

Human sources in organization

Mohammad Bahrami seifabad

Department of Management, Yasuj branch, Islamic Azad University, Yasuj, Iran

Abstract: The human sources had always a vital role in activities of organizations and today they play a more strategic role with own presence and activity in competitive scope. human sources development in organizations has been changed to a kind of obligation, the mutual expectation and right and duty to double between individual and organization and within this obligation and the mutual expectation, in one side individuals must define the reciprocal rights for own showing the adherence to do the duties in order to achieve organizational goals and observing organization values and behavior within its behavioral workbook. Organizations believe that employees must be considered base of quality improvement and utilization all of the organizational processes. So that factor must be considered as the main base of efficiency increasing process and also the most valuable wealth and the golden key of competition. The pioneer organizations will guarantee own today and tomorrow with attempt to attract, training, maintaining and using the scholar forces and the competitive advantage.

[Mohammad Bahrami seifabad. **Human sources in organization.** *Life Sci J* 2013;10(1s):371-378] (ISSN:1097-8135). <http://www.lifesciencesite.com>. 60

Keywords: human sources, organization, employees

1. Introduction

The human sources had always a vital role in activities of organizations and today they play a more strategic role with own presence and activity in competitive scope. Presenting the products and excellent services, attempt in order to decrease expenses, creation and innovation are from advantages of the skillful, experienced and creative the human sources presence. When organization achieve excellence in using knowledge and human sources capabilities having the wide competitive advantage in comparison to competitors that achieving it is impossible via other ways. Essentially, human sources development in organizations has been changed to a kind of obligation, the mutual expectation and right and duty to double between individual and organization and within this obligation and the mutual expectation, in one side individuals must define the reciprocal rights for own showing the adherence to do the duties in order to achieve organizational goals and observing organization values and behavior within its behavioral workbook. One of the most important rights is their utilization the opportunities for continuous development of knowledge, work skills and evolution of different aspects of their personality. On the other side, organizations within own right expectations from individuals hold on using effort and employee commitment in order to achieve organizational goals, must know the realization requisite of that expectation is the deliberate and planned attempts of organization in human sources development, creating the opportunities for creativity, innovation and preventing expiring date of the mental consumption and acting power of employees (Elwood F. Holton II,

James W. Trott, Jr., 1996). So today the successful organizations give priority creating the empowerment opportunities and human sources development in own strategic programs with the goal of maintaining own competitive advantage. The essential proceedings to develop the human sources in organization, not only begins after attraction step, but also from beginning of that step observing a set of recognized principles and any kind of investment in forces attracting step will be a kind of saving in development steps and their different needs my increase in the future. If organization wants to cover these needs with a united stimulation plan, that plan should be very vast. Presenting such plan will be very expensive and ineffective, so organization suggests the various spectrum of advantages to any individual that considered person will recognize some of these advantages less important and some of them more important. The possible solution is stimulation system agreement of any employee and his special advantages suggestion, so it stimulates him to act better and more effective. Finding the best stimulation method is hard without partnership of employee. Employees will play a more active role in stimulation creating process and so they have a clear illustration about their goals and especially about what that is their expectation from organization. In the best organizations developing that clear illustration about individual goals is been considered via creating the reformatory connections. Lester Taro says that base of wealth – creating in today economy is knowledge and specialty. He informs the revolution that gets own movement force from brains increasing their value. No doubt today is organization era and their custodians are humans that they are able to cause

elevation, movement and growth of organizations. Indeed, in rapid and full of change and competition world high – quality, creative and searching manpower guarantees achieving the competitive advantages of organizations. So today scholar human sources are been considered as the most important capability of organization to obtain the competitive advantage and also the most chief unobvious wealth. Organizations believe that employees must be considered base of quality improvement and utilization all of the organizational processes. So that factor must be considered as the main base of efficiency increasing process and also the most valuable wealth and the golden key of competition. The pioneer organizations will guarantee own today and tomorrow with attempt to attract, training, maintaining and using the scholar forces and the competitive advantage (Meyer, J. & Allen, N. (1991).

