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ماجستير إدارة الأعمال

The Impact of Line Managers' Human Resources Competencies on Human Resources Management Implementation Effectiveness in the National Operating Banks in the Gaza Strip

**أثر قدرات المديرين المباشرين في الموارد البشرية على فاعلية
ممارسة إدارة الموارد البشرية في البنوك الوطنية العاملة في
قطاع غزة**

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**A thesis submitted in partial fulfilment of requirements for the degree of Master
of Business Administration Program**

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Declaration

I understand the nature of plagiarism, and I am aware of the University's policy on this.

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إقرار

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The Impact of Line Managers' Human Resources Competencies on Human Resources Management Implementation Effectiveness in the National Operating Banks in the Gaza Strip

أثر قدرات المديرين المباشرين في الموارد البشرية على فاعلية ممارسة إدارة الموارد البشرية في البنوك الوطنية العاملة في قطاع غزة

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نتيجة الحكم على أطروحة ماجستير

بناء على موافقة عمادة البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحث/ عبدالعزيز احمد عبدالعزيز ابوحيه لنيل درجة الماجستير في كلية الاقتصاد والعلوم الإدارية/ قسم إدارة الأعمال وموضوعها:

أثر قدرات المديرين المباشرين في الموارد البشرية على فاعلية ممارسة إدارة الموارد البشرية في البنوك الوطنية العاملة في قطاع غزة

The Impact of Line Managers' Human Resources Competencies on Human Resources Management Implementation Effectiveness in the National Operating Banks in the Gaza Strip

وبعد المناقشة التي تمت اليوم السبت 5 محرم 1443 هـ الموافق 2021/08/14م الساعة الثانية عشرة مساءً، في قاعة مبنى قاعة اجتماعات كلية الاقتصاد والعلوم الإدارية اجتمعت لجنة الحكم على الأطروحة والمكونة من:

.....
.....
.....

مشرفا ورئيسا
مناقشا داخليا
مناقشا خارجيا

د. صديق توفيق نصار
د. سامي على أبو الروس
د. علاء الدين خليل السيد

وبعد المداولة أوصت اللجنة بمنح الباحث درجة الماجستير في كلية الاقتصاد والعلوم الإدارية/قسم إدارة الأعمال.

واللجنة إذ تمنحه هذه الدرجة فإنها توصيه بتقوى الله تعالى ولزوم طاعته وأن يسخر علمه في خدمة دينه ووطنه.

والله ولي التوفيق،،،

عميد البحث العلمي والدراسات العليا

د. يوسف ابراهيم الجيش



Abstract

The study aimed to examine the relationship between line manager's HR competencies (Knowledge, communication, development, conflict resolution, Compliance, and Characteristics) and HRM implementation effectiveness in the national operating banks in the Gaza strip, and identify the impact of line manager's HR competencies on HRM implementation effectiveness in the operating banks in the Gaza strip. In order to achieve the study objectives, the study used the descriptive analytical method, and simple random sampling from the employees of five national banks operating in the Gaza strip (Bank of Palestine, the Palestinian Investment Bank, al-Quds Bank, the Palestinian Islamic Bank, and the Arab Islamic Bank), from the managers, the head of departments and other employees who perform their work using computers, with a sample of 272 employees. The questionnaire has been developed having three sections namely, demographic factors, line manager's HR competencies items and HRM implementation effectiveness items. Data were collected and analyzed using Statistical Package for the Social Sciences (SPSS) to test the relationship and the impact between line manager's HR competencies and HRM implementation effectiveness. The results of the study indicated that there are significant positive impact of line manager's HR competencies on HRM implementation effectiveness. In addition, there is a medium level of satisfaction on HR Knowledge and HR Characteristics toward achieving HRM implementation effectiveness with a mean 57.80% and 57.4% respectively, while the rest of the variables appeared above average. Consequently, Gaza strip national operating banks recommended to have special criteria for the selection of line managers and train their current line managers based on HR competencies, this will help to reflect a significant improvement in the performance of the institution and sustains the banks HRM implementation effectiveness.

Keywords: *Line Managers, Human Resources Competencies, Human Resources Management Implementation Effectiveness, National Operating banks in the Gaza Strip.*

Abstract in Arabic Language

ملخص الدراسة

هدفت الدراسة إلى فحص العلاقة بين كفاءات الموارد البشرية للمدراء المباشرين (معرفة الموارد البشرية، اتصالات الموارد البشرية، تنمية الموارد البشرية، حل نزاع الموارد البشرية، امتثال الموارد البشرية، وخصائص الموارد البشرية) وفاعلية ممارسة إدارة الموارد البشرية في البنوك الوطنية العاملة في قطاع غزة. كذلك هدفت الدراسة إلى تحديد تأثير كفاءات الموارد البشرية للمدير المباشر على فاعلية تنفيذ إدارة الموارد البشرية في البنوك الوطنية العاملة في قطاع غزة. ولتحقيق أهداف الدراسة استخدمت الدراسة المنهج الوصفي التحليلي، والعينة العشوائية البسيطة باختيار خمسة بنوك وطنية عاملة في قطاع غزة (بنك فلسطين، بنك الاستثمار الفلسطيني، بنك القدس، البنك الإسلامي الفلسطيني والبنك الإسلامي العربي) حيث شملت العينة المديرين ورؤساء الأقسام وغيرهم من الموظفين الذين يؤدون عملهم باستخدام أجهزة الكمبيوتر وعددهم 272 موظفًا. وقد أعدت الاستبانة بشكل أساسي من ثلاثة أقسام: العوامل الديمغرافية، عناصر كفاءات الموارد البشرية للمدراء المباشرين وعناصر فاعلية ممارسة إدارة الموارد البشرية، ومن ثم تم جمع البيانات وتحليلها باستخدام البرنامج الإحصائي (الحزمة الإحصائية للعلوم الاجتماعية-SPSS). وقد أشارت نتائج الدراسة إلى وجود تأثير إيجابي لكفاءات الموارد البشرية للمدراء المباشرين على فاعلية ممارسة إدارة الموارد البشرية في البنوك الوطنية العاملة في قطاع غزة، وأن هناك مستوى متوسط من الرضا بشأن "معرفة الموارد البشرية" من وجهة نظر المبحوثين، وبمتوسط حسابي بلغ (57.80%)، كما أن هناك مستوى متوسط من الرضا عن "خصائص الموارد البشرية" من وجهة نظر المبحوثين وبمتوسط (57.4%)، بينما ظهرت باقي المتغيرات فوق المتوسط. وبناءً على نتائج الدراسة، أوصت الدراسة البنوك الوطنية العاملة في قطاع غزة بوضع معايير خاصة لاختيار المديرين المباشرين بناءً على الكفاءة، وتدريب المدراء المباشرين الحاليين، لرفع مستوى كفاءاتهم، الأمر الذي سيعكس تحسناً كبيراً في أداء المؤسسة، والحفاظ على فاعلية ممارسة إدارة الموارد البشرية.

الكلمات المفتاحية: المدراء المباشرين، كفاءات الموارد البشرية، فاعلية ممارسة إدارة الموارد البشرية، البنوك الوطنية العاملة في قطاع غزة.

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

«يَرْفَعِ اللَّهُ الَّذِينَ آمَنُوا مِنْكُمْ وَالَّذِينَ
أُوتُوا الْعِلْمَ دَرَجَاتٍ»

المجادلة: [11]

Dedication

I dedicate this research to:

My darling parents, who were the primary supporters of my study.

My lovely wife for continuous assistance and support.

My daughters Lareen and Lana.

My sons Ahmed, Ameer, and Tameem.

My dear siblings, and every one of my relatives, companions, and to everyone helped me carry out this research, and everyone motivated me.

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Abdalaziz Ahmed Abuhayya

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Chapter 1

Research General Framework

Chapter 1

Research General Framework

Introduction

Working in an unstable environment, National banks in Palestine should realize that Human Resource Managers (HRM) should have specific competencies to quickly adapt to the surrounding changes. On the other hand, having these competencies is essential for the banks to effectively implement human resource management functions.

Many researchers assume that the HRM strategy of an organization corresponds with the implementation of this strategy. However, HRM strategies often implemented without a clear direction, or not implemented at all. This can lead to significant differences between the developed HRM strategy and the actual implementation (Terhalle, 2009).

HRM is recognized as one of the key elements in the development and implementation of strategic responses under competitive pressure (Eshet, 2018). The importance of HRM is justified by its capability to provide management with the opportunity to secure organizational competitive advantage through a rich array of policies and practices that prepare the organization for dealing with environmental change (Op de Beeck et al., 2017).

HRM policies and practices are essential element in building human capital and stimulating the necessary behaviors that create advantage for the organization (Ozcelik and Uyargil, 2015). Importantly, the changing demands of HRM functions are evident; organizations need to deal with constant changes in their environment and remain competitive (Bondarouk et al., 2016). Therefore, researchers have suggested revisions be made to the HRM function to enhance its importance to organizations in achieving organizational goals (Evans, 2017).

Line managers today have a critical role in HRM, The line management's position in HRM has become crucial as they are responsible for managing people at the operational level. In this role, they are inevitably responsible for the implementation of HR practices, however, many researchers argue that line managers have been unsuccessful in their HR role; because they are influenced by a number of factors that lead them to perform HR practices ineffectively (Bos-Nehles and Meijerink, 2018).

Based on above, this study aims to identify the impact of line manager's HR competencies on HRM implementation effectiveness in the operating banks in the Gaza strip, it will contribute to supporting human resource management activities, implementing them effectively, and enhancing human resource management capabilities, in banks operating in the Gaza strip.

1.1. Problem Statement

Despite increased research attention of line managers' role in HRM, the effectiveness of HRM implementation by line managers remains to be seen (Mierlo et al., 2018). Where the earlier studies mainly focused on delineating line management's role in HRM implementation (Bainbridge, 2015). More recent studies look at the effectiveness of this implementation and factors explaining successful HRM implementation by line managers (Bos-Nehles et al., 2017).

According to these studies, it appears difficult to achieve a transfer of HR responsibilities from HR department to line managers. Thus, several authors emphasize the need for more research on HRM implementation effectiveness (Madanat and Khasawneh, 2017). Additionally, previous studies focus on competencies from the perspective of HRM implementation effectiveness by line managers, looking at the impact of various organizational, individual and interpersonal factors of line managers competences toward achieving HRM implementation effectiveness (Erasmus et al., 2017), ignoring the main line managers competences. Moreover Jo (2016), Terhalle (2009), and Wynen and Hondeghem (2015) recommended to look into line managers competences which contribute positively in the implementation of human resources management activities in many institutions.

From the practical point of view, National Palestinian banks selected their line managers without using the basic criteria based on the main HR competences which lead to achieve HRM implementation effectiveness. Meanwhile, the global perspective of line managers need to have HR competences to perform effectively toward achieving organization goals and objectives (Kelly, 2017; Mash and Alder 2018).

Based on the above, the study problem can be formulated with the main question:

"What is the impact of "line manager's HR competencies" on HRM implementation effectiveness in the operating banks in Gaza strip?"

This question includes questions subset:

- A. What are the level of line manager's HR competencies in the operating banks in the Gaza strip?
- B. What is the level of HRM implementation effectiveness in the operating banks in the Gaza strip?
- C. Is there a significant relationship between line manager's HR competencies and on HRM implementation effectiveness in the operating banks in the Gaza strip?
- D. Is there a significant impact of line manager's HR competencies on HRM implementation effectiveness in the operating banks in the Gaza strip?
- E. Is there a significant differences between respondents regarding their perceptions of The impact of "line manager's HR competencies" on HRM implementation effectiveness in the operating banks in the Gaza strip, due to demographics, which are (gender, age, qualification, workplace, years of experience).

1.2. Study variables and Model

- 1. Independent variables:** "line manager's HR competencies", includes six dimensions:
 - A. HR Knowledge.
 - B. HR Communication.
 - C. HR Development.
 - D. HR Conflict resolution.
 - E. HR Compliance.
 - F. HR Characteristics.
- 2. Dependent variable:** HRM implementation effectiveness.

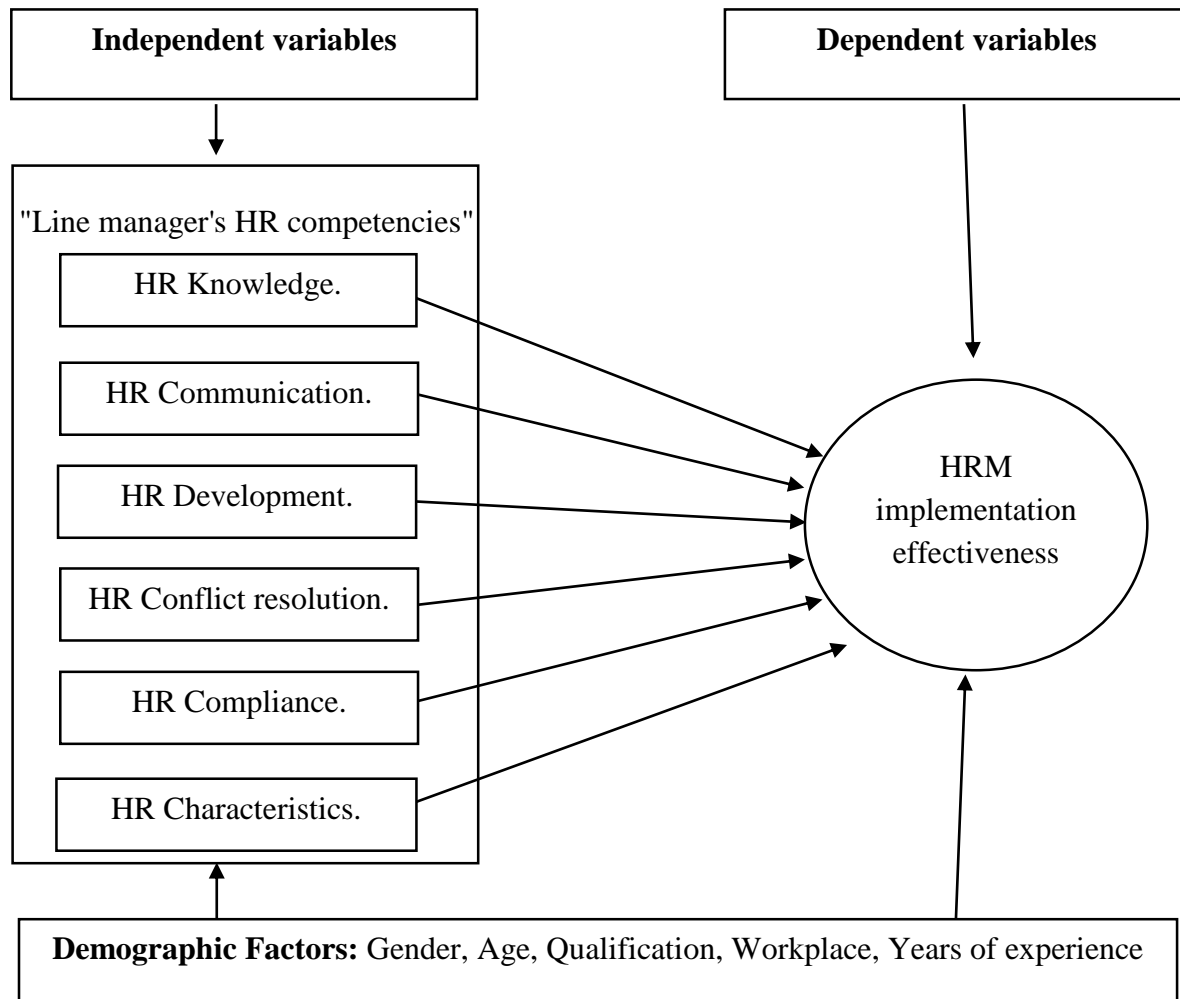


Figure (1.1): The model of the study

Designed by researcher based on previous studies:

(Terhalle, 2009), (Wynen and Hondeghem, 2015), and (Jo, 2016).

1.3. Study hypotheses

- **H-1** There is a positive statistically significant relationship between line manager's HR competencies and HRM implementation effectiveness in the operating banks in the Gaza strip.
- **H-2** There is a positive statistically significant impact of line manager's HR competencies on HRM implementation effectiveness in the operating banks in the Gaza strip.
 - **H2-a)** There is a positive statistical significant impact of HR Knowledge on HRM implementation effectiveness in the operating banks in the Gaza strip.

- **H2-b)** there is a positive statistical significant impact of HR communication on HRM implementation effectiveness in the operating banks in the Gaza strip.
 - **H2-c)** there is a positive statistical significant impact of HR development on HRM implementation effectiveness in the operating banks in the Gaza strip.
 - **H2-d)** there is a positive statistical significant impact of HR conflict resolution on HRM implementation effectiveness in the operating banks in the Gaza strip.
 - **H2-e)** there is a positive statistical significant impact of HR Compliance on HRM implementation effectiveness in the operating banks in the Gaza strip.
 - **H2-f)** there is a positive statistical significant impact of HR Characteristics on HRM implementation effectiveness in the operating banks in the Gaza strip.
- **H-3** There are statistical significant differences at ($\alpha \leq 0.05$) level between respondents regarding their perceptions of The impact of "line manager's HR competencies" on HRM implementation effectiveness in the operating banks in the Gaza strip, due to demographics, which are (gender, age, qualification, workplace, years of experience).

1.4. Study objectives

The study's main objective is to investigate the impact of "line manager's HR competencies" on HRM implementation effectiveness in the operating banks in the Gaza strip, specifically; the study aims at achieving the following objectives:

- A. Examining the relationship between (line manager's HR competencies) "HR Knowledge, HR communication, HR development, HR conflict resolution, HR Compliance and HR Characteristics) and (HRM implementation effectiveness) in the operating banks in the Gaza strip.
- B. Identify the impact of line manager's HR competencies on HRM implementation effectiveness in the operating banks in the Gaza strip.
- C. Provide recommendations to operating banks in Gaza strip decision makers about the features of "line manager's HR competencies" and the methods of activate them.

1.5. Study importance

A. Scientific importance

This study contributes to shedding light on one of the new and important topics in modern management thought (line manager's HR competencies and HRM implementation effectiveness), thus, the researcher hopes that this study will provide researchers and supervisors with knowledge. The current study provides scientific libraries with new concepts about the subject of study

B. Practical importance

This research contributes to the study of line manager's HR competencies in the operating banks in Gaza strip, and discovering problems and obstacles of these competencies, and giving solutions and suggestions that will help the banks to overcome these obstacles and problems, this research will develop and empirically tests a conceptual framework, thus providing a practical view to improve these competencies in appropriate ways.

1.6. Limitations of study

There are a considerable number of troubles and difficulties that the researcher encountered in preparing this study. For example:

1. Lack of previous studies and absence of literature that supports the framework of the research, specially those related to the line managers competences.
2. Most banks refuse to cooperate with researchers in providing them with information or agree to distribute questionnaires because they believe that researchers may misuse the data provided by them which affects the purpose of the research studies for which this particular data may be of paramount importance. As a result, low survey response rate and participation in this form of data collection is less likely or the quality of their participation is questionable.

Chapter 2

The Literature Review

Chapter 2

The Literature Review

2.1. Introduction

Today, the business world faces a huge universal competitive HR policies and practices. So, the HRM needs distinctive managers with special traits and capabilities that lead to HRM implementation effectiveness. All the managerial levels of the HR department are important in the HRM practices and each of them has his/her roles and responsibilities. The HRM implementation effectiveness involves a cooperative managerial process from all the HR levels.

Line manager role in the human resource activities is a debatable issue during the last twenty years where the line managers' role has changed from controlling role to the leader role. This leads researchers to focus on different terms like team leader, front-line managers and the supervisor term. Recently, the role of the line manager has reformed in the decision making process of the human resources because of the urgent need of the customer service and renewal of commercial value. The line managers' participation in the delivery activities and in the HR practices can help to achieve more strategic approach in value-added employee management (Hassan et al., 2014). Lately, the HR competencies model are used in several fields of HRM practices such as the individual functions including recruitment and selection, performance management, organizational strategic planning, and design of organizational structure and culture. The HR is considered as a core element in organizations' success and it is a source of the sustained competitive advantage (Vu, 2017).

This chapter presents a theoretical review of the theories, concepts of the HRM, HR managers' levels, models of HR competencies, and line manager's HR competencies. In addition, it presents the model of the present study. Also, it provides some main ideas and opinions about the HRM implementation effectiveness in addition to the indication to the Palestinian banking sector and its statistics and figures.

2.2. Section One: The HRM and Line managers' competencies

2.2.1. The HRM definition and development:

The HRM can be defined as “the process of managing human talents to achieve organizations’ objective” (AlShaikhly, 2017). Regarding to AlShaikhly (2017) and Armstrong and Taylor (2014) the HRM as a comprehensive and coherent approach to people's employment and development. HRM can be regarded as a philosophy about how people should be managed, which is supported by a number of theories relating to the behavior of people and organizations. It is concerned with the contribution it can make to improve organizational effectiveness through people but it is concerned with the ethical dimension – how people should be treated in accordance with a set of moral values. The HRM practices defined as some of the organizational activities aimed at managing the human resource group and ensuring that the resources are used to achieve the objectives of the organization (AlShaikhly, 2017).

The HRM activities includes multiple tasks as talent recruitment, benefit management, labor relations, and some other legislation issues such as health and safety of employees. HRM has a long history where the starting of HRM was in England during the 1800s. The Human Resource Development (HRD) activities began to appear in America during the Industrial Revolution (N.Richman, 2015). There are some variances between the HRM and HRD terms where the HRM is a group of practices to know the required HR, the way to get them, and the procedures we should to do to achieve the HR goals. HRM includes HR planning, recruitment and selection, training, compensation, development, career development, and performance management. HRD is a set of systematic activities to enrichment employees by skills, knowledge, and experiences to meet what are needs to achieve the goals. HRD comprises organizational development, career development, and training and development (Alhalboosi, 2018). Rodríguez-Ruiz (2014) mentioned to 5 phases of the modern business management which characterized by external forces, the five periods contain: the industrial development, scientific management, human relations, systems, and organizational culture. As cited by N.Richman (2015) that (Sleight, 2009) mentioned that the HRM earlier directly linking it to the human development and trade era.

In the context of Palestine, The Palestinian studies achieved that Palestine organizations have the HRM policy and plans in place, and generally these policies are employed. However,

Palestinian organizations really employed those necessary HRM dimensions which generally conducted in similar developing countries and public sector organizations. PNA actually employed those necessary HRM dimensions which described in developing countries such as India, Pakistan, Malaysia, Taiwan, and Iran. Studies conducted at the developing countries suggested the importance of the four HRM elements of recruitment and selection, training, compensation, and performance practices of these developing countries. However, these four dimensions are considered to be the critical dimensions and are important for improving performance and survival of the Palestinian organizations (Al-Sabbah et al., 2017).

There are several of developed perspectives about the development of the HR function. Ulrich, Younger, Brockbank, and Ulrich (2012) mentioned to a “four wave’ theory” which presents four stages of the evolution of the HR function. Wave 1 focused on the administrative and transactional work, work circumstances, and HR services delivery. Wave 2 emphasized on the HR practices innovation. Wave 3 focused on the connection between HR practices and business strategy. Wave 4 is specialized by HR practices developing to derive and respond to external business conditions (Devonport, 2016). Rodriguez (2017) argued that the features of the HR functions have reformed during the 70’s, 80’s, and 90’s. During the 70’s, the HR function was an independent and took a general direction where a lot of settings were placed on the collective negotiation of large and multinational firms to renumbering of merit system used by the national companies. During the 80’s, the integration in the personal management occurs as a responsibility strategy of the administration and handling of HR. the 90’s decade is characterized by including some systems that aim to reward productivity in the collective negotiation as well as the appearance of individualized reward system and a system of added value. Regarding with the HR competency models, the twenty first century witnessed a vital interest in HR competencies development in several markets. A lot of authors have conducted many researches regarding the competency model of the professionals of HR. The HR competency has been varied from emerging to traditional markets. Although, there are an effort to propose competency model by the independent organizations, HR associations, consultants, and researchers, there is a debate about the better competency model (Vu, 2017). The researcher finds that HRM has a very long history where it was developed through different stages, and every development of it has a useful effect on business and in the organizational effectiveness.

2.2.2. The HRM functions and practices

The HR practices are defined as “a system that works on attracting, developing, motivation, and retaining employees to achieve an effective implementation and to keep the survival of the organization and its members” (Tan and Nasurdin, 2011, p. 40).

The core activities of the HRM are varied which include:

- Training which focuses on the orientation of the new employees and improve all categories of employees to prepare them for any future challenges that may face the organization.
- Managing career which helps the employees in following their career life during they grew with the organization.
- Performance appraisal which means the assessment of the employees' performance.
- Compensation management which is an important factor to reward employees for their serve in the organizations, this includes wages, salaries, incentives and benefits.
- Occupational safety, security and health which means providing the employees with the safe and secured work environment to decrease accidents and injuries (Osibanjo and Adeniji, 2012).
- Recruitment is the process of identifying, screening, shortlisting and hiring of the potential human resources for the purpose of filling up the positions within the organizations. It is the central function of human resource management. Recruitment is the process of selecting the right person, for the right position at the right time (Kapur, 2018).
- Selection is the process of picking or choosing the right candidate, who is most suitable for the job. It is the process of interviewing the candidates and evaluating their qualities, which are necessary for a specific job and then selection of the candidates is made for the right positions. The selection of right candidates for the right positions will help the organization to achieve its desired goals and objectives. When selection of the employees takes place, it is vital to ensure that they possess the desired qualifications, skills and abilities that are required to perform the job duties in a well-organized manner (Kapur, 2018).

