

The Role of Agile Managers' Practices on Banks's Employees Performance in The Kingdom of Bahrain

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Abstract: This paper explores the significance of managers' impact on the level of employee success in the banking sector in the Kingdom of Bahrain, the contribution of managers to successful banks as agile managers, and argues that management reform in a crisis such as the Covid-19 pandemic can be done well by managers. The banks positively by managers who possess the employees' imagination and technical innovation skills, which makes the employees capable of facing the different types of challenges and difficulties they encounter in an unexpected or anticipated way, who constitute vital components in the continuity and progress of the organizational transition in a volatile economy. With the arrival of the Covid-19 pandemic, institutions all over the world have attempted to respond successfully to transition, and banks have been especially hard hit by self-responses. These methods, however, have shown for agile management the potential to excel under and survive global economic conditions. This paper examines current research on the role of bank managers in the positive development of internal change during crisis situations. The findings revealed that assisting managers in the private banking industry is critical to instilling a sense of transformation in other direct and related parties within the company. As a result, this paper leads to clarifying successful employee assessment by inspiring managers to them which led to the performance of the most effective managers from the old conventional managers who were happy with the banks after these new circumstances that inspired new managers to imagination and innovation through prior expectations.

Keywords: Agile Managers; Banks Employees Performance; Bahrain; Organizational Change.

Type: **Research paper**



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1 Introduction

Agile Managers who are reaching the objectives from their performance and supporting their employees, strategic systematically and changes resources to achieves objectives as agile managers because they are as adaptive managers. Their ability to have mental flexibility to understand complex issues. In any organization, they need agile manager because it is important by several variables such as functional technological variables, so the banks need managers for their future success, as the change in current concepts differed greatly because the need for a new manager such as agile manager is necessary to transform for the better in the Banks. (Collins, 2020) Agile methods challenge bank's managers to expand the efficiency of development teams. The extent of the power of managers with the advantage of strategic agility, which is reflected in the

practices and performance of the bankers of employees in the banks in the Kingdom of Bahrain and the increase in professional creativity and banking development at various levels.

It has been found that proactive through agile managers is the most significant feature of this century. All and all over are witnessing broad, radical, and deep changes in all aspects of political, economic, social, and cultural technology. All these changes have imposed conditions on the future of countries and all organizations with great threat, due to the difficulty of controlling the changes, which makes organizations against expected and unexpected situations that threatening its survival and continuity of productivity. Consequently, by implementing an organizational change requires practicing successful methods of managing change aligned with elements such as acceptance of stakeholders and other parties and how to design the appropriate organizational climate in building a culture that accepts change and organizational development (Westerlund et al., 2015; Johnson et al., 2016).

Banks is one of the most complex areas that frequently faced by unexpected changes. However, most of the bankers are uncertain with changes and how it impacts their interests (Nilsen et al., 2020). Thereby, it is essential from managerial perspective to perform the desirable change management practices as agile managers to impact positively the bankers' performance to cope with changes (Mackintosh and Armstrong, 2020). The study aims to highlight the importance of banks agile managers' practices on banker's performance (employees) within the organization as one of the most vital of methods for the success of the change on the basis that the individuals are the shared denominator for the overall organization aspects. The organizational change required proper agile managers' practices that positively reflect on bankers' in understanding the reasons for the change and its prospects for all parties in bank, that would present whether through short-term or long-term, a positive result and assist in achieving all organizational objectives in the absence or minimize of interpersonal conflicts and the resistance to change (Beasley and Horstmanshof, 2020).

The lack of change management practices among managers can make change initiatives and its consequences problematic to achieve; especially in sensitivity such as the private Banks. Hence, the current study is conducted to investigate whether there is a significant reflection of banks managers' practices as agile managers in Bahrain on banker's performance, that means impact on the performance of employees in private banks in the Kingdom of Bahrain. Thereby, the target sample size is derived from the bankers within the private banks' organizations. Though, the study attempts to assess whether the banks managers acquired the desirable practices of managing organizational change and act as true agile managers. For that standpoint, the study as well attempts to investigate whether the Banks managers' practices as agile managers are reflecting the banker's performance within a change is taking place.

2 Literature Review

This chapter highlights some of recent studies about practicing organizational change in banks entities. In addition, the chapter covers essential concepts regards to organizational change, agile managers' practices, and employees' performance.

