

Relationship between Human Resource Maintenance System and Organizational Commitment in Executive Organizations

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ABSTRACT

Nowadays, by growing fast changes, managers looking for ways to increase the organizational commitment of employees to achieve a competitive advantage. By this way, to identify the influential factors affecting on employee commitment is very important that one of these factors is maintenance human resource system. The aim of this research is investigation of relationship between maintenance human resources system and organizational commitment in Iran executive organizations. The statistical population of this research is all directors of executive organizations. Measuring tools of this research was two questionnaires: HR maintenance system and organizational commitment questionnaires that their validity and reliability were evaluated. The results show that there is a significant and direct relationship between system maintenance and organizational commitment variables. Also, Pearson correlation coefficient between preventive actions, medical care actions, welfare services, retirement actions and insurance actions with organizational commitment shows that there is a significant and direct relationship between these variables. The conclusion shows HR activities have a vital role in develop of committed employees and that high commitment leads to proper behaviors in organization. Accordingly it is suggested that the organizations and managers pay attention to the maintenance human resources system and the preventive actions component in first priority.

KEYWORDS: Organizational commitment, HR maintenance system, Executive organizations

INTRODUCTION

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. One of the factors to attain these goals focuses on employees' commitment toward their organization.

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). Employees' organizational commitment is a vital issue to organizational success and managers usually attempt to increase it in employees (Allen & Meyer, 1990).

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). 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.

One of the problems of today's organizations is little commitment of employees toward their organization. Lack of attention to this issue causes human resource has not properly used. Awareness of employees' commitment could be a proper base to managers' decisions in the process of human resource management (Mirhoseini, 2007). 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). A useful way is consider to HR maintenance system as one of the HR management factors.

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HR maintenance analyzes the safety and medical care plans and welfare actions (Syedjavadin, 2004), but it is evidence that 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).

Nowadays, in Iran executive organizations, the maintenance of the best people is more difficult than their recruitment, because the best people always search for the best organizations. Therefore, it is expected to improve employees' organizational commitment via maintenance HR system. By importance the subject and necessity organizational commitment as a vital factor to executive organizations survival, and that there are little studies about identifying HR maintenance and its effect on commitment in Iranian organizations, this survey will study relationship between maintenance human resources system and organizational commitment in Iran executive organizations.

Theoretical framework

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).

On the other hand, commitment shows faithful of individual toward organization and it is an ongoing process by which members could represent their affiliation to organization (Tella, 2007). According to Allen and Meyer (1990), organizational commitment has 3 dimensions:

Affective commitment: it defines as employees' emotional affiliation toward organization. Focusing on affective commitment, organizational commitment consists of some aspects such as beliefs in the values and goals of organization, tendency toward more attempts and a high desire to continue membership within organization (Foote et al. 2005). A study shows that there is a negative relation between affective commitment and employees' turnover and absenteeism. That is, a person who has high affective commitment stays within organization (Lin and Chang, 2005). Researchers introduce some variables for affective commitment such as personal characteristics, organizational characteristics and working experiences (aboei, 2011).

Continuance commitment: this commitment is psychological willing of an individual to stay in the organization.) It is believed that the continuance commitment consists of individual's awareness toward the leaved costs of an organization. Therefore, this commitment is the main reason for relation of individual with organization and his/her decisions to stay in organization for maintaining the obtained benefits which results of this relation (Allen and Meyer, 1990). The variables of continuance commitment are consisted on investments and employment alternatives (aboei, 2011).

Normative commitment: it shows a responsible feeling to continue contribution in organization. Employees who have high normative commitment insist on stay in their organization (Allen and Meyer,

1990). Also, Jaros et al (1993) define normative commitment as an ethical commitment. They found that the normative commitment could consider as a kind of responsibility toward duties to continue working.

Normative commitment also describes as values. It is believed that interrelation between individuals' and organizations' values causes to organizational commitment. According to researchers, the variables of continuance commitment consist on transactional contract and relational contract (aboei, 2011).