- Job analysis: The procedure (systematic process) for determining the duties and skill requirements of a job and assign the right person for the assigned job (Osibanjo and Adeniji, 2012).
- Human Resource Planning (HRP): is the process of forecasting, development, and controlling human resource in an organization (AlShaikhly, 2017).
- Occupational safety, security and health which means providing the employees with the safe and secured work environment to decrease accidents and injuries.

2.2.3. The levels and roles of HR managers

The HR manager role concentrates on developing his/her direct employees, so his or her team can do the tasks better internal customers. The HR manager role should be as a partnership and internal provider not as a controlling position (Neves et al., 2012). The HR manager is responsible on the recruitment and staff selection, the evaluator of the required skills for a definite role, the employees' integration and development, the employees' evaluation, defining of the required developed competencies (Neves et al., 2012).

There are several levels of managers exist within the organization. Generally, three managerial levels can be classified to top, middle, and first line management. Each of them have a specific HR role, and have its own characteristics in the issue of the HRM implementation, but the studies about the HR devolution has been focused on the first line management. The first line managers are the lowest level in the team of the organization's management and are mostly participated in operational tasks, controlling and daily work practices, supervising the operating employees' work and report to the middle management (Wynen and Hondeghem, 2018). As cited by Jo (2016) that (Kulik and Bainbridge, 2006) argued that the line managers are involved in many HR activities like recruitment and selection, career planning and development, training and coaching, promotion and termination decisions, performance management, and job design, the day-to-day HR activities such as employee disciplinary action, coaching, performance management, and promotion decisions are shown as the most prime responsibilities of line managers. In addition, the line manager responsibilities include the work scheduling, staff appraisal, facilitating training programs, recommending staff for promotion, and informing staff about business objectives.

Concerning of the middle management, the middle managers are difficult to distinguish due to the ambiguity of the boundaries between the hierarchy levels. The middle managers are often described as “the piggy’s in the middle’ positioned below top management and responsible for supervising other managers”. They mediate, negotiate and interpret the links between the strategic and technical levels of organizations. Also, they are responsible for reaching the best way to organize the resources and the human to achieve the specific department objectives’ (Bos-Nehles, 2010).

A small cadre of managers, which usually includes a chief executive officer, president, or vice president, constitutes the top management. Top management is responsible for the performance of the entire organization through the middle managers. Unlike other managers, the top managers are accountable to none other than the owners of the resources used by the organization. Of course, the top level manager is dependent on the work of all, of his or her subordinates to accomplish the organization’s goals and mission (Obiefuna A., 2014).

2.2.4. The HRM challenges

Recently, there is some issues face the HRM where the globalization of organizations leads to the complexity and shifting the priorities of the processes of HRM and the activities of HRD. Also, the political and environmental interventions influence the change in HRM and HRD fields. In addition, there is gab in connecting between the workforce and psychology where there is a positive effect of the flexible behavior on the work outcomes (N.Richman, 2015). The HRM can no longer preclude that the flexible behavior as one of the critical skill that contributes in achieving high organizational performance and individual development (N.Richman, 2015). Osibanjo and Adeniji (2012) stated that the HR activities in any organization may face some practical challenges like the occupational shifts, workforce quality, causal workers growth, technological shifts, gender diversity, ethnic diversity, age limit, globalization and organizational restructuring. Another perceptive classified these challenges into three types of challenges which including (Osibanjo and Adeniji, 2012) :

- **Organizational challenge:** these are internal and include the restructure of organization, culture of organization, outsourcing, downsizing and decentralization.

- **Environmental challenges:** these are external which include legislation, globalization, labor demand and supply, and work diversity.
- **Individual challenges:** these are related to the employees which include development of employees, insecurity, and reward system.

2.2.5. The HR competencies' models

There are different definitions of the competency term. As cited by Devonport (2016) that Boyatzis (1982) defined competency as “some features of the employees which leads to a greater performance”. Long and Ismail (2008) mentioned that competency include some attributes that result to an effective performance. Ulrich et al., (2008) defined competency as behaviors, knowledge, and skills that individuals exhibit while getting their work done (Devonpor, 2016). Vu (2017) argued that competency defined as five kinds of underlying characteristics including: motives, traits, self-concept, knowledge, and skills. Skill and knowledge competencies are considered as visible characteristics that are easy to improve and develop by the training programs, while motives, traits, self-concept competencies are related to personality and they are difficult to develop. The competency model is defined as “set of competencies that are related to the performance of a job, profession, or organization. Competencies can be technical or behavioral, the technical competency refer to the knowledge-based requirements of definite job category such as HR professionals. The behavioral competency are refer to several job categories, it describes a specific behavior linked with effective job performance and reflect the ways in which knowledge is applied (Popovska and Latkovikj, 2015). There are different models of Human Resource Management (HRM) competencies, Ulrich, Brockbank & Younger’s model, the model of the American Society for Human Resource Management (SHRM) and the Canadian Competencies model aiming at describing all necessary Competencies for HRM professionals (Popovska and Latkovikj, 2015). The most popular of them is (Ulrich, 1997; Ulrich & Brockbank, 2005). Regarding to Hassan et al., (2014) and Ulrich et al., (1997) both line managers and HR professionals are HR champions. HR does not responsible for the HR department only, but it also responsible for the serving of the human community. Human community includes the individuals throughout the organization that leverages HR practices to create and integrate the organization’s ability and leads to value creation and results delivery gained by the organization. To understand the line managers’ roles, it is important to understand the HR roles. The main HR roles and

competencies of Ulrich et al., (1997) were: Strategic Partner, Change Agent, Administrative Expert, and Employee Champion. Figure No. (2.1) explains HR competency model (Ulrich et al., 1997).

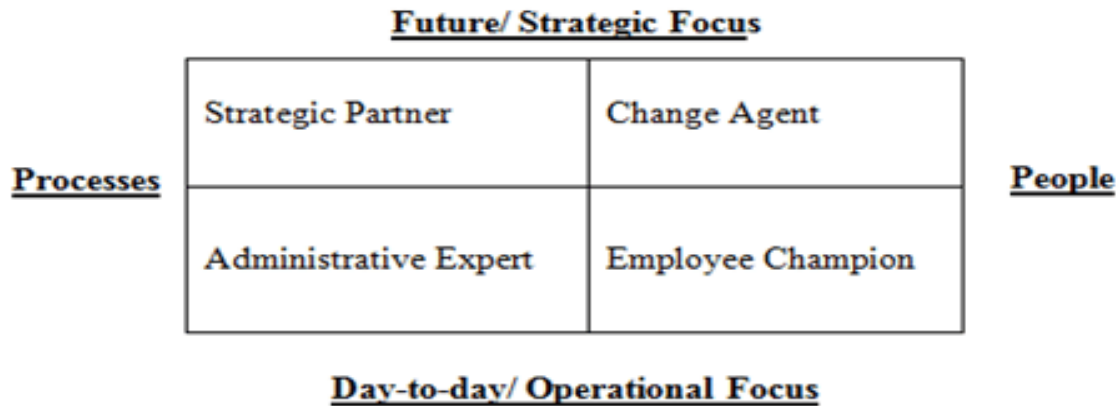


Figure (2.1): HR roles and competency model, Ulrich et al. (1997)

Other competency model developed by (Brockbank, et al., 1999), (Ulrich, Brockbank, & Yeung, 1989), and (Ulrich, Brockbank, Yeung, & Lake, 1995) includes three dimensions of competency that are: Knowledge of business, delivery of HR practices, and change management (Bell, Lee, Yeung, 2006). Some authors like Bell, Lee, Yeung, (2006) added a fourth dimension which is the technology expertise due to the recent integration of technology into the HR function. Regarding to Devonport (2016) this competency model of Ulrich et al. has been re-studied for five years respectively since 1987 to 2008, 2012 and 2016. Ulrich et al., (2008) model focuses on the importance of an adoption of some definite competencies by HR professional managers and that may enrich the HR function effectiveness and also lead to an effective organizational performance. The findings of 2008 model includes six key competencies that are: being credible activist, operational executer, Business ally, talent manager/ organization designer, Cultural change steward, and strategy architect. Ulrich et al., (2008) found that the five HR manager competencies have a positive effect on HR effectiveness and the Credible Activist was the most competencies that has a core influence on the HR effectiveness (Devonport, 2016). Figure No. (2.2) explains Ulrich et al., (2008) HR competency model.

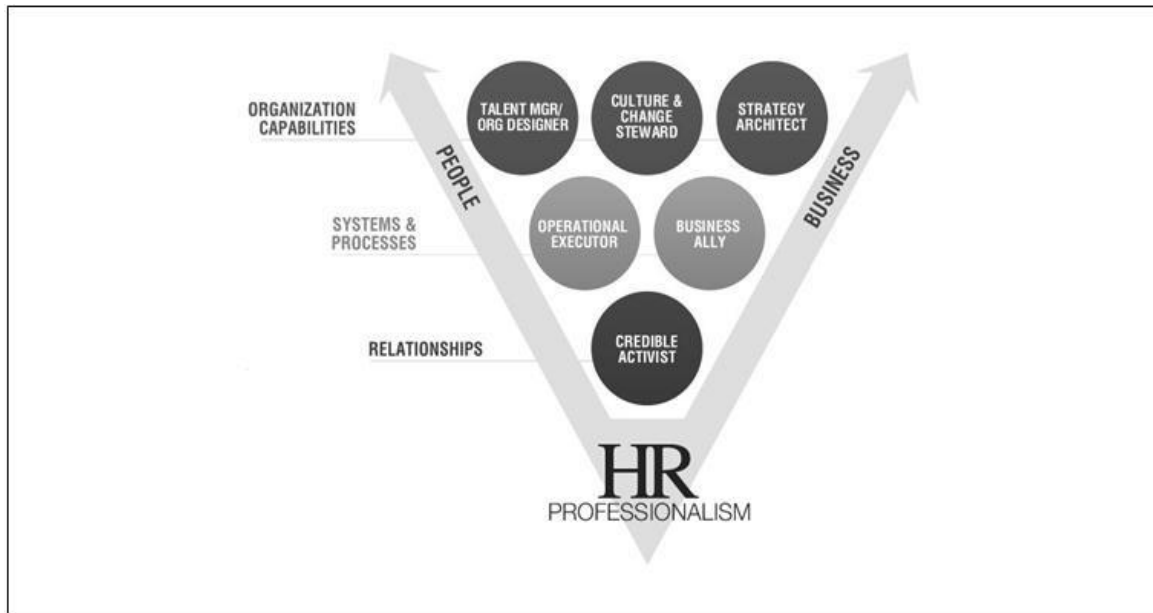


Figure (2.2): HR competency model of Ulrich et al.,2008.

Later, 2012 year witnessed a big development of (Ulrich et al., 2008) model where the authors developed a global survey of HR professionals, line managers, Consultants and academics. They believe that their study will help the HR professionals and managers to significantly increase their competencies level. Ulrich, Younger, Brockbank and Hill, (2012) model identified six core HR competencies including: Strategic positioner, credible activist, change Champion, HR innovator and integrator, capability builder, and Technology proponent. Some of these competencies have taken from the previous models and others have reshaped (Kieran, 2018).

In 2016, Ulrich, Kryscynski, Ulrich, Brockbank (2016) examined 123 items of the HR competencies. They identified 9 competencies for HR professionals. These competencies include:

1. **Strategic positioner:** the ability to position a business to win in its market.
2. **Credible activist:** the ability to create a trust relationship by gaining a proactive view point.
3. **Paradox navigator:** the ability to manage the tensions occur in the organization.
4. **Culture and change champion:** the ability to manage the culture of the organization.
5. **Human capital curator:** the ability to develop people and leaders, individual performance and build technical talent.
6. **Total reward steward:** the ability to manage wellbeing of employees by using the financial and non-financial rewards.

7. **Technology and media integrator:** the ability to use technology and social media.
8. **Analytics designer and interpreter:** To have the analysis skills to enhance the decision making.
9. **Compliance manager:** the ability to manage the compliance processes.

2.2.6. The HR line managers' competencies

The HRM implementation success needs the important HR related competencies. In some cases, line managers do not possess the adequate experiences to deal with the complex HR issues. The possessing HR competencies leads line managers to cope with the uncertainty situations regarding their HR role (Sophei et al., 2016). While Jo (2016) argued that there are many researches deal with the HR professionals' competency, but a few studies definitely deal with the competencies of the HR line managers. On the other hand, Bos-Nehles et al., (2013) defined the line managers' ability as an competency that required to implement the HR practices in the work environment in a successful way. Line managers' HR competency also defined as "line managers' knowledge, skills, and personal characteristics that are important to effectively achieve the HR roles and implement the HR practices" (Jo, 2016). As cited by Jo (2016) that (Spencer (1993) and Boyatzis (1982) classified the line managers' competency into visible and invisible characteristics where knowledge, skills are visible characteristics, and motive, traits, and self-image are invisible characteristics.

There are few studies mainly deal with HR line managers' competencies but there are six main competencies of the HR line managers' that are stated by Jo (2016) which are: HR Knowledge, HR development, HR conflict resolution, HR compliance, HR communication, and HR characteristics. Other study by Averesch (2017) who cited that (Gunawan and Aungsuroch, 2016) stated some attributes and competencies for the first line manager. They put seven managerial competencies that include:

1. **Developing self:** the ability of managers to continuously improving their skills to become an efficient manager.
2. **Planning:** The manager ability to take a decision and to create an effective vision and mission for the subordinates.

3. **Organizing:** the manager ability to breakdown the a specific plan to sub-tasks and to classify the needed resources to them. In addition, organizing means the manager ability to recruit suitable staff and to train the staff.
4. **Leading:** The manager ability to direct the human behavior to achieve the objectives and the tasks.
5. **Managing legal and ethical issues:** the manager ability to identify the legal and ethical situation of the firm. This requires a political and pleading skill.
6. **Budgeting:** the manager ability to make good financial decisions.
7. **Delivering business services:** The manager ability the first-line manager can provide the same care as the subordinates do.

In order to effectively perform the HR roles, it is necessary to understand two important concepts, the HR content and HR process. The HR content is defined as a set of human resource practices important to achieving organizational goals (Jo,2016). The HR process refer to set of activities aimed at implementing, developing, and communicating HR practices (Jo,2016).

The competencies for HR managers as Popovska and Latkovikj (2015) are considered as a vital issue for the following processes:

- **Recruitment and selection:** The HR manager competencies help the organization in providing unbiased criteria and conditions to attract and choose the suitable candidates.
- **Performance management:** by providing fair and unbiased statements to help managers and other staff to discuss and assess performance.
- **Learning, training, and development:** by helping the employees and organization to easily determine their learning, training and development needs.
- **Career development:** by providing an explanation of the required knowledge and behavior at every level and by showing the employees how to acquire new and further development of their skills.

There is a core relationship between competencies of first-line management and effectiveness of self-managing teams and job performance. As cited by Aversch (2017) that (Boyatzis,1982) stated that competencies have a causal relationship with the job effective

performance. But, this is does not mean that mean that the performance of team will be more effectively.

2.2.7. The Line manager's involvement in HRM practices

The line managers are considered as core agents in achieving the HRM practices and policies of HRM due to the support and motivation they provide to their employees. The line manager should to be included in any casual chain in order to measure and explain the relationship between HRM practices and the organizational performance. The behavior and attitude of line managers show the shape of the employee perceptions of their job and the organization. So, the line manager communication quality affects the employee perceptions of HRM practices (Fu et al., 2018). The participation of line managers in HR practices can be seen in the shifting of the HR function to line managers. There are different elements of the line manager's involvement in the HR practices that are the relationship with HR specialists, organizational support, and line managers' commitment (Hassan et al., 2014).

Jo (2016) mentioned to some advantages of delegating the responsibilities to HR line manager. It allows line manager to deal with the local problems with enabling the HR professionals to concentrate on strategic issues rather than daily HR problems. Also, the line manager in HR roles help the organization in decreasing its costs, gaining more comprehensive HRM approach, speedy decision making, and the delegation of HR tasks to the line is considered as an alternative way of outsourcing the HR functions. Other studies mentioned that the participation of line managers in the HR activities has an effect on the employee motivation, line manager's well-being, and the HR department role, the role tensions of professionals, the effectiveness of HR, and the outcomes of organization.

According to Hassan et al. (2014) there are five obstacles of the line managers' participation in the HR practices:

- The line manager's desire in working at the workplace due to their personal motivation or the incentives they receive to achieve their tasks.
- The capacity of line manager where it is linked with the overloaded tasks where they may not have enough time to do the HR practices.

- The line managers' efficiency at the workplace.
- The HR encouragement and support which is linked with the support received by the line managers from the upper management.
- The procedures and policies which used to evaluate the role conflict in the HR management where the line managers' responsibilities is not always clear especially when it is not documented.

Terhalle (2009) added that there are some limitations that may limit the line managers' performance in achieving the HRM practices. These limitations include: (1) desire where the lack of desire for the line managers prevent them to perform effectively, this is due to lack of motivation in a form of incentives, performance appraisal and the understanding of the executing tasks which added value for them. (2) Capacity where the high workloads is a main limit in achieving the HR activities effectively. Competences where line managers need to have the adequate HRM knowledge and skills through the training sessions. (3) Support where line managers need support from HR professionals to achieve their HR tasks. Policies and procedures where line managers need to know their HR roles, the policies and procedures of achieving their HRM practices.

2.2.8. The study theoretical framework

This study adopted the line managers' HR competencies model which developed by Jo (2016) who argued that the line managers' competencies include HR Knowledge, HR communication, HR development, HR conflict resolution, HR Compliance, HR Characteristics. These competencies are the main independent variables of the present study. And the dependent variable is the HRM implementation effectiveness. Figure No. (1.1) explains the present study variables. The independent variables of the present study are discussed as follow:

1. **HR knowledge:** HR knowledge is an important element for the line managers to achieve the HR roles effectively. The roles of the line managers are shifted from the HR professionals and the line managers' competences are put by the HR professionals. The line managers should understand the business operations', the organizations' HR policy and practices, and HR functions for every department in order to the strategic goals of the organization. Also, HR line managers should participate in HR issues solving.

2. **HR communication:** HR line managers should possess the core communication skills that help them to communicate and deliver messages in an effective way in addition to have a cooperating role with employees and other HR department in terms of the achieving and delivery HR practices.
3. **HR development:** the HR employees development is a main role of the line manager. It is important to train and mentor of their subordinates in order to develop them as talents and to achieve the career goals in a long-term. In addition, in the communicating HR feedback, it is necessary to present adequate detailed and constructive opinions in developing subordinates' work experience.
4. **HR conflict resolution:** line managers should have the skills of conflict resolution between subordinates and team members in order to implement the HR practices in a smooth way. Also, the line managers should prevent any problems because when a conflict is not completely resolved, it may lead to additional conflicts. They should achieve the HR practices in a cooperative manner.
5. **HR compliance:** line managers should have the competency to follow the regulations and standards from HR departments in order to effectively achieve the HR practices in order to achieve the firm's goals.
6. **HR characteristics:** the HR characteristics are invisible traits like HR motive, HR initiative, HR responsibilities for successfully performing HR roles. Line managers should have a motive to achieve HR roles well. Also, line managers should be initiative in implementing HR roles where this kind of managers may acquire the value and importance of HR and HR practices. Line managers should feel responsible to achieve the HR roles successfully. And to have the feeling of empowerment and obligation for implementing the HR roles and activities.

2.3. Section Two: The HRM implementation effectiveness

2.3.1. The effectiveness of Human Resource Management:

Regarding to Beeck et al., (2018) and Wright and Nishii's (2013) the effective HR implementation is the distinction between the intended, the actual and perceived HRM. The effective implementation of HRM leads to increase of both the individual and organizational performance.. So, the effective HRM implementation is one of the core elements that influencing the performance

of organization. This study adopts this viewpoint and uses the performance as a main indicator of the HRM implementation.

Effectiveness can be defined as the extent to which the planned goals are achieved. It is an indicator of efforts that led to the expected results. As cited by Hosseini and Nematollahi (2013) that Peter Drucker defined the effectiveness as “to do right things right” and the effectiveness is the reason of the organization’s success. In the HRM filed, the effectiveness is the process of achieving the organization’s goals (Hosseini and Nematollahi, 2013). In the HRM context, the effective HRM implementation is a process that is not only achieved by the HR managers, but also it is the responsibility of line managers and other employees of the firm. The HRM responsibilities are being passed on to line managers, who became more participated in the HRM issues (Ozcelik and Uyafgil, 2015). The HRM implementation effectiveness was defined as “effectiveness of line managers in implementing HRM practices on the work floor” (Bos-Nehles et al., 2018). The main task of the HRM implementation requires a care of implementation especially in the content quality. The HRM implementation effectiveness is the most accurate to close the well-documented gap between the actual and the intended HRM. It matches with the task of making things happen in the day-to-day life of the organization (Sevilla, 2011). Some authors called for a process perspective in HRM implementation concentrating on the engaged usage of HRM practices. The effectiveness implementation of the HRM practices needs the line managers who use these practices in a regular basis, because they are the ones who are responsible for the HRM implementation in the firm (Bos-Nehles et al., 2018).

2.3.2. The dimensions of HRM implementation effectiveness:

Many literatures linked between the HRM implementation effectiveness and the work performance as a measuring tool of the organizations’ HRM implementation effectiveness. Regarding to Beeck et al., (2018) and Wright and Nishii’s (2013) the effective HRM implementation is the distinction between the intended, the actual and perceived HRM. The effective implementation of HRM leads to increase of both the individual and organizational performance. So, the effective HRM implementation is one of the core elements that influencing the performance of organization.

Some authors argued that the HRM effectiveness has divided into two categories which are the technical and the strategic effectiveness (Hosseini and Nematollahi, 2013). HRM effectiveness includes different dimensions that are summarized as the following:

- the use of organization performance metrics like return of investment, productivity...etc. these may be as main indicators of the HRM effectiveness practices like employee election, development and retention, staffing, human resource development, compensation, safety and health management and the labor relations (Azhar et al., 2015).
- There is some calls about linking the HRM implementation level and work performance where the HRM implementation level can be defined as “ the extent of the HR practices implementation by every line manager where when the line manager continuously select to use a lot of HR practices of the organization, their HR implementation is high. On the contrary, when the manager selects a few of the HR practices of the organization, their HR implementation level is low”. And, the work performance is defined as the outputs of the operations of the work units or the achieving of its goals. Work performance can be categorized into three elements like: financial performance (profitability and growth of sales), operational performance (Work quality, work quantity market effectiveness, and market share growth), and organizational effectiveness (goals of organization) (Mahmood et al., 2017).
- It is important to explore the HRM role of line managers to examine that the actual implementation of line managers HRM role confirms to the intended HRM role that put by the policy makers. If there is conformance, the HRM effectiveness can have a positive effect on the organization. In addition, the evaluation of the HRM practices implementation may help the managers to understand the key of improving the employees’ satisfaction of HRM (Mat, 2014). Mat (2014) stated that there are three factors assess the HRM effectiveness which includes: HR service, role, and contributions. HR service includes the services delivered to transfer the HR policies into practices. An HR role includes the four HR function of Ulrich’s (1997) classification which includes (business partner, change agent, administrative expert, and employee champion). HR contribution is evaluated in terms of the stakeholders’ recognition about the HRM function towards the organization’s achievements. The HR service is the most important factor in evaluating

the HR function value where HR service mainly deals with the line managers' HRM role where they are responsible of the HR practices implementation.

- Rimi (2015) added that the HRM effectiveness evaluates the degree to which the HRM functions of the organization deliver high quality strategic and technical HRM activities. **The technical HRM effectiveness:** measures the degree of how well the HRM functions achieve the traditional management activities like recruitment and selection, training and development, performance and compensation system. **The strategic effectiveness:** is the degree of how well the HRM function develops the human abilities and skills to satisfy the business requirements including: teamwork, communication, involvement, enhancing quality and developing talents (Rimi, 2015).
- Other researchers measure the HRM implementation effectiveness according to the perceptions of employees of their line manager's effectiveness in implementing HRM practices. The HRM effectiveness may be measured as the satisfaction of subordinates regarding the way their line managers carried out the HRM practices and activities (Bos-Nehles and Looise, 2013). Kuiper (2015) confirmed that the effectiveness of HRM implementation can be measured by the subordinates view-point about the satisfaction level they receive from line managers on the work floor where the HR practices is heavily influenced by the perceptions of employees that shaped by experience and attitudes toward supervisors. So, the relationship between the line manager and subordinates must be evaluated.
- Other viewpoint that HRM implementation consists of both the content and the process of HRM. The HRM content includes what the HR practices implemented. The process of HRM implementation relates to how the practices are implemented (Vermeeren, 2014). Gilbert, De Winne and Sels (2011) argued that the role of line managers covers two main components which are: the management and leadership. The management component includes the achieving of specific and formal HR practices such as recruitment and selection. This component links to the content dimension. The leadership component includes the continuous display of a wide different behaviors that affects the attitudes and behaviors of employees. This component links to the process dimension of HRM implementation.

