

The Importance and Necessity of Maintaining Human Resources

Nazir Jan Noori¹ and Irfan Wazir²

¹Senior Teaching Assistant, Member of Department of Political Science and International Relations, Faculty of Law and Political Science, Shaikh Zayed University, AFGHANISTAN.

²Senior Assistant Professor, Member of Department of Political Science and International Relations, Faculty of Law and Political Science, Shaikh Zayed University, AFGHANISTAN.

¹Corresponding Author: nazirnoori.a@gmail.com



www.ijrah.com || Vol. 5 No. 1 (2025): January Issue

Date of Submission: 20-12-2024

Date of Acceptance: 25-12-2024

Date of Publication: 03-01-2025

ABSTRACT

Human power is one of the most valuable assets of organizations and the main factor in achieving strategic goals and sustainable productivity. In today's world, where the competition among organizations has greatly increased, the maintenance of human resources has become a vital necessity.

With the aim of explaining the importance and necessity of maintaining human resources, this article has investigated the key factors affecting job satisfaction, organizational commitment, and reducing the rate of leaving the job. The research method includes conceptual analysis and review of reliable sources in the field of human resource management. The research results show that factors such as providing opportunities for professional growth, providing job well-being, improving organizational culture, and creating a supportive environment can have a significant effect on increasing employee productivity and reducing the costs of moving them. Also, effective strategies such as personal development programs, incentive systems, and workforce diversity management have been introduced as strategies to maintain human resources. This research believes that organizations that seriously care about maintaining their human resources will not only have a competitive advantage, but will also be more successful in achieving their long-term goals.

Keywords- human resources, employee retention, job satisfaction, organizational commitment, human resources management, competitive advantage.

I. INTRODUCTION

Maintenance of Human Resources

Capable manpower is considered one of the important and essential resources of organizations, and organizations need efficient and capable manpower to achieve their goals. Although the management cannot always prevent the leaving of its capable employees, but by implementing effective policies and measures related to human resources management, it can reduce the incidence of this decision to a large extent. Education is an investment in the largest and most valuable human resource organization, and on the other hand, the survival of any organization largely depends on the knowledge and skills of human resources. Therefore, training and improvement of human resources is a

strategic action that at the individual level causes the value of the individual, at the organizational level it causes organizational improvement and development, and at the national and even transnational level leads to an increase in productivity.

Financial and technological resources are not the only advantage of organizations, having talented and capable people is not only a competitive advantage of the organization, but it can compensate for the lack or deficiency of other resources in the current competitive situation and in an environment with successive changes. And continuous innovation is its main feature. Only organizations will be successful that understand the strategic role of their human resources and have skilled, knowledge-oriented, elite and capable human resources.

In the modern age, due to fierce competition and lack of employees with high ability and skills, finding and maintaining human capital is one of the basic priorities of today's organizations. According to Hesselbein, the strategic and economic advantage in the future will be given to organizations that can better than others in the labor market. and attract, nurture and maintain the most brilliant human capital. Based on this, the challenge that organizations face today is attracting and maintaining human capital; Capitals that are considered the national wealth of any land and its effective presence increases the speed of development and greatly reduces the time to access progress.

The human capital of any organization consists of employees who work there and the success of the organization depends on them. Bontis and her colleagues (1999) have defined human capital as follows: "Human capital means the human factor present in the organization and the combination of talents, skills and expertise that gives the organization a distinct and unique characteristic. The human elements of the organization are the factors that have the ability to learn, change, innovate and be creative, and if done in the right way in them Enthusiasm and motivation can guarantee the long-term survival of the organization" (Armstrong, 2016, p. 21).

