



Arab American University
Faculty of Graduate Studies

**Exploring the Role of Human Resources Policies and
their Implementation in Developing Trust in Human
Recourse Departments**

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**This thesis was submitted in partial fulfillment of the
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Management**

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Thesis Approval

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This thesis was defended successfully on 06/03/2025 and approved by:

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Declaration

I hereby declare that this graduation project titled “Exploring the Role of Human Resources Policies and their Implementation in Developing Trust in Human Resource Departments” is my own original work and has been carried out under the supervision of Dr. Arwa Al-Twal.

I affirm that this work has not been submitted, either in whole or in part, for any academic degree or diploma at any other university or institution.

I further declare that all sources and references used in this project have been properly cited and acknowledged.

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I am honored to dedicate this work to my dear father, who has been my source of inspiration and motivation to become who I am today, and to my beloved mother, who taught me the value of patience. I also dedicate this achievement to my brother and sisters.

Additionally, I dedicate this work to our heroic martyrs who attained the highest ranks of martyrdom and to the wounded yet resilient Gaza, standing tall despite all circumstances.

Lastly, I dedicate this work to my beloved homeland, Palestine, the symbol of freedom and hope.

Kareemh

Abstract

Aims: The study aims to explore employee's perceptions of the trust in the HR department in the corporate banking sector of Palestine, focusing on how HR policies and their implementation contribute to this trust. Additionally, it seeks to understand the factors that influence trust from both employees' and HR management perspectives.

Methods: A qualitative research design was conducted, using a single case study approach in a major bank in the West Bank, Palestine. Data was collected through semi-structured interviews with 15 employees, including the HR manager, department heads, and general staff. Thematic analysis was conducted to identify themes regarding factors that influence trust in the HR department, policies, and their implementation.

Results: The study identified several key themes that contribute to employee trust in HR departments, namely, the importance of fairness and transparency in policy implementation, effective communication channels, HR presence and accessibility, and challenges such as resistance to change and cultural factors. Trust was found to be heavily influenced by consistent policy application, and the reduction of favoritism.

Limitations: A limited, context-specific sample was used in this qualitative investigation, which was based on a single case study methodology. This could limit how broadly the results can be applied. Interviews were the only way to gather data because of Palestine's economic situation, political unrest, and limited data access. Furthermore, bias might have been introduced by the bank's selection of participants and the dependence on a single entity. Even though using many case studies could improve validity and comparative understanding, it was not practical in the given situation. Notwithstanding these drawbacks, the study offers insightful information about Alpha Bank's HR procedures and lays the groundwork for further investigation.

Keywords: Human Resources Management; Trust; policy implementation; Employee perception; banking sector.

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Chapter -1- Introduction

1.1 Study Background and Context of Research

Companies often rely on their staff to obtain a competitive advantage. According to Collins (2021), efficient human resource management is crucial for success. Human resource management (HRM) includes many activities such as Human resource (HR) planning, talent management, recruitment, employee training, compensation management, employee relations, and employee services. According Guest (2011), the work of HR departments and the policies they set as well as the practices they perform enhance organizational efficiency, increase employee engagement, and improve work quality (Guest, 2011).

The effectiveness and efficiency of HRM in any organization are dependent on the HR policies set in place (Du, 2024). Some of the benefits of these guidelines are: they give an overview of an organization's culture, it is an official means of communication between an organization and a recruit, they provide details on terms of employment, it forms a basis from which staff is oriented and trained, and it also acts as a reference point for managers and staff in future engagements (Chelimo & Ouma, 2017).

The HR policies and procedures are the backbone of an organization. These consist of all the details regarding the treatment to be given to the employees in the organization and help the employees recognize the culture of the organization (Du, 2024). The human resource of an organization is considered a valuable and competitive advantage over its competitor because of its commitment towards the organization; it is used as a strategic weapon by the organization to widen its marketplace and increase its market share.

Therefore, the competitiveness of any organization depends on the HR policies and practices that affect the job satisfaction of employees (Lamba & Choudhary, 2013).

Trust is important for the functioning of teams in organizations. A high level of trust within teams indicates high satisfaction and commitment to the relationship and a high level of perceptions of task performance (Tinti et al., 2017). Trust is never something that is already available, but always a matter of human effort (Ahmadian, Sahar et al, 2023).

Many facets of the relationship between trust and HRM have been studied (Searle and Dietz, 2013), which the present study attempts to add (Searle, 2013). Generally, trust is important in any working relationship that involves interdependence, cooperative behaviors, and teamwork (Jones & George, 1998; Walumbwa & Hartnell, 2011). As a level of analysis, trust at the team level refers to trust collectively shared among team members, regardless of the trust referent (Fulmer & Gelfand, 2012). Co-worker trust is based on the confidence that one's colleagues are competent and will act in a fair, reliable, and ethical manner (Ferres et al., 2004).

Empirical research on organizational trust, perceived stress, and employee engagement in organizations and governmental ministries in developing nations, particularly the Middle East, is limited, there are few studies on general employee participation in the Middle East, including Palestine, the importance of organizational trust in Palestinian ministries in the West Bank is centered on structure and climate; they affect employee performance and engagement because how an employee perceives his or her employer and work environment influences how one feels and behaves while working, which is reflected in the organization's performance (Jarrar & Ibrahim, 2021).

Research on business and management in the Middle East is starting to emerge with most of the studies conducted with a Western perspective (Budhwar & Mellahi, 2012,2018;

Budhwar et al., 2021). The existing literature about business and management in the Middle East has included studies on: women and work, for example: (Bastian et al., 2018; Hutchings et al., 2010; Mathew et al., 2010; Metcalfe, 2008; Tlaiss, 2015). Culture and religion, for example: (Aycan, 2005; Fujimoto et al., 2007; Herbert, 2016; Leat & El-Kot, 2007; Mellahi & Budhwar, 2010; Signorini et al., 2009; Tayeb, 1997). Workforce nationalization, for example: (Budhwar & Mellahi, 2007; Ryan, 2016; Yacobi & Tzfadia, 2019; Yaghi & Yaghi, 2014). Personal initiative at work, for example: (Irshaid, & You, 2021), and job satisfaction, for example: (Ali Jadoo et al., 2015; Badran & Youssef-Morgan, 2015; Kaya et al., 2010; Yousef, 2017).

Studies on trust within HR departments are critical for understanding the complexities of organizational dynamics and employee relations in Arab nations, particularly Palestine. HR departments are responsible for developing business culture, executing rules and procedures, and managing employee relations (Armstrong & Taylor, 2006). Trust in human resources departments has a substantial impact on employee morale, job satisfaction, and organizational performance. However, the distinct cultural, social, and political contexts of Arab countries, especially Palestine, may influence trust dynamics differently than in Western environments (Badran & Youssef-Morgan, 2015).

Research that specifically focuses on HRM practices in the Middle East includes empirical studies of frontline employees in Jordanian organizations (Aladwan et al., 2014); HRM practices and organizational performance in the UAE's banking sector (Farouk et al., 2016); and the role of recruitment and selection practices in the organizational performance of the Iraqi oil and gas sector (Saddam & Mansor, 2015). In addition, there have also been studies exploring how indigenous styles of people management might influence how HRM is practiced at the organizational level (Afiouni

et al., 2014; Budhwar et al., 2019). Despite this body of literature, more empirical studies on HRM in the Middle East are encouraged as HRM in the Middle East is still influenced by the culture of Islam, and national and global politics (Al Bastaki et al., 2021; Banu et al., 2019; Iles et al., 2012).

The European Joint Strategy in Support of Palestine (2017) states that certain challenges are really specific to Palestine because of the socio-political environment there. The strategy statement recognizes that Palestine has endured a long period of hard times under the Israeli occupation that made its institutions and organizations fragile and vulnerable. “The Palestinian context (a territory under 50 years of occupation) is unique in many ways. The lack of control over land, water, physical boundaries, and revenue; the administrative and political fragmentation; a discriminatory planning environment of fundamental uncertainty; and the regular and persistent violations of human rights and international humanitarian law prevent the Palestinian society and economy from realizing their potential in all respects.”(European Joint Strategy in Support of Palestine, 2017). In this particular context as indicated in the same strategy, the mere reasonably stable development effort proves extremely challenging.

In such conditions, even modest efforts toward stable development become extremely difficult. The intricate interplay of political, economic, and social issues creates an unstable climate in which enterprises struggle to prosper (Desa, 2012). Economic volatility, regulatory uncertainty, and a scarcity of resources all stymie growth and innovation. Furthermore, ongoing violations of human rights weaken confidence and stability, providing new obstacles for organizations seeking to operate ethically and sustainably (Watch, 2021).

Despite these challenges, Palestinian groups endure, frequently depending on tenacity, innovation, and community support to overcome hardship. According to the Palestinian Central Bureau of Statistics, sustainable development necessitates tackling the underlying causes of instability and injustice, including occupation and discriminatory practices. International support and solidarity are critical in campaigning for justice, advancing peace, and helping Palestinian organizations reach their full potential in society and the economy.

However, there is a need for further research to understand the impact of HR policies and their implementation on the development of trust in HR departments, particularly in the Middle East, where the cultural and institutional contexts differ from those in the West (Jwaifell et al., 2018). Studies have shown that HRM practices and employee attitudes towards HRM vary across different regions of the world (Chen et al., 2018). Therefore, it is important to explore how HR policies and their implementation contribute to developing trust in HR departments in specific regions such as the Middle East including Palestine.

1.2 Research Problem

Trust is “a psychological state that depends on perceptions and the perceived motives and intentions of others, but it is also a manifestation of behavior toward those others” (Skinner et al., 2004). The willingness to be vulnerable to another is defined as “the willingness to be vulnerable toward another based on the idea that the other is trustworthy, open, competent, and caring (Lumineau, Schilke, & Wang, 2023).” In other words, trust in a trustee entails trust or belief that the trustee will act in a compassionate, competent, honest, and trustworthy manner (Harrington et al., 2012). Organizational trust is a critical

element in a business relationship (Erkutlu & Chafra, 2013). Employees' trust in a company stems from their belief that it will take actions that are beneficial to them, or at the very least will not harm them (Rubel et al., 2017). Employee trust has been identified as a positive component of high organizational commitment, which predicts a long-term workforce when it comes to talent retention.

HRM must justify its existence by giving value to organizations by focusing on organizational performance and profit, as widely documented in the HRM literature (Harrington et al., 2012) (Ahmadian, Sahar et al, 2023). Human resources are the most important part of any organization's ability to achieve its goals, grow, and compete (Alkalha et al., 2012). An organization's vision regarding its credibility, competence, compassion, and integrity is presented through the implementation of a particular human resource management system or set of practices (Uribetxebarria et al., 2021). Employees who believe they are empowered and treated fairly—with the ability to participate, receive information and instruction, and be rewarded—are more likely to trust their bosses, have a better work environment, and relate emotionally to them. Investments in resources, processes, and HR practices as rewards, generate positive attitudes and activities with additional roles in them (Bissola & Imperatori, 2014). A large body of research has supported the importance of trust in long-term organizational success (Uribetxebarria et al., 2021).

Improving organizational impersonal trust, which "refers to trust in impersonal organizational factors such as vision and strategy, top management, the management group's goals and capability, technological and commercial competence, justice, fair processes and structures, roles, technology, and reputation, and HRM policies" Across the board, businesses are implementing many workplace strategies to boost employee

productivity by cultivating a trusting environment (Vanhala & Ritala, 2016). A lack of trust in the workplace, on the other hand, can result in dysfunctional effects including cynicism, low employee motivation, low job satisfaction, and low productivity (Katou, 2013). As a result, impersonal trust can aid in increasing employee output (Katou, 2013). Despite substantial research confirming the critical role of trust in organizational dynamics, there is a gap in understanding the processes by which HRM practices influence trust and subsequent organizational results. Al-Kalha et al. (2012) emphasize the importance of human resources in achieving organizational goals and competitiveness, calling for empirical research into the relationship between HRM practices, trust, and performance measures (Alkalha et al., 2012).

Existing research, highlights the positive relationship between employee trust and organizational commitment, indicating the potential benefits of creating trust-based settings (Kähkönen et al., 2021; Landrum III, 2021). Katou (2013) emphasizes the negative consequences of trust deficits, such as decreased productivity. These findings highlight the importance of identifying the paths via which HRM strategies influence trust dynamics inside businesses (Katou, 2013).

By overseeing employee interactions, hiring, performance reviews, training, and adherence to financial regulations, human resources (HR) play a critical role in the banking sector. Banks depend on human resources to make sure that staff members are motivated, well-trained, and in line with the organization's strategic objectives. Bank HR teams are also in charge of upholding workplace culture, diversity, and ethical standards while following stringent legal obligations (Storey, 2007).

However, there are a number of difficulties facing HR in the banking sector. Given how competitive the banking industry is and how challenging it may be to draw in qualified

individuals, one of the main problems is talent acquisition and retention (Collings et al., 2018). Furthermore, lengthy workdays and high-pressure settings frequently result in employee stress and burnout, which can affect output and job satisfaction (Kumar, 2019). HR is also under pressure to change training policies and programs on a regular basis in order to comply with evolving financial rules. Furthermore, HR must manage staff reductions and reskill personnel to avoid disruption as digital banking and automation grow in popularity (Parry & Battista, 2019). Banks must successfully handle these issues if they are to preserve productivity, competitiveness, and staff happiness.

Therefore, using theoretical frameworks to analyze the intricate relationship between HRM practices and employee trust, this master's dissertation seeks to close a research gap. This study adds to the body of knowledge on organizational trust and human resource management by combining findings from other studies and performing empirical analysis. It also offers practitioners and corporate leaders practical suggestions for improving trust-building tactics and maximizing organizational performance.

1.3 Study Aims and Objectives

The study aims to explore employee's perceptions of the trust in the HR department in the corporate banking sector of Palestine, focusing on how HR policies and their implementation contribute to this trust. Additionally, it seeks to understand the factors that influence trust from both employees' and HR management perspectives

1.3.1 Study Objectives

1. To explore the extent of employees' trust in the practices of the Human Resources Department and identify the policies that affect their trust.
2. To investigate perceptions of managers regarding how human resources policies influence employees' trust in the department.
3. To identify the factors that contributes to building trust within the department.
4. To analyze the factors that positively or negatively affect employees' trust in the Human Resources Department and determine how these factors influence the level of trust.

1.4 Research Questions

The following main research questions were developed in this study:

1. What is the extent of employees' trust in the practices of the Human Resources Department at their workplace?
2. What are managers' perceptions of how HR policies influence employees' trust in the department?
3. What are the key factors that employees believe contribute to building trust within the HR department?
4. How do these positive and negative factors impact the overall level of trust over time?

1.5 Significance of Study

In many organizations, trust in the Human Resources department is a critical yet often overlooked element that significantly impacts employee's behavior, engagement, and organizational success. Employees' perceptions of HR practices and policies play a vital

role in shaping this trust, influencing how they view the department's ability to act in their best interests. When trust is compromised, it can lead to disengagement, reduced productivity, and even higher turnover rates. Understanding the factors that affect this trust is essential for an organization's growth to create a positive and supportive workplace culture.

The significance of this research lies in its focus on exploring the factors that contribute to or diminish trust in HR practices. By examining both employees' experiences and HR managers' perspectives, the study provides a comprehensive understanding of how trust is built, maintained, or gone. Such insights are valuable for organizations seeking to improve their HR strategies, ensuring that policies are not only effective but also perceived as fair, transparent, and aligned with the needs of employees.

Furthermore, the study addresses the implications of trust within organizational structures. It highlights how HR departments can either strengthen or weaken the overall trust climate through their actions and decisions. By identifying specific policies and practices that impact trust, this research offers practical recommendations for HR professionals and organizational leaders, contributing to a more engaged and coherent workforce.

Additionally, because it offers empirical insights into how trust in HR may be measured and improved, this study is especially pertinent for researchers and HR practitioners. By providing a more thorough examination of the dynamics of trust in HR management, the study contributes to the body of knowledge already in existence. In order to create a work environment where employees feel appreciated, listened, and supported, HR practitioners can utilize the findings to develop and execute more successful HR policies and employee engagement tactics.