1.1. Concept of the human sources development:

The human sources development shouldn't be used with education to one meaning, because the human sources development has very higher and wider concept from only education. The human sources development is a collection of the organized activities that are performed via using the effective personnel systems that cause to create the appropriate mental pattern, ability growth and achieving beneficiaries to self – actualization(specially employees), securing the reciprocal rights of individual and organization and providing the background of obligations doing and their duties together, agreement and their common view and more utilization, organization elevation, maintaining and promoting its competitive advantage. The human sources development means creating thought and idea by employees of organization and its new meaning calls for that the employees become equipped to qualities and skills that locate own energy, specialty and thought in order to achieve organization duties with compassion and complete obligation of abilities creating always new mental and qualitative values for organization. In concept of the human sources development, goal is creating the skills that individual be able to be ready to qualify the higher jobs or heavier responsibility, so development educational programs of the human sources is in order to grow individuals without connection with current or future jobs of organization. It doesn't mean that obtained result from development educational programs in current or future problems of organization individuals is unusable, but some programs are designed and in a word goal of development educational program is maintaining stable the organization in order to perform conformity process and changing methods and policies in organization easily. The human sources

development has a process consisting of examination, recognition, prevention and therapy. Evaluating the performance must have a good relation with manpower education, so that process causes completely the human sources development. In that process education examine and recognize via evaluating the performance and preventing and therapy and establishing needed and directed educations (Ford, J (1995). Development educational programs are a process that provides conditions in order to use capabilities and potential talents of personnel to achieve those goals for necessity and strategic direction of organizations or using policies. On the other side, the human sources development pays attention deeply to innovation and organization growth via partnership of organization individuals emphasizing on the human values.

2.1. The human sources development process:

We can express the human sources development process in different organizations as:

1.2.1. Collecting the educational goals:

In that step of the human sources development process, quantitative and qualitative goals are recognized. In collecting the educational goals of the human sources development, examining the features and nature of educators is very important, because the educator – oriented educational programs play important role in education and training. Also attention and harmony between factors such as the educational performing nature, view of experts and lesson materials in collecting the goals can guarantee success of educational programs. When look of the educational program is toward the policies, values, culture and duty of organization, it is useful for organization.

2.1.2. Collecting program and operational plans:

In that step of programming, determination and assigning the human sources to perform the program and also determination and assigning the financial sources and place of the educational period are recognized.

3.1.2. Performing the educational program:

While that step is the easiest step, it is also very important and sensitive. Performing program is fulfilling what designed. If the program isn't performed, we are not able to judge about it. But it is performed; it needs protection and the creational evaluations in order to not existing from the main way. If the designs aren't performed correctly, it will have very undesired results. What is? Emphasized in performing step is supervision on different fields of program such as: training, distribution, and sending the educational packages, introducing the program to centers, units and responsible authorities of organization.

4.1.2. Evaluating the educational program:

The last step of the human sources development process is providing the evaluation plan of the educational programs. Kronbakh considers evaluation as collecting and using the information to making decision about the educational programs.

3.1. Evaluating the human sources development consists of:

- a) Assessment the created skills in educators.
- b) Determining own value of program in all aspects.
- c) Judging about the educational structure.
- d) Finding the weakness and power of the human sources development Program.

We are able to pay attention and act the mentioned objects about the human sources development process separately, but these steps such as determining the educational needs, collecting the operational program, performing and evaluating are related together in form of chain rings having

4.1. The goals of the human sources development:

The human sources development must follow creating the following goals:

- Creating the scientific knowledge and promoting knowledge of employees.
- Creating the scientific and balanced behaviours in employees.
- Promoting the capabilities of employees.
- Developing the skills of doing work.
- Updating the information in employees.
- Ability to solve the problems in the scientific form.
- Doing work correctly.
- The reasonable deciding.
- Harmony personality growth in employees.

5.1. The essential necessities of the human sources development:

Achieving goals of the human sources development of organizations is in deposit of necessities that lack of any of them has decreasing effect of effectiveness of the related attempts with the human sources development. If it is according to achieving significantly the goals of the human sources development, organizations must try to supply those necessities. One of those necessities is thinking rule of worthy – oriented, training of capability a higher than all the systematic thinking and creating the effective human sources development systems. So we must pay attention to the following objects in the human sources development:

- Attention to strategy and the organizational goals.
- Attention to the cultural change designs.
- Discovering and developing the potential talents of employees.
- Designing the process that causes to be maximum amount of partnership of Employees.
- Creating the employment opportunities for the talented employees.