Objectives of the article:

Explaining the importance of human resources as a strategic capital:

- Investigating the position of human resources in organizational development and its role in creating sustainable competitive advantage.
- Identifying the factors affecting the retention of employees: Analysis of factors such as job satisfaction, organizational commitment, professional growth opportunities, and favorable work environment that affect employee retention.
- Examining the consequences of leaving the job of employees: evaluating the direct and indirect costs caused by the departure of employees, including reduced productivity, loss of organizational knowledge, and increased costs of recruiting and training new staff.
- Providing scientific solutions to improve the maintenance of human resources: Recommend strategies such as personal development programs, incentive systems, and strengthening organizational culture to increase employee commitment and motivation.
- Evaluating the impact of human resource retention on organizational performance: analyzing the relationship between employee retention policies and improving productivity, innovation, and achieving long-term organizational goals.
- Encouraging managers to adopt sustainable human resource policies: increasing managers' awareness of the importance of human resource management and

its impact on the organization's success in competitive environments.

II. RESEARCH METHOD (METHODOLOGY)

This research uses a qualitative and quantitative approach to investigate the importance and necessity of maintaining human resources.

Type of research:

The current research is of a descriptive-analytical type, which was carried out in the form of a library method.

In this section, using scientific articles, books, and authoritative sources related to human resource management, the theoretical foundations of research and the background of studies have been reviewed.

The importance and necessity of research:

Maintaining human resources is one of the most important challenges and concerns of modern organizations in competitive environments. Human power, as the main capital of any organization, plays a key role in realizing strategic goals and achieving sustainable productivity. The importance of this issue becomes more apparent when job leave, reduction of employee motivation, and lack of organizational commitment lead to an increase in the cost of recruiting and training new employees, a decrease in organizational knowledge, and a drop in service quality.

Development of competitive advantage: Organizations that focus on maintaining human resources have a greater ability to deal with environmental changes and market competition.

Reducing organizational costs: Maintaining an efficient workforce reduces costs associated with hiring, training and replacing new staff.

Improving employee productivity and motivation: Creating a suitable and supportive environment leads to increased commitment, job satisfaction and employee productivity, which ultimately ensures the success of the organization.

Strengthening human capital and organizational knowledge: experienced manpower maintains essential knowledge and skills in the organization and prevents its transfer to competitors.

Providing scientific and practical solutions: This article not only explains the importance of the issue, but also offers practical solutions for managers and decision makers of organizations. This research will be valuable for managers, human resources researchers and all organizational stakeholders who seek to improve performance and sustainability in competitive environments.

Dimensions of maintaining and maintaining human resources: Today's world is the world of organizations and human power is considered the most valuable organizational resource. Human resources give meaning and meaning to the organization and provide grounds for

the realization of organizational goals. Today, more than any other time, it is clear that the growth and development of organizations and, in turn, the society and the country depend on the correct use of human resources.

Maintaining human resources is a process that the organization tries to increase the willingness of employees to continue serving in the organization by using factors such as clear and clear career advancement, effective performance evaluation and effective payment system. If the organization succeeds in recruiting and improving the workforce but fails to maintain it, it will fail in achieving its goals (Fani, 2018, p. 240).

The human resources maintenance system includes several dimensions that can be divided into two categories (1) those that are more related to maintaining and strengthening the employees' bodies, such as establishing health and protection at the workplace, implementing sports and wellness programs, and some Other personnel services (2) are things that strengthen the morale and interest of employees in work and work environment, such as: Creating job security, providing life in the present age of old age and disability, job satisfaction and other things. That is, human resources give meaning and meaning to the organization and provide the grounds for the realization of organizational goals. In this research, when the people studied were asked what "enjoys them," they mentioned things that were related to the nature of the job itself; He called these factors "motivational factors" and when asked what motivates them, he pointed to factors related to the work environment. Herzberg called these factors or factors of the second category "sanitary or maintenance factors". Motivational factors are factors that include: desire for success, professional growth and recognition; That is, the factors that a person can experience in his career, of course, a career that is accompanied by freedom of action and struggle, motivational factors can have a positive effect on job satisfaction. Maintenance factors are factors that have nothing to do with the essence of work and affairs, but are related to the conditions in which the work is performed. These factors are effective in preventing waste during work and doing it; Money and authority, security, policies, supervision, working conditions, relationships between people can be called health or maintaining factors (Hersi and Blanchard, 2002, 109; quoted by Fani, 2018, p. 240). Human resource management is a broader concept than salary and welfare.