1.6 Structure of the Dissertation

The structure of the dissertation follows a logical and coherent format, divided into six main chapters. The **Introduction** chapter presents the study background, research context, problem statement, aims, objectives, research question, and significance of the study. This is followed by the **Literature Review** chapter, which provides a comprehensive explanation of the existing literature related to human resources management, including its evolution, functions, and specific role of HR policies in building trust within organizations, particularly in the Middle East context.

The **Methodology** chapter outlines the research design and approach emphasizing the qualitative research methods used, including data collection through semi-structured interviews and the case study approach focused on a specific bank in Palestine. This section also discusses the research population, sampling technique, and data analysis strategies.

The **Results** chapter presents the findings from the interviews, organized around key themes that emerged from the data. These themes include the HR policies in building trust, challenges in policy implementation, factors contributing to employee trust or loss of trust.

The **Discussion** interprets the findings in relation to research questions and the existing literature, highlighting the implications for HR practices and identifying areas of new insights theoretically and practically. It also addresses the limitations of the research.

Eventually, the **Conclusions and Recommendations** chapter summarizes the key findings, provides recommendations for HR practitioners and organizational leaders and suggest areas for future research.

1.7 Scope of Study

The aim of this study is to explore employee's perceptions of the trust in the HR department in the private banking sector of Palestine, focusing on how HR policies and their implementation contribute to this trust. It specifically aims to ascertain the degree to which HR rules impact employee and HR professional trust. Two branches of Bank "Alpha" are the focus of the study: one houses the HR division, and the other is made up of general staff. Participants in the study come from a variety of departments in order to obtain a more comprehensive understanding of how HR procedures foster trust. The results will take into account current circumstances and experiences because the research is still in progress. Since no particular element is left out, a thorough analysis of trust building in connection to HR policies within the chosen organization is possible.

Chapter -2- Literature Review

2.1 Human Resources Management: Meaning and Evolution

Human resources management (HRM) is the management of Human Resources (HR) in organizations (Dessler et al., 2015). It deals with the management of employees' performance and their work environment (Noe, 2004). It is a crucial aspect of modern organizations because it involves the management of people within an organization to achieve organizational objectives. It is a vital function that helps organizations attract and retain the best talent and optimize employee performance to achieve organizational goals (Ahammad, 2017).

HRM is the strategic management of an organization's workforce, including the recruitment, selection, training, development, compensation, and retention of employees, as well as the management of employee relations and compliance with labor laws and regulations (Armstrong & Taylor, 2014).

The history of HRM can be traced back to the industrial revolution when factories emerged, and the need for managing a large workforce arose (Clegg & Bailey, 2007). The focus was on managing labor costs and ensuring compliance with labor laws. During the 1920s, personnel administration emerged as a distinct field that dealt with the management of employees' administrative tasks such as record-keeping, payroll, and compliance with labor laws (Hendry & Pettigrew, 1990). In the 1960s, human resource management emerged as a more strategic approach to managing people (Susantinah, Nugrahini. et al, 2023). The focus shifted from administrative tasks to managing employees' contributions to organizational goals (Schuler & Jackson, 1987).

The evolution of HRM reflects the changing needs of organizations and the recognition that effective management of human resources is critical to achieving organizational success. In the 1980s and 1990s, HRM evolved to include the concept of strategic human resource management (SHRM) (Ahammad, 2017). SHRM involves aligning human resources with business objectives to achieve a competitive advantage (Wright & McMahan, 1992). In the 21st century, HRM has further evolved to include a focus on talent management, employee engagement, and the use of data analytics and technology to inform decision-making and drive improvements in workforce management (Boudreau & Ramstad, 2007).

2.2 Functions of Human Resource Management

The primary functions of HRM include recruitment, selection, training and development, compensation and benefits, employee relations, and compliance (Armstrong & Taylor, 2014; Noe et al., 2020). Recruitment involves attracting and selecting the best candidates for job openings, while training and development involve enhancing employees' skills and knowledge to improve job performance (Dessler et al., 2015). Compensation and benefits involve designing and managing compensation systems that attract and retain top talent. Employee relations involve managing employee grievances and maintaining a positive work environment, while compliance involves ensuring that the organization complies with labor laws and regulations (Ulrich et al., 2009). All HRM functions are interrelated and help the organization achieve its desired goals. The following section covers the role of HRM and its functions in organizations.

2.3 The Role of HRM and its Functions in an Organization

HRM is responsible for managing the human capital of an organization, which includes the functions mentioned in the previous section. HRM plays a critical role in the strategic and operational functioning of an organization by aligning human resource practices with the overall strategic goals of the organization (Jackson et al., 2014). HRM can contribute to the organization's success by developing strategies and policies that support the organization's mission, vision, and values. It also plays a crucial role in implementing the organization's strategies by providing necessary training and development opportunities, performance management systems, and reward structures that support the organization's strategic goals. As stated by Podgorodnichenko, Edgar, & McAndrew (2020), HRM is the key contributor to the strategic management of any organization (Podgorodnichenko et al., 2020).

In addition to the strategic role, HRM plays an essential operational role in the day-to-day functioning of the organization (Banfield et al., 2018). It is responsible for ensuring that the organization has the right people in the right roles, with the right skills and competencies to achieve its goals (Ulrich et al., 2009). HRM plays a critical role in ensuring that the workplace is safe, healthy, and conducive to productivity (Armstrong & Taylor, 2014)

HRM has an ethical role to play in organizations. It ensures that the organization's human resource practices are fair, equitable, and consistent with legal and ethical standards (Bratton et al., 2021). HRM should ensure that employees are treated with respect, dignity, and professionalism and that the organization's policies and practices do not discriminate against any employee based on gender, race, religion, or any other characteristic protected by law.

HRM has a critical impact on business sustainability, which is among the top strategic organizational objectives to ensure business continuity during ordinary and extraordinary situations or emergencies. Sustainability is not limited to financial stability or technological innovation; instead, it focuses on employee competencies, experience, and qualifications necessary during critical decisions to fulfill strategic objectives, maintain organizational versatility, and sustain business advantage during crises (Jeronimo et al., 2020).

As with any other organizational function, HRM has to be able to develop approaches, policies, and practices that respond to changes in the socio-political and economic environments as well as to the changing needs of the business (Dulebohn et al., 1995). To support the credibility and legitimacy of the HRM function and to strengthen its role within organizations, human resource (HR) professionals often seek to position themselves as organizational business partners to actively support organizational strategy and promptly react to ever-changing business realities (De Gama et al., 2012; Ulrich et al., 2009; Wright & Kehoe, 2008). It is significant to mention that HR professionals' work cannot be accomplished without the support of line managers of different functions within organizations. The following sub-section explains this.

2.3.1 The Distinction between the Role of HR Managers and Line Managers in Helping the Organization Succeed

Human resources (HR) management and line management are two critical functions within an organization that work together to ensure organizational success. While they share some responsibilities, such as employee development, performance management, and compliance with employment laws, their roles and focus areas differ significantly

(Armstrong & Taylor, 2023). HR managers are responsible for managing the overall human resources of an organization and developing and implementing HR policies and procedures, while line managers are responsible for managing the employees within their department or team and ensuring they meet performance goals and contribute to the organization's success.

HR managers are responsible for managing the organization's human resources and developing and implementing HR policies and procedures (Armstrong & Taylor, 2014). They are responsible for the recruitment, selection, and retention of employees, as well as employee development, performance management, and compensation and benefits (Wood & Kispál-Vitai, 2021). The role of HR managers has evolved, and they are now expected to be strategic partners, driving the organization's success (Storey et al., 2019). In this role, HR managers focus on aligning HR strategies with the organization's strategic goals and objectives, ensuring that HR policies and practices are in line with the organization's values, and monitoring HR metrics to measure the effectiveness of HR policies and practices (Wood & Kispál-Vitai, 2021). The competencies required for HR managers include strategic thinking, business acumen, leadership, communication, and ethical practice (Wood & Kispál-Vitai, 2021).

Line managers are responsible for managing the employees who work within their department or team (Lussier & Hendon, 2012). They are responsible for ensuring that their team members are performing their job duties effectively, meeting performance goals, and contributing to the success of the organization (CIPD, 2021). Line managers also play a crucial role in creating a positive work environment and promoting employee engagement and motivation (CIPD, 2021). Line managers are responsible for implementing HR policies and procedures within their team, including recruitment,

selection, and retention of employees, as well as employee development, performance management, and compensation and benefits (Armstrong & Taylor, 2023). They are also responsible for ensuring that their team members comply with employment laws and regulations and promoting a culture of diversity and inclusion within their team (Lussier & Hendon, 2017). The competencies required for line managers include leadership, communication, problem-solving, decision-making, and coaching (CIPD, 2021).

In conclusion, HR managers and line managers both play critical roles in helping an organization succeed, but their responsibilities and focus areas differ. HR managers focus on the overall management of the organization's human resources, while line managers focus on managing the employees within their department or team. HR managers provide the necessary support and infrastructure to ensure that employees are recruited, trained, and managed effectively (Armstrong & Taylor, 2023). In contrast, line managers are responsible for implementing these policies and procedures to achieve their team's goals and objectives. All in all, organizations need to consider having effective policies in place to support organizational governance. The following section discusses this thoroughly.

2.4 Organizational Governance and the Role of HR Policies

Governance is the set of processes, principles, and values that guide an organization's decision-making and ensure that it is operating effectively and ethically. Good governance is critical to the success of any organization, as it helps to promote transparency, accountability, and responsible decision-making (OECD, 2023).

Effective governance and HR policies are critical components of any organization. Governance refers to the systems and processes that are put in place to ensure that an organization is being run in an ethical, effective, and efficient manner. It involves defining

the organization's mission and vision, setting strategic objectives, establishing decision-making processes, monitoring performance, and ensuring accountability (SHRM, 2021). The OECD Principles of Corporate Governance guide how organizations can implement effective governance practices (OECD, 2023).

On the other hand, HR policies are a set of rules and procedures that govern the relationship between an organization and its employees. They establish the rights and obligations of both parties and ensure that the organization complies with legal and regulatory requirements. HR policies include recruitment, selection, training, compensation, benefits, performance management, and termination. The following includes different types of HR policies that need to be put in place to help the organization succeed and have good governance:

- ***Recruitment and hiring policies***, for example, help to ensure that the organization is attracting and selecting the best possible candidates for open positions. These policies may include guidelines for creating job descriptions, screening applicants, conducting interviews, and making job offers (SHRM, 2021).
- ***Compensation and benefits policies*** help to ensure that employees are fairly compensated for their work and that the organization is offering competitive salaries and benefits packages. These policies may include guidelines for determining salaries, bonuses, and other incentives, as well as policies for providing health insurance, retirement benefits, and other perks (SHRM, 2021).
- ***Employee training and development policies*** help to ensure that employees are given the training and support they need to develop their skills and advance their careers within the organization. These policies may include guidelines for providing on-the-

job training, offering continuing education opportunities, and promotion from within the organization (SHRM, 2021).

- ***Performance management policies*** help to ensure that employees meet the organization's expectations for their work and that any performance issues are addressed in a timely and effective manner. These policies may include guidelines for setting performance goals, providing regular feedback, and conducting performance reviews (SHRM, 2021).
- ***Termination policies*** help to ensure that employees are treated fairly and respectfully when they leave the organization, whether voluntarily or involuntarily. These policies may include guidelines for conducting exit interviews, providing severance pay, and handling any legal or regulatory requirements related to terminations (SHRM, 2021).

The connection between governance and HR policies lies in the fact that HR policies are an essential aspect of an organization's governance framework. They help ensure that the organization's workforce is aligned with its strategic objectives and that its human capital is managed effectively. The Chartered Governance Institute highlights the importance of HR in corporate governance and recommends that organizations involve HR professionals in the governance process (CIPD, 2013).

Effective governance and HR policies require a collaborative effort between management, HR professionals, and other stakeholders. Studies emphasize the need for HR and business strategy alignment to achieve organizational success (Al-Surmi et al., 2020; Anwar & Abdullah, 2021). Ulrich et al. (2017) suggest that HR professionals need to develop six competencies to effectively contribute to organizational governance, including strategic positioner, credible activist, capability builder, change champion, HR innovator, and integrator (Ulrich et al., 2017).

Regular review and updating of HR policies are crucial to ensure that they are aligned with the organization's strategic objectives, reflect best practices in the industry, and comply with applicable laws and regulations (Boselie & van der Heijden, 2024). Conducting periodic reviews of HR policies and procedures to identify gaps, opportunities for improvement, and emerging trends. SHRM provides a toolkit for HR policy development that includes guidelines, templates, and examples (SHRM, 2021). It offers guidance and tools for developing HR policies and complying with employment legislation (Wright & Kehoe, 2008).

2.5 Trust in an Organizational Context

Trust can be defined as "the willingness to rely on the actions of another party in a situation involving risk" (Mayer et al., 1995). In the context of organizations, trust refers to the belief or confidence that stakeholders have in the organization's ability to act in a reliable, ethical, and competent manner (Colquitt et al., 2007).

The concept of trust has a long history in social science research, dating back to the early work of Emile Durkheim and Max Weber in the late 19th and early 20th centuries (Luhmann, 1979). In the social sciences, trust has been studied across various disciplines, including psychology, sociology, economics, and organizational behavior (Flew & McWaters, 2020; Schilke et al., 2021; Weiss et al., 2021).

There are different forms of trust such as interpersonal trust, institutional trust, and generalized trust (Siegrist, 2021). Interpersonal trust refers to trust between individuals, whereas institutional trust refers to trust in organizations, institutions, and systems (Rousseau et al., 1998). Generalized trust, on the other hand, refers to trust in others, regardless of their identity or status (Uslaner, 2002).

In organizational research, trust has been studied in various contexts, such as trust between leaders and followers, trust in teams, trust in virtual environments, and trust in the supply chain (Dirks & Ferrin, 2002; Jarvenpaa & Leidner, 1999; McAllister, 1995; Zaheer et al., 1998). Recent research has also explored the role of trust in emerging organizational trends, such as sustainability and corporate social responsibility (Bachmann et al., 2015). Overall, research on trust has highlighted its importance for building positive relationships, enhancing communication, and promoting cooperation in various settings, including organizations. Trust is considered a crucial element for the success of organizations, as it fosters positive relationships, enhances communication, and promotes collaboration among members of the organization (Dirks & Ferrin, 2002). Trust also has a significant impact on organizational outcomes such as employee commitment, job satisfaction, and organizational citizenship behavior (Dirks & Ferrin, 2002).

Obtaining trust can be a complex and multi-faceted process, and it often involves a range of factors, such as competence, reliability, honesty, openness, and benevolence (Mayer et al., 1995). In organizational settings, trust can be built through various means, such as effective communication, consistent behavior, shared values and norms, supportive relationships, and fair and impartial decision-making (Dirks & Ferrin, 2002; Ulrich et al., 2009). To enhance trust at an organizational level, organizations can also establish clear values and ethical standards, and promote and enforce them through training, policies, and ethical leadership (Colquitt et al., 2007). In contrast, a lack of trust can result in negative outcomes for organizations, such as low morale, decreased productivity, and loss of reputation and credibility (Dirks & Ferrin, 2002). The following subsection offers literature on the specific role HR departments can play in building trust in organizations.