The studies that deal with the effective HRM implementation by line managers have been limited until now. But, many studies argued that the HRM implementation effectiveness depends on several factors that directly affect the line managers' performance. These factors include the HR support and the HR devolution that play a very important role in creating the capacity of line manager. Many recent studies confirm that HR support positively affects the effective HRM implementation and the HR devolution is considered as a main element that encourages the line managers to achieve their HR role effectively (Beeck et al., 2015).

Sevilla (2011) stated that the HR implementation effectiveness can be measured by the constituent of the adequateness of the HR tools, and this is an important element which focuses on two main factors that are: the HR content quality and the implement-ability. The HRM tool needs to be set up in such way that those who are supposed to use it feel inclined and enabled to do so. The implement-ability and the content quality are two essential requirements for the effective HRM implementation. So, $\text{HRM effectiveness} = \text{HRM content quality} * \text{HRM implement-ability}$ (Sevilla, 2011).

In this context, as mentioned previously that as cited by Beeck et al., (2018) that Wright and Nishii's (2013) that the effective HR implementation is the distinction between the intended, the actual and perceived HRM. The effective implementation of HRM leads to increase of both the individual and organizational performance.. So, the effective HRM implementation is one of the core elements that influencing the performance of organization. This study adopts this viewpoint and uses the performance as a main indicator of the HRM implementation.

2.3.3. The role of line managers in the HRM implementation effectiveness:

Recently, the line managers are considered as a main element in determining the link between the HR system and the work performance as they bring HR policies to life. There are many researches deal with the line manager's participation in HRM activities. In the HRM implementation process, the line managers affect both the attitude and behavior of employees and the work performance of different units (Mahmood et al., 2017). The role of line manager is summarized at the following points:

- There are increasing calls for line managers to act as business partners in linking with other HR employees regarding with HR processes. Recently, the HRM

implementation by line managers related with employment of subordinates has become a common issue (Ozcelik and Uyafgil, 2015).

- An important role is assigned to the line manager in HRM implementation due to their management responsibilities for people positioned lower in the organization. The line manager is considered as a key channel for developing and involving the employees. They are responsible for border business responsibilities like devolved HRM. In other word, the line managers are able to link the HR management to the strategic direction of the organization to implement it and put it in practice (Kuiper, 2015).
- Kupier (2015) mentioned to some responsibilities of the line manager which are: motivating and reinforcing, disciplining and punishing, managing conflict, staffing, and training and development.
- Line managers have the task of achieving the HRM activities besides their traditional supervisory duties (Vermeeren, 2014). The line managers are considered as the main implementers of HR practices in addition to the HR department. There is a strong collaboration between HR department and line managers which lead to some of synergies that enforces the company value. It is important to create HR partnership between HR professionals and line managers due to they are sharing the HRM responsibility of an organization. Although of the importance of this partnership but it is considered as an ideal situation which is difficult to occur in all institutions (Sophei et al., 2016).
- The line manager also plays a critical role in HRM as they have the responsibility of multiple HRM activities where they have the task of achieving the intended HR practices in order to influence the employees' behaviors and attitudes in their work unit. So, the differences between the intended practices and the practices perceived by employees will be affected by the line managers' implementation of HR practices. This enforces the relationship between the effectiveness HRM implementation and performance (Paauwe et al., 2013).
- In addition, the main two roles of the line mangers include: the management and leadership role where the management role focuses on the legislation of the HR practices by line managers and this linking to actual HR practices in the HRM

implementation effectiveness. The leadership relates to the leadership behavior of the line managers. Both elements may affect the attitudes and behavior of the employees and also affect the effectiveness of HRM implementation (Vermeen, 2014).

2.4. Section Three: The Palestinian Banking sector in Gaza Strip

2.4.1. The evolution of the Palestinian banking sector:

The banking sector appearance in Palestine has influenced by several aspects especially the political situation of Palestine. Earlier than 1948, there had been numerous operating banks in Palestine, the most popular bank which established in 1930 in Jerusalem and turned into the Arab bank and had a lot of branches. During 1948-1967, there have been many financial institutions in Palestine where the west bank linked with the Jordanian financial institutions and Gaza strip followed the Egyptian banking system. In the West Bank, there were 8 banks and 32 branches, while in Gaza Strip; there were 6 banks and 7 branches. The Bank of Palestine had a permission to work in Gaza strip in 1928 but the Cairo and Amman financial bank had approval in 1986 in the West Bank. Banks in Gaza strip and West Bank stopped their operations in both of Gaza strip and West Bank during 1967 and 1993 due to the Israeli occupation. A lot of political and economic changes occurred after signing the pairs protocol about the economic relations between Israel and the Palestinian National Authority (PNA) in 1994 (Al-Kourid, 2007). Salman (2016) added that the evolution of the banking sector in Palestine has started after the coming of the Palestinian Authority in 1994 where they established the Palestinian Monetary Authority (PMA). PMA worked as the center of the related banks and changed its focus to reconstruct the PMA. The banking sector comprises from the Palestinian Economic Authority and the banks presenting their services in many regions in Palestine.

The Palestinian banking sector was rabidly expanded because of the rapid banking and technological developments, and it had become efficient and incredibly certified. According to PMA report 2011 that the banking Palestinian sector consists of 18 banks providing their services in different Palestinian areas which reached to 175 branches and offices at the end of 2010 which distributed to 143 offices inside the West Bank and 32 branches inside the Gaza strip (Kalloob, 2013). Based on the PMA report of 2013, these banking offices and branches are expanded to 237

offices that divided into 192 branches in the West Bank and 45 offices in the Gaza strip. 14 new branches were opened in 2018 to have 351 branches and offices across the Palestinian governorates. The financial analysis of the Palestinian sector at the end of 2018 showed that the total assets in the banking sector augmented by 1.7% to USD 16, 124, 9 million. The direct credit portfolio also increased by about 5.1% to reach about USD8.432.3 million, or 52.3 percent of the total assets of the banking sector (PMA, 2018). All banks operating in the Palestinian industry have to meet the minimum capital requirements of USD 50 million. In 2011, the banking sector operated USD 7 billion in banking deposits, and presented USD 3.491 billion in credit facilities to the market, equating 49% of the whole deposits. 31.5% of these credit facilities went to the public sector, and 68.5% to the private sector. 87.4% went to the West Bank and 12.6% went to the Gaza strip, this is due to the challenges of the political and economic situations in Gaza strip (Shaath, 2016).

The main services provided by these banks include: current and futures accounts in different currencies, allow remittances and loans, documentary credits and bank guarantees, the Islamic banking services, and the internet banking services. The provided services are the same in all the banks but the distinction feature of any bank relies on the quality of service (Sisalem, 2018). Kallob (2013) added that there are many services provided by the Palestinian banks such as: opening of contemporary accounts of numerous kinds (debtor, creditor) using the three currencies traded (dinar, dollar, the shekel, the euro), issuing checks the use of the traded currencies, acceptance all types of deposits, Granting credit facilities for buyers and others, executing issued transfers and receiving incoming remittances, dealing with and organizing subscription to new local joint stock companies, safes rental to customers, Issuance and sale of traveler's checks, issuance of letters of guarantee and the issuance of guarantee and open letters of credit, payment of checks drawn on the financial institution or gathering checks drawn on different banks for customers of the bank, buying and promoting currencies and Financing the purchase of motors, furniture and premiums (Murabaha and loan) (Kallob,2013).

The Palestinian banking industry was strongly influenced by the Israeli occupation since 1967 to the coming of the Palestinian National Authority where the Palestinian banks faced a lot of the Israeli practices that seek to the withdraw funds of the Palestinian depositors and pumped it to the economy of Israel. After 1967, the banks of Israel monopolized working in Gaza strip and West Bank where Israel made a decision to close all Arab banks in Gaza strip and West Bank and

to start the working of other Israeli banks in Gaza strip and West bank like Bank Hapoalim and Bank Leumi and Bank Mizrahi. These banks lost the citizen's trust because they have an occupational purpose to withdraw the money of depositors and invest it in Israel, and it did not provide the Palestinians any facilities (Shaath, 2016).

2.4.2. The role of Palestinian Monetary Authority (PMA):

The legal framework of the banking industry in Palestine mainly includes the banking law no. (2) Of 2002 and the PMA law of 1997 which are reformed by working with the IMF to meet the best international principles and practices. These rules are categorized into 9 principles which covered some important fields. These principles include:

- Composition of the board of administrators.
- Shape and position of the board of administrators.
- Rights and duties of shareholders.
- Compliance, inner and external audit functions.
- Rewarding.
- Rights and obligations of other stakeholders.
- Disclosure and transparency.
- Risk management.
- Principles of conduct and ethics (Shaath, 2016).

Salman (2015) added that the PMA encourages the sustained economic and financial growth of the Palestinian economy by different procedures that include the following:

- Issuing the regulations and supervision of the operating banks in Palestine.
- Improvement and deployment of the monetary policy which achieve the stability of price.

The Palestinian banking sector works in an effective way where the banks are well-regulated and ruled by the banking law no. (2) Of 2002 and its illustrative rules. Also, the banks do its best practices and follow the international banking policies, the essential principles of banking supervision and its methodology, principles of good corporate governance, Basel I accord.

Work is underway to apply the reviewed international capital framework or Basel II accord (Harb, 2012). Palestine still does not possess its own currency but it deals with 4 currencies: the Israeli currency (New Israeli Shekel, NIS), for daily exchanges; the US Dollar (USD); the Jordanian Dinar (JD) and the Euro (€), for savings and commercial exchanges (Jaraiseh, 2013).

The Palestinian Banking Institute also plays a vital role in the banking sector in Palestine where it presents effective services for banks and financial employees by providing the development courses, training, and workshops. PBI aims to raise the quality level of banks and the employees of banks. It conducted a Certified Bank Teller course which aimed to provide the bank tellers with up-to-date practical basis for all teller operations in Palestinian banking sector. In addition, the PBI conducted sign language program, where several communication methods were used. Also, for the last three years, the PBI has been distinguished for offering the Six Sigma certification programs (yellow, green and black belts), which focus on the development of quality. The PBI conducts these programs in collaboration with renowned international institutions (Salman, 2015).

2.4.3. The classification of the banks operating in Palestine:

The banking industry in Palestine continued to improve in 2010 to have 212 offices distributed in different areas in Palestine including many rural regions where those branches implement the PMA policy to provide the rural areas in Palestine with the main banking services by establishing various offices there in addition to make many facilities there. The year 2010 witnessed many changes such as the voluntary liquidation of Al-Aqsa Islamic bank and the compulsory liquidation of Palestine International Bank because of the banks' restructuring, enhancing competitiveness, and treating the banks' weakness. As a result, the number of banks was reduced to 18 banks compared to 20 banks in 2009 (Kallob, 2013).

The Palestinian banking sector is classified in to two groups:

- **National banks:** : it consists of the Palestinian nationality banks and numbering 7 banks and 5 of these banks are operating in the governorates of the Gaza strip. The local banks include Bank of Palestine, Arab Islamic Bank, Islamic Bank of the Palestine, Al Quds Bank for Development and Investment, Palestinian investment bank, and Palestine commercial bank.

Table (2.1): The National banks in Palestine

#	Bank name	Branches
1	Bank of Palestine	72
2	Palestine Investment Bank	18
3	Al Quds Bank	40
4	Arab Islamic Bank	22
5	Palestine Islamic Bank	43
6	The National Bank	26
7	Safa Bank	6
Total		227

Source. PMA report, 2018

- **Foreign banks:** it consists of the banks that have any other the Palestinian nationality, and are categorized into Egyptian, Jordanian, and foreign banks where they comprise 7 banks namely: Cairo Amman Bank, Arab bank, Bank of Jordan, Egyptian Arab land bank, Egyptian Arab land bank, Jordan Commercial Bank, Jordan Ahli Bank, and The Housing bank for Trade and Finance.
- **Table (2.2):** The foreign banks in Palestine

#	Bank name	Branches
1	Cairo Amman Bank	21
2	Arab Bank	31
3	Bank of Jordan	36
4	Egyptian Arab Land Bank	7
5	Jordan Commercial Bank	5
6	Jordan Ahli Bank	9
7	Housing Bank for Trade and Finance	5
Total		112

Source. PMA report, 2018

The latest report of PMA (2018) mentioned to a list of the Palestinian banking institutions where the PMA classified the banks into the local banks and the foreign banks.. This is explained at Figure No. (2.4).

PMA					
Local Banks			Foreign Banks		
1960	Bank of Palestine P.L.C	72	1986	Cairo Amman Bank	21
1995	Palestine Investment Bank	18	1994	Arab Bank	31
1995	Al Quds Bank	40	1994	Bank of Jordan	36
1996	Arab Islamic Bank	22	1994	Egyptian Arab Land Bank	7
1997	Palestine Islamic Bank	43	1994	Jordan Commercial Bank	5
2006	The National Bank	26	1995	Jordan Ahli Bank	9
2016	Safa Bank	6	1995	Housing Bank for Trade & Finance	15

Figure (2.3): The PMA classification of the Palestinian Banking sector.

Source. PMA report, 2018

2.4.4. Statistics and figures about the Palestinian Banking sector

The financial banking sector plays a critical role in improving the economic development. The banking sector leads to the rise in the economic growth rates in any economy. The economic growth theory argues that the financial institutions particularly banks is considered as a very effective tool for developing the productive capacity of the economy and it is a necessary internal source to fund any country specially in the economic growth birth stage (T Abusharbeh ,2017). T Abusharbeh (2017) added that the effective role of the banking sector relies on the following points:

- The ability of the economic growth in attracting deposits from savers.
- Presenting loans to encourage the investment and production.
- Creating economic development to the different of economic sectors like agriculture, industry, and trade sector.
- The intermarry role among borrowers and savers.
- The banking sector creates a formation of the initial capital of the investment project.

The banking sector is a part from the economic system, influencing it and being influenced by it. Even though, the indicators of banking sector (assets, deposits, facilities, equity, and other indicators) continue to grow, but their growth levels in 2018 are lower than in previous years. The total assets increased by 1.7% compared to 11.6% at the end of 2017, to USD 16, 124, 9 million, affected by some changes in the components of assets and liabilities in the consolidated balance sheet of banks. Dealing with the liabilities, the data indicated that the relative importance of the customer deposits raised to 75.8% of the total available funds compared to 75.6% at the end of 2017. Also, the relative importance of PMA and bank deposits decreased to 6.4% compared to 7.2%. But, equity remained stable at 11.9% for the third consecutive year. The relative importance of the remaining liabilities increased to 5.9% compared to 5.3% during the same period (PMA, 2018).

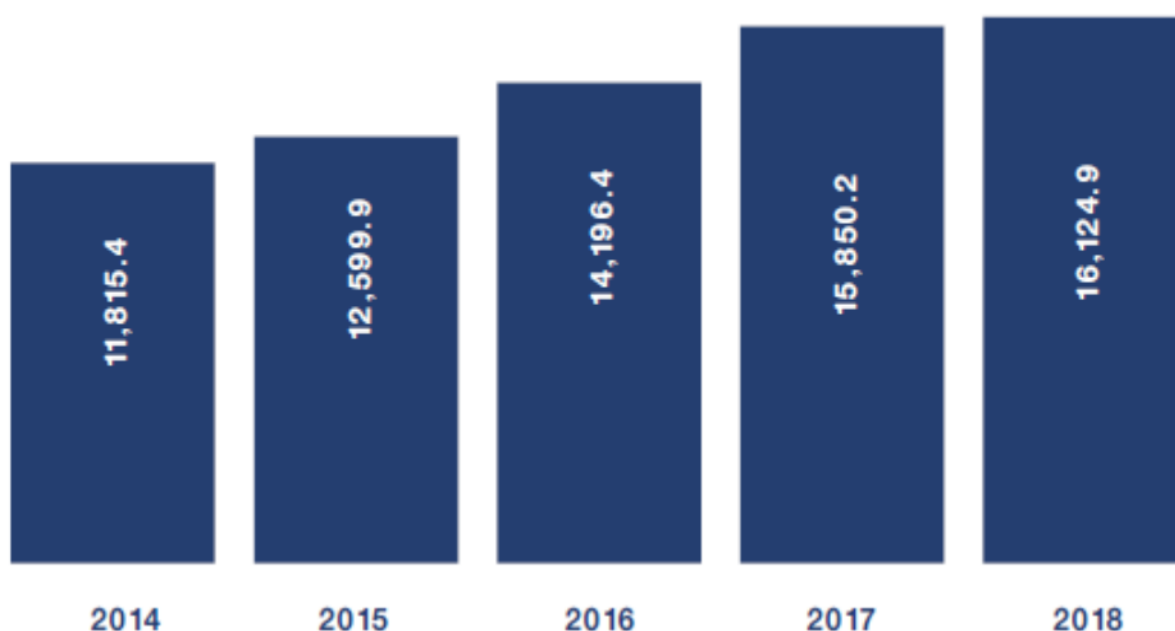


Figure (2.4): Assets of banks operating in Palestine, 2014-2018 by USD million

Source. (PMA, 2018).

Assessment of deposits in the banking sector shows that general deposits (bank and non-financial organizations) at the end of 2018 extended by 1.1 percentage as compared to 11.7 percent at the end of 2017, to USD 13,261.0 million, affected by the increase in non-financial institution deposits, against lower in bank deposits. Bank deposits declined by 9.0 percent, to USD 1,033.6 million, accounting for 6.4 percent of the overall liabilities of banking and approximately 7.8

percentage of general deposits at the end of 2018. In a sign of the continuing go with the flow of finance to banks, due to the instructions of PMA's in providing financial inclusion, mainly those related with banking branching and their cognizance on rural and a long way off regions. In 2018, fourteen new branches and offices were opened, to attain a community of branches and offices distributed in Palestine of 351 branches and offices unfold throughout the Palestinian governorates. Similarly, the bulk of patron deposits (90.4 percent) are concentrated within the West Bank, with a limited element (9.6 percent) in Gaza strip (PMA, 2018).

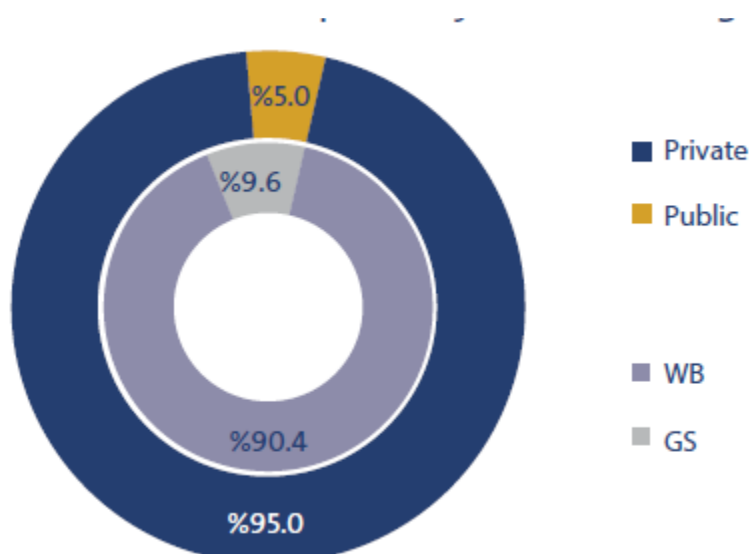


Figure (2.5): Customer deposits by sector and region

Source PMA (2018).

The relative significance of present deposits in favor of financial savings and time deposits has declined; it has continued at the front of the clients' deposit structure at 37.5 percent as compared to 39.2 percent at the end of 2017. Followed by savings deposits, whose relative significance improved to 33.6 percentages in comparison to 32.8 percent, and time deposits at 28.9 percent compared to 27.6 percent. Typical, the client deposit structure in 2018 is the same as that of several years in the past. Also, the relative importance of dollar deposits fell to 37.6 percent of total client deposits from 39.5 percentages in 2017, but the dollar remained the biggest percentage. It appears that the failing of the dollar towards the Israeli Shekel become many of the motives for the decline in the share of the dollar, and growth the proportion of shekel deposits (daily trading currency and settlement of clearing and trading with the Israeli side) to about 36.5 percent as compared to 33.7 percent of total consumer deposits at the end of 2017 (PMA, 2018).

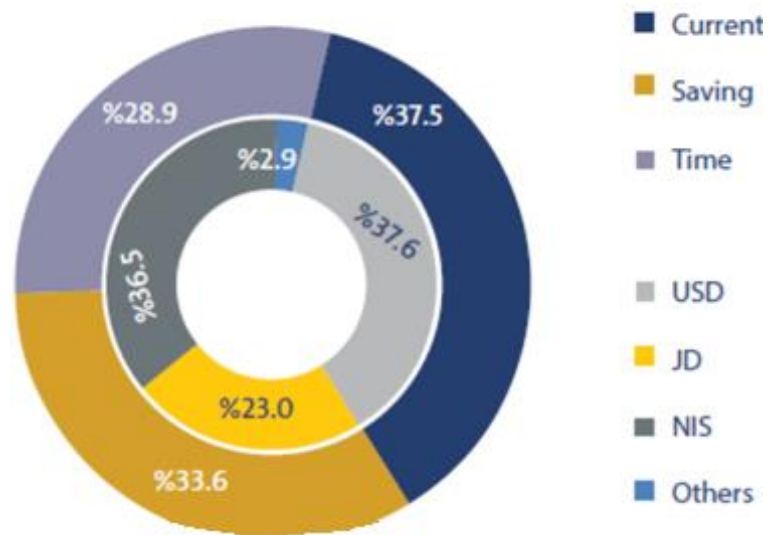


Figure (2.6): Customer deposits by type and currency, 2018

Source: PMA, 2018.

2.4.5. The national banks in Palestine

2.3.5.1 Bank of Palestine (BOP)

BOP is the earliest and largest bank with 45 offices are spread in Palestine, and a paid up capital of USD 160 million and assets of over USD 2.5 billion. It was established in 1960 where it's miles based through the overdue Haj Hashem Atta Shawa and the overdue Dr.Hani Shawa as a chairman and general manager from 2002 to 2007. BOP is continuously developing to be financially inclusive, and socially responsible at the reducing fringe of worldwide monetary practice and innovation. The bank has a huge and powerful workforce which serves more than 850,000 customers individually and institutionally. The bank working on the technological enhancement and it has the fine practices associated with disclosure, governance, transparency and accuracy in enterprise wherein it has 5% of the yearly profit to the social duty. In 2007, Bank of Palestine founded Al-Wasta securities Co. to paintings as an arm of the bank Palestine's investment. Bank of Palestine inaugurated PallPay in 2011 to offer an electronic bill through a massive network of 5,000 points of sale disbursed in industrial supermarkets, hotels, restaurants, public services centers (Salman, 2015).

BOP has around 23% market share of deposits and loans in Palestine. BOP works as a worldwide bank where is working in retail, corporate, SME and Micro, and Diaspora banking operations, with the largest card processing operations in Palestine. BOP is only agent for issuing and acquiring Visa and MasterCard in Palestine with around 5,500 points of sale merchant terminals nationwide. Recently, in collaboration with the International Finance Corporation (IFC), BOP was the earliest bank in Palestine to adopt a risk management structure, systems, procedures, and processes, as well as encouraged and reinforced its corporate governance practices (Shaath, 2016). BOP has 48 branches in several regions in Palestine, 35 offices in West bank and 13 offices in Gaza strip. BOP has a special interest of developing their employees through the establishing of its training center where most of the BOP's staff acquire training extra than once a 12 months (Salman, 2015).

Comparing BOP with the Palestinian banking sector, Bank of Palestine's potential for growth is strong. In 2018, the banking sector assets improved with the aid of 1%, deposits by 2%, and loans by using 5%. With 73 branches, offices, and extended more necessary digital channels, bank of Palestine, is strongly positioned to preserve its function as the leader in the banking sector in Palestine (BOP annual report, 2018).

Table (2.3): BOP indicators comparing with the Banking sector of 2018.

