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Developing Staff Resilience Capacity by Strategic Human Research Management

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Abstract

This paper aimed to consider staff resilience capacity development via strategic human research management. Statistical society included managers and staffs in Food and drug administration, Tehran, and they were 150 persons. The statistical samples were 109 persons but just 60 persons answered and completed questionnaire. We used two resilience standard questionnaires of Connor and Davidson (2003) and Chang & Hang strategic human research management (2005), which ten experts approved its appearance and content validity. Reliability in this paper was evaluated via Cronbach alpha method (94% for Davidson and Connor questionnaires and 89% for Chang & Hang strategic human resources).Also; we used inferential and descriptive statistics methods of single – variable regression test in order to analyze data.

The findings showed that strategic human resources management lead to staff's resilience development via flexible work plan, effective relation with staffs, training and developing human labor, service compensation, management development, careful hiring and job opportunities.

Keywords: Staff Resilience Capacity, Strategic Human Research Management

1. Introduction

Healthy is a multi – dimension concepts, which involves lack of disease and disabilities besides bringing happiness and well- being. Often, psychology, psychiatrist and mental health experts ignore these positive health aspects. During recent decade and developing discussions related to positive psychology, inclination to study positive health aspects in increasing parallel to its negative dimensions. Positive psychology approach causes to change in psychology science because of its damages fixes aspect and forward to life quality optimization. This movement is due to this matter that they used human strengths as a barrier against mental diseases. Recently, many psychologist considered optimistic psychology approaches with regard to talents and competences in human (instead of considering non – normative and disorders). Final goal of this approach is to identify structures and methods which cause to happiness and well- being in human. Hence, factors which caused to more adaption of human with needs and threats are

the most important structures in these approaches. Meanwhile, resilience has a special position in organizational scopes, transformation psychology, mental health and family psychology, so that projects related to this structure is increasing every day (Afjeh, Esmaiilzadeh, 1395).

Resilience defined as person's assurance to his competences to overcome to tension, coping abilities, respectfully, emotional stability and personal features which increase social support from others. This structure is among those factors that prevent from mental problems between staff and protect them from mental effects due to problematic events. Resilience defines as a source to facilitate overcoming the passion, problems, resistance against tension and removing their mental effects. In other words, resilience is positive adaption in unsuitable conditions. Of course, resilience is not only stability against damages or threatened conditions and it is not reactive position to face dangerous condition, but also it is an active and powerful in environment around us. We can say that resilience means personal competence to provide bio – psychological in dangerous conditions. In addition, researchers believed that resilience is self- restoration with positive emotional, excitement and cognitive consequences. Hajdal et al (2011) showed in a study that persons, who got highest scores in resilience, have a lowest level of depression, anxiety and obsession (Accrajaja et al, 2014).

Kampfer believed that resilience is returning to primary balance to reach higher level (in threatened conditions), so it provides successful adaption in life. At the same time, Kapmfer points to this matter that positive adaption with life can considered either as resilience consequences or as pre – come and causes to higher level of resilience due to definition complications and process beliefs to resilience.

Numerous papers showed that resilience is an important factor in some groups opposed to danger and play an important mediator role to emerge many mental disorders. In other hand, resilience refers to some factors which help to person to deal with stressful and tension situations and protect a person against pathology disorders and life dilemmas. In addition, this capacity can change during time and it is possible to increase if there are some supportive factors I person or environment. Also it was mentioned that resilience can guarantee and improve person's mental health. Lee et al (2013) showed that resilience process change during time and can help to mental health in person after some painful experience (Bakshi et al, 1394). Resilience includes four dimensions: economical, social, physical and institutional. Resilience is an organization with social resilient variables, which it is necessary in all organizations. Resilient organization are those organizations can pass crisis with the lowest costs due to their high flexibility and ability to plan. So, all organizations should consider resilience as one the important and strategic goals against crisis and its development. And they must regularly measure accessibility (Tabli et al, 1395)

One of the important methods for staff's resilience is to use strategic human resources management. Recent studies raised human resource strategic management as an factor to increase competitive advantage and staff tested their opinion and approaches via organization's strategic planning in wide range. human resources strategic management is a method to decide about goals and plans in organization reached to following issues: employment relations, crafting, training, rewards and policies and also it pays attention to human investment needs and developing process competence (it means ability to perform affairs effectively). Generally, human resources strategic management pays attention to all matters to effect on organization's strategic plan or the plan influence on organization (Shfizadeh, 1391). Human resources as the most significant organization resources used effectively when manage via strategic attitude. Mintzberg (1992) approved that human resources strategy is not necessity originated from thoughts, but also it is organization's treatment pattern related to its human resources management and it is symbol of human resources strategy. Strategic approach in human resources management means applying new techniques and methods in order to organization support them and show appropriate reaction in unstable environment and cooperate human resources to reach to competitive advantages (Goswin et al, 2013).