- Continuous emphasis on education and developing all of the employees.

- Designing, performing and managing system guarantee the possibility to access to the related experiences.

- Presenting the special professional educations.

- Attracting the force, education of employees with the appropriate combination from the special technical knowledge and the expanded skills.

- Managing the various manpower with using the employment patterns and loyalty of employees.

- Managing relations of employees (individual and group), attracting their obligations in changes time.

- Designing, performing and managing reward systems and managing performance.

- Maintaining and promoting the physical and mental comfort of employees via providing the appropriate work conditions and supporting healthy and security of employees.

6.1. Aspects of the human sources development:

The human sources development has different aspects that must be considered as interdisciplinary. Generally those are:

1.6.1. Thinking aspect:

When developing human is confirmed that the Organizational individual always create new thought and inject to organization and its reformatory to thought organization. The thinking aspect of the human development means that the reasonable thought in organization

Is universal becoming thinking the whole organization? So the organizational processes always is promoted and reformed.

2.6.1. Observational aspect:

Change of view of employees causes to form the reasonable behaviours and actions. The human development in observational aspect means that individual and organization view to improve and change be flexible and with obtaining new knowledge is able to change it to the organizational view. The organizational developed human has the basic views and deep product and it helps to develop the organizational knowledge.

3.6.1. Employment aspect:

When individuals are trained in own jobs speciality and professionally, they do their work better and be successful. The human development in employment aspect causes that individuals use the Equipment and the advanced technology in production with more interest showing more care and cleverness. In other side increasing and developing the scientific and technical capacity and ideology of individuals to do application researches, invention and discovering cause that adapt own work forces to continuous changes that are created in technology and process.

4.6.1. Perception aspect:

One of the developing aspects of the organizational human is that employee have a comprehensive view to problems and the organizational process. The perception skill causes that the employees be able to connect the processes together recognizing vacuum and reworking. Generally, perception aspect of the human development is confirmed in three aspects: thought comprehensiveness, sounding and flexibility.

5.6.1. The behavioural aspect:

This aspect means that employees of organization have a standard behaviour in organization. When they have such behaviour, their adaption with the organizational process will be better. Generally employees must reform and improve always own reasonable and standard behaviour to affect on processes and the organizational reform.

6.6.1. Creativity aspect:

One of the important topics of the organizational developing is that we change the organization to the creative one is able to reform own processes via creativity achieving the desired efficiency. Today the competitive advantages of organizations are in having the creative and thinking manpower.

7.1. Domain of the human sources development:

We should not consider same the human sources development with the human development. The human development in each country is a national discussion that forms the base of the economical development. So it consists of some factors such as education, healthy, security, cleanse the poverty and so on. But we must search the source of the human sources development in the employment and training education of employees that emphasize on the learning necessities in organization in order to improve the skills, knowledge and understanding them. It tries to create the connections between world organized and Individual needs with the spread concept that the human sources development has obtained in the last year. According to that, we can define and examine the human sources development in the mentioned four levels. The human sources development was mooted by Leonardo Nadler in the end of 1960 decade. He considers the human sources development as a set of organizational activities that is done in the certain time and designed to create the behavioural changes in employees. In his view that definition consists of three kinds of education:

1.7.1. Employment educating:

Emphasis on short term and emergency change in employment performance

2.7.1. Education:

For the mid – term changes in people abilities

3.7.1. Development:

Attempt to optimize individuals in long – term

8.1. Role of the human sources development in process efficiency:

Achieving the organizational efficiency is only possible via the human sources. So we must think about the human sources development. That is the essential utilization substructure before considering the efficiency object. Generally the human sources development causes to promote the efficiency level of organization process in the following dimensions:

1. Composing efficiency in work quality.
2. Creating omission skill of movements and additional work process.
3. Composing skill of process – oriented and result – oriented view in organization.
4. Managing and controlling skill on crisis ravines in the organizational and work processes.
5. Making happy skill the customer via reforming the process.
6. Skill in creating value engineering in the organizational and work processes.

9.1. Strategy design methods of the human sources:

There are three main methods to that design are: Universal method, advisability method and compound method. The first two methods have been called 'best method' and 'the best harmony' respectively.

