HUMAN RESOURCE MANAGEMENT IN TIMES OF CRISIS: EMPIRICAL STUDY IN JORDANIAN COMMERCIAL BANKS

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Abstract - Human Resource Management is one of the most crucial and important parts of organizational operations and plays a key role in determining the overall success of the business. Developing new and improved HR strategies that can help businesses improve, attract new talent, training new and new resources, and be prepared for crisis has become crucial in these uncertain times. What the 2019-2020 Covid-19 pandemic has revealed is that there are huge gaps in the current organisation's operational policies and strategies that are universally established and followed globally and there is a need to develop new innovative strategies that can help the business survive a crisis. The study is focused on the Jordanian Commercial Banking sector and their HR strategies and explores how organisations can sustain their business operations and overcome challenges in times of crisis. A total of 100 participants have taken part in this primary quantitative research and have concluded that there is a need to develop a comprehensive set of HR police that are focused on employee training, remote work possibility, flexible timing and adopt an employee centric approach to ensure smooth flow of operations during times of crisis. The research has found that if organisations want to survive, retain talent, and stay on the path to achieving their overall goals, there is a need to develop an HR strategy that is focused on employee training, leveraging latest technologies, improving remote access to resources, and promoting employee wellbeing. The statistical analysis shows that by investing in the IT infrastructure, Jordanian commercial banks and other organizations can significantly improve their employee training and remote working opportunities. At the same time, the results also clarify that by focusing on job redesign, Jordanian commercial banks can also improve resource allocations and optimize operations to cope with crisis. Finally, the results have revealed that performance measurement practices in virtual environments are more complex as compared to conventional performance measurement of employees.

Keywords - Human Resource Management, Performance Measurement, Crisis,

I. INTRODUCTION

Gaining competitive advantage and improving the performance of a business organisation compared to the competitors are the main goals companies should pursue. HR management through personal management is considered to be effective management of employees, promoting leadership, motivating people, demonstrating talent, encouraging participation in the decision-making process, and their expectations (Donthu&Gustafsson 2020). Organisations must take into account their needs while developing human resource management strategies. Human resource management practices need to be smarter, more flexible and more innovative than market competitors and this can be done by adopting policies and practices focused on recruiting, selecting, training and ensuring the safety of qualified employees. Business needs to create a capable HR team in order to sustain growth (Rawashdeh& Karim 2012). Targeted collaboration across all organisational resources is essential to adapt while building an effective HR policy in times of crisis (Diranu et al. 2020). Good HR practices integrate performance and helps remain competitive. This is due to historically sensitive human resources and the social complexity of policies and practices where competitors may not be able to imitate or replicate diversity and expertise.

1.1, Research Objectives

This study investigated the impact of effective human resource management strategy of Jordanian commercial banks in times of crisis. Therefore, the question to be addressed in this study is "What HR practices might organisations adopt to support employees' engagement, wellbeing and creativity at work during times of crisis?"

1.2, Hypothesis

HO1: Jordanian Commercial Banks can focus on developing new HR strategies based on flexibility, training, remote work and virtual environment to boost employee performance.

HO1.1: Training employees for working in a virtual environment is an effective way of maintaining employee engagement during times of crisis.
HO1.2: Employee performance measurement practices in virtual environments are not as effective as conventional office environments.
HO1.3: Jordanian Commercial Banks can focus job redesign to cope with crisis
HO1.4: Organisations like the Jordanian banking sector need to invest in IT infrastructure to prepare for changing HR needs and employee training

II. LITERATURE REVIEW

2.1. Leadership competencies in times of crisis

Over the years, researchers have refined many typical best practices, and various industry leaders usually follow these best practices. For example, Kausner and Posner (2012) analysed thousands of executive best practices and discovered some typical executive best

practices that can help executives participate in the organisation and achieve extraordinary achievements. Today's epidemic seems to be the ultimate test of global leadership. Some people have accepted the challenge, but others are working hard to deal with this crisis at an unprecedented speed (Bhaduri 2019). Organisational leaders rely on the intuition and ideas provided by human resource experts to ensure that the organisation and employees feel supported. News and social media indicate that some leaders have failed to save their organisation and have not managed their human resource effectively (Glaister 2014).