Wright & Mc Mahan (1995) showed that there are two important dimensions which separate strategic method in human resources from management traditional methods of staff. So, at the first step, it is necessary to relate human resources management methods with organizational strategic management. Firstly, it means to consider human resources matters as parts of organization strategic instructions. Secondly, we must gain synergistic (or at least some adaption) in different methods in human resources and ensure that these methods adapt with organization needs. For these reasons, it is necessary to investigate strategic human resources management (Levi Uche et al, 2015).

Numerous researches considered strategic human resources management based on two matters: Best Practice and Contingency Approach. Artur (1994) believed Best Practice is an approach to consider human resources operations and all organizations must use the best ways to gain it regardless of size, trade strategy and industry (Mortazavi &YarAlahi 1394).

The Best Practice considers strategic human resources management as an effective factors on improving operations in all organizations and expresses that strategic human resources management enable to help profitable process improvement, efficiency operation improvement, initiatives increase, revolutions in abilities and efficiencies of staff (such as developing organizational culture, organizational behavior, resilience and so on).Pfeffer (1994) related effective operations to 7 actions including hiring safety, careful hiring and employing, self- control groups, high and temporary payments depended on company development, wide training, decrease conditional complexities and sharing information. In other hand, Cook & Ferris (1986) claimed that strategic human resources management is a duty with high return, which able to compete with environment. Gomez (1995) showed that strategic human resources management can be beneficial for organization directly or indirectly due to positive changes in initiatives gain, organization goals and manager's high involvement in operation (Mello, 2014).

Main matter in this research is that whether strategic human resources management and using its main approaches (such as flexible work plans, effective staff relations, training and developing human labor, services, management development, careful hiring and equal job opportunities) lead to enforce and develop resilience between staff systematically and organized.

2- Back ground

In this section,we evaluate and consider some studies on staff resilience area and strategic human resources management:

- Shafizadeh (1391) related resilience with five great personality factors. Findings showed that there is strong negative relation between resilience with negative psychosis and positive relation with extroversion and conscientiousness there is not any significant relation between resilience with openness and agreement. Regression analysis showed that only negative psychosis can predict meaningful resilience in this group.
- Momeni et al (1394) studies resilience capacity as a predictor to prevent and decrease job burnout due to professional stresses. So, among jobs, nursing is more stressful. Today's, Optimistic Psychology approach attempt to increase person ability to face to problems instead of focus on solving problem and this is a note which is important in resilience issue. Present paper aimed to consider resilience relation with job burnout in nurses. The results showed that there is a negative correlation between nurses' resilience and general job burnout and resilience and fatigue – excitement component and resilience personality mournful and personal inadequacy feeling component. There was not any correlation between resilience with cognitive demographics features. So, with regard to this matter that resilience is one of the predictive factors to prevent and decrease job burnout in nurses and nursing - student training, it is offered to involve resilience training and its indicators in student – nursing and nurses training courses.
- Bakshi et al (1394) expressed in their study that resilience considers as predictor factor to prevent and decrease professional tension and stresses. Here, emotional intelligence is one of the most

important skills which cause to predict and improve resilience. Findings showed that demographic variables were equal between intervention and control group. Average score in emotional intelligence before entering to intervention group was 326/72±29/91 and in control group was 326/73±36/55 and they were 354/51±37/27 and 325/92±34/92 in intervention and control group respectively. Covariance analysis with probability value showed that occurred changes in emotional intelligence was due to intervention.resilience average before intervention was 61/71±12/47 and 57/70±15/14 in intervention group and control group respectively. Covariance analysis with 0.001 probability value showed that created changes in resilience of intervention group was due to intervention. Therefore, this study's findings showed that nurses' resilience emotional intelligence skills training led to improve psychiatry section, while it was not observed any changes before and after intervention of control group. Therefore, it is recommended that emotional intelligent skills must be involved in training plan for nurses – in service.