2.5.1 The Role of HR Departments in Building Trust in Organizations

HR departments can play a crucial role in shaping organizational culture, policies, and practices that foster trust and support employees' well-being and development (Kramar, 2014; Tortia et al., 2022). Research has highlighted the importance of HR departments in building trust, and its potential impact on various organizational outcomes, such as employee engagement, performance, retention, satisfaction, engagement, and commitment (Dirks & Ferrin, 2002; Kramar, 2014; Mayer et al., 1995; Riketta, 2005). There are several ways HR departments can foster trust in organizations, including the effective and successful application of various HRM practices and policies such as:

1. **Recruitment and Selection:** The HR department is responsible for hiring employees with the necessary skills, abilities, and values that align with the organization's culture (Hongal & Kinange, 2020). A rigorous and fair recruitment and selection process can contribute to building trust in the organization, as it demonstrates that the organization is committed to hiring the best candidates who will contribute to the organization's success (Tomlinson & Mryer, 2009).
2. **Training and Development:** The HR department also plays a key role in developing employees' skills and knowledge through training and development initiatives. Such initiatives can contribute to building trust by demonstrating that the organization is invested in employees' growth and development, which can increase employees' loyalty and commitment to the organization (Abdullah, 2009).
3. **Fairness and Equity:** The HR department is responsible for ensuring that employees are treated fairly and equitably, which is critical for building trust in the organization (Le et al., 2021; Podgorodnichenko et al., 2022). HR policies and practices that are perceived as fair and unbiased can enhance employees' trust in the organization, while

unfair or biased practices can damage trust and lead to negative outcomes such as turnover (Tyler & Blader, 2003).

4. **Communication:** The HR department also plays a crucial role in facilitating communication between employees and the organization's leadership (Akdere & Egan, 2020). Effective communication can contribute to building trust by fostering transparency, promoting a sense of inclusion, and enabling employees to voice their concerns and suggestions (Corey, 2016; Turner, 2003).

Overall, the HR department can play a critical role in building trust in organizations through its recruitment and selection, training and development, fairness and equity, and communication initiatives. Not to forget, other HRM practices such as performance appraisal (evaluation), play a significant role in ensuring transparency in decision-making, which fosters trust in the organization. Although HR departments do not conduct evaluations themselves, their monitoring of the evaluation process and commitment to its purpose play a significant role in affecting the seriousness of the practice as well as its role in fostering trust (Dessler et al., 2015; Pichler, 2012; Vakkayil et al., 2017). The ability of the HR department to build trust in the organization is influenced by employees' trust in the HR department itself and the role they play in building trust in the whole organization.

The HR department plays a key role in building trust with employees by demonstrating their ability to manage employee concerns effectively, acting in good faith with their best interests in mind, and maintaining high ethical standards. (Whitener, 2001) found that high-commitment human resources practices, such as training and development, employee participation, and job security, are positively related to employee commitment. (Lee, Peccei, and Cowling 2017) found that effective communication, fairness, and

competence of HR professionals were important factors in building trust with employees (Serrat & Serrat, 2017). Similarly, (Ghimire, 2019) found that HR professionals' competence, responsiveness, and ethical behavior were the most significant factors influencing employee trust in HR departments

These findings suggest that by prioritizing employee trust in HR and implementing effective practices to foster it, organizations can create a positive work environment that promotes employee well-being, enhances organizational performance, and ensures long-term success. However, building trust in the HR department is not an easy task and requires a strategic and deliberate approach. It requires HR professionals to be seen as credible, reliable and committed to employee well-being (Ahammad, 2017).

In Table 2-1, we summarize relevant literature on the factors that contribute to employee trust in HR departments using selected articles:

Table 2-1: Summary of relevant literature about the factors that contribute to employee trust in HR departments

Article	Author	Article main findings
Restoring Trust in the Human Resource Management Profession	(Kochan, 2004)	This article discusses the challenges and opportunities associated with building and maintaining trust in the HR function. The authors highlight the importance of HR professionals being seen as credible and reliable and suggest that HR professionals can build trust by providing accurate and timely information, demonstrating a commitment to fairness and ethics, and engaging in open and transparent communication with employees.

Building Trust in the Workplace: The Role of Communication, Fairness, and Competence	(Serrat & Serrat, 2017)	This study found that effective communication, fairness, and competence of HR professionals were important factors in building trust with employees. Specifically, open and transparent communication, fair treatment of employees, and expertise in HR practices were found to contribute to employee trust.
"Factors affecting employees' trust in management"	(Ghimire, 2019)	This study found that HR professionals' competence, responsiveness, and ethical behavior were the most significant factors influencing employee trust in HR departments. The study also found that employees who had positive perceptions of HR practices and policies had higher levels of trust in the HR department.
The implication of job satisfaction that influence workers to practice organizational citizenship behavior (OCB) in the work place	(Soelton et al., 2020)	This study examines the relationship between trust and organizational citizenship behavior (OCB), which refers to voluntary behaviors that contribute to the overall functioning of the organization. The authors find that trust is positively associated with OCB and that this relationship is mediated by factors such as job satisfaction and organizational commitment. They also suggest that trust may have

		different effects on different types of OCB, such as individual vs. team-oriented behaviors.
The Effect of HRM Practices on Employee Trust	(Zhang et al., 2020)	This study investigates the relationship between HR practices and employee trust at both the individual and organizational levels. The authors find that HR practices such as training and development, performance appraisal, and compensation can impact employee trust. They also suggest that trust may have different effects on different types of HR outcomes, such as employee job satisfaction and turnover intentions.
Building organizational trust through internal communication	(Pološki Vokić et al., 2021)	This article explores how HR professionals can contribute to building trust in the workplace. The author argues that HR should focus on fostering a culture of respect, promoting transparency and communication, and providing opportunities for employee development and engagement. She also suggests that HR should work closely with other departments and senior leaders to ensure that trust is prioritized throughout the organization.

2.6 HRM in the Middle East

HRM in the Middle East is characterized by unique cultural and business practices that shape HR policies and strategies (Alsarhan, 2021; Mellahi & Budhwar, 2006). For

example, Religion, Culture, The legal and regulatory environment, Economic conditions, Education and skills, and Technology (Khaled et al., 2023; Mohammad & Darwish, 2022).

Religion plays a significant role in HRM in the Middle East (Budhwar et al., 2019), and studies emphasize the importance of government regulations and cultural attitudes toward work (Metle, 2002). As a study in Saudi Arabia noted the influence of Islamic culture on HRM practices in some countries in the region cannot be ignored, and companies must take this into account when designing HR policies and strategies (Siddique et al., 2016). These factors, along with language barriers and a preference for local talent make HRM in the Middle East a complex and evolving field (Budhwar et al., 2019).

Culture is a key factor that affects the work of the human resources department in the Middle East (Koburtay et al., 2020). The cultural norms and values of the region can impact HR practices such as performance appraisals, conflict management, recruitment and selection, and more (Aboramadan, 2022). For example, in many Middle Eastern cultures, it is considered disrespectful to criticize someone, which can make performance appraisals difficult directly (Al-Jedaia & Mehrez, 2020). Similarly, in some cultures, it is expected that family and friends will be given priority in recruitment and selection processes, which can lead to conflicts with HR policies and procedures (Samara, 2021). Trust between organizational members is anticipated to rise in workplace environments that value motivation and openness (Kondo et al., 2008). The degree of this trust, and particularly trust in management, is shaped by the work environment and, by extension, company culture (Morgan & Zeffane, 2003). Therefore, we anticipate that different cultural kinds will impact top management trust in various ways. Al-Twal and Aladwan (2020), found that *wasta* can create a perception of unfairness and nepotism in the

recruitment process, which can erode employee confidence in human resource management (Al-Twal & Aladwan, 2020). The study also found that graduating students who relied on *wasta* to secure employment reported lower job satisfaction and less commitment to their organization than those who did not use *wasta*. On the other hand, it was found by a study investigating Turkish Banks that nepotism harms work attitudes and job performance, as it creates a perception of injustice and undermines employee confidence in the organization's human resource management practices (Büte, 2011). Specifically, the study found that employees who are aware of the presence of nepotism in their organizations reported lower job satisfaction, organizational commitment, and job performance.

The legal and regulatory environment is another factor that influences HR practices in the Middle East (Khassawneh & Abaker, 2022). Laws and regulations governing labor and employment vary across countries in the region, which can impact HR practices (Budhwar & Pereira, 2022; Elbanna et al., 2020; Kilincarslan et al., 2020). Additionally, each country's government regulations and labor laws can impact HRM practices such as employee benefits, working hours, and termination. For example, in some countries, employers must provide certain benefits to their employees, such as health insurance or end-of-service gratuity payments (Ewers et al., 2020; Hussain et al., 2020). Additionally, some countries require that a certain percentage of the workforce be comprised of nationals, which can impact recruitment and selection processes (Aus dem Moore et al., 2018; Elsharnouby et al., 2024; Irfan et al., 2024).

Economic conditions can also impact the work of the human resources department in the Middle East. For example, during economic downturns, companies may cut back on recruitment and training, while during economic growth, companies may invest more in

talent management practices. Additionally, the economic conditions of the region may impact the availability of skilled workers, which can affect recruitment and selection processes (Sharhan & Yazdanifard, 2014).

Education and skills of the workforce are other factors that can influence HR practices in the Middle East cultural attitudes toward work and education play a significant role in HRM practices such as recruitment, selection, and promotion (Budhwar et al., 2019). A lack of skills in the workforce may require HR departments to invest in training and development programs, while a surplus of skilled workers may make recruitment and selection easier (Gusdorf, 2008). Furthermore, the cultural and social norms of the region can impact the education and training opportunities available to employees, particularly for women (Mordi et al., 2022).

Finally, technology is increasingly being used in HR practices in the Middle East. For example, recruitment and selection processes are increasingly being conducted online, and HR departments are using technology to support performance management and training and development efforts (Al Ariss et al., 2014). However, the adoption of technology in HR practices in the region is still relatively low compared to other parts of the world (Koldewijn, 2009).

2.6.1 Trust in the HR Department in the Middle East

Trust is a crucial element in any organization as it impacts employee engagement, job satisfaction, and ultimately, organizational performance. In recent years, researchers have increasingly recognized the importance of trust in the HR department as a critical factor in building a positive workplace culture (Dirks & Ferrin, 2002). Developing trust in HR

departments can be particularly challenging in the Middle East due to cultural and societal factors (Haak-Saheem et al., 2017; Mohammad & Darwish, 2022).

Despite these challenges, studies have shown that transparency, fairness, and consistency in HR policies and practices can help to build trust in HR departments in the Middle East (Al-Jahwari & Budhwar, 2016). Additionally, the responsiveness of HR professionals to employees' needs and concerns can help to establish trust and improve employee perceptions of HR (Alnaqbi, 2011).

A study found that human resource management practices have a positive impact on employee confidence in the organization (Aladwan et al., 2015). Specifically, the study found that training and development practices had the strongest positive effect on employee confidence, followed by performance appraisal and career development practices. This means that when employees understand that their organization is investing in their training and development, providing them with a fair and objective performance appraisal process, and providing career development opportunities, they are more likely to trust their organization.

Trust in HR in Jordanian higher education institutions was positively influenced by HR practices such as employee development, compensation and benefits, and communication (Alfawaire & Atan, 2021). The study also found that employee satisfaction mediated the relationship between HR practices and trust. HR practices such as employee participation, performance management, and employee development had a positive impact on organizational trust in Palestine, it was found that trust in HR mediates the relationship between HR practices and job satisfaction (Alsabbah et al., 2017).

Understanding these factors is essential for HR professionals to develop effective policies and practices that foster trust and promote a positive workplace culture.

2.6.2 Trust in the HR Banking Industry

In the banking sector, trust in human resources (HR) processes is crucial since it affects organizational performance and employee happiness. Fairness and openness in HR procedures are essential for building trust. According to research by (Katou, 2013), employees are more likely to trust the HR department and, consequently, the company when HR regulations are understood and seen as fair. By guaranteeing that workers feel they are being treated fairly, transparent procedures like uniform pay plans, fair performance reviews, and well-defined promotion criteria foster confidence. Additionally, (Aladwan, Bhanugopan, and D'Netto, 2015) stress how crucial it is that policies be implemented consistently at all organizational levels. Inconsistent policy implementation might cause bias to be perceived, which erodes HR's credibility. To combat this, HR departments must implement and maintain uniform policies that employees can rely on for fairness and accountability.

Furthermore, it has been demonstrated that employee participation in HR policy decision-making processes increases trust. According to (Sultana&Khandakar, 2022), employees are more likely to feel appreciated and respected when they have a say in decisions about HR procedures like training plans or performance reviews, which increases their faith in HR. Another crucial area where HR procedures affect confidence is fairness in pay and benefits. (Singh&Jain, 2023) claim that when workers believe that pay and benefits are determined by precise, performance-based standards, they are more likely to trust human resources. Employee loyalty and dedication to the company increase when they believe their efforts are appropriately valued and acknowledged, which strengthens public confidence in the HR division.

Building trust in HR also heavily relies on support for employee welfare. According to (Kumar&Verma (2022), HR departments that put a high priority on employee well-being by offering professional development opportunities, work-life balance initiatives, and wellness programs foster a supportive work environment. By showing that the company loves its people as individuals as well as employees, this welfare-focused approach builds trust. Fairly resolving conflicts and complaints is another area that can have a big influence on trust. According to (Aboramadan et al, 2020), maintaining confidence is greatly impacted by HR's capacity to settle disputes amicably and effectively. Employees are more likely to feel safe and involved when they are aware that HR will handle complaints in an open and fair manner.

In the end, trust in HR has a significant effect on organizational success. According to research, employees are more likely to be content, involved, and dedicated to their work when they have faith in their HR department, which improves organizational outcomes. For example, (Sultana & Khandakar, 2022) discovered that in the banking industry, a trustworthy human resources department leads to a more driven team, which improves customer happiness, loyalty, and customer service. Employees who have faith in HR are also more likely to interact positively with clients, which eventually improve the bank's standing and financial performance. Thus, building confidence in HR is crucial for attaining overall corporate performance as well as for employee retention and happiness.

2.7 HR Role in Banking Industry

In the fast-paced financial world of today, human resources (HR) have a significant impact on how well banks perform and adapt. HR in the banking industry has developed over time to manage a variety of tasks, such as performance management, employee

development, and talent acquisition. In order to increase hiring and employee development accuracy, recent studies have shown how HR methods in training and recruitment have become more data-driven, utilizing machine learning (ML) and artificial intelligence (AI) tools. For example, HR's emphasis on ongoing training is essential to ensuring that staff members can adjust to quickly shifting industry standards, particularly in digital banking and regulatory compliance (Friedman, 2021).

The implementation of diverse, equitable, and inclusive (DEI) practices, performance management, and engagement all play a major role in enhancing organizational outcomes in banks. Strong HR procedures are directly linked to higher employee happiness, profitability, and innovation, according to studies (Becker & Gerhart, 2021). Additionally, banks are able to optimize their staff and streamline people management procedures thanks to the increasing dependence on technology in HR, including AI-driven analytics (Peters, 2024). Banks are implementing flexible work models in response to shifting work patterns; remote and hybrid work are growing in popularity, reflecting the changing demands of the workforce (Clark et al., 2024).

In 2025, banking HR will need to keep up with emerging trends and difficulties. It is anticipated that HR's role in hiring, training, and personnel management would be redefined by digital transformation, which includes the use of automation and artificial intelligence. HR will play a key role in managing these changes as financial institutions continue to incorporate new technology. Additionally, the emergence of mixed work models—which have been increasingly popular since the pandemic—offers HR both potential and difficulties in preserving output, teamwork, and worker well-being. Reducing turnover and improving job satisfaction increasingly depend on the integration

of financial wellness initiatives with employee retention tactics including competitive pay and career development opportunities.

Diversity and inclusion programs have been shown to improve corporate performance in addition to creating a healthy workplace culture (Patel & Gupta, 2025). In the future, HR departments in the banking industry should concentrate on using technology to improve their procedures and creating an atmosphere that encourages creativity, engagement, and job happiness. By doing this, they will be able to adapt to the shifting needs of the workforce and guarantee that financial organizations continue to be robust and competitive despite constant change (Matthews, 2024).

Chapter -3- Methodology

3.1 Overview

Research methodology is the systematic approach and process used by researchers to collect and analyze data to answer research questions or test hypotheses (Bryman, 2016; Creswell & Creswell, 2017; Lawrence Neuman, 2014). Components of the research methodology are referred to as guiding paradigms (philosophies), aspects of research design, methods of data collection, and analysis of data (Given, 2008). The methodology includes research design, data collection methods, sampling strategy, data analysis techniques, and ethical considerations. It is a crucial aspect of research that determines the validity and reliability of the research findings.

