The Impact of Organizational behavior within the Public Institutions during Crisis in the Arab Sector in Israel

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Abstract: *The article focused on the effect of management and its effect on the public institutions in the Arab sector in Israel. Professionalization of the public institution functions in order to identify future practical solutions to enrolment and evaluation processes is necessary to make decisions on several fundamental aspects of the public service system. The challenges faced by public institutions during crises have significantly changed how behaviour affects. In response, how we think about organizational behavior of how researches have increased. Questions of how leaders in the administration manage their labour - force, how the servants manage their daily obligations demands, and how employees consider their career options during and post crises have attracted interest to assist trades through standardizing a new concept. It seeks to propel the organizational behaviour arenas forward, addressing questions in the context of crises effect on working life. There is a large impact on organisation behaviour for the Arab sector as the community believes there is discrimination against the Arab sector in Israel. This article covers emotions, work attitudes and behaviour health, well - being, team, cooperative behaviour, organizational behaviour, and individual behaviour, career related results in the context of the crises. We have shed light on the management of public institution behaviour within the Arab sector in Israel during the crisis, as well as on the relationships that are considered a link between all departments of the institution and the organization from one hand, and its servants from the other hand, with an objective to achieve the desired goals for which the institution was created.*

Keywords: Crisis Management, Public institution, Organizational Behaviour, cooperative Behaviour, public service system, Arab Sector in Israel

1. Introduction

The answer to the question; how can the public administration with all its institutions manage a large group of servants who can differ in their behavior? It is essential to take into consideration many factors that could influence the behavior of the individuals within the institutions of the administration.

Predicting the behavior consequences; as well knowing the reasons of the behavior itself and reviewing its causes, the public institution should anticipate the results of this behavior and know the profit and risk.

Setting the necessary elements to achieve and reserve the positive results or advances from this behavior could benefit the administration and its institutions.

Normalizing the public institution behaviors in a reliable way that can serve the workflow and increase the productivity within the public institutions, lies in the Organizational Behavior when a crisis happens. The Institutions should have sufficient resources to deal with any surprises may result from this behavior.

In the fight against the pandemic, the Arab sector in Israel was ready to form part to struggle against the crisis, in public and private institutions, hospitals, schools, and several organizations, the Arab sector collaborated actively in combating the virus that affected the society in general.

Numerous organizations and institutions, public and private are exposed in light of the developments, and consecutive challenges crises, consequently it is necessary creating special crisis management section whose principal mission is to avoid crises, and deal with them with attention and knowledge.

Crisis management and its importance
It is important to analyze the effect of social, educational, attitudes, environmental, and beliefs factors. The way employees or team work can interact communicate and collaborate is a first step to success.

Management can play a significant impact on organizational behavior of the employees within the public institutions in the Arab sector in Israel to adapt a compliment structure, so that they (the employees) can perform their skills and abilities.

The term crisis has become a very common term at all levels and at various social levels. Dealing with crises is one of the emphases of consideration in management, as it requires the presence of a special type of managers who are considered by many skills, including valor, courage, balance, the ability to think creatively, the ability to communicate, dialogue, formulate and draw the necessary tactics to deal with the crisis (Al. Hamed.35: 2002).

Public institutions are included within the definition of this term as well, but we consider of importance that crises occur within an institution are sudden events that happen with no anticipation or chances to avoid them before they occur. If a crisis is not managed well, there is a tendency that it could be affected negatively. Therefore, there was a need for applicable approaches to deal with crises, because of their impact on work performance in public and private administrations. There are several researches published and many books written on crisis management, but there is no unified concept of defining a crisis between these

researchers, due to the differences of researchers' view and the kind of researches they do.

Wikipedia defines a crisis as:
"A **crisis** (PL: **crises**; ADJ: **critical**) is any event or period that will lead to an unstable and dangerous situation affecting an individual, group, or all of society. Crises are negative changes in the human or environmental affairs, especially when they occur abruptly, with little or no warning. More loosely, a crisis is a testing time for an emergency"

As a simple concept, crises significant the unexpected incidence of a complicated circumstance totally unpredictable with expected events. This entails individuals and organizations to intervene rapidly and make decisions to renovate stability.

Crises may reason people worsen their ability to find suitable solutions.

