

Modern methods in human resources management and impact on employee performance

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Abstract: The importance of impact of human resources management (Transformational Change-TC, Incremental Change-IC, Expertise-EX) on the dimensions of employee performance (Procedural-PR, Distributive-DI). Here is the necessity of using the system of joint cooperation between employees by identifying the gaps in the delay in developing services for employees of the Central Bank of Iraq. The questionnaire number was 95, 88 were obtained by quantitative distribution and 7 were invalid by using the SPSS statistical program. The number of hypotheses was 6 and all were positive. The researcher was able to achieve the required results and the hypotheses were positive and supportive of developing the performance that everyone calls for achieving. The researcher also focused on continuous follow-up of organizations by following the latest methods in their work.

Keywords: human resources, Employee performance, Management, Continuous treading

1. Introduction

The necessity of knowing the efforts made by the researcher in this study by establishing (Yong et al., 2020: Yong et al., 2020). The correct practice of programs and plans prepared to draw up a clear policy (Kadhim & Jassmy, 2024). The researcher was able to identify the problem facing employees in their institutions (Yusoff et al., 2020). Therefore, he prepared a detailed study on this by finding alternative and appropriate solutions for them (Kadhim & Habeeb, (2024). Consequently, raising their standard of living and providing the desires they aspire to (Nguyen et al., 2020). After the researcher was able to identify the problem and collect the necessary data, he took the initiative and presented it to the organizations and convinced the senior leaders in the companies of the importance of this study through the necessary and essential persuasion in it and comparison with the performance of other organizations and benefit from the mistakes facing the rest of the institutions to confront difficulties (Deighton & Bell, 2017). Difficulties must be identified before starting work in order to solve them by identifying the problems and finding appropriate ways to solve them at the lowest possible financial cost and without using expensive methods (Ogbonnaya & Messersmith, 2019). Meeting the needs of employees is essential through the results that the researcher aspires to in his study (Bourgeault et al., 2021). Therefore, working in a team spirit among employees is essential, with constant attention to any change in performance and working accordingly (Chams & García-Blandón, 2019). The data collected is the basis and study of many sources (Aburumman et al., 2020). The

researcher confirmed that the employees working in the Central Bank of Iraq suffer from many problems in providing their living requirements and the necessity of solving these difficulties (Gomes, 2020). Providing modern methods for organizations to develop their performance is an urgent need and essential for continuous improvement of companies (Pham et al., 2020). Therefore, it is necessary to employees of the Central Bank of Iraq and analyze it after sorting it to obtain valid forms (Beji et al., 2021). Five questions were included in each questionnaire, and the Likert 7 method was used. The questionnaires distributed to the employees were answered, and through them the extent of the employees' interaction in answering the questions in the questionnaire was determined (Anwar et al., 2020). All the questions called for the need for appropriate solutions to solve the problems facing the employees (Boon et al., 2019). Therefore, implementing human resources dimensions and emphasizing that they have an impact on employee dimensions are essential matters that must be met (Davidescu et al., 2020).

2. Literature review

Literature review that have focused on the dimensions of human resources, as they are the basis for developing the performance of organizations and also work on improvement on an ongoing basis. Alhamad et al., (2022) he focused his study on the role of human resources and their ability to manage companies for the better. The researcher Collins, (2021) constantly encourages the use of modern programs to expand and develop the efficiency of employees (Gilal et al., 2019). Addressing the obstacles facing institutions is necessary to avoid companies from making serious mistakes (Peccei & Van De Voorde, 2019). Also, entering into the competitive factor encourages organizations to work as one team, cooperating with each other and presenting the best strategic plans. Dirani et al., (2020) emphasizes best modern methods to avoid the mistakes made by the institution (Sabuhari et al., 2020). There are many risks and failure are possible at any time, so the correct human resources management that has high performance is the healer and the one who confronts difficulties and supports in providing the highest services. The study Werdhiastutie et al., (2020)) is also the main link that encourages workers to undergo continuous training to keep pace with the development taking place. He also presented Kim et al., (2019) evaluating the performance workers in their work and identifying the difficulties they face (Nisar et al., 2021).

3. Dimensions human resource

The cornerstone of any organization's success and is a comprehensive process (Dall'Ora et al., 2020). This process includes strategic planning, talent acquisition, and building an organization culture that suits team members (Vrontis et al., 2022). The dimensions of human resources that the researcher adopted and emphasized as essential consist of:

3.1 Transformational Change

Organizations are rushing to adopt more advanced methods to overcome any problem they face, and are looking for the simplest and best methods that are characterized by

a high level. (Druker, 2003). Companies prefer changes that serve them in order to provide what employees need and deal with how to avoid difficulties. (Yong et al., 2019). Companies are always looking for everything that provides them with assistance to avoid the dangers they are going through, and companies play a basic role in knowing the powers that other institutions have. (Hamouche, 2021). Despite taking a long time, the researcher was able to achieve a major change through the excellent results he had. (Armstrong, 2010).