Total Assets (USD)	2014	2015	2016	2017	2018
Banking sector	11,542,029,652	12,602,347,774	13,059,455,383	15,472,566,496	15,367,763,079
BOP	2,424,773,961	2,785,203,210	4,118,629,230	4,884,822,851	4,656,104,580
Deposits					
Banking Sector	8,935,342,947	9,654,597,508	10,595,777,751	11,973,385,261	12,227,327,064
BOP	2,062,524,075	2,242,702,290	3,143,151,591	3,768,631,790	3,735,178,556
Credit Facilities					
Banking Sector	4,895,882,595	5,024,694,075	6,065,906,090	8,027,978,069	8,437,900,129
BOP	1,166,216,661	1,406,484,124	2,240,044,030	2,554,216,800	2,702,226,225

Source: BOP, 2018

2.3.5.2 Al-Quds Bank

Al-Quds Bank was established in 1995 where it has been a confidential partner for individuals and institutions in Palestine, serving drive their financial success and personal well-being by offering proficient and reliable banking services. Over the years, Quds Bank has redefined

the essence of banking through its four key pillars: Relationship building, Simplicity, Efficiency and Convenience. Focused on offering simple and easy-to-understand products, and led by a commitment to long-term relationships with our clients, Quds Bank today has a portfolio that offers a wide range of retail and corporate banking solutions including but not limited to personal account services, home and auto financing, SME's financing, commercial loans and project support. The bank runs its' main operations through its' headquarter located in Ramallah, Al Masyoun, in addition to 37 fully-fledged branches and offices across Palestine (West Bank and Gaza)) (Quds Bank annual report, 2018).

Quds Bank continued its solid performance during 2018, which was obvious through the rise in total assets by 12.77 percent compared to the end of past year, reaching \$1.21 billion at the end of 2018 compared to \$1.076 billion on December 31, 2017. These figures show the increasing customer trust in the bank, which is revealed in the rise in client assets by 12.12 percent, reaching \$959.4 million on December 31, 2018 compared to \$855.7 million on December 31, 2017. Another notable indicator is the growth in the direct credit facilities portfolio by 5.97 percent, reaching \$697.8 million at the end of 2018, compared to \$658.5 the prior year. Shareholder equity extended to \$111.4 million on December 31, 2018, with a growth rate of \$8.7 million at a rate of 8.48 percent compared to December 31, 2017. The bank achieved net profits of \$11.6 million against \$11.2 million in the prior year. Net income for 2018 reached about \$63.6 million against \$53.7 million in 2017, with an increase of \$9.9 million at a rate of 18.5 percent (Quds Bank annual report, 2018).

The financial statements of the Palestinian banking sector showed a decline in growth rates in total assets, down to 2% compared to 12% at the end of 2017, reaching US\$16,129, whereas the growth rate at Quds Bank was around 9%, reaching US\$1.2 billion. Customer deposits increased in the Palestinian banking sector by only 2% at the end of 2018, compared to 13% at the end of 2017, reaching US\$12,227 million, with a growth rate at Quds Bank of about 12%, reaching US\$959 million. The direct facilities portfolio also improved at the end of 2018 to 3.72% compared to 16.98% at the end of 2017, reaching US\$8,217. The level of increase at Quds Bank was around 5.92%, reaching US\$698 million. Quds Bank's share in deposits and facilities in the Palestinian banking industry increased, reaching 7.84% and 8.49% in client deposits and credit facilities, respectively (Quds Bank annual report, 2018).

Total deposits - rounded to millions (US\$)					
Item	2014	2015	2016	2017	2018
Banking Sector	8,935	9,655	10,596	11,982	12,227
Quds Bank	517	650	778	856	959

Net direct credit facilities - rounded to millions (US\$)					
Item	2014	2015	2016	2017	2018
Banking Sector	4,896	5,825	6,772	7,922	8,217
Quds Bank	336	432	616	659	698

Growth rates in deposits compared to the banking sector					
Item	2014	2015	2016	2017	2018
Banking Sector	7.57%	8.05%	9.75%	13.08%	2.04%
Quds Bank	22.96%	25.77%	19.65%	10.03%	12.12%

Growth rates in facilities compared to the banking sector					
Item	2014	2015	2016	2017	2018
Banking Sector	9.28%	18.97%	16.27%	16.98%	3.72%
Quds Bank	16.93%	28.69%	42.46%	6.98%	5.92%

Market share of deposits and facilities					
Item	2014	2015	2016	2017	2018
Deposits	5.79%	6.74%	7.34%	7.14%	7.84%

Figure (2.7): Some financial indicators of Quds Bank comparing with the Palestinian Banking sector

Source: Quds Bank annual report, 2018

2.3.5.3 Palestine Islamic Bank

Palestine Islamic Bank was established in 1995 beginning its banking activities in initial of 1997 with an approved capital of 100 million shares and a nominal value of USD \$1 per share.

In 2017 the paid capital was augmented to USD \$69 million. And in 2018 the paid capital was improved to USD \$74 million, growing to USD \$ 77 million in 2019, and the latest growing was in 2020 up to USD \$80 million. The Bank manages its banking, financial, commercial and investment business according to Islamic Sharia, with a network of 45 branches and offices and 81 ATMs all over Palestine, therefore confirming its uniqueness as the largest Islamic banking network in Palestine. The Bank recognizes its vision as the prominent Palestinian Islamic bank providing the greatest in excellence and quality in Islamic banking services to satisfy customer desires and requirements.

The Bank deals with Islamic banking services and works to improve and attract highly efficient cadres, reinforcing its message of excellence in its target markets by offering effective and modern banking solutions in accordance with Islamic Sharia, to encounter the financial needs of all sectors of the community as we are dedicated to upholding the principle of involvement in earnings. In the focus of their concentration in strengthening the bank's status, the bank's leaders contribute successfully to the sustainable development of the community socially and economically by applying sustainable projects with a positive and permanent influence. The Bank focus its services and programs to individuals by giving them the best return on investment in accordance with the provisions of Islamic Sharia, and as a evidence to its efforts PIB have won awards in this area such as the "The Most Innovative Islamic Bank in Palestine" award for the year 2018 by the International Finance Magazine (IFM), the "Best Islamic Banking Services" by the World Union of Arab Bankers for the year 2018, and "The Best Islamic Bank In Palestine" for the year 2018 by EMEA Finance, to name a few (Islamic Bank annual report, 2018).

Statement	2018	2017
Return On Equity Ratio	%13.73	%14.18
Return On Assets Ratio	%1.60	%1.43
Basic Earnings per Share	0.196	0.204
Financing to deposits Ratio	%76.50	%75.18

Table (2.4): The main financial indicators of the Palestine Islamic Bank

Source: Palestine Islamic Bank, 2018

2.3.5.4 Palestine Investment Bank

The PIB was established by an elite group and some famous Palestinian bankers that are having superior experience that was attained from their global exposure. Palestine Investment Bank was established in the Gaza Strip in 1994 as a public shareholding company with a share capital of U.S. Dollar 20 million, in accordance with the Company's Law of 1929. It started its banking operations in 1995 in its Head Office in Al-Bireh and its eight offices and 5 branches located in Ramallah, Nablus, Hebron, Gaza, Jericho, Bethlehem, Bythoni, and Jenen. The capital of PIB has developed incrementally over the past two decades and has reached U.S. Dollar 53 million in outstanding capital and U.S. Dollar 100 million in authorized capital as of Jan 1, 2012 (Shaath, 2016). PIB seeks to found a pioneering financial banking institution in Palestine by presenting great financial and banking services to a base of clientele, employing highly qualified & competent staff; who carry out their work in a conducive environment; reinforced with advanced technology. Moreover, through carefully chosen banking services, applying top professional and ethical standards, for the purpose of achieving advanced and superior financial results. PIBC transfers have the advantages of speed; accuracy and quality, whereas the beneficiary can receive the transfer in maximum possible speed and fewer charges through the SWIFT system (Salman, 2015).

Table (2.5): The financial situation of the Palestinian Investment Bank

The financial position of the bank				
US\$ Million			%	
Assets	2018	2017	2018	2017
Cash and Balances with the Monetary Authority	87.15	77.93	19.16	17.58
Balances with banks and banking institutions	82.00	100.05	18.03	22.57
Net direct credit facilities	218.08	210.58	47.95	47.50
A variety of financial Assets	32.58	24.03	7.16	5.42
Tangible and Intangible fixed assets	26.15	23.09	5.75	5.21
Deferred Tax Assets	8.83	7.62	1.95	1.72
Total Assets	454.79	443.30	100	100

Source: PIB report, 2018

2.3.5.5 The Arab Islamic Bank

The Arab Islamic Bank was established in 1995 and it is a public joint stock company, it started its banking activities in the beginning of the year 1996. As well as by practicing banking and investment activities in accordance with Islamic provisions through the main center in Ramallah and Al-Bireh and its branches spread in Palestine in addition to the representative office in the United Arab Emirates (Dubai Emirate) and the mobile branch "Banki Ala Tareeq". It includes twenty-seven branches and offices, and the bank does not have any subsidiaries until December 31, 2019 (Arab Islamic Bank report, 2019).

The bank seeks to maximize its market share and reach the best results for performance indicators, despite the challenges witnessed by the Palestinian reality on various economic, political and social levels, but the Arab Islamic Bank has achieved the best competitive results and has achieved tangible growth in all financial aspects when compared with the performance of the Palestinian banking sector, This is appeared in the data that show a growth in the bank's market share of funds, deposits and profits in the Palestinian banking sector. When comparing the performance of the bank with the performance of the banking sector, it notes the bank's ability to grow distinctly in terms of assets, deposits and funds, which shows the excellence of the bank's performance on the one hand and its opportunity for growth and development on the other hand as the market share of the Arab Islamic Bank grew by 19.7% compared to the growth of the assets of the banking sector that grew by 11.1%, and the Arab Islamic Bank also acquired new market shares in the financing side as its share grew by 11.3% compared with the finance of the banking sector which grew by 7.2%. with regard to deposits, the growth of deposits of the Arab Islamic Bank was twice comparing with the banking sector, this is due to the impressive results achieved by the savings account ten and a quarter million shekels a gift that the bank launched in the year 2019 and the permanent bank's endeavor to spread the culture of savings through the awareness activities that the bank did during the year, which targeted all segments of society (Arab Islamic Bank report, 2019).

This is explained in table no. (2.6).

Table (2.6): The performance indicators of the Arab Islamic Bank comparing with the Palestinian Banking sector

Item	Assets	Direct financing	Customers' deposits
The Palestinian banking sector	11.1%	7.2%	9.5%
The Arab Islamic Bank	19.7%	11.3%	20.7%

Source. Arab Islamic Bank report, 2019

It is noted that the Palestinian banking sector applied the main HRM practices which mainly affect the general performance of employees and line managers' competencies, they have a compensation system, rewarding, effective supervision and ethics principles, they encourage the improvement of the monetary policy to achieve a price stability. Although they are influenced by the unstable circumstances, but they are able to continue and face these challenges by their effective management.

Chapter 3

Previous Studies

Chapter 3

Previous studies

3.1. Introduction

Based on the main purpose of this study which is to examine the impact of "line managers' Human Resources competencies" on Human Resources Management implementation effectiveness in the commercial national operating banks in Gaza strip. The researcher do the efforts to search and gather the main related studies where this chapter mainly focus on the previous studies that are related directly or indirectly to the main concern of the present study. This will enrich the study theoretical framework and the hypotheses development of this study.

This chapter mainly deals with the literature review where the researcher reviewed some foreign and Arab studies that deal with the study concern, summarizing the main issues of these studies to gain the main findings and procedures of them. All the studies are explained in detailed. This is followed by the researcher's commentary on the previous studies and finally the chapter summary is provided.

3.2. The foreign Studies

1. Beeck, Wynen and Hondeghem (2018): “Explaining effective HRM implementation: A middle versus first-line management perspectives”.

This study aims to explore the core mechanisms that mediate the HRM performance link namely the effective implementation of HRM by line managers. Also, it aims to compare the experiences of middle and first line managers regard with their HR role and factors with discussing the effective HRM implementation at each managerial level where it examines the impact of organizational, individual and interpersonal factors on the effectiveness of line managers in HRM implementation. The study used the quantitative methodology and the data was collected by using the survey of two organizations of Belgian federal government. The findings showed that the effectiveness of the middle and first line managers HRM implementation is affected by the organizational support, autonomous motivation and co-worker support. Dealing with the first line managers, age and local office position are important in their HR tasks implementation. And for

the middle managers, personal red tape, length of service and the supervisory experience affect their HRM implementation effectiveness.

2. Fu (2018): “A paradox perspective on line manager implementation of HRM practices”.

This study aims to investigate the process and content of the implementation of HRM in Ireland, where the content of HRM defined as a degree or extent to which line managers implement the HRM practices. The process of HRM includes two different dimensions that are: consistency which means the uniformly of treating team member and the individual responsiveness which means the individual differences in contributions. The study used the quantitative methodology where the study sample consisted of 174 sample which included 60 teams that were randomly selected by the senior HR partner. The findings showed that the consistency and the degree of implementation of HRM has a positive effect on the individual job performance and the consistency plays a moderate role by linking between the individual responsiveness of line manager HRM implementation and individual job performance where the link is stronger when the consistency is high. But, there is no impact for the team viability.

3. Mash and Adler (2018): “ Human resource managers’ role perception and their conflict management style”.

This study aims to describe the relationship between three role perception and three conflict management styles between the HR managers in a high-tech and low-tech organizations in Israel. There are three different approaches that draws the role perception in the conflict situations. These approaches are the mechanic, organic and the strategic approach. Also, there are different conflict management styles including: the competitive style, the compromising style, and the integrative style. The study used the qualitative methodology and the data was collected by using the semi-structured interviews with 19 HR managers. The findings showed that most HR managers who characterized by the mechanic approach prefer to solve the conflict by using the competitive style. Most HR managers who characterized by the organic approach prefer to solve the conflict situation by using the compromising style. And most HR managers who characterized by the strategic approach prefer to solve the conflict situation by the integrative style. Also, the study findings showed that the type of organization influences the relationship between the role perception and the style of conflict management.

4. Kelly (2017): “The HR function in 2021: Models and Competencies”.

This study aims to answer the following questions: what are the core HR manager competencies? How can these competencies be developed?. The study used the qualitative methodology and adopting the interviews with the human resource leaders across international and national companies in NewYork within ten industries including financial and manufacturing services. The questions of the interviews include questions about the future work trends, HR operating models, HR managers’ role, and HR career development. The findings indicated to four trends emerged as a critical factors that shape the future of the HR work which include: diverse demographics, technology and flexible work practices, growth of the liquid workforce, and the globalization. In addition, the HR Transformation concept which refers to the HR shifting from a primarily transactional function to a strategic function. Companies have worked to apply this transformation by the implementation of the three legged stool model.

5. Jo (2016): “Line managers’ HR competency scale development and validation”.

This study aims to examine the importance of the competency of the HR line manager which is considered as a solution to fill the gap between intention and implementation of HPWS. It also aims to discuss the roles of the line managers which is an important issue in the HRM research. In addition, it aims to classify the line managers’ HR competency into measurable and analyzable concept, develop scales of measuring them, and examine the validity and the influence of them on the effectiveness of the HR. The scales for line managers’ HR competency in the study have been designed according to the competency definition of Boyatzis (1982) and Spencer and Spencer (1993). The findings showed that the line managers’ HR competency are consisted of six dimensions of HR knowledge, HR communication, HR development, HR conflict resolution, HR compliance, and HR characteristics that they have a positive impact on HR effectiveness.

6. Nugugi (2016): Extent of involvement of line managers in human resource management functions in Thika water and sewerage company limited”.

This study aims to establish the level of involvement of line managers in HRM functions at Thika Water and Sewerage Company Limited. The study used the descriptive survey design. The study population consisted from 19 line managers at the Thika Water and Sewerage Company Limited in Nairobi. The study used the structured questionnaire to collect the primary data. The data was analyzed by using the descriptive statistics. The findings showed that the line managers

at Thika Water and Sewerage Company have a critical positive role in an important HR tasks like the development of policies for recruitment, reward and motivation, selecting candidates, identification of training needs. Rewarding of employees, communication and negotiation about benefits and pay.

7. Srimannarayana (2016): “Managerial insight into HR issues and competencies needed for entry-level HR professionals”.

This study aimed to identify the recent HR challenges and issues in India and the competencies that required for the entry-level HR professionals for addressing them. The study used the quantitative methodology where the data was collected by the questionnaire from 978 managers who work in variety of organizations in India. The data was analyzed by using mean scores and t-test. The findings indicated to some critical issues that considered as major competencies for the human resource managers such as performance management, employee motivation, career development and ethics. Also, the findings showed that the developing of the career development plans is considered as the most important competency that required for HR professionals. The study also found that there were a significant variations in the HR issues perception and HR competencies depending on the business nature, size of organization, geographical orientation of the organizations and managers’ nature of work and the length of their service.

8. Devonport (2016): “Understanding perceptions of human resource competencies and effectiveness in the New Zealand and Australian hotel industry”.

This study aims to examine the six HR competencies which are identified by Ulrich et al., (2008) that include: credible activist, operational executer, business ally, talent manger, culture and change steward and strategy architect. This competency model proposes that these HR competencies are considered as predictors of effectiveness of HR. Also, the study aims examines how the HR employees realize the six HR competencies in the function of the HR in addition to show how these competencies impact the HR effectiveness. The study used the quantitative methodology where the exploratory factor analysis, correlations coefficient, and multiple regression analysis were adopted as a data analysis tool. The data was collected by the online questionnaire which conducted with 103 participants of the hotel industry employees working in New Zealand and Australia. The findings showed that the effective of HR competencies were a

combination of credible activist and talent manager as well as well operational executer and talent manager.

9. De Beeck, Wynen Hondeghem (2015): "Effective HRM Implementation by Line Managers: Relying on Various Sources of Support."

This study aimed to explore the (effective) HRM implementation by line managers which is one of the core techniques that mediate the HRM- performance link. Further, it aimed to have a look at the role of various sources of support in explaining effective HRM implementation by line managers, taking into account the complexity and thereby various elements of support. The study used survey data among line managers in two governmental organizations in Belgium, it employed a fractional response version to analyze their HR role performance and the way it is able to be explained by organizational, HR supervisor, and co-worker support. The findings showed that HR manager, and co-worker support are relevant in explaining line managers' HR role performance. In addition, more youthful line managers those with greater supervisory experience are found to perform better in their HR role. Consequently, firms ought to consider developing a wide guide community to ensure effective implementation of HRM by line managers.

10. Kuiper (2015): "Performance managers as HRM implementers: are they effective?"

This study aims to discover whether first-line managers experience limitations in implementing HR practices in addition to investigate how employees decide the effectiveness of HR implementation by their first-line manager. Also, it aimed to take a look at whether or not the hindering elements impact the perceived effectiveness of HR implementation and to discover to what extent the relationship between manager and subordinate have an effect on the perceived effectiveness of HR implementation. The study is conducted in the accountable unit Public sector. There are nine performance managers and sixty-one employees operating for this unit. Data is gathered by quantitative and qualitative research. Interviews have been held with performance managers and employees to accumulate general facts. Performance managers filled in a questionnaire to measure 5 constraining factors: desire, capacity, competences, support, policies and procedures. Employees filled in a questionnaire to evaluate the high-quality of the relationship with their performance manager and the perceived effectiveness of the HR implementation by their performance manager. Data is analyzed by the use of reliability analyses, correlation analyses and a regression analysis. The findings showed that performance managers implement HR practices

effectively. Also, the study showed that employees evaluate the effectiveness of HR implementation by their performance managers as reasonably high. The five hindering factors have no effect on the perceived HR implementation by employees. There is evidence that the quality of the relationship between performance managers and employees influence the perceived effectiveness by employees. It is found that almost 40% of the perceived effectiveness of HR implementation can be explained by the quality of the relationship between performance manager and employee.

11. Nik Mat (2014): “ The HRM role of line managers: A Malaysian case study”.

This study aims to explore the role of HRM line managers development depending on the perception of some key members of some selected organizations. In addition, the study aims to examine the impact of line managers’ HR role performance on HRM effectiveness. The study used the critical realist approach as a research philosophy and it used the case study tool of three Malaysian airports, the case study tool help to gather in-depth data about LMs’ HRM role. The study data are analyzed using the content analysis. The findings showed that there is a difference between the perceptions of role holders and role evaluating regarding the HRM role of line managers. Also, there is a significant gap in the understanding of the change agent role. The change agent is the most important factor of the effectiveness of HRM. In the airports mentioned above, the line managers’ role performance did not influence the effectiveness of HRM.

12. Sikora and Ferris (2014): “Strategic human resource practice implementation: The critical role of line management”.

This study aims to propose a model by addressing that line manager HR implementation is affected by some social factors like organizational culture, climate and political considerations in the United States. The study used the qualitative methodology by developing a theory. This study proposed that HR practices is influenced by different social effects like organizational culture, climate, politics and social interactions. Also, higher line manager HR implementation levels were expected to affect critical employee outcomes such as Job performance, subordinate turnover intentions, job satisfactions, and procedural justice perceptions. This study presented a core additional work such as increasing the understanding of the mentioned factors where are more comprehensive HR performance model. Also, it provides HR managers with the techniques to enhance the HR’s organizational performance. The study provides very important benefits to both

HR practitioners and researchers by increasing the awareness of line manager HR implementation factors.

13. Sophie, Jan and Annie (2014): “ HRM implementation by line managers: explaining the discrepancy in HR-line perceptions of HR devolution”.

This study aims to do an empirical analysis by using a survey to analyze perceptions on some organizational, individual and interpersonal factors that may clarify a discrepancy between line managers and HR professionals on the line managers’ role in HRM in the Belgian federal government.. The study used a survey by adopting the questionnaire to collect the data where data gathered in June 2013 by the online survey in two organizations in the Belgian federal government between both line managers and HR professionals. The findings showed that the discrepancy of HR line in the degree of HR devolution is rooted in different viewpoints on different elements like organizational support, (personnel) red tape, the capacity of line’s individual, and age.

14. Bos-Nehles, Van Riemsdijk, an Kees Looise (2013): "Employee Perceptions of Line Management Performance: Applying the AMO Theory to Explain the Effectiveness of Line Managers' HRM Implementation".

This study aimed at measuring the performance of the line managers as their implementers by applying of Ability-Motivation-Opportunity (AMO) model affect the HRM effectiveness of line managers and it aimed at developing hypotheses concerning how ability, motivation and opportunity associate to the HRM performance of the line managers. The study used the quantitative methodology where data have been collected through a survey in two organizations, an international naval defense company and a national construction company. The study sample amounts to 174 line managers. The study used the multiple regression analysis as a data analysis tool. The findings showed that when controlling for organizational context, that only ability had a positive significant effect on performance. Having the skills and knowledge necessary to implement HRM practices effectively will improve the performance of line managers in implementing HRM practices. In addition, the findings showed that motivation and opportunity had no significant direct effect on HRM implementation effectiveness. Applying the AMO theory to HRM implementation by line managers, the study foud that performance does not increase in the form of an additive effect of all three antecedents, nor as an interactive effect of all the antecedents. Rather, a mixture of both combinational forms seems to affect performance.

15. Alfes, Truss, Soane, Ress, and Gatenby (2013): “Perceived HRM practices, and individual performance: Examining the mediating role of Engagement”.

This study aims to examine the line manager role in the linking between individual performance outcomes and HRM practices. The study tests a mediated model that links the perceived behavior of line manager and perceived human resource management practices with employee engagement and individual performance. The study uses the quantitative methodology and the sample includes 1,796 participants of service sector in the United Kingdom and the data was analyzed by using the structural equation modeling. The findings showed that the perceived line manager behavior and perceived HRM practices are associated with employee engagement. However, the employee engagement has a strong impact on the individual performance and fully mediates the link between both perceived HRM practices and perceived line manager behavior and self-report task performance, as well as self-report innovative work behavior. Also, the findings showed a significant relationship of the line manager in the HRM performance link and the mediating role played by employee engagement.

16. Hong, Hao, Kumar, Remendran, Kadiresean (2012): “An effectiveness of human resource management practices on employee retention institute of higher learning: A regression analysis”.

This study aims to examine the employees’ perspective with regard the importance of their empowerment, job design through training, compensation equity, and their expectancy toward performance management on their retention. The study adopted the quantitative methodology where the data was collected through using the non-probability self-administration questionnaire which includes questions with 5 points Likert scales that distributed to the study sample of 278 individuals. The study also used the multiple regression analysis as a data analysis tool. The findings showed that training and development, appraisal system compensation affect the employee retention except employee retention. According to these results, training, employee appraisal and compensation are fundamental considerations for retention decisions, but empowerment is less important which refers to the Asian culture characteristics of the conformity of the higher authority.

17. Gollan (2012): “HR on the line: Human resource managers’ contribution to organizational value and workplace performance”.

This study aims to examine the professional identity and the HR managers role in motivating and implementing the strategies that support the high workplace performance where the performance of workplace affects the Australian competitiveness. Also, it aims to present in-depth knowledge and understanding of HR managers and line managers and how the HR function can contribute to an effective workplace performance. The study used an empirical analysis which combines the case studies and survey methods. The findings showed that while the function of HR is likely to change, it is not playing a decreasing role in the decision making of organizations. The function of HR have acquired an influencing role in presenting the balance between performance and behavior.

