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Digitalization Reshaping Workplace Employment Relationships: a Case Study of Bahrain's Financial Industry During Covid-19

This proposal is submitted in partial fulfillment of the requirements for the Degree of Masters in
Business Administration

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Abstract

The unprecedented events of the COVID pandemic have accelerated the adoption of digital technologies globally, across industries and businesses. Digitalization has undeniable revolutionized the Financial industry, however, has also transformed the nature of work and relationships in the workplace. This study examines the experiences, challenges, and opportunities that arise from the acceleration of digitalization in the financial sector in Bahrain using the COVID pandemic as a case study to guide firms on how to overcome hurdles and capitalize on digitalization. The study focuses on digitalization in the context of remote work arrangements, digital communication tools, and virtual collaboration.

Through a review of relevant literature, three key dependent variables (psychological contracts, trust, and organizational culture) that are directly impacted by the independent variable (digitalization) are identified, namely psychological contracts, trust, and organizational culture. Through an examination of the relationship between the dependent and independent variables, the study seeks to uncover the impact of digitalization on employee experiences and provide insights for organizations to improve employee satisfaction and engagement in a time of continued digital transformation.

The relationship between the variables is examined in the financial sector through a qualitative research design, comprising a review of relevant literature and complemented by empirical evidence collected through virtual focus group talks to assess the various experiences of individuals in the industry who have been impacted by digitalization. A purposeful sampling technique was used to form four virtual focus groups, typically comprising 5 to 8 participants, and a total of 24. The data collected was analyzed using thematic analysis and quotes from virtual group transcripts were used to support themes that emerged.

The study confirms that the dependent variables (psychological contracts, trust, and organizational culture) are positively correlated with the independent variable (digitalization), therefore, in a world of continued acceleration in digitalization exacerbated by COVID, organizations must be quick to adapt and adjust their approach to digitalization to retain and attract talent. Moreover, analysis of demographic variables alongside focus group discussions confirms that demographic variables influence the degree of impact of such dependent variables,

which it term impacts employee satisfaction and engagement. Hence, raising the vital need for organizations to consider their demographic compositions when implementating digital transformation to ensure a smooth transition and reap the benefits of digitalization.

Arabic Abstract

أدت الأحداث غير المسبوقة لوباء COVID إلى تسريع اعتماد التقنيات الرقمية على مستوى العالم في قطاع الأعمال والشركات. لقد أحدثت الرقمنة ثورة لا يمكن إنكارها في قطاع المال والأعمال ، ومع ذلك ، فقد غيرت أيضا طبيعة العمل والعلاقات في مكان العمل وبنية العمل بصورة عامة. تبحث هذه الورقة في التجارب والتحديات والفرص الناشئة عن تسارع الرقمنة في القطاع المالي في البحرين باستخدام جائحة COVID كدراسة حالة لتوجيه الشركات حول كيفية التغلب على العقبات والتحديات والاستفادة من الرقمنة والتحول الرقمي بشكل صحيح. تركز الدراسة أيضاً على الرقمنة في سياق أولويات العمل عن بعد وأدوات الاتصال الرقمي والتعاون والتفاعل الافتراضي عن طريق هذه الأدوات.

هذه الورقة البحثية ومن خلال مراجعة الأدبيات ذات الصلة بموضوع هذه الورقة البحثية، يتم تحديد ثلاثة متغيرات تابعة رئيسية (العقود النفسية ، والثقة ، والثقافة التنظيمية) التي تتأثر بشكل مباشر بالمتغير المستقل (الرقمنة). ومن خلال البحث وفحص طبيعة العلاقة بين المتغيرات التابعة والمستقلة، تسعى هذه الدراسة إلى الكشف عن تأثير الرقمنة على تجارب الموظفين وتقديم رؤى للمؤسسات في القطاع المالي لتحسين رضا الموظفين و المشاركة الفعالة للموظفين أثناء العملية المستمرة للتحويل الرقمي في القطاع المالي.

تم دراسة العلاقة بين المتغيرات الرئيسية والفرعية على القطاع المالي من خلال نهج بحثي نوعي وليس كمي، يشمل هذا النهج على مراجعة للأدبيات ذات الصلة بموضوع هذه الورقة البحثية وتكملها الأدلة التجريبية التي تم جمعها من خلال التركيز على محادثات مباشرة مع مجموعات أفراد كعينة من خلال استخدام ادوات التواصل الافتراضية لتقييم التجارب المختلفة للأفراد في القطاع المالي الذين تأثروا بالرقمنة. تم استخدام تقنية أخذ العينات بشكل مركز من خلال تشكيل أربع مجموعات افتراضية، تضم ما بين 5 إلى 8 مشاركين في كل مجموعة، بما مجموعه 24 فرداً لكل المجموعات. تم تحليل البيانات التي تم جمعها من هذه المجموعات والعيّنات باستخدام التحليل النوعي والموضوعي وتم استخدام اقتباسات من نصوص هذه المجموعة لدعم عناوين هذه الموضوعات.

تؤكد الدراسة التي أجريت أن المتغيرات التابعة (العقود النفسية والثقة والثقافة التنظيمية) ترتبط ارتباطاً إيجابياً بالمتغير المستقل (الرقمنة) ، وبالتالي ، في عالم يتسارع فيه بشكل مستمر عمليات الرقمنة والتي تسارعت بسبب COVID ، يجب أن تكون المؤسسات المالية سريعة في التأقلم والتحول الرقمي وتعديل نهجها في الرقمنة للاحتفاظ بالموهب وجذبها للمؤسسات. علاوة على ذلك ، يؤكد تحليل المتغيرات الديمغرافية ومع نتائج المناقشات للمجموعات المركزة أن هذه المتغيرات الرئيسية تؤثر على درجة تأثير هذه المتغيرات التابعة لها، والذي يؤثر على رضا الموظفين ومشاركتهم في العمل. ومن ثم ، يتطلب الأمر بشكل جاد من المؤسسات النظر و الأخذ في الاعتبار تركيباتها الديموغرافية عند تنفيذ التحول الرقمي لضمان الانتقال السلس والمرن وجني فوائد الرقمنة بشكل كامل.

Declaration of Originality

This thesis represents the culmination of my original research work to the best of my knowledge. I would like to acknowledge all the assistance I have received in the preparation of this thesis, as well as the sources I have consulted. I affirm that this work has not been submitted for any other degree, professional qualification, or any other purposes. The research was conducted under the guidance of Dr. Waleed AbdulAziz at the University of Bahrain, in fulfillment of the requirements for a Master's degree in Business Administration.f

Hasan Al Omran (Candidate's)

Signature:

Date:

In my capacity as supervisor of the candidate's thesis, I certify that the above statements are true to the best of my knowledge.

Dr. Waleed Abdul-Aziz (Supervisor)

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Date:

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Chapter 1: Introduction to the Study

1.1 Introduction

The COVID-19 pandemic has disrupted economies and societies worldwide, prompting organizations to adapt to new realities and transform operations (World Bank, 2020). In response to lockdown measures and social distancing requirements, organizations across industries have accelerated their adoption of digital technologies to enable remote work and maintain business continuity. Similar to other industries, the financial industry has rapidly shifted toward digitalization as a critical sector in driving economic growth and stability.

Bahrain's financial industry, like its global counterparts, has experienced the transformative impact of digitalization during the pandemic. As financial institutions embraced remote work arrangements, virtual meetings, and digital platforms, the nature of work and employment relationships within the sector has been fundamentally reshaped (Deloitte, 2020). Employees have faced new challenges and opportunities, navigating the digital landscape while adapting to changes in their roles and expectations.

Understanding the impact of this accelerated digitization on employment relationships is crucial for organizations in Bahrain's financial industry. As this provides insights into the challenges and opportunities digital transformation brings. Using the COVID pandemic as a case study, this research investigates the impact of digitalization on employment relationships in Bahrain's financial industry. By exploring the effects on psychological contracts, trust, and organizational culture, this research delivers advice to financial sector firms on how to overcome hurdles and capitalize on digitization.

There are various articles in the field, addressing the impact of digital transformation on psychological contracts, trust, and organizational contracts within organizations. An article by McAfee (2014) identifies nine key elements for successful digital transformation including leadership, vision, customer engagement, digitization of processes, data, technology, innovation, agility, and change management. The article further highlights the role of organizational culture, emphasizing the importance of nurturing a culture of collaboration and agility to drive successful implementation of digital transformation.

Gefen, D., & Carmel, E. (2008) provide insight into the impact of offshoring, a form of digital transformation, on practices at IBM and its impact on the element of trust. Findings of the article emphasize the importance of effective communication, transparency, relationship building, understanding of culture, and knowledge transfer in facilitating successful offshoring initiatives, all which are important elements for maintaining trust during the digital transformation process. Mesch, G.S., & Talmud, I. (2006) also explore the effect of relationships facilitated by digital technologies on trust. The study finds that online relationships may be as meaningful as offline relationships depending on how deep interactions are and how long.

Moreover, an article by Bal, P. M., Kooij, D. T., & Rousseau, D. M. (2015) explores the effect of aging workers on the relationships between employees and their employers. Findings of the study highlight the importance of understanding the unique needs, expectations, and experiences of aging workers through providing support and opportunities that meet their needs, and through creating an inclusive environment that values and leverages their strengths. This emphasizes the need for organizations to identify the needs of workers of all ages to maintain employer-employee relationships.

Existing articles in the field offers insights into the broader implications of digitalization on work and employment relationships, however, there is a lack of in-depth exploration of the subjective experiences and perspectives of individuals in the workplace. This study addresses the literature gap by conducting qualitative research that explores the experiences of participants and explores their views on the impact of digitalization on different aspects of employment (psychological contracts, trust, and organizational culture). The qualitative focus group discussion approach allows a deep investigation of the subject and provides valuable insights into the complex events relating to employment in the digital age.

Moreover, this study contributes to the body of literature on the financial industry in Bahrain which is greatly lacking, and its findings aim to enhance understanding of the evolving dynamics between employers and employees. While the study primarily focuses on the financial industry, it recognizes the potential applicability of its findings to other industries and organizations undergoing similar digital transformations during the pandemic. The research offers

practical recommendations for organizations to navigate the digital landscape, capitalize on digitalization, while fostering positive and productive employment relationships.

1.2 Research Problem

Despite the growing literature relating to digitalization and its effect on employment, there is a need for further exploration of subjective experiences and perspectives of individuals in the workplace. Moreover, studies on the financial sector in Bahrain are greatly lacking. Hence, aiming to address this gap and contribute to existing studies, this study uses a case study approach to examine the research problem in depth, conducting focus group discussions with individuals in the financial sector in Bahrain. Therefore, offering a context-specific study that explores the effects of digitalization within the unique socio-cultural and organizational context of the financial industry in Bahrain, while examining the subjective experiences of employees undergoing digital transformation within the sector.

The study further aims to bridge the gap in knowledge regarding the implications of digitalization, offering practical recommendations to organizations to adapt and thrive in the changing landscape. By investigating the impact on psychological contracts, trust, and organizational culture, this study seeks to provide insights into the challenges employers and employees face and identify strategies to mitigate adverse effects and enhance positive outcomes.

1.3 Research Objectives

The objectives of the research paper are as below:

1. To examine the impact of digitalization on employment contracts in the financial sector in Bahrain.
2. To examine the impact of digitalization on trust between employers and employees in the financial sector in Bahrain.
3. To examine the impact of digitalization on organizational culture in the financial sector in Bahrain.
4. To provide practical managerial recommendations to financial industry organizations in Bahrain to effectively navigate the challenges posed by digitalization, maintain positive employment relationships, and leverage the benefits of digital technologies to drive employee satisfaction, organizational productivity, and business success.

1.4 Research Questions

The research questions are as below:

1. How has the accelerated shift towards digitalization during the COVID-19 pandemic influenced the formation and fulfillment of psychological contracts among employees in Bahrain's financial industry?
2. What is the impact of digitalization on the level of trust between employers and employees in the financial sector in Bahrain, taking into account factors such as remote work arrangements, digital communication tools, and virtual collaboration?
3. How has adopting digital platforms and virtual work environments during the pandemic affected the organizational culture within Bahrain's financial industry, and what are the implications for employee engagement and satisfaction?
4. What practical strategies can organizations in Bahrain implement to effectively navigate the challenges of digitalization, maintain positive employment relationships, and optimize digital technologies for increased productivity and business outcomes?

1.5 Significance of the Study

The significance of this research study lies in its contribution to understanding the impact of digitalization within Bahrain's financial industry, using the COVID-19 pandemic as a case study. This study offers several significant contributions by focusing on psychological contracts, trust, and organizational culture.

First, this study provides valuable insights into the effects of digitalization on psychological contracts. As organizations rapidly adopted digital technologies, employees had to adjust to new work arrangements and expectations. Understanding how these changes have influenced the formation and fulfillment of psychological contracts is essential for employers and employees to successfully navigate the evolving employment landscape.

Second, by examining the impact of digitalization on trust between employers and employees, this study sheds light on an essential aspect of employment relationships. Trust plays a critical role in fostering collaboration, communication, and loyalty. Identifying the factors that

influence trust in the context of digitalization is crucial for organizations to build and maintain strong relationships with their employees, particularly in a remote work environment.

Third, the study explores the implications of digitalization on organizational culture within the financial industry in Bahrain. As virtual work environments become more prevalent, understanding how digitalization has shaped organizational culture is crucial for organizations to adapt and align their cultural values, norms, and practices with employees' changing needs and expectations.

Fourth, the study's time frame is limited to the COVID-19 pandemic, which began in 2020 and continued to influence work environments and employment relationships. However, the study acknowledges that the pandemic's impact continues to extend beyond the defined time frame. Hence, ultimately, the findings of this research will inform organizational practices and policies, enabling them to navigate the digitalization process effectively, maintain strong employment relationships, and maximize the benefits of digital technologies in the post-pandemic era.

The findings of this study will have practical implications for organizations in Bahrain's financial industry. The insights gained will help organizations navigate the challenges associated with digitalization and develop strategies to foster positive employment relationships. By enhancing the understanding of the impact of digitalization, this study can guide decision-makers in developing policies and initiatives that promote a supportive and inclusive work environment.

Moreover, this research adds to the existing body of knowledge on the impact of digitalization, specifically within the financial industry during a global crisis, and further contributes to the body of literature on the financial industry in Bahrain which is greatly lacking. The study's findings can contribute to academic literature and serve as a foundation for further research.

1.6 The Study Setting

To answer the research questions listed above, the study adopts a qualitative research design method. A Comprehensive literature review is conducted on the effects of digitalization on employment relationships including psychological contracts, trust, and organizational culture. This is supported by virtual focus groups to collect qualitative data, allowing participants to express

their thoughts and opinions within a group structure in an informal setting. Semi-structured questions were used to gather primary data.

The target population of the study encompasses employees in organizations operating within the financial sector in Bahrain, who have experienced or been involved in digitalization. The sample includes banks, financial institutions, insurance/re-insurance companies, and asset management firms. The target size is 5-8 participants per focus group, aiming for a range between 20-32 participants organized in 4 virtual focus groups, allowing for meaningful and interactive discussions while ensuring the effective participation of all participants.

1.7 Research Terminology

In this section, the researcher provides the conceptual definitions for the following terms.

Term	Definition
Digitalization	The comprehensive integration of digital technologies into all aspects of an organization, leading to significant changes in business processes, operations, and customer experiences. Berman, S. J., & Marshall, A. (2019)
Psychological Contracts	The reciprocal expectations, and agreements between employees and their employers. Rousseau, D. M. (1989)
Trust	The confidence, reliance, and belief in the integrity, competence, and goodwill of others. Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995)
Organizational Culture	The shared values, beliefs, norms, and practices that shape the behavior, attitudes, and interactions within an organization. Schein, E. H. (2010)

Figure 1: Conceptual definitions of the research terminology

1.8 Theoretical Framework

The theoretical framework for the study is derived from a thorough literature review relating to the impact of digitalization on organizations. Digitalization is identified as the independent variable, and the key dependent variables selected for the study are psychological contracts, trust, and organizational culture. This framework provides a holistic understanding of

the subjective aspects of the impact of digitalization and offers insights into its complex dynamics and implications, to support organizations in effectively managing and leveraging digitalization.

