأزمة الحالية على أداء الموظفين)، وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير، في الموارد البشرية في الجامعة العربية الأمريكية، ولتحقيق هذا الهدف قام الباحث بتطوير استبانة، تكوّنت من ثلاثة أقسام، يمثّل القسم الأول: معلومات خاصة بالمبحثين، ويمثّل القسم الثاني: الفقرات التي تعبر عن تأثير قيادة الموارد البشرية، خلال الأزمة الحالية، على أداء العاملين في البنوك، في حين يختصّ القسم الثالث في طرح سؤال مفتوح، حول أهم المعوقات، وسبل التغلب عليها أثناء الأزمة، وتتضمّن الاستبانة (**) فقرة موزّعة على خمسة محاور، وبصفتكم الوظيفية يرجو الباحث منكم الإجابة على فقرات الاستبانة بصدق وموضوعية، علماً أنّ المعلومات التي ستدولون بها ستوظّف لأغراض البحث العلمي فقط. علماً ان الازمة الحالية المقصود بها (COVID-19).

شاكراً لكم حسن تعاونكم

الباحث: نور الدين ديك

رقم /0569204243: البريد الإلكتروني: nour.m.deek@gmail.com

القسم الأول: البيانات الديموغرافية

عزيزي الموظف/ة: يحتوي هذا القسم على المعلومات الشخصية الخاصة بك، من فضلك ضع إشارة "v" في المكان المناسب لكل متغير من المتغيرات الشخصية التالية:

1. الجنس ذكر انثى
2. العمر اقل من ثلاثين من 30 الى 50 اكثر من 50
3. المؤهل العلمي بكالوريوس ماجستير غير ذلك ... حدد
4. الخبرة اقل من 5 سنوات من 6 الى 15 سنة أكثر من 15 سنة
5. البنك البنك الوطني بنك الاردن بنك الأهلي الاردني البنك العربي
- بنك القاهرة عمان بنك العقاري المصري بنك الإسلامي العربي بنك الاستثمار
- بنك الإسلامي الفلسطيني بنك القدس بنك الاسكان بنك فلسطين
- مصرف الصفا

القسم الثاني: محاور الاستبانة

يتكوّن هذا القسم من 5 محاور (الرضا الوظيفي، الالتزام، الثقة، التحفيز، أداء الموظفين). أرجو التكرّم بالإجابة على فقرات كلّ محور وفق تدرّج سلّم ليكرت الخماسي، حيث موافق بشدة تأخذ القيمة العظمى 5،

في حين غير موافق بشدة تأخذ القيمة الصغرى 1، (م.ب = موافق بشدة، م = موافق، غ.م = غير موافق، غ.م.ب = غير موافق بشدة)

الرقم	المحور الأول / الرضى الوظيفي	م.ب	م	محايد	غ.م	غ.م.ب
1	ممارسات الموارد البشرية تلعب دورًا مهمًا في تعزيز الرضى الوظيفي أثناء الأزمات.					
2	يؤثر الرضى الوظيفي على التزامي تجاه المؤسسة، التي أعمل بها.					
3	يؤثر الرضى الوظيفي على ولائي للعمل، في المؤسسة التي أعمل بها.					
4	نادرًا ما أتغيب عن عملي.					
5	أشعر أنّ ممارسات الموارد البشرية تعزّز من الرضى الوظيفي، بهدف الحفاظ على بيئة عمل تنافسية.					
6	حصولي على الاحترام والتقدير داخل المؤسسة، يزيد من رضاي الوظيفي.					
7	شعوري بالرضى الوظيفي يعزّز من مهاراتي وقدراتي في العمل.					
8	أشعر أنّ مسؤولي يتّسم بالمسؤولية والثقة، في تعزيز الرضى الوظيفي.					

الرقم	المحور الثاني / الالتزام	م.ب	م	محايد	غ.م	غ.م.ب
1	تفهم المؤسسة لاحتياجاتي ومتطلباتي يزيد من ارتباطي بالعمل.					