10.1. Universal method:

That view believes that there is a set of the best methods that choosing them Causes to optimize performance of organization forming from seven methods of the human sources used in the successful organizations that are:

1. Employment security.
2. Employing with many attention.
3. Groups of manager.
4. The high payment with necessity and according to performance.
5. Training.
6. Decreasing differences and prejudices.
7. Sharing or publishing the information.

11.1. Advisability method:

Each method is related to conditions and environment.

1.11.1. Notice:

Searching and adapting advisability model of the human source management is difficult. Being impossible of modelling all of the advisability variants, showing connection between them and influence way of change of a variant on other else. In his view, organizations instead of those two methods must pay attention to the organizational change process to not trap in the reasonable choice logic.

12.1. Compound method:

That method is based on that success of a strategy is related to the external and the internal harmony. Organizations that use a set of the human sources methods will have better performance, if it achieves the high level from harmony between those methods with own competitive.

1.12.1. Notice:

The existence problem in that method is that decision about that what are ways of connecting different methods together is difficult. There is no evidence showing to act a collection better than other one, also performance management method and frame of capability are considered two appropriate Methods

13.1. The most important effective systems on the human sources development:

Some of the most important effective system on the human sources development is:

Employing system and maintaining manpower:

1.13.1. Today part of manager's attempt is finding the best and the most suitable Individual for a certain job. Because of that organization doesn't involve in problems from lack of individual and job adaption in different fields, it is Necessary to act via searching and flexible employment system. Acting the following efforts can be effective on above system optimization:

A. Attracting the applicants having conditions and presenting the suitable methods to attract that force.

B. Establishing the employment test in order to recognize capability, intelligence, and the personal view and also choosing the appropriate individuals to enter the organization.

C. Providing job description and presenting employment way of individuals in beginning of employment and explaining them and introducing them with own duties and organization system.

D. Collecting and classifying the information from organization units in order to recognize the manpower needs.

G. Providing employment advertisements.

2.13.1. Wage system, advantages and compensating the service:

Compensating system of service is usually a part of maintaining system of the human sources and may its appropriate position is in maintaining system of the human sources. The first phenomenon that each employment applicant notices in entrance to organization is wages and receipt benefits in beginning of entrance and even during service in organization. The set of needed activities for efficiency on above system are:

A. Collecting and classifying the information about work condition.

B. Providing norms, conditions and wages instructions and benefits according to the

governmental laws, goodwill of organization, the financial sources of organization, development strategy of organization, needs of employees and examining the results of job condition.

C. Connection with efficiency evaluation system and evaluation results effect on the direct receipts of individuals.

3.13.1. Encouragement and punishment system:

The goal of that system is performing encouragement and punishment in organization according to certain and searching norms. Indeed, each explicit action will has own reaction. Also increasing that feeling that employees are taken into consideration in organization, increasing and leading the creativity of employees, increasing acceptability of organization and power of attraction and maintaining the creative employees, creating the appropriate repellent forces for ineffective employees, decreasing infractions, mistakes and increasing obligation via punishment system and establishment the order and control in work environment are from other goals of that system.

4.13.1. Promotion system:

There is tendency promotion and success in nature of each organization. When growth way of employment and success in job is clear, it is an encourager for more effort and activity. So promotion system is one of necessities of the human sources. Preventing settling and freezing of employees and creating the appropriate and necessary space for job growing in order to maintain effective employees, filling empty posts with the internal forces, possibility for growth and promotion of employees, raising their pecuniary needs and maintaining seniority, hierarchy in work environment are from goals of that system.

5.13.1. Training system and ability improvement:

Today authorities and education managers have considered training as one of the man mechanisms of the human source development in domain of organizations and the economical agencies. Because we can turn the rapid Environmental changes into the growth opportunity only with having trained employees. Attention to increasing the power of employees can always be considered as a correct investment having the desired results in the sensitive moments for organization. What is important in organizations and the big agencies is getting direction of the educational activities toward system and strategic views that its necessity is double regarding to new world conditions, the complex technologies, knowledge capital and change in jobs. Combination and concentration of strategic and systematic view show that programming, performing and educational evaluation of training cycle in organizations are reasonable, searching and flexible with the main

diplomacy functions. So the main elements that in education leading in organizations as a systematic and strategic function having a good relation with other the organizational functions must be examined. In our country skill trainings of organizations must be programmed man power as they adapt with individual and organizational conditions and position, also possibilities and potentials.