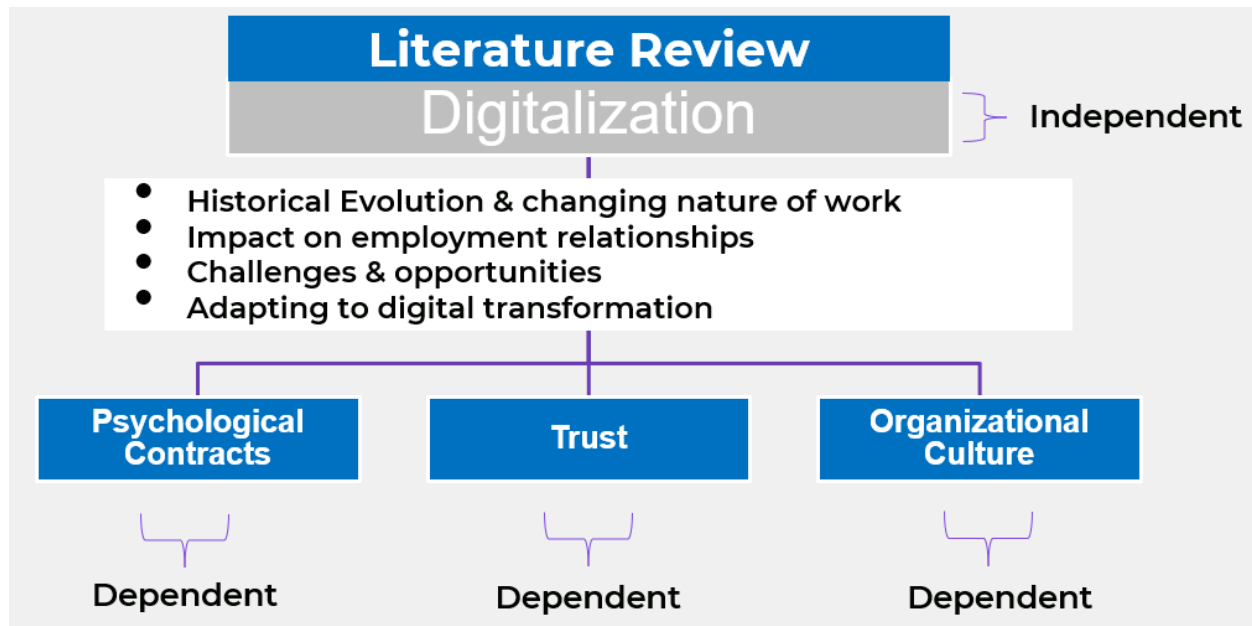


Figure 2: Theoretical Framework of the study

1.9 Organization of the Thesis

The thesis paper is organized in the following five chapters:

Chapter 1: Introduce the study and the research problem, research objectives, research questions, significance of the study, the study setting, and research terminology. The chapter also includes the theoretical framework for the study.

Chapter 2: Explores the existing body of literature on digitalization and its impact on psychological contracts, trust, and organizational culture.

Chapter 3: This chapter illustrates the methods and procedures used in this study. It includes the research design, the research sample, the data collection process, the structure of focus groups conducted to collect data, and the validity of research tools.

Chapter 4: Demonstrates results and discussions of the research, including a summary of demographic composition of the study's sample.

Chapter 5: Present recommended practical managerial strategies based on research results along with limitations of the study.

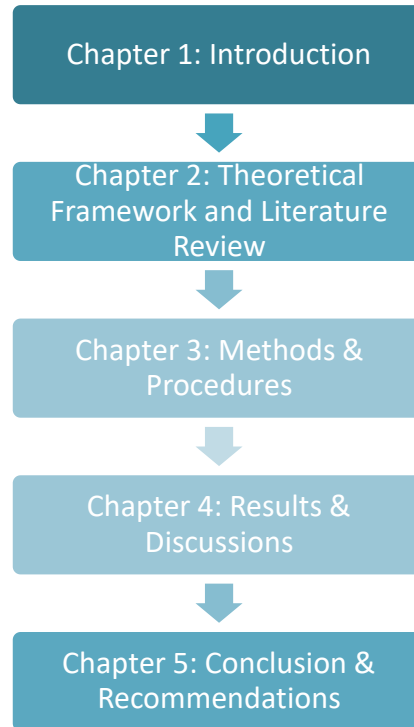


Figure 3: Thesis structure

1.10 Summary

This chapter presents a general view of the study and its structure. It presents the research problem, research objectives, research questions, significance of the study, the study setting, research terminology, and a summary of how the thesis is organized.

Chapter 2: Literature Review

2.1 Introduction

The rapid advancement of digitalization has brought about significant transformations in employment relationships, necessitating an in-depth examination of its impact and importance. This chapter presents a literature review aiming to comprehensively explore the implications of digitalization on the nature of work and employment dynamics. assessing existing research provides valuable insights into the evolving landscape of work in the digital era, identifies research gaps, and offers practical implications for various stakeholders.

The review commences with a historical overview, tracing the evolution of digitalization and its influence on employment. It then delves into the changing nature of work, including the rise of flexible work arrangements, the emergence of the gig economy, and the automation of tasks. Furthermore, it explores the consequences of digitalization on psychological contracts, trust formation, and organizational culture. The review also highlights the challenges and opportunities individuals and organizations face in adapting to digital transformation.

By consolidating a wide range of research findings, this literature review contributes to a comprehensive understanding of how digitalization has reshaped employment relationships. It serves as a guide for navigating the complexities of the digital era and offers practical recommendations for individuals, organizations, and policymakers. This review facilitates informed decision-making and strategic planning in a rapidly evolving work environment by recognizing the significance of digitalization and its impact on employment.

2.2 Historical Evaluation

The historical evaluation of workplace employment relationships in the context of digitalization and the financial industry is crucial for understanding the transformative effects of technology on labor dynamics. Prior research has emphasized the significant role of digitalization in reshaping employment relationships across various sectors globally. However, there is a scarcity of studies explicitly investigating the historical trajectory of digitalization and its impact on workplace dynamics in Bahrain's financial industry. This literature review addresses this gap by examining relevant research and scholarly works on the historical development of digitalization in the financial sector and its implications for employment relationships.

The financial industry has been at the forefront of adopting digital technologies to enhance operational efficiency and improve customer experience. Over the years, technological advancements such as automated systems, online financial platforms, and financial software have revolutionized how financial services are delivered. (Liang et al., 2022) highlight how digitalization has led to the automation of routine tasks, reducing the need for manual labor and reshaping traditional employment structures in the financial sector.

Examining the historical context of digitalization in Bahrain's financial industry is essential for understanding the country's journey toward technological integration. Bahrain has established itself as a regional financial hub, attracting multinational banks and financial institutions. Research by (Alkhunaizan and Ali 2022) provides insights into the historical development of Bahrain's financial industry and its adaptation to digital technologies. The study discusses the government's initiatives to foster digital transformation and the impact of these initiatives on employment relationships in the financial sector.

Furthermore, the COVID-19 pandemic has accelerated digitalization across industries, including the financial sector. The shift towards remote work and adopting digital platforms became imperative for business continuity during the crisis. Research by (Diab et al. 2022) explores the impact of the pandemic on digital transformation in the financial industry, focusing on the challenges and opportunities it presents for employment relationships. This study provides a valuable perspective on the historical evaluation of digitalization during a time of disruption and uncertainty.

Scholars have also examined the effects of digitalization on job roles and skill requirements in the financial sector. Research by (Wahab and Hamidi 2022) highlights how digital technologies have led to the emergence of new job roles, such as data analysts, cybersecurity specialists, and digital marketing experts. These studies emphasize the importance of upskilling and reskilling the workforce to meet the evolving demands of the digital era. Understanding the historical context of these changes is crucial for assessing the impact on employment relationships in Bahrain's financial industry.

Moreover, regulatory frameworks play a significant role in shaping the digitalization of the financial industry and its impact on employment relationships. Research by (Le 2021) examines the historical evolution of regulatory approaches in the context of digital transformation, focusing

on how regulations have influenced the adoption of digital technologies and the associated changes in employment structures. Understanding the historical regulatory landscape is essential for comprehending the historical evaluation of digitalization in Bahrain's financial industry.

Additionally, it is crucial to consider employees' perspectives and experiences with digitalization in the financial industry. Research by (Hamdan et al. 2022) explores the human side of digitalization, examining the impact on employee well-being, job satisfaction, and work-life balance. This study sheds light on the historical evaluation of digitalization from an employee-centric standpoint, providing insights into the changes in workplace relationships and the potential challenges employees face during digital transformation.

In conclusion, the historical evaluation of digitalization and its impact on employment relationships is an essential growing topic. By reviewing relevant literature, this section has provided insights into the historical trajectory of digitalization in the financial sector, the government's initiatives to foster digital transformation, the influence of the COVID-19 pandemic on digitalization, the changing job roles and skill requirements, the regulatory landscape, and employee experiences. This knowledge will serve as a foundation for the subsequent analysis and discussion of the research study's findings on reshaping workplace employment relationships in Bahrain's financial industry during the COVID-19 pandemic.

2.3 The Concept of Employment Relationships

Employment relationships form the foundation for understanding the dynamics between employers and employees. It encompasses the various interactions, obligations, and expectations within the employment context. As digitalization continues to reshape workplaces globally, examining employment relationships in the specific context of Bahrain's financial industry during the Covid-19 pandemic is essential. This literature review explores the conceptual framework of employment relationships and their relevance in the face of digital transformation.

(Al-Ani, 2023) emphasizes the importance of trust, communication, and mutual obligations between employers and employees. These elements shape the quality of employment relationships and contribute to employee engagement, satisfaction, and organizational performance. Understanding the concept of employment relationships is crucial for comprehending the effects of digitalization on these critical aspects of workplace dynamics.

Digitalization has introduced new dimensions to employment relationships. Adopting digital technologies and platforms has facilitated remote work, flexible schedules, and the gig economy. Research by (Szili, Guzsvinecz, and Sz\Hucs 2022) explores the concept of digital labor and the emergence of non-traditional employment relationships in the digital era. This study sheds light on the challenges and opportunities of digitalization in redefining employment relationships and the need to adapt traditional frameworks to accommodate these changes.

Moreover, the concept of employment relationships in the financial industry requires specific attention due to its unique characteristics and regulatory environment. Research by (Verma, Rana, and Meher 2023) highlights the role of regulations in shaping employment relationships in the financial sector, including factors such as contractual arrangements, job security, and work conditions. Understanding the interplay between digitalization and employment relationship is essential for analyzing the impact of technology on workplace dynamics in Bahrain's financial industry.

In the context of the Covid-19 pandemic, the concept of employment relationships has taken on new significance. The sudden shift to remote work and the reliance on digital platforms have altered the nature of interactions between employers and employees. Research by (Mustafa et al. 2023) explores the impact of the pandemic on employment relationships, emphasizing the need for effective communication, trust-building, and support mechanisms to maintain employee well-being and productivity in the face of remote work arrangements.

Furthermore, the concept of psychological contracts is closely linked to employment relationships. Psychological contracts represent the unwritten expectations, beliefs, and obligations between employers and employees (Mustafa et al. 2023). Research by Mustafa et al. 2023 highlights how digitalization can influence psychological contracts, particularly regarding job security, career development, and work-life balance. Examining the concept of psychological contracts in the context of digital transformation provides insights into the changing dynamics of employment relationships in Bahrain's financial industry.

In conclusion, employment relationships are essential for understanding the dynamics between employers and employees, particularly in digitalization. This literature review has explored the multidimensional nature of employment relationships, the impact of digitalization on traditional frameworks, the role of regulations, the significance of the Covid-19 pandemic, and the

concept of psychological contracts. Considering these aspects, the subsequent analysis and discussion of the research study's findings can provide valuable insights into the reshaping of employment relationships in Bahrain's financial industry during the Covid-19 pandemic.

2.4 Digitalization & Changing Employment Landscape

The advent of digital technology has resulted in significant changes to the employment landscape, which has had an impact on job functions, the requirements for skills, and the working arrangements. It is crucial to have a thorough knowledge of the relationship between the rise of digital technology and the evolving landscape of job opportunities. The purpose of this literature study is to investigate the concept of digitization and its ramifications for the working environment, with a special emphasis on the financial industry.

According to the findings of the research, the importance of the transformative effects of digitalization on work functions and the essential skills should not be underestimated. The growing adoption of digital technologies has led to the automation of routine tasks while simultaneously resulting in the creation of new employment opportunities that require specialized knowledge and capability in digital technology. According to the findings of a study that was carried out by Mustafa et al. 2023, the term "technological displacement" refers to the process through which certain employers are displaced or rendered obsolete as a result of the advent of digitalization, while new firms are established. It is essential to have a good awareness of the changing landscape of job responsibilities in order to conduct an analysis of the influence that digitalization will have on employment within Bahrain's financial industry.

The rise of digital technology has also had an effect on the working conditions and organizational hierarchies of many businesses. Because of the advent of gig work, flexible scheduling, and other characteristics of the gig economy, traditional employment relationships have been reimagined and fundamentally recast. (Cusolito et al. 2022) The concept of platform-mediated labor, which refers to the process of utilizing digital platforms to connect workers with opportunities for project-based employment, is the topic of investigation for this body of study. Traditional employment models have become obsolete as a result of this new sort of digital labor, which has opened the door to both new challenges and new opportunities for individuals who are responsible for managing employment relationships within the financial industry.

In addition, the ability to successfully navigate the ever-changing labour market requires both the practical application of digital abilities as well as an understanding of the fundamental concepts behind digital literacy. According to the findings of a study that was carried out by (Nuangjamnong 2022), acquiring digital skills is necessary in order to keep one's competitive edge in the labor market. The demand for people with digital talents is visible across a wide variety of employment types and industries, including the world of business. It is vital to have a good grasp of the repercussions that digitalization will have on demand for various talents in order to identify the skill shortages that exist in Bahrain's financial industry and develop strategies for upskilling and reskilling the workers there.

The epidemic that was produced by the Covid-19 virus has further hastened the trend of digitization in workplaces, making it a central feature in the changing job landscape. The adoption of remote work practices and an increasing reliance on digital platforms are fast becoming necessities for the continuity of businesses. The investigation into the effects of the pandemic on telework and digitalization that was carried out by (Nuangjamnong 2022) is currently ongoing. Their findings highlight how the crisis has expedited the adoption of digital technology and changed labor arrangements. Investigating the ways in which digitalization and the epidemic interact is a beneficial way to obtain significant insights into the one-of-a-kind challenges and opportunities that are currently being faced by the financial industry in Bahrain.

In addition, having a good understanding of the concept of digital inclusion is crucial in order to comprehend the fast evolving work market. According to the conclusions of a study that was carried out by (Subramaniam et al. 2021), it is of the utmost need to make certain that all individuals have equal access to digital technology and the opportunities it presents. The emergence of digital technology may bring about both advantages and disadvantages, such as the expansion of income differences that already exist and the establishment of a digital divide. It is imperative to do research on the idea of digital inclusion within the workplace environment in order to address potential disparities in Bahrain's financial industry and create equitable access to work opportunities. This will also help remedy any differences that may exist.

To recapitulate, the introduction of digital technology has had a substantial impact on the employment environment, which has in turn had an effect on job opportunities, skill requirements, working arrangements, and digital inclusion. The purpose of this literature review was to

investigate the transformative effects that digitalization has had on employment responsibilities and skills, the influence that it has had on work arrangements and organizational structures, the significance of digital skills and literacy, the effect that the Covid-19 pandemic has had, and the idea of digital inclusion. If these issues are taken into account, the ensuing analysis and discussion of the research study's findings may provide valuable insights into how the working environment in Bahrain's financial business may change as a result of the Covid-19 pandemic.

2.5 Impact of Digitalization on Job Design and Task Automation

Because of the considerable impact that digitalization has had on the design of jobs and the automation of tasks, the very nature of work in many different industries, including the financial industry, has been radically revolutionized. This is due to the fact that the nature of labor can now be performed by machines. It is vital to have a good understanding of the relationship that exists between digitalization, job design, and task automation in order to examine the shifts in work roles and the repercussions for employment relationships in Bahrain's financial business during the Covid-19 outbreak. This is because it is only possible to do so with this understanding. The purpose of this literature study is to investigate the concept of digitalization, with a specific focus on how it influences the design of work and the automation of roles.

The results of this study provide evidence of the influence that digitalization has on the organizational structure of jobs. The implementation of digital technology has made it possible to rearrange existing work processes and to establish new job positions. This has resulted in an increase in production across the board. Studies that were carried out by (Khoa and Khanh 2021) emphasize the ways in which digitization has made it possible for occupations to be reinvented to include duties that call for digital skills, critical thinking capacities, and the ability to solve problems. It is essential to have a good understanding of the repercussions that digitalization will have on the design of jobs in order to conduct an analysis of the changing structure of employment relationships in Bahrain's financial industry.

The most significant effect that the age of digitalization has had is the automation of previously manual processes. In their research, Hassan et al. 2022 address the concept of task displacement by pointing out that the application of tools such as artificial intelligence, machine

learning, and robotics has led to the automation of regular processes that require repetition. This term refers to the process by which some responsibilities that were once carried out by people are now carried out by machines. This shift in the distribution of tasks has repercussions for the design of occupations, since it requires employees to concentrate on higher-level tasks such as creative problem-solving and decision-making that requires a higher level of sophistication. Employees are expected to have more experience in order to complete these higher-level duties.

In addition, the digital revolution has made it possible to automate certain occupations, which has resulted in the creation of a hybrid workforce that mixes human labor with the capabilities of a variety of technology. According to the findings of (Al-Mannaei, AlSaffar, and Al A'ali 2023), the notion of human-machine collaboration, in which humans and machines work together to complete tasks in a manner that is both more efficient and effective, is being brought to light. In this concept, humans and machines work together to do tasks in a manner that is both more efficient and effective. In order to examine the shifts that have taken place in employment relationships and the skills that are necessary in Bahrain's financial industry, it is essential to have a grasp of the dynamics of human-machine collaboration.