2.2. Crisis effect on employees

Boin (2005) reviewed the literature on crises and found that crises may undermine the stability of the organisation and its employees. In this case, the company must work under pressure, which poses a huge challenge to executives. The main challenges to be solved are "unreliable information, novel conditions, unclear goals and constant changes, and poor conditions". These challenges have led to a sharp increase in the number of employees being laid off (Halkos&Bousinakis 2017). The value of human resources is not as measurable as financial capital, but human resource development experts believe that employees are one of the most valuable assets that can make a company successful. Losing good people means losing knowledge, but retaining talent can help organisations retain knowledge and experience. Naudé (2012) believes that setting goals during periods of instability should aim to maintain optimal performance and use this skill to maintain high productivity. Many companies are trying to reduce the number of personnel to minimise costs in times of crisis, but at the same time, they hope that the rest of the work is more flexible. Employees respond differently to crises because calm people behave differently in the face of change (batsch et al. 2020). The answers range from acceptance to change, mild discomfort, fear, anger, frustration and even resistance to disagreement. Wang, Anne, and McLean (2016) conducted a survey of 66 people to understand participants' responses to the crisis.

2.3. HR's Crisis Management

After a crisis, a company can lose knowledge, workers, key talents, and deviate from organisational goals. In times of crisis, companies can lose the much needed talent to run operations smoothly or may be forced to let this talent go and downsize to sustain their operations. Employee problems often worsen rapidly due to the crisis, as seen during the current Covid-19 pandemic which resulted in millions of people losing their jobs across the globe. One of the basic responsibilities of the Human Resources department is to help organisations develop recovery plans after a crisis. Multinational companies that have survived previous crises like the financial crisis of 2007-2008 had contingency strategies that allowed them to be well prepared for any future crisis like the pandemics (De Roeck& Farooq 2018). These HR crisis strategies need to take into account employee safety, health, and well-being before, during, and after crisis events. Crisis preparedness.

2.4.HR Practices in Jordanian Commercial Banking Sector

Human resource management in Arab countries like Jordan is strongly influenced by culture, religion, mediation of "wasta" societies, and domestic and global politics. All of these factors must be considered when adopting human resource management policies and practices. Separation of cultures may be the most difficult (Alkhazali et al. 2020). Similarly, Jordan's existing human resource management policies and practices are strongly influenced by Jordan's national cultural values. Most organisations in Jordan have an HR department or HR department at their headquarters. In addition to local or regional sectors, Jordan's human resource strategy and practice are also important and play an important role in maximizing the productivity and efficiency of the entire organisation (Altarawneh, 2005). Al-Ghazawi (2012) reports that investment in human resource activities has a significant impact on the efficiency of investment in human capital by Jordanian commercial banks (Madanat&Khasawneh 2018).

2.5. Performance Measurements

The Key Performance Indicator (HR KPI) for Human Resources is the indicator used to determine the contribution of HR to the rest of the business. This means that HR KPIs measure the success of HR in implementing a company's HR strategy. The personnel strategy follows the organizational strategy. In other words, HR KPIs reflect an organization's HR performance because they are defined based on HR results related to achieving business goals. These business goals are usually set with a balanced scorecard. The value of the human resources department within an organization lies in its ability to serve as a key foundation for human capital development and sustainability (Madanat&Khasawneh 2017). Without retaining loyal, hardworking and motivated employees, it will be difficult to achieve long-term performance and market leadership. In this process, HR departments need to recognize the importance of proactively implementing performance management tools to monitor key activities. In order for performance management to play its best role in the department, its basic functions and goals must be determined according to the company's strategy. Next, you need to choose the KPI that best represents the agreed goal (Al-dalahmeh et al. 2018). Considering the different functions performed by the Human Resources department within your organization, you can determine a different set of key performance

indicators for each of these functions. The eight features presented here cover the most important aspects of the HR department.

