HRM Management Approaches, With a Focus on Employee Centric Approach: A Case Study In The Rafidain Bank In Iraq[1]

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ABSTRACT

This research attempts to shed light on a topic that is considered one of the most important topics of HRMs management, which is the Employee centric approach by examining its philosophy and understanding.

To achieve the goal, the research relied on the philosophical analytical method, which is one of the approaches used in theoretical studies.

The research reached a set of conclusions, the most important of which are the theoretical studies that addressed this entry in the English language and the lack of it in the Arabic language, according to the researcher's knowledge. The research reached a set of recommendations, the most important of which was that this approach needs more research, analysis and study at the practical and theoretical level.

Keywords: *HRM management approaches; Employee centric approach; HRM management*

THE FIRST TOPIC: RESEARCH METHODOLOGY

First: The Research Problem

The research problem revolves around finding out the extent to which theoretical and practical studies are available on the approach to HRM management centered on workers. HRM management approaches, with a focus on Employee centric approach a case study in the Rafidain Bank in Iraq.

Second: Research Objectives

1 - Standing on the most important aspects of HRMs management entrances.
2 - Standing on the philosophy of the entrance to HRM management centered on workers.

Third: The Importance of Research

The importance of the research is evident through the following:

1 - The importance of the approaches that the research deals with, being one of the important indicators that enhance the philosophy of HRMs management, in particular.
2- The scarcity of studies that dealt with this subject - as far as the researcher knows - which made a group of this entry a field for it.

Fourth: Research Methodology

The research relied on the analytical theoretical approach, which means describing and defining the phenomenon and justifying the circumstances and practices or evaluation and comparison (Qandilji, 2012: 121)

Fifth: The Method of Collecting Data and Information

Reliance has been made on what is available in the libraries of Iraqi universities as well as the Internet from sources on the subject.

THE THEORETICAL FRAMEWORK OF THE STUDY

Introduction:

HRM management has been characterized by intellectual transformation in response to environmental, competitive, governmental and global pressures, being of a changing nature. To find superior management and this requires a lot of effort to reach those levels and achieve the competitive advantage represented by the HRM. We will address the most important issues related to the dynamism and nature of HRMs and their rapid development, which are the approaches to HRMs management, with a focus on the entrance to HRMs management centered on workers. The most important modern approved models, as shown in the following paragraphs:

First: HRMs Management Entrances

There are many entrances to HRMs management, the most important of which are the following:

-The solid approach to HRMs management: confirms that people are important resources through organizations achieving competitive advantage, which is defined as a set of rare characteristics that an organization enjoys over other organizations, resulting from its ability to manage its HRMs and core capabilities with high efficiency (Al-Zubaidi & Abbas, 2014, 131)

The soft approach in HRM management that emphasizes the need to win commitment "hearts and minds" of employees through participation, communication and other methods to develop high trust and commitment in the organization. (Bambir, et.al, 2011, 30)

Second: The Entrance to HRM Management Centered on Workers

The final approach is the "personnel-centered approach." This perspective can be defined as more pluralistic in seeking to manage the mediation of disparate. It recognizes the mass and personal practices of managing people (Boxall and Purcell, 2011).It criticizes HRM leadership's standard cause-and-effect claims to improve organizational efficiency (Boxall, 2013; Marchington, 2015; Purcell, 1999).

A key feature of an "employee-centered approach" is how employees experience their jobs and interact with management policies and procedures. Neither employees nor supervisors should be passive recipients but active agents, integrated into a system that balances conflicting interests and goals. Thus, HRM involves a two-way process between management and employees (Boxall and Macky, 2014). In essence, this is again a broad discussion of the importance of definitions, including managerial power and authority, union and non-union representation, and related influences such as managerial, community and institutional ideology.

There is a concept, which is the organization based on workers, and it differs from the entrance to HRM management centered on workers.

The concept of a people-centered organization is a people-centered organization that understands that people are the organization's most important customer in the hierarchy of importance.

Company leaders may need to hire a diverse workforce with different attributes than traditional experienced individuals. Fairness in the distribution of income, fostering a culture of innovation based on learning and experimentation, and fostering healthy relationships among employees are some of the factors in creating a people-centered organization. Involving employees in the community has been proven to increase engagement, which in turn reduces employee turnover.