					2	يعدّ الالتزام التنظيمي مؤشراً إيجابياً للبقاء في عملي.
					3	التزامي بالعمل يؤدي إلى إنهاء جميع المهام الموكلة بي، بدقة أثناء الأزمة.
					4	من أسباب بقائي في العمل، أثناء الأزمة، هو الارتباط بمكان العمل عاطفياً (الالتزام العاطفي).
					5	من أسباب بقائي في العمل، أثناء الأزمة، شعوري بالمسؤولية تجاه العمل.
					6	من أسباب بقائي في العمل، أثناء الأزمة، الخوف من خسارة الوظيفة (الالتزام المستمر).

الرقم	المحور الثالث / الثقة					
	م.ب	م	محايد	غ.م	غ.م.ب	
1						ثقتي في مسؤولي تزيد من إنتاجيتي في العمل.
2						أشعر بالولاء تجاه المؤسسة، نتيجة الثقة في مكان العمل.
3						ثقتي بمسؤولي تزيد من سلوكي التعاوني تجاه العمل.
4						ثقتي بمسؤولي تزيد التصور الايجابي تجاه العمل.

					شعوري بالثقة، في مكان العمل، يقلل من الصراعات والمشاكل مع مسؤولي.	5
					ثقتي بمسؤولي تحفّزني في أداء المهام الموكلة بي.	6
					إحساسي بالثقة تجاه مسؤولي يساعد في تقليل الدوران الوظيفي.	7
					إحساسي بالثقة تجاه مسؤولي، يساعد في الحدّ من التّغيب عن العمل.	8

الرقم	المحور الرابع / التّحفيز	م.ب	م	محايد	غ.م	غ.م.ب
1	المساواة في توزيع المكافآت، في مكان العمل، تزيد من حافزيتي للعمل.					
2	حصولي على الدعم من قبل مسؤولي، أثناء الأزمات، يزيد من تحفيزي في العمل.					
3	منحي مزيداً من القوة، في مكان العمل، يزيد من تحفيزي.					
4	شعوري بالإنجاز، وتحقيق الأهداف، يزيد من تحفيزي بالعمل.					
5	تحقيق متطلباتي الأساسية يزيد من حافزيتي للعمل.					

					يزداد تحفيزي بمكان العمل، من خلال المشاركة، والاستقلالية أثناء الأزمات.	6
					حصولي على المكافآت يزيد من تحفيزي بالعمل، أثناء مواجهة الأزمات، التي تواجه المؤسسة.	7
					التحفيز يزيد من رغبتني في العمل، أثناء الأزمة.	8
					التحفيز يعمل على رفع كفاءتي الإنتاجية، أثناء الأزمة.	9

الرقم	المحور الخامس / أداء الموظفين	م.ب	م	محايد	غ.م	غ.م.ب
1	يلعب الدور القيادي في تحسين أدائي في العمل.					
2	أدائي في العمل يساعد في نجاح المؤسسة.					
3	أدائي الجيد يساهم في تعزيز بيئة عمل إيجابية.					
4	سلوكي في مكان العمل يساعد في زيادة أدائي.					

					5	أشعر أنّ أدائي عبارة عن نتائج تراكمية للمهارات والقدرات، التي تساهم في تعزيز الكفاءة التنظيمية.
					6	على الرغم من وجود الأزمة، إلا أن قيادة الموارد البشرية تساهم في تقليل الضغوط.
					7	دور الموارد البشرية، أثناء الأزمة، محفّز في تحسين أدائي.

القسم الثالث:

أخي الموظف/ أختي الموظفة،

أرجو التكرم بالإجابة على الأسئلة التالية:

- ما أهم المعوقات التي تواجهكم أثناء الازمة؟ برجاء ذكر خمسة معوقات وترتيبها وفقاً لأهميتها (إن وجد):
 -
 -
 -
 -
 -
- من وجهة نظرك، ما أهم الحلول، التي تقترحها للحدّ من تلك المعوقات؟ برجاء ذكر حلّ واحد لكل معيق تم ذكره سابقاً (إن وجد):
 -
 -
 -
 -
 -

خالص شكري وتقديري لكم

الباحث

Appendix C: Questionnaire – English



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Dear respected employee,

The researcher is conducting a study entitled (The impact of human resources leadership during the current crisis on employees' performance); required for the completion of master's degree in human resources at the Arab American University. To achieve this goal, the researcher developed the following questionnaire, which Consists of three sections, the first section is researched (employees) information, the second section represents the paragraphs that express the impact of human resources leadership on the performance of bank employees during the current crisis, while the third section is an open-ended question tackling the most important obstacles and ways to overcome them during the crisis.