18. Cotarelo (2011): “HR discretion: Understanding line managers’ role in human resource management”.

This study aims to fill the gap in the HRM literature by providing new perception about how line managers link in the processes of the HR. Also, the main concern in this study is the HR discretion which is defined as manger’s capacity to evaluate the impact of it on his/her team members’ HR outcomes, and their perceptions of these HR outcomes. The study used the qualitative methodology by adopting the managerial discretion theory. The study data was collected by using the interviews with managers in stores of a large UK-based fashion retailer. The study proposed four core techniques in which managers practice their discretion to achieve their local goals. The findings showed that the managers conduct their HR tasks not just as agents of the institution but as actors who seek to make a combination of departmental, organizational and individual goals. So, the HR decisions can be as a part of the exchange between employees and managers, and some of the individual and group impacts of HRM are achieved, including the performance influences.

19. Nehles (2010): “The line makes the difference: Line managers as effective HR partners”.

This study aims to address the success of the implementation of Human Resource Management (HRM) concentrating on first-line managers not on the HR function. To examine four obstacles that face the FLM as hindrances which include desire factor, personal and institutional incentives, managerial short-termism and capacity factor. And, to identify the

problems that these factors actually contain, in addition to explore what the actually factors that face the FLM and considered them as hindering in performing their HR tasks. The study was carried out within four multinational business units (BUs). The study participants consisted of 30 first-line managers with daily supervisory responsibilities for team about 5-15 operational employee. The findings showed that the HR practices have some difficulties at the operational level with their HR tasks. However, they have an increasingly responsible for the implementation of HRM and their performance is critical for HRM effectiveness.

20. Gilbert, Winne and Sels (2010): “The influence of line managers and HR department on employees' effective commitment”.

This study aims to investigate the effect of HRM investments that made by the core HR actors like HR department and line managers on the effective commitment of employees. To examine the influence of three factors: line manager's enactment of HR practices, the line manager's relations oriented leadership behavior and the quality of the services of HR department. The data was collected from 1363 employees from three different service organizations. The findings showed that line managers can improve the effective commitment of employees by both the effective improvement of HR practices and good relations-oriented leadership behavior. In addition, high service quality by the HR department has a positive influence on the effective commitment of employees.

21. Feilder, Yarker, and Lewis (2008): “ Line management competence: the key to preventing and reducing stress at work”.

This study aims to present what the HR line managers competencies or behavior should have to reduce the employees work stress where the management behavior has an important effect on the staff well-being. The study used the qualitative methodology where it conducted 400 interviews with employees and managers and focus group with over 50 human resources professionals. They were asked for their opinions about manager competencies are important, in terms of behaviors that are effective and behaviors that are ineffective for managing stress in staff. The findings showed that the identified behaviors were grouped into themes to get a framework of nineteen managers' competencies for reducing and preventing the work stress.

22. Mahmood, Qadeer, Sheeraz and Khan (2017): “Line managers' HR implementation level and work performance: Estimating the mediating role of employee outcomes”.

This study aims to add the three outcomes of the employees which are: (affective commitment, turnover intention and job satisfaction) as a mediating technique in the casual chain from HR implementation level in addition to examine the extent of the HR practices in organizations that are done by the line managers to have an effective work performance. The study data was collected by a self-administrative survey from 200 employees and 82 line managers working in four manufacturing companies. The data was analyzed by using the SPSS program. The findings showed that line managers HR implementation level has a positive impact on work unit performance. The level of HR implementation improves the effective commitment of employees and job satisfaction and it decreases their turnover intention.

3.3. The Arab studies:

1. Hanini and Iriqat (2020): “Evaluating Human Resources Management Polices in the Palestinian Public Sector. Comparative Study.

The goal of this study is to look into the changes in human resources management policies in the Palestinian public sector in Palestine by comparing all jobs in human resources departments in the public sector from 2015 to 2019 with the help of the Palestinian public employee's office; using an analytical comparative approach.

The study found that between 2015 and 2019, there was no significant change in performance evaluation policies and systems, training and development processes, or motivation systems in the Palestinian public sector, with the general degree of performance evaluation policies remaining at the intermediate level. While there has been a noticeable development in the selection and appointment policies where the study showed a shift in the degree from average to high in terms of adopting merit and competency standards only in employment and selecting the best competencies and elements qualified for the civil service while there has been a noticeable development in job design and organizational structures in the shift from average to high in terms of a noticeable development in terms of achieving a match between the job and its occupant in terms of the required skills and experience, achieving a match between the job and its incumbent in terms of scientific qualifications and enabling work design to create and arouse enthusiasm in the hearts of the public occupants with a remarkable development in terms of creating a formal communication network between departments that allows for a smooth exchange of information, clearly and properly defining the roles and tasks of each employee and the role of the functional

structure in avoiding conflict of powers among employees and taking into account specialization in business to reach the maximum possible efficiency.

1. Hassan, Abu Mansor, Abdul Rahman, Kelana (2015): “Do line managers’ have linking pin in HR roles?”.

This study aims to the factors of line managers’ participation in HR initiatives and its association with the HR roles. The involvement factors include desire, self-efficacy, and HR support. The dimensions of the HR roles are strategic partner, change agent, employee champion, and administrative expert. The study conducts a conceptual review of the past literature in HR roles and line managers fields. The findings showed that HR devolution to line managers will increase the responsibility and participation of line managers.

2. Al-Sabbah, Ibrahim, Shaqfa (2017): “HRM Practice in the Palestinian National Authority: A Literature Review”.

This study aims to focus on HRM practices due to their relevant importance for the organizations of the developing countries. Similar to public sector organizations, PNA organizations employed those particular HRM practice that are similar to public sector organizations practice. PNA organizations really employed those necessary HRM dimensions which generally conducted in similar developing countries organizations. HRM practices are considered to be the most challenging aspects for developing countries. PNA organizations were established to provide services for citizens, to achieve the goals of the PNA. The PNA organizations have been operating under difficult conditions and have established their unique characteristics. Thus, the HRM practices in Palestine has become unique, and a challenging experience. Thus, it becomes clear that the success of the PNA organizations depends on its ability to realize a sustainable HR. Accordingly, the solution to these PNA challenges commences with well-defined HRM processes.

2.1. The commentary of the previous studies

After reviewing the previous studies, the researcher collected the main related studies and summarized the main goals and findings of each of them which enrich the present study and add value to it. The reviewed studies vary in their main aims and even in their variables. Some studies relate to the dependent variable and other studies associate with the independent variables of this study. The researcher faced some challenges in searching and findings more studies about direct studies that connect both of the dependent variable and the independents variables to each other of

this study. In this regard, most of the reviewed studies focused on the line manager role and the HR effective performance like Beeck, Wynen and Hondeghem (2018) and Gollan (2012) who focus on the performance and explore the core mechanisms that mediate the HRM performance link namely the effective implementation of HRM by line managers and to compare the experiences of middle and first line managers regard with their HR role and factors with discussing the effective HRM implementation at each managerial level where it examines the impact of organizational, individual and interpersonal factors on the effectiveness of line managers in HRM implementation.

Fu (2018) who focuses on the investigation of the process and content of the implementation of HRM where the content of HRM defined as a degree or extent to which line managers implement the HRM practices, Mahmood, Qadeer, Sheeraz and Khan (2017) and Hong, Hao, Kumar, Remendran, Kadiresean (2012) studies which focus on the three factors of effectiveness like (affective commitment, turnover intention and job satisfaction), De Beeck, Wynen Hondeghem (2015) who aims to explore the (effective) HRM implementation by line managers, Kuiper (2015) and Gilbert, Winne and Sels (2010) which focus on the effective performance of employees and to discover whether first-line managers experience limitations in implementing HR practices in addition to investigate how employees decide the effectiveness of HR implementation by their first-line manager, Bos-Nehles, Van Riemsdijk, an Kees Looise (2013) who focused at measuring the HR performance. Some other of the reviewed studies concentrates on the HR competencies of the line manager.

The HR competencies may be differ from study to other where the study of Mash and Adler (2018) deals with the conflict resolution competency as management style, where the conflict resolution one of the main independent variables of the present study. Also, the study of Jo (2016) may be the nearest study of the present study where it focuses on the some variables that are related to the independent variables of the present study.

Nugugi (2016) study mainly deals with the line manager involvement as HRM function that lead to positive performance. Srimannarayana (2016), Devonport (2016), and Feilder, Yarker, and Lewis (2008) focused on the required HR competencies of the line manager. Also, there are some studies regards with the role and responsibilities of the line manager like Nik mat (2014), Sikora and Ferris (2014), Sophie (2014), Alfes, Truss, Soane, Ress, and Gatenby (2013), Cotarelo

(2011), and Nehles (2010) studies which concentrate on the HR line manager responsibilities and the factors that affect this role, the line manager role and its linking with the individual performance of organizations.

After the presentation of the previous studies commentary, it was noted that the previous studies are varied with regard with the variables and the subjects they are talked about. These differentiation of the topics and scopes of the previous studies may enrich the theoretical framework of this study and add value to it.

Table (3.1): explains the commentary on the previous studies

The study	The variables	The objectives	The findings	The similarities	The differences
Beeck, Wynen and Hondeghem (2018)	HRM line manager activities. HRM performance effectiveness.	to explore the core mechanisms that mediate the HRM performance link namely the effective implementation of HRM by line managers.	The findings showed that the effectiveness of the middle and first line managers HRM implementation is affected by the organizational support, autonomous motivation and co-worker support. Dealing with the first line managers, age and local office position are important in their HR tasks implementation. And for the middle managers, personal red tape, length of service and the supervisory experience affect their HRM implementation effectiveness.	HRM performance effectiveness	HRM line manager role
Fu (2018)	The process and content of HR implementation. HRM practices.	to investigate the process and content of the implementation of HRM where the content of HRM defined as a degree or extent to which line managers implement the HRM practices.	The findings showed that the consistency and the degree of implementation of HRM has a positive effect on the individual job performance and the consistency plays a moderate role by linking between the individual responsiveness of line manager HRM implementation and individual job performance where the link is stronger when the consistency is high. But, there is no impact for the team viability.	HRM practices	The process and content of HRM
Mash and Adler (2018)	Conflict management style. HRM performance.	to describe the relationship between three role perception and three conflict management styles between	The findings showed that most HR managers who characterized by the mechanic approach prefer to solve the conflict by using the competitive style. Most HR managers who characterized by	HRM performance	Conflict management style

The study	The variables	The objectives	The findings	The similarities	The differences
		the HR managers in a high-tech and low-tech organizations.	the organic approach prefer to solve the conflict situation by using the compromising style. And most HR managers who characterized by the strategic approach prefer to solve the conflict situation by the integrative style. Also, the study findings showed that the type of organization influences the relationship between the role perception and the style of conflict management.		
Mahmood, Qadeer, Sheeraz and Khan (2017)	Line managers' HR implementation. Work performance.	to add the three outcomes of the employees which are: (affective commitment, turnover intention and job satisfaction) as a mediating technique in the casual chain from HR implementation level in addition to examine the extent of the HR practices in organizations that are done by the line managers to have an effective work performance	The findings showed that line managers HR implementation level has a positive impact on work unit performance. The level of HR implementation improves the effective commitment of employees and job satisfaction and it decreases their turnover intention.	Work management	Line managers' HR implementation.
Kelly (2017)	HR function. HR managers' competencies.	to answer the following questions: what are the core HR manager competencies? How can these competencies be developed?.	The findings indicated to four trends emerged as a critical factors that shape the future of the HR work which include: diverse demographics, technology and flexible work practices, growth of the liquid workforce, and the globalization. In addition, the HR Transformation concept which refers to the HR shifting from a primarily transactional function to a strategic function. Companies have	HR managers' competencies.	HR function.

The study	The variables	The objectives	The findings	The similarities	The differences
			worked to apply this transformation by the implementation of the three legged stool model.		
Jo (2016)	Line managers' competency. HRM performance.	to examine the importance of the competency of the HR line manager which is considered as a solution to fill the gap between intention and implementation of HPWS. It also aims to discuss the roles of the line managers which is an important issue in the HRM research.	The findings showed that the line managers' HR competency are consisted of six dimensions of HR knowledge, HR communication, HR development, HR conflict resolution, HR compliance, and HR characteristics that they have a positive impact on HR effectiveness.	Line managers' competency. HRM performance.	HR competency scale development and validation
Nugugi (2016)	Line managers' involvement. HRM function.	to establish the level of involvement of line managers in HRM functions.	The findings showed that the line managers at Thika Water and Sewerage Company have a critical positive role in an important HR tasks like the development of policies for recruitment, reward and motivation, selecting candidates, identification of training needs. Rewarding of employees, communication and negotiation about benefits and pay.	Line managers.	HRM function.
Srimannarayana (2016)	HR challenges. HR managers' competencies.	to identify the recent HR challenges and issues in India and the competencies that required for the entry-level HR professionals for addressing them.	The findings indicated to some critical issues that considered as major competencies for the human resource managers such as performance management, employee motivation, career development and ethics. Also, the findings showed that the developing of the career development plans is considered as the most important	HR managers' competencies.	HR challenges.

The study	The variables	The objectives	The findings	The similarities	The differences
			competency that required for HR professionals. The study also found that there were a significant variations in the HR issues perception and HR competencies depending on the business nature, size of organization, geographical orientation of the organizations and managers' nature of work and the length of their service.		
Devonport (2016)	HR competencies. HRM effectiveness.	to examine the six HR competencies which are identified by Ulrich et al., (2008) that include: credible activist, operational executer, business ally, talent manger, culture and change steward and strategy architect.	The findings showed that the effective of HR competencies were a combination of credible activist and talent manger as well as well operational executer and talent manager.	HR competencies. HRM effectiveness.	-
De Beeck, Wynen Hondeghe (2015)	Effective HRM implementation. Line managers' support.	to explore the (effective) HRM implementation by line managers which is one of the core techniques that mediate the HRM- performance link. Further, it aimed to have a look at the role of various sources of support in explaining effective HRM implementation by line managers, taking into account the complexity and thereby various elements of support.	The findings showed that HR manager, and co-worker support are relevant in explaining line managers' HR role performance. In addition, more youthful line managers those with greater supervisory experience are found to perform better in their HR role. Consequently, firms ought to consider developing a wide guide community to ensure effective implementation of HRM by line managers.	Effective HRM implementation.	Line managers' support.

Kuiper (2015)	Line managers' experience. Effective HRM.	to discover whether first-line managers experience limitations in implementing HR practices in addition to investigate how employees decide the effectiveness of HR implementation by their first-line manager.	The findings showed that performance managers implement HR practices effectively. The study did not provide any evidence that performance managers have obstacles because of the five constraining factors in the HR practices implementation. Also, the study showed that employees evaluate the effectiveness of HR implementation by their performance managers as reasonably high. The five hindering factors have no effect on the perceived HR implementation by employees. There is evidence that the quality of the relationship between performance managers and employees influence the perceived effectiveness by employees. It is found that almost 40% of the perceived effectiveness of HR implementation can be explained by the quality of the relationship between performance manager and employee.	Effective HRM.	Line managers' experience.
Nik Mat (2014)	Line managers' role. HRM effectiveness.	to explore the role of HRM line managers development depending on the perception of some key members of some selected organizations. In addition, the study aims to examine the impact of line managers' HR role performance on HRM effectiveness.	. The findings showed that there is a difference between the perceptions of role holders and role evaluating regarding the HRM role of line managers. Also, there is a significant gap in the understanding of the change agent role. The change agent is the most important factor of the effectiveness of HRM. In the airports mentioned above, the line managers' role performance did not influence the effectiveness of HRM.	HRM effectiveness.	Line managers' role.

Sikora and Ferris (2014)	Social factors. Line manager HR implementation.	to propose a model by addressing that line manager HR implementation is affected by some social factors like organizational culture, climate and political considerations. The study used the qualitative methodology by developing a theory.	This study presented a core additional work such as increasing the understanding of the mentioned factors where are more comprehensive HR performance model. Also, it provides HR managers with the techniques to enhance the HR's organizational performance. The study provides very important benefits to both HR practitioners and researchers by increasing the awareness of line manager HR implementation factors.	Line manager HR implementation.	Social factors.
Sophie, Jan and Annie (2014)	Line managers HRM implementation. HR-line perceptions.	to do an empirical analysis by using a survey to analyze perceptions on some organizational, individual and interpersonal factors that may clarify a discrepancy between line managers and HR professionals on the line managers' role in HRM.	The findings showed that the discrepancy of HR line in the degree of HR devolution is rooted in different viewpoints on different elements like organizational support, (personnel) red tape, the capacity of line's individual, and age.	Line managers HRM implementation.	HR-line perceptions.
Bos-Nehles, Van Riemsdijk, an Kees Looise (2013)	Line managers' performance. HRM effectiveness.	This study aimed at measuring the performance of the line managers as their implementers by applying of Ability-Motivation-Opportunity (AMO) model affect the HRM effectiveness of line managers and it aimed at developing hypotheses concerning how ability, motivation and opportunity associate to the HRM performance of the line managers.	The findings showed that when controlling for organizational context, that only ability had a positive significant effect on performance. Having the skills and knowledge necessary to implement HRM practices effectively will improve the performance of line managers in implementing HRM practices. In addition, the findings showed that motivation and opportunity had no significant direct effect on HRM implementation effectiveness. Applying	Line managers' performance. HRM effectiveness.	-

			the AMO theory to HRM implementation by line managers, the study found that performance does not increase in the form of an additive effect of all three antecedents, nor as an interactive effect of all the antecedents. Rather, a mixture of both combinational forms seems to affect performance.		
Alfes, Truss, Soane, Ress, and Gatenby (2013)	Line manger role. Individual performance outcomes and HRM practices.	to examine the line manager role in the linking between individual performance outcomes and HRM practices.	The findings showed that the perceived line manager behavior and perceived HRM practices are associated with employee engagement. However, the employee engagement has a strong impact on the individual performance and fully mediates the link between both perceived HRM practices and perceived line manger behavior and self-report task performance, as well as self-report innovative work behavior. Also, the findings showed a significant relationship of the line manager in the HRM performance link and the mediating role played by employee engagement.	Line manger role.	Individual performance outcomes and HRM practices.
Hong, Hao, Kumar, Remendran, Kadiresean (2012)	Effective HRM practices. Employee retention.	to examine the employees' perspective with regard the importance of their empowerment, job design through training, compensation equity, and their expectancy toward performance management on their retention.	The findings showed that training and development, appraisal system compensation affect the employee retention except employee retention. According to these results, training, employee appraisal and compensation are fundamental considerations for retention decisions, but empowerment is less important which refers to the Asian culture characteristics of the conformity of the higher authority.	Effective HRM practices.	Employee retention.

Gollan (2012)	HRM managers' contribution. Organizational value and work performance.	to examine the professional identity and the HR managers role in motivating and implementing the strategies that support the high workplace performance where the performance of workplace affects the Australian competitiveness.	The findings showed that while the function of HR is likely to change, it is not playing a decreasing role in the decision making of organizations. The function of HR have acquired an influencing role in presenting the balance between performance and behavior.	HRM managers' contribution.	Organizational value and work performance.
Cotarelo (2011)	HR line managers' discretion. HRM performance.	to fill the gap in the HRM literature by providing new perception about how line managers link in the processes of the HR.	The findings showed that the managers conduct their HR tasks not just as agents of the institution but as actors who seek to make a combination of departmental, organizational and individual goals. So, the HR decisions can be as a part of the exchange between employees and managers, and some of the individual and group impacts of HRM are achieved, including the performance influences.	HRM performance.	HR line managers' discretion
Nehles (2010)	HRM implementation. Line manager function.	to address the success of the implementation of Human Resource Management (HRM) concentrating on first-line managers not on the HR function.	The findings showed that the HR practices have some difficulties at the operational level with their HR tasks. However, they have an increasingly responsible for the implementation of HRM and their performance is critical for HRM effectiveness.	HRM implementation.	Line manager function.
Gilbert, Winne and Sels (2010)	Line managers. Employees' effective commitment.	to investigate the effect of HRM investments that made by the core HR actors like HR department and line managers on the effective commitment of employees.	The findings showed that line mangers can improve the effective commitment of employees by both the effective improvement of HR practices and good relations-oriented leadership behavior. In addition, high service quality by the HR department has a positive influence on the effective commitment of employees.	Line managers.	Employees' effective commitment.

Feilder, Yarker, and Lewis (2008)	Line management competency. Reducing stress at work.	to present what the HR line mangers competencies or behavior should have to reduce the employees work stress where the management behavior has an important effect on the staff well-being.	The findings showed that the identified behaviors were grouped into themes to get a framework of nineteen mangers' competencies for reducing and preventing the work stress.	Line management competency.	Reducing stress at work
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This study fill the gab of literature by its contribution in adding value in the HRM field, it differentiates from other studies by focusing on the impact of line managers' human resource competencies on the human resource effectiveness. This study also focused on the Banking sector in Palestine by linking it with the line managers' competemcies, and this enrich the field of HRM literature especially in the context of Palestine.

Chapter 4

Research Methodology

Chapter 4

Research Methodology

3.1. Introduction

The fourth chapter deals with the methodology used in this study, where this method was represented in this chapter by defining the research plan, followed by the size of the study population, the sample size, the mechanism of data collection, preparing and revising the questionnaire, ensuring its validity and reliability through a survey sample, and defining the questionnaire sections and statistical methods that were followed to answer on the research results and hypotheses.

3.2. 4.1. Research Framework

This study used quantitative data. The researcher designed eight major steps as shown in the following figure (4.1):

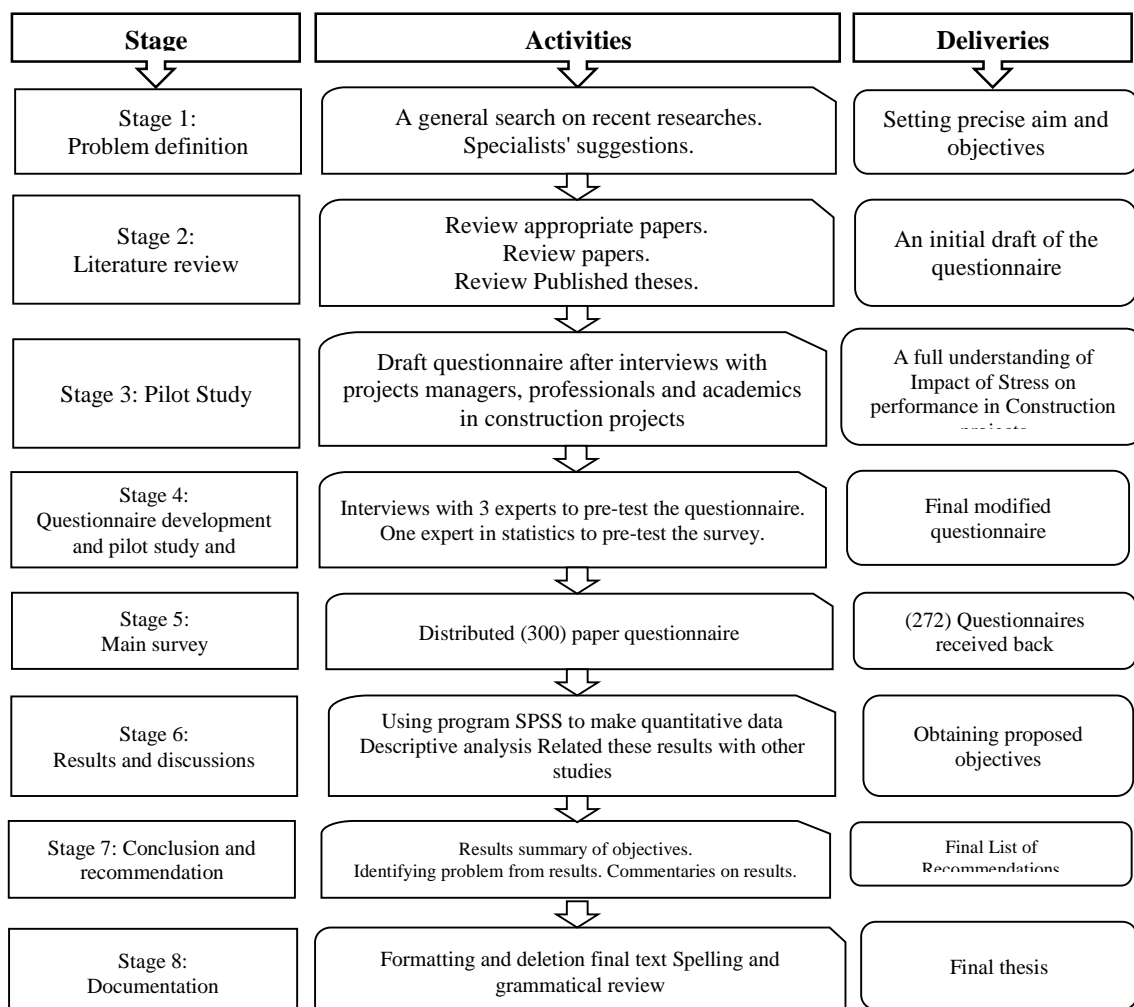


Figure (4.1): Research methodology flowchart

Source. Designed by researcher, 2021

3.3. 4.2. Data collection sources

The researcher has developed the questionnaire mainly having three sections (the demographic information, "line managers" human resource competencies, and indicators of human resources management implementation effectiveness). Then the data collection, analysis, and results have discussed in brief.