2.1 Recent Studies

Elali (2021) The researcher's study emphasized the importance of strategic agility as an innovative model for managers in organizations to achieve differences and distinction over their competitors, especially controlling external and internal pressures and overcoming weaknesses by inventing various ideas and their ability to make decisions. The researcher investigated the concept of strategic agility and confirmed the existence of excellence in the qualities of managers that help in sustainability and excellence in organizations. However, there are several additions to the basic characteristics of agile organizations. First, emphasis on the customer and adapt to his current and future requests. In banks, there are several choices for customers, including saving money, investing, transferring money or withdrawing a personal loan, so the more choices customers can deal with the bank mainly. Second, forming smart teams capable of collectively responding to crises and shocks. As the current situation that made the world change, managers who have the ability to change such as agile strategy make them more distinguished and able to manage change within the organization. Third, to adopt a culture of growth and success, in which failure is part of learning to move forward, because success requires time, effort, and continuity in the face of internal and external difficulties, problems and pressures to be able to face them positively. At the end, he concluded according to many leading practitioners and scholars, strategic agility is the most promising method that business organizations and public institutions will use to maintain their growth and performance in adverse environmental conditions due to their ability to convert market shocks and the business environment into opportunities to benefit from. Strategic Agility is a strategic paradigm that modern businesses will use to differentiate themselves and outperform rivals in the face of environmental disruption and complexity. There are relevant definitions discussed regarding the idea of Strategic Agility and the value of implementing it by different organizations to achieve excellence and sustainability. In particular, in a dynamic world marked by extreme volatility and continuous shocks, such as the current *Covid-19* environment, strategic agility provides a feasible means of harnessing non-linear scientific and technical breakthroughs in order to benefit from both the dislocation in market opinion and behaviour and the collapse in supply chains. Furthermore, this article stresses the relationship between strategic agility and firm success, as well as the importance of creating agile organizations that can succeed in a dynamic and unpredictable environment. It is well recognized that some businesses have struggled to align their corporate culture with their goals and overall success. In theory, the analysis was carried out to validate the relation between the agility strategy and the company's success using organizational culture as a moderating variable, and a conceptual model was created to depict the relationship between strategic agility and the company's performance using organizational culture as a moderating variable. The bulk of previous research revealed that the majority of previous literature demonstrated that competitive versatility and corporate culture improve business efficiency. To maximize overall success, corporate management must use strategic intellectual metrics of agility of organizational culture in their thought, operations, market practices, and direction more positively than the previous old approaches.

Raja Tama et al (2021) The important trends that emerge from the findings are that managerial emotional intelligence indices, such as sensitivity, ability, and maturity, are better predictors of motivational dimensions. While sensitivity helps with the dependence and work group relationship dimensions of work motivation, competency and maturity help with the organizational orientation and material incentives aspects of employee motivation. The emotionally intelligent competency index has a significant influence on organizational commitment. However, no index of managerial creativity is correlated with employee motivational variables.

In general, it is obvious that the managerial inventiveness plays much more noteworthy and positive part in worker execution as compared to administrative enthusiastic intelligence. Managers use a method of analytical and emotional reasoning together to make decisions using holistic thinking, as a planner with situational agility will predict what will happen in the coming years using internal reports. Employees are more liberated to share their thoughts on workplace growth when they are communicated with zeal, which can lead to increased morale and engagement in work. Analytical expertise can interpret data and facts to produce useful insight and make decisions, regardless of the association between them. While certain facets of disposition and personality are determined by genetic descent, much of the human mind's brain circuits are malleable. They can be improved, resulting in a higher degree of emotional intelligence. Leaders who demonstrate and cultivate strong emotional maturity naturally become stronger leaders due to internal awareness; the strongest leaders are self-aware of not just their feelings, but also their shortcomings and vulnerabilities, as well as their abilities or as a result of less job pressures. Stress is inevitable, but leaders with relational maturity handle it best and stop allowing it to overtake them. They still refuse to vent their frustrations on their co-workers or relatives. These leaders seem to have greater work-life balance and they understand that work-related feelings must be kept at work. This would result in benefits for the organization, such as better company culture, because companies often speak about how wonderful their company culture is, but without emotional intelligence, what they believe about their culture will vary from what their workers truly experience. High performance-driven results that means trusted workers, whose feelings are respected and who are not exposed to their supervisors' divisive, unfiltered emotions, simply work well, and increased productivity increases the bottom line.

Montenero and Cazorzi (2021) analyzed through previous studies and interviews with managers on a global level in several aspects to find out the details of the cognitive concepts and determine the importance of responding to these changes by facing the fact that the environment changes rapidly due to the continuous technological, knowledge and scientific development, so companies sought to encourage the semi-automatic emergence of new methods. It can respond or even expect these changes with managers who have the ability to perceive through analysis or careful exploration through studies and environmental analysis. Consequently, developing creativity has become a fundamental topic for all businesses and companies that are interested in modern growth, change for the better, facing various diversities and changes, and adapting to them. At that time, companies were promoting the concept of agility at the same time they tried to expand the scope of creativity to include all employees. Agility is an organization's overall ability to respond to and capitalize on changes initiated by drivers in the internal and external environments, and the current business trends and associated challenges make the concept of agility increasingly appealing to the organizational sector. Companies are increasingly orienting themselves toward the organizational agility principle. The emphasis is also on the transformation of company divisions or even entire companies toward agility. Increase

job performance at work. It has been analyzed in studies and interviews that large differences in perception, which are often related to the job performance in the company. Regardless of the value associated with agility, interviewees agreed on the importance of the manager's role while directing him in three different directions. It has been proven in most studies that managers are the people who are able to change employees in terms of behaviors, skills and scientific knowledge through psychological support for them and sharing understandings and ideas through good communication that benefits them to reach the goal better.