2.6. Job Redesign

Reorganization elements that encourage and enlighten employees and workers, such as tasks, responsibilities, and responsibilities for a particular job, are called job redesigns. This process includes reviewing, analyzing, changing, reforming, and redesigning work-related content and dimensions, increasing the diversity of tasks and functions, motivating employees, and asset importance to the organization. It makes me feel. The main goal of workplace overhaul is to have the right people on the right workstations to achieve the best performance while increasing satisfaction (Altarawneh, 2005).

2.7. HR Services: Value-Added for Crisis Management

When formulating a crisis management plan, the Human Resources Department directly adds value to the company by formulating specific strategic plans and activities in case of emergencies and unforeseen circumstances. Below are the strategies and recommended steps for planning crisis management (Lockwood 2005).

2.8. HR Processes and Information

- Review policies and plans related to crisis management.
- Move HR records to another geographic location.
- Create and maintain a list of external resources.

2.9. Safety

- Identify and “rent” emergency office spaces, create remote working policies and infrastructure, use existing infrastructure in a more optimised way such as using smaller spaces and having multiple shifts to make use of lesser space

2.10. Information

- Work with Employee Assistance Program (EAP) professionals to notify managers of stressful stages.
- Create an online page that contains information about employee benefits and other employee-related policies and programs.

After the crisis, employees need a variety of services. They need direct help from the organisation to ensure safety, information, understanding, and ongoing support and restore productivity quickly. Terrorist’s attack natural disasters, fire, pandemics, recession and other crises may have different mitigation and risk analysis strategies, therefore, it is the responsibility of the HR to ensure that there is a contingency strategy for every possible scenario (Rugala et al. 2018). Large companies are more likely than small businesses to develop formal policies and procedures to address these situations. The findings also show that in emergencies, the following policies and procedures can be used: EAP (82%), unpaid additional leave (61%), overpaid leave (35%), prepayment (33%), Vacation allowance plan (33%)%), loan (27%), temporary housing support (12%). In addition to these services, the Human Resources Department emphasises the purpose of EAP, supports employees by moving them to other company locations as needed, and aligns employee donations with relief efforts.

III. RESEARCH METHODOLOGY

3.1. Purpose

The purpose of this study is to investigate HR practices that organisations can adopt to support employees' engagement, wellbeing and creativity at work during times of crisis. The results of this study are designed to help Jordanian commercial bank managers determine the importance of new human resource management strategies suited for changing market situations like the times of crisis.

3.2. Populations and the study sample

The sample size of the target population includes all middle and senior managers of Jordan Commercial Bank. A total of (25) banks were reported. Population sapling has been done for this research. (750) issued a survey form (100) included surveys in the analysis.

3.3. Unit of analysis

All participants are middle and senior managers of Jordan Commercial Bank

3.4. Study Instrument

We collected data using questionnaires. It contains a closed question, divided into three parts. The first part includes four questions about the demographics of the respondents. The second part provides information about the HR system currently in place. The third part introduces human resource management strategies in times of crisis.

3.5. Validity and Reliability

The University of Jordan invited seven experts to confirm the effectiveness of the device. The reviewers have issued constructive comments and suggestions, which have been considered. However, for each question variable, reliability tests were performed using Cronbach's alpha correlation. The independent variable Cronbach Alpha = (0.808), the dependent variable Cronbach Alpha = (0.814).

IV. RESULTS AND DISCUSSION

4.1. Discussion

We tested the hypotheses using the following tools: We used frequency, mean, percentage and standard

deviation as descriptive analysis to answer survey questions, and used simple regression (input) to test key hypotheses and their branches. Hypothesis 1: Jordanian Commercial Bank can focus on developing new HR strategies based on flexibility, training, remote work and virtual environment to boost employee performance.

