



# The Role of the Human Resources Business Partner (HRBP) Manager in Dealing with Economic Crises in Organizations in the Public Sector in Israel

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## Abstract

*This article sought to develop an understanding of the Human Resource Business Partner (HRBP) manager's role in addressing economic crises in Israeli public sector businesses. Understanding the HRBP's role in addressing the economic crisis in Israel has been one of the critical goals. Results have also supported the idea that HRBP managers share rather than own business strategy and vice versa (Cavusgil, Knight, & Riesenberger, 2020). The results verify that the execution of the HRBP function has been a critical aspect of integrating HR with the business at the Authority for National-Civic Service in dealing with economic crises. However, the change in focus from HRBP assistance to business partnering highlighted in this thesis also indicates that the reinvention of HRBP is typically a continual and fragmented process, both in the literature and in practice (Storey, Ulrich, & Wright, 2020). As a result, the HRBP post at the Authority for National-Civic Service comprises a high level of individualism. It is affected by professional and contextual criteria, such as seniority and the specific business unit under which it acts. Finally, the HRBPs at the Authority for National-Civic Service can reach the position of trusted advisers and perform mainly on a strategic level, even with individual and contextual variances recognized. The business partners have a crucial role in boosting overall HR performance, so continuing focus on creating and sustaining interactions with managers and HRBP professionals in other areas is encouraged (Youndt, Snell, Dean, & Lepak, 2019).*

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### Keywords

*HR business partners, Economic crisis, HR-line partnership, HRM, adding value, the public sector in Israel.*

## Introduction

According to Miller (2020), the Human Resource Business Partner department was frequently viewed as a supporting department compared to other departments like marketing, finance, and operations. However, as businesses become aware of the value of human capital in generating profitability and enhancing company performance, the relevance of the HR department is gradually becoming more widely acknowledged. The HR division has the most shifting functions as the company progresses through its various stages (Miller, 2020). It functions as a business function in the early phases of business development, handling primarily transactional activity. When economic crises occur, HRBPs move into business partner roles where they are more involved in the strategic aspects of the company and perform less transactional labour. It plays a significant part in guiding the business toward its vision and mission. Ultimately, the HRBP department executive moves into a more powerful impact position as a strategic partner. It offers value to leadership development and other procedures that guarantee the organization's long-term viability (Miller, 2020).

According to Mujtaba and Senathip (2020), HRBP specialists are essential in promoting organizational change and as shock absorbers for outside shocks. It serves as a barrier, protecting the organization from outside threats to its long-term viability. One such attack that caused long-term harm to organizations worldwide was the COVID-19 epidemic. The effectiveness of an organization's HRBP department ultimately determined how resilient it was. The pandemic has impacted the company's most valuable resource, its employees (OECD, 2020). The specialists' expertise in change management assisted the staff in adjusting to a new normal as work practices underwent significant change and individuals required more assistance from their organizations than ever before. The organization adjusted to the new normal because of the response's altered organizational structure, improved HRBP procedures, employee welfare programs, training, and wellness initiatives, which guaranteed the business's sustainability (OECD, 2020).

Considering the current structure to assess organizational resilience and the efficacy of pandemic measures is essential. The ability of an organization to respond to crises

quickly and with little impact on its financial position is a sign of a sound foundation that its HRBP experts have created (Clayton, Archie, Sachs, & Steiner, 2021). In this essay, we will evaluate the Authority for National-Civic Service HRBP's handling of the economic crisis.

The Human Resource Business Partner (HRBP) role is crucial to a company's ability to compete. The HRBP literature has primarily concentrated on businesses with stable business environments, and in many cases, the underlying presumptions are perpetual growth and prosperity. However, over the past 20 years, many societies have experienced abrupt external shocks, such as the financial crisis that began in the US in 2007 and quickly spread to Europe and Asia in 2008 (Duchek, 2019). As a result, many businesses failed, unemployment rose sharply, and personal and governmental debt levels increased. Earthquakes, hurricanes, and other natural disasters are usually characterized as sudden shocks. HRBP management is affected in many ways, such as skill shortages, the well-being of staff, and rising unemployment (Kunert, 2018). Last but not least, the COVID-19 pandemic unexpectedly struck the world in 2020, forcing many businesses to shut down. In other situations, production was slowed or stopped for security reasons, and services and sales were shifted online to keep operations running.

According to Shi (2020), analyzing how concerns influence HRBP's role is of theoretical and practical importance, given the potentially devastating effects of crises. Hence, a crucial question is whether HRBP plays the same position during crises as regular periods. And how, furthermore? For theoretical reasons, it is also essential to understand whether various situations, such as economic crises and natural disasters, affect the HRBP role comparably. Do all crises receive the same level of HRBP attention? HRBP managers and their employees must understand the lessons that can be drawn from crises to better prepare for future crises.

The HRBP's function in Israel's public sector's response to economic crises needs to be understood (Brewster, Mayrhofer, & Farndale, 2018). This essay analyzes the HRBP manager's function in Israel's public sector organizations when coping with economic crises. The necessity to focus on Israel is due to the search restriction. Also, by finishing in

2023, we can include recent publications discussing the COVID-19 pandemic since the financial crisis illustrates a relatively current global situation.

## Literature Review

This literature review's primary goal is to act as a road map for further investigation into the relationship between crisis management and human resources business partners in Israel's public sector. It seeks to analyze studies further, classify them, look for themes, and identify knowledge gaps. The systematic review was based on (Hiebl, 2021). PRISMA 2020 with this objective in mind and the knowledge that the literature search criteria will be defined. Following selecting the review's topic, a research plan was created with predetermined research questions and inclusion and exclusion standards for the data to be acquired.