3.2 Research Design and Approach

Research design and approach are essential components of any research study, providing a framework for addressing the research question or problem. There are several types of research designs, including quantitative, qualitative, mixed-methods, experimental, and observational (Bryman, 2016; Creswell & Creswell, 2017; Lawrence Neuman, 2014). The quantitative research design involves the use of numerical data and statistical analysis to answer research questions, making it ideal for fields like psychology, economics, and political science. Examples of quantitative research designs include experimental studies, survey research, and correlational studies. Qualitative research design, on the other hand, involves collecting non-numerical data, such as words, images, and observations, making it suitable for anthropology, sociology, and education (Bryman, 2016; Creswell &

Creswell, 2017; Lawrence Neuman, 2014). Examples of qualitative research designs include case studies, ethnography, and grounded theory.

Mixed-methods research design combines both quantitative and qualitative data collection and analysis methods (Bryman, 2016; Creswell & Creswell, 2017; Lawrence Neuman, 2014). This type of research design is often used in interdisciplinary research projects that require a comprehensive understanding of the research question or problem. The experimental research design involves the manipulation of one or more variables to test a hypothesis (Campbell & Stanley, 2015). This research design is often used in natural sciences, such as biology and chemistry, as well as in social sciences, such as psychology and economics. The observational research design involves the collection of data through the observation of individuals or groups in their natural environment (Bryman, 2016). This type of research design is often used in fields such as sociology, anthropology, and ecology.

This study used qualitative research to explore the role of human resources policies and their implementation in developing trust in human resources departments.

3.3 Qualitative Research

Qualitative research is a research approach that focuses on exploring and understanding the subjective experiences, perspectives, and meanings of individuals or groups (Creswell & Creswell, 2017; Tong et al., 2007). This research approach emphasizes the collection and analysis of non-numerical data, such as words, images, and observations. Qualitative research is often used in social sciences, such as anthropology, sociology, and education, as well as in healthcare, psychology, and business.

Qualitative research uses various methods of data collection, including interviews, focus groups, observation, and document analysis (Braun & Clarke, 2019). One of the advantages of using qualitative research is that it allows researchers to explore complex and sensitive issues in-depth, providing a rich and nuanced understanding of the research topic. Additionally, qualitative research allows for the flexibility to adapt the research design and approach as new insights emerge (Creswell & Poth, 2016).

In the context of exploring the role of HR policies and their implementation in developing trust in HR departments, according to Patton, 2002 qualitative methods may be used for several reasons (Patton, 2002). Firstly, qualitative research is often used when the aim is to understand complex social phenomena, such as trust in HR departments. Secondly, qualitative methods enable researchers to explore the context in which social phenomena occur. This is important when trying to understand how HR policies and their implementation may impact trust in HR departments, as the context in which policies are implemented may influence their effectiveness. Thirdly, qualitative research methods are often used when little is known about a particular topic, as they can generate rich, detailed data that can help to identify new insights and areas for further research (Merriam & Tisdell, 2015). Finally, qualitative research methods are often more flexible than quantitative methods, allowing researchers to adapt their methods as they collect data and gain a deeper understanding of the phenomenon being studied (Denzin & Lincoln, 2011). According to our knowledge limited research has been done in the field and the context of the research, thus qualitative research helps us build theories. In some areas or topics where there has not been much prior research or where quantitative methods may not provide enough insights, qualitative research becomes valuable.

Ultimately, the research has used a qualitative exploratory approach to investigate the role of HR policies and their implementation in developing trust in HR departments.

3.3.1 Research nature and contribution to knowledge

Descriptive-interpretive features are typically treated more seriously in the case of study research than causal research objectives are (Given, 2008). According to the descriptive component of qualitative research, those using this method are interested in the meaning, process and understanding provided by words or images. According to Creswell (1994), the interpretive aspect indicates that the report created by the researcher is expressly based on values, judgments, and prejudices (Haase, 1995). This essentially illustrates how this research study is focused on extending the body of existing theories (knowledge) through the interpretation of descriptive data. To further clarify, the link between research and theory in the social sciences is determined by two approaches. The inductive and deductive methods are as follows: Inductive research begins with an observation, and the results produce a theory. In contrast, the deductive approach begins with a theory that is then tested to provide observations and findings (Bell et al., 2022).

While quantitative research frequently employs a deductive approach, whereby pre-existing theorists develop a hypothesis (or hypotheses) to test for confirmation or denial, qualitative research is typically conducted inductively, where the theory is generated from research (Creswell et al., 2007). The research objectives of this study are framed as an analysis of the reasons and meanings taken into account for employees' opinions toward and level of trust in the HR department's policy, an area that has not been well investigated in the research framework. As a result, the study first aims to create patterns and linkages of theoretical interest to gain thorough knowledge rather than testing theory for the sake

of generalization. Case studies are used in this study's methodology. A complete case study research approach requires examining the factors that contribute to the practical application of human resource strategies in businesses (corporate sector), taking into account the function played by "trust".

3.3.2 Case study

Research has a long and illustrious history in a wide range of disciplines and fields of social research (Gomm et al., 2000). It is a type of experimental research that is common in qualitative research. Because it tries to produce meaning, its components support this form of study. As previously stated, the case study was chosen as the research design (strategy) for this study because it is appropriate for answering the research questions and establishing a link between the research philosophy (i.e., constructivism/interpretivism) and the methods used (i.e., interviews and documents) (Tetnowski, 2015).

A case study can be a person, a small group, an organization, a partnership, or a "case" occurrence. This study investigates the phenomenon of human resource policies and their implementation in the development of trust in human resource departments (Gerring, 2006).

A selection on the unit of analysis must be made before doing case study research on a phenomenon. A case study's unit of analysis can be many cases (multi-site study) or a single case (within-site study) (Creswell & Creswell, 2017). Single cases, according to (Bloomberg et al.2011), are appropriate to employ if the occurrence has gotten little attention in the literature (Gustafsson, 2017).

Although considering many cases allows the researcher to compare and contrast various cases, this is not the major goal of this study. Because of the limited access to accurate

data required for the research, targeting several case studies may lower the dependability of research conclusions. According to Hammersley and Gumm (2000), the lower the number of cases, the more information that can be gathered on each case, especially when access is guaranteed. By studying complex viewpoints, this study intends to develop a grasp of the research problem and make a substantial addition to knowledge. This is true when a single case study is used since it can provide general answers to why, how, and what questions. Case study research often necessitates extensive data gathering from numerous sources in order to inform the study phenomenon and topics (Creswell & Creswell, 2017).

3.3.3 Case Analysis

A single case study approach is used to achieve the goal of this research. Single case studies are classified into two types: intrinsic and instrumental (Creswell & Poth, 2016). The intrinsic case is a technique used when the researcher wants to understand the case itself because it may present an exceptional circumstance on its own. The instrumental case, on the other hand, is a strategy employed by academics to gain knowledge of a specific problem, worry, or broader issue where an understanding of other cases is required rather than the case itself (Stake, 1995). In this research, the researcher uses the instrumental study and analyses the data obtained from a single case to obtain an understanding of the phenomenon of research.

3.4 Research Population and Sampling in Qualitative Research

Adopting a qualitative research approach is motivated by the requirement to thoroughly grasp the topic under study as well as the need to analyze the study's problem (Creswell

& Poth, 2016). This can be done by choosing a small sample size that is appropriate for the study as opposed to a large sample that aims to generalize research findings. Working with huge data sets is not advantageous in this kind of research because the focus is on understanding how society and academics understand and perceive research.

The determination of the study population is based on the study's design, which is defined by sampling, and the selection of research participants (Creswell et al., 2007). In this research study, convenient samples were taken, as participants were chosen based on their availability to the researcher, and not through a random selection process (Bryman, 2016), as the Human Resources Department selected the study sample that the researcher will interview. Although this method is convenient, it may introduce sampling bias, as participants selected in this way may not accurately represent the broader population being studied.

It is crucial to remember that the human resources department has a role in selecting the study sample, thus the researcher needs to be mindful of potential bias when interviewing. Convenience sampling has benefits in terms of simplicity and effectiveness, but it also has drawbacks. Sampling bias is a serious issue since it can lead to sample characteristics that are not representative of the larger population under study (Bryman, 2016).

In this research study, the main focus was on interviewing employees of different ranks and positions who work in different departments. This affects the achievement of the goal of the study. This research focuses on employee perceptions of the successful application of HR policies, which forms issues related to the formulation and implementation of practice. Paying a lot of attention to interviewing employees from all departments shifts the focus of the study to consider exclusively the aspect of drafting banks. In the banking sector, many divisions, including retail banking, corporate banking, and risk

management, rely on specialized resources and methods defined in HR regulations (Noble & Smith, 2015). This harmonization of departmental objectives with HR guidelines demonstrates the meticulous creation and evaluation of banking procedures.

3.5 Data Collection in Qualitative Research

Data collection is an essential aspect of research that involves gathering information from different sources. Surveys, observations, interviews, experiments, and secondary data analysis are standard data collection methods used in research (Bryman, 2016; Creswell & Creswell, 2017). The choice of method depends on several factors, including the research question, the study population, and available resources. Each data collection method has its advantages and disadvantages, and the choice of method will depend on the research question, study population, and available resources (Dillman et al., 2014; Flick, 2018; Guba, 1994). Therefore, it is important to carefully consider these factors when choosing a data collection method.

In this study, data were collected through semi-structured interviews with employees and HR professionals in the study population. The interviews explored their experiences and views on HR policies and their implementation in building trust in HR departments. Interviews are the primary method of data collection in this study, providing deep insights into the “what,” “how,” and “why” aspects of the phenomenon studied. They are essential for understanding diverse reality and exploring unexplored areas (Stake, 1995). This method enables detailed descriptions and provides flexibility, in line with the study's goal of generating new knowledge (Creswell & Creswell, 2017).

Semi-structured interviews are a type of qualitative data collection method in which the researcher asks a series of open-ended questions to a participant or group of participants.

Unlike structured interviews, semi-structured interviews allow for more flexibility in questions and allow participants to expand on their answers. Semi-structured interviews are often used in exploratory or descriptive research to understand a particular phenomenon in depth (Bernard, 2017; Patton et al., 2015). In qualitative research, interviews can be structured, semi-structured, or unstructured. Structured interviews have fixed questions, which limits flexibility (Bell et al., 2022). Semi-structured interviews, with pre-determined but adaptable questions, are best suited for this exploratory qualitative study (Flick, 2013; Given, 2008). It allows for in-depth discussions and adaptability, which is particularly useful for sensitive topics such as trust (Bell et al., 2022).

During a semi-structured interview, the researcher begins with a set of open-ended questions but may follow up with additional questions to clarify or expand participants' answers. Questions may focus on a particular topic or cover a range of topics related to the research question. The interviewer tries to maintain a neutral stance and avoid direct or biased questions (Bernard, 2017; Patton et al., 2015). An interview guide was developed to ensure consistency (see Appendix C). This guide includes objective questions aligned with the research objectives, promoting clarity and uniformity. Semi-structured interviews have several advantages, such as the ability to collect rich and detailed data, the flexibility to adapt participants' responses, and the opportunity to explore unexpected or emerging themes (Bernard, 2017; Patton et al., 2015). However, it also has some limitations, such as the potential for bias by the interviewer, the difficulty of comparing responses between participants, and the time- and resource-consuming nature of the data collection process (149).

In general, semi-structured interviews can be a valuable method of collecting data in qualitative research, especially when exploring complex or sensitive topics. However, researchers must carefully consider the strengths and limitations of this method and ensure appropriate measures are taken to minimize potential biases and ensure the accuracy of the data collection process.

3.6 Why Alpha

The study is conducted in a bank in the West Bank in Palestine; the bank name is anonymized as requested by the bank. The bank in this research is referred to as (Alpha Bank). In addition, the researcher used the symbols (X) and (Y) to indicate the branches in which the interviews were conducted.

Alpha bank, established in 1960, is one of the largest and most major financial institutions in Palestine. With a widespread network of branches, offices, and Automated Teller Machines (ATMs), Alpha Bank provides comprehensive banking services to over 850,000 customers. The bank is renowned for its commitment to advancing banking services in Palestine, financing diverse projects, and responding to the financial needs of various social and economic sectors. Through its qualified staff and innovative approaches, Alpha Bank plays a significant role in the development process while staying aligned with global best practices and technological advancements.

Alpha Bank was chosen and this name was given to preserve confidentiality as requested by the bank for several reasons, including the presence of a sufficient number of employees, and ease of access to the study population. Stake (1995) recommends that the selection of the case depends on accessibility the possibility of gaining greater A degree of educational experience, and the opportunity to confirm and understand the research

problem (Stake, 1995). Most importantly, the process of conducting interviews was facilitated through personal relationships between the researcher and one of the employees in the bank. The researcher tried to communicate with other banks, but there was no response because of the political situation that Palestine was going through.

3.7 Participants

3.7.1 Participant Selection and Recruitment

To recruit participants for this study, collaboration with a Bank in the West Bank; Palestine (anonymized as "Alpha Bank" in this research) to ensure a diverse selection of employees that could provide a comprehensive perspective on the research topic. Based on official request, the bank provided a list of suggested employees, including individuals in different roles such as department heads, senior staff, and general employees. The aim was to gather insights from various levels within the organization. Among the selected participants, two were from the Human Resources (HR) department, while the remaining participants were from other departments located in a separate building.

The interviews were conducted across two branches of the bank: the (X) branch, which houses the HR department, and the (Y) branch, which serves as the central hub for all operations, hosting several departments but not HR. The selected branches are both located in Ramallah, a key city for the bank's operations.

Due to logistical constraints and the challenging political, social, and economic conditions in Palestine and Gaza, direct communication with potential participants was significantly hindered. Adverse economic conditions, coupled with increased labor demands—particularly to compensate for staff shortages in the Gaza Strip—made

recruitment and participation challenging. The profile of each participant without revealing identities is presented in Table 3-1.

Table 3-1: Profile of Participants

Participant Number	Department	Years of Serves	Current Position
1	Human resources department	13	Director of human resources department
2	Department of Instruction Management	9	Head of the instruction management department
3	Personal Facilities Department	7	Head of Personal Facilities Department
4	Processing and Settlement Department	14	Head of Processing and Settlement Department
5	Archives Department	3	Archives Employee
6	Central Operations Management	10	Central Operations Employee
7	Special Assets Department	18	Head of the Bad Debt Follow-up Unit for Medium-Sized

			Companies and Establishments
8	customers service	5	Administrative Employee
9	Central Operations Management	3	Administrative Employee
10	Human Resources Management	11	Head of the recruitment department
11	Human Resources Management	5	Administrative Employee
12	Operations management	6	Administrative Employee
13	Risk management	10	Head of the Department
14	Customers Service	6	Administrative Employee
15	Legal Department	6	Lawyer

3.7.2 Data Collection and Saturation

Interviews were conducted with the selected participants, each providing valuable insights into the HR practices and their effects. The researcher achieved data saturation with the 15 interviews conducted, meaning that no new information or themes emerged from additional interviews. This indicated that the sample size was sufficient to address

the research objectives and provided a comprehensive understanding of the study phenomena.

Data saturation is a crucial idea in qualitative research that guarantees adequate breadth and depth of data collecting. When no new themes or insights are revealed by more data, the data is said to be saturated and further gathering would be unnecessary (Guest et al.2006). This idea is crucial for choosing the right sample size for qualitative research in order to ensure thorough comprehension and preserve data gathering efficiency. An empirical study by (Guest et al.2006) showed that, especially in studies with a focused research issue, saturation can frequently be reached in a comparatively small number of interviews. To ensure a thorough and methodical approach, this study uses the saturation principle to direct data gathering.

3.7.3 Characteristics of Interviewed Employees

The interviews were conducted with participants holding diverse positions, including:

- **HR Manager:** Individuals responsible for overseeing HR functions.
- **Department Managers:** Managers with direct responsibilities in various departments.
- **General Employees:** Staff members in different roles within the organization.