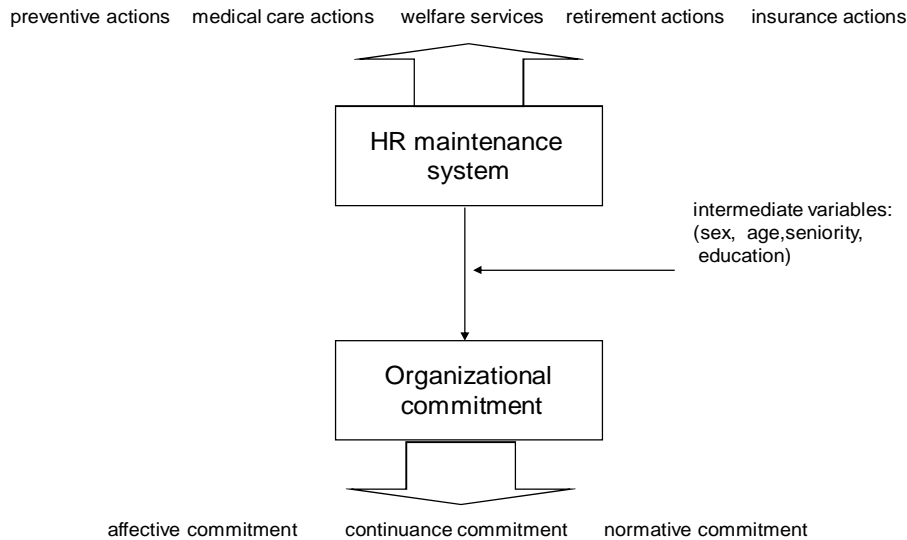
On the other hand, Mohsenianfar (2006) found that HR maintenance effects on employees' commitment. Mowday, Steers & Porter (1979) implied that personal and organizational factors lead to organizational commitment. If individuals' perception will increase toward organization, it causes to commitment that the variables or dimensions of HR maintenance system have a vital role in this perception.

Most researchers believe the high commitment could result to proper behavior and high productivity (Lee & Kim, 2010).Also, Agarwala (2003) found that HR activities are the most important factor to anticipate employees' commitment toward their organization.

According to theoretical framework, the model (figure 1) and research hypothesis design as following:

1. there is a significant relationship between human resource maintenance system and organizational commitment
2. there is a significant relationship between preventive actions and organizational commitment
3. there is a significant relationship between medical care actions and organizational commitment
4. there is a significant relationship between welfare services and organizational commitment
5. there is a significant relationship between retirement actions and organizational commitment
6. there is a significant relationship between insurance actions and organizational commitment
7. there is a significant relationship between human resource maintenance system and organizational commitment according to intermediate variables (sex, age, seniority, education).

Figure 1. the model of research



METHOD

This study is used descriptive method with sort of correlation in 2010. The statistical population of this research consists of all directors of executive organizations of Yazd city. Among 62 organizations, all 320 senior and middle managers were selected. According to Cochran formula (N: statistical population of managers 320; Z: 1.96; d: estimate error- 0.05) were selected about 175 of managers as samples in simple random.

$$n = \frac{\frac{Z^2}{4d^2}}{1 + \frac{1}{N} \left(\frac{Z^2}{4d^2} - 1 \right)}$$

To collect data, it was used 2 questionnaires: HR maintenance system questionnaire (consist of 5 dimensions: preventive actions, medical care actions, welfare services, retirement actions and insurance actions) and organizational commitment questionnaire (consist of 3 dimensions: affective commitment, continuance commitment, normative commitment). Any question consists of 5 choice (5=completely agree, 4= agree, 3= don't agree, 2= disagree, 1= completely disagree). Scoring the questionnaires is computed in table 1.

The questionnaires' validity was evaluated 0.98 and 0.97 and the questionnaires' reliability was evaluated 0.87 and 0.90 by Conbach Alpha Test, respectively. To analysis data, it was used Frequency Tables, Pearson Correlation, Linear Regression, Log Linear Analysis and Regression Analysis by SPSS Software.

Table1. Scoring the questionnaires

Scoring	Very high	High	Average	Low	Very low
Choices of HR maintenance system questionnaire	completely agree	agree	don't agree	disagree	completely disagree
Scoring	96.6-115	78.2-96.6	59.8-78.2	41.4-59.8	23-41.4
Mean	4.2-5	3.4-4.2	2.6-3.4	1.8-2.6	1-1.8
Choices of organizational commitment questionnaire	completely agree	agree	don't agree	disagree	completely disagree
Scoring	100.8-120	81.6-100.8	62.4-81.6	43.2-62.4	24-43.2
Mean	4.2-5	3.4-4.2	2.6-3.4	1.8-2.6	1-1.8

RESULTS

Results of demographic variables show that % 85.7 managers were males and %14.3 were females. Mean of managers' age was about 40 years old and mean of seniority was 15.5. About %65.1 managers had bachelor degree, %22.3 had MA degree, and %10.3 had Ph.D. degree.