- Mortazavi & Yaralahi (1394) expressed in their study that knowledge on resilience might lead to developing interventions in order to improve positive results or decrees negative consequences. Resilience can consider as defensive factor to enable person to resist against difficulties and improve emotional healthy. Findings showed that relation rate between resilience and emotional health was 0.35. Also, the results from adjustment analysis did not approve efficiency of moderator variables in this relation.
- Afjeh & Esmailzadeh (1395) expressed in their study that human resources as the most significant organizational resources applied affectivity and productivity when mange with strategic attitude. Strategic approach in human resources management means applying new techniques and methods to enable organization react in unstable condition appropriately and cooperative human resources to achieve competitive advantage. findings showed that companies that follow strategic human resources management activities have a better operations rather than companies without these thoughts (traditional companies)

And human resources strategic management principals and measurements can lead to improve companies operations.

- Tabli et al (1395) noted that one of the important resources to reach to competitive advantage in competitive environment constantly changing is human resources. Human resources systems play an important role to achieve competitive advantage via facilitates organizational competences development. Strategic human resources management relates to create a link among trade strategic goals and strategy and performing human resources. The published research report good statistical relation between more extracting HR methods and trade operation. Causal relation between Hr and organizational operation enable HR managers to design parameters to reach higher organizational operations. In this study, we define strategic human resources management after emphasizing on this matter that human resources is one the most significant resources in competitive advantage. The result from presenting special samples of academies researches with regard to strategic human resources management effects on organizational operation showed that human resources management has a significant relation with organization operation.
- Godwin et al (2013) studied knowledge management relation with similar processes in knowledge management with organizational resilience. It is necessary to mention that this relation was considered in productive organization rather than natural disasters.
- Acrajaja et al (2014) investigated consultation and resilience between staff in productive companies in Nigeria and the results showed that consultation has a high effect on resilience. Finally they suggested that organizations must consider consultation as a tool to protect organizational knowledge and use consultation for companies as a tool to improve resilience. Of course they did not mention in this research to readiness and its relation with organizational resilience.

- Leviuche et al (2015) considered the relation between product innovation and organizational resilience components in public universities in south of Nigeria. The results showed that there is meaningful relation between three components of awareness, vulnerability and adaptive capacity with innovations. Innovations effect on every three components significantly. Therefore, organizations should consider innovative in relation with resilience. This paper performed three components of organizational resilience without considering their relation with readiness.
- Mello (2014) evaluated and investigated strategic human resources management in different parts of the world in different researches. Strategic human resources management depth leads to productivity in organizations. This paper is conceptual and brief consideration on strategic human resources management consequences.all conditions and components which take part in strategic human resources management performance need to more attention. This paper is searching some factors effect on strategic human resources management executive. So this paper investigate in national level because it as a high effect on managerial style in organizations. Also, lack of appropriate manager as a barrier on strategic human resources management should be considered. Managers intervention collection and management culture have led to prevent manpower attraction and put them on the progress way.

3- Research Hypotheses

During internal and external studies, it was appreciated that there were not an investigation on staff resilience capacity via strategic human resources management in and out Iran. therefore, this paper is innovation and totally it raised an applied study with regarded to mentioned cases in Introduction about staff resilience and strategic human resources management.there are seven hypotheses bases on recognized findings in different papers in order to steer analysis direction. These hypotheses included:

First hypothesis: flexible work plan as a strategic human resources management policy leads to staff resilience.
Second hypothesis: effective staff relation as strategic human resources management policy leads to staff resilience.
Third hypothesis: labor development and training as strategic human resources management policy lead to staff resilience
Fourth hypothesis: services compensation as strategic human resources management policy leads to staff resilience.
Fifth hypothesis: management development as strategic human resources management policy leads to staff resilience.
Sixth hypothesis: careful hiring as strategic human resources management policy leads to staff resilience.
Seventh hypothesis: equal job opportunities as strategic human resources management policy leads to staff resilience.