III. DEFINITION OF HUMAN RESOURCE MAINTENANCE

Attracting and maintaining human resources is a set of management measures and actions that enable the fields of staying and maintaining human resources in the organization. Maintenance is a process in which the management tries to increase the willingness of

employees to continue serving in the organization by using factors such as the effective payment system of training and development, promotion based on merit and providing comfort facilities and appropriate services and... The ideal employment situation for employees is that they are not willing to transfer to another organization because of it. Employee retention has a very close and close link with the organization's performance management system. Paying attention to the challenges and expectations of employees is very important to maintain them.

From the point of view of Bratton and Gould (2000), human resource maintenance is the management and monitoring of work safety, welfare and health policies in order to maintain competent employees in accordance with legal standards and regulations. Or the maintenance of human resources, the employer's effort to keep employees with high and favorable efficiency in order to achieve work goals.

IV. THE IMPORTANCE OF MAINTAINING HUMAN RESOURCES

Today, more than ever, it is clear that the growth and development of organizations depends on the correct use of human resources. The success of any organization depends on the proper use of equipment, money, raw materials, and human resources. It is possible that these organizations can use the skills, abilities and individual and collective characteristics of their employees in line with the goals of the organization. The more the organization can attract and maintain and use a more competent force, It is more successful in achieving its goals and ahead and stronger than its competitors. The competition of organizations is not limited to gaining more profit and market share, but all these things are the result of a more important factor, that is, competent human resources and this is the point that organizations follow and compete in attracting these forces and try to keep them and prevent them from leaving the service. (Sarvari, 2020, p. 288).

V. FACTORS AFFECTING THE MAINTENANCE AND PRESERVATION OF HUMAN RESOURCES

There is no uniform interpretation of the factors that maintain human resources in different societies. The interpretation of maintaining factors is subject to the values and beliefs governing the culture of societies and organizational culture, but in all organizations, it is emphasized to align the use of these factors with organizational strategies. The results of research show that if people are allowed to learn about assigned matters, they are more willing to stay in the organization

(Fani 2018, p. 245). The factors of maintaining human resources based on the views and opinions of scientists are as follows:

- 1- Variables related to the job, suitable design of the job, suitability of the job and the employee, providing opportunities for advancement for the employees in their jobs, challenging and giving meaning to the job;
- 2- Paying attention to meritocracy (identifying worthy employees and appreciating them);
- 3- Suitable payment system;
- 4- Appropriate management and leadership; (Serwri, 2020, p. 289).

Human resource maintenance programs

One of the most complex and difficult tasks of the senior managers of any organization is to prepare the needs of human resources. This issue can be examined from two financial and non-financial aspects. From a financial perspective, it includes all incentives that can be converted into money, such as salaries and bonuses, and from a non-financial perspective, incentives such as job security, professional prestige, a sense of importance and It includes the value and clarity of the employees' work path. The meaning of human resources maintenance programs is the set of activities that the organization uses to prevent the abnormal departure of employees. The organization's attitude towards human resources maintenance programs has evolved over time; Previously, major programs were on salary issues, but in recent decades, attention to health and wellness programs and human resource development programs have been prioritized (Fani, 2018, p. 250).

