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## ORIGINAL ARTICLE

### Designing a Model of Personalized Human Resource Management, Case Study: Bakhtar Group Company

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## EXTENDED A B S T R A C T

### Introduction

Human resource management has traditionally relied on standardized policies and uniform practices designed to be applied similarly to all employees. Although standardization can contribute to administrative consistency and procedural control, it may not adequately address differences in employees' competencies, experiences, motivations, career aspirations, learning needs, and work-related preferences. Contemporary organizations therefore require HR systems that can recognize individual differences while maintaining alignment with organizational priorities and strategic objectives.

Human resource management personalization refers to the systematic adaptation of HR practices, decisions, and interventions to the characteristics and needs of individual employees. This approach may include personalized training and development, individualized career planning, employee-specific performance management, flexible work arrangements, differentiated reward practices, and data-informed decisions concerning job assignment and professional development. However, personalization should not be interpreted as arbitrary or preferential treatment. Its effectiveness depends on the availability of reliable employee-related information, transparent decision-making, organizational flexibility, and a clear connection between individual needs and organizational goals.

The importance of HR personalization is particularly evident in large industrial and holding-company structures. Such organizations typically include diverse business units, occupational groups, managerial levels, and professional roles. Consequently, employees may differ considerably in their competencies, career paths, developmental needs, work conditions, and expectations. Uniform HR policies may not respond adequately to these differences. At the same time, excessive individualization without strategic coordination may create inconsistency, perceived unfairness, and a lack of coherence in HR decisions.

Bakhtar Group, operating in the petrochemical and industrial context, requires a human resource management system that can respond to the diversity of its workforce while supporting organizational effectiveness and adaptability. Developing an appropriate personalization model can help the organization improve its HR infrastructure, strengthen the capabilities of managers and employees, and create a closer fit between employee needs and organizational requirements.

Accordingly, this study aimed to identify the dimensions of human resource management personalization and develop a context-sensitive model for Bakhtar Group. The study addressed two questions: First, what are the dimensions of personalized human resource management in Bakhtar Group? Second, how can a human resource management personalization model be developed based on the identified dimensions?

### Methodology

The study was developmental in purpose and qualitative in approach. It was conducted to identify the dimensions of HR personalization and develop a model appropriate to the organizational context of Bakhtar Group. Data were collected through in-depth semi-structured interviews with senior managers, managers, and senior human resource experts associated with Bakhtar Group.

Participants were selected through purposive sampling. The selection criteria included having at

least five years of managerial experience in the field of human resource management, direct involvement in the design or implementation of HR policies such as compensation, career development, and specialized training, familiarity with contemporary HR concepts, and willingness to participate in the study. These criteria were used to ensure that the interviewees possessed practical knowledge and relevant experience concerning HR processes and personalization-related practices.

The data collection process included 15 in-depth semi-structured interviews. Each interview lasted approximately 60 to 90 minutes. Sampling continued until theoretical saturation was reached at the fifteenth interview. The semi-structured format allowed the researchers to use a consistent set of guiding questions while also exploring participants' experiences, interpretations, and suggestions concerning personalized HRM in greater depth.

The interview data were analyzed using thematic analysis. The analysis followed Braun and Clarke's six-phase framework, including familiarization with the data, generation of initial codes, searching for themes, reviewing themes, defining and naming themes, and producing the final analytical report. MAXQDA was used to organize the interview material, support the coding process, facilitate comparison among codes, and assist in the visualization of thematic relationships and networks.

The analysis was conducted inductively, allowing concepts and themes to emerge from the interview data and the organizational context. During the analytical process, the researchers reviewed the data repeatedly, identified meaningful units, assigned initial codes, compared related codes, and organized them into broader conceptual categories. The resulting themes were then reviewed in relation to the research questions and the overall purpose of the study.

Trustworthiness was addressed using procedures associated with qualitative research quality. Credibility was supported through member checking, while transferability was enhanced through a detailed description of the research context. Inter-coder reliability was assessed using Cohen's kappa, which was reported as 82 percent. The use of MAXQDA also contributed to the organization and documentation of the analytical process.

## Findings

The findings indicate that HR personalization in Bakhtar Group is a multidimensional phenomenon involving technological, human, structural, cultural, strategic, and organizational considerations. The initial analysis identified six broad areas relevant to personalization: technology and data orientation; employee-centeredness and employee experience; structural and operational flexibility; culture and trust; strategy and alignment with organizational goals; and organizational barriers and limitations.

