

HR Maintenance: A Vital Factor to Promote Job Commitment

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Abstract

Employee commitment is as the degree to which an employee identifies with the organization and wants to continue actively participating in it. Commitment is one of the important consequences of HR maintenance. Employees' maintenance has wider dimensions than wage, welfare and safety plans in workplace. Meanwhile, it doesn't imagine the employees' expectations are the same in every organization, and it seems to recognize these expectations is not easily. The HR maintenance system as the dependent variable consists on preventive actions, medical care actions, welfare services, retirement actions, and insurance actions. The studies show HR maintenance have vital role in developing committed employees. It is suggested that managers should take the time to discover the organizational resources that individual teaches value and take measures to provide such resources where possible. As in HR maintenance literature, the management must use voluntary actions above and beyond that which is required to elicit commitment from its employees.

Keywords: commitment, HR maintenance, job commitment

1. Introduction

Organizations determine goals and achievements, and their success in attaining them depends on their employees' performance (Beheshtifar, et al. 2011). Human resource (HR) is the most important capital in any organization (Hoseinian, et al., 2007) and there isn't any factor to substitute HR. So, managers should accurately recognize human capital and use them effectively (Alvani, 1999) to achieve organizational goals.

Human resource is one of those capital resources of an organization which not only increases the efficiency and the effectiveness of the organization but it act as a sheer source of competitive advantage which is inimitable. Considering this fact organization's success is

based on employee's commitment and their focus towards achieving the organization's prime goals (Mosadeghrad, 2003).

In recent decades, organizational commitment is considered an attractive subject among behavioral and organizational researchers. It is due to employees' perception toward commitment, and it is a key determinant of effectiveness and productivity in organization (Fiorito et al, 2007). Compliance, identification and internalization are the stages of creating commitment (aboei, 2011). One of the factors to attain these goals focuses on employees' commitment toward their organization.

So, employees' commitment is a vital issue to organizational success and managers usually attempt to increase it in employees (Allen & Meyer, 1990). One thing to enhance commitment is HR maintenance within organizations.

2. Job commitment

Organization commitment was defined in a variety of ways by different researchers in the past. Salancik (1977) has a different perspective about commitment. He considered commitment as a behavioral element. Behavior of employees plays a very important role in commitment. For organization commitment three behaviors is very important visibility to act, how outcomes are interpreted and how person is willing to own the work of organization and hence play a very important role in influencing the behavior of employees towards organization commitment.

Generally, organizational commitment shows faith of members and without that, it is not possible to attain efficiency. In critical conditions, low commitment causes members to leave organization and joint to organizations in which are better benefits and conditions. Meanwhile, all organizations generally need to individuals who help them with their work (Dolatkhahan, 2002).

Mullins (1999) suggests three processes or stages of commitment:

1. Compliance, where a person accepts the influence of others mainly to obtain something from others, such as pay; this is followed by:
2. Identification, in which the individual accepts influence in order to maintain a satisfying relationship and to feel pride in belonging to the organization; which leads to
3. Internalization, in which the individual finds the values of the organization to be intrinsically rewarding and compatible with the personal values.

Lack of employees' commitment due to weak performance and high costs could be harmful for organization (Caruana & Calleya, 1998), so organizations should find the ways to increase organizational commitment and decrease optional leaves (Buck & Watson, 2002). Most researchers believe the high commitment could result to proper behavior and high productivity (Lee & Kim, 2010).

The studies show HR activities have vital role in developing committed employees (Klein, 2001). Therefore, it is necessary to managers consider the factors that increase commitment. A useful way is consider to HR maintenance system as one of the HR management factors.

3. Human resource maintenance

Employees' maintenance has wider dimensions than wage, welfare and safety plans in workplace. Meanwhile, it doesn't imagine the employees' expectations are the same in every organization, and it seems to recognize these expectations is not easily. When it is discussed about employees' maintenance, it is needed to study the various aspects of individuals, group, and organization desires, and to care individual differences in workplace (Mirhoseini, 2001).