Evaluating and considering internal and external studies on mentioned issue in present study and also with regard to hypothesizes here, we offer following conceptual model:

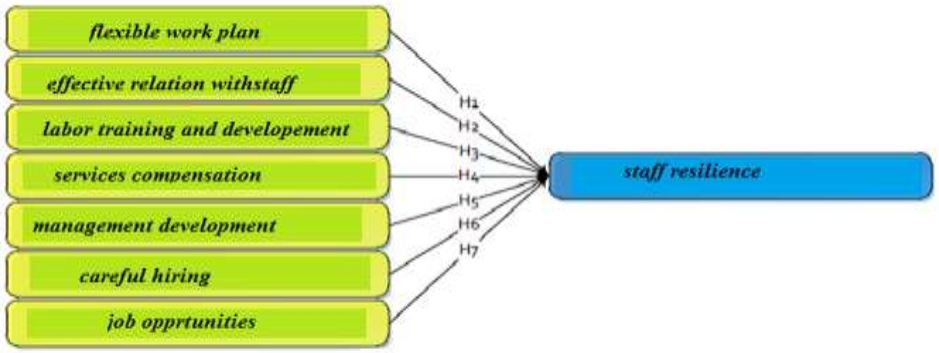


Figure 1: researcher's conceptual model in present study.

4 – Methodology

4-1 sample

It is clear that performing a research is not possible without determining its borders. Statistical society in every research includes all components and persons in geographical scale (globe or region) in a shared industry. Statistical society in this paper includes managers and staffs in Food and Drug Administration in Tehran. The most important issues in social statistics are sampling, so Alice & Roberts believed that sample and statistical society are main concepts in social statistics. According to this definition, sample is some persons in society who's their features present total features in that society and it reveals the community and it has consistency and homogeneity with persons in society. We used Cochran equation to select sample volume. Following, we explain Cochran equation and its parameters:

$$n = \frac{Nt^2 pq}{\varepsilon^2 (N-1) + t^2 pq}$$

(1)

In this relation we have:
n: minimum sample volume,
N: statistical society volume,
t: corresponding unit normal variable rate with confidence level 1-α =1.96,
ε: permissible error rate equal to 0.05,
p: estimate variable attribute ratio and q, 1-p.
In this paper, statistics society is about 150persons and based on Cochran equation, just 109 persons were evaluated; they were selected randomly among statistical society as sample.

$$n = \frac{Nt^2 pq}{\varepsilon^2 (N-1) + t^2 pq} = \frac{150 \times 1.96 \times 0.5 \times 0.5}{(0.05)^2 \times (150-1) + (1.96 \times 0.5 \times 0.5)} = 108.08 \approx 109$$

(2)

Of these numbers, only 60 respondents answered to questionnaire. Also statistics sample demographic features are according to data in table 1.

Table 1: frequency percentage and distribution related to subjects demographic variables.

Variable		Frequency	Frequency percentage
sex	Male	48	80
	Female	12	20
age	25-30	29	48.5
	31-35	19	31.5
	36-40	12	20
education	Associated degree	4	6.7
	Bachelor	42	70
	Master	14	23.3
experiences	1 to 5	30	50
	6 to 10	18	30
	11 to 15	9	15
	16 to20	3	5

With regard to table 1, we can claim that male group with 80 maximum percentages and female with 20 frequency percent are the lowest frequencies. The highest frequency belonged to age group 25 to 30 with 48.5 frequency percentage and the lowest related to age group 36 to 40 with 20.2 frequency percent. Also there is highest frequency in bachelor group with 70.0 percent and lowest frequency in associated group with 6.7 frequency percent. Highest frequency in experiences group 1 to 5 years was 50.0 and the lowest in 16 to 20 was 5.0.

2.4 Data and measurement scale

Data collection tools includes: referring to documents, observation and specially interview and questionnaire. in this paper, we used two standard questionnaires belong to Connor and Davidson in order to gathering necessary information after library study and with regard to achieved data.

A: Connor & Davidson Resilience scale questionnaire: this questionnaire was presented by Connor & Davidson (2003) via reviewing research resources during 1971-1991 on resilience scope. this questionnaire has 25 dialects and it was graded in five – degrees Likert Scale between 0-4 (zero for totally incorrect, 1 for rarely correct, 2 for sometimes correct, 3 for often correct, 4 for always correct). Minimum and maximum score in this test are 0 and 100 respectively. Persons who gain score higher than 60 are resilient.