To evaluate relationship between HR maintenance and organizational commitment, Pearson correlation coefficient obtained 0.43 that showed a significant and direct relation. Also, to evaluate relationship between HR maintenance and dimensions of organizational commitment (affective commitment, continuance commitment and normative commitment), Pearson correlation coefficient obtained 0.465, 0.042 and 0.383, respectively. It is showed that there is a significant and direct relation between HR maintenance with affective commitment and normative commitment, but there is not a significant and direct relation between HR maintenance and continuance commitment). Other results exhibit in table 2 in which shows the significant and direct relationship between variables.

Table2. Correlation coefficient between HR maintenance and organizational commitment

Dimensions of HR maintenance	Pearson correlation	P-value
preventive actions	0.393	0.000
medical care actions	0.341	0.000
welfare services	0.382	0.000
retirement actions	0.290	0.000
insurance actions	0.265	0.000

Results of Regression test about relation between HR maintenance and affective commitment shows that only preventive actions has a significant and direct relationship to affective commitment, and β coefficient is equal to 0.446. Also, results of Regression test about relation between HR maintenance and continuance commitment shows that only retirement actions has a significant and direct relationship to continuance commitment, and β coefficient is equal to 0.205. Other results of Regression test about relation between HR maintenance and normative commitment shows that only preventive actions has a significant and direct relationship to normative commitment, and β coefficient is equal to 0.210.

According to Log Linear analysis to determine the efficiency of intermediate variables such as sex, age, seniority and education on studied dimensions, it shows that no mentioned variables affect on HR maintenance and organizational commitment.

DISCUSSION

Results of this study indicate that there is a significant relation between HR maintenance and organizational commitment. Bakar & Mustafa (2003) found the crucial decisions such as to maintain human resource in organization by HR management could affect 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. Mohsenianfar (2006) also implies some dimensions of HR maintenance such as medical care plans, welfare services and working standards could produce an effect on continue in the organization.

Other researchers indicate that providing diverse services for organization's employees have relation to organizational commitment (Lee & et al., 2007). By using the social exchange, Eisenberger and et al. (1990) pointed out the staffs who realize high level of organizational support probably feel to responsibility toward duties via commitment especially affective commitment and desired behavior.

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). For the above reasons, by emphasizing on actions of HR maintenance, it will be expected organizations could increase employees' commitment toward organization. This leads to more desirable efficiency and effectiveness.

Other results show relation between preventive actions and organizational commitment. To preventing any accident, the successful organizations make an effort to guide employees in safety activities and encourage them to identify risk conditions (Clinical and Laboratory Standards Institute Quality Manual, 2003). 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.

Other results show relation between medical care actions and organizational commitment. There are some effective factors to promote health and to supply the motive to employees (Taitel, 2008), because healthy employees could make a healthy organization. Kwok-tang and et al. (1995) believed healthy organization is a background to make commitment. Emphasizing on Herzberg theory, Ashrafy (1998) found that medical care and environmental factors affect on the organizational commitment of managers and staff. 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.

Also, there is a relation between welfare services and organizational commitment. Welfare services are considered as a daily element between employer and employee (Gelade, 2006). By providing services like cultural activities, amusing plans, consultant plans (Syedjavadin, 2002), any organization could change employees' attitude. So providing welfare services is a significant role for managers who are responsible of HR maintenance (Mirsepasi, 2001). It will be expected by providing such services, the organization promote employees' commitment.

Other results show there is a relation between retirement actions and organizational commitment. Cohen (2007) believes that the organizations effort to use different ways for increasing commitment. Retirement plans are part of job investment. That is, the investment in diverse forms in organization like retirement could make effect on commitment (Ugboro, 2006). So, these plans are another factor to promote commitment.

Finally, there is a relation between insurance actions and organizational commitment. Iran Work Law based on social security rules forces the organizations insures their own staffs (Country Rules and Regulation Office, 1999). Blau and Boal (1981) did a study on employees who had insurance and found that they had little absenteeism than those who had not insurance.

Therefore, it will be expected to insurance actions as one of the dimensions in HR maintenance increase employees' faithful and organizational commitment.

Conclusion

Human resource is one of the organizational system inputs, and the organizations which recruit competent HR and maintain them efficiency are success to attain its goals. On the other hand, 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.

In brief, it is found that lack of organizational commitment is costly because the organization invests so much to training employees and other related plans (Golkar, 1996). 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. Also, it is suggested emphasizing on HR management, especially subunit of HR maintenance by organizations, because they could be competitive advantage via designing strategies and doing activities to promote organizational commitment.

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