The questionnaire includes (**) paragraph divided into five sectors. Kindly answer the questionnaire honestly and objectively as per your job capacity, bearing in mind that the information you will provide will be used for scientific research purposes only.

Thanking you in advance for your cooperation.

Researcher: Nour El-Deen Deek

No. 0569204243

Email: nour.m.deek@gmail.com

Section One: Demographic Data

Dear employee: This section contains your personal information, please put a tick "√" in the appropriate place for each of the following personal variables:

- 1- Sex male female
- 2- Age less than 30 30 to 50 above 50
- 3- Qualification Bachelor's Master's other; specify
- 4- Experience less than 5 years 5 to 15 above 15
- 5- Bank National Bank Bank of Jordan Jordan Ahli Bank
- Arab Bank Cairo Amman Bank Arab Islamic Bank
- Egyptian Arab Land Bank Palestine Investment Bank Palestine Islamic Bank
- Safa Bank
- Al-Quds Bank Housing Bank Bank of Palestine

Second section: sectors of the questionnaire

This section consists of five (5) sectors (job satisfaction, commitment, trust, motivation, and employee performance). I kindly ask you to answer the paragraphs of each sector according to the hierarchy of the pentagonal Likert scale, where you strongly agree takes the maximum value of 5, while strongly disagree, take the smallest value 1, (5 = Strongly Agree, 4 = Agree, 3 = neutral, 2 = Disagree, 1 = Strongly Disagree)

No.	First sector/ Job Satisfaction	5	4	3	2	1
1.	Human resource practices play an important role in enhancing job satisfaction during crises.					
2.	Job satisfaction affects my commitment to the organization I work for.					
3.	Job satisfaction affects my loyalty for the organization I work at					
4.	I rarely miss (Absent) from my work.					
5.	I feel that HR practices enhance job satisfaction in order to maintain a competitive work environment.					
6.	Being respected and appreciated within the organization increases my job satisfaction.					
7.	Job satisfaction feelings enhance my skills and abilities at work.					
8.	My manager is responsible and trusted in promoting job satisfaction.					

No.	Second sector/ Commitment	5	4	3	2	1

1.	The organization's understanding of my needs and necessities increases my connection to the work.					
2.	Organizational commitment is a positive indicator for my job security.					
3.	My commitment to work leads to accurately completing all tasks assigned to me during the crisis.					
4.	One of the reasons I continue at work during crisis is the emotional attachment to the workplace (Affective commitment).					
5.	One of the reasons why I continue at work during a crisis is my sense of responsibility towards work (Normative commitment).					
6.	One of the reasons I continue at work during a crisis is the fear of losing a job (Continuance commitment).					

No.	Third sector/ Trust	5	4	3	2	1
1.	My Trust in my manager increases my productivity at work.					
2.	I feel loyal towards the organization as a result of my trust in the organization.					
3.	My trust in my manager increases my cooperative behavior towards work.					
4.	My trust in my manager increases positive perception towards work.					
5.	My feeling of trust in the workplace reduces conflicts and problems with my manager.					
6.	My trust in my manger motivates me to perform the tasks assigned to me.					
7.	My sense of trust towards my manager helps reduce job turnover.					

8.	My sense of trust towards my manager helps reduce absenteeism from work.					
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No.	Forth sector/ Motivation	5	4	3	2	1
1.	Equal distribution of rewards in the workplace, increases my motivation to work.					
2.	Having the support of my manager during crisis increases my motivation at work.					
3.	Giving me more power in the workplace increases my motivation.					
4.	My sense of achievement and reaching goals increases my motivation to work.					
5.	Fulfilling my basic requirements increases my motivation to work.					
6.	My motivation increases in the workplace through participation and independence during crises.					
7.	Receiving rewards increases my motivation to work, while the organization faces crises.					
8.	Motivation increases my desire to work during crisis.					
9.	Motivation raises my productive efficiency during crisis.					