Clear messaging and an understanding of an organization's direction can be an important factor in employee retention. Combining all of these factors, including being able to give employees time to play, is key to creating an employee-centric organization where employees are happy and less stressed, reducing attrition to negligible levels.

In addition to the large number of entries, there are a large number of theories that are concerned with the HRM and according to what is appropriate with the nature of the organization's activity, size, and organizational culture, as well as other matters that must be taken into account when working, and according to (Sharma, 2019: 1) There are many theories based on HRMs Including: competitive theory, institutional theory, agency theory, human capital theory, organization cycle theory, role behavior theory, organizational learning, change theory (Williams & Acheampong, 2016, 38).

Focusing on people: HRM is people-centered and connected with all types of organizations. It takes care of all categories of employees in the organization. The broad classification of workers in the industrial establishment can be as follows: (JOANNA O'RIORDAN, 2017:7)

a) Blue-collar workers (i.e. workers who operate machinery and are involved in loading, unloading, etc.)

b) White-collar workers (i.e., clerical staff) administrative and non-management employees.

c) Professionals (eg chartered accountant, company secretary, lawyer, etc.) and non-professional employees.

Based on human relations view: Managers should give adequate attention to these factors. They require human relations skills to deal with people at work. Human relations skills are also required in the training, performance appraisal, transfer and promotion of subordinates, motivating employees and employers to proactively adapt to a wide range of technological and social changes through specialized training geared towards the development of individuals and organizations. More specifically, the objective of HRMs training and development is the "integral development of mind, skills and body". There is no objection to it being indoors or outdoors. As sending employees for global skills training annually and training in private and government organizations around the world. (West, 2015, 1).

-And I see the researcher that this entrance corresponds to the characteristic of organizational flexibility for HRMs management, which reflects the capabilities and experiences gained in a unique and rare way, depending on a specific path and affiliated with the organization with the need to interact with the internal and external environment and the labor market.

Building on this, Boxall and Purcell (2016) define HRM management as the process by which management structures the workforce and seeks to create the human performance desired by the organization.

Third: the voice of the employee within the framework of the entrance to HRM management centered on employees

The HRMs portal centered on workers referred to the employee voice, and it consists of a frame shown as follows:

The employee voice is defined as the ability to express private and public understandings between managers and employees (Nechanska, et.al, 2020,2)

Fourth: The HRMs Model Closest to the Entrance to HRM Management Centered on Workers

The AMO model or what is called the best practice (universal or best practice): It is one of the modern models that focuses on the adoption by managers of a global set of effective HRM applications, and this approach is the only optimal way to manage HRMs, as it describes it as a process of transforming traditional practices of HRMs To a specific set of correct policies and procedures, and confirmed the existence of strong evidence that there is a set of HRMs practices that positively impact organizational performance. And that this effect occurs regardless of the strategy or environment of the business organization, and suggested seven HRMs practices: a high level of assurance for workers, selective hiring, focus on work teams, high wage levels, intensive training, high levels of information sharing, and minimizing state Competition between employees. Supporters of the "best practices" axis suggest that organizations should improve their performance, through best practices in HRM management, regardless of the environment. And that there are global practices for HRM management, while he believes that the impact of HRM management practices depends on the internal and external environment.

Both concepts are correct, and both argue that basic principles such as employee development, employee engagement, and high rewards are universally successful. But the actual design of HRM management practice depends on the environments, the organizational, the internal environment, for example the nature of the production line system, may lead to reservations for the successful design of some HRM management practices, from work teams and pay according to performance. As well as the external environment such as legislation and the influences of trade unions, especially in industrialized countries, may have a direct impact on the optimal design of HRM management.