Crises management should be taken as an important issue, the management team should be responsible for the following movements:
1) Check the essential values and gather information of pros and cons
2) Set goals, we cannot predict the type of crises we may face
3) We should start with the most important consequences
4) Setting strategic plans
5) Select the appropriate staff to handle a crisis

Management Crisis Section
"It can be defined as a department responsible for finding appropriate solutions to all crises to which facilities are exposed, and besides that it is always ready, and has a superior ability to predict crises before they occur in a way that protects the institution from many losses, and in another definition it is defined as a set of activities that are implemented when a certain situation affects the stability of the facility or institution and harms its interest".
(Hajar, 26 March 2017, 9 - 18)

Others define it as one of the administrative methods on which organizations and institutions count on In order to completely organize and take the necessary decisions to address crises. Success in crisis management depends on a characteristic set of stages and necessities, including effective planning, and the presence of a trained team that can expect the crisis, and this is what pushes them to quickly get involved to study all reasons leading to this, and try to reach effective and operative solutions, and base on modern technological means and tools that can contribute to easy communication between management and employees, so that everyone is aware of developments, also for the easy stream of information between them.

Presuming organizational behavior within public institutions during crises in the Arab Sector in Israel as a key that allows improving institutional processes requires an in - depth study of its conceptualization, factors and methodologies provided by the different sciences of human behavior. Similarly, it is necessary to know, investigate and interpret the reasons why individuals behave in a certain way within the organization during a crisis and how this behavior affects institutional process.

"The fact that a principal has management of the conflicts that occur at the organizational level will allow him to make assertive decisions that will increase the level of job satisfaction, the necessary motivation in each of his employees from the coverage of their needs and the orientation in the model of the organization behavior required by the organization".
(David & Newstrom, 1991, p.296)

Despite all these definitions mentioned previously, it can be said that dealing with crises is not a new phenomenon, but what is most important is how to deal with the crises, within and outside the public institutions in scientific and professional methods, that could lead us to radical solutions to emergency crises. The topic of propagating a positive spirit is of a great significance in our life today due to the crises, problems and dilemmas, we live through today at the level of individuals and the society as a whole.

Causes of crises
There are many factors that cause the crisis and can be limited to a large extent, and in general it can be said that the crisis is the result of the lack of interdependence between the organization and its internal and external environment.

Some of these reasons can be resumed as follow:
1) Socio - economic reasons
2) Complexity of public administration organization (various institutions)
3) Lack of clarity of the public organization's objectives and weak decision - making system.
4) Feeble relations between employees and their leaders within the public institutions
5) Lack of competent public servants' training programs
6) Reasons related to information and loss of stored information, value about suppliers
7) Human resources reasons, such as accidents and struggle in the workplace…
8) Political reasons and natural causes

Factors affecting the success of crisis management process
Researchers have agreed that crisis management needs the following factors in order to succeed:
1) Establishing a comprehensive and integrated base of information and data on all activities of the Organization.
2) Provide an initial, efficient and accurate system for observing the risk.
3) Permanent disposition to face crises through capacity development and mobilization of resources available to the Organization.
4) The existence of efficient and effective communication systems is required

Crisis Management Strategies:
Despite the variety of categories and methods of crises, the purpose of challenging them is to decrease the severity of their influence by reviewing their causes and factors. Crisis

management leaders need select the correct strategy to face the possible risk that the crisis may cause.

The higher the dormant danger, the more the crisis strategy has to try to put up the victims affected by the crisis (265 - 2006: 255).

Crisis strategies would also moderate good status damage by highlighting that the organization is taking the needed and correct movements to act with it, so that the organization's reputation matches the expectations of the public.

Ethical issues and challenges in public administration

Events should guarantee public institutions mangers to be responsible and accountable for their actions to management and the public to ensure that they comply with regulations and ethical principles.

Tools designed with sufficient controls should ensure those public servants are accountable for their actions.

Improvement in ethics training of civil servants and leaders in public service would reduce on unethical conduct in the public sector.

Organizational behavior during the COVID - 19 Crisis

Since the start of COVID – 19 crisis at the beginning of 2020, organizational behavior researchers have started to examine several habits in which the crisis has impacted organizations, including public administrations, considered existing findings on managing during the COVID – 19 crisis across six aspects of organizational if that reflect the focus of existing research during the COVID - 19 crisis: Employee emotions, attitudes, behaviors, employees well - being outcomes, team related outcomes, and career - related outcomes in the context of pandemic crisis.

Researchers also have started to explore the factors that have influenced the organizational and employees work during the Pandemic crisis, including their in - role performance, extra role behaviors, and health related behaviors.