The Covid-19 outbreak has caused a greater acceleration of the adoption of digital technology and the automation of tasks. This has been brought about as a direct result of the epidemic. The demand that businesses should be able to support contactless interactions and remote work arrangements has led to an increase in the use of digital technologies. (Hassan et al., 2022) You have carried out research that explores the impact that the pandemic has had on the automation of labor. Their findings demonstrate how the epidemic has accelerated the adoption of new technology and altered the positions that are available in the labor market. The convergence of digitization, automation of tasks, and the pandemic in Bahrain's financial industry reveals crucial insights on the changing labor landscape.

In the context of completing jobs more quickly and accurately through the application of digitalization, ethical concerns also come into play. Research carried out by Stewart, Loon, and Nachmias 2020 underlines the significance of addressing concerns such as employment displacement, privacy, and data security in relation to the utilization of automation technologies. It is essential to have a solid understanding of the ethical implications of job automation in order

to assess the potential impact it could have on working relationships and to guarantee that it will be applied in a responsible manner within the financial sector.

In conclusion, the digitalization of jobs and the automation of tasks has had a substantial influence, resulting in a rearrangement of employment relationships within Bahrain's financial sector. The purpose of this literature review was to analyze the effects that digitalization has had on job design, the automation of jobs, the idea of task displacement, human-machine collaboration, the influence of the Covid-19 epidemic, and ethical considerations. If these difficulties are taken into consideration, the ensuing analysis and discussion of the research study findings may provide valuable insights into the effects of digitalization on work positions and employment relationships in Bahrain's financial industry.

2.6 Psychological Contracts in the Digital Era

It is necessary to have a solid understanding of psychological contracts in order to comprehend the dynamics of employment relationships in the workplace. Psychological contracts play an essential role in this comprehension. In the context of digitalization, it is essential to do research into the impact of digital technologies on psychological contracts in order to gain an understanding of the shifting nature of work relationships in Bahrain's financial industry during the Covid-19 outbreak. This is because digital technologies are becoming increasingly pervasive. This comprehension is vital in light of the fact that the advent of digitization has sped up the process by which digital contracts are gradually replacing psychological ones. This literature review has two main goals: the first is to research the notion of psychological contracts in the present era of digital technology, and the second is to identify the significance of this concept for understanding the reshaping of employment relationships. Both goals will be accomplished by investigating and determining the significance of this concept.

Psychological contracts are agreements between employers and employees concerning the two parties' unwritten expectations, beliefs, and obligations. These contracts are made up of psychological agreements. According to the conclusions of a study that was carried out by (Barkas, Honeck, and Rubio 2020), psychological contracts are an important factor in shaping the attitudes, behaviors, and levels of job satisfaction of employees. The arrival of digitalization has introduced new components to psychological contracts, which is occurring concurrently with the transformation of the employment landscape brought about by digital technologies and remote

work arrangements. These brand new aspects are a direct response to the dynamic nature of the current job market. It is vital to have a good understanding of the impact that digitalization has had on psychological contracts in order to conduct an in-depth analysis of the altering dynamics of job relationships.

The progress of digitalization has resulted in a number of psychological contracts having a variety of various outcomes. According to the findings of a study that was carried out by (Leelavathi et al. 2022), digital technologies have blurred the boundaries between work and home life. This has led to new expectations regarding the flexibility of an individual's employment and the maintenance of a healthy work-life balance. The growth of digital platforms and the availability of employment opportunities that may be performed from a distant location have raised the requirements for continuous education and the advancement of one's career. Insight into the shifting employee expectations within the financial industry may be gleaned by evaluating the impact that digitalization has had on the psychological contracts pertaining to these concerns.

In addition, concerns have been raised regarding work stability and job security, both of which are essential components of psychological contracts brought on by the increase of digitalization. Research has been carried out that demonstrates how people's perceptions of job security are influenced by the progression of technological advances. Concerns have been made about the potential loss of jobs and an increase in the lack of clarity on the future employment landscape as a result of the development of technologies that use artificial intelligence and automation. It is essential to have a good grasp of how people's perceptions of job security and employment stability are affected by the advent of digitalization in order to examine the psychological contract dynamics that are present in Bahrain's finance industry.

The epidemic that was brought on by the Covid-19 virus has sped up the process of digitally altering workplaces, which has brought forth both new challenges and new prospects for psychological contracts. An investigation into the effect the pandemic has had on psychological contracts has been carried out by (Verma et al. 2023) researchers. Their findings underscore the necessity for organizations to address the well-being, trust, and support of their employees in situations where they are working remotely. The intersection of the pandemic and digitalization provides essential new perspectives on the evolving nature of psychological contracts and work linkages within the financial industry.

Additionally, the notion of psychological contracts is immediately connected to the idea of digital trust in this age of digital technology. This is because digital trust is directly related to the concept of digital technology. Research that was carried out by (Szili et al. 2022) shed light on the significance of trust in digital connections and virtual work circumstances. Because of the nature of digital technology, employees are required to have trust not only in the security and dependability of digital platforms but also in the goals and activities of their employers. This faith is necessary on both a personal and a professional level. It is vital to have a firm understanding of the interplay between digital trust and psychological contracts before beginning an investigation into the experiences and perceptions of employees working in a digitalized workplace.

In conclusion, understanding work relationships via the lens of psychological contracts is vital, particularly in the context of digitization. The expansion of the gig economy is to blame for this state of affairs. The impact of digitization on psychological contracts was the subject of this review of the relevant literature. Concerns about job security, the impact of the Covid-19 outbreak, the significance of digital trust, and related issues were among the topics that were discussed. Increasingly, workers anticipate greater work flexibility and opportunities for career advancement. If the aforementioned factors are taken into consideration, the ensuing analysis and discussion of the research study's findings will be able to provide useful insights into the reshaping of work relationships and the psychological contract dynamics that are occurring within Bahrain's financial industry.

2.7 Trust and Social Relations in Digital Work Environments

Trust and social connections are vital components of work environments, and they play an essential function in determining the degree to which collaboration, communication, and the overall well-being of employees are encouraged. Trust and social relations are essential components of work settings. They play an essential role in determining how well employees are fostered. It is essential to have a thorough grasp of the impact that digital technologies have on people's ability to trust one another and their social ties in order to comprehend the evolving dynamics of employment relationships in Bahrain's financial business during the Covid-19 pandemic. This comprehension is of growing significance as a result of the proliferation of digitalization. This literature review analyzes the concept of trust and social interactions in digital

work environments, as well as the significance of these ideas for comprehending the reshaping of employment relationships. Specifically, the study focuses on the implications of trust and social relations in digital work environments.

Trust is an indispensable quality in the setting of modern workplaces that are dominated by technology. The results of a study that was carried out by (Al-Ani 2023) illustrate how significant trust is in the process of fostering effective communication, cooperation, and teamwork. Trust is one of the most important variables that will determine whether or not digital work environments are able to successfully adopt remote working arrangements, virtual collaboration, and the exploitation of digital platforms. It is vital to have a thorough grasp of how the influence of digitization on trust in work environments works in order to conduct an in-depth analysis of the altering dynamics of employment relationships in the financial industry.

The development of digital technology has had ramifications for trust in the workplace that are both beneficial and detrimental. These effects can be either positive or negative. On the one hand, digital technologies make it possible to communicate efficiently, gain quick access to information, and cooperate remotely, all of which can assist to establish a culture of trust among employees. On the other hand, digital technologies make it possible to do all of these things. According to the findings of research carried out by Hamdan et al. 2022, the significance of placing one's faith in one's technological tools in the context of virtual work environments is stressed. On these kinds of situations, people put their trust on the dependability, safety, and intent of the digital platforms they use. On the other hand, concerns regarding data privacy and security, in addition to the impersonal nature of digital interactions, may serve as a barrier to trust in digital work environments.

In the context of digital labor, social ties are likewise subject to a process of transformation. It's possible that employees' sentiments of social connectedness and their ability to create meaningful relationships would suffer as a result of the growing popularity of remote work and the reliance on digital platforms. The research that was carried out by (Le 2021) explores the impact that the Covid-19 pandemic had on the social relationships that exist in digital work environments. Their findings highlight the importance of firms maintaining a feeling of community and encouraging employees to maintain virtual social contacts. It is vital to have a strong understanding of the influence of digitalization while attempting to study the altering

dynamics of employment linkages within the financial industry. This is because the financial industry is becoming increasingly digitalized.

The advent of digital technology has brought in a plethora of new opportunities for the cultivation of social capital and the maintenance of social connections within the framework of digital work. According to the findings of a study that was carried out by (Wahab and Hamidi 2022), the significance that online communities and social networking platforms have in the process of forming social interactions, exchanging information, and working together can be seen in the findings. Employees now have the opportunity to participate in virtual social interactions, build communities of practice, and cultivate personal connections because to the widespread availability of digital tools and platforms. When conducting an analysis of the social dynamics that take place within the financial industry, it is essential to have a firm awareness of the various benefits and difficulties provided by digital technology in the process of constructing social relations.

Additionally, trust and social interaction in digital workplaces are influenced by the leadership and management strategies used in digital environments. The importance of leadership behaviors in virtual contexts that foster trust, communication, and collaboration cannot be understated, according to the conclusions of research that was carried out by (Fuchs 2021). Effective digital leadership is one of the most important components in generating a culture of trust among staff members and creating an environment in the workplace that is positive and encouraging. It is vital to have a thorough understanding of the role of leadership in the format form if one is to conduct an accurate analysis of the employment connections that exist in zed work environments.

In conclusion, social connections and trust are necessary components of working environments, and the rise of digitalization has a significant impact on the dynamics of these components. This literature review studied the effects that digitalization has had on trust, including the role that trusting technology plays, the challenges and opportunities involved in the process of establishing social relationships, the effect that the Covid-19 pandemic has, and the contribution that digital leadership makes. If the aforementioned factors are taken into consideration, the ensuing analysis and discussion of the research study's findings will be able to provide useful

insights into the reshaping of employment relationships, as well as the dynamics of trust and social ties within Bahrain's financial industry.

2.8 Organizational Culture & Digital Transformation

The culture that is pervasive across the workplace is an important factor that plays a role in the development of the behaviors, beliefs, and customs of a business. Additionally, this facet plays an important role throughout the entirety of the process in question. As a result of the emergence of digital transformation, it is currently more vital than it has ever been to have a solid understanding of how digital technology influences the culture of an organization. This is due to the fact that digital technology has now permeated nearly every area of contemporary life. This is due to the fact that having this perspective is crucial in order to comprehend the ever-changing dynamics of job interactions within the financial business in Bahrain while the Covid-19 pandemic was going on. The objective of this literature study is to research the notion of organizational culture with digital transformation in order to determine the significance of this concept for comprehending the reshaping of employment relationships. This investigation will be carried out in order to determine the significance of this concept. The significance of this idea will be determined during the process of conducting the investigation. The purpose of this investigation is to determine the significance of this thought for comprehending the reshaping of job relationships, and this investigation will be carried out. The significance of this idea will be evaluated as part of this inquiry, which has that purpose.

A significant alteration in the culture of a firm is one of the direct and immediate consequences of introducing digital technology into an organization. According to the conclusions of a study that was conducted out by (Subramaniam et al. 2021), firms need to construct a digital culture that places a high priority on innovation, adaptability, and continuous education. Traditional labor patterns are being disrupted by digital technology, and as a result, organizations need to modify the organizational cultures in order to support digital projects. This is due to the fact that companies cannot accept digital work unless this step is taken. It is vital to have a strong grasp on how the influence of digital transformation on organizational culture works in order to conduct an in-depth analysis of the altering dynamics of employment linkages in the financial industry. This is due to the fact that digital transformation has an immediate and direct effect on

the culture of enterprises. In order to come to a conclusion after carrying out this study, it is essential to acquire these information.

It is possible that a company that has experienced digital transformation may discover that it is much simpler to create a culture of innovation among its ranks. This is one of the potential benefits of digital transformation. The outcomes of a study that was conducted out by (Al-Ani 2023) highlight the importance of developing a culture that encourages experimenting, taking chances, and gathering insights from one's errors when applied to the context of digital project settings. More specifically, the value lies in the capacity to grow via one's own experiences of failure and error. Employees at organizations that embrace a digital culture are given the freedom and support they need to explore new technologies, experiment with unique solutions, and adapt to changing market conditions. This is the case at companies like Google and Facebook, who have both been recognized as leaders in the digital culture movement. This is the case for companies like Google and IBM, which have both been hailed as pioneers in the incorporation of digital culture into their business practices. This is due to the fact that these companies are aware of how essential it is to preserve their advantage in the competitive commercial market that exists today, despite its fluidity. This is due to the fact that these types of businesses encourage active participation from their staff members in the digital transformation of the firm. This is one of the many reasons why things are the way they are. It is vital to have a thorough understanding of the function that corporate culture plays in cultivating creative practices in order to examine the employment dynamics that are present within the financial industry. This is due to the fact that novel approaches have an immediate impact on the competitive nature of the labor market. The patterns of communication and collaboration that exist within organizations are also influenced by digital transformation, which, in turn, molds the culture of enterprises to be more transparent and truthful. The patterns of communication and collaboration that occur within firms are also impacted by the digital transition. According to the findings of a research project that was carried out by (Szili et al. 2022), it is essential to make use of a variety of types of digital communication technologies in order to encourage the development of a culture that places a priority on the collaboration and sharing of information amongst a wide variety of persons. The breakthroughs that have been made in digital technology have made it possible for employees who are stationed in different parts of the world to connect with one another and collaborate on projects regardless of where they are physically located. This helps break down silos and contributes to the

development of a culture that places a high value on collaboration. It is vital to have a full grasp of the influence that digital transformation has on communication and collaboration patterns in order to make an accurate appraisal of the dynamics of employment relationships within the financial sector. This is because digital transformation is changing the way people communicate and work together. In order to conduct an appropriate analysis of the fluid nature of job ties within the financial industry, it is vital to acquire this degree of comprehension.

In addition, for a company to effectively undergo digital transformation, the business must build a culture in which people are expected to engage in continual education. This culture must be in place before the company can begin the process. It is more important than ever for a person to continue their education and work toward enhancing the breadth and depth of their skill set in this day and age, when technological progress is occurring at a breakneck pace. When a company cultivates a culture that values learning and encourages people to further their education, the employees are more likely to be open to change, enhance their digital literacy, and become familiar with emerging technologies. Additionally, employees are more likely to increase their level of flexibility. Because of this, the company now has an advantage over its competitors in the market. Before delving into the employment landscape of the financial sector, it is essential to have a complete understanding of how digital transformation affects the existing learning culture within firms. This is a prerequisite for conducting research on the dynamics of employment in the financial sector. This is due to the highly fluid nature of employment dynamics within this sector of the economy. In the lack of such comprehension, the findings of the research have the potential to be misleading and even optimistically deceptive. This is because such comprehension is required for proper interpretation.

Because of the epidemic that was brought on by the Covid-19 virus, the desire for digital transformation has been accelerated even more, which has had an effect on the culture of the organization.

To provide a more holistic perspective, it is impossible to overstate the significance of organizational culture in relation to digital transformation and its links to employment. When discussing the shift to digital media, bringing up this fact is of the utmost importance. This research aimed to investigate the impact that digital transformation has on promoting creativity, as well as other aspects of organizational culture such as molding communication and collaboration patterns,

establishing a learning culture, and the impact of the Covid-19 epidemic. More specifically, this investigation aimed to investigate the impact that digital transformation has on promoting creativity. In particular, the purpose of this research was to investigate and analyze the impact that digital transformation has on the company culture of a certain organization. If the aforementioned considerations are taken into account, the ensuing analysis and discussion of the findings of the research study might be able to provide useful insights into the reshaping of employment relationships and the dynamics of organizational culture within the financial industry in Bahrain.

2.9 Challenges & Opportunities in Digital Employment

Workers in various industries, including the financial industry in Bahrain, have been presented with new problems and opportunities due to the enormous changes digitalization has brought about in the working environment. These changes have been brought about due to the increased accessibility of information and communication technologies. The tremendous changes that have been brought about due to digitalization have resulted in these newly emerging difficulties and opportunities. These transformations are the direct result of the introduction of digital technology, which has directly resulted in the workplace undergoing a considerable transition as a direct effect of the introduction of digital technology. This literature study will analyze the obstacles and opportunities connected with digital employment, aiming to highlight the impact digitalization has had on workplace employment relationships during the Covid-19 pandemic. This analysis will be undertaken to shed light on the impact digitalization has had on workplace employment relationships during the Covid-19 epidemic. The goal of this research is to perform an investigation of the challenges and potential benefits associated with working in the digital realm. To be more specific, the goal will be to examine the challenges associated with digital work and the available opportunities.

The emergence of the digital economy has resulted in some critical issues, including displacing traditional forms of labor. Research that was carried out by (Le 2021) highlights how digital technologies, such as automation and artificial intelligence, might lead to the displacement of particular job types, thereby forcing the requirement for workers to adapt to new circumstances and acquire new skills. As a result of this issue, it is necessary for individuals to actively participate in their own retraining and ongoing education to boost their employability in the modern era.