B: Chan & Hang strategic human resources management questionnaire: this questionnaire was presented by Chang &Hang (2005) according to Pfeffer's indexes (1994). It includes:

1. Existence of human resources policies to compensate services (high payment based on Best Practice and Contingency approach) in organization.
2. Existence of human resources policies to hire in organization.
3. Existence of human resources policies train and develop labor power in organization
4. Existence of human resources policies to create effective relation between staffs (share or publish information) in organization.
5. Existence of human resources policies to create equal job opportunities (decreasing differences and discriminations) in organization.
6. Existence of human resources policies for flexible work plans in organization.
7. Existence of human resources policies to develop management in organization.

4-3 Reliability

Connon &Davidson ‘s Resilience quesionnaires and Chang &Hang ‘s strategic human resources management with translated text were provided for 10 professors and faculty members in University in order to reach visual index in Iran. the results showed that these questionnaores have a suitable appearnce visually and their contents were prepared based on Lavsh method. with regarded to achieved reesults, all questions in quesionnaires gained minimum accepted rate CVR (62%). also, content visual indexes (CVI) for Connon &Davidson ‘s Resilience quesionnaires and Chang &Hang ‘s strategic human resources management were 0.84 and 0.89 respectively. we used Cronbach Alpha method to determine reliability in this paper and reliability ratio for Connon &Davidson ‘s Resilience quesionnaires and Chang &Hang ‘s strategic human resources management were 0.94 and 0.89 respectively. so we can conclude that ithas a high reliability.

5 - Findings

Before testing hypothesis, we must determine appropriate test type for them. Test type determine based on normality or non- normality of gathered data. Also Kolmogrov – Smirnov test was applied to evaluate and consider their normality. This test is distribution compliance test for quantitative data. Researcher has some quantitative sizes sample and he wants to determine whether this sample was achieved from normal distribution society or not. Normality test of a distribution is one of the most common tests for small samples and researcher suspect to its normality. To this target, it is appropriate to use Kolmogrov – Smirnov test. This test in SPSS software was used to adapt four different distribution including Normal, Poisson, Exponential and uniform. The result is Null Hypothesis based on difference between relative observation cumulative frequencies with expected ratio. Null Hypothesis says that the selected sample has normal distribution (Poisson, Exponential and uniform). Kolmogrov – Smirnov test compare cumulative rates possibilities in data set with cumulative possibilities of the same rate in a special theory distribution to reach to distribution compliance. If this difference is high enough, this test expresses that data do not comply with one of the theory distributions, in this test, if significant level id lower than 5%, Null Hypothesis refused. It means that data cannot be a special distribution such as Normal, Poisson, Exponential and uniform.

In present study, we use Kolmogrov – Smirnov test to consider normality in variables data. Therefore, argument and Null hypothesis add to following form:

Null Hypothesis: data distribution is not normal.

Argument Hypothesis: data distribution is normal. Kolmogrov – Smirnov test results are presented in table 2.

Table 2: Kolmogrov – Smirnov test results

Variables	Components	Test coefficients	Significant level	Results
Strategic human resources management	Flexible work plans	1.29	0.67	Data are normal
	Effective relation between staffs	1.88	0.96	
	Labor training and development	0.91	0.9	
	Services compensation	1.44	0.97	
	Management development	1.8	0.7	
	Careful hiring	1.61	0.92	
	Equal job opportunities	1.02	0.84	
Staff resilience	--	1.53	0.93	

Output of statistical software on strategic human resources management variables distribution normal (Flexible work plans, Effective relation between staffs, Labor training and development, Services compensation, Management development, Careful hiring And Equal job opportunities) and staff resilience show that 5% significant level, refused Null Hypothesis and data have Normal distribution.

5-1 Test Hypothesis

With regard to this matter that all gathered data have normal distribution, we used single – variable Regression Test to consider these hypotheses.

The first hypothesis: flexible work plan as a strategic human resources management policy leads to staff resilience.