The diversity in job titles and levels among the participants allowed for a robust analysis, reflecting various viewpoints and experiences related to HR policies.

In the results section, the profile of each participant is described.

3.8 The procedure of data collection

The data collection procedures were as follows:

1. To test the evidence and make modifications if necessary, the questions were presented to a university professor, a finance manager, and human resources staff (pilot study). The aim was to ensure that the interviews would collect in-depth and relevant data to complement the secondary data.
2. The interview guide was created to facilitate the interview process and to ensure consistency with the interview across the participants, the researcher asked the participants the same questions, and at the end of the interviews, he thanked them for their participation, and made sure that there were no other questions.
3. The interview questions were sent to a service center to translate the interview questions into Arabic (Appendix D).
4. The researcher contacted the university to obtain an assignment facilitation book (Appendix F), to send it to the study sample community.
5. An official invitation letter approved (Appendix B) and signed by (the department Head) was sent to the Human Resources Department through an independent administrative body charged with disseminating internal and external communications for employees in all departments.
6. The interviews were postponed due to the war that took place in Gaza.
7. After a period of time, the researcher contacted the bank again to conduct interviews.
8. The Human Resources Department provided its approval to facilitate interviews with employees and provided the researcher with a list of the names of employees who would be interviewed, in addition to the designated interview slots.

9. Interviews were conducted with employees selected by the bank, and at the time specified by the bank.

3.8.1 Interview process

Interviews were scheduled with the bank's management to allow sufficient time for each session and note-taking. Addressing participants by nicknames promoted comfort, while using surnames and job titles provided context and credibility (Creswell & Poth, 2016; Roulston, 2010).

HR departments were asked about policies affecting confidence in HRM, how these can be improved, and actions taken to increase confidence. Questions focused on the current organization to avoid confusion, and experiences from other banks were only discussed if mentioned by participants.

Probes and follow-up questions were used to encourage detailed responses and clarify important points. This approach ensured rich, comprehensive data collection.

3.8.1.1 Recording Data and Interview Duration

As explained earlier, the consent of the participants to record the interviews was obtained. Recording interviews allow researchers to listen to the audio recording several times after the interview and capture a lot of its content (Rutakumwa et al., 2020).

Before starting the interview, the researcher introduced himself to the participant and then reminded the participants of the interview protocol, which gave the participants a sense of comfort.

After following this strategy strengthened confidence, which is required in this study, trust has contributed to improving the quality of the information obtained especially when

it comes to understanding the links and the role that HR policies play in the case study institution. Trust is an important element that is required when obtaining reliable information about social networks (Benlahcene & Ramdani, 2020).

This research needed to pay great attention to the information obtained from the participants. The most challenging part was to capture the main and important points that were of concern to the participants. The answers of the interviewees were recorded during the interview. Because this process is challenging, great attention has been paid to the application of validity techniques to support the accuracy and depth of the data obtained.

These are:

1. Use participants' responses as a guide to ask the next question.
2. Following the interview, participants were given the chance to add or amend their ideas.
3. If specific information needs clarification, the researcher may be able to refer to the participant on the day of the interview. The researcher spent enough time in the field and with the subjects to enable the implementation of this technique when necessary.
4. Probes and follow-up ensured the researcher and participants communicated at the same level. The use of this technique increased the depth of information acquired from participants.

Interviews with each participant took an average of half an hour.

3.8.2 Language

All interviews were conducted mainly in Arabic; as the participants and the researcher felt more comfortable sharing their views using Arabic, although at one time they used English terminology to help them better explain their views.

The interview questions were written in English and then sent to the Translation Center to be translated into Arabic, the interview questions were asked in Arabic and answered also in Arabic, and the interviews were recorded in Arabic, taking care not to lose meaning when translated into English.

Moreover, some terms were used in English, which is a common factor in the science of human resources, as well as banking institutions.

For the sake of data analysis and report writing, an English translation of the transcripts was needed. Hence, the interviews were transcribed from the records, and then Forward-Backward translation was conducted to validate the translations.

3.9 Choice of Methods and Rationale

This study aims to explore employees' opinions and perceptions about employees' trust in the successful implementation of HR policy in the corporate sector context of the banking sector.

It uses a Bank in the West Bank, Palestine as a case study for research. The bank was anonymized and called “Alpha Bank” as the bank requested to anonymize their identity. Interviews were chosen as data-gathering methods since they are consistent with the concept and goal of the research. It enables the creation of a complex narrative about the study environment and the issue under examination.

3.10 Data Analysis

The interviews were audio-recorded, and notes were taken throughout each session, resulting in a substantial amount of data. To thoroughly understand and extract meaning from this data, an objective analysis approach was employed. This method facilitates the identification and construction of relationships between various concepts found in the data and those in the existing literature.

Thematic content analysis was done to analyze the interviews; this is according to the analysis method of Robin & Ruby 2012. Several steps have been done to conduct the analysis. The analysis process involved the following steps:

- **Transcription:** All audio recordings were transcribed verbatim to ensure accuracy and capture the full details of participants' responses, including pauses, emphases, and non-verbal cues. Transcription is a crucial step as it converts audio data into a textual format that is easier to analyze.
- **Familiarization:** The researcher immersed themselves in the data by repeatedly reading the transcripts and notes to become thoroughly familiar with the content.
- **Initial Coding:** The data was systematically coded by identifying significant words, phrases, or concepts relevant to the research questions. This initial coding was done line-by-line to ensure no important details were overlooked.
- **Generating Themes:** Codes were reviewed and collated into potential themes. This involved identifying patterns and relationships between codes that represented broader concepts.
- **Reviewing Themes:** The themes were refined by checking them against the original data to ensure they accurately reflected the participants' responses. Themes that did not fit well were re-evaluated or discarded.

- **Defining and Naming Themes:** Each theme was clearly defined and named to encapsulate its essence. Detailed descriptions were written to explain each theme's significance and how it relates to the research questions.
- **Writing Up:** The final step involved writing a detailed analysis of each theme, supported by relevant quotes from the data. This write-up formed the basis for the study's findings and discussions.

Following these steps increased the study's rigor, ensuring that the data analysis was methodical and transparent.

The next section will discuss the strategies employed to ensure the validity and reliability of the research conclusions. This includes the measures taken to verify the consistency and accuracy of the findings, ensuring that the study's results are credible and dependable. This detailed explanation provides a comprehensive overview of the data analysis process, ensuring clarity and transparency in how the data was handled and interpreted.

3.10.1 Data Coding and Categorization of the Interviews

The coding process involved identifying recurring words, phrases, patterns, special thoughts, unique ideas or comments, and obvious contradictions in participants' responses. Codes were filtered and scanned to be grouped into categories such as “fairness”, “communication”, “consistency”, “favoritism”, recognition”, “involvement”, and “culture” among others. Then categorization revealed overlapping areas and deeper insights, leading to the emergence of key themes and sub-themes discussed in this chapter. To ensure saturation, interviews continued until no new themes emerged, although the analysis was done following the interviews, the researcher was the interviewer, and the researcher was following thoroughly the interviews confirming that the saturation point

was reached and now new themes would emerge. Participants represented diverse departments and roles, ensuring comprehensive coverage of varying viewpoints within the organization.

3.11 Validity and Reliability

Implementing validity or trustworthiness is a process that starts with the research design of data collecting and continues through analysis, writing, and conclusions to assess the rigor of the qualitative work (Mason, 2006). Transformational validity is a novel approach to fostering empathy for the researcher's perspective throughout the investigation. By using this approach, the process is emancipated and the true meaning of validity is called into question. However, the two techniques to validity can be combined as dichotomous for the best outcomes if the researcher and the selected interviews are thought to be trustworthy.

Regarding qualitative research, the definitions of validity and reliability vary. According to Gibbs (2007), reliability is concerned with the consistency of research, research results are reproducible, but only when freezing the social situation, whereas validity refers to the accuracy of findings (integrity) (Gibbs, 2007; LeCompte & Goetz, 1982).

Protocols to guarantee the reliability of their qualitative research findings:

- **Member checking:** To introduce the next interview topic, the researcher would, whenever possible and appropriate, repeat what the participants had said. This method prevented misunderstandings by ensuring that the participant and the researcher understood the same thing. The primary points noted and listed on the answer sheet were shared with the participants after the interview to offer them the opportunity to add, edit, and remove any of their answers if they so desired. This

method helped to improve the interpretations and confirmed that the study's conclusions correspond to the participant data. This method contributes to data triangulation, as explained by Stake (1995) (Stake, 1995).

- Thick description of themes: Thick descriptions were given to the themes to help the readers understand the research findings. To make the analysis sound more realistic to the reader, any contradictory or outlier data were also included and given a meaning. This demonstrates that the researcher is not hunting for examples to validate their theory.
- Investing sufficient time in the field: The researcher selected their location for the study. There was sufficient time spent in the institution and during the data collection process. This allowed for flexibility in negotiations and made sure that each interview had a dedicated time slot that was free from outside influences (such as time, privacy, etc.).

Memos in this research study also included observations or overt responses to participants. These helped create a meaning that provided the framework for the interpretations made (Stake, 1995). It is crucial to record specific information regarding the methods used in research to ensure trustworthiness. Transcripts were double-checked before being coded to make sure they accurately captured what the participants had said (Nowell et al., 2017).

3.12 Ethical Considerations

When conducting research, there are five main ethical issues that each researcher should take into account. The first among these is making sure that study participants are not

harmed. Second, giving informed permission. Privacy comes in third. Fourth, being truthful. Data management is the last point (Bell et al., 2022).

The researcher ensured that the research study did not cause any harm to participants as their initial ethical consideration. To guarantee that the researcher and the participants do not engage in any activity that could endanger them in the future. Furthermore, the researcher respected participant anonymity and the data collected from them because this research study addresses the delicate topic of "Trust." Additionally, unique coding was applied throughout the data collecting and processing phase to ensure anonymity. Additionally, any details in the completed project that could identify any of the individuals who were interviewed participants were removed.

The researcher informed the participants that their information would be handled in a confidential manner prior to the commencement of each interview. When a sensitive topic is being studied, participants may even feel reluctant to take part in the study. Participants would be unwilling to divulge information if confidentiality wasn't guaranteed, which could have an impact on the accuracy and reliability of the data collected.

Ensuring that participants are fully informed about the research is crucial for fulfilling the second ethical requirement, informed consent. The invitation letters from the researcher contained details on the research study and left open the possibility of queries from both prospective and actual participants at any moment. Additionally, it was made very clear in the invitation letter that participation in the research at any point is completely voluntary.

Regarding the third ethical factor, privacy, the researcher ensured that each subject or volunteer was treated uniquely and delicately. All participants were informed that they were welcome to ask questions and that some people may find the research issue sensitive

in particular. As a result, participants could choose whatever option best suited them (Bell et al., 2022).

For instance, the researcher invited individuals to relate any memories or anecdotes they may have concerning "Wasta." While many participants did so, some either didn't have any stories to offer or didn't want to. Particularly when it came to gathering anecdotes, none of the participants were coerced or persuaded to provide any material that was outside of their comfort zone. The method of storytelling was employed to gain a thorough grasp of the opinions held by scholars regarding "Wasta" and its operation. However, because of the sensitivity of the research issue and the ethical considerations surrounding its use, it was not the primary source of data to rely on.

The researcher must make sure that the study topic is presented truthfully and is based on the data collected from participants in order to satisfy the fourth ethical requirement, truthfulness. Various approaches were employed to guarantee the validity and reliability of the research findings.

The last ethical factor is data management, where data is secured in a cabinet and kept secure, with the researcher being the only person with access. In addition, the participants received guarantees that the information collected from them would not be disclosed to third parties or utilized for objectives apart from the study.

3.13 Summary of Methods

For convenience, the methods were summarized in Table 3-2.

Table 3-2: Summary of the Methodological Aspects of the Study

Research Philosophy	Ontology: Constructivism Epistemology: Interpretivism.
Research design and approach	Design and strategy: The Case study Approach: Qualitative
Data collection methods	Interviews: Semi-structured interviews
Data analysis	Thematic content analysis followed Rubin and Rubin's (2012) steps of analysis.
Validity and Reliability	Reliability: Member examination, detailed description of topics, sufficient time in the field. Validity: Ensures the findings are accurate and truly reflect the studied phenomenon.
Ethical considerations	Research does not harm participants, informed consent, privacy, truthfulness, or data management.

Chapter -4- Results

4.1 Overview

This chapter presents the findings from the thematic content analysis conducted on interviews with 15 participants across various departments of the bank. The analysis aimed to explore the role of HR policies and their implementation in enhancing employee trust in HR departments. Through the analysis, key themes emerged, including fairness and transparency, the role of communication, the consistency and clarity of HR policies, the impact of favoritism and Wasta, challenges in policy implementation, and emerging themes such as recognition and rewards, employee involvement in decision making, and HR's role in shaping organizational culture.

The results presented in this chapter provide not only an overview of the themes but also explore how they interconnect, contrast, and even conflict in some cases. Additionally, divergent perspectives and contradictions are highlighted to present a comprehensive and unbiased view of the data.

4.2 Characteristics of Interviewed Employees

While many potential participants expressed verbal and informal interest in participating, logistical constraints, exacerbated by the prevailing political, social, and economic challenges in Palestine and Gaza in particular, prevented direct communication with them. In particular, adverse economic conditions and increasing labor requirements, especially to compensate for staff shortages in the Gaza Strip, made such participation impractical. However, the employees with whom the researcher successfully interacted

demonstrated cooperative behavior and a clear willingness to assist in providing the information required to achieve the objectives of the study.

Most of the selected participants received the job title of HR manager, department manager, and employees holding different positions in different departments. The presence of employees with different managerial positions in the research sample occupying the director of the HR department and the head of the department, along with other ranks and positions is important for the study and provides a base for analysis. To compare managerial points of view, this contributes to obtaining a deep understanding of the study phenomenon, Rubin and Rubin (2005) show that the credibility of the results is enhanced when the researcher interviews individuals reflecting a variety of points of view.

Interviews were conducted with 15 employees at various levels and positions. There was no need to increase the sample size because the researcher achieved the data saturation point.

Participants work in different departments; and differ in their educational levels as well as in age category and gender. Undoubtedly, this detailed information was not disclosed to protect the identity of the participants. It was important, for the correctness of the research results, to interview the HR manager to better understand the answers given by the interviewed employees. The HR manager interview added a different level of analysis considering the contradictions between policy and practice. The employees' answers were supportive of the answers provided by the human resources department.

Hence, the 15 participants for this study come from diverse professional backgrounds and hold various positions within the organization.

4.3 Themes Emerged from the Interviews

The interviews conducted in this study provided deep insights into the complex dynamics that shape trust within HR departments. It was evident that trust is closely tied to how HR policies are communicated and implemented. Employees consistently pointed out that trust is built not just through the existence of policies, but through the fairness and consistency in which they are applied. The personal experiences shared by the participants showed how their perceptions of HR practices influenced their overall trust in the department. The interviews were thoroughly studied and analyzed to find patterns and themes between the employees despite the differences in their roles at the institution.

The thematic analysis identified several overarching themes and subthemes:

1. Role of HR policies in Building Trust
 - a. Fairness and transparency in policy implementation
 - b. Consistency and clarity of HR policies
2. Communication as a pillar of trust
 - a. Importance of effective communication channels
 - b. HR's presence and accessibility
3. Challenges in Policy implementation
 - a. Resistance to change
 - b. Generational differences
 - c. Adapting policies to cultural shifts
4. Factors contributing to Lack of trust
 - a. The role of Favoritism and Wasta
 - b. Inconsistent application of policies
5. Recognition and Reward System

- a. Financial Rewards
- 6. HR's role in shaping organizational culture
 - a. Social responsibility initiatives
 - b. Promoting a positive work environment

A summary of the themes that emerged is presented in Table 4-2.