6.13.1. Decision system:

One of the most major problems in organization is decision method and leadership that is related to management method directly and it is considered as one of the most important process in an organization. The appropriate decision in suitable moment and method can support stability and searching of the organization. It must be united with structure and culture of organization being flexible and using the maximum partnership of employees.

7.13.1. The welfare and supporting system:

The various services showing amount of attention and supporting organization from the employees can place in that system. Not only organization must pay attention to comfort of employees, but also it is necessary that it cause the feeling that it is always supporter of them in hard moments and also supplying their rights.

8.13.1. Challenges of the human sources development:

The human sources development process faces the challenges passing the active and vital situation:

A. The human sources development is process increasing value. More than Defining the supplying and presenting the value, customer will define it, so That process must be able to create value via own policies and procedures by recognizing own beneficiaries and value in their view showing that it be able to be shared with of organization, gaining income, benefit, market share and satisfaction of customers in short – term and long – term directly or indirectly.

B. The human sources development must be able to inject learning to organization constantly. It must be done via designing and establishing a knowledge management system. Constructing the learner organization, making sensitive organization to the environmental changes, creating desire and need to learning in organization and facilitating the learning are dimensions of that system.

C. Innovation is changed to the most main goodness of the successful organization gradually. The human sources development process must create the appropriate organizational beds for innovations more and before than any goal changing the personal innovation of employees to the collective innovations.

D. Finding talent and training of the future managers of organizations Is one of the most important challenges of the human sources development Process. The effective presence and continuation with action innovation in these programs caused to the human sources domain keep distance from the official affairs and routine services activities and supporting and engage in the strategic and vital affairs.

E. Developing and training the employees of organization is impossible without the effective partnership queue managers. One of the human sources development challenges is using methods that must be use in order to involve executive managers and supervisors in that process. Importance of queue managers presence in this process is so much that does not evaluate so effective and useful many human sources development experts without management and managers development

9.13.1. Quality and the human sources:

The early years of 21 century (the years that civilized human was waiting) does not promise comfort. The challenges facing human civilization in these years are observed more than history shows. Countries and civilization try to stay safe in chaos and unexpected changes having the most benefit. The pacific and constantly war to excellence which victory is beside the most powerful ones. No doubt the national wealth and the economical power is one of the most clear excellence factors of countries in the process of creating wealth does not pass blessing path. So, we must consider new century as the nations and countries competition century and in here the victory is with intelligent and effortful ones. The field in which is the rapid access to the high quality and economical products of market according to customers tastes. So quality discussion and access to it is the most important concern of managers. All of the collected systems in quality, try to access to the strategic goals and obtaining the competitive advantage of organizations. But what is important here, more or less looking at human sources and their role in achieving the considered goals. So that the best model of organizational development and partnership of employees and also learning considers innovation and constant improvement as own basic concepts indicated that the best organizations have understood the increasing the mental capitals of own employees using their knowledge in order to achieve the quantitative and qualitative goals. Those organizations attract and maintain and broadcast the knowledge of employees that the learning arrives to own most rating across the organization. Also the best organizations encourages own employees according the organizational model of excellence in order to be their looking at organization and their

individual capabilities is a prospective and higher than today need. So while developing and exact maintaining their mental capitals protecting their development they use those capitals to obtain the commercial results in the right time and proportional with needed changes. So six sigma in own five phases (definition, measurement, analyse, improvement, innovation and finally control) consider the most important to improvement and innovation phase and that goal is obtained with using the scientist and creative powers. The scientist, creative and high quality human sources play an undeniable role in establishing the desired qualitative systems that of course emphasis of those systems is corroborant of that object. So it is clear having that most worthy capital and attempt in order to attract, maintaining, training and developing it, we are able to obtain the desired results such as creating the more additional value, efficiency improvement, increasing capability of organization competition, innovation in product and services, maintaining the attraction and broadcasting knowledge and finally organization agility.