Leaving the service of employees

The departure or resignation of employees from the organization occurs in two ways, voluntary and involuntary. In the non-voluntary form, the person does not want to leave the organization, but the employer wants him to leave and leave the organization in the form of redemption, retirement or dismissal. In the voluntary form, the employer does not want the person to leave, but the person wants to leave the organization. of course, both types of exit incur costs for the organization, but the cost of voluntary exit is very high, especially if the person is one of the experts and key people. Key and experienced employees continue to work in the organization until the organization provides them with more values than competitors. They usually seek more and better opportunities in their work areas and try to create better fields create themselves. At the same time, competing organizations that need the skills and experience of these people try to provide them with special policies to attract and hire them. The phenomenon of job withdrawal occurs when a person is physically, mentally, or emotionally The job itself is not integrated and only has a minimal physical presence. The logical solution to reduce absenteeism and increase job satisfaction is the organizational commitment to

integrate with the job and organizational identity (Qalipour, 2014, p. 438).

In fact, leaving the service of employees with efficient and skilled experience causes the departure of experiences, knowledge, information, and so-called departure of a part of the organization. As a result, investigating the causes of employees leaving the service with appropriate efficiency in order to adopt appropriate policies to prevent this is one of the basic challenges of organizations (Rahmani, 2018, p.133).

Health and welfare of employees

Everyone is interested in serving an organization that is excellent in terms of benefits and services and welfare programs. For this reason, creating interest, motivation, enthusiasm and encouragement in employees to better perform assigned tasks through personnel services and welfare programs is one of the permanent duties of management and one of the necessities of human resources management. Human resource management has paid a special price to keep employees; And this can be done through the preparation and implementation of various welfare programs that increase employee satisfaction and their attachment to their work. In fact, these programs, which are part of the maintenance system, are complementary to the recruitment and improvement systems, and its main role is to provide health and wellness in the work environment, to provide welfare and comfort during the service period, and to create economic security. It adds work.

Optimum use of human resources in the organization is possible when the employees are in perfect health and are far from the risk of illness or any kind of accident in the workplace. In order to comply with the principles of work environment health and technical protection in the work environment, it is inevitable to do the following things:

- 1- Complete physical and mental medical examinations of job candidates in the organization.
- 2- Regular health examinations of employees.
- 3- Providing first aid equipment.
- 4- Establishing a health and safety committee (especially in industrial organizations).

Also, in order to implement technical and health safety standards in an organization, it is necessary to formulate protective regulations and prepare the necessary tools and methods to prevent accidents and combat their occurrence, and take measures such as training health (safety) methods to people investigating accidents. And quick help to the injured should be implemented (Kazemi, 2007).

Maintaining the health of employees requires two basic measures:

- 1- Preventive measures include preventive measures for employees' health and well-being.
- 2- Health services Health services include treating patients. (Robbins, Stephen P, 2009).

Welfare programs Employee welfare and comfort programs are mainly related to activities outside the environment and working hours, and both the organization and the employees benefit from the results. The main programs that strengthen the body and mind of employees are:

- Health services
- Provision of housing
- Canteen
- Essential loans
- Sports activities
- Complaint handling
- Cooperative stores

Occupational health

Occupational health is the promotion and maintenance of the highest level of physical, mental and social well-being of those who leave all jobs due to working conditions and protecting them against risks caused by factors required for health. In other words, health means protecting employees from mental and physical diseases, and safety means protecting and supporting employees from injuries that result from work-related activities and accidents (Zarei Metin, 2014, p. 254).

To put it more clearly, safety is the amount or degree of escape from danger.

Occupational health directly talks about the effects of people's jobs on their health and well-being. Most people of working age are engaged in work for at least 8 hours of the day and night directly and many other hours of the day and night indirectly. Work has a special place in people's lives in terms of time and influence. Many occupational diseases cannot be treated after they occur, and this issue doubles the importance of preventing occupational diseases. In many cases, the person does not have an occupational disease.

But due to illness or physical disability, he is not sufficient enough to do a specific job. Determining this issue can be a very important issue both in terms of safety and in terms of the impact on the future life of the person. Several definitions of occupational health have been presented. The World Health Organization (WHO) defines occupational health as follows: Occupational health deals with all aspects of health and safety in the workplace and has a special focus on the primary prevention of hazards.