Table 4-1: Themes Emerged from the Interviews

Theme	Sub-Theme	Example Quote
Role of HR Policies in Building Trust	Fairness and Transparency	<i>"You can't expect employees to follow the policies you enforce if you're treating one employee differently from another. That's why trust is built on fairness and equality."</i> -Participant 11
	Consistency and Clarity	<i>"If they set fair and inclusive policies that apply to everyone, then I'll trust them. But if they're inconsistent ... I can't."</i> - Participant 7
Communication as a Pillar of Trust	Effective Communication Channels	<i>"Here, we have trust. There are many communication channels, like confidential reporting or support for employees facing harassment from their managers. The key policy is the ability to communicate and having people in HR who listen to you"</i> - Participant 3

	HR's Presence and Accessibility	<i>"They shouldn't just show up when there's an issue but should be present during regular days as well. This would help employees feel more supported, not just when problems arise"</i> - Participant 9
Challenges in Policy Implementation	Resistance to Change	<i>"there is always resistance to any change, but eventually, people adapt"</i> - Participant 1
	Generational differences	<i>"Younger generation, influenced by Turkish TV shows, wanted to grow beards. So, we adjusted the policy"</i> - Participant 1
Factors Contributing to Lack of Trust	Favoritism and Wasta	<i>"unfortunately, wasta can play a significant role in influencing HR policies, leading to some employees being favored over others unfairly, which negatively impacts the work environment"</i> - Participant 8
Recognition and Reward Systems	Financial Rewards	<i>"Salary and benefits policies are a fundamental part of building trust between employees and HR management"</i> - Participant 10
HR's Role in Shaping Organizational Culture		<i>"The organizational culture and internal culture all fall under HR's responsibility. Without a strong HR department, the organization would be in chaos"</i> - Participant 10

Word map has been developed to show the words that contribute to employee trust in HR as shown in Figure 4-1.



Figure 4-1: Word Map of Factors Contributing to Employee Trust in HR
On the other hand, factors contributing to the lack of trust in HR were collected in a word map as shown in Figure 4-2.



Figure 4-2: Word Map of Factors Contributing to Lack of Trust in HR

through a cohesive interconnected system where improvement in one area positively influences others.

To show these intersections between practices and factors, a Venn diagram has been made as shown in figure 4-4.

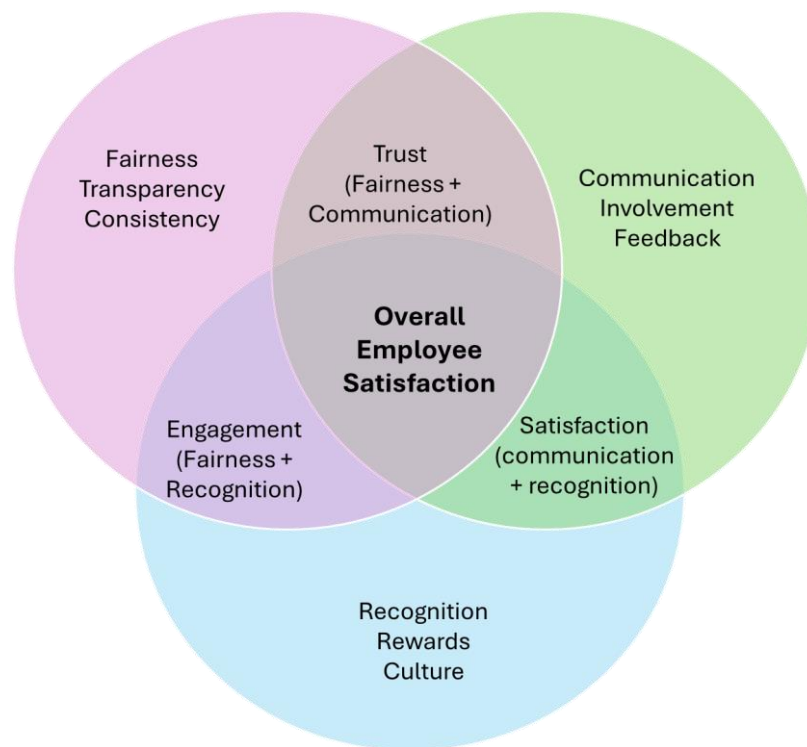


Figure 4-4 Venn Diagram of Intersectional Factors for Overall Employee Satisfaction
Each of the Themes is Discussed in Detail Below.

4.4 Theme 1: Role of HR Policies in Building Trust

The role of HR policies in building trust emerged as a central theme. Participants emphasized those well-structured HR policies that are clear, transparent, and applied consistently are critical to establishing trust within the organization.

4.4.1 Subtheme 1.1: Fairness and Transparency in Policy implementation

The importance of fairness and transparency was consistently emphasized by participants as a key driver of trust in HR. participants noted that wen HR policies are applied equally,

without favoritism or bias, it reinforces trust. Conversely, when employees perceive unfair treatment, it leads to a breakdown in trust.

Participant 7, the head of the bad Debt follow-up unit, stated:

“When there’s no fairness, when rules aren’t applied equally to all employees, that are when you start to feel that you can’t trust HR... if they lack professionalism, experience, or proper manners when dealing with employees, then I can’t trust them.”

This was a direct issue to lose trust in HR directly and even avoid them as stated by several employees like Participant 4 head of processing and settlement department:

“If an employee faces an issue and doesn’t feel like they’re being treated fairly, they’ll lose trust in HR and avoid turning to them for help”

One employee expressed concerns about fairness as it should be combined with flexibility when HR does not take special considerations into account. Participant 6, an employee in Central Operations Management mentioned an incidence:

"There are situations where you need flexibility, like if someone has a doctor’s appointment or a serious health issue. But sometimes HR doesn’t consider that and applies the same strict rules to everyone. That makes it feel unfair."

This feedback highlights that while consistency is crucial, a rigid application of policies without room for individual circumstances can to the perception of unfairness.

4.4.2 Subtheme 1.2: Consistency and clarity of HR policies

Participants highlighted that the consistency and clarity of HR policies significantly influenced trust. When policies are clear and applied consistently across departments, employees feel more confident in HR's decisions.

Participant 3, the head of the Personal Facilities Department, noted:

“If I know the rules are consistent and well-communicated, it creates trust.”

This subtheme emphasizes the importance of clarity and how consistently applied policies enhance employee trust in HR and their policies. As also participant 7 emphasized that HR represents the whole institution, indicating you could trust the whole institution or lose your trust in it based on your trust in the HR:

“The key is that policies should be applied consistently. HR isn't just about individual employees; it's about the institution as a whole”

4.5 Theme 2: Communication as a Pillar of Trust

Participants consistently mentioned the role of communication in enhancing trust. Effective communication, both formal and informal, was seen as essential in keeping employees informed and engaged.

4.5.1 Subtheme 2.1: Importance of Effective Communication Channels

Participants stressed the role of transparent and frequent communication in building trust. Regular updates, clear policy announcements, and the availability of multiple communication channels were identified as vital for improving employee perceptions of HR. Participant 10, the head of the Recruitment Department stated:

“When there’s a lack of effective communication between HR management and employees, a big gap forms. There must be open channels for employees to express their concerns and inquiries. When HR doesn’t respond to employee issues or ignores them, trust is lost”

Upon asking participants about ways for improvement or solutions, almost all participants mentioned the communication part as a key element in trust and it has to be maintained or improved.

The analysis revealed that effective communication can solve issues related to favoritism as well. Participants noted that when HR communicates policies clearly and transparently, it reduces the perception of bias or Wasta. Regular communication ensures that employees are aware of the criteria for promotion, rewards, and disciplinary actions, hence, reducing suspicions of unfairness. Participant 15, a lawyer, emphasized:

“if HR decisions aren’t clear or if there’s a sense of favoritism, these things lead to a loss of trust”

This connection between communication and favoritism shows the critical role of transparency in maintaining trust. Also, one of the participants mentioned the phrase “physically presence” increases trust.

4.5.2 Subtheme 2.2: HR’s Presence and Accessibility

Several participants noted the importance of HR being physically present and accessible to employees. A visible and approachable HR department was seen as key to enhancing trust. Participant 11, an employee in the management department, remarked:

“I believe the presence of HR staff among employees would make a big difference and boost trust”

In addition, participants mentioned this issue among the solutions suggested for improving trust, like participant 3 archives employee:

“HR should always be present, not just when an issue arises”

4.6 Theme 3: Challenges in Policy Implementation

While HR policies are generally well-structured, participants highlighted several challenges in their implementation. These challenges often come from resistance to change, generational differences, and adapting policies to cultural shifts.

4.6.1 Subtheme 3.1: Resistance to Change

Participants recognized that resistance to change is a common challenge when implementing new HR policies. Employees, especially those who are used to traditional practices, may struggle to adapt to new requirements. Participant 4, the head of the processing and Settlement Department, commented:

“There’s always resistance to change, especially from the younger generation who don’t want strict rules. It’s easy to let them do what they want, but you can’t. You need to find a balance.”

4.6.2 Subtheme 3.2: Generational Differences

The interviews revealed that generational differences play a significant role in how policies are received and implemented. Younger employees and fresh graduates in particular, often enter the workforce with little understanding of professional expectations and organizational structure. Participant 1 described them as “Blank”, implying that they know nothing about HR and workplace dynamics. He stated:

“This is the problem of the century. University graduates come out not knowing what HR is. They come in blank not knowing anything. Of course, they don’t care. Even when we print and give them the manual and ask them to read it explaining that it’s important and contains many benefits for them, they don’t. They sign that they have read and understood it, but I’m sure they haven’t.”

This highlights a challenge where new employees lack the foundational knowledge needed to engage with HR policies effectively. Over time, this lack of initial understanding can lead to confusion or not aligning with organizational expectations. Generational differences also influence attitudes towards workplace policies, with younger employees often having different expectations regarding flexibility and autonomy, leading to challenges in policy enforcement. HR has to adapt to generational differences and Participant 1 provided an example:

“We had a policy on facial hair that had to be adjusted because it became a major issue. It’s important to stay flexible and adapt policies when needed, but without compromising the organization’s interests.”

This reflects the need for HR to balance standards with evolving generational differences. Some flexibility is needed to accommodate changes in generations, but they should be balanced with the organization’s values and standards.

The challenge in managing generation differences intersects with the need for policy clarity; younger employees often demand more flexibility, which can lead to inconsistencies if policies are not clearly defined. HR must balance maintaining

consistent standards while also accommodating the evolving needs of diverse workplaces.

Participant 1, director of human resource department commented:

“The younger generation doesn’t want instructions or commitments; they want to grow quickly, become managers quickly, and get higher salaries quickly”

4.6.3 Subtheme 3.3: Adapting Policies and Cultural Shifts

Adding to the generational differences, policies also adapt to cultural differences. One notable example shared by Participant 1 involved how cultural trends influenced HR policies. Specifically, the popularity of Turkish TV shows led to increased demand among male employees to grow beards, challenging the existing strict grooming policies.

Participant 1 said:

“We had a policy in place requiring all male employees to be clean-shaven. But with the influence of Turkish TV shows, everyone wanted to grow a beard. We realized it was becoming a cultural norm, so we adjusted the policy to allow neatly trimmed beards. It’s important to stay adaptable to these cultural shifts.”

Additionally, participant 10 touched on the broader challenge of aligning global best practices with local cultural considerations when setting HR policies:

“HR policies don’t just come from the HR department. They are built on global 'best practices.' HR management is a science in itself, with its theories, practices, and best practices followed worldwide. When we set policies, we base them on what other institutions and banks are

doing, and on common practices abroad. Then we choose what suits us.”

This insight emphasizes that while HR departments often draw on international standards, they must still tailor these practices to fit the specific cultural context of their organization. Balancing global practices with local cultural considerations is essential for effective and accepted HR policies implementation. All these would serve the trust of employees as they would believe that the policies are considerate and not just blindly following global standards.

4.7 Theme 4: Factors Contributing to Lack of Trust

Several factors were identified as contributing to a lack of trust in HR, including favoritism, inconsistent application of policies, and lack of transparency. Participant 6 shared a very interesting insight when he said:

“Favoritism (wasta) plays a big role in HR, and there’s often a lack of transparency or consistent behavior, which weakens trust. As a result, HR is usually disliked by employees.”

4.7.1 Subtheme 4.1: The Role of Favoritism and Wasta

Favoritism and Wasta were frequently cited as factors that negatively impact employee trust in HR. participants expressed concerns about personal connections influencing hiring and promotion decisions, which creates perceptions of unfairness and bias. Participant 2 believes that favoritism is everywhere.

“Let’s be honest, no system is entirely immune to that.”

However, employees think that their HR department mostly controls Wasta, as Participant 5, an employee in the Archives Department, shared:

“In our society, you can’t avoid wasta, whether it’s in the government or the private sector.... But at our bank, it’s somewhat controlled. Even if someone got hired through wasta, if they don’t perform well or break a policy, they’re held accountable, so it’s relatively under control.”

This opinion was shared by Participant 9, stating that even if wasta was used to hire employees, if they were unable to keep up with the tasks, the employee would be terminated.

“But even if someone gets hired through wasta, it becomes clear whether they can keep up with the work or not. There’s nothing wrong with someone using a connection to get a job, but the question is whether they’re qualified enough to do the work. If HR sees that an employee isn’t up to the task, even if they got hired through wasta, they’ll be let go”

4.7.2 Subtheme 4.2: Inconsistent Application of Policies

Inconsistent application of policies was another key factor in leading to distrust. Participants noted that when policies are applied selectively or unevenly across departments, employees perceive HR as biased.

Participant 15, a lawyer in the Legal department, remarked:

“Personal connections can influence policy application, especially if there’s favoritism towards certain individuals. This makes the policies inconsistent and applied unfairly.”

4.8 Theme 5: Recognition and Reward Systems

Recognition and reward systems were highlighted as effective tools in building trust.

Participants emphasized the importance of both financial and non-financial.

Participants mentioned that a clear financial reward system, including bonuses and salary increases tied to performance, are key motivators and enhance trust in HR.

Participant 10, in the recruitment department office, clearly stated:

“Salary and benefits policies are a fundamental part of building trust between employees and HR management.”

Participant 4 when asked about financial rewards,

“If I see an employee who wants to stay late but doesn’t have any pressing tasks, it’s my responsibility to decide whether their extra time is necessary. Not everyone who says, “I want to stay late,” should be allowed to. Only those with actual work to complete should get the chance to stay and be compensated”

4.9 Theme 6: Promoting a Positive Work Environment

HR’s role in promoting a positive work environment through, events, employee engagement programs, and initiatives aimed at enhancing teamwork and collaboration was mentioned as crucial for trust building.

Participant 15, a lawyer, shared that:

“Essentially, they determine the work environment and how employees are treated. Without HR, things wouldn’t be well-organized”

This idea was also shared by Participant 11, an employee in the management department, when said:

“They’re always there to support employees and ensure they’re comfortable in their work environment. Of course, sometimes they have to implement policies that favor the bank for the greater good.”

4.10 The negative tone in the interviews

During the thematic analysis of the interviews, some participants expressed concerns that reflected a negative tone, particularly around issues of fairness, policy enforcement, and favoritism. These complaints and frustrations offer valuable insights into practices of HR that can destroy trust rather than build it.

HR’s rigid enforcement of policies without considering individual circumstances. One participant felt HR policies did not accommodate personal needs such as medical appointments which made the policies feel unfair and over strict.

It was noted also that while HR is visible and accessible, it does not always address concerns effectively. Participant 3, when asked about suggestions for improvement said:

“One suggestion is for HR to maintain continuous communication with employees. HR should always be present, not just when an issue arises”

Which implies HR is not always present.

4.11 Summary of Findings

The thematic analysis of the interviews revealed that employees' trust in HR departments is shaped by multiple factors, including fairness, transparency, effective communication, consistent policy application, and the absence of favoritism. Additionally, the need for flexibility when applying policies to changing cultures was shared as essential for maintaining trust. These findings show the nature of trust in HR is not black and white, and it is determined by several practices built together to promote trust. Trust is not merely about policy making and implementation, it is about the holistic work environment made by the HR department where employees feel valued, supported, and confident in their relationship with HR.