No.	Fifth sector/ Employee performance	5	4	3	2	1

1.	The leadership role improves my performance at work.					
2.	My performance at work helps in the success of the organization.					
3.	My good performance contributes to promoting a positive work environment.					
4.	My behavior in the workplace helps increase my performance.					
5.	I feel that my performance is a cumulative outcome of skills, knowledge and abilities which contribute to enhance organizational efficiency.					
6.	Despite the crisis, HR leadership contributes to reducing stress.					
7.	The role of human resources during crisis is a motivational one in improving my performance.					

Third section:

Dear respected employee,

Kindly answer the following questions

- What are the most important obstacles that you face during the crisis? Please list five obstacles and rank them according to their importance (if any):

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-
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- From your point of view, what are the most important solutions that you propose to reduce these obstacles?

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Please accept my sincere thanks and appreciation to you

Researcher,

Appendix D: Correlation Coefficient

Table D. 1: : Correlation Coefficient of Each Item of “Job Satisfaction” and the Total Domain.

Item	Correlation Coefficient (Pearson)	P-Value
Human resource practices play an important role in enhancing job satisfaction during crises.	.423**	.000
Job satisfaction affects my commitment to the organization I work for.	.497**	.000
Job satisfaction affects my loyalty for the organization I work at	.433**	.000
I rarely miss (Absent) from my work.	.364**	.000
I feel that HR practices enhance job satisfaction in order to maintain a competitive work environment.	.489**	.000
Being respected and appreciated within the organization increases my job satisfaction.	.565**	.000
Job satisfaction feelings enhance my skills and abilities at work.	.557**	.000

My manager is responsible and trusted in promoting job satisfaction.	.502**	.000
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** . Correlation is significant at 0.01 level (2-tailed).

Table D. 2: : Correlation Coefficient of Each Item of “Commitment” and the Total Domain.

Item	Correlation Coefficient(Pearson)	P-Value
The organization's understanding of my needs and necessities increases my connection to the work.	.448**	.000
Organizational commitment is a positive indicator for my job security.	.610**	.000
My commitment to work leads to accurately completing all tasks assigned to me during the crisis.	.547**	.000
One of the reasons I continue at work during crisis is the emotional attachment to the workplace (Affective commitment).	.536**	.000
One of the reasons why I continue at work during a crisis is my sense of responsibility towards work (Normative commitment).	.563**	.000
One of the reasons I continue at work during a crisis is the fear of losing a job (Continuance commitment).	.366**	.000

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

Table D. 3: : Correlation Coefficient of Each Item of “Trust” and the Total Domain.

Item	Correlation Coefficient(Pearson)	P-Value
My Trust in my manager increases my productivity at work.	.662**	.000
I feel loyal towards the organization as a result of my trust in the organization.	.614**	.000
My trust in my manager increases my cooperative behavior towards work.	.571**	.000
My trust in my manager increases positive perception towards work.	.640**	.000
My feeling of trust in the workplace reduces conflicts and problems with my manager.	.581**	.000
My trust in my manager motivates me to perform the tasks assigned to me.	.637**	.000
My sense of trust towards my manager helps reduce job turnover.	.599**	.000
My sense of trust towards my manager helps reduce absenteeism from work.	.645**	.000

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

Table D. 4: Correlation Coefficient of Each Item of “Motivation” and the Total Domain.

Item	Correlation Coefficient(Pearson)	P-Value
Equal distribution of rewards in the workplace, increases my motivation to work.	.398**	.000
Having the support of my manager during crisis increases my motivation at work.	.611**	.000

Giving me more power in the workplace increases my motivation.	.582**	.000
My sense of achievement and reaching goals increases my motivation to work.	.566**	.000
Fulfilling my basic requirements increases my motivation to work.	.580**	.000
My motivation increases in the workplace through participation and independence during crises.	.624**	.000
Receiving rewards increases my motivation to work, while the organization faces crises.	.487**	.000
Motivation increases my desire to work during crisis.	.602**	.000
Motivation raises my productive efficiency during crisis.	.575**	.000

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

Table D.5: Correlation Coefficient of Each Item of “Performance” and the Total Domain.