To create a healthy work environment, it is necessary for human resources management to do the following:

- Ensuring the existence of fresh and sufficient air for employees
- Use of standard building materials and tools
- Examining workplaces for toxic substances and gases;
- Creating a smoke-free environment, a source of smoke, or providing an environment for smokers with a suitable ventilation system

- Keeping air channels clean and dry
- Paying attention to employee complaints in the fields of health and wellness

Many organizations have health or wellness programs and design them in such a way that the health of employees is maintained. These programs specifically include quitting smoking, drugs, and alcohol, controlling overweight and obesity, managing stress, controlling blood pressure, and preventing violence (Qalipour, 2014, p. 434).

Alcohol and drug use

Among the issues that exist in the workplace is the excessive use of drugs and alcohol. Undoubtedly, drinking alcohol at work causes problems to different degrees.

Smoking at work

For employees and employers, smoking is a serious issue, for example, the Office of Technology Assessment of the US Congress estimates that the cost of each worker or employee who smokes for the employer is between two thousand and five thousand dollars annually, these costs are caused by fire insurance. Illness is an increase in absenteeism and a decrease in production, an example of which is a ten-minute break or break that a smoker wants to have to smoke a cigarette (Dessler, 1999, p. 392).

Stress or mental pressure

Stress is a set of physical, psychological, mental and behavioral reactions that the human organism shows against internal or external stimuli that disturb the natural and internal stability and balance of the body. Stress is the nervous pressure that humans express in front of incompatible external stimuli. Various situations such as school, workplace, family, relationships, law, financial issues, health and illness, environment, and daily life situation are considered stress factors. Stress factors can be divided into personal, interpersonal, organizational, and extra-organizational factors. Intrapersonal factors include lack of adaptation. Personal and organizational goals and ideals, infatuation or addiction to work, interpersonal factors, behaviors such as violence, coercion and sexual harassment are among these factors (Serwari, 2019, p. 300).

The National Institute for Occupational Safety and Health (NIOSH) of the United States of America (NIOSH) says in response to occupational stress: occupational stress is the harmful physical and emotional responses that occur when work requirements do not match the abilities, resources, or needs of the worker (Turner, 2008, p. 319).

Remaining

Another issue that is considered as an important consequence of mental stress is laziness. Retardation is a form of negative organizational psychological pressure related to mental depression in which people lose their previous enthusiasm and interest, energy and desire for work.

Sources of psychological stress

There are three categories of stress factors that affect people. The first category of psychological stress factors are organizational factors that are directly related to the work environment and are direct events related to the job. The second category of life events are those that are not caused by the organization and the environment of the organization and have a wide scope, ranging from the issue of marriage to worries and worries for planning for the period of leaving the service, marriage and concerns of family members. Third, the factors of individual psychological stress are certain unique personality traits and the fact that people's attitudes towards their environment are different from each other and the inherent characteristics and tendencies of people are different (Syed Javadin, 2013, p. 406).

VI. CAUSES OF ACCIDENTS

Accidents and accidents occur for two main reasons, unhealthy or unsafe working conditions, and unhealthy operations by workers or employees, in other words, accidents occur due to unsafe working conditions and unsafe work behaviors.

1- Unsafe working conditions (unhealthy conditions): Unhealthy conditions are one of the main causes of accidents. These conditions are as follows:

- Devices or tools that do not have proper protection
- Damaged equipment
- Dangerous work to be done on or around damaged machines or devices
- Accumulating items or materials in a hazardous manner such as compacting materials or imposing
- Overload
- Low light or insufficient light;
- Improper ventilation system or the presence of unhealthy air sources or tanks and not changing
- Workplace air
- Psychological aspects of the workplace

According to similar research, it was revealed that many aspects of the psychology of the work environment can (Dessler, 1999, p. 370).