10.13.1. Organization and high quality human sources:

Gary Packer Nobel Prize winner in economy says that: as the factories, machinery and other financial assets are a part of nations worthy, human worthy are a part of it too. Not doubt the affairs such as technology, the global alliance and innovation affect on the competitive advantages. But we must not forget that the circulating of those affairs is tied to the human talent and initiative. So in our view in the future the strategic and economic advantage will belong to organizations that be able to attract, train and effective using a various group of the best and brightest human talents in the market better than others. Organization worthy in the presence time is divided To two obvious and unobvious that the physical capitals are obvious and capacity of the organizational learning, reputable brand, the reliable management team, inters – organizational trust, society trust and finally human talents are unobvious (Vardi, Y, Wiener, Y., & Popper, M. (1989). In economic era based on knowledge, the creating value activities of organization is not rely on only their obvious worthy, but today organization ability in using the unobvious worthy form the main power of their creating value. Here scientists and creative human sources are considered as the most important unobvious worthy and a golden key in competitive field. It is not unreasonable that in caption balance sheet this sentence is seen: Our most worthy is our employees. Customer is only source of capital return we can classify generally customers of organizations or departments in two general classification: internal

(human sources of that organization) and external customers. As in creating value process and satisfactory for the external customers, the internal customers play the basic role so pioneer organization using new management systems and various tools mainly try to obtain the desired quality of the internal customers as the most worthy and powerful capital and the competitive advantage and try to improve it. According to a research it was recognized %38 in come and %61 benefit of the great and successful organization in world are from innovations and these innovations are performed by the talented, master and motivated human sources can confirm the mentioned object correctness so organization understanding these facts notice to the human sources development and it is the factor to plan the new systems in various domains of human sources such as attracting, maintaining optimizing and exit from service with the new approaches and roles. So the human sources management was changed to the most important duty of organization management in order to develop and optimize the quantitative human sources.

2. Discussions

The high quality knowledge-oriented manpower is the most important competitive advantage of organization and the rarest source in knowledge-oriented economy. Presenting products and high quality different services, decreasing the costs, creativity and innovation and increasing competition are from advantages of quantitative and knowledge-oriented human sources existence. So the pioneer organization tries hardly in order to use better this key source in various areas such as quality, production and management in order to achieve the strategic goals using those methods and new systems. Now that in world economy based on today knowledge, customer is survival of organization and only capital return source. We observe that the pioneer organization using the most important and worthy capital i.e. scientists, creative and searching man power try to attract and maintain the customer. These organization in today world understanding mutual interactions of organization, quality, quantitative human sources and effective management know own success secret in using new management and quantitative methods using the educated believe that high quality employees are worthy wealth that create the competitive advantage for them and only these humans keep the organization in high situation in competitive scene and being considered a golden key. When we speak about development our meaning is set of activities or processes that cause to gradual growth and efflorescence. But when we speak about human sources development our meaning is basically is set of processes and activities that cause that capability

and talents necessarily appear that were not so prosperous. But when looking in it as an organization, relation between human sources development is considered as a future-oriented with the strategic future of organization. Here there is a question: can we consider the human sources development in organization apart from the strategic advantage object of organization, the competitive advantage of organization or the strategic programs of organization?

The human sources development is a kind of mutual obligation and duty between individual and organization in agencies and organizations. On the other side individuals in regard to this mutual obligation with being obliged to do duty for organization goals regarding values and behaviours within the behavioural workbook of organization, they define the mutual rights that the most important of these rights is their utilization from knowledge constant development, work skill and their different personality aspects evolution. Some believe the human sources development is a multidisciplinary stance being considerable in the social sciences field of the learning theories, learning improvement and theory of systems. Some say that role of the human sources development is providing a set of development strategies, abilities and capabilities of employees in order to use for answer to immediate and constant needs in job change. One of the expert's emphases on that the human sources development shouldn't be only a part of the human sources management system, because they will lose owns power base and the senior managers pay less attention

to them. Finally we can say that world needs the developed human strongly. Such human certainly causes both the economical and social development. We can be so optimist to globalization having such humans. So organizations are obliged to invest overall to achieve such goals in order to develop overall human sources i.e. the invisible assets. In this case, the sustainable development is possible.

Corresponding Author:

Mohammad Bahrami seifabad
Department of Management, Yasuj branch, Islamic Azad University, Yasuj, Iran

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1/2/2013