Beasley et al (2020) reviewed the literature on responding and adapting to the change of allied bank professionals, because adaptation with individuals is one of the most important things in helping to increase the level of performance and the ability to manage change in an effective manner, which makes Bank's environments subject to frequent and rapid changes due to the development of science and the increase of staff performance opportunities in the bank sector. The literature review on responding to and adapting to change in the context of bank professionals allied to addressing change leaders in the Banks environment is devoted to several complex challenges to facilitate the change process. The results concluded that the levels of change management must be understood and dealt with less by respecting views and diversifying job tasks to create greater opportunities for employees, to assume responsibility during work, and to divide work equally. Moreover, by increasing the level of the performance it will help them in order to understand well the reasons of their managing at work, the level of the commitment, and they right decision should be takes. In addition to that planning training courses in the field of work helps employees in a very large percentage to overcome difficulties and the ability to solve organizational problems, give the employee a period of rest or meet his desire to spend vacation time away from work, which makes the employee able to work with a new card after the simple leave Which gave him a feeling of comfort and strength to work with effort and strength. Re-competition among employees to motivate them to increase performance and the ability to manage change. Communication between managers and employees gives them the feeling of working sincerely and facing mistakes to learn from them positively. It is easy to transfer weaknesses to the strength and success of the organization after facing failure, making it more knowledgeable and stronger. Among the important reasons for this performance development for employees is the quality of several factors that help them develop, which are recent studies, successful experiences through free training and development courses for employees and motivating factors, and the most important thing is the technological development that made business easier and more accomplished than the previous one. Determine the daily job activities that contribute to the organization's success for each employee and the required time to realistically complete each task by discussing this with employees before implementing decisions, and particularly if the employee's efficiency is stable, adopting new facilities, software, and innovations that may produce higher productivity levels than those obtained by older technologies. There is a lot of free software available to help you get your work done without investing any money, by these options it is easy to expand the performances easily with low level of risk and low level of cost as well as it is really important to understanding the right way of using this software.

Dia (2020) Banks's face numerous challenges, and some competitors strive for the highest level of technological advancement. In this think about it has been cantered on how banks can improve their effectiveness within the utilization of assets to guarantee their financial supportability. It has been proposed three stages (generation, speculation,

and income era) arrange Data Envelopment Examination (DEA) to assess the execution of a few banks for particular a long time, that budgetary emergency and the expanding competition level due to modern innovations. It has been distinguishing the leading ones in each arrange that can be utilized as benchmarks by other banks to move forward their financial maintainability. The point of this past consider here is to conduct an investigation of the effectiveness of the managing an account industry at the level of the Kingdom of Bahrain. The keeping money division plays an essential part in Bahrain's economy from numerous angles and changing components. There are, however, some limitations. The first is concerned with the selection of input and output variables for DEA models. Indeed, the models' output is affected by these choices. Data envelopment analysis (DEA) is used in the banking industry for competitive analysis and performance assessment since it can be used to create strategic guidelines to enhance any operational performance. The method of performance assessment has the value of recognizing performance differences and, as a result, providing support and guidance for performance enhancement and there are two other broader advantages to the mechanism that may be similarly critical in promoting efficiency enhancements.

Ha Nam (2020) The impact of social support on job-related behaviours was investigated, with job stress having to serve as a moderator. Banks faced a number of challenges several years earlier, and the banking sector's challenges continue to restrain domestic demand in the Kingdom of Bahrain. The analysis concluded that the literature on work stress has been conducted over the past several years and managers need to focus more on practical implications. This is because bank employees are getting more and more internal and external pressures on employees increased, which makes performance differ according to the ability and ability of employees and how managers manage and support employees. The global banking sector has witnessed many rapid and important changes. Though, there has been little research on these issues regarding the banking industry and the current study attempts to bridge this gap. From the background on the context of the banking industry in Bahrain and the lack of relevant information related to the banking industry in previous studies, it is seen that human resource management has become essential in the sustainable development of the banking industry and needs to be focused on. The special department for human resources management is one of the departments most in need of stress and re-evaluation of employees continuously because the department reflects on the company as a whole, whether it is a good or bad reflection. Managers must realize the importance of clarifying all job tasks for employees and developing them continuously and motivating them through training courses and updating their information on banks, bank laws and government policies. It has been concluded that there are some important behaviors related to the job, for example job satisfaction from Through the psychological and functional support of employees, job performance through evaluation and follow-up of employee levels and re-division of banking business according to the competence of the employees.

Nilsenet al (2020) pointed out that banks organizations are constantly changing because of technological progress that helps increase the level of employee performance through awareness and development of managers' performance and their managerial practices and the extent of their impact on the front rows. Changes according to changing circumstances make the matter more complicated, especially in the bank sector working environment with clients. managers and employees with recent experience and so on, but it is necessary to have practices for administrators in developing these practices to give it a positive impression on employees. At the end of the study, it was found that organizational changes are successful in Banks while providing bank's professionals with

the opportunity to influence change, feeling ready for change, and recognizing the value of change, including realizing the benefit of change for clients. Managing transformation in corporate organizations necessitates the use of diagnostic methods by organizations. Banking institutions are not immune to this regulation. Several researches investigated the impact of emerging dynamics on banking policies (A strategy is a high-level overall agenda that encompasses a bank's general priorities and directives), management styles, decision-making paradigms, corporate cultures, and human resource practices.

Idoko et al (2020) examined the importance of customer service commitment in Banks and explained links the gap by analytically examining experiences of field customer service' performance goal. Critical and positive relations with respect to inspiration, and job fulfilment were confirmed. Organizational commitment as ago between appears a complementary partial intercession impact on determinants and deal's goal execution. Understanding both financial and human-inclined factors is significant to moving forward the execution of field client benefit.