Peer-reviewed articles in academic journals and empirical studies on the role of the Human Resource Business Partner (HRBP) manager in addressing economic crises in Israeli public sector firms served as the review's inclusion criteria. They were published between 2008 and 2021. Reviews and theoretical/conceptual papers, reports, un-reviewed papers, papers on training and development outside of firms, such as papers on networks and clusters as learning and development strategies, and papers on training and development courses taken outside firms were all included (Brewster, Mayrhofer, & Farndale, 2018).

The SARS-CoV-2 pandemic, Covid-19, profoundly affected organizational management and business processes. There has been significant research on crisis management, notwithstanding the need for studies on pandemics and their effects on management practices. Much new research has been conducted on Covid-19 and its impact on human resource business partners in Israel in the nearly two years since the pandemic started (Council, 2021).

OECD (2020) examined how a cooperative strategy was essential in battling economic crises like the pandemic, which would undoubtedly spread globally in the current era of global interconnection. The author discusses network theory and how it might be applied to foster effective corporate collaboration. Although the Study concentrates on

public organizations in Israel, the organizational cooperation model might be seen as a vast organization with all people as stakeholders and a novel strategy for dealing with economic crises (Clayton, Archie, Sachs, & Steiner, 2021).

With a focus on human resource business partners in the public sector in Israel, (Zulkarnaini, Sarip, Shaari, & Rajab, 2019) have linked crisis management and leadership competencies within an organization. According to Wooten & James, 2019 even though public relations and communications are frequently used in crises, formal training for handling significant issues with human resources is lacking, hence the HRBP's role in mitigating economic problems in the public sector in Israel. The authors spelled out the five stages of crisis signal detection, planning and mitigation, damage control and containment, business recovery, reflection, and learning, as well as the complex abilities needed to navigate each stage successfully (Table 1). The four layers of preparation global, organizational, job-level, and individual-level—that a Human Resource Business Partner can implement to strengthen crisis management capability inside an organization were outlined by (Athamneh, 2018). The report put out a framework and specified specific approaches to dealing with each level, but it does not refer to how implementation will be carried out. Examining the political and change implementation challenges anticipated from such an approach is the logical next step in light of these developments.

The prior research on organizational resilience and crisis management attempted to explain people's reactions to adversity, but Duchek (2019) argued that there needed to be more integration between the two concepts up to that point and made an effort to close that research gap. There are two distinct viewpoints on crises: crises as events and crises as processes. It aimed to replace the notion of a crisis as a low-probability, one-time event with organizational resilience.

**Table 1. Stage of Crisis and Associated Competences**

Stage of crisis	Associated Competencies
Signal Detection	Sense-making, Perspective
Preparation and Prevention	Issue-selling, Organizational Agility, Creativity
Damage control and containment	Decision-making under pressure, Effective communications, Risk-taking
Public Organization Recovery	Organizational resilience, Integrity
Reflection and Learning	Learning orientation

The prior research on organizational resilience and crisis management attempted to explain people's reactions to adversity. Still, Doern, Williams, & Vorley (2018) argued that there needed to be more integration between the two concepts up to that point and made an effort to close that research gap. There are two distinct viewpoints on crises: crises as events and crises as processes. Essentially, it aimed to replace the notion of a crisis as a low-probability, one-time event with the concept of organizational resilience (Doern, Williams, & Vorley, 2018).

A joint commitment to make Covid-related research openly available has benefited the entire scientific community regarding research on the Covid-19 pandemic (Hiebl, 2021). The traditional limitations of scientific knowledge have been removed in the interest of public health and welfare, which has stimulated a lot of new studies. The research around the human resource business partner approach to pandemics has been shaped by several important journal papers, which we shall examine in the next section.

Al-jubari, Mosbah, and Salem (2022), in one of the publications on HRBP practices that received the most citations during COVID-19, examine employee well-being and its effects on an organization's success. They claim the employer's prime responsibility is establishing an atmosphere where workers can adapt to the constantly changing world. The disproportionate work-family effect of the pandemic is underlined, which refers to "a sort of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some sense." The authors draw comparisons between the challenges entrepreneurs face every day and the new normal that employees face, which includes demanding work environments, high levels of uncertainty and responsibility,

flexibility, constant adaptation to unique circumstances, and a close connection between work and family life. According to some research, sure business owners are far more prone to experience emotions of isolation, diminished well-being, and social exclusion (Salari et al., 2020). In light of this, Zoonen et al. (2021) have demonstrated how lessons from such entrepreneurial minds might be used to assist staff members in an organization in adjusting to the constrained physical and social contacts of economic crises.

The International Journal of Management Reviews published a fantastic compendium of research on large-scale crises and how Israel's public sector organizations handle economic problems (Fan, Breslin, Iszatt-White, & Callahan, 2022). The Study emphasizes the value of scientific research as the structural basis for developing an organizational strategy to combat economic crises effectively. In their article published in 2020, (Caligiuri, Cieri, Minbaeva, Verbeke, & Zimmermann, 2020) discuss the International Business (IB) perspective of human resource business partners in the economic crises era, focusing mainly on how the field of IB has traditionally focused on managing boundaries and managing distance.

This study area is more important than ever because of economic crisis restrictions and a decline in global mobility (Jamshed, 2018). Businesses must adapt their organizational strategies to address the growing cross-border distance difficulties. The New Normal can benefit from the findings of international HRBP research on employee selection, training, support, health and safety, leadership, and cooperation. The authors are aware that there are still some holes to be filled, including those related to managing economic crises, facilitating international collaboration, and redefining organizational performance. Human Resource, and Business Partner professionals, have repeatedly cautioned that financial crisis impacts will likely last for some time (Carnevale & Hatak, 2022). Therefore, the likelihood of similar global economic crises in the future is almost certain (Herr, Lorson, & Pilhofer, 2022). Consequently, it is crucial to approach the problem we confront today as a new reality that will necessitate ongoing work from academics and management experts alike rather than as a single low-probability event.