2- Unhealthy practices (unsafe behaviors): Unsafe work behaviors are caused by improper use of equipment and tools. In order to prevent accidents, behaviors that potentially cause accidents should be avoided. Many safety researchers believe that a large percentage of accidents It is caused by the wrong behavior of people (Zarei Matin 2014, p. 255). Unhealthy practices that cause unhealthy incidents include:

- Throwing materials
- Work at an unhealthy speed, too fast or too slow
- Lifting things improperly

- Decommissioning healthy tools and machines through repair (Dessler, 1999, p. 375).

SUGGESTIONS

1. Developing comprehensive employee retention strategies: Organizations should design written strategic plans to retain talented employees. These strategies can include career development programs, continuing education opportunities, and clear career paths.
2. Implementation of effective incentive systems: Establishing financial and non-financial incentive systems, such as performance bonuses, job promotion and incentive programs, can help increase employee commitment and job satisfaction.
3. Creating a positive and supportive organizational culture: The development of an organizational culture based on respect, justice, and appreciation for employees provides a suitable environment for the longevity of human resources. This also leads to improved work morale and reduced turnover rates.
4. Development of employee empowerment programs: Implementation of continuous training and empowerment programs can help strengthen the skills and improve the competencies of employees and increase the sense of belonging to the organization.
5. Regular assessment of job satisfaction and employee needs: Conducting periodic surveys to measure employee satisfaction and identify their challenges and needs, allows managers to prevent leaving the job with timely measures.
6. Development of work-life balance: providing flexible work policies, such as flexible working hours and the possibility of telecommuting, reduces employee stress and increases their loyalty.
7. Creating clear paths for growth and development: Formulating clear and specific career paths for employees allows them to pursue their professional goals in the organization and enjoy advancement opportunities.
8. Identification and retention of key employees (Talent Management): Organizations should use talent management systems to identify their key and valuable employees and prevent them from leaving by providing special benefits.
9. new technologies in human resources management: Using advanced software to manage performance and analyze employee data helps to make more accurate decisions and improve human resource retention processes.

RESOURCES

- [1] Armstrong, Michael. (2016). Strategic management of human resources, translated: Seyyed Mohammad Arabi and Omid Mahdieh.

-
- [2] Fani, Ali Asghar. (2018). Tehran human resources planning. Samt Publications.
- [3] Sarwari, Khalil Rhman. (2020). Human Resources Management, Azam Publishing House, Kabul Afghanistan.
- [4] Qolipour, Arin. (2014). Human resource management, concepts, theories and applications, 6th edition, Tehran: Publications (Samt).
- [5] Rahmani, Abdul Latif. (2018). Human Resource Management, third edition, Kabul: Saeed Publications.
- [6] Kazemi, Babak. (2007). Management of staff affairs. Fourth edition. Tehran. Publisher of the Higher Institute of Education and Research, Management and Planning.
- [7] Nour Zarei Metin Hasan. (2014). Human resource management. Fourth edition, Qom: Bostan Institute.
- [8] Robbins, Stephen P; Timothy Judge. (2009). organizational behavior. The first volume of the second edition, translation: (2010), Mehdi Zare, Tehran. Scientific and cultural institute.
- [9] Disler Grai. (1999). Fundamentals of Human Resource Management. 11th edition. Translation: Ali Parsaian and Seyyed Mohammad Arabi. (1393). Tehran Cultural Research Office.
- [10] Sarwari, Khalil Rahman. (2019). Basics of Kabul Organization and Management: Azam Publications.
- [11] Turner John Rodney. (2008). Human resource management in project-oriented organizations. Translation: Leila Sotoudeh Nian, Ahmed Timuri and Maitism Golkar. Tehran. Publisher of Industrial Management Organization.
- [12] Seyed Jawadin Seyedreza. (2013). Basics of human resource management. Sixth edition. Tehran. Publisher of Tehran University Publications Institute.
- [13] Qoli pour, Arin. (2014). Human Resource Management, Publisher: Samt Organization.