Nilsen et al (2019) clarified the execution of existing practices mainly in the field of banks means change that needs constant updating and follow-up on the part of the Central Bank of Bahrain (CBB) and the Human Resources Department to improve administrative practices. The researcher succeeded in finding that the investigation of banks professionals' responses to organizational changes and workplace changes that affected their work was positive by knowing their views and strengths internally in the work environment through interviews and directing the questionnaire to banks workers managers and employees in the banks system and applying the study based on the existing results and re-evaluating them, to develop the concept of change and determine the priorities of work for all employees in the bank sector from the official to the ordinary employee. It was decided that working together is useful for awareness precisely how people respond to changes between Banks's employees. Each organization has special internal laws for workers and management in the areas of annual assessment, employee success measurement, administrative department reform, upgrading employees' needs in terms of qualifications or expertise through the provision of free courses during working hours to achieve a better understanding of the most relevant new developments in the banking sector. Cooperation and joint cooperation are also important factors for the opportunities for career advancement for workers, upholding ethical behaviours in the workplace, following the laws and adhering to them in a way that is commensurate with the banks' image. In most cases, cooperative banking institutions accept deposits and lend money. It offers financial support to those with little resources in order to keep them out of the debt pit of the money lender. Cooperative banks are structured and run on the cooperative, self-help, and mutual help principles.

Pace (2019) Explained the agile project management has been positively affected, which helped them face challenges and difficulties. Agile methodology has become the most widely used software development methodology in various software communities. Most studies have found that when comparing structured methodologies to agile methodologies, agile improves software quality. However, other studies have contradicted and questioned the claimed benefits, and others have argued that there is insufficient empirical evidence. The purpose of this research is to look into the impact of using agile methods on project success in organizations. A systematic literature review was conducted to assess the most recent evidence of the impact of agile method use on project success. The findings indicate that when agile is implemented correctly, the organization can reap the benefits. It has a positive impact on the project's success, which makes the customers

satisfied. Moreover, the Agile method places great emphasis on faster and better face-to-face collaborations and interactions, which is not possible for teams because all team members work from their individual homes. Certainly, agile methods should have some positive impact on the work environment at the time of Covid-19 as well, as banking can be accomplished at home in a large proportion, but some formal transactions and business need a personal presence to complete them to the fullest, otherwise organizations will not rely on the methodology. The manager here can change the organizational environment at work and help them create a positive idea that employees accept to complete the work and not delay it, and it is necessary to follow them continuously to measure the extent of their performance of the work and what are the difficulties that managers must help employees to face and make the right decision. The rise of agile methods in project management during Covid-19: Agile gives teams the right structure to work with Agile teams are highly organized and self-sufficient because the Agile methodology creates a steady process and rhythm in which the team works, which is what all organizations now need for business continuity. Old managers must be replaced with the most biased and sophisticated and the most effective and active managers are hired at work. This structure has proven useful in troubled times. The regularity of daily meetings, continuous communication and cooperation within the team plays a big factor in creating a feeling of returning to normal life in times of a pandemic such as Covid-19. Continuous communication makes the organization gradually evolve and avoid many problems and difficulties, as happens from undeveloped companies on the part of managers and their lack of support in professional courses That makes the manager who is able to change in the work environment. Agile teams are trained to adapt to any scenario. When all team members understand the reasons for change and development, they are already prepared for any changes in the market. Covid-19 is a very uncertain time for everyone so business, technological and knowledge development continues. Organizations cannot predict what will happen in the next week so continuity is the best solution. This means that they need to have teams ready for all scenarios with the support and supervision of managers in the name of Strategic Agility. This is where Agile comes in. Since Agile teams work on iterations and comments based on market and variables, they are always able to act on the changes around them due to advance expectations and cutting-edge research. By dividing work into smaller and more manageable tasks, management reflects across the organization and departments. This is the most prepared for any team regarding unexpected changes or disturbances in the future. Risk management is also a big part of the Agile philosophy. This means that Agile teams are trained to recognize, manage, mitigate and adapt any risks that may materialize. Agile approach is more prepared to manage risks and deal with any unexpected scenarios. The human resources department is one of the most important departments that executes all experienced and newly-experienced employees through activities, courses or professional training inside and outside the institution. The current circumstances are unknown, no one can accurately predict the end of the Covid-19 pandemic and when companies can return to work at their normal capacity and the usual way, but business will continue with the new change and even after these conditions are completed, nothing will return to the same as before. This means that most organizations will have to continue working remotely in the near future and in the personal presence of managers or a small number of employees, who must finish the official procedures and follow up on some details and scrutiny within banks or any commercial institution. Employees will have to continue to stay motivated and productive towards achieving their business goals, and Agile can help with that. When implemented properly, Agile can make great developments for enterprises and employees alike, even when working remotely, success can continue and evolve for the better without any hindrance. This requires them to be

properly trained and communicated between managers and employees, and certified in agile methods. Therefore, Agile is a production and operational model that companies can adopt to create a more stable working environment for their organization in times of uncertainty. This is the most recent so far. Individuals and relationships are more important to an agile project manager than procedures and resources, operating applications over detailed paperwork, client collaboration over contract bargaining, and adapting to change over executing a schedule.