3.2 Incremental Change

The current research aimed to identify the most important ways to face the challenges of organizational change management in organizations and its role in developing employee performance (Armstrong, 2010). The descriptive approach was used to suit the nature of the research, and a set of requirements were presented to face the challenges and obstacles of organizational change management in companies, the most important of which are: reconsidering the vision and mission of institutions in a manner that is compatible with the challenges and demands of the era so that change is gradually achieved in organizations with technological development, and changing the structure of companies so that they can face the strong impact of changes and challenges of the era, and advance planning by management to manage organizational change, and analyzing factors, determining its speed and the time required for it to determine the strategic options for its management, and management's knowledge of the motives for managing organizational change, its challenges and ways to confront it, and developing the skills of creativity and innovation among administrative leaders of human resources and change to carry out the process of managing organizational change efficiently and with quality (Margherita, 2022).

3.3 Expertise

Human resources new specializations (Chiappetta Jabbour et al., 2019). Raising their capabilities and skills to achieve benefit for the institution, and from this the need to develop human resources first hand to keep pace with the latest developments in the labor market emerged (Kadhim & Atiyah, 2024; Kadhim & Mahmoud, 2024). Recently, it has become indispensable to employ specialized cadres in human resources management, especially in large companies, commercial entities, factories, profit-making institutions and others, in order to avoid the occurrence of difficult problems in the work that hinder its continuity, or a stop in the production line or the like, and in this specialization we can find a number of graduated jobs according to the acquired experiences, skills, scientific abilities and academic qualifications (Malik & Garg, 2020; Malik & Garg, 2020). Perhaps this is one of the most important reasons for the success of institutions and their need for qualified elements with efficiency human resources are one of the most important factors that factories, institutions and companies rely on to achieve an economic and profitable shift within a practicing (Margherita, 2022). Studying motivating student in order, which match great market (Chiappetta Jabbour et al., 2019).

4. Dimensions employee performance

Quality of work results achieved through the employee's performance of specific duties and responsibilities. The dimensions of employee performance are very important in developing employee experience and achieving good performance, as they consist of:

4.1 Procedural

Malik & Garg, (2020) The performance of institutions requires continuous monitoring to identify potential errors and avoid them. Therefore, each institution relies on a clear and drawn-up plan to achieve the best results it aspires to companies always rely on following the most advanced methods, because it is very likely that they will be exposed to pitfalls that may make them stagnant and unstable, distancing them from competition and making them an organization outside the scope of performance and unable to help employees. (Amrutha & Geetha, 2020).

4.2 Distributive

Every organization has a mission Stahl et al.,(2019) work is tasks and functions from the top of the organizational pyramid, and passes through recognized administrative levels (Ghani & Obeidat, 2020). The first administrative level in the organizational structure includes primary administrative tasks and functions; such as purchasing management, warehouse (Irfan Ullah Khan et al., 2020). The second administrative level of the organizational structure includes tasks and functions emanating from the main functions and tasks (Malik et al., 2020). The sum of these functions and sub-tasks forms administrative units called (middle management), whose tasks and functions are divided into smaller sub-tasks and functions, to form (executive management) or direct management, which represents the third administrative level in the organizational structure of the organization (Yong et al., 2020). By reviewing the organizational structure of the organization, we find that the organization's work represents a comprehensive and coordinated system, which includes main and sub-tasks and tasks that integrate with each other in order to achieve the organization's mission, goals, and current and future. Here, the organization's mission emerges, as human resources management must design for each job or function within the organization - regardless of whether it is primary or secondary - the appropriate role that it must perform within the organization's work system, which is done through the human resources assigned to perform this job or function, with complete effectiveness, and on studied scientific foundations, and modern and advanced practical methods, so that these human resources can perform their work with high efficiency, and then this affects the overall performance as a whole with positivity, effectiveness and progress (Alshurideh et al., 2022). The process of designing "business and job structure" is primarily the responsibility of all the organization's departments, at the heart of which is (human resources management), and the participation of human is one of its most important tasks, indeed the core of its work (Mousa & Othman, 2020).

5. Research hypotheses

The researcher has hypotheses (6) that focus human resources dimensions on employee dimensions. The results of these hypotheses will be extracted by the researcher after collecting complete information about them, which are: See Figure 1.

- H1: Relationship between Transformational Change (TC) and Procedural (PR).
- H2: Relationship between Transformational Change (TC) and Distributive (DI).
- H3: Relationship between Incremental Change (IC) and Procedural (PR).
- H4: Relationship Incremental Change (IC) and Distributive (DI).
- H5: Relationship between Expertise (EX) and Procedural (PR).
- H6: Relationship between Expertise (EX) and Distributive (DI).