Working in the digital environment comes with unique challenges, which must be surmounted to balance one's personal and professional lives. As a result of the eroding boundaries between their personal and work lives, employees run the danger of developing burnout, which is a form of emotional exhaustion. The ability to work from a remote location and the blurring of those barriers both contribute to the breakdown of such boundaries, leading to the danger of burnout. Having the ability to do business remotely is another factor contributing to the blurring of those barriers. According to the study, (Szili et al. 2022) conducted, effective control of work limits and developing positive work habits are essential to maintain employee well-being and productivity in digital employment.

Employers who hire digital workers face significant challenges in securing their networks and preserving their employees' personally identifiable information (PII). Given the increasing prevalence of digital technology in operational operations, it is of the utmost importance to guarantee the security of sensitive information and to take precautions to prevent the disclosure of that information. This is one of the most essential requirements that must be met. Because doing so could have dire repercussions, this is of the utmost significance and should not be ignored. The findings of a study by (Hamdan et al. 2022) demonstrate how crucial it is to have a comprehensive data protection policy and a cybersecurity awareness program to manage risks and safeguard digital employment relationships effectively.

People who work in the digital sphere have access to various options because they are employed in this sector. This is true even though they may run into challenges. Flexible work arrangements, such as those made possible by digital technologies, can lead to a better work-life balance and give greater work-life flexibility. Other phrases for this concept are "work-life balance" and "work-life flexibility." Research by Golden et al. (2020) indicates how working remotely can boost employee happiness, reduce the stress connected with traveling, and allow workers to alter the working conditions in which they can perform. In addition, working remotely can lower the costs that are involved with commuting.

If you make the most of employment opportunities in the digital space, you can find yourself able to network with people all over the world and work together on projects. When employees make use of the many tools and platforms that are available for virtual communication, they are given the ability to communicate and engage in conversation with clients and coworkers

situated in any part of the world. This is made possible because virtual communication is global in scope. Because of this, the restrictions often imposed on a person due to their actual location are no longer a factor in the situation. The study (Wahab and Hamidi, 2022) demonstrated how digital technology can promote intercultural dialogue and information sharing in an online working environment.

Working in the digital industry has many benefits, including seeking self-employment or starting one's firm. Working in this industry offers a wide variety of benefits, and this is just one of them. As a direct result of the proliferation of digital platforms and the formation of the gig economy, individuals today have more options than they ever have had to create their businesses and supply services independently. This is a direct outcome of the gig economy's emergence. The expansion of the gig economy is to blame for this state of affairs. The article "The Emergence of the Digital Gig Economy and the Opportunities It Presents for Individuals to Monetize Their Skills and Create Their Employment Opportunities" by (Al-Ani 2023) investigates the emergence of the digital gig economy, in addition to the opportunities that it presents for individuals to monetize their skills and create their employment opportunities.

In addition to this perk, working in the digital industry presents opportunities to develop one's education and career, so it's a win-win situation. Workers in the modern digital era have more accessible avenues to learn new skills, keep up with the latest industry trends, and increase their employability thanks to the platforms and tools for online learning that are already available online. This allows workers to learn new skills, keep up with industry trends, and boost their employability. Workers can expand their skill sets, maintain relevance regarding recent industry developments, and enhance their employability.

To provide a high-level summary, I will state that digital employment brings opportunities and challenges for workers in Bahrain's financial companies and other businesses. This is the situation even outside of the nation's geographical confines. Throughout this evaluation of the relevant literature, the concerns linked with job role disruption, work-life balance, cybersecurity, and data privacy have been investigated. In addition, it has emphasized the opportunities connected with working from a remote location, collaborating with individuals from all over the world, being entrepreneurial, and continuously educating oneself. Suppose it is assumed that these challenges and opportunities will be considered. In that case, the accompanying analysis and discussion of

the research study's findings may provide helpful insights into the reshaping of work relationships and the dynamics of digital employment in the financial industry.

2.10 Digital Skills and Competencies

Since digitalization has caused a shift in the skills and competencies necessary in the workplace, the financial sector in Bahrain now considers digital skills an essential component of employment partnerships. This survey of the relevant literature seeks to investigate the significance of digital skills and abilities in the context of digitalization to shed light on the shifting dynamics of job relationships during the Covid-19 epidemic.

"digital skills" refers to various competencies required to explore and efficiently use digital technologies. According to van's research findings (Hamdan et al. 2022), individuals must possess digital abilities to access and use digital tools and platforms. Literacy in computers, competence in using software applications, and the ability to navigate the internet are examples of fundamental digital abilities. To analyze the rapidly shifting work landscape, having a solid understanding of the significance of digital skills is essential.

The ability to effectively use digital knowledge in various settings is what we mean when discussing digital competencies; these go beyond the more fundamental digital abilities. According to research conducted by (Szili et al. 2022), individuals must have digital competencies to complete activities, find solutions to challenges, and make decisions based on accurate information when utilizing digital technologies. Management of information, critical thinking, the ability to collaborate digitally, and data analysis are all examples of digital competencies. Individuals must develop their digital competencies to survive in the digital work world.

Because digital change is occurring at such a speed, there is a growing need for people to possess digital skills and capabilities. There will be a substantial shift in the required skill sets by 2030. This shift will increase demand for technical abilities like programming, data analysis, and cybersecurity. This change underscores individuals' need to regularly acquire and refresh their digital skills to remain relevant in the always-shifting employment environment.

Not only are digital skills and competencies essential for employees on an individual level, but they are also essential for businesses adjusting to digitalization. The research findings by (Szili et al. 2022) highlight the significance of developing digital competencies inside businesses to use

digital technology efficiently. This includes training employees to have the appropriate digital skills and competencies to propel innovation, embrace new technology, and adjust to shifting needs from customers.

The epidemic caused by the Covid-19 virus has further expedited the demand for employees in the workforce to possess digital skills and competencies. During the pandemic, research conducted by (Mustafa et al. 2023)underscores the importance of having digital skills to enable remote work, virtual collaboration, and digital communication. Individuals must adapt to the many digital tools and platforms to keep their productivity levels high and effectively contribute to their organizations.

In addition, acquiring digital skills and competencies is essential in closing the digital divide and advancing digital inclusion. According to the findings of the research is critical to guarantee equitable access to digital skills and competencies to stop growing inequality in employment possibilities. The empowerment of individuals to participate fully in the digital economy can be achieved through developing digital skills among underserved populations and providing training programs.

To summarize, having digital skills and competencies is essential for job interactions in Bahrain's financial business. The purpose of this literature review was to investigate the significance of digital skills in terms of gaining access to and making use of digital tools, the significance of digital competencies in terms of carrying out tasks and making decisions based on accurate information, the growing demand for digital skills, the role of digital capabilities within organizations, the impact of the Covid-19 pandemic, and the promotion of digital inclusion. The subsequent analysis and discussion of the research study findings can provide significant insights into the reshaping of work connections and the dynamics of digital skills and competencies in the financial industry if these elements are considered.

2.11 Employee Adaptability and Resilience

Employee adaptability and resilience are critical factors in navigating the challenges and opportunities of digitalization in the workplace. This literature review explores the significance of employee adaptability and resilience in digitalization, shedding light on the changing dynamics of employment relationships during the Covid-19 pandemic.

Digitalization brings about constant changes and disruptions in work processes, requiring employees to be adaptable to new technologies and evolving job requirements. Research by (Fuchs 2021) emphasizes the importance of employee adaptability in embracing change, acquiring new skills, and adjusting to shifting work environments. Adaptability enables employees to navigate digital transformation and contribute to organizational success effectively.

Resilience plays a crucial role in employee well-being and productivity in the face of digitalization challenges. Research by (Fuchs 2021) defines resilience as the capacity to recover from setbacks, adapt to changes, and maintain a positive outlook. The digitalization process may involve unexpected hurdles and uncertainties, and resilience enables employees to bounce back, overcome obstacles, and thrive in adversity.

The Covid-19 pandemic has highlighted the importance of employee adaptability and resilience in the face of unprecedented disruptions. Research by (Diab et al. 2022) explores the impact of the pandemic on healthcare workers. It emphasizes the need for adaptability to new protocols and technologies and the resilience to cope with increased workloads and emotional stress. The pandemic has accelerated the digitalization of work, making adaptability and resilience even more crucial.

Organizations that foster a culture of adaptability and resilience are better equipped to navigate digital transformation successfully. Research by (Hamdan et al. 2022) highlights the role of organizational support in promoting employee adaptability and resilience. This includes providing training opportunities, promoting a growth mindset, and fostering a supportive work environment encouraging innovation and learning.

Digitalization also offers opportunities for employees to develop and enhance their adaptability and resilience skills. Research by (Fuchs 2021) emphasizes the importance of learning agility in adapting to new technologies and work practices. Digital platforms and online resources allow employees to acquire new skills, expand their knowledge, and enhance their adaptability and resilience in the digital work environment.

Moreover, employee adaptability and resilience have a positive impact on organizational performance. Research (2022) highlights the link between employee adaptability and innovation and the relationship between employee resilience and job performance. Organizations that

prioritize and nurture employee adaptability and resilience will likely be more agile, innovative, and better equipped to embrace digitalization.

In conclusion, employee adaptability and resilience are crucial in digitalization and employment relationships within Bahrain's financial industry. This literature review has explored the significance of employee adaptability in embracing change, the role of resilience in overcoming challenges, the impact of the Covid-19 pandemic, the importance of organizational support, the opportunities for skill development, and the positive relationship with organizational performance. Considering these aspects, the subsequent analysis and discussion of the research study's findings can provide valuable insights into the reshaping of employment relationships and the dynamics of employee adaptability and resilience in the financial industry.

2.12 Employee Well-being and Work-Life Integration

As a result of how digitalization is changing workplace employment connections, the well-being of employees and the integration of their professional and personal lives have become increasingly crucial in the digital era. This is because digitalization is reshaping workplace employment relationships. This literature review investigates the significance of employee well-being and work-life integration in digitalization to shed some light on the altering dynamics of workplace relationships during the Covid-19 outbreak.

Depending on how digitalization is implemented, it has the potential to either increase or worsen workers' well-being. According to the findings of the study that was carried out by (Wahab and Hamidi 2022), the potential benefits of digital technology, such as flexible working arrangements and reduced commuting times, can favor the overall well-being of employees. However, excessive use of digital gadgets, a blurring of the borders between work and personal life, and the pressure to be continually available can all negatively affect an individual's well-being, including burnout and increased stress levels. Other factors contributing to these negative impacts include blurring the lines between work and personal life.

Because the problem of work-life integration has been brought to the forefront due to the Covid-19 outbreak, the new standard for many employees is to do their tasks remotely. The study by (Hamdan et al. 2022) explores the consequences of working from home during the pandemic. It shows the significance of keeping a healthy work-life balance while integrating personal and

professional commitments. Employees need to have the ability to successfully balance their personal and professional life to maintain their wellness in light of the challenges brought by digitization.

Organizations play a significant role today, guaranteeing their workforce's physical and mental well-being and helping employees integrate their personal and professional lives. The findings of research by (Hamdan et al. 2022) underline the significance of organizational policies and practices that promote work-life balance, flexible working arrangements, and supportive work cultures. A culture in the workplace that places a premium on the health and happiness of workers and supports a balance between their professional and personal life is conducive to greater levels of job satisfaction and increased productivity. Cultivating such a culture at work can lead to increased levels of both.

Incorporating one's personal life and professional life can benefit from using digital technologies, as can the health and happiness of one's place of employment. Research carried out by (Mustafa et al. 2023) analyzes the potential influence that using technologies for virtual collaboration and telecommuting can have in improving one's ability to strike a healthy balance between their professional and personal lives. With the support of digital platforms and tools that make flexible work arrangements, remote cooperation, and effective communication easier, employees can improve their work-life integration and overall well-being.

Employees' well-being and capacity to balance their personal and professional obligations are inextricably tied to their performance and the outcomes organizations achieve. The findings of a study that was carried out by (Nuangjamnong 2022) demonstrate the favorable connection between keeping a healthy work-life balance and experiencing more significant levels of job satisfaction, employee engagement, and organizational commitment. The findings of this study were presented at the American Psychological Association's annual meeting in 2013. Likely, businesses that emphasize the well-being of their employees and which make it feasible for them to combine their professional and personal lives will witness lower rates of employee turnover in addition to increased levels of employee engagement and overall productivity. This is because businesses that prioritize the well-being of their employees are also more likely to attract and retain talented workers successfully.

In addition, the retention and recruitment of employees are both impacted by the health and happiness of employees, as well as the degree to which they can balance their personal and professional life. The findings of a study that was carried out by (Le 2021) reveal a growing significance of work-life balance and employee well-being as factors that affect job choices. Organizations that focus highly on the health and happiness of their staff members and foster a balance between work and personal life are in a better position to recruit and retain brilliant workers in a workplace increasingly dominated by digital technology. Such organizations understand the need to maintain a healthy work-life balance.

A conclusion derived from the context of digitalization and employment relationships in Bahrain's finance industry is that the well-being of employees and the integration of their personal and professional life are vital aspects. This conclusion can be reached because digitalization has facilitated employment interactions in this industry. This literature review was conducted to investigate the potential benefits and challenges that digitalization may have on employee well-being, as well as the impact of the Covid-19 pandemic, the role of organizations in supporting work-life integration, the use of digital technologies, the relationship with employee performance and organizational outcomes, and the implications for employee retention and attraction. Suppose the factors mentioned earlier are taken into account. In that case, the subsequent analysis and discussion of the research study findings will provide helpful insights into the dynamics of employee well-being and work-life integration in the financial industry. This study aimed to analyze how employment connections have been changing through time.

2.13 Digital Leadership and Management

Digital leadership and management have become critical factors in navigating the complexities and challenges of digitalization in the workplace. This literature review explores the importance of digital leadership and management in digitalization, shedding light on the changing dynamics of employment relationships during the Covid-19 pandemic.

Digital leadership encompasses the skills and qualities necessary to lead and manage in a digital environment. Research by (Cusolito et al. 2022) emphasizes the importance of digital leadership in guiding organizations through digital transformation, promoting innovation, and fostering a culture of continuous learning. Digital leaders must possess digital literacy, strategic thinking, adaptability, and the ability to inspire and motivate teams in the digital age.

Effective digital management involves the application of managerial principles and practices in the context of digitalization. Research by (Khoa and Khanh 2021) highlights the role of digital management in aligning technology initiatives with organizational goals, facilitating collaboration, and managing digital risks. Digital managers must have a deep understanding of digital technologies, project management skills, and the ability to drive change in a digitalized work environment.

The Covid-19 pandemic has underscored the significance of digital leadership and management as organizations rapidly adapted to remote work and digital technologies. Research by (Barkas et al. 2020) explores the role of digital leadership in leading virtual teams, maintaining employee engagement, and fostering resilience during the pandemic. Effective digital management has been crucial in ensuring business continuity and managing the transition to remote work.

Organizations prioritizing digital leadership and management are better equipped to leverage digital technologies and maximize their benefits. Research by (Le 2021) emphasizes the importance of developing a digital leadership pipeline within organizations, ensuring that leaders at all levels possess the necessary digital skills and competencies. Effective digital management practices, such as agile project management and data-driven decision-making, contribute to organizational agility and success in the digital era.

Digital leadership and management are also crucial in promoting employee engagement and fostering a positive digital work culture. Research by (Al-Ani 2023) highlights the relationship between digital leadership, employee empowerment, and job satisfaction. Digital leaders who empower employees, provide clear direction, and foster trust and collaboration create an environment conducive to innovation and high performance.

Furthermore, digital leadership and management have ethical implications in the digital era. Research by (Szili et al. 2022) discusses the importance of ethical digital leadership, including considerations of privacy, data security, and responsible use of technology. Ethical digital management practices ensure that organizations operate in an ethically responsible manner while leveraging digital technologies for growth and innovation.

In conclusion, digital leadership and management are crucial components in digitalization and employment relationships within Bahrain's financial industry. This literature review has

explored the significance of digital leadership in guiding organizations through digital transformation, the role of digital management in aligning technology initiatives, the impact of the Covid-19 pandemic, the importance of developing digital leadership capabilities, the relationship with employee engagement and digital work culture, and the ethical dimensions of digital leadership and management. Considering these aspects, the subsequent analysis and discussion of the research study's findings can provide valuable insights into the reshaping of employment relationships and the dynamics of digital leadership and management in the financial industry.

2.14 Ethical Considerations in Digital Employment

Ethical considerations are paramount in digital employment as digitalization reshapes workplace relationships and dynamics. This literature review explores the significance of ethical considerations in digital employment, shedding light on the ethical challenges and opportunities during the Covid-19 pandemic.

Digital employment introduces new ethical challenges related to privacy, data security, and the responsible use of technology. Research by (Liang et al. 2022) highlights the need for ethical frameworks and guidelines to ensure employees' fair and ethical treatment in digital workplaces. Organizations must develop policies and practices that protect employee privacy, secure sensitive data, and establish ethical boundaries for digital technologies.