## **Economic crisis and Human Resource Business Partner (HRBP) Role**

According to Nanto (2019), a severe economic recession is called an "economic crisis" when output and services (GDP) fall in real terms for two consecutive quarters across many industries. The definition of organizational decline, which is very similar, is a two- to three-year fall in critical organizational metrics such as return on assets. Reduced economic growth, growing unemployment, reduced private sector debt, and deficits and indebtedness in public organizations in the public sector in Israel are the general effects of the economic downturn and organizational collapse. In those situations, firms typically respond by reducing costs, managing their assets by selling off individual pieces and generating new revenue (Kose, Nagle, Ohnorge, & Sugawara, 2021).

Studies by Vanka, Rao, Singh, and Pulaparthy (2020) have demonstrated that a recession frequently causes changes in labour markets and the function of human resources business partners. Financial crises tend to lessen demands that have been put under pressure to decrease costs, such as labour costs, leading to wage reductions, layoffs, temporary employment, and reductions in training. Employment relations are changed, for example, by amending the dismissal statute to permit businesses to fire permanent employees.

Past studies have indicated that businesses can use either "soft" or "hard" HRBP models during times of crisis (Green, 2020). The former denotes taking care of employees through training, support, social and psychological benefits, and motivation to support effective, socially responsible organizations. This creates an atmosphere of dedication and trust. Conversely, a complex HRBP function views human resources as "other resources." It is frequently associated with cost-cutting measures (Brewster, Mayrhofer, & Farndale, 2018) and "retrenchments," including wage cuts and pay freezes, little training, outsourcing, downsizing, and work intensification). For instance, it is typical practice to outsource HRBP operations to cut costs. The aggressive approach to HRBP may result in mistrust and less organizational commitment. Israeli public-sector businesses may also combine these approaches during economic distress (Green, 2020).



## Material and methods

The study combined qualitative and quantitative methodologies but placed a higher focus on the quantitative approach because it used qualitative and quantitative statistical models to analyze the data, which thoroughly justified the Study's research objectives. Since the Study aims to identify the causal relationship between training, participation in decision-making, motivation, and controlling, the quantitative approach was mainly used (Jamshed, 2018). The organization's top management under consideration was interviewed in-depth for the qualitative Study. An explanatory cross-sectional design was used in the investigation. A sample of 40 respondents was employed for the Study's quantitative data, and a sample of 10 was used for its qualitative data. Frequencies, percentages, regression, and thematic analysis were used to analyze the data obtained by questionnaires and interviews (Shi, 2020).

*Table 2. The model of the Study*

Independent variables	Dependent variables
Human resources business partner practices	Crises Management
The training	Detecting warning signal
Participation in decision making	Readiness and prevention
The motivation	Damage containment
Controlling	Reactivity Learning

A justification of the methodological strategy employed in this thesis is provided in this section. After this, the selection of participants, the selected case firm, and a detailed explanation of the procedures involved in data collecting and analysis are covered. After that, ethical considerations will be considered, and the Study's validity and reliability will be discussed. The reasons for the chosen technique will be regarded as the specific aim throughout the chapter (Duchek, 2019).

The Cronbach's Alpha coefficient was used through the SPSS-Version-10 statistical package for internal consistency, with the result (86.3%). This is an acceptable stability rate, and Table 3 shows the internal consistency factor for all study variables (Jamshed, 2018).

**Table 3. Cronbach’s Alpha internal consistency factor for all study variables**

The Variable	Cronbach’s Alpha Coefficient
HRBP Management Practices	86%
Crisis management	88%
Controlling	96%
Motivation	94%
Participation in decision making	83%
Training	87%
Detecting warning signal	87%
Preparedness and prevention	81%
Damage containment	81%
Reactivity	91%
Learning	89%
All variables	86.3%

A qualitative approach was taken since the current Study's goal is to develop a knowledge of the relational dynamics in dealing with economic crises in the public sector in Israel and the HRBP's role. In qualitative research, attention is given to examining a particular phenomenon's full significance and in-depth comprehension based on individual experiences and views (Anderson, 2022). According to Anderson (2022), a qualitative technique based on interviews allows for both a descriptive and exploratory approach while also fostering an understanding of the significance and implications of empirical findings in a particular context. This strategy is appropriate for the current goal because partnership characteristics and viewpoints of the cooperation might be interpreted differently depending on the specific case's contextual, professional, and individual aspects at the National-civilian service authority. Also, the qualitative approach allows for evaluating parallels and deviations not represented in a quantitative study and facilitates understanding more subtle distinctions (Streefkerk, 2019).

This thesis aims to understand the variables that affect the success and worth of exchange within public sector organizations in Israel. It also serves as a description of what the HRBP function entails. The participants' subjective perceptions of the HRBP role serve the descriptive goal, whereas the objective.

Depending on how the theoretical framework interprets the relationship, there are many levels of interpretation. Hermeneutics, a method of reasoning, contends that a

person's pre-understanding, such as prior knowledge or preconceptions, and fundamental understanding are constantly in conversation (Encyclopedia, 2021). Before interviews, information on the Authority for National-Civic Service HRBP professional roles was gathered for this Study to gain a foundational understanding and build pertinent research questions as the Study's grasp of the subject area deepened.