Abdul Razak et al (2018) The study proved through the energy to ascertain the key determinants of a bank is the performance that is represented by the bank's liquidity, cost risk. Focus on how to revitalize performance management systems. Training employees in customer services to set goals and achieve them, and the constant pursuit of performance development and evaluation, and focus on improving performance in the future instead of evaluating it in the past because some employees learn from their mistakes positively and develop to improve their performance at work. Continuous training with frequent periods and obtaining evaluations from managers makes the employee more motivated to complete occupation tasks regular limited information is better than much information provided infrequently, employees who receive continuous evaluation are more involved in the work. Especially those working in banks, they need continuous training and development, updating new laws and knowledge of changes. He emphasized that banking is linked with a high level of risk with a high probability of bankruptcy. They are agreed that banking is one of the maximum controlled industries in the world. It is very important for the bank's management to understand the important interactions between the bank's profitability and its causes. He emphasized that managers work to maximize shareholder wealth, but in the other hand, employees must attack an equilibrium among the bank's strength and long-standing sustainability. Training is vital because it allows workers to expand their knowledge base and develop their job skills, allowing them to be more successful in the workplace. Regardless of the cost of workforce preparation, the return on investment is enormous if done consistently. It strengthens workers' expertise and experience to keep up with market trends. This enhancement would have a beneficial impact on workplace satisfaction, which will maximize an organization's income and performance. Work ethics, human relations, and security are some of the things that workers can learn through training.

Fiorio et al (2018) discussed the increasing number of private banks, which makes modern demographic, epidemiological and administrative challenges that move from a traditional organizational model to a customer-focused bank model (CF) in new and distinctive ways. Quantitative evaluations of bank performance that have moved from traditional to (CF) organizational structure has been validated are scarce. However, a quantitative analysis of the impacts of managerial changes is essential and can provide an additional argument to support innovation in departmental departments. It has been found that the organizational change towards the personal computer model can be a costly process for banks, it saves time and effort on employees, increases the speed of performance at work and reduces internal work pressures and conflicts, which means a rebalancing of responsibilities and strength among banks employees such as internal auditors and customer service. In addition, it is not easy to take a decision as opening a new bank in any country, it needs many processing and be stricter with the regulations by the government by the country and thinking very well about the internal policies and all these details. But still the banks increasing than years ago, because of many reasons for example, increasing the educational awareness of the employees, and there is a huge

number of employees seeking to achieve their dreams and ambitions by re-evaluating them to develop their practical level for the position of managers who have the great energy to change even a small part for the better and the correct management of public and private laws in the Kingdom and the bank. The Kingdom of Bahrain provided financial support for the salaries of marine employees, which increased the number of employees in all private sectors and provided free training courses for employees through companies and banks registering for employees to obtain these free professional training courses under the supervision of trainers with many experiences and transfer their success experiences to employees to change their ideas and behaviours at work.

Betancourt et al (2017) investigated a case study that was conducted in a bank leadership program, which is a continuous executive educational initiative throughout the year that trains leaders from banks, bank plans and bank centres to improve, which helped them overcome many difficulties due to their participation in the proposed solutions and the organization of administrative work, so the data that was collected and measured performance was used. To know the obstacles and difficulties that can be solved directly or through advance planning. It was concluded that banks institutions need leaders for change, if the administrative staff is familiar with all job responsibilities and possesses organizational practices then it is possible to achieve excellence in work and address problems and difficulties in changing circumstances. Leaders are the public face and voice of transition. They talk often in order to exchange ideas, keep people up to date, and provide support. As workers hear several messages in the workplace, the one they pay the most attention to is the one from their immediate supervisor. Leaders view the transition message so that it is applicable to their reports while being consistent with the overarching message. Leaders are open and consistent. Leaders offer inspiration for progress, instil a sense of purpose and importance in the change, and demonstrate dedication to getting things done. They recognize those who are taking part and doing well. Leaders recognize that transition can be daunting and that people must be encouraged to move outside of their comfort zone. The Leaders are vivacious and compassionate. Effective leaders must pay attention to employee emotions and collaborate with workers to develop a fresh strategy for the changing workplace and assist employees in understanding the future path. Knowing when to concentrate on suffering and when to focus on developing and going forward is an important aspect of leadership at this time.

Spaulding et al (2017) analysed the focused on developing on their ability of employees and verifying the available and missing capabilities for the development of banks institutions to change through previous concepts of absorptive capacity and organizational readiness for change. In the methodology, multiple methods have been used to develop organizational capacity and perform variable factor analyses in Banks. Studies have found that the organizational capacity really needs to assess employees and build a new system to measure positive change in the bank sector and all its employees. Create a larger, more sustainable organization by creating hierarchical or structured organizational frameworks as well as designing and executing long-term plans and strategies, improve managerial and program management processes and skills, including the establishment of a solid accounting system and the method of project preparation and management, improve professional skills by recruiting or teaching personnel or volunteers in program coordination and design, best practices, and other related technical fields. To promote holistic workforce growth, the company in general, and the Human Resources Department in particular, must pay attention to all that can contribute to enhancing the quality of success of its employees, including inspiring, recruiting, encouraging, and cultivating their career path, in addition to assessing their level of success and the degree

to which Their continuity with existing work, and much of this is dependent on the outcome of the employee performance assessment process, which is part of a larger process for the ongoing and integrated growth of the human factor of the organization, and may be thought of as an interconnected framework that focuses on assessing, issuing decisions, and analysing the outcomes of meeting employee success targets.

Johnson et al (2016) analysed the cultural aspect within the organization through employee attitudes and behaviours that play a major role for organizational results in the bank sector. He asserted that management or change represents a major challenge from literature review in his research on culture change interventions in Banks organizations and focus on good practice examples. It includes several diverse strategies that have been studied in advance and have succeeded greatly through data, integrating culture within the work, and evaluating various cases such as integrating support from leaders and others in the organization, and strategies to emphasize the importance of changing the culture a related to change and that change increases the power of knowledge for system practitioners with guidelines.