The Covid-19 pandemic has raised ethical concerns in digital employment, particularly in remote work settings. Research by (Alkhunaizan and Ali 2022) explores the ethical implications of remote work during the pandemic, including issues such as work-life balance, employee monitoring, and the blurring of boundaries between work and personal life. Ethical considerations become crucial in maintaining employee well-being, fairness, and respect in digital work environments.

Organizations play a vital role in promoting ethical digital employment practices. Research by (Mustafa et al. 2023) emphasizes the importance of ethical leadership in fostering an ethical work culture. Ethical leaders set the tone for responsible technology use, encourage open communication, and prioritize employees' well-being and ethical treatment in digitalized workplaces.

Employees also have a responsibility to uphold ethical standards in digital employment. Research by (Subramaniam et al. 2021) highlights the importance of individual ethical decision-making and behavior in the workplace. Digital employees must be aware of ethical dilemmas related to data privacy, information sharing, and appropriate use of digital resources and make ethical choices in their day-to-day work.

Digital employment offers opportunities for ethical decision-making and responsible innovation. Research by (Szili et al. 2022) discusses the concept of ethical creativity, which involves using digital technologies to align with ethical values and promote positive social impact. Ethical considerations can guide the designing and implementation of digital solutions that benefit employees and the broader society.

Moreover, ethical digital employment practices contribute to employee trust, satisfaction, and engagement. Research by (Hamdan et al. 2022) emphasizes the role of ethical behavior in fostering trust and building positive relationships in the workplace. Organizations prioritizing ethics in digital employment are more likely to create an environment where employees feel valued, respected, and motivated.

In conclusion, ethical considerations are crucial in digital employment and employment relationships within Bahrain's financial industry. This literature review has explored the significance of ethical frameworks in digital workplaces, the ethical implications of remote work during the Covid-19 pandemic, the role of organizations and leaders in promoting ethical practices, individual ethical decision-making, the opportunities for ethical innovation, and the relationship between ethics and employee trust and satisfaction. By considering these aspects, the subsequent analysis and discussion of the research study's findings can provide valuable insights into the reshaping of employment relationships and the ethical dimensions of digital employment.

2.15 Employee Engagement and Motivation

Any business must have a workforce that is committed to their work and enthusiastic about what they do to maximize profitability and efficiency. When placed within the digitalization framework, these qualities take on an even more significant importance as firms strive to manage the opportunities and problems of the Internet Age. Suppose businesses in today's digital landscape want to keep their employees engaged and motivated. In that case, they must embrace strategies

that give workers a sense of belonging, relevance, advancement, and an excellent work-life balance (Kompaso & Sridevi, 2010). Only then will they be able to keep their people engaged and motivated. These components go into achieving a good work-life balance for oneself.

In the modern digital age, increasing the sense of community and belonging among employees is essential to achieve higher levels of employee engagement. The prevalence of remote work and virtual teams has highlighted the importance of utilizing digital tools and platforms to improve team cooperation and communication to accommodate the growing number of companies moving online operations. Digital communication and collaboration tools are found to positively impact employee engagement by facilitating effective communication, sharing of knowledge, and teamwork, leading to increased engagement (Gibson & Gibbs, 2020). Employees can collaborate efficiently regardless of location because of online collaboration platforms, project management tools, and video conferencing software. These materials foster teamwork, the free flow of information, and candid dialogue, all of which contribute to higher participation in the activity.

According to Bakker and Albrecht (2018), organizations are increasingly recognizing the significance of employee engagement as a vital factor for maintaining a competitive edge, enhancing productivity, and cultivating a positive work environment. Not only can digital platforms be used to encourage employees to collaborate, but they can also be used to publicly praise and award people for people's accomplishments to the organization. Workers' levels of contentment and morale at their places of employment could be significantly improved if they received recognition at the company level as well as from the general public. Employees can obtain rapid public recognition for their efforts and achievements with the support of digital recognition platforms, and this recognition can be done promptly. This recognition can be done promptly. Creating a good and supportive environment at work can be accomplished through various methods, including implementing peer-to-peer recognition systems, holding digital celebrations, and exploiting social media platforms.

One of the most effective methods to keep people interested in their work and motivated in today's modern workplace is to provide employees with possibilities for growth and progress. When employees view that their organizations are investing in their growth, it significantly contributes to enhancing their motivation and engagement in the workplace (Tremblay et al., 2019). Due to digitization, businesses are constantly responding to new circumstances and

conditions, and employees are obliged to keep up with these transitions by gaining new knowledge and competencies. A rising number of companies are turning to digital learning platforms, online training courses, and virtual coaching programs to assist their employees in expanding their capabilities and retaining their place in the market. These programs prove that the corporation loves its staff members and is dedicated to ensuring they continue to advance professionally during their tenure with the company.

Increasing a sense of connection and investment in the company's aim and values among a company's staff members is an effective strategy for boosting employee engagement and motivation. Businesses can implement this strategy. Organizations may utilize digital platforms as a means to share success stories and recognize employee contributions, which in turn fosters a culture of celebration and appreciation, while showcasing examples of excellence and positive impact, which positively impacts performance and organizational success (Grant, 2012). Moreover, when a culture of purpose is developed in an organization's workplace, employees have a greater chance of feeling invested in the company's mission and recognizing the worth of their efforts.

Leadership is crucial in the modern workplace since it is the critical component determining employees' engagement and motivation levels in the modern workplace. Effective leaders inspire and guide their teams, and create a sense of purpose and direction (Saks, 2006). Leaders in the digital domain should highlight the significance of following their lead by actively participating in all digital efforts and encouraging their coworkers to do the same. This will demonstrate the value of following their lead. Leaders can develop a culture inside their businesses that is characterized by respect and gratitude by maintaining open lines of communication, providing feedback in a manner that is constructive, and consistently outlining the organization's direction. Leaders who effectively communicate the organization's goals and values are able to foster a sense of engagement and commitment among employees (Breevaart et al., 2014). In addition to making transparency a significant priority, leaders in the digital space need to prioritize it to create a trusting and secure atmosphere for their employees.

It is more important than ever in today's modern digital workplace to have a healthy work-life balance and pleasant working conditions. The blurring of boundaries between personal and professional lives in virtual settings leads to increased levels of stress, burnout, low morale, and

reduced job satisfaction amongst employees (Allen et al., 2015). Employees should be encouraged to strike a healthier balance between their professional and personal life by being allowed to work from home or have their schedules more fluidly adjusted at their places (Gajendran & Harrison, 2007). It can be helpful to sustain employees' motivation and engagement in their work by providing resources for stress management and overall well-being, setting clear expectations for employees' access to digital technology, and establishing clear expectations for employees' access to digital technology.

To summarize, an organization's personnel's degree of engagement and motivation is vital for a company's success in the quickly expanding digital technology era. The use of digital tools and platforms makes it simpler to communicate, reward achievements, capitalize on possibilities for growth, link individuals with the organization's purpose, and strike a good balance between one's personal and professional lives. A highly engaged and motivated workforce results from several elements, including effective leadership and a positive climate in the workplace. One of these variables is the climate in the workplace. Adopting these techniques, which will enable businesses to maximize the potential of their staff, presents an opportunity for businesses to flourish in the current digital era. This opportunity can be taken advantage of by businesses.

2.16 Organizational Change Management

The management of organizational change is a complex process that, to be regarded as adequate, requires rigorous preparation, execution, and evaluation. Change initiatives in the digital age, includes transforming processes, technologies, and employee behaviors (Cameron & Green, 2015). Effective change management ensures that these transformations are implemented in a smooth manner to ensure employees are engaged, motivated, and are prepared for change. Close attention to change management is therefore vital to ensure successful implementation of digital transformation. One of the most important aspects of any strategy for managing change is figuring out who the relevant stakeholders are and how to work with them. The digital transformation process may impact various individuals and organizations, including workers, supervisors, customers, and even business partners from outside the company. To successfully engage and include those affected by the change, it is necessary first to be aware of their unique requirements, worries, and anticipations (Bundy et al., 2017). This can be done, but only after the people whose lives would be changed by the shift have been identified. Engaging stakeholders may involve

taking different possible stages, such as analyzing the stakeholders, designing communication plans, and carrying out activities such as focus groups, surveys, and other feedback forms (Senge, 2014). Companies can alleviate the concerns of their stakeholders, come to a consensus, and offer their stakeholders a sense of ownership over the change process if they actively include their stakeholders in the change process.

Building a culture inside an organization that is malleable and responsive to change is essential to change management. This mentality must be adaptable enough to consider new ways of doing things. Companies shifting to digital almost always benefit from creating environments that are open to new concepts and adaptable in their approaches (Cameron & Quinn, 2011). The importance of establishing a learning environment that stimulates discovery, risk-taking, and continuous development should be emphasized by leaders at all times (Edmondson, 2018). In order to reinforce adaptable cultures, organizations must recognize individuals who demonstrate creativity and adaptability and reward them, as this reinforces the desired cultural values of the organization (Amabile et al., 2004). Rewards can be in the form of promotions, bonuses, public recognition, or opportunities for professional development, which all motivate employees to continue adapting and contributing to the firm's success.

Any change management strategy needs to consider how the shift will affect employees' existing roles. There is a possibility that the advent of digitalization may cause specific jobs to become obsolete (Brynjolfsson & McAfee, 2014). To ensure effective management of this transition, organizations need to expect and address the potential disruptions to roles of employees, ensuring they are supported throughout the change process.

Businesses need to make it easy for employees to communicate with one another and give them access to resources that will help them adjust to the constant stream of new information. Facilitating open lines of communication allows employees to share knowledge, exchange ideas, and voice their concerns (Salem, 2016). Two examples of addressing employees' roles in change management are the ongoing process of retooling professions and providing opportunities for professional growth (Bughin et al., 2018). Businesses have the potential to minimize stress and boost workers' sense of control over their own work-life by actively listening to their employees' grievances and providing opportunities for training and progress. These strategies help assist companies in accomplishing their objectives.

To effectively manage change, it is necessary to consider the economic consequences of digitization and its moral and social implications. Then, and only then, can effective management of change be possible. When businesses adopt new technology and digital tools, they must consider the potential ethical problems, issues over personal privacy, and societal consequences (Floridi et al., 2018). They should know this before becoming too excited about the newest digital technologies. To ensure the implementation of digital technology responsibly and ethically, ethical standards, data protection policies, and governance structures need to be developed (Bughin et al., 2018). In addition, businesses need to consider the effects of digitization on society and maintain open lines of communication with the relevant stakeholders if they want to lessen the likelihood of unintended consequences. Businesses can ensure that their digital operations are beneficial to society as a whole and are in line with the values held by society if they incorporate ethics and social responsibility into their change management strategies.

In addition, the work being done in the field of change management ought to be supported by effective processes for project management (Kotter, 1996). The first step in this approach is to determine what needs to be done and how it should be done, who will execute the task, how much of each resource is required, and how frequently it should be used (Kerzner, 2017). Agile methods, which allow for rapid reactions to changing conditions and, as a result, limit the risks and uncertainties that come with digitalization, would be a good choice for the managers of digital projects to employ (Sutherland & Schwaber, 2017). Suppose an organization uses efficient project management techniques. In that case, it can assure that the organizational transformation projects it undertakes will be finished effectively, within the budget that has been given, and in a manner that is congruent with the broader strategic goals that it has established for itself.

To summarize, to effectively manage organizational change within the framework of digital transformation, one needs to have a plan that is both comprehensive and holistic. It is possible to increase the likelihood of successfully carrying out digital initiatives by supplementing an organization's current change management processes with additional strategies. You have some strategies available to you, including engaging stakeholders, developing a culture adaptable to change, minimizing the adverse effects of change on workers, and considering ethical and societal considerations. Businesses that recognize the importance of change and prioritize integrating change management concepts into their day-to-day operations stand a higher chance of prospering

in the digital age and prevailing over the obstacles posed by digitalization. This will occur regardless of whether organizations decide to employ digital ways.

2.17 Legal and Regulatory Considerations

Concerns about laws and regulations are not something that should be taken lightly by companies that are in the process of undertaking digital transformation as well as organizational change. Companies operating in today's linked world, where data is viewed as a valuable asset and technology permeates all areas of corporate operations, are faced with a complicated web of legal and regulatory limitations (Bélanger & Crossler, 2011). Data is regarded as a valuable asset today, and technology permeates all elements of corporate operations.

A fundamental component of legal work is ensuring that clients' personal information and privacy are always protected (Solove, 2006). Laws and regulations are in place to preserve individuals' right to privacy even though firms continue to gather, store, and process enormous amounts of data. Some examples are the design of procedures for breach notice and response, the adoption of stringent data security measures, and the acquisition of informed permission from data subjects. The General Data Protection Regulation (GDPR) in the European Union and the California Consumer Privacy Act (CCPA) in the United States are two examples of such legislation that businesses should be aware of and comply with (EU, 2016; California Legislative Information, 2018). Both of these laws protect the privacy of consumers in their respective countries. These categories of rules and regulations are common in their respective geographical areas. An organization can keep the faith of its consumers and other stakeholders if it places a high premium on maintaining the privacy of its customers and other stakeholders (Cate & Dempsey, 2018).

Protecting an individual's intellectual property (IP) is also of the utmost significance from a legal point of view. For businesses to be successful in today's modern, digital world, they need to consistently experiment with new ideas and alter their operations to accept developing technologies. The capacity of a company to safeguard its intellectual property holdings, which may include patents, trademarks, copyrights, and trade secrets, is essential to its capacity to innovate and keep a market advantage over its rivals (Landes & Posner, 2003). Establishing internal protocols is the first step that organizations need to take to safeguard their intellectual property (Lerner & Tirole, 2002). After that, they must finish and file any required registrations; last, they

must engage in stringent IP due diligence. Taking preventative measures includes checking for any breach of a trademark or copyright and following through with legal action if necessary (Dutfield, 2012). Other examples of copyright violations include unauthorized use of an author's work. Businesses have a higher chance of preventing others from copying the one-of-a-kind qualities of their products and services if they take precautions to protect their intellectual property from being stolen or misused in undesirable ways.

In addition, different sectors of the economy are subject to various legislative requirements, with some of the most common being consumer protection, data security, financial transactions, and healthcare information (Kesan & Shah, 2006). It is the responsibility of businesses to be aware of these requirements and to ensure that their procedures follow them in all aspects. This may involve adopting rules and processes that conform with the standards required by the industry, conducting frequent audits, and putting appropriate security measures into place (Power, 2011). Organizations can decrease the likelihood that they will be subject to legal action, avoid getting into legal difficulty, and protect the integrity of their operations if they strictly adhere to the regulations that regulate their respective industries.

Ethical concerns and legal or regulatory standards are inextricably entangled with one another. While it is of the utmost importance for businesses to act following the law, it is of equal significance for them to consider the ethical ramifications of the digital activities in which they participate (Floridi et al., 2018). This includes refraining from engaging in discriminatory activities, ensuring that data collection and utilization are conducted openly and honestly, and addressing any biases in AI- or algorithm-based systems. Companies need to develop ethical frameworks and standards to guarantee that they make rational decisions, advance fairness, and safeguard social values (Johnson, 2017). It may be essential to establish ethics committees or review boards, undertake ethical impact assessments, and engage in other activities To build a culture responsible for digitalization. Companies that give considerable thought to ethical considerations have a higher chance of creating trust with stakeholders, increasing their reputation, and contributing to the construction of a more sustainable digital environment (Floridi et al., 2018). Companies that consider ethical matters are more likely to act ethically in their operations (Ding et al., 2019). These are only some of the outcomes that could be possible.

To deal with legal and regulatory challenges efficiently, enterprises must allocate resources and seek legal counsel (Lipton, 2017). It is crucial to have a professional team or legal counsel that can keep track of ever-evolving legislation and assist on matters linked to compliance to ensure that your organization is in full compliance. Companies must guarantee that their compliance standards are met over time by instituting audits, training, and risk assessment procedures inside their governance structures (Kossovsky, 2019). This will allow the companies to maintain their high level of compliance. Businesses should consider legal and regulatory problems as part of their overall strategy (Kolk, 2016). To decrease the probability of legal ramifications, protect the rights of stakeholders, and provide a firm foundation for digital transformation. This should be done as part of their overall plan.

When conducting business in the digital sphere, organizations must consider the numerous legal and regulatory aspects. Companies can overcome legal challenges through digital transformation, providing those organizations pay particular attention to data privacy and security, intellectual property management, compliance with industry-specific legislation, and consideration of ethical factors. To be in continuous compliance, it is vital to proactively monitor and respond to changing regulatory requirements. This is a need that must be met. In addition, conferring with competent legal specialists and devising effective governance structures, if required, is essential. Suppose businesses consider the various legal and regulatory concerns that impact their operations. In that case, they can thrive, safeguard their interests, and conduct themselves following the requirements of the law. Stakeholders and encourage individuals to take part in building a digital culture that is ethical and responsible.

2.18 Summary

This chapter offered a historical overview on digitalization, tracing the evolution of digitalization and its influence on employment. It provides detailed research on the changing nature of work and its impact on different areas in employment, including the consequences on psychological contracts, trust formation, and organizational culture, supporting the researcher's selection of these three key variables for the study. Moreover, it also highlights the challenges and opportunities individuals and organizations face in adapting to digital transformation, and stresses the importance of proper organizational change management when implementing digitalization in the workplace.