Coefficients				Analysis of Variance / ANOVA			Mode Summary	
Sig	t	beta		Sig	F	DF	R^2	R
0.0	16.8900	0.969	HR Strategy	0.0	126.8720	1	0.6100	0.8680

Table 1: HR Strategies

The R^2 values of the new HR strategies that were used for developing focus on flexibility, training and virtual environment for increasing the employee performance indicate that there are 61% chances that the human resource management strategies can effectively build the focus of the organisational human resource towards the flexibility of the work. Moreover, the value of R in the above table (0.868) explains the fact that the conducted regression analysis is 86.8% fit for the research variables. Further, the ANOVA Sig value (0.000) explains the fact the developed regression model has explained the exact relation between the research variables. The value of Beta (0.868) also explains that the practices of the human resource management in the Jordanian banks can significantly increase the organizational practices of boosting the employee performance of Jordanian commercial banks. The result analysis shows that there is a positive relationship between human restore strategies that are focused on the training of employees, remote work, flexibility, and virtual learning and employee performance. Jordanian banking sector needs to focus on devising comprehensive HR strategies and policies that can help them in times of crisis.A model which allows the workers to work effectively remotely, flexibility and training them for this has the chances of succeeding in the long term and survive in potential future crises like Covid-19 that may force working from home and limited access to system resources (Piwowar-Sulej 2020). The hypothesis is correct and further research can be one on individual variables to see which factors are the most effective when it comes to improving employee retention, performance, engagements and overall operational efficiency of the business. As the above statistics show a positive relationship, the research can move forward (Azevedo & Shane 2019.

HO1.1: Training employees for working in a virtual environment is an effective way of maintaining employee engagement during times of crisis.

Coefficients				Analysis of Variance / ANOVA			Mode Summary	
Sig	t	beta		Sig	F	DF	R^2	R
0.0	13.5280	0.7050	Employee Training	0.000	182.999	1	0.5000	0.7050

Table 2. Employee Training

From the above determined values from the regression test on the collected data, it can be observed that the important values of the mentioned tests have been mentioned. From the model summary, the value of r2 is 0.5. This means that there are 50% chances of successful planning that can impact on the employees' training. The value of r in the model summary describes the fact that the developed model is 70.5% accurate according to the study. Further the Beta value of 0.705 depicts that the HR strategies can imply 70.5% impact on the employee engagement. Therefore, it is suggested that all commercial banks in Jordan in addition to another kind of organizations that have the possibility of working remotely should develop training programs for an employee that allows them to work in a virtual environment more effectively as it can help them maintain employee engagement, monitor performance and maintain work efficiently during times of crisis. Even when there is no crisis, businesses should adopta virtual learning and employment policy that is focused on training employees to work in a virtual environment that is to work online. This will help in not only preparing them for any future possible need to work online or remotely but will also help in adding another working options for these resources who can only work online or are located in different areas, cities.

HO1.2: Employee performance measurement practices in virtual environments are not as effective as conventional office environments.

Coefficients				Analysis of Variance / ANOVA			Mode Summary	
Sig	t	beta		Sig	F	DF	R^2	R
0.0000	9.5790	0.5880	Performances Measurement Practices	0.000	97.1140	1	0.3380	0.5880

Table 2. Performance Measurement practices

The values of r^2 in the employee system model are (0.338) and (f = 97.114, P = 000), which explains that there are 33.8% chances that the virtual environment training is not as effective in comparison to training that has been delivered in a traditional manner. The value of r in the model summary also supports the finding of the regression model. The Beta value of 0.588 describes that performance measures of virtual environment are not as affected as performance measures of conventional office environment till 58.8%. These results are supported by the sig value that is 0.00.