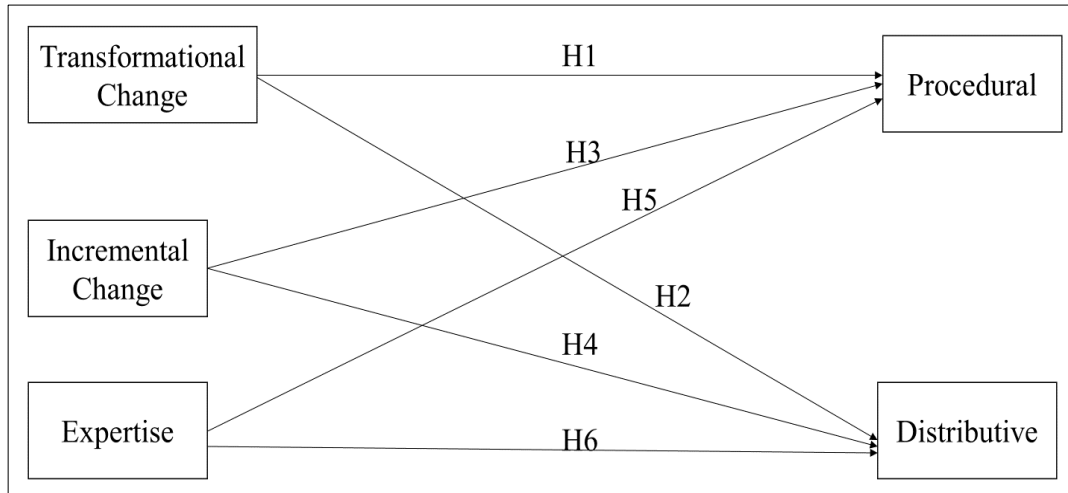


Figure 1: Study framework

6. Research methodology

arefully prepared to reach good solutions to confront the problems and difficulties that workers encounter. In analyzing the results to reach the correct data and information, the SPSS program and the Likert 7 scale were used to answer the questions directed to employees working in the Central Bank of Iraq (Albadry et al., 2020).

7. Analysis results

The information obtained is positive and supportive and helps organizations to develop. The number of hypotheses was 6 and the largest value was 0.912. As in Table 1 (Ahmad et al., 2020).

Table 1: Results reliability

No.	Cronbach’s Alpha	Mean	Std. Devensian
TC	0.883	4.947	1.200
IC	0.912	5.147	1.214

EX	0.797	5.077	1.074
PR	0.863	4.856	1.172
DI	0.852	5.145	1.131

The researcher continued his continuous efforts to prove the positivity of the six hypotheses. As in Table 2 (Kadhim & Ahmad 2019).

Table 2: Rank and level

Items	Cronbach's Alpha	Rank	Level
TC	0.883	2	Moderate
IC	0.912	1	Moderate
EX	0.797	5	Moderate
PR	0.863	3	Moderate
DI	0.852	4	Moderate

The four hypotheses are positive and supportive through the results obtained by the researcher, and the regression factor was also extracted. As in Table 3 (Kadhim & Ahmad, 2021).

Table 3: Regression to variable

No.	Sum.	Number	Mean	result	Sig.
Regression	86.375	4	21.594	45.927	.000
Residual	39.025	83	.470		
Total	125.400	87			

Among the results obtained by the researcher to support the supporting hypotheses are also shown in Table 4 (Kadhim & Ahmad, 2022: Kadhim & Hani, 2024).

Table 4: hypothesis results

Items	Relationship	p-value	Result
H1	TC → PR	0.806	Accepted
H2	TC → DI	0.843	Accepted
H3	IC → PR	0.761	Accepted
H4	IC → DI	0.901	Accepted
H5	EX → PR	0.806	Accepted
H6	EX → DI	0.851	Accepted

8. Conclusion

1. The researcher stressed that human resources and employee performance, which is why companies must benefit from this study.
2. Six basic hypotheses were confirmed, confirming the impact of human resources dimensions to employee dimensions in developing them to achieve benefit.
3. Through previous studies, the researcher confirmed the necessity of following up on the work of human resources and maintaining them continuously as a comparison between other institutions.
4. Creating a spirit of competition between organizations to fulfill employees' desires, provide them with what they need, and fill the gaps in everything they ask for.
5. Continuous training for the institutions' cadres to gain the experience that workers need and to confront the problems they face.
6. Organizations adopt and benefit from the researcher's study through the results obtained, which encourage employees and senior management to apply it.

9. Recommendations

1. Using human resources dimensions in the work of organizations to develop their performance and increase their productivity compared to other institutions.
2. Advertisements and promotions for companies' production help attract customers and encourage them to grow their performance and achieve positive results.
3. Development and diversity in performance gives importance forward in determining the knowledge of the importance of human resources dimensions.
4. Diversity in performance gives importance forward in determining the importance of employee performance dimensions.
5. Modern technology, emphasis on its use, and focus on permanent change in plans to serve institutions.

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