Khamis, Hamdan, and Elali (2015) The study is based on exactly five years that they conducted in Bahrain. It was concluded that the corporate possession has a positive effect on the performance of the company. Hence, the managerial possession reflects completely on the performance level of the employees. It is important to know the minutest details regarding managers and employees, which may help them avoid many of the daily difficulties between employees or customers in overall. This study will support a large number of managers in Bahrain in enacting laws and regulations related to improving corporate governance in Bahraini. Clarify the role of management and the majority versus minority investors in the performance of banks. That was conducted it was found that institutional possession ranks the highest shared in Bahrain and that corporate possession has a positive impact on the company's performance, as banks need continuity and internal development of employees and continuous to generate a positive work environment. Moreover, it is necessary to adhere to private banking services. Generally, a private banker only supports clients with their banking commercial. The bank's branded facilities may include an examination account or a savings account as desired by the clients. It may change to some extent from the normal services offered in the bank. There kinds of features can easily assist the employees in order to improving themselves and gets more experiences by facing many challenges daily at their work and learning cycle that will gives them more power to have a whole idea about their responsibilities at work. There is a significant body of literature about when and how corporate ownership arrangement influences efficiency. They assessed firm success using this method focused on ownership concentration and ownership identification. Many corporate finance analysts have conducted extensive studies on the relationship between ownership structure and company results. Because of the mixed findings received, this field of study is gaining a lot of attention. The two most significant dimensions would be ownership concentration and managerial ownership. The basis of this research is agency philosophy and managerial entrenchment argumentation. It adds to the ongoing study on ownership structure, which is seeking to expose the diverging priorities of various types of shareholders and how this may impact company efficiency. According to agency theory, centralized ownership leads to improved management monitoring, making ownership an essential component of corporate governance. This, in particular, increases the efficiency of the organization.

Westerlund et al (2015) discussed an investigation of the role of the change facilitation function within the organization is clarified for the development of the various

levels of the Banks organization. Several opinions were studied to the authorities responsible for the factors that need attention and deal with them. Data from questionnaires, practical diaries and interviews with employees, managers and the bank were combined and evaluated at various levels of operation. To set development plans by clearly defining the role and responsibilities of managers in advance, the need to clarify the division of roles and responsibilities was highlighted. Their study contributed knowledge about facilitating change by linking it to the organizational dimension of change implementation and organizational development in banks organizations. Managers are the individuals in the organization who are in charge of designing and implementing this management mechanism. Managers' four main duties are preparing, coordinating, directing, and managing. Managers influence the ethos of their departments and workplaces in a variety of ways. They must be managerial as well as leadership. Then they necessitate a complex range of skills to be competitive. What are the basic characteristics of the manager's role and why these qualities are essential for performance in today's organizations?

Durdy and Bradshaw (2014) concluded that there is a very significant impact on employees due to sudden changes, under the current circumstances it has been confirmed that change is possible and continues even in normal circumstances because the change is very important and helps to change the structure of employees and motivate them to increase awareness and knowledge during work in a manner. Non-routine, through objective analysis, five important and basic topics were reached, management, influence on teams, organizational culture, resistance, and influence on customers that helped to explore management practices and the need for deeper and longer research through quantitative and qualitative research to assess the significance of the impacts of the change on employees or customers.

Ali and Farrukh (2013) Islamic banks make money by requiring borrowers to give the bank a share of their profits rather than paying interest. Islamic banking has been defined as banking in accordance with the culture and value system of Islam and governed, in addition to the conservative good supremacies and risk management laws, by the rules established by Islamic Sharia. There is a clear analysis about the importance of Islamic banking, and Islamic banking has been a popular topic of discussion in the field of banking in Bahrain. New aspects of Islamic banking and services have crept into lifestyles due to Muslim scholars' justifications, laws and principles of Sharia. Nowadays, Islamic banking services, its operations and objectives are of great value and importance among its employees. This paper demonstrated and elucidated the conduct of the research to define the meaning of Islamic banking as well as measure those experienced employees (level of confidence in relation to Islamic banking) who have moved from traditional banking to Islamic banking. Through the employees who have many years in banking and working within the banking institutions, information was taken from them directly and the performance of employees was measured in terms of trust, practical experience and employee behavior. Interest-free banking refers to a type of banking tool or operation that is free of interest-based fees. The more common term, Islamic banking, is expected not only to avoid interest-based transactions, which are prohibited by Islamic Sharia, but also to avoid unethical practices and actively contribute to the achievement of the goals and purposes of an Islamic financial system. Additionally, investment firms (such as mutual funds) sell their capital to the public, whereas Islamic banks accept public deposits. This implies that shareholders of an investment company own a proportionate portion of the company's equity capital and are entitled to a variety of rights, such as receiving a regular

flow of information on developments in the company's business to their shares on important matters, such as changes in investment policy. As a result, they have the potential to influence strategic decisions.