3.4. 4.3. Research population

The population study consists of employees working in local banks in Gaza strip. These banks are the Bank of Palestine, the Palestinian Investment Bank, al-Quds Bank, the Palestinian Islamic Bank and the Arab Islamic Bank, , and the number of these employees is 920 employees.

3.5. 4.4. Sample size

We used the following equation to calculate the size of sample to limited population (Moore, 2003).

$$n = (z \div 2 * m)^2 \dots\dots\dots 1$$

$$Z = 1.96 \text{ at } \alpha = 0.05$$

m : marginal error (5%).

$$n_{\text{corrected}} = Nn / (N + n - 1) \dots\dots\dots 2$$

N: size of the population

$$n = (1.96)^2 \div (2 * 5\%)^2 = 384$$

N = 920, then

$$n_{\text{corrected}} = 920 * 384 / (920 + 384 - 1) = 272$$

The researcher used the simple random sampling method from the employees of these five banks, from the managers, the head of departments and other employees who perform their work using computers, with number 272 employee.

Table (4.1): Population and Sample

Bank name	Number of employees in Gaza branches	Percentage of each bank	Number of questionnaires will be distributed
Bank Of Palestine	595	64.7	176
Al-Quds Bank	113	12.3	33

Palestinian Investment Bank	15	1.6	4
Palestinian Islamic Bank	173	18.8	51
Arab Islamic Bank	24	2.6	7
Total	920	100.0	272

Source: Annual reports of the national banks in Gaza strip, 2019.

3.6. 4.5. Questionnaire design and contents

Its consists of three sections include:

- Section #1: Demographic information:

The first section of the questionnaire aimed to determine the characteristics of respondents. This section includes five variables: (gender, age, qualification, workplace, and years of experience.

- Section #2: line manager's HR competencies:

The second section of the questionnaire aimed to determine line manager's HR competencies, includes six dimensions:

1. Human resources knowledge consists of (7 items).
2. Human resources communication consists of (7 items).
3. Human resource development consists of (7 items).
4. Human resource conflict resolution consists of (7 items).
5. Human resource Compliance consists of (7 items).
6. Human resource Characteristics consists of (7 items).

- Section #3: HRM implementation effectiveness

The third section of the questionnaire addressed HRM implementation effectiveness, and included 15 items.

3.7. 4.6. Data measurement

The data was measured and converted from the ordinal form to the quantitative form that is measurable, which is known as the Likert five-scale scale, where the rank 1 represents strong disagreement, while the fifth rank represents strong agreement as shown in Table (4.2).

Table (4.2): five-point likert scale

Response	Strongly Disagree	Disagree	Neutral	agree	Strongly agree
Code	1	2	3	4	5

3.8. 4.7. Pilot study

30 questionnaires were randomly distributed to the study population in order to ensure validity and reliability, which were later included in the main study sample.

3.9. 4.8. Validity

The validity of the questionnaire was calculated in two ways. The first was the internal consistency validity to measure the correlation coefficient between the paragraph and the total degree of the dimension to which this paragraph belongs. The second type is known as structural validity, and it measures the correlation coefficient between the dimension and the total score of the questionnaire.

Internal validity for line manager's HR competencies

It was found through the results in the following table (4.3) that the probabilistic value of each paragraph of the field is less than the level of significance 0.05, and this confirms the statistical relationship between the paragraph and the total score of the field, and this means that these paragraphs have measured the goal for which they were set.

Table (4.3): Correlation coefficient between each item in the dimension (line manager's HR competencies) and the whole degree of the dimension

	#	Item	correlation coefficient	p-value
HR Knowledge	1.	The Line managers have sufficient awareness of the basis and concepts of human resources.	0.725	0.000*
	2.	The line manager clearly knows his role in the practice of human resource management.	0.785	0.000*

	3.	Line managers understand the administrative processes, policy and functions of human resource management in the organization.	0.626	0.000*
	4.	The line manager follows systematic plans for human resource management to achieve the bank's goals.	0.789	0.000*
	5.	The line manager seeks to develop his capabilities continuously to gain the latest administrative methods at work.	0.719	0.000*
	6.	The line managers can determine the functional needs of the department based on the work need and analyze the jobs related to them.	0.654	0.000*
	7.	The line managers create new ways of managing human resources beyond routine work.	0.673	0.000*
HR communication	1.	I communicate with my line manager easily without any formal restrictions.	0.580	0.000*
	2.	My line manager is distinguished for having an effective communication skills and his flexibility.	0.674	0.000*
	3.	HR operations are practiced collaboratively between employees, line manager and senior management.	0.710	0.000*
	4.	My line manager provides sufficient and clear information about the tasks entrusted to me and the policies and practices approved by the Human Resources Department within the Bank.	0.680	0.000*
	5.	My line manager continuously cooperates with all departments to enhance functional coherence in order to achieve the business goals.	0.629	0.000*
	6.	My line manager distributes tasks and powers according to purely professional standards.	0.599	0.000*
	7.	My line manager has a good relationship with the human resources department of the bank and communicates with it continuously and effectively to share information about employees and the organization.	0.674	0.000*
HR	1.	My line manager seeks to provide his employees an educational and training opportunity to have continuous development of performance.	0.672	0.000*

	2.	My line manager is committed of the training plan prepared by the organization's management.	0.673	0.000*
	3.	My line manager provides individual suggestions for developing my performance and implementing customized training programs.	0.621	0.000*
	4.	My line managers nominate employees for training courses according to the training needs of each employee.	0.678	0.000*
	5.	My line manager evaluates my strength points to maintain and continually develop it.	0.715	0.000*
	6.	My line manager evaluates my weaknesses points to avoid and remediate it later.	0.653	0.000*
	7.	My line manager seeks to remove all obstacles facing his employees through training and development.	0.672	0.000*
HR conflict resolution	1.	My line manager treats employees as one team in carrying out tasks.	0.611	0.000*
	2.	My line manager solves internal problems within the team on a timely basis and does not ignore it.	0.585	0.000*
	3.	My line manager seeks for the participation of his employees in decision-making and the sharing of opinions and ideas.	0.654	0.000*
	4.	My line manager tries to create a comfortable work environment for the employees in his department to carry out their duties of the bank.	0.594	0.000*
	5.	My line manager understands the requests, concerns, and behavior of employees working in the department.	0.618	0.000*
	6.	My line managers have good employee relations based on mutual respect and trust.	0.695	0.000*
	7.	My line manager understands the internal problems of employees and solves it with integrity without discrimination.	0.519	0.000*
HR Compliance	1.	My direct managers commit and implement the regulations and guidelines of the Human Resources Department.	0.553	0.000*
	2.	My line manager follows the professional rules and procedures in human resource management away from his personal considerations.	0.603	0.000*
	3.	The line managers respect the organizational structure and work legally according to its regulations.	0.714	0.000*

	4.	The direct managers implement professionally the strategic decisions according to the policy of the senior management of the bank.	0.668	0.000*
	5.	My line managers avoid favoritism in decision-making in order of the bank's interest.	0.668	0.000*
	6.	Personal and familial relationships do not affect the relationship between line managers and their employees, which creates a comfortable work atmosphere.	0.798	0.000*
	7.	Line managers understand issues related to the implementation of human resource decisions and practices.	0.617	0.000*
HR Characteristics	1.	My line manager has an entrepreneurial spirit in implementing HR practices.	0.714	0.000*
	2.	My line manager has a high sense of responsibility to perform his duties in implementing human resource practices.	0.752	0.000*
	3.	My line managers have a strong desire to benefit from mature experience in the field of human resources.	0.789	0.000*
	4.	My line manager has a real enthusiasm and motivation to run his department effectively and dynamically.	0.658	0.000*
	5.	My direct manager consults his employees about some matters and issues to gain several opinions.	0.647	0.000*
	6.	My line manager distributes responsibilities with his employees in times of work pressure.	0.631	0.000*
	7.	My line manager exchanges tasks with his employees and shares work with them in times of work pressure.	0.611	0.000*

* Correlation is significant at the 0.05 level

Internal validity for HRM implementation effectiveness

Table (4.4) shows the correlation coefficient between each of the paragraphs and the total score of the dimension, which shows that the indicated correlation coefficients are significant at $\alpha = 0.05$ and the paragraphs are consistent and valid to be measure what it was set for.

Table (4.4): Correlation coefficient between each item in the dimension (HRM implementation effectiveness) and the whole degree of the dimension

	#	Item	correlation coefficient	p-value
HR M	1.	The Pre-planned goals are achieved through the application of human resource practices.	0.725	0.000*

	#	Item	correlation coefficient	p-value
	2.	The transfer and recruitment process in the Bank is professional and fair and is carried out according to specific criteria.	0.785	0.000*
	3.	The Bank provides great importance to development and training before joining a job vacancy.	0.626	0.000*
	4.	Human resource management practices contribute to the development of the performance of employees and the organization in an effective and continuous manner.	0.789	0.000*
	5.	Each employee has specific tasks and an effective role in achieving the bank's goals.	0.719	0.000*
	6.	Employees feel of the overall satisfaction as they are working in a development work environment.	0.654	0.000*
	7.	There is an appropriate mechanism for evaluating bank employees in a fair and objective manner.	0.673	0.000*
	8.	Bank holds regular meetings contribute to the functional evaluation of work continuously.	0.711	0.000*
	9.	The salary level in the bank based on the logical functions and administrative levels.	0.635	0.000*
	10.	The Bank motivating employees financially and morally by functional performance.	0.687	0.000*
	11.	The Bank uses the latest administrative methods permanently.	0.754	0.000*
	12.	Staff performance is reflected automatically on the Bank's performance and achieves its objectives and increases its profits.	0.666	0.000*
	13.	The Bank has a clear and comprehensive strategy for human resources practices.	0.798	0.000*
	14.	Human resources management has high efficiency for decision-making on human resources practices and follow-up implementation.	0.701	0.000*
	15.	There are clear and effective mechanisms to measure the organization's performance and the achievement of its objectives.	0.677	0.000*

* Correlation is significant at the 0.05 level

Structure validity test

It was found through the results in the following table (4.5) that the probabilistic value of each field is less than the level of significance 0.05, and this confirms the statistical relationship between the field and the total score of the questionnaire, and this means that these fields have measured the goal for which they were set

Table (4.5): Questionnaire validity structure.

Dimensions	Pearson correlation coefficient	P-value
line manager's HR competencies	0.750	0.000*
• Human resources knowledge	0.714	0.000*
• Human resources communication	0.758	0.000*
• Human resource development	0.695	0.000*
• Human resource conflict resolution	0.679	0.000*
• Human resource Compliance	0.740	0.000*
• Human resource Characteristics	0.725	0.000*
HRM implementation effectiveness	0.761	0.000*

* Correlation is significant at the 0.05 level

3.10. 4.9. Research Reliability

Reliability means that if the questionnaire is distributed more than once to the same people and the same circumstances, the researcher will get close results, and Cronbach's alpha coefficient was used to measure the reliability and the results were as shown in Table (4.6). The results showed that there is a high reliability, and therefore the result ensures the reliability of the questionnaire.

Table (4.6): Cronbach's Alpha for each field of the questionnaire

Dimensions	Cronbach's Alpha (Ca)
Line manager's HR competencies	0.721
• Human resources knowledge	0.844
• Human resources communication	0.752
• Human resource development	0.810
• Human resource conflict resolution	0.703
• Human resource Compliance	0.714

Dimensions	Cronbach's Alpha (Ca)
• Human resource Characteristics	0.821
HRM implementation effectiveness	0.849
All Questionnaire	0.811

3.11. 4.10. Statistical Analysis

Data analysis was performed using IBM SPSS Statistics 22 (IBM). The following quantitative measures were used for data analysis :

- Frequencies and Relative frequency.
- Mean and standard deviation.
- Relative Important Index.
- One sample (T) test.
- Independent sample (T) test.
- One-way Analysis of Variance (ANOVA).
- Pearson's correlation coefficient.
- Regressions Analysis.
- Scheffe's method for multiple comparisons.

Chapter 5

Results and Discussion

Chapter 5

Results and Discussion

5.1. Demographic information

Table (5.1): General information of the respondents.

Variable	Frequency	Percent (%)
Gender		
Male	221	81.3
Female	51	18.7
Age		
Less than 30 years	27	9.9
30- Less than 40 years	114	41.9
40 - less than 50 years	95	34.9
50 years or more	36	13.2
Qualification		
Bachelor	208	76.5
Postgraduate	64	23.5
Workplace		
Bank of Palestine	195	71.7
Al-Quds Bank	6	2.2
Investment Bank	36	13.2
Palestine Islamic Bank	26	9.6
Arab Islamic Bank	9	3.3
Years of experience		
Less than 5 years	9	3.3
5- Less than 10 years	60	22.2
10 years or more	203	74.6

The importance of demographic information to meaningful quantitative analysis cannot be undermined. Background and demographic information from respondents were also stained. This section analyzed the demographic information of 272 respondents as shown in Table 4.1.

- It was found from the results mentioned in Table (5.1) that 81.3% of the respondents are male, 18.7% are female, this is a logical result, as the culture of a patriarchal society places the majority of jobs for men.
- The results presented in Table (5.1) showed that 76.5% of the respondents have a scientific degree with a bachelor's degree, and 23.5% postgraduate, it is clear from the results that the majority are holders of a bachelor's degree, and this is normal, as a small number of graduates want to complete higher education.

- The results presented in Table (5.1) showed that 76.8% of the respondents have age from 30 – 50 years, this means that the policies of banks prefer to keep the younger generation in employment to ensure the continuity of productivity
- According to the respondent's experience, 3.3% of the respondents have years of experience less than 5 years, 22.2% of the respondents have years of experience 5-10 years, 74.6% of the respondents have years of experience more than 15 years, it is clear from the results that the percentage of employees with more than 10 years of experience amounted to 74.6%. Analysis of the results shows that the non-employment policy in the previous period significantly affected the lack of new employees due to the bad economic situation in Gaza City.
- The results presented in Table (5.1) showed that 71.7% of the respondents were Employees at Bank of Palestine, this is normal because the Bank of Palestine is the largest bank in the Palestinian territories

This result emphasizes the accuracy of the obtained data which can lead to accurate results.

5.2. Line manager's HR competencies

In this section, 42 items related to line manager's HR competencies were covered. These items were subjected to the views of the respondents and were analyzed. This section divided into six dimensions as follow:

5.3. Human resources knowledge

The mean of item 1 “The Line managers have sufficient awareness of the basis and concepts of human resources” equals 2.89, and *Probability-value* = 0.030 which is smaller than the level of significance 0.05. the mean of this item smaller than 3. It is concluded that the respondents disagree to this item.

Researcher attributed this to several reasons, including the failure to use the right steps in selecting managers and not subjecting them to tests and measuring technical and administrative skills. Moreover, the institution did not invest in its employees and develop their skills, which makes the tasks entrusted to them are routine, repetitive tasks that do not need creativity and development

The lowest important item is “The line manager clearly knows his role in the practice of human resource management” which has a mean equals 2.67, and $Probability-value = 0.000$ which is smaller than the level of significance 0.05. the mean of this item smaller than 3. It is concluded that the respondents disagree to this item.

Researcher attributed this to the weakness of the supervisory system in the institution, the failure to follow up on managers, measuring the extent of their knowledge of human resource management (HRM) laws and determining their needs to develop their skills

The mean of the dimension “Human resources knowledge” equals 2.76, and $Probability-value = 0.000$ which is smaller than the level of significance 0.05. the mean of this dimension smaller than 3. It is concluded that the respondents disagree to this dimension.

Researcher attributed the lack of knowledge in human resources sciences among managers to the weakness of the selection system for managers, in addition to the fact that they do not have sufficient administrative skills commensurate with the job position in which they were appointed.

This result agreed with the results of some studies, such as the study Jo (2016), which showed that the line managers’ HR competency are consisted of six dimensions of HR knowledge, HR communication, HR development, HR conflict resolution, HR compliance, and HR characteristics that they have a positive impact on HR effectiveness

Table (5.2): Mean, SD, Test value, P-value, and Rank of Human resources knowledge dimension

No.	Item	Mean	Std. Dev	Test value	P value Sig.	Rank
1.	The Line managers have sufficient awareness of the basis and concepts of human resources.	2.89	0.83	-2.18	0.030	1
2.	The line manager clearly knows his role in the practice of human resource management.	2.67	0.67	-8.27	0.000	7
3.	Line managers understand the administrative processes, policy and functions of human resource management in the organization.	2.71	0.68	-7.00	0.000	5
4.	The line manager follows systematic plans for human resource management to achieve the bank's goals.	2.75	0.69	-5.85	0.000	4

5.	The line manager seeks to develop his capabilities continuously to gain the latest administrative methods at work.	2.68	0.70	-7.60	0.000	6
6.	The line managers can determine the functional needs of the department based on the work need and analyze the jobs related to them.	2.76	0.67	-5.97	0.000	3
7.	The line managers create new ways of managing human resources beyond routine work.	2.85	0.77	-3.14	0.002	2
All items		2.76	0.50	-7.92	0.000	

5.4. Human resources communication

The mean of item 1 “I communicate with my line manager easily without any formal restrictions” equals 4.22, and Probability value = 0.000 which is smaller than the level of significance 0.05. the mean of this item smaller than 3. It is concluded that the respondents agree to this item.

Researcher attributed this to the bureaucratic system in institutions, which affects the ease of vertical communication between employees and managers.

The lowest important item is “My line manager distributes tasks and powers according to purely professional standards” which has a mean equals 3.70, and *Probability-value* = 0.000 which is smaller than the level of significance 0.05 . the mean of this item greater than 3. It is concluded that the respondents agree to this item.

Researcher attributed this to the administrative weakness of the managers and the inability to distribute tasks in an appropriate manner, which results in the delay in completing the tasks on time and is reflected greatly on the institution.

The mean of the dimension “Human resources communication” equals 3.90 and *Probability-value* = 0.000 which is smaller than the level of significance 0.05. the mean of this dimension greater than 3. It is concluded that the respondents agree to this dimension.

Researcher attributed this to, as we mentioned previously, the bureaucratic system in institutions, in addition to the weak communication skill between managers and employees, in addition to the low seriousness of the institution in enhancing communication skill and

communication between employees and managers, which increases the efficiency of employees, managers and the institution in general.

This result also agreed with the results of some studies, such as the study Jo (2016), which showed that the line managers with HR communication skill have a positive impact on HR effectiveness.

Table (5.3): Mean, SD, Test value, P-value, and Rank of Human resources communication dimension

No.	Item	Mean	Std. Dev	Test value	P value Sig.	Rank
1.	I communicate with my line manager easily without any formal restrictions.	4.22	0.80	25.18	0.000	1
2.	My line manager is distinguished for having an effective communication skills and his flexibility.	3.92	0.94	16.08	0.000	3
3.	HR operations are practiced collaboratively between employees, line manager and senior management.	3.77	0.88	14.38	0.000	6
4.	My line manager provides sufficient and clear information about the tasks entrusted to me and the policies and practices approved by the Human Resources Department within the Bank.	3.82	0.85	15.99	0.000	5
5.	My line manager continuously cooperates with all departments to enhance functional coherence in order to achieve the business goals.	3.96	0.83	19.09	0.000	2
6.	My line manager distributes tasks and powers according to purely professional standards.	3.70	0.98	11.80	0.000	7
7.	My line manager has a good relationship with the human resources department of the bank and communicates with it continuously and effectively to share information about employees and the organization.	3.88	0.84	17.25	0.000	4
All items		3.90	0.72	20.40	0.000	

5.5. Human resources development

The mean of item 2 “My line manager is committed of the training plan prepared by the organization’s management” equals 3.93 and $Probability-value=0.000$ which is smaller than the level of significance 0.05. the mean of this item greater than 3. It is concluded that the respondents agree to this item.

Researcher attributed this to the managers’ lack of awareness of the importance of training courses in enhancing and developing human resources within the institution, and the weakness of the institution’s follow-up and evaluation system to ensure the implementation of the plans developed within the institution.

The lowest important item is “My line manager provides individual suggestions for developing my performance and implementing customized training programs” which has a mean equals 3.59 and $Probability-value=0.000$ which is smaller than the level of significance 0.05. the mean of this item greater than 3. It is concluded that the respondents agree to this item.

Researcher attributed this to the weak administrative and technical skills of managers, focusing on the completion of daily work, and the absence of a development and investment vision in the employee.

The mean of the dimension “Human resources development” equals 3.73 and $Probability-value=0.000$ which is smaller than the level of significance 0.05. the mean of this dimension greater than 3. It is concluded that the respondents agree to this dimension.

Researcher attributed this to the weakness of the development and supervisory system in the institution and the follow-up of development plans to improve the capabilities and skills of employees, in addition to the weakness of managers and interest in completing routine daily work and thus not including training courses for employees among the priorities.

This result agreed with the results of some studies, such as the study Hong, Hao, Kumar, Remendran, Kadiresean (2012), which showed that that training and development, appraisal system compensation affect the employee retention except employee retention, also agreed with the results of the study Jo (2016), which showed that the line managers with HR development skill have a positive impact on HR effectiveness.

Table (5.4): Mean, SD, Test value, P-value, and Rank of Human resources development dimension

No.	Item	Mean	Std. Dev	Test value	P value Sig.	Rank
1.	My line manager seeks to provide his employees an educational and training opportunity to have continuous development of performance.	3.86	0.93	15.34	0.000	2
2.	My line manager is committed of the training plan prepared by the organization's' management.	3.93	0.89	17.25	0.000	1
3.	My line manager provides individual suggestions for developing my performance and implementing customized training programs.	3.59	0.96	10.13	0.000	7
4.	My line managers nominate employees for training courses according to the training needs of each employee.	3.74	0.99	12.34	0.000	3
5.	My line manager evaluates my strength points to maintain and continually develop it.	3.67	0.89	12.35	0.000	5
6.	My line manager evaluates my weaknesses points to avoid and remediate it later.	3.64	0.83	12.73	0.000	6
7.	My line manager seeks to remove all obstacles facing his employees through training and development.	3.71	0.81	14.52	0.000	4
All items		3.73	0.76	16.02	0.000	

5.6. Human resources conflict resolution

The mean of item 2 “My line manager solves internal problems within the team on a timely basis and does not ignore it” equals 3.94 and *Probability-value*= 0.000 which is smaller than the level of significance 0.05. the mean of this item greater than 3. It is concluded that the respondents agree to this item.

Researcher attributed this to the inability of managers to develop solutions to administrative problems, as they require special skills and thus affect the entire work system.

The lowest important item is “My line manager seeks for the participation of his employees in decision-making and the sharing of opinions and ideas” which has a mean equals 3.71 and *Probability-value*=0.000 which is smaller than the level of significance 0.05 . the mean of this item greater than 3. It is concluded that the respondents agree to this item.

Researcher attributed this to the managers' weakness in communication skills, as well as the embarrassment in involving employees in the decision-making process and showing the manager's weaknesses as well as personal differences between employees and managers.

The mean of the dimension "Human resources conflict resolution" equals 3.85 and *Probability-value* = 0.000 which is smaller than the level of significance 0.05. the mean of this dimension greater than 3. It is concluded that the respondents agree to this dimension.

Researcher attributed this to lack of administrative and communication skills of managers and the inability to solve administrative problems during work as a result of the lack of sufficient experience, as well as one of the important reasons in this aspect is the personal problems between employees and managers and their failure to involve them in solving administrative problems at work.

This result agreed with the results of some studies, such as the study Mash and Adler (2018), which showed that the type of organization influences the relationship between the role perception and the style of conflict management., also agreed with the results of the study Jo (2016), which showed that the line managers with HR conflict resolution skill have a positive impact on HR effectiveness.

Table (5.5): Mean, SD, Test value, P-value, and Rank of Human resources conflict resolution dimension

No.	Item	Mean	Std. Dev	Test value	P value Sig.	Rank
1.	My line manager treats employees as one team in carrying out tasks.	3.86	0.84	16.91	0.000	4
2.	My line manager solves internal problems within the team on a timely basis and does not ignore it.	3.94	0.87	17.82	0.000	1
3.	My line manager seeks for the participation of his employees in decision-making and the sharing of opinions and ideas.	3.71	0.97	12.16	0.000	7
4.	My line manager tries to create a comfortable work environment for the employees in his department to carry out their duties of the bank.	3.78	0.92	14.05	0.000	6
5.	My line manager understands the requests, concerns, and behavior of employees working in the department.	3.81	0.88	15.24	0.000	5
6.	My line managers have good employee relations based on mutual respect and trust.	3.93	0.91	16.79	0.000	2

7.	My line manager understands the internal problems of employees and solves it with integrity without discrimination.	3.91	0.79	18.86	0.000	3
All items		3.85	0.77	18.24	0.000	

5.7. Human resources compliance

The mean of item 1 “My direct managers commit and implement the regulations and guidelines of the Human Resources Department” equals 4.10 and $Probability-value = 0.000$ which is smaller than the level of significance 0.05. the mean of this item greater than 3. It is concluded that the respondents agree to this item.