The HR maintenance system as the dependent variable consists on preventive actions, medical care actions, welfare services, retirement actions, and insurance actions. Organizational commitment as the independent variable consists on affective commitment, continuance commitment, and normative commitment. Generally, HR management is summarized to 5 elements: output system; actions process; input system; internal and external environmental condition; and feedback. HR management system which is placed on actions process (second element), is categorized into 4 subdivisions:

1. HR recruitment system;
2. HR development system;
3. HR maintenance system; and
4. Effective use of HR (Mirsepasi, 2001).

HR maintenance (the third subdivision) is the process of designing safety, medical care plans and welfare actions (Syedjavadin, 2004). Beside these dimensions, there are intangible emotional and conceptual dimensions that their assessment is difficult. However, HR maintenance system consists of following actions:

- Preventive actions: these actions are plans for employees' safety in the workplace. They try to decrease some hazards that relate to work.
- Medical care actions: these actions are plans to make better diseases that create due to work conditions.
- Welfare services: these services do not relate to individual job and they consist of consultant, social and sport activities and so on (Armstrong, 2006).
- Retirement actions: they are actions and plans after employees' retirement to their better life.
- Insurance actions: these actions are included financial supports such as accident insurance, life insurance, and so on (Syedjavadin, 2002).

4. Effect of HR maintenance on commitment

Mohsenianfar (2006) found that HR maintenance effects on employees' commitment. Mowday, Steers & Porter (1979) implied that personal and organizational factors lead to organizational commitment. If individuals' perception will increase toward organization, it causes to commitment that the variables or dimensions of HR maintenance system have a vital role in this perception. Also, Agarwala (2003) found that HR activities are the most important factor to anticipate employees' commitment toward their organization.

Bakar & Mustaffa (2003) found the crucial decisions such as to maintain human resource in organization by HR management could effect on employees' commitment. Romzek (1990) believes organizations could be very probably created a feeling in their own employees that they are very important capitals. That is, organizations could increase continuance commitment and consequently organizational commitment via this way.

Other researchers indicate that providing diverse services for organization's employees have relation to organizational commitment (Lee & Peccei, 2008). Therefore, HR maintenance system causes to decrease turnover and improve productivity. If an organization recruits the best people but they didn't maintained well, they leave easily organization (Kazemi, 1993). On the other hand, the health committees could improve employees' safety and health (Syedjavadin, 2004); that it makes the employees to commit their organization. Therefore, it will be expected to make actions such as safety and health in workplace, medical examination and sport plans by organization lead to more employees' commitment.

So, Kwok-tang and et al. (1995) believed healthy organization is a background to make commitment. Rathi and Rastogi (2009) indicate in a study that the medical care and treatment actions of employees have positive effect on organizational commitment. Therefore, the organizations' focus on the related activities such as establishing treatment centers for all employees cause to change employees' attitude toward organization and increase their commitment.

Welfare services are considered as a daily element between employer and employee. Cohen (2007) believes that the organizations effort to use different ways for increasing commitment. So, these plans are another factor to promote commitment.

5. Conclusion

The competition of organizations does not limit to more profit, but it depends on competent and qualified manpower. Many organizations usually confirm this issue and try to maintain their qualified employees. From another point of view, the organizational commitment that shows individual's attitude toward organization is an essential challenge in the modern organizations. Therefore, the organizations should decide to choose the proper strategies to promote employees' organizational commitment. Employee commitment is the degree to which an employee identifies with the organization and wants to continue actively participating in it. Commitment is usually stronger among longer-term employees, those who have experienced personal success in the organization, and those working with a committed employee group. HR maintenance is a main factor to promote employee commitment.

Annually, organizations also spend great costs to recruiting, maintaining and training of employees, but leaving them could be existed so much losses. Therefore, if an organization tries to maintain its human resource, its employees will commit toward organization.

It is suggested that managers should take the time to discover the organizational resources that individual teaches value and take measures to provide such resources where possible. As

in HR maintenance literature, the management must use voluntary actions above and beyond that which is required to elicit commitment from its employees.

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