Table 3. Single – variable regression test for the first test

Variable	Depended on staff resilience development					
	R rate (relation rate)	R square (determinant coefficient)	Model significant level	Beta	Beta significant level	Watson camera station
In depended: flexible work plans	0.888	0.788	0.000	0.888	0.000	1.68

With regard to R value from single – variable Regression test, we can express that relation rate between flexible work plan as a strategic human resources management and resilience development is 0.888 and determination coefficient is 0.788. It says that flexible work plan variable as a strategic human resources management determined about 78% of staff resilience. Also, Watson camera station is 1.68 which expresses lack of self – correlation between estimated equation residential.achieved significant level for this model is less than five – hundredth and it shows that offered model is meaningful. And there is a linear relation between flexible work plan variable as a strategic human resources management and increase resilience. Beta coefficient in Regression model showed that the effect of flexible work plan variable as a strategic human resources management on resilience development was significant and its intensity was 0.888. It is positive with regard to Beta sign.

The second hypothesis: effective relation between staff as a strategic human resources management policy leads to staff resilience.

Table 4. Single – variable Regression test for the second test

Variable	Depended on staff resilience development					
	R rate (relation rate)	R square (determinant coefficient)	Model significant level	Beta	Beta significant level	Watson camera station
In-depended: effective relation between staffs	0.613	0.376	0.000	0.613	0.000	1.36

With regard to R value from single – variable Regression test, we can express that relation rate between effective relation between staff as a strategic human resources management and resilience development is 0.613 and determination coefficient is 0.376. It says that effective relations between staff variable as a strategic human resources management determined about 38% of staff resilience. Also, Watson camera station is 1.36 which expresses lack of self – correlation between estimated equation residential.achieved

significant level for this model is less than five – hundredth and it shows that offered model is meaningful. And there is a linear relation between effective relation between staff variable as a strategic human resources management and increase resilience. Beta coefficient in Regression model showed that the effect of effective relation between staff variable as a strategic human resources management on resilience development was significant and its intensity was 0.6.13. It is positive with regard to Beta sign.

The third hypothesis: labor training and development as a strategic human resources management policy leads to staff resilience.

Table 5. Single – variable Regression test for the third test

Variable	Depended on staff resilience development					
	R rate (relation rate)	R square (determinant coefficient)	Model significant level	Beta	Beta significant level	Watson camera station
In depended: training and development labor	0.909	0.826	0.000	0.909	0.000	1.82

With regard to R-value from single – variable Regression test, we can express that relation rate between labor training and development as a strategic human resources management, resilience development is 0.888, and determination coefficient is 0.909. It says that labor training and development variable as a strategic human resources management determined about 83% of staff resilience. In addition, Watson camera station is 1.82, which expresses lack of self – correlation between estimated equation residential.achieved significant level for this model is less than five – hundredth and it shows that offered model is meaningful. In addition, there is a linear relation between labor training and development variable as a strategic human resources management and increase resilience. Beta coefficient in Regression model showed that the effect of training and development labor variable as a strategic human resources management on resilience development was significant and its intensity was 0.909. It is positive with regard to Beta sign

The fourth hypothesis: services compensation as a strategic human resources management policy leads to staff resilience.

Table 6. Single – variable Regression test for the fourth test

Variable	Depended on staff resilience development					
	R rate (relation rate)	R square (determinant coefficient)	Model significant level	Beta	Beta significant level	Watson camera station
In depended: services compensation	0.894	0.799	0.000	0.894	0.000	1.92

With regard to R-value from single – variable Regression test, we can express that relation rate between services compensation as a strategic human resources management and resilience development is0.894 and determination coefficient is 0.799. It says that services compensation variable as a strategic human resources management determined about 80% of staff resilience. In addition, Watson camera station is 1.92, which expresses lack of self – correlation between estimated equation residential.achieved significant level for this model is less than five – hundredth and it shows that offered model is meaningful. In addition, there is a linear relation between services compensation variable as a strategic human resources management and increase resilience. Beta coefficient in Regression model showed that

the effect of services compensation plan variable as a strategic human resources management on resilience development was significant and its intensity was 0.894. It is positive with regard to Beta sign.

The fifth hypothesis: management development as a strategic human resources management policy leads to staff resilience.