Organisations need to create a virtual experience that suits their learner's career, interests, or everyday work environment. Otherwise, learners will find virtual environments that work hard inboring and unrelated situations and will not care about virtual training. For example, businesses like Jordanian banks can create game-based simulations that account managers can use to address realistic and difficult customer issues throughout the on boarding process. Businesses can also create virtual training courses for remote workers by learning new software that navigation companies implement to assist in their day-to-day operations. Whether organisations are buying pre-built virtual training modules or courses, or organizing virtual learning content that their employees/learners can access, there is a need to make sure that it fits their company's culture and brand (Akhmetshin et al. 2019). For example, if in the case of a non-profit organisation, the organisation may not want to emphasize business principles and profitable practices in your virtual training courses. Businesses also need to integrate their company logo and brand into their virtual training materials and create or modify their own virtual training courses to emphasize principles, guidelines, and more. Unique to your business. Learners can access pre- 22recorded virtual training modules anytime, anywhere, but learners can always ask instructor questions in time and get immediate answers to better understand future learning content. Employees under training can complete each learning task without deviation by simply following a designed virtual training course. This can limit learners' understanding of the various materials and content covered in the virtual training environment

HO1.3: Jordanian Commercial Banks can focus job redesign to cope with crisis .

Coefficients				Analysis of Variance / ANOVA			Mode Summary	
Sig	t	beta		Sig	F	DF	R^2	R
0.000	9.5780	0.6880	Employee Training	0.000	107.1030	1	0.6120	0.6880

Table 3. Job Redesign

The r^2 values of the human resource training system model are (0.612) and (f = 107.103, P = 000). This means that there are 61.2% chances that a developed HR training system can help organisations in monitoring the performance of the employees. The developed model of regression is also a 68.8% fit for performing the regression analysis. Therefore, the employee training system has a significant positive impact on the employee management strategy and the regression coefficient of the employee training system (β = 0.688, P = 000). According to the results, we cannot accept the null hypothesis and research hypothesis. That is the development of the employee motivation and training for online work can help them in attaining the desired organizational tasks.

HO1.4: Organisations like the Jordanian banking sector need to invest in IT infrastructure to prepare for changing HR needs and employee training.

Coefficients				Analysis of Variance / ANOVA			Mode Summary	
Sig	t	beta		Sig	F	DF	R^2	R
0.0	9.4770	0.5090	IT Infrastructure	0.000	104.8870	1	0.5590	0.5090

Table 4. Investing in IT infrastructure

From the above developed table, it can be observed that three main results of the regression analysis are shared. Form these three elements first thing is a model summary with the values of r and r2. That this, the value of r describes that the test is 50.9% accurate investment in IT for employee training has been 55.9% implemented. The value of beta explains that the factors that have been tested in the regression model are only bringing 50.9% change in the employee needs of the business. In a pandemic, the responsibilities and priorities of the HR department are becoming more and more important. However, investing in human resources (HR) is a top priority because it provides the organisations with the control and security it needs to thrive in a rapidly changing economy. After all, people have always been the company's greatest asset (Kurdi&Alshurideh 2020).

V. CONCLUSION

In a rapidly changing business environment, the contribution of individuals and their managers to the overall performance of any company is increasingly recognized. This study assessed the impact of human resource management practices on the performance of Jordanian commercial banks. In previous studies, human resource management practices have a positive impact on performance. This study empirically confirms the results of previous studies, except for training and development. In short, this research was conducted in a commercial bank in Jordan, and there are positive links between human resource management practices (recruitment and selection, compensation and compensation) and performance, training and development, and company performance.

Bank management must continue to ensure that all human resource management practices comply with bank policies and procedures. By effectively applying these practices, good bank performance can be achieved and maintained. In addition, it would be useful to ensure that investments in this approach attract and retain capable employees. This study investigated the obvious impact of the human resource management system on the human resource management strategy of Jordanian commercial banks. The analysis of the research results showed the overall agreement between the results and the model. This research has made a significant contribution to the literature. This study statistically shows the level of human resource management strategies (human resource planning, human resources, employee training system, resource evaluation system, human resources and employee compensation system) of Jordanian commercial banks ($P \leq 0.05$). It was found to have a major impact. The study found a statistically significant impact on the human resource management level of the Jordanian commercial bank's human resource management strategy ($P \leq 0.05$).

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