Although the theoretical and empirical approaches have interacted, inductive reasoning has dominated the current investigation. Using this practical approach, data from a particular case are applied to pertinent theoretical frameworks to comprehend their significance in the broader context (Anderson, 2022). An example is thematic analysis, a strategy for organizing and interpreting qualitative data based on horizontal data analysis to encompass all pertinent topics (Anderson, 2022). While allowing for some themes to be detected from the interview data, a few predetermined themes for this Study were included in the interview guide gathered facts. Combining qualitative and quantitative data results enables a systematic approach while allowing interview flexibility (Anderson, 2022). These themes may or may not overlap. This was crucial throughout the Study because, before the interviews, there needed to be more knowledge or pre-knowledge about the role of Human Resource Business Partners in dealing with economic crises in the public sector in Israel.

### Case study

An Authority for National-Civic Service case study was undertaken to understand better the function of the Human Resource Business Partner (HRBP) manager in coping with economic crises in Israeli firms in the public sector. This research approach involves analyzing and evaluating theoretical claims in light of a relevant and precise situation (Snyder, Hannah, 2019). Because the case study approach enables both a descriptive and an interpretative account of the function of the HRBP manager in addressing economic crises in Israeli public sector enterprises, it is pertinent for the goals of this thesis (Athamneh, 2018). The Israeli general firm Authority for National-Civic Service was chosen as a case company for two reasons. First, there has been a considerable transformation of the HR function in recent years, with the implementation of the HRBP role and collaboration with managers playing a key role in reimagining HR as a strategic

partner. Second, the organization's size allowed for a diversified sample of line managers and HRBPs from various business groups and seniorities (Siegle, 2023).

## Participants

According to Anderson (2022), line managers and HRBPs were contacted to interview participants based on the objectives above. Instead of randomly choosing participants, it was decided who would be contacted to acquire a pertinent and representative sample.

As the goal was to gain a comprehensive understanding of the Human Resource Business Partner's role in managing economic crises in the public sector in Israel, this type of strategic selection is very pertinent (Jamshed, 2018). The initial plan was to interview line managers and HRBPs between lower and higher management levels rather than at the corporate headquarters. However, after suggestions from my contact person, it was decided to interview people at all levels and from various business sectors to obtain a more representative sample (Jamshed, 2018). Considerations included things like knowledge of the business, level of seniority, and particular business group. My contact person first contacted HRBPs; the HRBPs nominated suitable line managers, who were chosen based on this standard. Since everyone who participated regularly collaborated with their HRBP or line manager, the strategic selection's primary goal was deemed to have been achieved. Although their input in choosing this set of participants was important for contacting managers who worked in partnership with HRBPs, it is possible that the involvement of HRBPs in proposing line managers impacted the outcomes (Cavusgil, Knight, & Riesenberger, 2020). The empirical findings were anonymized to minimize the participants' knowledge of the HRBPs and line managers who volunteered to participate. However, this was partly compromised by conducting most of the interviews at the corporate center. As a result, specific conclusions do not apply to individual participants, albeit other employees may have known about their participation in this Study (Encyclopedia, 2021).

My contact at the Authority for National-Civic Service recommended that I send an inquiry to the suitable participants, including a brief explanation of the research issue, the Study's purpose, and pertinent information on ethical principles. All ten people who

gave answers to the question were in favour of taking part. Consequently, ten interviews were conducted, including 6 HRBPs and 4 line managers at the Israeli Authority for National-Civil Service. A few key distinctions should be emphasized at this point, including the fact that the participants varied in terms of seniority. Unfortunately, no direct comparison between the various levels is possible because of the focus of this thesis and the small sample size (DeJonckheere & Vaughn, 2019).

Moreover, descriptions of the various business roles or groups are withheld because they can impair the demand for anonymity. To maintain anonymity, individuals are referred to as HRBP 1-6 and LM 1-4 throughout the results. Nevertheless, these numbers matched the actual order of interviews (DeJonckheere & Vaughn, 2019).

### **Data collection**

Semistructured interviews were used to gather empirical data to consider each interviewee's thoughts, experiences, and opinions (DeJonckheere & Vaughn, 2019). The interview guides were built with generic questions at the top and more focused, thematically driven questions underneath. At the end of each interview, a few open-ended, concluding questions were asked to allow participants to disclose material that earlier questions may not have covered. A test interview was conducted with another employee of the Authority for National-Civic Service before the empirical discussions to learn more about the company and estimate the length of the interviews. This interview was not part of the observed data. Still, it gave important insight into the applicability of the study questions, which were revised to lessen the possibility of misinterpretation in the subsequent interviews (DeJonckheere & Vaughn, 2019).

The context and goal of the Study were reiterated to participants at the start of each interview. According to Anderson (2022), such an opening is crucial since it clarifies what will be covered in the discussion and will likely make the participant feel more at ease. To promote a professional attitude and transparency, interviews lasted 30 to 60 minutes and took place in familiar settings for the participants (Jamshed, 2018). The participants gave their consent for the interviews to be recorded on a Dictaphone and a backup recorder. Writing can distract both the interviewer and the interviewee, which makes this crucial since it enables the interviewer to participate fully and may boost the relevancy of follow-

up questions and promote a more open interaction. In interviews (Jamshed, 2018) advocates being sensitive and adaptable, which calls for the interviewer to pay attention to what is stated and more subtle communicative cues. Short notes were therefore taken after each conversation to capture the overall sense of each circumstance. To prevent influencing the replies by asking leading questions, every effort was made to stay neutral throughout the interviews. Care was taken to avoid using representative examples based on personal beliefs or ideals.