Chapter 3: Methods and Procedures

3.1 Introduction

The previous chapter conducted a literature review of the study to comprehensively explore the implications of digitalization on the nature of work and employment dynamics.

The validity and trustworthiness of research findings heavily depend on the methodologies and procedures used to conduct the research. In this section, the researcher will review the various techniques and approaches that were put into play during this study's investigation. It includes the reasoning behind the methodologies selected, their implementation and validation, data analysis, and data collection procedures.

Methods for this research were chosen after great thought to how well they would answer the study's questions and achieve its goals. The objective was to use systematic and rigorous methods to produce valuable and informative findings. To do so, the researcher used a qualitative focus group discussion approach to collect extensive and in-depth data on participants' experiences, perspectives, and attitudes concerning the influence of digitalization on employment relationships. Within the online focus groups participants can express their thoughts and opinions with a group that possess similar characteristics. This qualitative approach allowed for a more in-depth investigation of the subject and any related complex events.

Several safeguards were implemented to ensure the research results could be trusted. First, a thorough process of development and refinement was applied to the research instruments, such as the online focus group scripts and discussion questions. These were checked for accuracy, precision, and completeness in capturing the study's aims.

In addition, standard procedures and frameworks were used throughout the data analysis process. The qualitative data were analyzed using a thematic method, as Braun and Clarke (2006) described. To do this, one must first become acquainted with the data, then find initial codes, create themes, and finally refine these themes through an iterative process.

This chapter shall clearly demonstrate the research design for the study, including the methods and procedures used to collect and analyze the data.

3.2 Research Design & Methodology

The research design influences a study's framework and methodology and is aimed at finding answers to the research questions. The researcher uses a qualitative research design to achieve the objectives of the study. A Comprehensive literature review is conducted on the effects of digitalization on employment relationships including psychological contracts, trust, and organizational culture. The selection of a qualitative research design is supported by renowned research methodology textbooks. According to Creswell (2013), qualitative research is suitable for exploring complex phenomena and understanding subjective experiences and perspectives of individuals. This aligns with the aim of this study, which seeks to capture the nuanced effects of digitalization on employment relationships.

To collect qualitative data, virtual focus groups will be conducted, allowing participants to express their thoughts and opinions within a group structure in an informal setting. This approach allows to learn more about the impact of digitalization on working relationships in Bahrain's financial sector. The use of virtual focus groups as a data collection method is supported by Morgan (1996), who highlights the benefits of this approach as a means to generate rich and detailed data through a group dynamic that allows a depth of exploration that may not be accomplished through individual interviews. The virtual format also aligns with the digital context of the study, as it reflects the mode of communication prevalent during the time of the study.

The data collected through the virtual focus group discussions shall be analyzed using a thematic analysis method outlined by Braun and Clarke (2006). This is a widely recognized approach to identify and interpret patterns, themes, and meanings within qualitative data. The method allows for systematic and rigorous analysis of qualitative data that is collected, which ensures the trustworthiness and credibility of study findings.

3.2.1 Focus Group Approach

A focus group approach allows the selection of a distinctive type of group in terms of purpose, size, composition, and procedures. Participants are selected because they possess characteristics that relate to the subject of the research. As opposed to structured interviews led by the researcher, the open-ended approach of the focus group methodology allows participants the opportunity to comment, explain and share attitudes and experiences with the group, hence, data

gathered is rich, flexible, and stimulating (Babbie, 1998; Berg, 1998; Krueger, 1994; Morgan, 1997; Nachimas & Nachimas, 1996; Neuman, 1997). Hence, a focus group approach is an appropriate method for purpose of this study.

3.3 Research Population

According to the Central Bank of Bahrain (2022), the financial sector in Bahrain is the largest single employer in Bahrain, representing a total workforce population of 14.12 thousand professionals across 365 financial institutions, comprising banks, insurance companies, investment business firms, specialized licensees, fund industry, and capital markets.

Covering the entire or majority of the population for purpose of this study is extremely challenging, hence, sampling procedures are put into play. Sampling is the procedure of selecting a subset of potential participants or responders from a larger population to gather data, and it is an essential component of any design for a research study (Jopnes, 1955; Salant & Dillman, 1994). A sampling procedure is vital to gather data and draw conclusions about characteristics of an entire population.

For purpose of focus group discussions, participants selected are those employed by various financial institutions in the Kingdom of Bahrain. A non-probability sampling method is used to select the sample of the study. There are 5 major types: convenience sampling, judgemental sampling, purposive sampling, snowball sampling and quota sampling. Purposive sampling was used to pick individuals who would provide valuable insights into the topic (the implications of digitization on the workplace). With this type of sampling, a researcher relies on own judgement to choose participating members with characteristics relevant to the research objectives. In this case, intentionally selecting participants employed in the financial sector in Bahrain who participate in digital work processes. The filtering process included demographic variables including age, gender, educational background, marital status, educational level, and seniority, aiming for a diverse range of participants for the focus group discussions.

Nonetheless, the researcher recognizes the drawbacks of the method, being limited generalizability from selection of samples that do not accurately represent the entire population (Creswell, J. W., & Creswell, J. D. (2017). Moreover, non-probability sampling methods can

introduce selection bias, which leads to the over or under representation of particular views or experiences in the sample, which may distort findings of the study.

Awareness of the constraints imposed by purposeful sampling is of utmost importance. Likely, the findings from this sample cannot be extended to apply to the entirety of the financial industry in Bahrain. But in qualitative research, the emphasis is not on being able to generalize the findings but instead on providing in-depth insights and a better understanding of specific occurrences.

Although probability sampling methods can never achieve perfect representation of a population, increasing the sample size helps to reduce the impact of sampling error and improve accuracy of sampling (Trochim & Donnelly, 2008, p. 129).

The study uses a non-probability sampling method known as purposive sampling, where individuals are chosen to participate in a study because they already have relevant experience or hold desirable characteristics related to the study. Participation is solicited from financial institutions such as banks, insurance firms, asset management firms, and other organizations with ties to the financial sector in Bahrain. These individuals can shed light on the matter at hand because of their first-hand experience with how digitization has impacted their professional connections.

The participants are selected with the intention of including diversity across gender, age, marital status, education level, industry sub-sector, and seniority level to cover a wide range of views across the financial sector, allowing the researcher to learn more about digitization's effects from various perspectives.

The appropriate number of participants for this study was determined by applying the idea of "data saturation" whose origins lie in theory of Glaser and Strauss (1967). When there is abundant data, adding additional individuals does not improve the data's quality or the discovery of new insights and themes, the amount of information that can be gleaned from an investigation tends to decrease as the number of participants increases. This principle of data saturation ensures that research findings remain robust and comprehensive. To understand how digitization has impacted professional relationships within the financial industry, researchers must recruit a significant number of persons to ensure they have a sufficiently substantial sample. Hence,

throughout the study, the researcher has ensured close and regular monitoring of the saturation level to decide when a sufficient sample has been collected to meet the study objectives.

There are a variety of channels that are utilized in the search for potential participants. These channels include, but are not limited to, professional networks, social media channels, personal relationships, and personal referrals. Participants are given information regarding the study's objectives, procedures, and ethical considerations. They can withdraw from the study whenever they see fit, and their responses will be kept confidential and anonymous.

3.5 Research Sample Size

Determining the appropriate size of a sample in qualitative research is not based on statistical formulas or predetermined figures, instead, the process is guided by the objectives of the research and principle of saturation. Similarly, there is no fixed number of focus groups or participants that universally determines data saturation. As the researcher progresses through the analysis, this requires continuous assessment of whether new insights or views are emerging, or if information is being repeated.

Given the large population size of the financial sector in Bahrain, the researcher considers several factors for selecting the sample size based on commonly recognized practices in research methodology attributable to Creswell, J.W. (2014):

1. **Research Objectives:** Clearly defining research objectives, along with questions helps guide decisions about the sample size, ensuring data collected is in alignment with research goals.
2. **Theoretical Framework:** Considering the theoretical framework that represents the basis of the research to help guide the collection of data and analysis. The researcher monitors theoretical saturation which is achieved at the point where new data no longer challenges or expands existing theories and concepts and address research questions.
3. **Variation and Diversity:** A focus on diversity to enhance the depth and richness of a data sample, providing access to diverse experiences and perspectives on the research topic.
4. **Ethical considerations:** The researcher must adhere to ethical principles, ensuring to obtain informed consent from participants, and guaranteeing privacy and confidentiality.

Moreover, referring to literature provides further guidance on the recommended range of participants for focus groups. The ideal number of participants varies across studies, with 5 participants being the minimum suggested, and 12 being the maximum.

Krueger, R. A., & Casey, M. A. (2014) suggest that focus groups ideally consist between 5 to 10 participants, arguing the number is small enough to allow active participation and meaningful interaction between participants while providing diverse perspectives.

Morgan, D. L. (1996). Suggests focus groups of 6 to 10 participants in common in social science research, being a suitable size to foster group dynamics, promote discussions, and ensure multiple views are represented.

Stewart, D. W., & Shamdasani, P. N. (2014) note focus groups are typically comprised of 6 to 12 participants, as this size allows for group interactions and diversity in perspectives, while maintaining the group size at a manageable size.

Based on the above, the objectives of the study, desired depth of discussion, and taking into consideration that focus group discussions will be held virtually, the researcher has decided to maintain the focus group size at a mid-range, between 5 to 8 participants to maintain the focus group discussions at a manageable size, allowing meaningful and interactive discussions while ensuring everyone has a chance to contribute effectively.

3.6 Data Collection Process

The goal of this research is to acquire information about the effects of technology on interpersonal communication in the financial sector in Bahrain. Potential participants were sourced through professional networks, social media channels, personal relationships, and personal referrals. The data collection process required almost one month, however, has received positive participation and cooperation from participants across the industry helping achieve the target sample size.

For purpose of data collection, the study utilizes online focus group talks. As a result of the restrictions that have been enforced due to the COVID-19 epidemic, online focus groups have evolved as a popular and effective technique for collecting information. Using an online format cuts down on the amount of travel that participants from other companies need to perform while enabling them to engage in real-time and anonymously, while benefiting from a diverse sample of

participants representing different firms. The focus groups consist of participants who represent a diverse range of backgrounds, experiences, and perspectives related to the financial industry.

Regarding participant demographics, the study aims to include a balanced representation across various factors, such as age, gender, marital status, educational background, and professional level. Hence, during the selection process of potential participants, the researcher focused on participant demographics to provide diverse participation. This diversity is essential to capture a comprehensive understanding of how digitization has influenced interpersonal dynamics within the financial industry. By including participants from different genders, age groups, marital statuses, education levels, industry sub-sector, and seniority level the study can explore potential variations in experiences and perspectives based on these factors, while limiting over representation of a particular demographic feature to reduce bias in results.

3.7 Focus Group Structure

This study's data collection was conducted entirely online given COVID restrictions during the time of the study, while making the most of accessible digital resources. The issue of this study—the effects of digitalization on the nature of work relationships—lent itself well to this method of inquiry. All the participants were found through personal connections, and social media—particularly Linked In. Informed consent, confidentiality, and anonymity of participants were all thoroughly addressed as ethical factors throughout the research procedure.

Ethical issues are given top priority during all stages of data acquisition. All participants consent after receiving information about the study's goals, methods, risks, and benefits. All responses are agreed to be kept anonymous and confidential, and participants are always able to withdraw from the study.

The focus group for the study starts by welcoming participants and reiterating the purpose of the research and its objectives. The focus group structure aims to collect demographic data on participants, and explore the relationship between the dependent and independent variables of the study, and provide in-depth insights and a better understanding of specific occurrences within a sample of participants in the financial industry in Bahrain.

Demographic details of participants were collected ahead of the focus group to evaluate suitability for the study and ensure the diversity of participants. Nonetheless, the focus group talk

started with questions on demographic details before engaging in questions and discussions on the research, without the need to identify to the group the organization they are affiliated with. This allows participants to get a sense of other participants within the peer group and allow to relate with their experiences, while keeping their identity and place of employment confidential. Demographic details shared included general questions on age, gender, educational background, marital status, and degree of participation in digital work processes.

The focus group discussion started with a warm-up question, one that is simple and encourages participants to express their feelings- “How would you describe your initial emotional reaction when digitalization was introduced in your workplace?”.

3.7.1 Focus Group Questions

A semi-structured interview is used to guide and facilitate the conversations that will take place within the focus groups. The aim is to ensure that all areas of interest, as indicated by the research objectives and questions, are covered in depth during the focus group discussions, and helps invite readers to share their views and points of view on how the digital revolution has altered the interpersonal dynamics of their places of employment. This will be accomplished through the use of informal language that is engaging and conversational.

To prepare for the focus group discussions, the researcher starts by doing a preliminary round of interviews with a cross-section of the demographic that is of interest. This particular aspect of the examination will prove helpful in various ways, including enhancing the clarity and completeness of the directions for the interview. The findings from the pilot interviews that were carried out will serve as the basis for the modification of the interview guides that will be used when conducting the focus group discussions. This will ensure that all of the necessary information is acquired.

Field notes will be acquired during the focus group talks to understand better what transpires during such sessions, allowing to document nonverbal clues, observations, and information pertinent to the inquiry. These supplementary observations enrich the investigation of the data by providing information about the context in which the replies were given by the participants and by providing insights into those responses.

To maintain participant confidentiality and privacy, identifying information such as names and specific workplaces will be kept strictly confidential. The focus groups will be conducted under the assurance that participants' identities will remain anonymous when presenting the research findings. This approach allows participants to share their experiences openly and honestly, without any concerns about potential repercussions or breaches of privacy. Guaranteeing the privacy and confidentiality of participants is essential, and the researcher will comply with all rules and regulations relevant to the case to collect data in a manner that is both ethical and well-planned. This will allow to gather data in a well-planned and ethical manner. On the selected online platform, the participants will be given a protected setting to express their ideas and openly participate in open conversations.

Accordingly, a set of open-ended questions were put in place for the focus group talk, allowing the moderator flexibility to shift between questions depending on the course of the conversation. Questions aim to measure personal experiences with digitalization in the financial sector, focusing on the three key areas of the study: Psychological contracts, trust, and organizational culture.

Personal Experiences with Digitalization:

- Can you recall a specific situation when digitalization positively impacted your work? How did it make you feel?
- Have you experienced any challenges or frustrations as a result of digitalization? How did it affect you personally?
- Share your experience with a situation where you felt empowered or disempowered as a result of digitalization.

Impact on Psychological Contracts:

- Have you seen a change in expectations and obligations with the introduction of digitalization?
- Has there been a shift in emphasis on job security, career advancement, and stability?
- Have you noticed a change in the organization's commitment to your professional growth and career progression?

- Have you noticed a change in expectations or demands on employee availability and responsiveness due to the integration of digitalization?

Trust and changing employment relationships:

- Has the adoption of digital technologies affected transparency and openness of communication in your organization? Has it affected trust between employees?
- Have digital technologies impacted employee trust in decision making in your organization?
- Have you seen any changes in the level of job satisfaction and engagement among employees due to digitalization? Please provide examples.

Cultural Impact:

- How has the adoption of digital technologies impacted traditional work processes in your organization?
- Have you noticed any changes in the organizational structure or hierarchy within your organization due to the integration of digital technologies?
- Have digital technologies affected communication and collaboration between employees in your workplace?
- Have digital technologies affected the level of autonomy and decision making within your organization?
- Has the integration of digital technologies personally impacted your work-life balance? if so, explain the positive or negative impact.
- How has the use of digital technologies influenced the level of employee engagement and job satisfaction?

3.8 Data Entry and Editing

During focus group discussions, conversations were transcribed during the sessions word for word using MS-Word with the support of two MBA peers, while the researcher focused on field notes that encompassed an analysis of expressions and emotions to ensure completeness of data. Before starting the analysis, the researcher compared transcriptions of the two peers to ensure completeness and accuracy and eliminate inconsistencies.

3.9 Data Analysis

The researcher was supported by two MBA peers to conduct the qualitative analysis, aiming to improve intercoder reliability, discuss findings, and reach a consensus on data interpretation.

In qualitative research, data processing is a continuous and iterative process. The interviews are transcribed word-for-word, aiming for everything spoken and unspoken to be preserved. Thematic analysis is used, with the six-step process described by Braun and Clarke (2006) as a guide. These include familiarization, coding, generating themes, reviewing themes, defining themes, and summarization. Hence, patterns, topics, and categories regarding the impact of technology on workplace relationships are coded from the transcripts. The codes have been refined and grouped into understandable themes so that the data can be understood.

To improve the validity of their findings, the research team will participate in peer debriefing and member verification to double check the results and ensure correctness and understanding. Debriefing and verification with other researchers increases the rigor and credibility of the analysis by providing advice and critique. Member verification or member checking refers to sharing the results and interpretations to confirm the accuracy of how their replies were interpreted and to verify the results themselves. These precautions help ensure participant opinions are heard and reflected appropriately, while strengthening analysis and interpretations. This ensures that the study's findings may be relied upon and trusted.