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Therefore, the debate about global best practices versus harmonized best practices actually represents two sides of the same coin, and they have a relationship in discovering the relationship between HRM management and performance, and the study in the United Kingdom, which has become a model that combines these components, as this model refers to the following components: AMO Known for: Ability, Motivation, and Opportunities for Participation. Opportunity to participate. (Beije et al, 2019, 3)
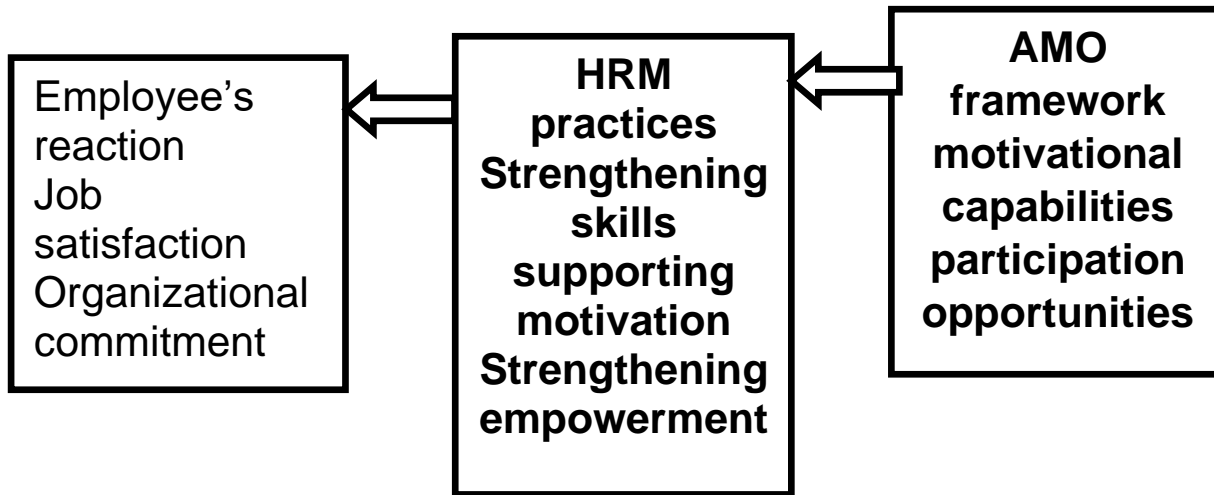
Figure-1- AMO model in HRM management   **Savanevičienė, A., & Stankevičiūtė, Ž. (2011).**
HRM (16), 921-928.

Sixth: The Entrance to HRM Management Centered on Workers and Creativity mMnagement in the Organization

The innovation management models in the organization identify and integrate the people-centered factors, which are the determinants of innovation adoption at the individual level. The basic idea behind the people-centered approach is that the employee has specific individual characteristics that influence the decision to adopt his or her innovation. Individual characteristics that play a major role are personality, attitude and innovation. (Kundu & Roy 2010: 8)

Seventh: Transformational Leadership and the Entrance to HRM Management Centered on Workers

Research has shown strong positive relationships between transformational leadership and employee attitudes and behaviors. The vast majority of the literature has been focused on individuals who are already in leadership roles. In this article, we adopt an employee-centered perspective and focus on the behaviors of professionals with informal leadership roles. Specifically, we apply evolutionary theory as a theoretical lens to suggest that those who perform organizational citizenship behaviors (OCBs) will be seen as leaders in transformation. We posit connections between the four types of OCBs and the four dimensions of transformational leadership. (Marinova et al, 2015, 2)

Eighth: Using the HRM Management Approach Centered on Workers to Achieve a More Effective Organizational Change

This organizational change strategy that engages, engages, and motivates people helps drive organizational engagement and increases productivity, profitability, performance, efficiency, effectiveness, loyalty, accountability, and ownership. The culture and atmosphere of the staff has improved. Employee suggestions generated during the interaction lead to improvements in:

1. Departmental performance to achieve capacity utilization.
2. Reduction of production cost.
3. Improve technical and economic standards
4 . Innovative modifications in operating and maintenance systems
5 . Anticipate surprises.
6 . Promote good work practices and take on more responsibilities
7 . Waste control
8. Save energy

9. Improve product quality
10. Technology discipline
11. Better customer service
12. Improve safety and security measure
13. Enhance efficiency

It can be concluded that employees go above and beyond their duties and work for the profitability, survival, progress and development of the organization by motivating, participating in decision-making, feeling valued and cared for, which in turn helps create added value for customers and investors. It then leads to the revival of the organization. (Sharma and Sahu, 2013: 12.)