As data collection progressed and comprehension of the research field grew, the interview guide was created under the qualitative approach and hermeneutics. This may have caused the development of preconceived notions about what comes after interviews. Still, it also made it possible to ask more in-depth follow-up questions and to be more responsive while conducting interviews. The material was also examined concurrently with other interviews, allowing for a deeper comprehension of the research topic throughout data collection (DeJonckheere & Vaughn, 2019).

### Data analysis

The recorded material was fully transcribed shortly after each interview to obtain a comprehensive qualitative and quantitative data overview. According to McMullin (2021), content transcription permits a thorough investigation of repetitions and recurring topics. The information was horizontally evaluated in line with the thematic analysis method to incorporate predetermined issues and themes discovered from the acquired data. The transcribed information was organized using the same theme approach to structure the interview guide, which facilitated the identification of commonalities and deviations.

The following three key processes, interpretation, structure, and compression, were used to arrange and analyze the transcribed content (Jamshed, 2018). The information was first analyzed regarding its significance and relevance to the study topics. The data was then organized into themes to make evaluating quotes and specific information more accessible, alone and collectively. The preset themes were value addition, cross-functional cooperation, and recognizing the HRBP's role in addressing the economic crisis in the Israeli public sector. Based on the actual data, power structures and types of trust were also developed.

This gave a broad perspective of how the various themes reflected various interpretations of each research topic, which is crucial in hermeneutics because it is recommended that data be considered based on the entity and its pieces (Encyclopedia, 2021). However, organizing the content thematically also entails taking chunks out of context, which might alter their relative meaning. This was prevented by using the original transcriptions, which were unstructured, as a guide throughout the research. When the data had been analyzed and organized, recurrent viewpoints and assertions were found and condensed into a collective representation using colour coding. Again, during this process, consideration was paid to condensing and reducing the text without losing sight of its original purpose. Then, with the specific study questions in mind, the empirical data was evaluated concerning the theoretical framework after being interpreted, structured, and compressed. Even though the research questions were slightly modified during this procedure, adjustments were mostly made to the wording and structure of the questions, which are not thought to have impacted the thesis' core thesis (Athamneh, 2018).

### **Ethical principles**

There are several ethical principles to take into account while conducting research. The requirements for proper information, consent, secrecy, and use of obtained data are the most pertinent for qualitative research ethics and cover the principle of personal protection (Siegle, 2023). Additionally, these guidelines must be considered regarding research ethics, which are concerned with the Study's applicability to organizations and society (Jamshed, 2018). The examiner must consider their implications on the studied organization to ensure the proper application of empirical findings.

Before being requested to participate in the interviews, participants were provided with information regarding the data's purpose, collection process, and intended use. This was initially explained in an email that served as the Study's introduction and was reiterated at the start of each interview. The participants were also informed that participation was voluntary and they could withdraw their agreement at any point.

The secrecy requirement was met by ensuring that the material was only used for collective descriptions and anonymous quoting and would not reveal information about the participants' names or specific responsibilities (Kaiser, 2019). The selective selection

makes it impossible to guarantee perfect anonymity. However, steps have been taken to protect participants' Integrity by ensuring that some details cannot be connected to different individuals. The qualitative and quantitative data have only been used for the current thesis and have not been shared with anybody else. Participants were allowed to deny recording and transcription of the interview in addition to the previously mentioned material, but none did.

### **Reliability and validity**

Measurement consistency and whether or not a study would produce the same results if repeated under similar circumstances are also aspects of reliability. Since research based on individual experiences and perceptions is subjective and contextual, making it unlikely to produce similar results in a subsequent study, dependability is primarily significant for quantitative investigations (Jamshed, 2018). Even though the following Study might confirm some of the current findings, the outcomes are unlikely to be comparable because of the uniqueness of individual and organizational circumstances. Giving a complete overview of the methodological approach and processes utilized has been a critical component of the measures made to strengthen the reliability of this Study (Snyder, 2019).

In turn, validity is essential to conducting qualitative research and is concerned with whether the Study measured what it was supposed to and whether the findings were reliable. Anderson (2022) notes that the chosen individuals' representativeness influences the empirical data's validity. This is frequently referred to as external validity and is concerned with how generalizable conclusions are to the community regarding insightful knowledge of the phenomena under Study and the practical application of outcomes (Streefkerk, 2019). Although validity in qualitative studies is challenging to control for, it can be increased by providing a thorough account of the technique, careful participant selection, assuring the correct practical application of the results, and coherence to prior research in the field (Jamshed, 2018). In the current study, steps were made to boost validity by carefully choosing the participants, recording and transcribing the material to allow for a thorough analysis of all empirical data, and creating the interview guides with the help of prior studies and the targeted research topics. The pilot interview, which helped the



Authority for National-Civic Service in Israel comprehend the economic crises, further established this.

The interview guides offered a foundation for ensuring pertinent subjects were covered, even if interviews were semistructured and follow-up questions varied across interviews. According to Jamshed (2018), participants were invited to recommend the place for interviews so they would feel at ease in it. This may encourage candour in the professional position and build trust. Also, a detailed explanation of the usage of empirical data could be provided by methodically adhering to the analysis guidelines outlined (Anderson, 2022). This was further validated by assigning numbers to the participants, which allowed for a balanced depiction of outcomes.

## Results

How well does the organization understand the importance of human resources business partner practices? To answer this question, the researchers extracted the arithmetic averages and standard deviations of the study tool areas, as shown in Table 4.

**Table 4. Arithmetic averages and standard deviations of study tool areas are ranked downwardly**

Standard Deviation	Arithmetic Average	The Variables	No.
.60	4.20	Participation in Decision Making	1.
.69	4.07	Controlling	2.
.48	3.86	Motivation	3.
.59	3.76	Training	4.
.45	3.96	All variables	5.