Chapter -5- Discussion

5.1 Overview

This chapter discusses the findings from the thematic analysis of the interviews in relation to the broader literature on human resources management (HRM), trust, and employee engagement. The study indicates that HR policies and practices are important in shaping employee trust with factors like fairness, transparency, effective communication, recognition, and general work environment as key determinants. The discussion aims to analyze how these findings align with or contradict existing research.

The role of HRM in influencing organization success is well-documented. As Ahmmad (2017) indicated, HRM involves strategic management practices designed to align human resources with organization objectives (Ahammad, 2017). The present study's findings align with this view, showing that HR practices directly impact employee trust and engagement. Moreover, the study with the interviews showed that trust is not just a result of good policies but a critical element that HRM must carefully consider.

5.2 Fairness and Transparency as core Trust building Mechanisms

One of the strongest findings from this study is the importance of fairness and transparency in HR practices. As also highlighted in the literature, fairness and transparency are fundamental to building institutional trust (Colquitt & Greenberg, 2005). The study found that when HR policies are applied consistently and without bias, employees are more likely to trust HR. These findings resemble research by Tyler and Blader (2003), who argue that perceived fairness is a cornerstone in institutional trust,

influencing how employees view both the HR department and the broader organization (Tyler & Blader, 2003).

However, the study also brings significant challenges, particularly related to favoritism and selective application of policies. Several participants noted the negative impact of “wasta” and favoritism on trust, showing how the misuse of personal connections can affect the credibility of HR. This issue, while prevalent in certain cultural contexts, aligns with global research that showed the effects of perceived unfairness and bias (Serrat & Serrat, 2017). The literature suggests that HR departments must be vigilant to resolve such practices through clear guidelines and good decision-making processes (Jackson et al., 2014).

The significance of fairness and transparency is further investigated by research on strategic human resources management, which suggests that trust is critical in aligning employees with organizational goals (Ahammad, 2017). This study’s findings confirm that HR must consistently demonstrate fairness and transparency to enhance trust and engagement and, in turn, enhance organizational success.

5.3 The role of communication in Enhancing Trust

Effective communication was another theme that emerged from the analysis, with participants emphasizing the importance of transparent and frequent communication. The literature strongly supports this finding. (Mayer et al., 1995) argues that communication is a key factor for trust, as it reduces uncertainty and allows employees to feel more informed and involved in decision-making processes. Communication serves as the bridge between policy formulation and policy implementation, ensuring that employees understand not only what the policies are but why they exist.

This study found that when communication is clear and consistent, employees are less likely to perceive favoritism or unfairness. This aligns with (Podgorodnichenko et al., 2020), who emphasize that transparent communication can reduce misunderstandings and enhance a culture of open doors. In particular, participants noted that HR's efforts to maintain open channels, whether through regular updates or accessible leadership, significantly enhance trust.

Nonetheless, there were instances where communication was viewed as ineffective, as participant 15 (a lawyer) who mostly had exotic thoughts and extreme comments, pointed out that being accessible is not enough if HR does not take meaningful action in response to employee concerns. This critique aligns with research by (Serrat & Serrat, 2017), who argued that communication must be coupled with genuine responsiveness and follow-up to maintain credibility and trust. HR's ability to listen, act, and then communicate back to employees about how their input was beneficial is important for promoting trust.

5.4 Recognition and Rewards as a Tool to Build Trust

The study found the critical role that recognition and rewards play a role in enhancing trusts. When HR acknowledges and rewards performance fairly, it significantly enhances trust and helps in increasing the income of employees by allowing over time and rewards. This is consistent with the findings of (Victor & Hoole, 2017), who argue that reward systems are essential for organizational commitment to employee development and well-being. The alignment between recognition and trust is particularly relevant in the context of HRM, where linking rewards to performance metrics is seen as a key strategy for achieving both employee engagement and organizational objectives (Armstrong & Taylor, 2023).

However, the study also revealed that trust is dependent on the perceived fairness of recognition systems. Participants emphasized that transparent criteria for rewards and promotions are essential to prevent perceptions of bias or favoritism. This finding is supported by (Shields et al., 2009), who notes that reward systems should be clearly communicated and consistently applied to avoid distrust. The literature suggests that HR's role in managing these systems is not only about ensuring equitable distribution but also about making the criteria visible and understandable to all employees, as was evident in a study in Bangladesh banking (Sultana & Khandakar, 2022).

5.5 The Complexity of Generational Differences and Cultural Shifts

The study also explored the impact of generational differences and evolving cultural norms on HR practices and trust. Generational differences, particularly in communication preferences, work-life balance expectations, and attitudes toward authority, pose challenges for HR. The literature suggests that HR must adopt flexible and adaptive approaches to cater to diverse employee needs (Stewart et al., 2017). For instance, younger employees may prioritize flexibility and rapid career advancement, while older employees might value stability and long-term career development (Bernard, 2017). The study found that HR's ability to balance these diverse needs while maintaining consistent policies is key to fostering trust.

The cultural shift identified in the study, such as the influence of popular media (e.g., Turkish TV shows impacting grooming preferences), underscores the need for HR to remain culturally sensitive and adaptable. This finding aligns with research on the evolving role of HRM in managing cultural diversity and adapting to societal changes (Dulebohn, 1995; Kapoor & Solomon, 2011). HR's ability to update policies in response

to cultural trends while maintaining core organizational values is crucial for sustaining trust.

Chapter -6- Conclusions and Recommendations

6.1 Conclusions

This study highlighted that employee trust in HR is shaped by a combination of transparency and fairness, along with communication and employee involvement. Trust is not only built through well-designed HR policies but also through how these policies are communicated and implemented. Fairness and transparency emerged as foundational elements, as employees are more likely to trust HR when they perceive that policies are applied consistently and without bias. Effective communication plays a crucial role in keeping employees informed, reducing the risk of misunderstanding, and resolving concerns about favoritism. Additionally, recognition and rewards systems that are seen as fair and linked to clear performance metrics reinforce trust by acknowledging employee contributions. Generational differences and evolving cultural behavior make it challenging and HR must adapt its approaches to maintain trust.

Overall, the study presents that trust is built through a combination of clear, consistent, and empathetic HR practices that are aligned with the organization's goals and values.

6.2 Theoretical and Practical Implications

The study has various implications for HR practices, offering theoretical insights and practical applications that can significantly enhance organizational effectiveness.

The findings show the critical importance of fairness and transparency in HR operations. This aligns with organizational justice theories, which suggest that perceived fairness in decision making processes is crucial for employee satisfaction, engagement, and trust in the organization. When employee perceive that policies are applied consistently and that

there is clear communication about how decisions are made, they are more likely to trust the organization and feel valued within it.

HR departments must implement mechanisms to ensure fairness and transparency. This includes establishing standardized procedures for policy application, ensuring that these procedures are applied uniformly across all levels of the organization, and providing clear, open communication channels for explaining decisions to employees.

Employee should be aware of the criteria for recognition, which must be applied consistently to avoid perceptions of favoritism or bias. This not only motivates employees but also enhances their trust in the HR processes and the organization as a whole.

The study also found the importance of adopting an inclusive approach to HR practices. This can be related to involving employees in decision making processes, leading to higher levels of engagement, commitment, and alignment with organization goals. Involving employees in policy design and implementation ensures that employees voice are heard, making them feel values and respected.

HR must adapt to generational differences and cultural shifts, in line with generational theory, which emphasizes the varied values and expectations of different age groups. HR should developed flexible policies that fits to diver's employee's needs and stay connected to cultural trends. This adaptability is essential for maintaining a work environment that supports all employees.

The findings confirm the importance of fairness, communication, transparency and adaptability in HR practices, expanding organizational justice, and accepting management.

HR departments can build stronger, more trusting relationships with employees. This, in turn, can lead to higher levels of employee engagement, reduced turnover, and overall better organizational performance.

The study emphasizes the need for HR to be proactive in designing and implementing policies that are not only fair and transparent but also inclusive and adaptable. These practices are essential for building a work environment that is conducive to trust, collaboration, and sustained organizational success.

6.3 Recommendations

Based on the study findings, several recommendations are proposed to enhance trust in HR and improve overall employee perception of HR:

1. Ensure all policies and procedures are written and easily accessible through digital platforms or paper-based.
2. Regular communication initiatives like meetings, newsletters, and feedback sessions to keep employees informed and engaged.
3. Apply policies and procedures uniformly across all departments and employee levels to avoid perceptions of bias or favoritism, with clear criteria for promotions and rewards.
4. Involve employees in policy decision-making processes through structured feedback mechanisms like focus groups, suggestions platforms, and clear communication channels.
5. Link financial and non-financial rewards to clear performance indicators, ensuring fairness and transparency in the recognition system.
6. Implementing a flexible approach to communication, career development, and work-life balance to meet the needs of employees with different generations.
7. Enhancing work environment where employees feel comfortable giving concerns through open door policies.
8. Employees should feel the HR department is serving employees not surveilling them.

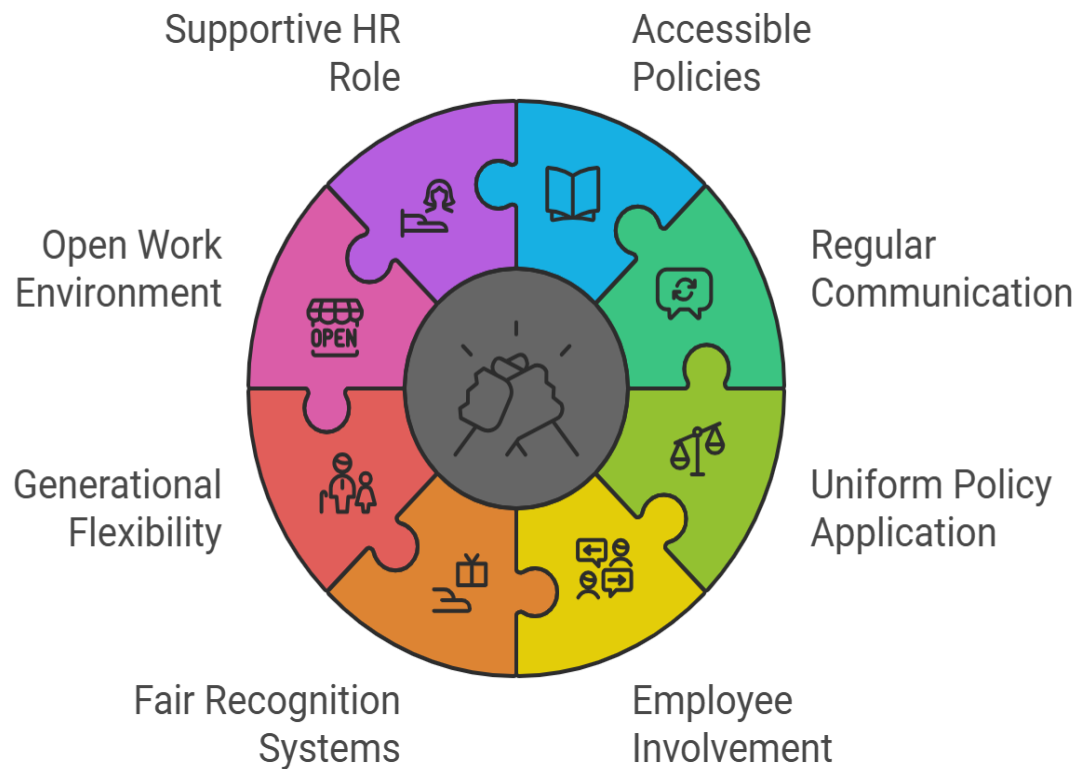


Figure 6.1: An Illustrative Model of the Recommendations Reached by the Study.

6.4 Limitations

Every research has a chunk of limitations, and this has also. This study was qualitative research, that's why it included a small sample size. It can be time-consuming and resource-intensive, and the results may not be easily generalizable to other populations or settings (Creswell et al., 2007). Furthermore, qualitative research can be subject to researcher bias, as the researcher's interpretations and perspectives can influence the analysis and findings (O'Brien et al., 2014).

Because qualitative research is exploratory in nature, multiple data-gathering methods are typically used to examine and understand the study phenomenon, especially in the case study approach. The utilization of many methods improves the credibility of study findings. However, due to limited data access from Alpha Bank and the current situation

in Palestine, the researcher utilized interviews as the main data collection method and asked the HR department about the policies they have and implement.

The study was limited due to the war and the political situation in the country, so the number of participants, time constraints, and economic conditions were the most important restrictions that affected the study. In addition to the above, the bank's selection of participants limited the researcher to the participants identified, which may lead to limited answers. A single case study can also be considered a limitation in these studies, as compared to more than one case study. Therefore, a brief discussion will be held on the difference between a single case study and a multiple case study.

➤ **Single Case Study vs. Multiple Case Studies**

- Limited generalizability: Results might not be applicable to other contexts or organizations (Yin, 2018).
- Bias potential: Because just one organization is examined, the findings might be skewed by its particular culture, rules, or circumstances (Eisenhardt, 1989).
- Reliance on accessible data: Should information availability be limited, the results may not be comprehensive (Merriam & Tisdell, 2016).

On the other hand, multiple case studies improve generalizability and allow for comparisons across different settings, enhancing the study's robustness (Eisenhardt & Graebner, 2007). However, they require more time and resources, making them difficult to conduct, particularly in challenging environments like Palestine.

Notwithstanding these drawbacks, the study offers insightful information about Alpha Bank's HR practices and lays the groundwork for further research in related fields. Additional research using a variety of case study techniques may improve the findings'

generalizability and offer more comprehensive viewpoints on financial institutions' HR strategies.

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Appendices

Appendix A: The Summary of interview questions in general and brief

The summary of Interview questions of the study in the Staff Section are:

- Opinions of employees on the application of HR management policies in the case study institution.

Under this topic, the researcher considered the question of employees about what affects their performance in general, the importance of human resources management, their opinions about the role of Human Resources Management in case study organizations, and the value that it adds. The participants were also asked about the challenges they are thinking about integrating an HRM application into their organization.

- Employee perceptions about HR policies and their role in increasing trust in the HR department.

Under this theme, staff was asked what the most important policies that help increase confidence are, how this can be strengthened through human resources policies, and what solutions they can offer to compensate for a lack of confidence if any. In addition to asking staff about how human resources management has dealt with the war on Gaza.

- Employees' views of connections in the form of 'Wasta' and the role it plays in influencing HRM policies.

In the context of this topic, the researcher explored asking participants about their opinions on the 'Wasta', as well as whether they had any anecdotes or experiences

to contribute regarding the subject. Asking participants to relate personal tales or experiences with 'Wasta' allowed them to hear information that otherwise would have gone unnoticed (Trahar, 2013) and unearth buried concepts (Robin and Robin, 2005). Participants were also asked how the "Wasta" affected them and the case study institution (with a focus on the implementation of human resources policies).

The summary of interview questions of the study in the Human Resources Management Section are:

- The importance of human resources in the case of the institution where interviews were conducted.

Human resources management perceptions about the importance and role of the Human Resources Department in building trust between it and the staff, the important policies that will enhance this trust, and how its application affects the staff.

- The application of human resources policies in the organization.

Human Resources Perceptions of How to Apply Human Resources Policies at Alpha Bank, in addition, managers in the Human Resources Department were asked how they monitor the application of human resources policies while ensuring that this is done fairly and consistently in all departments.

- Lack of confidence in the Human Resources Section's policies.

Under this topic, HR departments were queried about the key policies affecting confidence in the HRM department, strategies for enhancing confidence through HR policies, and the actions being taken to increase confidence.

The questions were formulated with a focus on the specific organization to avoid confusion. Employees were not asked about their experiences in other banking institutions unless they brought it up themselves. To provide a 'thick description' of the situation, probes and follow-up questions were used.