Item	Correlation Coefficient (Pearson)	P-Value
The leadership role improves my performance at work.	.652**	.000
My performance at work helps in the success of the organization.	.532**	.000
My good performance contributes to promoting a positive work environment.	.595**	.000
My behavior in the workplace helps increase my performance.	.561**	.000
I feel that my performance is a cumulative outcome of skills, knowledge and abilities which contribute to enhance organizational efficiency.	.569**	.000
Despite the crisis, HR leadership contributes to reducing stress.	.602**	.000
The role of human resources during crisis is a motivational one in improving my performance.	.587**	.000

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

الملخص

هدفت الدراسة إلى التحقق من تأثير قيادة الموارد البشرية خلال الأزمة الحالية على أداء الموظفين في القطاع المصرفي الفلسطيني، استخدم الباحث المنهج المختلط (الكمي والنوعي)؛ لجمع البيانات المطلوبة، ويتمثل المجتمع الدراسي لهذه الدراسة، من إجمالي عدد الموظفين في الإدارات الرئيسية، في قطاع البنوك المصرفي الفلسطيني في الضفة الغربية، والبالغ عددهم ٩٥٤ موظفاً، وعينة قوامها ٢٧٨ عينة، ومن أجل تحقيق العينة الكلية، وزع الباحث ٣٠٠ استبانة على الموظفين في القطاع المصرفي في الضفة الغربية، تم جمع ٢٧٠ استبانة، ٢٤٨ استبانة استوفت هذه المعايير، وتم تحليلها من قبل (SPSS) بواسطة التحليل الاستنتاجي والوصفي، وبالإضافة إلى ذلك، أجرى الباحث العديد من المقابلات غير المنظمة قبل وأثناء توزيع الاستبانات، الأدوات الإحصائية التي تم استخدامها في هذه الدراسة هي المتوسط الحسابي، والانحراف المعياري والنسب المئوية، ومعامل الارتباط لبيرسون للمصادقية، ومعامل ألفا للاعتمادية، والإحصاءات اللامعلمية، أظهرت النتائج أن المشاركين وافقوا بقوة على أن الرضا الوظيفي يؤثر على انتمائهم والتزامهم تجاه مؤسساتهم، ويحسن من قدراتهم ومهاراتهم ويزيد من شعورهم بالتقدير والاحترام من قبل المؤسسة، بالإضافة إلى ذلك، وافق الموظفون بشدة على التوزيع العادل والدعم من قبل مدراءهم، وإعطائهم الصلاحيات وحصولهم على المكافآت والشعور بالإنجاز، وتحقيق المتطلبات الأساسية يزيد من تحفيزهم، وبالتالي، فإنه يؤثر على الإنتاجية والكفاءة خلال الأزمة، ومن جانب آخر، وافق الموظفون بشدة على أن ثقتهم بمدراءهم يزيد من الإنتاجية، كما أن تفهم مؤسساتهم لاحتياجاتهم يؤدي إلى استكمال جميع المهام الموكلة إليهم بدقة. إن دور الموارد البشرية هو تحسين أداء الموظفين، إذ إن أداء الموظفين يعزز من نجاح البنوك، وسيعمل الأداء الجيد من قبل الموظفين على تحسين بيئة العمل، وإن دور الموارد البشرية خلال الأزمة الحالية، هو دور تحفيزي لتحسين الأداء.

وكان من أهم التوصيات التي أوصى بها الباحث: تقوية انتماء الموظفين وولائهم، تعزيز حافز الموظفين، تعزيز الثقة في بيئة العمل، تعزيز المشاركة والاستقلالية، وفهم الموظفين جيداً، وتعزيز رفاهية الموظفين، ويجب أن تكون قيادة الموارد البشرية نموذج يحتذى به الموظفون، والاستجابة للموظفين، وتعزيز سلوكهم، والتعامل معهم وفق سياسة الباب المفتوح، ومرونة العمل وبناء الثقة مع الموظفين.

الكلمات المفتاحية: القيادة، إدارة الموارد البشرية، الأزمة، أداء الموظفين، الرضا الوظيفي، التحفيز، الالتزام، الثقة، البنوك الفلسطينية.