Table 4 demonstrates that the arithmetic averages of the Study's variables were high, with the variable participation in decision-making coming in first with an average of 4.2, the variable controlling coming in second with an average of 4.07, and the variable training coming in third with an average of 3.76.

Qualitative and quantitative results will be presented in the section after illustrative excerpts from the interview transcripts (Jamshed, 2018). First, findings on how the HRBP helped the Israeli public sector deal with the economic crisis will be presented.

Results about the tactical and strategic workload of the HRBPs surveyed are included in this section. According to respondents, implementing long-lasting plans based on a long-term vision to support future business needs in dealing with economic crises in the public sector in Israel constitutes strategic work (Council, 2021). Operational work is defined as routine, everyday duties that can be completed swiftly yet are nevertheless crucial to an organization's success. Although the questioned HRBPs do some operational work, their primary contribution is evaluated strategically based on broad and narrow business demands. According to (Trost, 2020), it takes legal, recruitment, contract, and collective bargaining skills to do these fundamental operational activities.

Since the corporate center is already in existence, the HRBPs do not need to be specialists in these fields; instead, a number of the HRBPs who were interviewed believed that carrying out some operational duties may be a ticket to discussing strategy and business with the management teams towards dealing with economic crises in the public sector in Israel (Trost, 2020). Moreover, HBRP 2 says the operational effort should diminish as the job and present HR function gain more traction. Hence, dealing with the economic crisis in Israel's public sector and being proactive and reactive is crucial (Cavusgil, Knight, & Riesenberger, 2020).

Representing the HR community to the company in coping with economic crises in the Israeli public sector is another aspect of the HRBP's responsibility (Clayton, Archie, Sachs, & Steiner, 2021). This, the interviewed HRBPs indicate that coordination between the HR tasks is essential. Operational tasks like hiring, wage adjustments, and benefit plans are housed in the HRGBS so that line managers can contact that function directly (Duchek, 2019). To ensure that operative and strategic talent are blended across the many layers of HR, which has been a challenging task, HRBP 1 argues that it is a question of making ends meet. Line managers differ in their understanding of and utilization of the other functions in dealing with economic crises in the public sector in Israel (Snyder, 2019). While some know all about the different departments, feel comfortable contacting them directly, and

only use their HRBP as a last resort, others are less knowledgeable and always use their HRBP. Even though all HRBPs acknowledge that their work must involve some operational duties, there is agreement that line managers should refrain from dealing directly with various aspects of economic crises in Israel (Kunert, 2018). Instead, they should employ the HRBP as the role is to deal with financial problems. Some HRBPs refer to this as a potential risk of being overburdened with operative tasks, which can impair their capacity to carry out work at a strategic level. The HRBP must also be knowledgeable about all other HR tasks to assist the line manager in reaching out to the appropriate individuals and prevent the HRBP from becoming a bottleneck (Kose, Nagle, Ohnorge, & Sugawara, 2021). Successful deliveries and honest communication between line managers and the HR departments are emphasized in HRBP 6. Alternatively, if the other HR services execute in a less-than-ideal way, this could reflect poorly on the HRBP and eventually harm the relationship. Although the current HR function is still in the implementation stage, LM 1 argues that the HRBP job and the support provided are an improvement considering that HR formerly had a bad reputation, particularly regarding the administrative function. Despite this, some managers remark that it occasionally requires contacting multiple HRBP departments to resolve HRM-related issues before the appropriate information is located (Mujtaba & Senathip, 2020).

### **Calculation Averages and Standard Deviations of the Study Area Paragraphs Were Also Extracted, as Follows:**

#### **First: Participation in Decision-Making**

The results shown in Table 5 indicate that the arithmetic average for all paragraphs was 4.20 and the standard deviation was 0.92, showing that public sector employees are favourable for the paragraphs that measured their participation in decision-making because all phrase averages were higher than the average (3). With an arithmetic average of 4.35, the sentence "Managers consult those with lesser degrees of functioning before making a choice" came out on top. In contrast, "The Israeli public sector allows employees to participate in decision-making" came last with an arithmetic average of 3.85. The standard deviation values of each paragraph converged and showed no signs of the study sample's opinions differing.

**Table 5 Participation in decision-making**

<b>Standard deviation</b>	<b>Arithmetic Average</b>	<b>Paragraphs</b>
<b>1.01</b>	4.35	Before making a decision, managers consult others with lesser levels of functionality.
<b>0.87</b>	4.32	The foundations of management's decision-making are evident.
<b>1.04</b>	4.28	Management trains staff to make decisions
<b>0.90</b>	4.25	The process of making decisions is deliberate and logical.
<b>0.84</b>	4.25	The process of making decisions is based on science.
<b>0.89</b>	4.08	Every employee aims to make decision-making more logical.
<b>1.08</b>	3.85	A public company in Israel permits staff members to take part in the decision-making
<b>0.92</b>	4.20	Arithmetic average and standard deviation of all paragraphs

**Second: Controlling**

The results shown in Table 6 demonstrate that the arithmetic average for all paragraphs (4.07) and standard deviation (0.89), indicating that the Jordanian bank employees are favourable for the paragraphs that measured their involvement in decision-making, as all averages of phrases were higher than the standard average (3).