Pros and cons of the pandemic on the Arab sector in Israel

Certainly there are more negative than positive consequences of the Corona virus on the Arab sector in Israel, more important is the Arab sector's reaction to the repercussions of the Corona virus, on one hand economic and social situation, and on the other hand, the psychological weight and their effect on the collective behavior and livelihood.

Positive consequences

Despite the negative consequences of Covid - 19' known to everyone, we can say, that there are some positive aspect of the Corona pandemic:
There has been a significant drop in pollution levels
Changes in daily behavior by adopting different healthy habits
Corona has brought families and communities being closer together
Got used on line and network in business and commercial operations

The Israeli - Palestinian war as a current crisis

When the sudden crisis happened in Israel the Government created a "Mini Crises Committee" to manage all issues that affect the Israeli society as whole. This MCC has important powers to address all developments and seek solutions to the urgent crisis. The Arab sector in Israel as a minority community (20% of the population), do not have autonomy to make decisions by itself, especially those may affect the Arab sector, so we collaborate, both Jews and Arabs in finding solutions to the crisis which affect the society in general.

All public institutions, included the Arab sector, suffer from the consequences of the crisis.
Jewish and Arab behavior in general are concerned with the following issues:
Cooperative behavior in several areas, such as:
1) Cooperation between various local and state organizations in all sectors and departments.
2) Paying attention to collective and individual behavior and studying it within the organization's environment.
3) Starting with the most important actions and setting goals for future crises.
4) Selecting appropriate staff to handle the crisis
5) Learn from previous experiences and draw conclusions.

Consequences of the current crisis in Israel

From an article in the Israeli newspaper Maariv dated October 2023, stated that there are differences between Israeli institutions regarding the management of the current crisis.

Internal and external political crisis: there is difference of points of view in handling the crisis, especially between the Prime Minister and the Minister of Defense.

Closing /abandon of some small and big companies, as a result of the war
Decrease in the value of the shekel against foreign currencies.
Social crisis: Division of the Israeli society
The Israeli - Palestinian conflict, (the current war)
Unemployment increase and deteriorating living situation
According to Haaretz newspaper dated October 2023, the democracy is put to the test during the crisis of war.

Conclusion

The purpose of our introduction to the special issue was to provide an overview of the research on crisis within the organizational and vocational behavior field, introduce the 10 articles that make up this special issue, and highlight what we believe are some of the most pressing organizational and vocational behavior issues that need to be addressed through crisis research.

2. Recommendations and Conclusion

Public Institutions in the Arab sector in Israel should use many strategies, particularly when crises occur, by applying an organized plan to manage the crisis with some adjustments to it according to each crisis in collaboration with the public administration and all its institutions.

Therefore, success in dealing with the crisis is largely linked to the new inclination to confront crisis in there - crisis phase. What was well - prepared for the crisis, when the Institutions face a problem dealing with crises become easier and have less impact.

As mentioned before in the introduction, numerous organizations and institutions, public and private are exposed in light of the developments, and consecutive challenges crises, consequently it is necessary creating a special crisis management whose principal mission is to avoid crises, and deal with them with attention and knowledge.

Crises, in general, are considered to happen suddenly, rapidly and by surprise, public and private institutions can only reply to achieve them through a clear vision and complete strategy.

Public institutions in the Arab sector in Israel are, not only restricted to the corrective, and achieve media process of crises, but also extent the preventive function, avoiding them from going on again.

It is required to creating a Crises Management Section within the public administration, which should make use of all competences and resources in order to achieve its goals. Its functions could clearly be defined, and it should be provided with broad powers. This Section should consist of a staff with high knowledge and various specializations such as: economic, social, health, educational and political, etc. The crises Management can be formed within the public institution or from outside, its principal mission can be described as follow:

1) Act quickly and accurately before and during a crisis, to reduce as much as possible its negative consequences and thus enable this Crisis Management Section to deal professionally, effectively and efficiency with crisis situations.
2) This Section should contain fluid communications with all departments within Public administration and should be provided with the available information
3) Objectively review previous crises and learn from errors that caused similar crises, and avoid the major damage that they may have caused
4) Making all necessary decisions and identifying strengths and weaknesses, if these factors are available to the Crisis Committee, it can provide solutions at appropriate time and place, thus saving time to search for inappropriate solutions and avoiding crises to occur in the future.

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