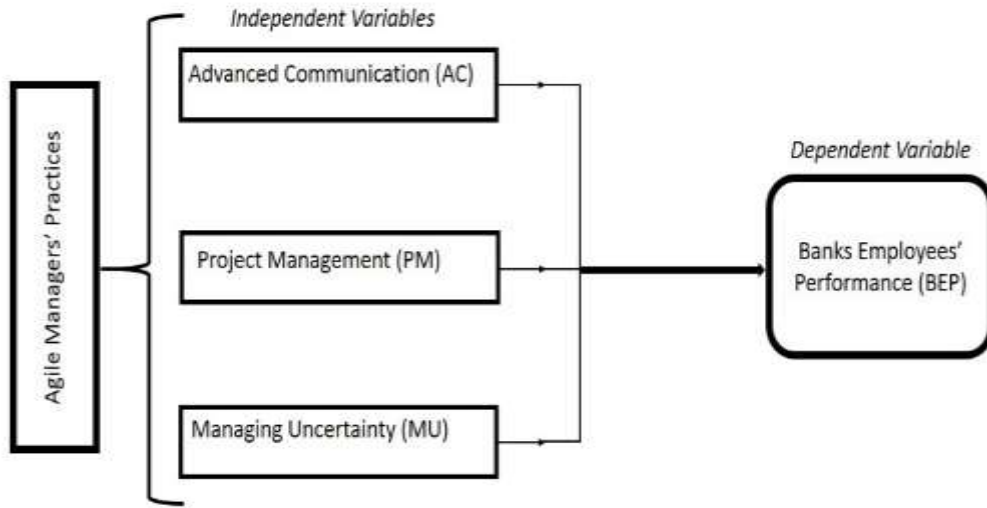
Metwally (1997) Interest-free banks that run alongside traditional banks were discussed. He investigated whether the profit/loss share concept produces some systemic differences between interest-free and traditional banks. Islamic banks provide loans to their customers to help them meet their business needs through the following contracts, which vary based on the client's needs: takes the cost of the estate, shares the gains, and bears the loss as the case may be; there would be no penalties if the customer pays late or defaults. However, it is essential to instill payment control. Conventional banks provide credit facilities to their customers in order to meet their cash needs by loan contracts, where the arrangement between the bank and the customer is that of lender and borrower, respectively. There is no danger to underlying assets, and revenue from interest and late payment penalties on delayed payments shall constitute bank income. However, discovered the gap between Islamic and traditional banking in terms of viability and quality. Secondary data is used for evaluation. The characteristics of research respondents are determined using ratio analysis, and the disparity in significant factors influencing consumer loyalty of Islamic banks and commercial banks is examined using regression analysis. The analysis also looks at the major factors that are critical for the growth of Islamic banking. Islamic banks use equity contribution schemes to raise money instead of charging interest. When a bank lends money to a company, the business will repay the loan without interest, but will instead owe the bank a percentage of the income. One of the key distinctions between conventional and Islamic banking structures is that Islamic banking forbids usury and speculation. The sharing of profit and loss, as well as the restriction on the collection and paying of interest by lenders and borrowers, are two basic concepts of Islamic finance. Islamic banks make money by requiring borrowers to give the bank a percentage of their income rather than paying interest.

2.2 Organizational Change

The organizational change (OC) is receiving considerably attention in academic studies as it is a subject that influences many organizations around the world. (OC) refers to the constant transformations that occur within an organization, such as: the selection of new employees or the resignation of others, or changes in market settings, or the change of providers that the organization deals with, or changes in the conducts of doing work. However, the dimensions of (OC) differ from one organization to another, according to the interests of the organization, individuals' interests, goals, visions, strategies, and the external environmental factors. Therefore, the highlight of this study is about the domain to which the performance of the bankers' employees in Bahrain Banks is affected by practices of the change management. This means that the dimension of (OC) in this study is the qualitative change that concerned with individuals' skills, developing their capabilities, or modifying their behavior patterns and values, and all psychological aspects of work in response to and acceptance of any organizational change.

Figure 1: The Conceptual Framework

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2.3 Agile Managers' Practices

Organizational change (OC) has fundamental goals, which are the increasing of capabilities and raise the sense of distributed responsibility, the importance of the organization's vision and the importance of their loyalty (Shirey and Maria, 2012). The development of capabilities is for further adapting and sustaining with the uncertain environment which makes the organization system in renewal manner. Therefore, organizational change is known as the long-term effort to improve the organization's ability to solve problems and renew its operations by making continuous developments and focusing on the performance of the workforce with the help of skillful management in managing change instead of hiring agile managers from outside who do not have the affiliation that pervades the climate of the organization (Hunitie, 2018; Jones, 2014). The external agile managers could carry several drawbacks, such as access to confidential information and applying traditional approaches in managing change. Thereby, the study focuses on the practices of internal management of Banks in acting as agile managers. The following practices are the some of the main change management practices that have been applied in recent studies that hold positive reflections on bankers' employees' performance. These are the advanced communication (AC), project management (PM) and managing uncertainty (MU).

2.3.1 Advanced Communication (AC)

The advanced communication practice (AC) should flow all through the agile manager's veins as their responsibility involves in direct communication with group at a range of level of superiority in diverse business operations within an organization (Johncy et al., 2020). They expected to understand the potential requirements of diverse internal and external of stakeholders, how to contextualize the available information and how to make this information related to a specific employee's work role (Kowalski et al., 2015). They have the capability to share most excellent change management practices and communicate accurately to other key stakeholders such as sponsors and investors about what initiatives need to take place (Kowalski and Sathanandan, 2015). Above all, managers' who practice advanced communication are supposed to be open, sincere, and straightforward about the organization's capability to efficiently manage change, by debating the real situation with other stakeholder to eliminate a culture of hiding failures or problems (Datta, and Salt, 2019).