**Table 6. Controlling**

<b>Standard deviation</b>	<b>Arithmetic Average</b>	<b>Paragraphs</b>
<b>0.96</b>	4.35	The regulatory procedure yields fruitful and encouraging outcomes.
<b>0.96</b>	4.32	Officers of oversight look for improvement rather than punishment.
<b>1.02</b>	4.28	The control procedure is practical and workable.
<b>1.07</b>	4.25	Controls exist at all levels of management.
<b>1.08</b>	4.25	The control system uses contemporary control techniques.
<b>1.14</b>	4.08	The regulatory procedure yields fruitful and encouraging outcomes.
<b>0.89</b>	3.85	Arithmetic average and standard deviation of all paragraphs

The paragraph "The regulatory process creates positive and exciting results" came first with an arithmetic average of 4.35. In contrast, the sentence "The regulatory process produces positive and stimulating results" came in last place with an arithmetic average of 3.83. The standard deviation values of each paragraph converged and showed no signs of the study sample's opinions differing.

### Third: Motivation

Table 7 indicates that the arithmetic average for all paragraphs is 3.86. The standard deviation is 0.96, showing that the Israeli public sector employees are favourable for the paragraphs that measured their participation in decision-making (3). The paragraph "Management relies on empowering employees to be willing to take on responsibilities" came last with an arithmetic average of (3.52). In contrast, the paragraph "Administrative empowerment allows employees to demonstrate their abilities" came in first with an arithmetic average (of 4.16). The standard deviation values of each paragraph converged and showed no signs of the study sample's opinions differing.

**Table 7. Motivation**

<i>Standard deviation</i>	<i>Arithmetic Average</i>	<i>Paragraphs</i>
<i>0.95</i>	4.16	Administrative empowerment allows employees to demonstrate their abilities
<i>0.92</i>	4.11	When motivated, workers do effectively at their jobs.
<i>1.00</i>	3.98	Employees experience great confidence when motivated
<i>1.06</i>	3.91	Motivating workers encourages them to innovate and create new working practices.
<i>1.15</i>	3.74	Employers are motivated by management to take responsibility.
<i>1.08</i>	3.59	Employees who are motivated are more likely to be promoted to higher positions.
<i>1.18</i>	3.52	Management depends on motivating staff members to accept responsibility.
<i>0.96</i>	3.86	Arithmetic average and standard deviation of all paragraphs

### **Forth: Training**

The results shown in Table 8 demonstrate that the arithmetic average for all paragraphs (3.76) and standard deviation (0.95), indicating that the employees of the Israeli public sector are favourable for the paragraphs that measured their participation in decision-making, as all averages of phrases were higher than the standard average (3). The sentence "Managers take into account the correct times in the training process" came last with an arithmetic average of (3.38). In contrast, the sentence "All employees are given the same career interest" came at the top with an arithmetic average of (4.14). The standard deviation values of each paragraph converged and showed no signs of the study sample's opinions differing.

**Table 8. Training**

<b>Standard deviation</b>	<b>Arithmetic Average</b>	<b>Paragraphs</b>
<b>1.00</b>	4.14	The same career interests are provided to all employees.
<b>1.07</b>	3.85	Employees are committed to training programs, and their application at work
<b>0.90</b>	3.84	Workers participate in suitable training programs
<b>0.98</b>	3.73	Israeli public sector employees' training and development department seeks to improve effectiveness.
<b>1.11</b>	3.46	When creating training, HRBP managers consider the psychological state of the workforce.
<b>1.15</b>	3.38	Managers take into account the correct times in the training process
<b>0.95</b>	3.76	Arithmetic average and standard deviation of all paragraphs

## **Discussion**

The core responsibility of the HRBP department is to choose the organizational structure based on the organization's size and business needs. Often, different business kinds have varied requirements. To accomplish an organization's objectives, the operations of the organization must be planned, managed, and coordinated according to the definition

of organizational structure (Athamneh, 2018). Conglomerates often adhere to a divisional structure and have a variety of business verticals. For instance, the Authority for National-Civic Service in Israel does business in immigration and citizenship, among others. The verticals are then maintained separately using effective frameworks. According to Cavusgil, Knight, and Riesenberger (2020), HRBP's position changes from a generalist to a specialist as the organization expands. The nature of the business heavily influences the placement of HR business partners on-site or in corporate offices. The organizational structure used in businesses with interdependent verticals is a matrix kind. The functions of a matrix-type organization are interrelated, and the policies are created with the mix and requirements of various tasks in mind.

The Authority for National Civil Service's HR practices underwent varying degrees of modification. While the economic crises accelerated certain parts of development, others saw a slower pace of change (Council, 2021). Incorporating changes has been a dynamic and ongoing process for the Authority for National-Civic Service. The HRBP department's workflow has been the primary focus of the digital transformation. The Authority for National-Civic Service has worked on several cloud-based digital platform initiatives for end-to-end HR operations. An effort to establish the company's internal talent market is also underway. It is comparable to social networking sites like LinkedIn. Israel's Authority for National-Civic Service has also pushed the internal job recruitment process toward digitization, requiring all management feedback regarding candidates to be entered into the system (Green, 2020).

The HRBP function of the Authority for National-Civil Service has effectively transitioned from operating as a typical support role to functioning as a strategic and business-oriented function in line with current trends within HRBP through the adoption of the SSM (Duchek, 2019). The HRGBS still offers administrative support, but the emphasis is on HR's proactive function of creating value for improved organizational performance. Results also show that the HRBP function substantially contributed to the Authority for National Civil Service's reinvention of HR as a strategic partner.

According to research by the OECD (2020), adopting the HRBP job has helped line managers have a more favourable opinion of the HR function. Respondents from both

groups agree that HR has been brought closer to the business. Although the HRBP job has occasionally been a source of uncertainty, the questioned HRBPs said it had been a slow process and that the line managers are progressively becoming accustomed to having business partners. There are thus some variations in how line managers use their HRBPs and the other HR functions, with some frequently interacting with both the HRCC and the HRGBS while others always go straight to their HRBP. According to the HRBPs who were interviewed, part of their job in this process entails linking the managers to other HR professionals inside the HRCC and HRGBS and doing so through techniques (Herr, Lorson, & Pilhofer, 2022).