After all of the online focus group sessions have been completed and field notes have been obtained, the next step is data analysis. To derive actionable insights about digitalization's effect on the connections that comprise the financial sector in Bahrain, an approach to data analysis that is both organized and comprehensive is adopted.

Thematic analysis will be performed on the transcripts and the field notes following the six-step method outlined by Braun and Clarke (2006).

To analyze the focus group discussion findings the researcher adopts a thematic analysis approach following the six step approach outlined by Braun and Clarke (2006). This systematic approach helps in discovering repeating patterns, topics, and categories within the data, which in

turn fosters an in-depth grasp of the impact that digitalization has on the interactions that take place in the workplace. Braun and Clarke (2006) outline the framework below:

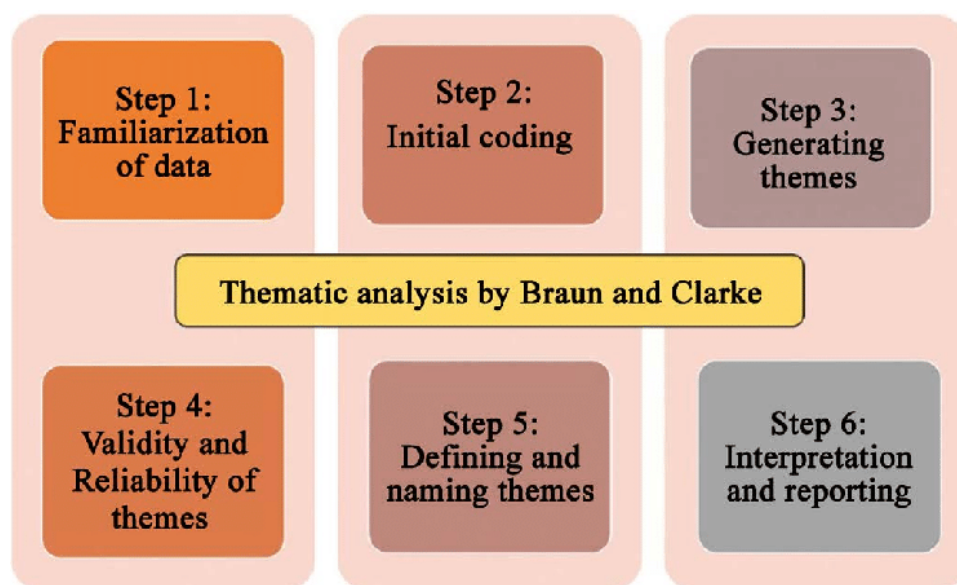


Figure 3: Thematic Analysis, Braun and Clarke (2006)

a. Familiarization of data:

A careful reading by the researcher to become familiar with the field notes and the online focus group transcripts and gain comprehensive understanding of the data. During this first phase, the researcher will have the opportunity to delve deeper into the data to understand the participants' individual perspectives, experiences, and working relationships as they relate to the effects of digitization.

b. Initial Coding:

Organized qualitative data in a meaningful and systematic manner, aiming to reduce lots of data into small meaningful codes. Coding allowed to capture key ideas, experiences, and opinions expressed by participants in the focus group. Labels or tags are applied to specific pieces of information to capture broader ideas, themes, and concepts, this is called "coding" the data. The codes will be evaluated, changed, and categorized following the data's detected recurrent patterns, concepts, and subjects. They identify the reoccurring patterns, concepts, and topics in the data.

c. Generating Themes:

Following creating the codes, a theme analysis will be carried out using the six-step process that Braun and Clarke (2006) have outlined. To better understand the effect of digitization on the shifting nature of the job in Bahrain's financial industry, the process involves extracting and categorizing overarching themes from the collected data. The researcher will carefully study, name, and characterize the patterns that emerge from the data to comprehensively investigate the many features associated with digitization and collaboration. To better understand the overall impact of digitalization on the financial industry the researcher investigates how these different themes are connected. This step includes identifying patterns within codes as well as combining several codes into a single theme. At this stage, codes that are not repetitive can be disregarded as themes.

d. Validity and Reliability of Themes:

The credibility of the research's conclusions will be improved in two ways: first, via the use of peer debriefing, and second, through the verification of team members. Peer debriefing is a procedure in which qualitative researchers consult their colleagues for advice and comments to evaluate the rigor and accuracy of their conducted analysis. Researchers can increase the dependability of their deductions and findings by asking for input from their peers in the field.

In addition, the researcher will utilize a method known as "member checking" to ensure that the data is correctly interpreted in the intended way. Members can check the integrity of the findings and provide input when the findings and ideas from the analysis are shared with them. This strategy increases the study's credibility and ensures that the ideas and emotions expressed by each participant are given the attention and respect they deserve.

e. Defining and Naming Themes:

Review and refine themes taking into consideration their relevance to the research objectives as well as coherence and distinctiveness. Every theme aims to capture a different and unique aspect of the research data.

f. Interpretation and Reporting:

The last step involves presenting thematic analysis in a meaningful manner. This includes discussing the meaning and implications of each theme derived alongside the research questions and objectives. Broader insight, explanations, and connections between the themes are presented and compared to existing literature on the subject.

3.10 Validity of the Research Tools

Validity refers to the accuracy of which research tools measure what it is designed to measure (Robson, 2011). It is a vital aspect that impacts the quality of research and ensures that findings and conclusions of a study are reliable and meaningful.

By adhering to the highest ethical standards, the researcher has demonstrated dedication to respecting the participants' right to privacy during the study. It is essential for there to be prior informed consent from each participant before they take part in the online focus groups if validity is to be maintained. Through providing informed consent, participants are aware of and appreciate the study's objectives, understand their rights as volunteers, and any potential risks or benefits. This ethical imperative guarantees that study participants engage in the activity voluntarily and with complete understanding, which in turn contributes to improving the trustworthiness of the data collected.

The identifying information of the participants will be kept restricted to protect the participants' right to privacy and anonymity. The information that is gathered will be safeguarded using data security techniques that adhere to regulatory standards and industry best practices. Maintaining adherence to these criteria protects the privacy of those participating in the research and increases the investigation's validity.

When employing online focus groups as a method of data collection, some new considerations need to be given attention. Although online platforms have numerous advantages over conventional ways of communication, such as their mobility and simplicity of use, in-person interactions may still have the edge when providing a more personal touch and greater depth of discussion. Despite this, the researcher is committed to providing a friendly and engaging online environment that encourages open and honest communication among our participants. The researcher hopes to overcome the hurdles posed by the online environment and collect more

reliable data by creating a cozy environment by limiting number of participants per group, and keeping identifying information confidential allowing for mutual trust and respect between participants.

The researcher is dedicated to improving the accuracy of the data collection and analysis tools by adhering to predetermined protocols, using accepted processes, and applying a rigorous analysis approach. By doing so, this allows to create trustworthy results that contribute to understanding of how digitization has impacted workplace dynamics in the financial industry of Bahrain during the COVID-19 epidemic.

3.11 Summary

This study's methodologies and procedures were thoughtfully chosen and carried out to answer the study's research questions and achieve its aims. This study employs a qualitative focus group discussions as its principal means of gathering data. It applies thematic analysis to comprehend the influence of technology on interpersonal dynamics in the financial industry in Bahrain during the COVID-19 pandemic. The qualitative method encourages in-depth inquiry into respondents' experiences and viewpoints, yielding detailed and informative information. The findings are genuine and reliable because of the rigorous data analysis methods used and adherence to set norms. Study validity and reliability are enhanced by attention to ethical concerns, validation techniques, and authenticity of the results.

This research uses a strategy known as purposive sampling to recruit industry professionals who can discuss how digitalization has impacted professional connections within the financial sector in Bahrain. Candidates in the financial industry in Bahrain who have been impacted by digitalization are given preference. Using the principle of data saturation, purposive sampling, and guidance from existing literature, the appropriate size of the sample is determined ensuring sufficient information is acquired to answer the research questions appropriately. This approach helped improve the breadth and depth of study findings.

Chapter 4: Results & Discussions

4.1 Introduction

This Chapter summarizes the demographic composition of the study sample, visualizing and analyzing demographic variables considered in the sample selection, and analyzing their impact alongside focus group discussion findings. Moreover, it shall summarize the results of focus group discussions and explore the impact of digitalization on the study's three main variables; psychological contracts, trust, and organizational culture, all which have direct impact on employee engagement and satisfaction. The findings are presented in a coherent format that makes sense, considering the research questions and the study's goals.

4.2 Demographic Characteristics of Focus Group Participants

During the selection process for the study, the researcher collected and filtered demographic details of potential participants aiming for a balanced and diversified representation for discussion. This section aims to summarize and demonstrate participants' demographic details. The study included 24 participants across 4 focus groups with demographic details as below.

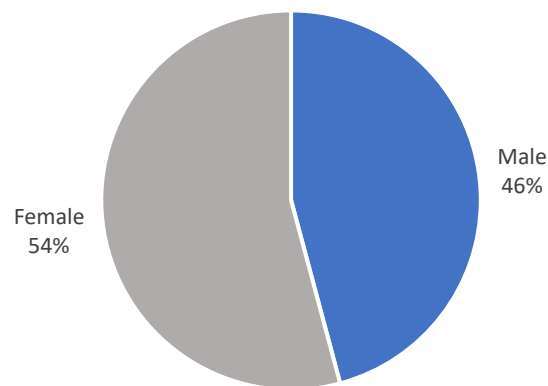
Variable	No.	%
Gender		
Male	11	46%
Female	13	54%
Age		
21-30	12	50%
31-40	5	21%
40-50	5	21%
50+	2	8%
Marital Status		
Married	16	67%
Single	8	33%
Education		
Undergraduate	9	38%
Postgraduate	15	63%
Sub-sector		
Insurance/Re-insurance	3	13%
Asset Management	8	33%
Capital Markets	5	21%

Bank	8	33%
Seniority		
Entry-level	9	38%
Mid	11	46%
Senior	4	17%

4.2.1 Gender Analysis

The below chart represents participant profile based on gender. 54% represents female participation, and 46% represents males. Percentage participation by gender is similar, hence, fair representation is assumed within the sample.

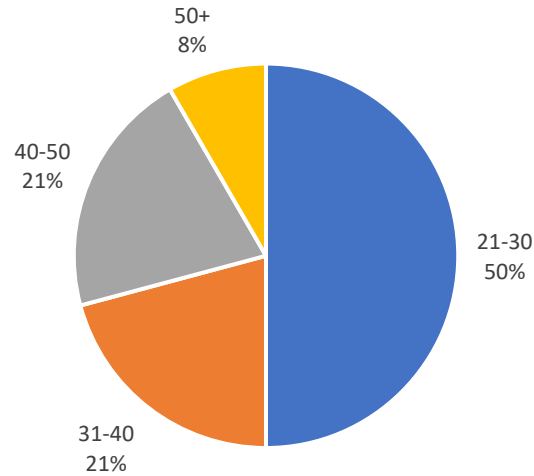
4.2.1 Gender Participation



4.2.2 Age Analysis

As demonstrated by the chart below, participants were organized in four categories, from 21 to 50+. The 22-30 age group represent half of the sample, 31-40 represent 21%, 40-50 represent 21%, and the 50+ age group represent the minority at 8%. The represented tilt towards the 21-30 age group reflects the young majority in the Bahraini financial sector.

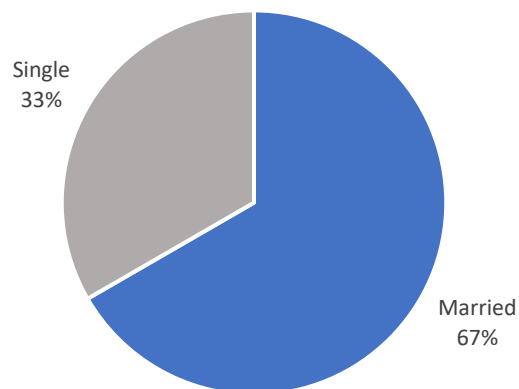
4.2.2 Age Analysis



4.2.3 Marital Status

Participants in the sample are majority married, representing 67%, while single participants represent 33%.

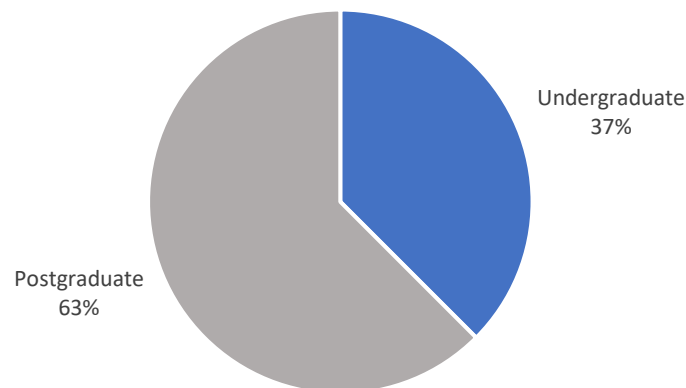
4.2.3 Marital Status Analysis



4.2.4 Education Level Analysis

The sample represents educated participants, of which 63% hold postgraduate degrees, and 38% hold undergraduate degrees as per the below chart.

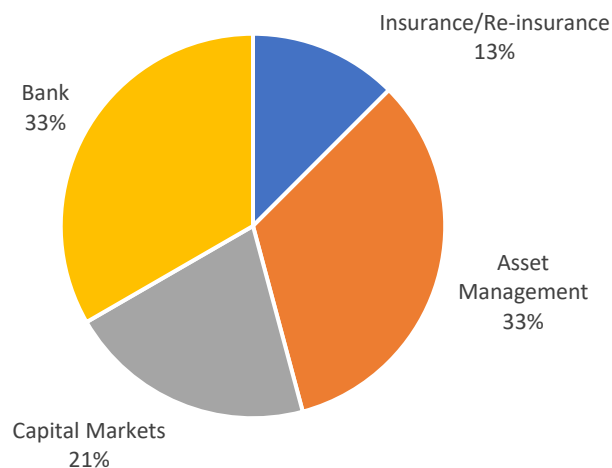
4.2.4 Education Level Analysis



4.2.5 Industry Sub-sector Analysis

The study sample encompassed diversified participation across 4 financial industry sub-sectors. Although participation from employees within banks and asset management firms is more pronounced, representing 33% respectively, followed by capital markets representing 21%, and insurance/re-insurance companies representing the minority at 13%.

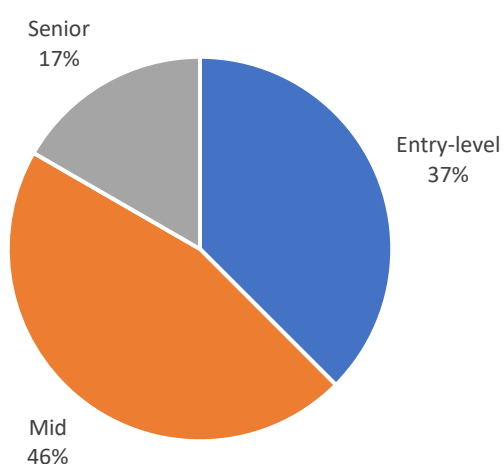
4.2.5 Industry Sub-sector



4.2.6 Seniority Level Analysis

As below, the sample was categorized into three categories for purpose of seniority. Around half of the study's sample is mid-level employees, 37% is entry level, and 17% at senior levels. The composition of the sample is a result of successful communication efforts with different seniority levels. Access to senior level participants was challenging and limited, hence, they represent 4 participants and 17% of the sample.

4.2.6 Seniority Level Analysis



4.3 Summary of Results on Impact of Digitalization

This section aims to present focus group discussion findings to assess how the quick change towards digitization during the COVID-19 pandemic influenced the development of psychological contracts and how those contracts are subsequently fulfilled among employees working in Bahrain's finance industry. When examining the impact of digitalization on psychological contracts, trust, and organizational culture in the financial sector in Bahrain, the study takes into account factors such as remote work arrangements, digital communication tools, and virtual collaboration. Although the study's focus is on the qualitative output of the focus group discussions to address research questions, during the data analysis process the researcher observed notable impact from some demographic variables that are important to note and shall be presented in this section alongside focus group discussion findings.

Results of the study proved that the three dependent variables in focus; psychological contracts, trust, and organizational culture, have an undeniable impact from the shift to digitalization in the financial sector in Bahrain, and the three dependent variables are interconnected. Hence, these variables must be at the forefront of any organization undergoing digital transformation to achieve employee alignment and satisfaction, which is essential for its success and productivity.

4.3.1 The Impact on Psychological Contracts

The review of transcripts from focus groups demonstrated that the introduction of digitalization has significantly changed how individuals generate and uphold psychological contracts. The transition toward virtual cooperation and remote work has disrupted the traditional employer-employee relationship, resulting in uncertainty at times and the need to renegotiate the implicit expectations placed on employees. Some participants stressed the theme of emotional detachment, complaining they “did not feel emotionally connected to [their] managers, which had a negative impact not only on [their] level of commitment but also on [their] overall level of satisfaction with [their] job”. When establishing and sustaining psychological contracts in a digitized workplace, participants underlined the need and expectation for open lines of communication and honest expectations when constructing and maintaining those contracts. The inability to create trust and mutual understanding through digital encounters increased the risk of misunderstandings and the possibility that expectations were not aligned appropriately. Because of the digitalization process, there has been an increased number of participants, primarily within the 22-30 years age group who are early in their careers “feeling excluded and anxious about [their] futures, seeing limited opportunities for growth and career progression”.