In the same context, there is a study that found that the brand structure based on an employee-centric approach to directing brand strategies with the intensification of competition for the best employees, may help understanding how to evaluate the characteristics of the employer's brand in the eyes of different sectors of employees. (Ronda et.al., 2018,9)

Ninth: A Case Study on the Use of HRM Management Approaches

The application of the Harvard and Michigan model in all British Airways and Southwest Airlines

He applied the Harvard human resource management model to Southwest Airlines, emphasizing employee motivation and developing a sound organizational culture based on trust and teamwork.

So that these lines considered that its employees are its assets and not its costs. Therefore, I focused on spending time and money on training and development to invest in the company's human capital so that it could obtain long-term benefits by investing in workers. The company has applied the Harvard model of HRMs management, where employees are considered Organization's most important asset. It provides employees with a wealth of information to help them understand the organization's structure, mission, customers, and competitors. Since the company does not treat employees and all other resources equally, but rather on the basis of performance. The company has always made changes and improvements although it also operates successfully by relying on the company's human capital. Being the basic and essential element of the Harvard model.

METHODOLOGY AND KEY FINDINGS:

This research presents and analyzes the results of the research paper mainly from the checklist. The checklist is the main tool for analyzing data collected from the Rafidain Bank in Iraq.

Table (1) shows the main results of the checklist analyses.

N		Frequency	Weight	Result	Mean	Ratio of Matching	Gap Size
1	HRM approach is based on the employees	0	7	0	3.4	53%	50%

Table (1) the main results of measuring the extent to which the HRMs management approach is based on the employees of the Rafidain Bank in Iraq

The entrance to HRMs management based on employees: In Table No. (1) we see that the entrance to HRMs management based on employees in the bank under study amounted to (3.4) with an average weight of (7) with a gap size of (50) percent. This slightly indicates that there is not enough adoption and consideration in the company under consideration.

The results of the checklist analysis indicated the following:

The results of the statistical analysis indicate that the bank's interest in employees is insufficient, and the HRMs management approach is based on employees.

DISCUSSION AND RECOMMENDATIONS

The volume of critical work on HRM is not large. However, there are a number of critical texts that examine assumptions in mainstream HRM, problematic claims about the relationship between HRM and performance, and ideological critiques pointing to the discrepancy between rhetoric and reality, as well as action. On the formation of

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self-configuration in HRM management. It also expresses a technical and material view of the world where the strategy and design of HRM management in itself achieves high performance according to the approach of HRM management centered on workers. The human aspects of HRM are marginalized: the interests, politics, interpretations, relationships, experiences, and actions of people. The critical work on HRM is to focus on the problematic features of HRM that are prevalent and then function as a response to these. It shares with much of the mainstream business the tendency to black box HRM management.

HRM argues that there is no strong association between HRM and performance or a strong effect of HRM on performance according to the worker-centred resource approach, so the overall picture becomes somewhat confusing - is HRM powerless or too strong? Of course, it can lead to no visible performance effects and efficiently shapes the subjects. Or it can have strong performance effects but doesn't really affect individuals more than defining them based on their capabilities and improving them in a technical and intellectual sense. But these two effects (and perhaps more) can combine to either produce strong effects on outcomes and subjects or be unproductive and essentially provide a structure for performance according to this approach and have limited impact on individuals. Critical work also needs to embrace a more "positive" research agenda. , less closely related to HRM management literature. The study of HRM management in terms of social practices and the meanings associated with them provides a richer picture of what is happening in addition to unpacking HRM management. The latter often suggests that there is a discrepancy between formal system (dedicated resources) and actual organizational practices, but the meanings and experiences involved may also point to another difference and turn into complexity. Deficiencies in managing HRMs to work as planned. In-depth studies show how HRM management can influence the construction processes, identities, and meanings in organizations and individuals according to this approach, including energy influences such as self-discipline and opinions mediated by HRM management.

The potential consequences of HRM on performance based on this approach may be more in the region HRM culture for the prominence of HRM practices (and talk about promoting them) that legitimize hierarchy and differentiation, create compliance and increase job motivation - a key potential aspect obscured by conceptualization Technocracy for HRM management.

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