Researcher attributed this to the lack of sufficient knowledge of managers of the rules, regulations and internal laws of the institution, as a result of the policy of selecting managers who are not committed to the relevant standards

The lowest important item is “Line managers understand issues related to the implementation of human resource decisions and practices” which has a mean equals 3.89, and $Probability-value = 0.000$ which is smaller than the level of significance 0.05. the mean of this item greater than 3. It is concluded that the respondents agree to this item.

Researcher attributed this to the lack of the required experience in the person in this position, as well as the absence of incentives from the institution for self-development and the search for information that managers benefit from at work.

The mean of the dimension “Human resources compliance” equals 3.99 and $Probability-value = 0.000$ which is smaller than the level of significance 0.05. the mean of this dimension greater than 3. It is concluded that the respondents agree to this dimension.

Researcher attributed this to the not choosing the right person in the right place, and consequently problems that affect the work of the institution.

This result also agreed with the results of some studies, such as the study Jo (2016), which showed that the line managers with HR compliance skill have a positive impact on HR effectiveness

Table (5.6): Mean, SD, Test value, P-value, and Rank of Human resources compliance dimension

No.	Item	Mean	Std. Dev	Test value	P value Sig.	Rank
1.	My direct managers commit and implement the regulations and guidelines of the Human Resources Department.	4.10	0.75	24.36	0.000	1
2.	My line manager follows the professional rules and procedures in human resource management away from his personal considerations.	3.92	0.87	17.44	0.000	6
3.	The line managers respect the organizational structure and work legally according to its regulations.	4.09	0.76	23.84	0.000	2
4.	The direct managers implement professionally the strategic decisions according to the policy of the senior management of the bank.	4.06	0.76	22.78	0.000	3
5.	My line managers avoid favoritism in decision-making in order of the bank's interest.	3.93	0.81	18.96	0.000	5
6.	Personal and familial relationships do not affect the relationship between line managers and their employees, which creates a comfortable work atmosphere.	3.94	0.92	16.88	0.000	4
7.	Line managers understand issues related to the implementation of human resource decisions and practices.	3.89	0.84	17.49	0.000	7
All items		3.99	0.68	23.93	0.000	

3.11.1.Human resources characteristics

The mean of item 1 “My line manager has an entrepreneurial spirit in implementing HR practices” equals 2.87 and $Probability-value = 0.000$ which is smaller than the level of significance 0.05. the mean of this item smaller than 3. It is concluded that the respondents disagree to this item.

Researcher attributed this to the manager’s inability to think in the spirit of entrepreneurship as a result of his great lack of experience, as well as the inability to get out of the routine daily work environment and think outside the box and bring creative ideas.

The lowest important item is “My direct manager consults his employees about some matters and issues to gain several opinions” which has a mean equals 2.64 and $Probability-value = 0.000$ which is smaller than the level of significance 0.05. the mean of this item smaller than 3. It is concluded that the respondents disagree to this item.

Researcher attributed this to the weak communication skills between managers and employees, as well as exclusivity in decision-making by managers, which affects the performance of the institution in general, in addition to the lack of an internal system in the institution that encourages employee participation in the decision-making process and the lack of sufficient awareness of the importance of employee participation in the process making decisions

The mean of the dimension “Human resources characteristics” equals 2.73 and *Probability–value*=0.000 which is smaller than the level of significance 0.05. the mean of this dimension smaller than 3. It is concluded that the respondents disagree to this dimension.

Researcher attributes this to the marginalization and absence of a human resource development cycle within the organization, the failure to choose managers in the right way, as well as the absence of plans that improve the administrative and technical skills of employees in general and managers in particular.

This result also agreed with the results of some studies, such as the study Jo (2016), which showed that the line managers with HR characteristics skill have a positive impact on HR effectiveness.

Table (5.7): Mean, SD, Test value, P-value, and Rank of Human resources characteristics dimension

No.	Item	Mean	Std. Dev	Test value	P value	Sig.	Rank
1.	My line manager has an entrepreneurial spirit in implementing HR practices.	2.87	0.80	-2.65	0.009		1
2.	My line manager has a high sense of responsibility to perform his duties in implementing human resource practices.	2.65	0.62	-9.31	0.000		6
3.	My line managers have a strong desire to benefit from mature experience in the field of human resources.	2.68	0.62	-8.63	0.000		5
4.	My line manager has a real enthusiasm and motivation to run his department effectively and dynamically.	2.72	0.66	-6.94	0.000		4
5.	My direct manager consults his employees about some matters and issues to gain several opinions.	2.64	0.65	-9.22	0.000		7

6.	My line manager distributes responsibilities with his employees in times of work pressure.	2.74	0.62	-7.02	0.000	3
7.	My line manager exchanges tasks with his employees and shares work with them in times of work pressure.	2.83	0.75	-3.63	0.000	2
All items		2.73	0.47	-9.44	0.000	

5.8. HRM implementation effectiveness

The mean of item 5 “Each employee has specific tasks and an effective role in achieving the bank's goals” equals 3.99 and $Probability-value = 0.000$ which is smaller than the level of significance 0.05. the mean of this item greater than 3. It is concluded that the respondents agree to this item.

Researcher attributed this to the absence of a clear job description of the tasks required of the employee, as well as the duties and rights, as well as the absence of the follow-up and evaluation process for the employee, and this is reflected in the dispersal of efforts and the assignment of the manager to the employees with tasks for which they are not responsible.

The lowest important item is “The salary level in the bank based on the logical functions and administrative levels” which has a mean equals 3.35 and $Probability-value = 0.000$ which is smaller than the level of significance 0.05. the mean of this item greater than 3. It is concluded that the respondents agree to this item.

Researcher attributed this to large gaps in salary between employees and managers and the lack of internal regulations and laws regulating the salary scale of employees, which results in a feeling of unfairness among employees.

The mean of the dimension “HRM implementation effectiveness” equals 3.72 and $Probability-value = 0.000$ which is smaller than the level of significance 0.05. the mean of this dimension greater than 3. It is concluded that the respondents agree to this dimension.

Researcher attributed this to the weakness of administrative and technical skills in general within the institution, which results in weak strategic planning and difficulty in setting goals for the institution, as well as the lack of systems for selecting managers within the institution and reliance on the system of favoritism among employees, which generates a feeling of injustice within the institution, as well as the absence of a financial system to determine Salaries among employees and the existence of a large gap in salaries among employees in addition to the absence of a policy of motivation and skills development for

employees, which results in a decrease in skills and affects the performance of the institution in general.

This result agreed with the results of some studies, such as the study Beeck, Wynen and Hondeghem (2018), which showed that for the middle managers, personal red tape, length of service and the supervisory experience affect their HRM implementation effectiveness, but this study disagreed with the results of the study Bos-Nehles, Van Riemsdijk, and Kees Looise (2013), which showed that motivation and opportunity had no significant direct effect on HRM implementation effectiveness.

Table (5.8): Mean, SD, Test value, P-value, and Rank of HRM implementation effectiveness

No.	Item	Mean	Std. Dev	Test value	P value Sig.	Rank
1.	The Pre-planned goals are achieved through the application of human resource practices.	3.81	0.65	20.56	0.000	7
2.	The transfer and recruitment process in the Bank is professional and fair and is carried out according to specific criteria.	3.51	0.85	9.98	0.000	12
3.	The Bank provides great importance to development and training before joining a job vacancy.	3.92	0.89	16.95	0.000	3
4.	Human resource management practices contribute to the development of the performance of employees and the organization in an effective and continuous manner.	3.88	0.73	19.95	0.000	4
5.	Each employee has specific tasks and an effective role in achieving the bank's goals.	3.99	0.70	23.11	0.000	1
6.	Employees feel of the overall satisfaction as they are working in a development work environment.	3.57	0.94	9.91	0.000	11
7.	There is an appropriate mechanism for evaluating bank employees in a fair and objective manner.	3.39	1.02	6.24	0.000	14
8.	Bank holds regular meetings contribute to the functional evaluation of work continuously.	3.62	0.91	11.25	0.000	10
9.	The salary level in the bank based on the logical functions and administrative levels.	3.35	1.16	5.02	0.000	15

10.	The Bank motivating employees financially and morally by functional performance.	3.49	1.02	7.88	0.000	13
11.	The Bank uses the latest administrative methods permanently.	3.78	0.97	13.39	0.000	8
12.	Staff performance is reflected automatically on the Bank's performance and achieves its objectives and increases its profits.	3.98	0.75	21.72	0.000	2
13.	The Bank has a clear and comprehensive strategy for human resources practices.	3.86	0.79	17.98	0.000	5
14.	Human resources management has high efficiency for decision-making on human resources practices and follow-up implementation.	3.72	0.85	14.11	0.000	9
15.	There are clear and effective mechanisms to measure the organization's performance and the achievement of its objectives.	3.86	0.89	15.94	0.000	6
All items		3.72	0.67	17.72	0.000	

5.9. Hypotheses testing

H-1: There is positive statistically significant relationship between line manager's HR competencies and HRM implementation effectiveness in the operating banks in the Gaza strip.

Table (5.9): Correlation coefficient between line manager's HR competencies and on HRM implementation effectiveness

Attributes	Statistic	HRM implementation effectiveness
HR Knowledge	<i>r</i>	0.658**
	<i>P</i> -value	0.000
	<i>N</i>	272
HR communication	<i>r</i>	0.714**
	<i>P</i> -value	0.000
	<i>N</i>	272
HR development	<i>r</i>	0.687**
	<i>P</i> -value	0.000
	<i>N</i>	272
HR conflict resolution	<i>r</i>	0.735**
	<i>P</i> -value	0.000
	<i>N</i>	272

HR Compliance.	<i>r</i>	0.637**
	<i>P</i> -value	0.000
	<i>N</i>	272
HR Characteristics.	<i>r</i>	0.688**
	<i>P</i> -value	0.000
	<i>N</i>	272
Line manager's HR competencies	<i>r</i>	0.705**
	<i>P</i> -value	0.000
	<i>N</i>	272

To test the relationship pearson's correlation coefficient was used to measure the strength and direction of the relationship (linear association/ correlation) between line manager's HR competencies and on HRM implementation effectiveness, where the value ($r=1$) means a perfect positive correlation and the value ($r= -1$) means a perfect negative correlation. According to the results of the test that shown in Table (4.9), significance value is less than 0.01 ($P\text{-value} < 0.01$), and thus the relationship is statistically significant at $\alpha \leq 0.01$ (as indicated by the double asterisk after the coefficient).

According to that, it can be said that the relationship between line manager's HR competencies and on HRM implementation effectiveness is a strong.

Table (5.9) shows the result of the first hypothesis, which indicates that:

- (1) The correlation coefficient was 0.705 which indicates that there is significant relationship between line manager's HR competencies and HRM implementation effectiveness.
- (2) The significant coefficient of independent variables "line manager's HR competencies" was significance and it's lower than 0.05, then we can say that there is significant effect at the 0.05 level of "line manager's HR competencies" on HRM implementation effectiveness.
- (3) R- square value equal 0.497, means that (49.7%) of the changes in manager's skills are caused by (line manager's HR competencies). Therefore, H1.1, was accepted. In other words, line manager's HR competencies has a positive influence on on HRM implementation effectiveness.

H-2: There is positive statistically significant impact of line manager's HR competencies on HRM implementation effectiveness in the operating banks in Gaza strip

H2-a: There is positive statistical significant impact of HR Knowledge on HRM implementation effectiveness in the operating banks in Gaza strip.

Table (5.10): Simple Linear Regression Results - HR Knowledge

Dependent variable	Independent variable	Unstandardized Coefficients		t	p-value (Sig.)
		B	Std. Error		
HRM implementation effectiveness	C	3.097	0.223	132.91	0.000*
	HR Knowledge	0.224	0.079	2.82	0.005*
F= 7.974 Sig=0.005 R²=29.0% R=0.538					

To test this hypothesis, the research used simple liner regression. Through the results presented in Table (5.10), it was found that the independent variable (HR Knowledge) has a significant impact on HRM implementation effectiveness, (P-Value<0.05), and the coefficient of determination is equal to 0.29, which means that 29.0% of the change in HRM implementation effectiveness can be explained by the change in HR Knowledge.

In conclusion, HR Knowledge has a significant impact on HRM implementation effectiveness.

Table (5.10) shows the result of the second hypothesis H2-a, which indicates that:

- (1) The correlation coefficient was 0.538 which indicates that the independent variable (HR Knowledge) has a significant impact on HRM implementation effectiveness.
- (2) The significant coefficient of the independent variable (HR Knowledge), " was significance and it's lower than 0.05, then we can say that there is significant effect at the 0.05 level of " HR Knowledge " on HRM implementation effectiveness
- (3) R- square value equal 0.29, means that (29.0%) of the changes caused by (HR Knowledge). Therefore, H2.a, was accepted.

H2-b: There is positive statistical significant impact of HR Communication on HRM implementation effectiveness in the operating banks in the Gaza strip.

Table (5.11): Simple Linear Regression Results - HR Communication

Dependent variable	Independent variable	Unstandardized Coefficients		t	p-value (Sig.)
		B	Std. Error		
HRM implementation effectiveness	C	1.270	0.162	7.82	0.000*
	HR Communication	0.628	0.041	15.32	0.000*
F= 234.769 Sig=0.000 R²=46.5% R=0.681					

To test this hypothesis, the research used simple liner regression. Through the results presented in Table (5.11), it was found that the independent variable (HR Communication) has a significant impact on HRM implementation effectiveness, (P-Value<0.05), and the coefficient of determination is equal to 0.465, which means that 46.5% of the change in HRM implementation effectiveness can be explained by the change in HR Communication.

In conclusion, HR Communication has a significant impact on HRM implementation effectiveness.

Table (5.11) shows the result of the second hypothesis H2-b, which indicates that:

- (1) The correlation coefficient was 0.681 which indicates that the independent variable (HR Communication) has a significant impact on HRM implementation effectiveness.
- (2) The significant coefficient of the independent variable (HR Communication), " was significance and it's lower than 0.05, then we can say that there is significant effect at the 0.05 level of " HR Communication" on HRM implementation effectiveness.
- (3) R- square value equal 0.465, means that (46.5%) of the changes caused by (HR Communication). Therefore, H2. B was accepted.

H2-c: There is positive statistical significant impact of HR Development on HRM implementation effectiveness in the operating banks in the Gaza strip.

Table (5.12): Simple Linear Regression Results - HR Development

Dependent variable	Independent variable	Unstandardized Coefficients		t	p-value (Sig.)
		B	Std. Error		
HRM implementation effectiveness	C	1.600	0.156	10.24	0.000*
	HR Development	0.566	0.041	13.81	0.000*
F= 190.68 Sig=0.000 R²=41.4% R=0.643					

To test this hypothesis, the research used simple liner regression. Through the results presented in Table (5.12), it was found that the independent variable (HR Development) has a significant impact on HRM implementation effectiveness, (P-Value<0.05), and the coefficient of determination is equal to 0.414, which means that 41.4% of the change in HRM implementation effectiveness can be explained by the change in HR Development.

In conclusion, HR Development has a significant impact on HRM implementation effectiveness.

Table (5.12) shows the result of the second hypothesis H2-c, which indicates that:

- (1) The correlation coefficient was 0.643 which indicates that the independent variable (HR Development) has a significant impact on HRM implementation effectiveness.
- (2) The significant coefficient of the independent variable (HR Development), " was significance and it's lower than 0.05, then we can say that there is significant effect at the 0.05 level of " HR Development " on HRM implementation effectiveness
- (3) R- square value equal 0.414, means that (41.4%) of the changes caused by (HR Development). Therefore, H2. c was accepted.

H2-d: There is positive statistical significant impact of HR Conflict resolution on HRM implementation effectiveness in the operating banks in Gaza strip.

Table (5.13): Simple Linear Regression Results - HR Conflict resolution

Dependent variable	Independent variable	Unstandardized Coefficients		t	p-value (Sig.)
		B	Std. Error		
HRM implementation effectiveness	C	1.299	0.143	9.09	0.000*
	HR Conflict resolution	0.628	0.036	17.24	0.000*
F= 297.35 Sig=0.000 R ² =52.4% R=0.723					

To test this hypothesis, the research used simple liner regression. Through the results presented in Table (5.13), it was found that the independent variable (HR Conflict resolution) has a significant impact on HRM implementation effectiveness, (P-Value<0.05), and the coefficient of determination is equal to 0.524, which means that 52.4% of the change in HRM implementation effectiveness can be explained by the change in HR Conflict resolution.

In conclusion, HR Conflict resolution has a significant impact on HRM implementation effectiveness.

Table (5.13) shows the result of the second hypothesis H2-d, which indicates that:

- (1) The correlation coefficient was 0.723 which indicates that the independent variable (HR Conflict resolution) has a significant impact on HRM implementation effectiveness.
- (2) The significant coefficient of the independent variable (HR Conflict resolution), " was significance and it's lower than 0.05, then we can say that there is significant effect at the 0.05 level of " HR Conflict resolution " on HRM implementation effectiveness
- (3) R- square value equal 0.524, means that (52.4%) of the changes caused by (HR Conflict resolution). Therefore, H2. d was accepted.

H2-e: There is positive statistical significant impact of HR Compliance on HRM implementation effectiveness in the operating banks in Gaza strip.

Table (5.14): Simple Linear Regression Results - HR Compliance

Dependent variable	Independent variable	Unstandardized Coefficients		t	p-value (Sig.)
		B	Std. Error		
HRM implementation effectiveness	C	1.293	0.188	6.87	0.000*
	HR Compliance	0.607	0.047	13.05	0.000*
F= 170.381 Sig=0.000 R²=38.7% R=0.622					

To test this hypothesis, the research used simple liner regression. Through the results presented in Table (5.14), it was found that the independent variable (HR Compliance) has a significant impact on HRM implementation effectiveness, (P-Value<0.05), and the coefficient of determination is equal to 0.387, which means that 38.7% of the change in HRM implementation effectiveness can be explained by the change in HR Compliance.

In conclusion, HR Compliance has a significant impact on HRM implementation effectiveness.

Table (5.14) shows the result of the second hypothesis H2-e, which indicates that:

- (1) The correlation coefficient was 0.622 which indicates that the independent variable (HR Compliance) has a significant impact on HRM implementation effectiveness.
- (2) The significant coefficient of the independent variable (HR Compliance), " was significance and it's lower than 0.05, then we can say that there is significant effect at the 0.05 level of " HR Compliance " on HRM implementation effectiveness

(3) R- square value equal 0.387, means that (38.7%) of the changes caused by (HR Compliance). Therefore, H2.e was accepted.

H2-f: There is positive statistical significant impact of HR Characteristics on HRM implementation effectiveness in the operating banks in Gaza strip.

Table (5.15): Simple Linear Regression Results - HR Characteristics

Dependent variable	Independent variable	Unstandardized Coefficients		t	p-value (Sig.)
		B	Std. Error		
HRM implementation effectiveness	C	3.199	0.239	13.39	0.000*
	HR Characteristics	0.189	0.086	2.19	0.029*
F= 4.810 Sig=0.029 R²=10.8% R=0.328					

To test this hypothesis, the research used simple liner. Through the results presented in Table (5.15), it was found that the independent variable (HR Characteristics) has a significant impact on HRM implementation effectiveness, (P-Value<0.05), and the coefficient of determination is equal to 0.108, which means that 10.8% of the change in HRM implementation effectiveness can be explained by the change in HR Characteristics.

In conclusion, HR Characteristics has a significant impact on HRM implementation effectiveness.

Table (5.15) shows the result of the second hypothesis H2-f, which indicates that:

- (1) The correlation coefficient was 0.328 which indicates that the independent variable (HR Characteristics) has a significant impact on HRM implementation effectiveness.
- (2) The significant coefficient of the independent variable (HR Characteristics), " was significance and it's lower than 0.05, then we can say that there is significant effect at the 0.05 level of " HR Characteristics " on HRM implementation effectiveness
- (3) R- square value equal 0.108, means that (10.8%) of the changes caused by (HR Characteristics). Therefore, H2.f was accepted.

H-3: There are statistical significant differences at ($\alpha \leq 0.05$) level between respondents regarding their perceptions of The impact of "line manager's HR competencies" on HRM implementation effectiveness in the operating banks in the Gaza strip, due to demographics, which are (age, gender, education level, years of services, work place).

In the following section, significant differences between respondents will be measured by each attribute.

1. **There are statistically significant differences at ($\alpha \leq 0.05$) level between respondents regarding their perceptions of the impact of "line manager's HR competencies" on HRM implementation effectiveness in the operating banks in Gaza strip, due to Gender.**

Table (5.16): Results of the test of differences (Independent Samples) (Gender variable)

Field	T test	P-value	Means	
			Male	Female
line manager's HR competencies	0.981	0.418	3.43	3.32
HRM implementation effectiveness	0.539	0.591	3.70	3.76

To test the hypothesis we use the Independent Samples T- Test and the result illustrated in table (5.16) which show that the p-value for each dimension is greater than the level of significance $\alpha = 0.05$. Thus, there is no significant differences at ($\alpha \leq 0.05$) level between respondents regarding their perceptions of the impact of "line manager's HR competencies" on HRM implementation effectiveness in the operating banks in Gaza strip due to Gender.

2. **There are statistically significant differences at ($\alpha \leq 0.05$) level between respondents regarding their perceptions of the impact of "line manager's HR competencies" on HRM implementation effectiveness in the operating banks in Gaza strip, due to Qualification.**

Table (5.17): Results of the test of differences (one-way analysis of variance) (Qualification variable)

Field	T test	P-value	Means	
			Bachelor	Postgraduate
line manager's HR competencies	0.476	0.634	3.50	3.47
HRM implementation effectiveness	1.712	0.090	3.75	3.58

To test the hypothesis we use the Independent Samples T- Test and the result illustrated in table (5.17) which show that the p-value for each dimension is greater than the level of significance $\alpha = 0.05$. Thus, there is no significant differences at ($\alpha \leq 0.05$) level between respondents regarding their perceptions of the impact of "line manager's HR competencies" on HRM implementation effectiveness in the operating banks in Gaza strip due to Qualification.

3. There are statistically significant differences at ($\alpha \leq 0.05$) level between respondents regarding their perceptions of the impact of "line manager's HR competencies" on HRM implementation effectiveness in the operating banks in Gaza strip, due to age.

Table (5.18): Results of the test of differences (one-way analysis of variance) (Age variable)

Dimension	F test	P-value	Age			
			Less than 30 years	-30Less than 40 years	- 40less than 50 years	50years or more
line manager's HR competencies	2.542	0.057	3.26	3.50	3.51	3.58
HRM implementation effectiveness	1.211	0.306	3.60	3.65	3.73	3.72

To test the hypothesis One Way ANOVA was used and the result illustrated in table (5.18) which show that the p-value for each dimension is greater than the level of significance ($\alpha=0.05$). Thus, there is no significant differences at ($\alpha \leq 0.05$) level between respondents regarding their perceptions of the impact of "line manager's HR competencies" on HRM implementation effectiveness in the operating banks in Gaza strip due to Age.

4. There are statistically significant differences at ($\alpha \leq 0.05$) level between respondents regarding their perceptions of the impact of "line manager's HR competencies" on HRM implementation effectiveness in the operating banks in Gaza strip, due to workplace.

Table (5.19): Results of the test of differences (one-way analysis of variance) (workplace variable)

Dimension	F test	P-value	Workplace				
			Bank of Palestine	Al-Quds Bank	Investment Bank	Palestine Islamic Bank	Arab Islamic Bank
line manager's HR competencies	13.36	0.000	3.52	3.34	3.06	3.89	3.37
HRM implementation effectiveness	9.99	0.000	3.72	3.60	3.34	4.33	3.42

To test the hypothesis One Way ANOVA was used and the result illustrated in table (5.19) which show that the p-value for each dimension is smaller than the level of significance ($\alpha=0.05$). Thus, there is significant differences at ($\alpha \leq 0.05$) level between respondents regarding their perceptions of the impact of "line manager's HR competencies" on HRM implementation effectiveness in the operating banks in Gaza strip due to workplace in favor of Palestine Islamic Bank.

5. There are statistical significant differences at ($\alpha \leq 0.05$) level between respondents regarding their perceptions of the impact of "line manager's HR competencies" on HRM implementation effectiveness in the operating banks in Gaza strip, due to years of experience.

Table (5.20): Results of the test of differences (one-way analysis of variance) (years of experience variable)

Dimension	F test	p-value	Years of experience		
			Less than 5 years	5- Less than 10 years	10 years or more
line manager's HR competencies	13.303	0.000	3.22	3.24	3.49
HRM implementation effectiveness	5.627	0.004	3.49	3.48	3.79

To test the hypothesis One Way ANOVA was used and the result illustrated in table (5.20) which show that the p-value for each dimension is smaller than the level of significance ($\alpha=0.05$). Thus, there is significant differences at ($\alpha \leq 0.05$) level between respondents regarding their perceptions of the impact of "line manager's HR competencies" on HRM implementation effectiveness in the operating banks in Gaza strip due to years of experience in favor 10 years or more.