The HRBP function in the partnerships under Study reflects the multiple expectations and competencies associated with the term "business partner," as argued in earlier research (Al-jubari, Mosbah, & Salem, 2022). Both professional groupings prioritize the requirement that HRBP performers be proficient in pertinent HR processes and business knowledge. Findings indicate that attending management team meetings and maintaining functional excellence in operative and strategic support to line managers is mostly balanced within the job. In this regard, the HRBP function is an example of the hybrid roles Truss (2018) proposed, which confirm administrative services while also providing the line with strategic solutions. However, the questioned HRBPs are only doing a minimal amount of operational activities, which are seen more as a way of building the relationship than as a formal component of the HRBP function per se. The HRBPs do not believe that this limits their performance on a strategic level, contrary to worries about the risk of being overburdened with operative activities (Duchek, 2019). Alternatively, certain fundamental operational services are necessary before engaging in the business.

According to (Encyclopedia, 2021), seniority and unique issues that differ throughout the business divisions determine the HRBP job at the Authority for National-Civic Service. This makes it more difficult to fully define the HRBP job at the Authority for National Civil Service because the organization's various levels of HRBP seniority would need to be considered. The problem in this situation is that while some talents, such as commercial acumen, interpersonal skills, and leadership abilities, are required, the job may also change depending on the preferences of each partnership. According to



(Brewster, Mayrhofer, & Farndale, 2018), the majority of HRBP respondents do not see this as a negative but rather believe that the role's high degree of individualism, which allows them to meet both general and specialized requirements, is made possible by the lack of well-defined responsibilities. This necessitates a precise definition of roles and expectations based on each partnership. Both parties acknowledge that the HRBP job may initially involve more broadly defined obligations before being refined as the partnership develops. An illustration of this is that the HRBPs are more involved in operational activities at the beginning of the partnership (Kaiser, 2019).

In contrast, over time, line managers are increasingly referred to as the HRGBS or HRCC. (Green, 2020) Line managers view their HRBPs as proactive partners who offer practical business solutions while keeping a healthy relationship. Although the HRBP function primarily contributes strategically, it also involves resolving urgent problems by being aware of long-term goals and the daily difficulties each line manager faces. By showing a personal interest, the HRBPs are seen as what (Streefkerk, 2019) refers to as trusted advisers and are not merely seen as someone to push the line managers to make more informed decisions. This shows that the HRBPs have advanced levels of partnership, which is crucial given that part of their job involves keeping track of how well line managers are doing with global HR initiatives and ensuring deadlines are fulfilled without jeopardizing their credibility.

## Conclusion

This article sought to develop an understanding of the Human Resource Business Partner (HRBP) manager's role in addressing economic crises in Israeli public sector businesses.

Understanding the HRBP's role in addressing the economic crisis in Israel has been one of the critical goals. The primary contribution of this work is its application as a first step in comprehending relational dynamics and perceived trade value, both of which have yet to receive much research. Results have also supported the idea that HRBP managers share rather than own business strategy and vice versa (Cavusgil, Knight, & Riesenberger, 2020).

In summary, the organization and the HRBP department may teach us that to be a successful business partner; the HRBP department must constantly change. There is no set approach when handling economic crises that are either recurring or novel, like the Covid-19 outbreak. When employee well-being is on the line, HR plays a critical role in policy development and implementation as a strategic partner (Athamneh, 2018). Given the challenging economic climate and the internal and external issues that have impacted productivity, the "human" component of human resources has received increased attention. HR must understand that employee health significantly affects family health and well-being and employee health. The most resilient businesses have been those that have responded to the crisis with initiative and agility; not only have they been able to stop losses, but some have even excelled in their pre-pandemic performance levels. The pandemic policies have compassion at their foundation and prioritize people over money, the most reliable method to ensure an organization's long-term survival in the uncertain world ahead of us (Kose, Nagle, Ohnorge, & Sugawara, 2021).

The results verify that the execution of the HRBP function has been a critical aspect of integrating HR with the business at the Authority for National-Civic Service in dealing with economic crises. However, the change in focus from HRBP assistance to business partnering highlighted in this thesis also indicates that the reinvention of HRBP is typically a continual and fragmented process, both in the literature and in practice (Storey, Ulrich, & Wright, 2020). As a result, the HRBP post at the Authority for National-Civic Service comprises a high level of individualism. It is affected by professional and contextual criteria, such as seniority and the specific business unit under which it acts. Although this complicates a broad description, it also allows the business partners to be versatile and aggressive in supporting top management. Research shows that the HRBPs influence the business agenda in dealing with economic crises in the public sector in Israel while also delivering quality HR services that have gained them the acknowledgment of a natural contributor and implementer in discussions on HRBP and the business in times of economic crises (Zulkarnaini, Sarip, Shaari, & Rajab, 2019).

Finally, the HRBPs at the Authority for National-Civic Service can reach the position of trusted advisers and perform mainly on a strategic level, even with individual

and contextual variances recognized. The business partners have a crucial role in boosting overall HR performance, so continuing focus on creating and sustaining interactions with managers and HRBP professionals in other areas is encouraged (Youndt, Snell, Dean, & Lepak, 2019). This might be vital for ensuring the HR profession is balanced due to the greater business focus. By creating robust partnerships on all levels, the HRBPs may help legitimize the HR profession and maintain an HR viewpoint while simultaneously functioning as a partner in the line of business and dealing with economic crises in the public sector in Israel (Zoonen et al., 2021).

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