2.3.2 Project Management (PM)

Project management (PM) is a practice related to organizing and managing resources, such as human resources, in a manner that enables the project to be completed with respect to its specific content and regarding quality, timing and cost factors and considering the interests of stakeholders (Waheed, 2016; Blythe et al., 2019). Despite of the nature an individual work position, possessing the necessary project management practice is one of the most important practices that must be possessed, especially as it is not limited to a specific field or specialty without another. It is a method that can be followed to perform any activity, change, task, or work. Especially since all works and activities, whatever their nature, to be completed successfully and effectively, must be managed successfully (Magano et al., 2020). This practice related to how to organize, distribute, and schedule

tasks, control operations, machinery, equipment, and organize relationships between people working on the project. (PM) contribute to increasing productivity, safety of the final outputs, their conformity to specifications, and the smooth and flexible workflow without disputes, demands, delays, or an increase in the total cost of the project (Lebedeva and Anna, 2015).

2.3.3 Managing Uncertainty (MU)

Crises, catastrophic failures, and current epidemic (covid-19) and its consequences have brought into severe relief a crucial business practice: the ability to manage uncertainty. That refers to knowing what an agile manager can and cannot control, aligning the organization and employees with a mutual principle, holding to an obvious vision of where the management want the business to be, and trusting their workforce to assist the company to get there (Mackintosh and Armstrong, 2020). Throughout successful managing uncertainty can lead to superior and more rational decisions. However, many policymakers in different organizations do not constantly face uncertainty, partly due to the lack of direction or constructive tools available to help because employees need continuous and active support and direction, unlike ignoring their questions and their need for advice (Camacho, A.E. 2009; Terashima and Takai, 2019).

2.3.4 Banks Employees' Performance (BEP)

There were studies conducted on the importance of banks' employee's roles such as employees in enhancing the effectiveness of managers, and these studies shows that the excellent employees' culture and change management practices has comprehensive impacts in all bank's institutions. Banks centers that participate in these initiatives are seeing higher customer service employee's satisfaction and retention, improved customers experience and safety, reduced mortality, increased revenues, and many other benefits (Niels, 2020). The changes in bank's are usually relate to development and sustaining the productivity and completeness, especially the increasing number of Banks centers in Bahrain will potentially force these to raise the quality of services that require to influence positively the Banks employees' performance (BEP). Thereby, (BEP) is the engine of the banks and sensitive towards the managers' practices (Halushka, 2017; Ganguli, et al., 2018; Oyarzun, 2020).

Research Hypotheses:

The following hypotheses will be defined in this research in order to answer the research question:

- H1: Managers' advanced communication Practice (AC) is positively impacts the banks employees' performance.
- H2: Managers' project management Practice (PM) is positively impacts the banks employees' performance.
- H3: Managers' managing uncertainty Practice (MU) is positively impacts the banks employees' performance.

3 Research Methodology

This study based on descriptive analytical methodology to describe, examining, processing, and analyzing the study data. Therefore, the quantitative approach is used to test and assess the agile managers' practices on the employees' performance to describe and analyze the information obtained. The primary data will be obtained through designing of an adapted questionnaire distributed to a sample of the research community (banks' employees of all private Banks in Bahrain). Then, the data analyzed through statistical software to assess the impact between variables, testing the hypotheses and the study model.

3.1 Research design

The data type is primary data gathered from an adapted questionnaire then the outcomes will be under tests by using Statistical Package software (SPSS.23) to test hypotheses and describe the results qualitatively and quantitatively.

The study is quantitative by extracting the statistics from the questionnaire. The sample that has been selected is verified and identified, and this is the quantitative method. Then qualitative by comparing it with the rest of the previous literature reviews that will be discussed.

3.2 Data types and sources

The collecting of data relies on an adapted questionnaire, which arranged in a logical manner, suitable and distributed to the selected sample to fill by respondents (banks employees of all private banks in Bahrain).

3.3 Data collection techniques

The information will be obtained through the design of a questionnaire distributed to a sample of the research community. The designing of the questionnaire based on systems thinking practices from previous studies and tested through Statistical Package software (SPSS.23). The sample choice is the bankers of all private Banks in Bahrain to investigate whether the practices banks agile managers are influencing on bankers' performance.

3.4 Data analysis and interpretation

The formulation of the research questionnaire is adaptive, in which it derived and created from recent literature. The data collection method is based on adaptive questionnaire, while the statistics tests for data investigation and examining the hypotheses are Cronbach's alpha for reliability measure, descriptive statistics analysis, Pearson's correlations (r), variance inflation factor (VIF) and multiple regression model. These statistical examinations to obtain and evaluate the reliability of the data, assessing the means, standard deviations and percentages, the extent of correlation between variables and obtaining the impact between the variables.

4 Conclusion

Many studies demonstrate that managers play an important role in banks; thus, selecting a manager must be more precise and detailed in order to maintain the success and continuity of commercial banks in the Kingdom of Bahrain under innovative changes that contribute to providing possibilities for competitive advantage with rivals and encouraging their staff to achieve an improvement in professional performance. The performance review of employees and the amount of managers' influence on them have a good impact, making them more efficient for production, improving the level of performance, and recognizing the hurdles to work via managers enables them to confront challenges, detect shortcomings in individuals' performance and weaknesses in performance for their development.

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