The first area, technology and data orientation, emphasizes the importance of using employee-related information in HR decision-making. Data concerning employees' performance, competencies, career interests, and training requirements can help managers design more appropriate HR interventions. Data-driven decision-making also creates a basis for reducing purely intuitive or uniform HR decisions and improving the fit between employees and HR practices.

The second area, employee-centeredness and employee experience, highlights the need to consider employees' perceptions, expectations, professional interests, and individual circumstances. From this perspective, employees are not merely recipients of standardized HR services. They actively experience HR practices and evaluate their relevance, fairness, usefulness, and consistency with their professional needs.

The third area, structural and operational flexibility, relates to the organization's ability to adjust work arrangements and HR processes. Flexibility in scheduling and the possibility of assigning or rotating tasks according to work conditions can help the organization respond to differences among employees and changing operational requirements. Such flexibility can also support learning, job enrichment, and the more effective use of employee capabilities.

The fourth area, culture and trust, underlines the significance of an organizational environment in which employees feel that personalized decisions are transparent, fair, and based on legitimate criteria. Without trust, the implementation of personalized HR practices may be interpreted as favoritism or inconsistency. Therefore, personalization requires not only data and flexible procedures but also a supportive organizational culture.

The fifth area, strategy and alignment with organizational goals, emphasizes the need to connect individual HR interventions with organizational priorities. Personalized training, career planning, and performance objectives should contribute to the development of capabilities required by the organization. This alignment ensures that personalization remains strategically meaningful and does not become disconnected from organizational performance.

The sixth area, organizational barriers and limitations, reflects the challenges that may restrict the implementation of personalized HRM. These challenges may include insufficient data infrastructure, limited managerial capabilities, rigid procedures, lack of coordination among organizational units, and resistance to changing established HR practices.

The analysis also identified relationships among the emerging concepts. For example, flexibility in work scheduling and task assignment was associated with the broader concept of structural

agility. Similarly, linking individual goals to organizational indicators and reviewing career goals reflected the importance of individual–organization alignment. The findings were ultimately organized into a thematic model that connects employee-specific decision-making, employee-centered practices, structural flexibility, organizational culture, strategic alignment, and organizational adaptability.

### Discussion and Conclusion

The findings suggest that HR personalization in Bakhtar Group should be understood as an integrated managerial process rather than as the isolated provision of different benefits or services to individual employees. The process begins with the recognition of employee differences and the systematic use of relevant employee information. Without reliable data concerning competencies, performance, career interests, and developmental needs, personalization may become subjective and inconsistent.

The findings further indicate that data alone cannot produce personalized HRM. Organizational structures and processes must possess sufficient flexibility to transform information into practical action. Training schedules, career pathways, task assignments, and other HR practices should be adaptable within transparent organizational boundaries. This flexibility allows the organization to respond to individual needs while preserving coordination and accountability.

The alignment of individual and organizational goals is also central to the model. Personalized HRM should support employee development while contributing to organizational priorities. When individual career goals and training plans are connected to organizational indicators and capability requirements, personalization can strengthen motivation, performance, and the effective use of human capital.

Trust and organizational culture provide the social foundation for implementing the model. Employees need to understand the criteria used for personalized decisions and perceive those decisions as fair and legitimate. Managerial competence, communication, transparency, and appropriate data governance are therefore important conditions for successful implementation.

From a practical perspective, Bakhtar Group can use the proposed model to strengthen its HR and technological infrastructure, train managers and employees in personalized HR practices, develop individualized learning and career plans, improve the alignment of individual goals with organizational indicators, and introduce greater flexibility into scheduling and task allocation. The organization may also benefit from periodically reviewing HR processes and using HR analytics to support more timely and informed decisions.

In conclusion, this study provides a context-sensitive model for understanding and developing personalized human resource management in Bakhtar Group. The model demonstrates that personalization depends on the interaction of employee-centeredness, data-informed decision-making, structural flexibility, trust, strategic alignment, and organizational adaptability. When these elements are implemented coherently, personalized HRM can provide a basis for improving the relevance of HR practices, strengthening employee development, and increasing the organization's capacity to respond to changing industrial and workforce conditions.

### KEY WORDS

Personalized Human Resource Management, Data-Driven Individual Decision-Making, Structural Flexibility, Alignment of Individual and Organization, Organizational Agility.