Appendix B: Facilitation of Research

Arab American University

Faculty of Graduate Studies



الجامعة العربية الأمريكية

كلية الدراسات العليا

2023/9/25

إلى من يهمله الامر

تسهيل مهمة بحثية

تحية طيبة وبعد،

تُهديكم كلية الدراسات العليا في الجامعة العربية الأمريكية أطيب التحيات، وبالإشارة إلى الموضوع أعلاه، تشهد كلية الدراسات العليا في الجامعة أن الطالبة كريمة حسين زغل والتي تحمل الرقم الجامعي 202012663 هي طالبة ماجستير في برنامج إدارة الموارد البشرية وتعمل على أطروحة الماجستير الخاصة بها بعنوان:

"استكشاف دور سياسات الموارد البشرية وتنفيذها في تنمية الثقة في إدارات الموارد البشرية"، تحت إشراف الدكتورة أروى الطويل. نأمل من حضرتكم الإيعاز لمن يلزم لمساعدتها للحصول على المعلومات اللازمة للدراسة، علماً أن المعلومات ستستخدم لغاية البحث فقط وسيتم التعامل معها بغاية السرية، وقد أعطيت هذه الرسالة بناءً على طلبها.

وتفضلوا بقبول فائق الاحترام

عميد كلية الدراسات العليا

د. نوار قطب



Page 1 of 2

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Appendix C: INTERVIEW PROTOCOLS

A) INTERVIEW PROTOCOL (EMPLOYEES)

1. Introduction

- Introduce yourself and the purpose of the interview (brief information about this research and its aim)
- Explain that their participation is voluntary, and they may choose to end the interview at any time
- Obtain consent to record the interview

2. Obtain background information of the participants

Employee name:

Gender:

Current occupation:

Description of current role and responsibilities

Organization:

Years of experience in the role:

3. Start interview questions about HR Policies and Trust:

- Can you please describe the role of HR department in your organization?
- In your opinion, do you think the HR department plays a significant role in your work organization? If yes please explain how, if no please explain why.

- In your opinion, what are the key factors that contribute to a lack of trust in HR departments?
- In your opinion, do you think HR policies play a role in building trust in HR departments? If yes please explain how, if no please explain why.
- In your opinion, how well do you think the organization implements its HR policies?
- What specific HR policies do you think are most effective in promoting trust in HR departments?
- Can you describe a situation where HR policies were implemented effectively to promote trust in HR departments? and What made the implementation effective?
- Can you describe a situation where HR policies were not implemented effectively, and how that affected trust in HR departments?
- Do connections (wasta) and personal relationships affect the implementation of various?
- What are some potential solutions for addressing a lack of trust in HR departments?

4. Concluding the interview and thanking the participant

- Is there anything else you would like to add to this topic?
- Thank the participants for their time and participation in the interview.

B) INTERVIEW PROTOCOL (THE HR MANAGER)

1. Introduction

- Introduce yourself and the purpose of the interview (brief information about this research and its aim)
- Explain that their participation is voluntary, and they may choose to end the interview at any time
- Obtain consent to record the interview

2. Obtain background information of the participants

Employee name:

Gender:

Current occupation:

Description of current role and responsibilities

Organization:

Years of experience in the role:

3. HR Policies and Trust:

- In your opinion, how important are HR policies for building trust in HR departments?
- Can you describe the specific HR policies that you believe are most effective in promoting trust in HR departments?

- Why do you believe these policies are effective?
- Can you describe a situation where HR policies were implemented effectively to promote trust in HR departments? What made the implementation effective?
- Can you describe a situation where HR policies were not implemented effectively, and how that affected trust in HR departments?
 - What factors contributed to the lack of effective implementation?
- How do you ensure that HR policies are implemented in a way that promotes trust in HR departments?
 - What steps do you take to communicate HR policies effectively to employees?
 - How do you monitor compliance with HR policies?
 - How do you ensure that HR policies are being implemented fairly and consistently across the organization?
- In your opinion, what are the key factors that contribute to a lack of trust in HR departments?
- What are some potential solutions for addressing a lack of trust in HR departments?

4. Concluding the interview and thanking the participant

- Is there anything else you would like to add on this topic?
- Thank the participants for their time and participation in the interview.

Appendix D: Interview Protocol

أ. بروتوكول المقابلة (الموظفين)

1. تعريف

- عرّف عن نفسك وعن الغاية من المقابلة (معلومات موجزة حول البحث وأهدافه)
- وضّح لهم بأن مشاركتهم اختيارية، وأن بإمكانهم إنهاء المقابلة في أي وقت.
- أحصل على موافقتهم لتسجيل المقابلة

2. احصل على معلومات أساسية عن المشاركين

- اسم الموظف:
- النوع الاجتماعي:
- الوظيفة الحالية:
- وصف الدور والمسؤوليات الحالية:
- المؤسسة/الشركة:
- عدد سنوات الخبرة في هذا المنصب:

3. ابدأ بتوجيه أسئلة المقابلة المتعلقة بسياسات الموارد البشرية والثقة

- فضلاً، هل يمكنك أن تصف دور دائرة الموارد البشرية في المؤسسة التي تعمل بها؟
- برأيك، هل تعتقد بأن دائرة الموارد البشرية تلعب دوراً مهماً في المؤسسة التي تعمل بها؟ في حال كانت الإجابة نعم، يرجى إيضاح كيف، وفي حال كانت الإجابة لا، يرجى توضيح السبب.
- برأيك، ما العوامل الأساسية التي تساهم في نقص الثقة بدوائر الموارد البشرية؟
- برأيك، هل تعتقد بأن سياسات الموارد البشرية تلعب دوراً في بناء الثقة بدوائر الموارد البشرية؟ إذا كانت الإجابة نعم، يرجى إيضاح كيف، وفي حال كانت الإجابة لا، يرجى توضيح السبب.
- برأيك، إلى أي مدى تعتقد بأن المؤسسة التي تعمل بها تطبق سياسات الموارد البشرية الخاصة بها؟

- ما هي سياسات الموارد البشرية المحددة التي تعتقد بأن لها فعالية أكثر في تعزيز الثقة بدوائر الموارد البشرية؟
- هل يمكنك أن تصف موقف تم فيه تطبيق سياسات الموارد البشرية بطريقة فعالة تعزز الثقة في دوائر الموارد البشرية؟ وما الذي جعل تطبيقها فعالاً؟
- هل يمكنك أن تصف موقف لم يتم فيه تطبيق سياسات الموارد البشرية بطريقة فعالة، وكيف أثر ذلك على الثقة بدائرة الموارد البشرية؟
- هل تعتقد بأن للعلاقات الشخصية (الواسطة) تأثيراً على تطبيق السياسات؟
- ما هي بعض الحلول المحتملة لمعالجة انعدام الثقة بدوائر الموارد البشرية؟

4. اختتام المقالة وشكر المشارك

- هل لديك ما ترغب بإضافته فيما يتعلق بهذا الموضوع؟
- أشكر المشاركين على وقتهم ومشاركتهم في المقابلة.

ب. بروتوكول المقابلة (مدير الموارد البشرية)

1. تعريف

- عرّف عن نفسك وعن الغاية من المقابلة (معلومات موجزة حول البحث وأهدافه)
- وضح لهم بأن مشاركتهم اختيارية، وأن بإمكانهم إنهاء المقابلة في أي وقت.
- أحصل على موافقتهم لتسجيل المقابلة

2. احصل على معلومات أساسية عن المشاركين

- اسم الموظف:
- النوع الاجتماعي:
- الوظيفة الحالية:
- وصف الدور والمسؤوليات الحالية:
- المؤسسة/الشركة:
- عدد سنوات الخبرة في هذا المنصب:

3. سياسات الموارد البشرية والثقة

- برأيك، ما مدى أهمية سياسات الموارد البشرية في بناء الثقة بدوائر الموارد البشرية؟
- هل يمكنك أن تصف سياسات الموارد البشرية المحددة التي تعتقد بأن لها فعالية أكثر في تعزيز الثقة بدوائر الموارد البشرية؟
 - لماذا تعتقد بأن هذه السياسات فعالة؟
- هل يمكنك أن تصف موقف تم فيه تطبيق سياسات الموارد البشرية بطريقة فعالة تعزز الثقة في دوائر الموارد البشرية؟ وما الذي جعل تطبيقها فعالاً؟
- هل يمكنك أن تصف موقف لم يتم فيه تطبيق سياسات الموارد البشرية بطريقة فعالة، وكيف أثر ذلك على الثقة بدائرة الموارد البشرية؟
- هل يمكنك أن تصف موقف لم يتم فيه تطبيق سياسات الموارد البشرية بطريقة فعالة، وكيف أثر ذلك على الثقة بدائرة الموارد البشرية؟
 - ما العوامل التي ساهمت في نقص التطبيق الفعال؟
- كيف تضمن بأن تكون سياسات الموارد البشرية مطبقة بطريقة تعزز الثقة بدوائر الموارد البشرية؟
 - ما الخطوات التي تتخذها لإيصال سياسات الموارد البشرية بشكل فعال للموظفين؟
 - كيف تراقب الامتثال إلى سياسات الموارد البشرية؟
 - كيف تتأكد من أنه يتم تطبيق سياسات الموارد البشرية بشكل عادل ومتسق في جميع أقسام المؤسسة؟
- برأيك، ما العوامل الأساسية التي تساهم في نقص الثقة بدوائر الموارد البشرية؟
- ما هي بعض الحلول المحتملة لمعالجة انعدام الثقة بدوائر الموارد البشرية؟

4. اختتام المقالة وشكر المشارك

- هل لديك ما ترغب بإضافته فيما يتعلق بهذا الموضوع؟
- أشكر المشاركين على وقتهم ومشاركتهم في المقابلة.

Appendix E: Invitation Letter

Dear [Alpha Bank],

I hope this letter finds you well. I am writing to request your cooperation and support in conducting interviews with [Alpha Bank] employees as part of my dissertation research.

As a graduate student at [Arab American University], I am currently working on a thesis project that focuses on [Exploring the role of human resource policies and their implementation in developing trust in human resource departments]. The aim of my research is to gain valuable insights and understanding of the work environment, employee experiences, and factors that contribute to increasing employee confidence in the human resources department in the company.

To achieve these goals, I am seeking to engage employees from various departments of [Alpha Bank]. The interviews will include a series of questions that explore topics such as how much employees trust the HR department, HR policies, and suggestions for improvement. Interviews will be conducted in private and will be strictly confidential.

Your organization's participation in this research is critical to ensuring the validity and reliability of the results. I assure you that all data collected will be anonymous and will only be used for academic purposes. The information collected will be reported in aggregate form, without any identifying information or reference to specific individuals or departments.

I am asking for your permission to interview willing employees of [Alpha Bank]. The estimated duration of each interview is approximately [half an hour]. Interviews can be scheduled at the participant's time, and I am willing to work closely with your HR department to coordinate logistics.

Your support in facilitating this research project will be greatly appreciated. To confirm your interest in participating, please respond to this invitation no later than [a week] with the following details:

Are any specific guidelines or restrictions that we must adhere to during the interview process

If you have any questions or need more information, please do not hesitate to contact me.

I am grateful for your support, and I look forward to your positive response.

Sincerely,

Kareemh Jameel Zaghal

Arab American University, Graduate Studies / Human Resources Management Program

kareemhzaghal@gmail.com

0595170601

Appendix F: Facilitation of Research Form

Arab American University



الجامعة العربية الأمريكية

Faculty of Graduate Studies

كلية الدراسات العليا

الطلبة الاعزاء

تحية طيبة وبعد،

تهديكم كلية الدراسات العليا في الجامعة العربية الأمريكية أطيب التحيات، وبالإشارة الى الموضوع أعلاه، يرجى التكرم بتعبئة المعلومات المطلوبة بالجدول أدناه ليتسنى إعداد كتاب المهمة البحثية، مع التنويه أنه سيتم إرسالها خلال ثلاثة أيام عمل من تاريخ استلام المعلومات المطلوبة من قبلكم، وفي حال التأخر في إرسال المعلومات المطلوبة أدناه أو إرسال المعلومات ناقصة يتحمل الطالب/ة مسؤولية التأخر في استلام المهمة البحثية.

• اسم الطالب/ة الرباعي وفقاً لسجلات الجامعة	
• الرقم الجامعي	
• اسم البرنامج	
• الدرجة (ماجستير أو دكتوراه)	
• عنوان أطروحة الماجستير أو الدكتوراه	
• اسم الدكتور المشرف/ المشرفين	
• الى من سيتم توجيه الرسالة (عادةً توجه الرسالة الى من يهمله الأمر) في حال طلب مخاطبة شخص محدد يرجى إرسال اسم الشخص، المسمى الوظيفي له واسم المؤسسة	
• لغة الرسالة (عربي أو إنجليزي)	
• تاريخ إرسال المعلومات المطلوبة	
• آلية استلام الرسالة من قبلك (الالكترونياً او ورقياً)	
• ملاحظات من قبل الطالب/ة	

وتفضلوا بقبول فائق الاحترام

ملخص

المقدمة: يعد دور إدارات الموارد البشرية في تعزيز الثقة بين الموظفين أمراً هاماً لنجاح المؤسسات. تتشكل الثقة داخل المؤسسات بناءً على السياسات التي تطبقها إدارات الموارد البشرية ومدى فعاليتها. توضح الأدبيات الحالية أهمية الشفافية والعدالة والتواصل الواضح في بناء الثقة. ومع ذلك، فإن ممارسات إدارات الموارد البشرية في الشرق الأوسط، وخاصة في فلسطين، لم تتم دراستها بشكل كافٍ، مما يتطلب دراسة متعمقة في الأمر.

الأهداف: تهدف هذه الدراسة إلى استكشاف تصورات الموظفين حول الثقة في إدارة الموارد البشرية في القطاع المصرفي الخاص في فلسطين، مع التركيز على كيفية مساهمة سياسات الموارد البشرية وتطبيقها في بناء هذه الثقة. كما تسعى الدراسة لفهم العوامل التي تؤثر على الثقة من منظور كل من الموظفين وإدارة الموارد البشرية.

المنهجية: تم استخدام تصميم البحث النوعي من خلال دراسة حالة في أحد البنوك الرئيسية في فلسطين. تم جمع البيانات من خلال مقابلات شبه منظمة مع 15 موظفاً، شملت مديري الموارد البشرية ورؤساء الأقسام والموظفين عموماً. تم إجراء تحليل موضوعي لتحديد الموضوعات الرئيسية المتعلقة بالثقة في سياسات الموارد البشرية وتطبيقها والعوامل المؤثرة على ثقة الموظفين في الموارد البشرية.

النتائج: حددت الدراسة عدة موضوعات رئيسية تسهم في بناء الثقة لدى الموظفين اتجاه إدارات الموارد البشرية، منها: أهمية العدالة والشفافية في تطبيق السياسات، قنوات التواصل الفعالة، تواجد قسم الموارد البشرية وسهولة الوصول إليها، والتحديات التي تواجه الموارد البشرية مثل مقاومة التغيير والعوامل الثقافية. تبين من المقابلات أيضاً، أن ثقة الموظفين في الموارد البشرية تتأثر بشكل كبير بتطبيق السياسات بشكل موحد على الجميع، وتقليل المحسوبية، واتباع نظام مكافآت عادل.

القيود: استُخدمت عينة محدودة ومحددة السياق في هذا البحث النوعي، واستندت إلى منهجية دراسة حالة واحدة. قد يحد هذا من نطاق تطبيق النتائج. كانت المقابلات هي الوسيلة الوحيدة لجمع البيانات نظراً للوضع الاقتصادي في فلسطين، والاضطرابات السياسية، ومحدودية الوصول إلى البيانات. علاوة على ذلك، ربما يكون اختيار البنك للمشاركين واعتماده على جهة واحدة قد أدى إلى تحيز. على الرغم من أن استخدام العديد من دراسات الحالة قد يُحسن من صحة البيانات والفهم المقارن،

إلا أنه لم يكن عملياً في هذه الحالة. على الرغم من هذه العيوب، تُقدم الدراسة معلومات ثاقبة حول إجراءات الموارد البشرية في بنك ألفا، وتُمهّد الطريق لمزيد من البحث. الكلمات المفتاحية: إدارة الموارد البشرية، الثقة، تطبيق السياسات، تصورات الموظفين، القطاع المصرفي.