Chapter 6

Conclusions and Recommendations

Chapter 6

Conclusions and Recommendations

Introduction

This chapter includes a summary of the most important results of the study, after the researcher covered the theoretical and practical aspects of the subject of the study and analyzed and discussed study questions related to the subject of the study. The following was reached:

6.1. Conclusions

The findings of the study show that line manager's HR competencies has a significant positive relationship with HRM implementation effectiveness. Meanwhile, line manager's HR competencies have a significant positive impact on HRM implementation effectiveness. Accordingly, the Gaza strip national operating banks should to consider developing line manager's HR competencies to ensure HRM implementation effectiveness to improve banks performance and competed with international and global bank.

The finding indicated that HR knowledge, and HR characteristics have a medium level of satisfaction in order to achieve HRM implementation effectiveness. Thus, the national operating banks in the Gaza strip need to increase the level of line manager's HR knowledge and characteristics for better performing of HR banks functions. Regarding to HR communication, HR development, HR conflict resolution, and HR compliance the results present high level of satisfaction in term of achieving HRM implementation effectiveness in the national banks operated in the Gaza strip.

According to the demographic factors of the study, the result indicate that the respondent's gender, age, and qualification have no significant differences regarding their perceptions about the impact of "line manager's HR competencies" on HRM implementation effectiveness in the national operating banks in the Gaza strip. However, there are significant differences regarding their perceptions about the impact of "line manager's HR competencies" on HRM implementation effectiveness in the national operating banks in the Gaza strip due to workplace in favour of Palestine Islamic Bank, and due to years of experience in favour to 10 years or more.

The study summarized the results through the following:

1. There is a medium level of satisfaction on " Human resources knowledge" from the respondent's point of view, with mean (57.80%).

2. There is a high level of satisfaction on " Human resources communication " from the respondent's point of view, with mean (84.4%).
3. There is a high level of satisfaction on "Human resources development" from the respondent's point of view, on Proportional mean (78.60%).
4. There is a high level of satisfaction on "Human resources conflict resolution" from the respondent's point of view, on Proportional mean (78.8%).
5. There is a high level of satisfaction on "Human resources compliance" from the respondent's point of view, on Proportional mean (82%).
6. There is a medium level of satisfaction on "Human resources characteristics" from the respondent's point of view, with mean (57.4%).
7. There is a high level of satisfaction on HRM implementation effectiveness from the respondent's point of view, with Average of (79.8%).
8. There is a significant relationship at ($\alpha \leq 0.05$) level between line manager's HR competencies and HRM implementation effectiveness in the national operating banks in the Gaza strip
9. There are significant differences at ($\alpha \leq 0.05$) level between respondents regarding their perceptions of the impact of " Human resources knowledge, Human resources communication, Human resources development, Human resources conflict resolution, Human resources compliance and Human resources characteristics" on HRM implementation effectiveness in the national operating banks in the Gaza strip.
10. There are no significant differences at ($\alpha \leq 0.05$) level between respondents regarding their perceptions of the impact of "line manager's HR competencies" on HRM implementation effectiveness in the national operating banks in the Gaza strip due to Gender.
11. There are no significant differences at ($\alpha \leq 0.05$) level between respondents regarding their perceptions of the impact of "line manager's HR competencies" on HRM implementation effectiveness in the national operating banks in the Gaza strip due to Qualification.
12. There are no significant differences at ($\alpha \leq 0.05$) level between respondents regarding their perceptions of the impact of "line manager's HR competencies" on HRM

implementation effectiveness in the national operating banks in the Gaza strip due to Age.

13. There are significant differences at ($\alpha \leq 0.05$) level between respondents regarding their perceptions of the impact of "line manager's HR competencies" on HRM implementation effectiveness in the national operating banks in the Gaza strip due to workplace in favour of Palestine Islamic Bank.
14. There are significant differences at ($\alpha \leq 0.05$) level between respondents regarding their perceptions of the impact of "line manager's HR competencies" on HRM implementation effectiveness in the national operating banks in the Gaza strip due to years of experience in favour 10 years or more.

6.2. Recommendations

Based on the results of the study, recommendations can be formulated as follows:

1. Special criteria should be set for the selection of managers through making the necessary tests and measuring abilities and skills, and the selection is made based on competence.
2. The level of awareness of the organization's management of the importance of proper selection of managers should be raised according to specific controls, which reflects a significant improvement in the performance of the institution.
3. Enhancing the concept of transparency within the organization and encouraging employees and managers to develop their skills
4. Enhancing and developing the communication skill of managers and employees in a way that reflects on the efficiency of the employee and the manager in a positive way.
5. Human resource development should be taken care of because it is an investment in employees that will eventually lead to a stronger and more effective workforce. When an organization develops its employees, it strengthens its assets and makes those employees more valuable.
6. Attention should be paid to the relationship between employees and problem solving so that human resources as a mediator between employees and managers, respond quickly to conflict and ensure that line managers do not violate the rights of employees.

7. Enhancing the concept of HR compliance as HR is responsible for ensuring that the company meets its legal obligations when it comes to compliance, both within and outside the HR function. HR Compliance focuses around practices related to attraction, hiring, hiring, and onboarding, as well as employee relations.
8. Follow managers in appropriate training programs that increase their knowledge and develop their managerial skills, especially those related to human resource functions.
9. Preparing qualification programs for employees nominated to become managers in the future, developing their administrative skills, and preparing them to be able to implement human resource practices.
10. Opening direct channels of communication between management and employees to identify the problems they face and find effective solutions to them, especially if they are administrative problems related to the practices of line managers or compliance with the instructions of human resources management.
11. Developing policies related to the practice of human resource management by linking them to the general objectives of banks to be more effective to achieve them by raising the level of the employees performance.

6.3. Future studies

This research does open up opportunities for future research pertaining to understand the association between line manager's HR competencies and HRM implementation effectiveness. It would be interesting to know whether the findings of this study can be applied in other countries as this study focused on Palaestinian banking industry. Considering the sample is strictly based on banking industry, similar research could be conducted in other sectors such as services or manufacuring which could increase the generalizability of the current study.

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Appendices

Appendices

6.4. Appendix I: List of Referee

No.	Referee	Place of Work
1	Randa musa	Bank of Palestine – Head of HR Department
2	Dr. Sami A. Abo-Al-Ross	Islamic University of Gaza
3	Dr. Ali Shaheen	Islamic University of Gaza
4	Dr. Salem Helles	Islamic University of Gaza
5	Dr. Esmail Kassim	Islamic University of Gaza
6	Dr. Kholoud EL-Faleat	Islamic University of Gaza
7	Dr. Khaled El-husseiny	Islamic University of Gaza
8	Dr. Tarek Abu-Hjayyer	Gaza University
9	Dr. Mohammed Alzanoon	Gaza University
10	Dr. Feras Shahada	Gaza University
11	Dr. Sabri Mushtaha	Al Quds Open University

6.5. Appendix II: English Questionnaire

**The Islamic University of Gaza
Deanship of Research and Graduate Studies
Faculty of Economic & Administrative
Sciences Master of Business Administration**



Dear Mr/Mrs,

By the Name of God,,,

The subject/ A questionnaire for a scientific research

I am honored to put in your hands the questionnaire of my research entitled “The impact of the capabilities of line managers in human resources on the effectiveness of human resource management practice in the national commercial banks operating in the Gaza Strip” to achieve the master degree requirements in Business Administration where I am trusting that you are the best source of data. So, I am hoping to have the cooperation from you and to fill this questionnaire accurately and objectively by writing the degree of response that expresses your point of view, knowing that your answer will be used for scientific research purposes only.

Thanks for your cooperation

Yours sincerely

Abdelaziz Abu-Haia

0599333040

About the study:

This study aims to investigate and measure the extent of the capabilities of the line managers in the departments and branches of the Palestinian national banks operating in the Gaza Strip to manage the employees under their supervision, and to measure the impact of this on the effectiveness of the implementation of human resource practices and functions, and consequently on the performance of employees and the performance of the institution.

This study also aims to present some results that may be useful in increasing the capabilities of direct managers, discovering problems and obstacles, providing recommendations to overcome them, and providing a practical vision for improving these capabilities in appropriate ways.

The first section: The demographic information

Sign in front the suitable answer:(√) Put the

1. Gender:	Female	<input type="checkbox"/>	Male	<input type="checkbox"/>
2. Age:	Less than 30:	<input type="checkbox"/>	30-40:	<input type="checkbox"/>
	40-50:	<input type="checkbox"/>	50 and more:	<input type="checkbox"/>
3. Qualification:	Intermediate diploma or less:	<input type="checkbox"/>	Bachelor:	<input type="checkbox"/>
	Master:	<input type="checkbox"/>	PhD:	<input type="checkbox"/>
4- Job place:	Bank of Palestine	<input type="checkbox"/>	Al-Quds Bank	<input type="checkbox"/>
	Investment Bank	<input type="checkbox"/>	Palestinian Islamic Bank	<input type="checkbox"/>
	Arab Islamic Bank	<input type="checkbox"/>		
5. Years of experience:	less of 5 years	<input type="checkbox"/>	from 5-10 years	<input type="checkbox"/>
	More than 10 years	<input type="checkbox"/>		

The second section: It includes the main dimensions of the study represented by the following: (Line Managers' Human Resources Competencies).

No.	Statements	Strongly Disagree	Disagree	Neutral	agree	Strongly agree
The first dimension / line managers know of what human resources						
1	The Line managers have sufficient awareness of the basis and concepts of human resources.					
2	The line manager clearly knows his role in the practice of human resource management.					
3	Line managers understand the administrative processes, policy and functions of human resource management in the organization.					
4	The line manager follows systematic plans for human resource management to achieve the bank's goals.					
5	The line manager seeks to develop his capabilities continuously to gain the latest administrative methods at work.					
6	The line managers can determine the functional needs of the department based on the work need and analyze the jobs related to them.					
7	The line managers create new ways of managing human resources beyond routine work.					
The second dimension: Effective communication of line managers						
1	I communicate with my line manager easily without any formal restrictions.					
2	My line manager is distinguished for having an effective communication skills and his flexibility.					
3	HR operations are practiced collaboratively between employees, line manager and senior management.					
4	My line manager provides sufficient and clear information about the tasks entrusted to me and the policies and practices approved by the Human Resources Department within the Bank.					
5	My line manager continuously cooperates with all departments to enhance functional coherence in order to achieve the business goals.					

No.	Statements	Strongly Disagree	Disagree	Neutral	agree	Strongly agree
6	My line manager distributes tasks and powers according to purely professional standards.					
7	My line manager has a good relationship with the human resources department of the bank and communicates with it continuously and effectively to share information about employees and the organization.					
The third dimension: The development of human resources						
1	My line manager seeks to provide his employees an educational and training opportunity to have continuous development of performance.					
2	My line manager is committed of the training plan prepared by the organization's management.					
3	My line manager provides individual suggestions for developing my performance and implementing customized training programs.					
4	My line managers nominate employees for training courses according to the training needs of each employee.					
5	My line manager evaluates my strength points to maintain and continually develop it.					
6	My line manager evaluates my weaknesses points to avoid and remediate it later.					
7	My line manager seeks to remove all obstacles facing his employees through training and development.					
The fourth dimension: The conflicts resolution of the human resources						
1	My line manager treats employees as one team in carrying out tasks.					
2	My line manager solves internal problems within the team on a timely basis and does not ignore it.					
3	My line manager seeks for the participation of his employees in decision-making and the sharing of opinions and ideas.					
4	My line manager tries to create a comfortable work environment for the					

No.	Statements	Strongly Disagree	Disagree	Neutral	agree	Strongly agree
	employees in his department to carry out their duties of the bank.					
5	My line manager understands the requests, concerns, and behavior of employees working in the department.					
6	My line managers have good employee relations based on mutual respect and trust.					
7	My line manager understands the internal problems of employees and solves it with integrity without discrimination.					
The fifth dimension: Compliance with human resources						
1	My direct managers commit and implement the regulations and guidelines of the Human Resources Department.					
2	My line manager follows the professional rules and procedures in human resource management away from his personal considerations.					
3	The line managers respect the organizational structure and work legally according to its regulations.					
4	The direct managers implement professionally the strategic decisions according to the policy of the senior management of the bank.					
5	My line managers avoid favoritism in decision-making in order of the bank's interest.					
6	Personal and familial relationships do not affect the relationship between line managers and their employees, which creates a comfortable work atmosphere.					
7	Line managers understand issues related to the implementation of human resource decisions and practices.					
The sixth dimension: Characteristics and attributes of the line manager						
1	My line manager has an entrepreneurial spirit in implementing HR practices.					
2	My line manager has a high sense of responsibility to perform his duties in implementing human resource practices.					

No.	Statements	Strongly Disagree	Disagree	Neutral	agree	Strongly agree
3	My line managers have a strong desire to benefit from mature experience in the field of human resources.					
4	My line manager has a real enthusiasm and motivation to run his department effectively and dynamically.					
5	My direct manager consults his employees about some matters and issues to gain several opinions.					
6	My line manager distributes responsibilities with his employees in times of work pressure.					
7	My line manager exchanges tasks with his employees and shares work with them in times of work pressure.					
The third section: Indicators of the effectiveness of human resource management activities						
No.	Statements	1-10				
1	The Pre-planned goals are achieved through the application of human resource practices.					
2	The transfer and recruitment process in the Bank is professional and fair and is carried out according to specific criteria.					
3	The Bank provides great importance to development and training before joining a job vacancy.					
4	Human resource management practices contribute to the development of the performance of employees and the organization in an effective and continuous manner.					
5	Each employee has specific tasks and an effective role in achieving the bank's goals.					
6	Employees feel of the overall satisfaction as they are working in a development work environment.					
7	There is an appropriate mechanism for evaluating bank employees in a fair and objective manner.					
8	Bank holds regular meetings contribute to the functional evaluation of work continuously.					

No.	Statements	Strongly Disagree	Disagree	Neutral	agree	Strongly agree
9	The salary level in the bank based on the logical functions and administrative levels.					
10	The Bank motivating employees financially and morally by functional performance.					
11	The Bank uses the latest administrative methods permanently.					
12	Staff performance is reflected automatically on the Bank's performance and achieves its objectives and increases its profits.					
13	The Bank has a clear and comprehensive strategy for human resources practices.					
14	Human resources management has high efficiency for decision-making on human resources practices and follow-up implementation.					
15	There are clear and effective mechanisms to measure the organization's performance and the achievement of its objectives.					

Thanks a lot

Abdelaziz Abuhaya

6.6. Appendix II: Arabic Questionnaire



الجامعة الإسلامية - غزة
عمادة الدراسات العليا
كلية الاقتصاد والعلوم الإدارية
قسم إدارة الأعمال

الأخ الفاضل / الأخت الفاضلة

السلام عليكم ورحمة الله وبركاته،

الموضوع / استبانة لدراسة علمية

يشرفني أن أضع بين يديك استبانة لجمع البيانات حول دراسة بعنوان " أثر قدرات المديرين المباشرين في الموارد البشرية على فاعلية ممارسة إدارة الموارد البشرية في البنوك التجارية الوطنية العاملة في قطاع غزة"، وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في إدارة الأعمال، لإيماننا العميق بأنكم خير مصدر للوصول إلى المعلومات المطلوبة. لذا توجّهنا إليكم لتعبئة هذه الاستبانة وكلنا أمل أن نجد التعاون المطلق من قبلكم، ونأمل من سيادتكم التكرم بقراءة ما ورد في هذه الاستبانة من فقرات بدقة، والإجابة عما جاء فيها بموضوعية، وذلك باختيار درجة الاستجابة التي تعبر عن وجهة نظركم، علماً بأن اجابتك ستستخدم لأغراض البحث العلمي فقط.

أشكر لكم حسن تعاونكم

وتفضلوا بقبول فائق الاحترام والتقدير،

الباحث

عبد العزيز أبو حية

0599333040

نبيذه عن الدراسة:

تقوم هذه الدراسة على بحث وقياس مدى قدرات المدراء المباشرين في دوائر وفروع البنوك الفلسطينية الوطنية العاملة في قطاع غزة على إدارة الموظفين الخاضعين تحت اشرافهم، وأثر ذلك على فاعلية تنفيذ ممارسات ووظائف الموارد البشرية وبالتالي على أداء الموظفين وأداء المؤسسة.

كما تهدف هذه الدراسة الى الاستفادة من نتائجها في زيادة قدرات المدراء المباشرين، واكتشاف المشاكل والعقبات، وتقديم التوصيات للتغلب عليها، وتقديم رؤية عملية لتحسين هذه القدرات بطرق مناسبة.

الجزء الأول / البيانات الديموغرافية

ضع/ي إشارة (✓) أمام الإجابة المناسبة: -

- 1-الجنس ☐ ذكر ☐ أنثى
- 2-العمر ☐ أقل من 30 سنة ☐ 30 إلى أقل من 40 سنة ☐ 40 - أقل من 50 سنة ☐ 50 سنة فأكثر
- 3-المؤهل العلمي ☐ دبلوم متوسط ☐ بكالوريوس ☐ دراسات عليا
- 4-مكان العمل ☐ بنك فلسطين ☐ بنك القدس ☐ بنك الاستثمار ☐ البنك الإسلامي الفلسطيني
- 5-سنوات الخبرة ☐ أقل من 5 سنوات ☐ 5 - أقل من 10 سنوات ☐ 10 سنوات فأكثر

الجزء الثاني / يشتمل على محاور الدراسة الرئيسية المتمثلة بالآتي: (قدرات المديرين المباشرين)

م	الفقرات	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة
المحور الأول/ معرفة المدراء المباشرين لماهية الموارد البشرية						
1	يتوفر لدى مديري المباشر وعي كافي بأسس ومفاهيم الموارد البشرية.					
2	يعرف مديري المباشر دوره بشكل واضح في ممارسة ادارة الموارد البشرية.					
3	يدرك مديري المباشر العمليات الادارية وسياسة ووظائف ادارة الموارد البشرية بالمؤسسة.					
4	يسير مديري المباشر وفق خطط ممنهجة لإدارة الموارد البشرية لتحقيق أهداف البنك.					
5	يسعى مديري المباشر لتطوير ذاته بشكل مستمر لكسب أحدث الأساليب الإدارية في العمل.					
6	يستطيع مديري المباشر تحديد الاحتياجات الوظيفية للدائرة بناءً على حاجة العمل وتحليل الوظائف المتعلقة بها.					
7	يخلق مديري المباشر طرائق جديدة في إدارة الموارد البشرية بعيداً عن العمل الروتيني.					
المحور الثاني/ التواصل الفعال للمدراء المباشرين.						
1	أتواصل مع مديري المباشر بكل سهولة بدون وجود قيود رسمية.					
2	يتميز مديري المباشر بامتلاكه لمهارات التواصل الفعال من حيث السلاسة والمرونة.					
3	تتم ممارسة عمليات الموارد البشرية بشكل تعاوني بين الموظفين والمدير المباشر والادارة العليا.					
4	يقدم مديري المباشر معلومات كافية وواضحة عن المهام المناطة بي وعن السياسات والممارسات المقررة من دائرة الموارد البشرية داخل البنك.					
5	يتعاون مديري المباشر بشكل مستمر مع كافة الأقسام لتعزيز الترابط الوظيفي لمصلحة العمل.					
6	يقوم مديري المباشر بتوزيع المهام والصلاحيات وفق معايير مهنية بحتة.					

م	الفقرات	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة
7	يتمتع مديري المباشر بعلاقة جيدة مع دائرة الموارد البشرية في البنك ويتواصل معها بشكل مستمر وفعال لمشاركة المعلومات الخاصة بالموظفين والمؤسسة.					
المحور الثالث/ تطوير الموارد البشرية						
1	يسعى مديري المباشر لمنح موظفيه الفرص التعليمية والتدريبية لتطوير الأداء بشكل مستمر.					
2	يلتزم مديري المباشر بالخطوة التدريبية المعدة من إدارة المؤسسة.					
3	يعطي مديري المباشر اقتراحات فردية لتطوير أدائي وتنفيذ برامج تدريبية مخصصة.					
4	يقوم مديري المباشر بترشيح الموظفين للدورات التدريبية حسب الاحتياجات التدريبية لكل موظف.					
5	يقيم مديري المباشر نقاط القوة التي أمتلكها للحفاظ عليها وتطويرها بشكل مستمر.					
6	يقيم مديري المباشر نقاط الضعف التي أمتلكها لتجنبها لاحقاً وعلاجها.					
7	يسعى مديري المباشر لإزالة كافة العقبات التي تواجه موظفيه من خلال التدريب والتأهيل.					
المحور الرابع/ حل صراعات الموارد البشرية						
1	يتعامل مديري المباشر مع الموظفين كفريق عمل واحد في تنفيذ المهام.					
2	يقوم مديري المباشر بحل المشاكل الداخلية داخل الفريق أول بأول ولا يتجاهلها.					
3	يسعى مديري المباشر لمشاركة موظفيه في اتخاذ القرار ومشاركة الآراء والأفكار.					
4	يحاول مديري المباشر خلق بيئة عمل مريحة لموظفين الدائرة لممارسة مهامهم داخل البنك.					
5	يتقهم مديري المباشر طلبات واهتمامات وسلوك الموظفين العاملين في الدائرة.					
6	يتميز مديري المباشر بعلاقات طيبة مع الموظفين مبنية على الاحترام المتبادل والثقة.					

م	الفقرات	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة
7	يتفهم مديري المباشر المشاكل الداخلية للموظفين ويقوم بعلاجها بنزاهة دون تمييز .					
المحور الخامس/ الامتثال للموارد البشرية						
1	يلتزم مديري المباشر بلوائح وإرشادات إدارة الموارد البشرية ويعمل على تطبيقها.					
2	يتبع مديري المباشر القواعد والإجراءات المهنية في إدارة الموارد البشرية بعيداً عن أهوائه الشخصية.					
3	يحترم مديري المباشر الهيكل التنظيمي ويعمل وفق اللوائح بشكل قانوني.					
4	ينفذ مديري المباشر القرارات الاستراتيجية بمهنية حسب سياسة الإدارة العليا للبنك.					
5	يتجنب مديري المباشر المحسوبية في اتخاذ القرارات حرصاً على مصلحة البنك.					
6	لا تؤثر العلاقات الشخصية والعائلية في العلاقة بين مديري المباشر وموظفيه مما يخلق جو مريح للعمل.					
7	يدرك مديري المباشر القضايا المتعلقة بتنفيذ قرارات وممارسات الموارد البشرية.					
المحور السادس/ خصائص وصفات المدير المباشر						
1	يوجد لدى مديري المباشر روح المبادرة في تنفيذ ممارسات الموارد البشرية.					
2	يتسم مديري المباشر بروح المسؤولية العالية لأداء مهامه في تطبيق ممارسات الموارد البشرية.					
3	يوجد لدى مديري المباشر رغبة قوية في الاستفادة من الخبرات الناضجة في مجال الموارد البشرية.					
4	يمتلك مديري المباشر حماس حقيقي ودافعية لإدارة قسمه بشكل فعال وحيوي.					
5	يستشير مديري المباشر موظفيه في بعض الأمور والقضايا لكسب عدة آراء.					
6	يوزع مديري المباشر الصلاحيات مع موظفيه في أوقات ضغط العمل.					
7	يتبادل مديري المباشر المهام مع موظفيه ويشاركهم العمل في أوقات ضغط العمل.					

الجزء الثالث / مؤشرات فعالية ممارسة أنشطة إدارة الموارد البشرية:

م	الفقرات	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1	يتم تحقيق الأهداف المخطط لها مسبقاً من خلال تطبيق ممارسات الموارد البشرية.					
2	تتسم عملية الانتقال والتعيين في البنك بأنها مهنية ونزيهة وتتم من خلال معايير محددة.					
3	يعطي البنك للتأهيل والتدريب أهمية كبيرة قبل الالتحاق بالشاغر الوظيفي.					
4	تساهم ممارسات إدارة الموارد البشرية في تطوير أداء الموظفين والمؤسسة بشكل فعال ومستمر.					
5	لكل موظف مهام محددة ودور فعال في تحقيق أهداف البنك.					
6	يشعر الموظفون بالرضا العام كونهم يعملون في بيئة وظيفية تتسم بالتطوير.					
7	يوجد اليه مناسبة لتقييم لموظفين في البنك بطريقة عادلة وموضوعية.					
8	يعقد البنك اجتماعات دورية تساهم في تقييم العمل الوظيفي بشكل مستمر.					
9	مستوى الراتب في البنك منطقي بناء على المهام والمستويات الإدارية.					
10	يقوم البنك بتحفيز الموظفين مادياً ومعنوياً حسب أدائهم الوظيفي.					
11	يستخدم البنك أحدث الأساليب الإدارية بشكل دائم.					
12	ينعكس أداء الموظفين تلقائياً على أداء البنك وتحقيق أهدافه وزيادة أرباحه.					
13	يوجد لدى البنك استراتيجية واضحة وشاملة لممارسات الموارد البشرية.					
14	تتمتع إدارة الموارد البشرية بكفاءة عالية لاتخاذ القرارات المتعلقة بممارسات الموارد البشرية ومتابعة تنفيذها.					
15	يوجد اليات واضحة وفعالة لقياس أداء المؤسسة ومدى تحقيق أهدافها.					

شكراً لكم،

الباحث

عبد العزيز ابوحية