Another key theme that emerged was the redefinition of work roles and responsibilities. The rising use of digital technology in workplaces has led to some respondents indicating that their duties and responsibilities have changed as a direct consequence of these adjustments, expressing that “with digitalization there is now the expectation that one possesses digital skills to oversee new systems, collaborate and work remotely, be more and more proactive, and be able to quickly adapt” while “no training programs or managerial support it offered by the organization,” leading to stress and employee dissatisfaction. Nonetheless, it was found that particularly younger age groups that are more skilled in digital technologies find that such arrangement “provided wider

exposure and learning opportunities across the organization that were not available in the past.” Hence, the theme of redefinition of work roles and responsibilities emphasizes the importance of continuous learning and upskilling to meet the evolving demands of the digital landscape within the financial sector.

4.3.2 The Impact on Trust

According to the findings, the level of trust between employers and employees has undergone a substantial shift due to the increased use of digitalization in the workplace. Some participants admit “skepticism and uncertainty from introduction of digitalization, as it gave the sense of increased surveillance and micromanagement and lack of trust to work efficiently without being monitored. This adds a lot of pressure to always be available and after working hours”. Some participants who shared the same concern also add “some days [they] would give up flexibility and prefer to work from the office because it is less stressful to be physically present”.

Moreover, work-life integration and well-being emerged as a noteworthy theme. Participants discussed the blurring boundaries between work and personal life due to the expectation for increased connectivity when working remotely, and the expectation of constant availability. They emphasized the need for organizations to establish clear policies that promote work-life balance, as such policies “indicates a sense of organizational trust that comes with the right to flexibility”, hence, protecting employees' well-being in the digital era. This raises the significance of holistic approaches to support employee mental health and maintain healthy work environments. This theme was particularly emphasized among married participants across both genders, yet was more pronounced between working mothers, who sensed that working from home was perceived as an inability to balance between their work and home responsibilities, which negatively impacts their perceived professionalism and capabilities, making them “unable to enjoy the flexibility of working from home”.

The focus groups also revealed a theme related to the skills gap and training needs resulting from digitalization. Concern was voiced about the digital divide, with participants noting that they “had trouble accessing and using digital communication tools as the primary method of communication”. Older employees, particularly within the 40+ age group, across seniority levels, express frustration from digitalization being enforced on them, and stress the feeling of exclusion.

Moreover, some employees expressed that “not being able to perform simple digital tasks such as sharing [their] screen or forgetting to unmute a conversation has become embarrassing, giving the feeling [they] are not qualified for the digital age” which in turn results in a lot of pressure and stress. Resistance and insecurity from digitalization is found to be more pronounced within older age groups, particularly within the 40-50+ age group, nonetheless, is still felt within the 31-40 age group with some employees expressing discomfort using digital communication technologies and prefer traditional and direct communication. This in turn certainly affects trust levels as well as psychological contracts as employees are forced to adapt to new work arrangements and technologies. Employees who were not as skilled with technology reported feeling isolated and mistrusted. In contrast, some individuals who are more skilled at digital technologies felt more at ease and connected in the virtual work environment. It is important to note that although the sample of the study is primarily employees with higher levels of education (postgraduated degrees), digital challenges were not only raised by lower level employees, but higher levels too.

Hence, digital literacy within an organization is found to enhance trust, with employees feeling empowered to leverage digital technologies to efficiently perform their tasks. As such, participants recognized the need for comprehensive training programs to equip employees with the necessary digital skills and competencies to perform. They emphasized the importance of ongoing professional development initiatives to address the evolving demands of the industry to ensure a smooth transition to a digitally driven workplace.

Moreover, focus group discussions revealed some resistance to digital change across the sample. Seniority level was found to be sometimes associated with resistance to change, particularly amongst individuals that lack digital expertise. Hesitation was sensed amongst mid-level and senior level participants to adopt digitalization, voicing concerns over impact on existing processes and power dynamics in the organization, raising questions regarding trust in the organization’s emphasis on recognition and career advancement.

Some participants express concern about their perceived productivity and accountability due to the shift toward remote work, “feeling that [their] impact and hard work goes unnoticed, as there is no or limited feedback due to limited face-to-face contact with management and less direct supervision”. While some employees expressed they were now more comfortable with virtual work arrangements, and value their organization’s trust to offer such flexibility. Some participants

state they find they are more efficient and “much happier working in [their] zone uninterrupted with limited face-to-face contact with managers and colleagues”. Some also express “a greater sense of autonomy and control from limited face-to-face contact, providing greater confidence performing [their] jobs with no direct supervision”. Employees preferring limited face to face contact represent the minority within the sample, nonetheless, are found across all age groups, raising the need for attention to different personality traits and social preference. Accommodating to these preferences is key to achieving job satisfaction and improved trust levels.

In addition, participants agreed that “trust could be cultivated through honest and transparent communication, ongoing feedback, recognition, and assistance from management. For employees to feel valued and supported in their work in today's workplace, leaders must actively develop a culture of trust and collaboration”. This is especially important given the rising prevalence of digital technology in the workplace.

4.3.3 The Impact on Organizational Culture

The study finds that the adoption of digital platforms and virtual work environments during the pandemic has certainly impacted organizational cultures within Bahrain's financial industry, with implications for employee engagement and satisfaction.

Some participants in focus group discussions highlight that introduction of digital tools has “promoted collaboration, knowledge sharing, and cross-functional teamwork, which resulted in a more inclusive and collaborative organizational culture”, leading to greater job satisfaction and sense of inclusion.

A prominent theme that emerged was the transformation of communication channels. Participants consistently highlighted how digitalization has revolutionized communication within the financial industry, leading to a significant shift from traditional face-to-face interactions to virtual platforms and instant messaging applications. All participants comes from organizations with emphasis on customer-centricity, embracing digitalization and leveraging digital technologies to deliver personalized and improved customer experience to stay abreast in an evolving market. They state that “digital tools have truly allowed us to deliver on our strategy in embracing customers, staying close to them and prioritizing their preferences. This allows us to quickly respond to rapidly changing needs and respond to market dynamics”. Therefore, the convenience

and real time interaction facilitated by the transformation of communication channels creates a healthy organizational culture that embraces innovation and enhances customer experiences, while creating a flexible work culture that allows employees the flexibility to collaborate and communicate effectively without the need to be physically present. As a result, improving job satisfaction and promoting a culture that supports healthy work life balance.

Participants also discussed the challenges associated with preserving a positive company culture in the context of a digital workplace that is constantly changing. Due to the few or lack of possibilities for people to engage with one another and participate in social activities, there were “no means for individuals to form relationships or establish a sense of shared purpose”. On the other hand, several respondents mentioned that “digitization allowed them to attain a better work-life balance and control their schedules, contributing to a culture of increased employee engagement and dedication”.

Moreover, participants expressed concern about the reduced face-to-face interaction with colleagues, which impacts the quality of communications, potentially leading to a culture that prioritizes quick transactional exchanges over meaningful dialogue, building relationships, and investing in deeper problem solving. Participants emphasized that “modifications must be made to traditional communication and teamwork to succeed in the virtual workplace”. As “employees are increasingly resorting to digital platforms to have their talks, which has resulted in a communication style that is more formal and structured with fewer casual encounters”. This raises the need for organizations to pay close attention to creating opportunities for casual encounters as these foster trust and a culture that values effective communication, and supports remote collaboration.

The impact of digitalization on collaboration and team dynamics was also a significant theme. Participants expressed mixed views regarding the use of virtual collaboration tools and the ability to work across geographical boundaries. While some acknowledged the convenience, others raised concerns about the potential loss of spontaneous brainstorming sessions and face-to-face collaboration, as conversations have become more formal. This theme underscored the importance of finding a balance between virtual collaboration and fostering meaningful interpersonal relationships within teams. These aspects are vital to forming a sense of belonging and camaraderie

to ensure alignment with digital strategies, and create cultures where employees can thrive in the digital age.

4.4 Summary

An analysis of focus group discussions demonstrates the positive relationship between digitalization and the three key variable of the study: psychological contracts, trust, and organizational culture. Analyzing demographic variables of participants alongside findings of the focus group discussions clearly demonstrates that demographic variables impact the degree of impact from digitalization. However, it was found that there was no unique impact from the difference in sub-sector an employee comes from, the impact from digitalization was felt across sub-sectors with no single sub-sector showing notably greater impact from digitalization versus another on the three key factors of the study: psychological contracts, trust, and employment relationships.

Chapter 5: Conclusion and Recommendations

5.1 Introduction

This research paper aims to explore the impact of digitalization on employment relationships, trust, and organizational culture in the financial sector in Bahrain, using the COVID-19 outbreak as a case study. For purpose of this study, factors including remote work arrangements, digital communication tools, and virtual collaboration are taken into account. The study uses a qualitative focus group method approach, encompassing a diversified pool of 24 employees in the financial sector of Bahrain who have experienced digitalization.

Further to research findings and results presented in chapter 4, this chapter aims to shed light and offer guidance to financial sector organizations in Bahrain experiencing digitalization, highlighting areas that should receive greater emphasis to maintain productive working relationships, cope with the changes brought on by digitalization, and reap its benefits.

Finally, this chapter will present conclusions of this study through offering practical managerial strategies, and limitations of the study.

5.2 Recommended Practical Managerial Strategies

Digitalization is an inevitable evolution of organizations worldwide, and key to their growth. Organizations have increasingly shifted towards digital solutions, raising the need for organizations to pay close attention to three key variables to ensure successful implementation of digitalization; psychological contracts, trust, and organizational culture. These variables must be at the forefront of any organization undergoing digital transformation, as positive employee attitudes on the three variables is key to achieving employee alignment and satisfaction, which ultimately achieves organizational success.

Financial industry organizations in Bahrain can implement practical strategies to effectively navigate the challenges of digitalization, maintain positive employment relationships, and optimize digital technologies for increased productivity and business outcomes. The study's findings could be used to inform practical recommendations for organizations in Bahrain's financial sector, to help them adapt to the challenges posed by digitalization while maintaining productive working relationships with their staff.

Below is a summary of practical managerial strategies drawn from results of the study:

First, key to successful implementation of digitalization is inclusion of employees across the organization. This includes appointing strong leaders to drive the digitalization process, ensuring effectively communicating to employees the targeted digitalization strategy, goals and objectives, and communicating any expected changes in tasks, reporting lines, and process. Engaging employees in the digital transformation allows to address their concerns, and ensure they are equipped with the required skills and knowledge to embrace digitalization. This in turn limits implementation failures and resistance to change and transformation.

Second, leaders play a crucial role in the successful implementation of digitalization. Their enthusiasm and employee support can positively impact acceptance and adoption of digitalization initiatives, ensure smooth transition, and foster a positive culture of collaboration. Some senior level employees may embrace, support, and drive digitalization, while others may not due to the need for additional training or incentive in order to drive change. Hence, organizations undergoing transformation should implement a change management approach that includes employees across all seniority levels to ensure successful implementation.

Third, there must be greater openness and honesty in all interactions. Companies need to prioritize and maintain open and constant lines of communication to bridge the gap that remote work arrangements generate and address any concerns that arise during the process. Regular updates, virtual town halls, and team meetings can help keep staff in the loop about organizational changes, expectations, and ongoing digitalization efforts while fostering community.

Fourth, investing in acquisition of digital literacy is crucial. To ensure everyone has access to the same opportunities in the digital age, businesses should invest in extensive training programs for their staff to equip employees with the necessary digital skills and competencies. This will allow them to use digital resources more efficiently, while boosting their trust in the company's digital transformation initiatives, allowing the organization to successfully implement digitalization. Ongoing professional development initiatives are key to address the evolving demands of the market and ensure a smooth transition to a digitally driven workplace.

Fifth, building a community where everyone feels safe and trusted is another crucial strategy. To protect their employee's mental health, organizations should create a safe space where

employees can freely discuss their feelings about digitization. Managers may foster trust in their workers by providing support, recognition, and clearly communicate opportunities for career growth.

Sixth, It is also essential to balance online and offline relationships within the work environment, finding a balance between virtual collaboration and fostering meaningful interpersonal relationships within teams. While digital platforms are essential for remote work, companies should also provide opportunities for face-to-face contact and regular social events to foster the growth of personal connections and a sense of belonging among workers and to the organization. Finding a happy medium between working from home and meeting in person is possible with the help of hybrid work models, which can guarantee productive teamwork and the growth of significant human ties, and a satisfied workforce.

Seventh, the importance of putting workers' well-being first in today's increasingly digitalized workplace cannot be overstated. Organizations that provide information and assistance in these areas should be supported by those who advocate for an excellent work-life balance, mental health, and general wellness. Providing flexible working arrangements, promoting wellness programs, and executing efforts to enhance mental health can increase employees' general well-being and job satisfaction. The process of assessing and meeting the needs of employees must remain ongoing. Regular feedback surveys and check-ins can help businesses in today's increasingly digitalized workplace adapt to employees' changing needs and overcome rising challenges.

Eighth, work-life integration and well-being is worthy of great attention by organizations. Establishing policies that promote work-life balance and protect employees' well-being in the digital era is essential to avoid burnout and stress. This highlights the significance of holistic approaches to support employee mental health and maintain healthy work environments.

Ninth, digitalization can result in redefinition of work roles and responsibilities. Managers must pay close attention to involving employees in the redefinition progress to foster engagement and alignment, while formally assigning ownership and responsibilities. This can be done through one-to-one discussions or surveys to incorporate their feedback when possible and create a sense of empowerment from involvement in shaping their new work roles. This ensure clear assignment of work roles and responsibilities, and positive attitude taking them on.

Tenth, transforming organizations must understand the demographic composition of their workforce in order to identify skill gaps, tailor training and development programs, promote diversity and inclusion, enhance employee engagement and support, and limit resistance to change.

Finally, organizations can use this data to adjust their policies, practices, and technological solutions to promote employee wellness and productivity. Companies implementing digitalization within the Bahrain financial sector must focus on such methods to overcome the challenges of digitalization, maintain positive employee relationships, and maximize the use of digital technologies to boost productivity and commercial outcomes. Implementing managing strategies will ensure employee well-being and contentment through the digital transformation and beyond.

5.3 Limitations of the Study

While this research study aims to provide valuable insights into the impact of digitalization on employment relationships within Bahrain's financial industry during the COVID-19 pandemic, it is essential to acknowledge certain limitations that may affect the generalizability and comprehensiveness of the findings.

First, the study focuses specifically on the financial industry in Bahrain, which may limit the applicability of the findings to other industries or countries. The unique characteristics and dynamics of the financial sector in Bahrain may not fully represent the experiences and challenges employees face in different sectors or geographic locations.

Second, the study relies on a qualitative data collection method which may introduce biases and subjectivity. The findings may be influenced by the perspectives and interpretations of the participants, and the sample size does not represent the entire population. Moreover, It is possible that the dynamics of participant interactions were different than in-person given the virtual nature of the discussions and the physical boundaries it creates.

Third, the study's time frame is limited to the COVID-19 pandemic, which began in 2020, which may not capture the long-term effects of digitalization. The rapidly changing nature of the pandemic and the evolving digital landscape may have ongoing and future implications that extend beyond the scope of this study.

Fourth, the study's emphasis on specific aspects of employment relationships, such as psychological contracts, trust, and organizational culture, may overlook other important factors contributing to the overall dynamics between employers and employees.

Lastly, while efforts will be made to ensure the reliability and validity of the data collected, there may be limitations regarding potential response biases, recall biases, and the subjective nature of the qualitative analysis.

Despite these limitations, the study aims to provide valuable insights and contribute to the existing body of knowledge on the impact of digitalization on employment relationships. It is essential for future research to address these limitations and expand the understanding of this complex and rapidly evolving field.

5.4 Conclusion

The last chapter provides an extensive conclusion of the research's objectives and provides recommended managerial strategies for organizations to navigate the digitalization process effectively. The study confirmed that the three main dependent variables (psychological contracts, trust, and organizational culture) are positively correlated with the independent variable (digitalization). Moreover, an analysis of demographic variables (gender, age, marital status, education, sub-sector, seniority) demonstrates that the degree of impact from digitalization on the three key variables of the study (psychological contracts, trust, and organizational culture) is influenced by the demographic composition, raising the vital need for organizations to consider their demographic compositions when implementing digital transformation to ensure smooth transition and achieve employee alignment and satisfaction to drive business productivity and success. The findings of this study are in line with existing research as it highlights the importance of communication, leadership, training, and work-life balance in managing the effects of digitalization on the workplace. However, the study offers distinct insights by providing practical managerial strategies tailored specifically to the financial sector in Bahrain. These strategies include the need for inclusive digitalization efforts, strong leadership, open communication, investment in digital literacy, fostering trust and sense of community, balancing online and offline relationships, prioritizing employee well-being, and consideration of unique demographic variables within organizations. Attention to these managerial strategies support organizations in implementing smooth digital transformation.

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