Table 7. Single – variable Regression test for the fifth test

Variable	Depended on staff resilience development					
	R rate (relation rate)	R square (determinant coefficient)	Model significant level	Beta	Beta significant level	Watson camera station
In depended: management development	0.910	0.828	0.000	0.910	0.000	1.77

With regard to R-value from single – variable Regression test, we can express that relation rate between management development as a strategic human resources management and resilience development is0.910 and determination coefficient is 0.828. It says that management development variable as a strategic human resources management determined about 83% of staff resilience. In addition, Watson camera station is 1.77, which expresses lack of self – correlation between estimated equation residential.achieved significant level for this model is less than five – hundredth and it shows that offered model is meaningful. Moreover, there is a linear relation between management development variable as a strategic human resources management and increase resilience. Beta coefficient in Regression model showed that the effect of developing management plan variable as a strategic human resources management on resilience development was significant and its intensity was 0.910. It is positive with regard to Beta sign

The fifth hypothesis: careful hiring as a strategic human resources management policy leads to staff resilience.

Table 8. Single – variable Regression test for the sixth test

variable	Depended on staff resilience development					
	R rate (relation rate)	R square (determinant coefficient)	Model significant level	Beta	Beta significant level	Watson camera station
In depended: careful hiring	0.855	0.731	0.000	0.855	0.000	1.83

With regard to R-value from single – variable Regression test, we can express that relation rate between careful hiring as a strategic human resources management and resilience development is0.855 and determination coefficient is 0.731. It says that careful hiring variable as a strategic human resources management determined about 73% of staff resilience. In addition, Watson camera station is 1.83, which expresses lack of self – correlation between estimated equation residential.achieved significant level for this model is less than five – hundredth and it shows that offered model is meaningful. Moreover, there is a linear relation between careful hiring variable as a strategic human resources management and increase resilience. Beta coefficient in Regression model showed that the effect of careful hiring variable as a strategic human resources management on resilience development was significant and its intensity was 0.855. It is positive with regard to Beta sign

The seventh hypothesis: equal job opportunities as a strategic human resources management policy leads to staff resilience.

Table 9. Single – variable Regression test for the seventh test

Variable	Depended on staff resilience development					
	R rate	R square	Model	Beta	Beta	Watson

	(relation rate)	(determinant coefficient)	significant level		significant level	camera station
In depended: equal job opportunities	0.837	0.700	0.000	0.837	0.000	1.65

With regard to R-value from single – variable Regression test, we can express that relation rate between equal job opportunities as a strategic human resources management and resilience development is0.837 and determination coefficient is 0.700. It says that equal job opportunities variable as a strategic human resources management determined about 70% of staff resilience. In addition, Watson camera station is 1.65, which expresses lack of self – correlation between estimated equation residential.achieved significant level for this model is less than five – hundredth and it shows that offered model is meaningful. Moreover, there is a linear relation between equal job opportunities variable as a strategic human resources management and increase resilience. Beta coefficient in Regression model showed that the effect of equal job opportunities variable as a strategic human resources management on resilience development was significant and its intensity was 0.837.It is positive with regard to Beta sign.

6. Conclusions

In this study, we studied statistical society of administrators of universities and higher education institutes in Tehran State. They are 150 persons. We evaluated 109 people as statistical sample via Cochran Equation, but only 60 persons answered to questionnaires. Descriptive statistical analysis showed that male group with 80 percent frequency and female with 20 percent frequency are the highest and lowest frequencies respectively. In 25-60age group, 48.5 percent frequency is the highest frequency and in 36-40 age groups, 20.0 percent frequency is the lowest one. There is the highest frequency in bachelor group with 70.0% and the lowest one in associated degree with 6.7%. We have the highest frequency of 50.0%in age group below 1-5 and the lowest one about 5.0% in 16-20 ages.

Output of statistical software on depended and in depended variables distribution normal show that they are in 5% significant level and refused Null Hypothesis and data have Normal distribution. With regard to this matter that data have normal distribution, so we used single – variable Regression test to evaluate these Hypothesis. The results are present in following:

1- Flexible work plan as a strategic human resources management policy leads to staff resilience.

2- Effective staff relation as strategic human resources management policy leads to staff resilience.

3- labor development and training as strategic human resources management policy lead to staff resilience

4- Services compensation as strategic human resources management policy leads to staff resilience.

5- Management development as strategic human resources management policy leads to staff resilience.

6- Careful hiring as strategic human resources management policy leads to staff resilience.

7- Equal job opportunities as strategic human resources management policy leads to staff resilience.

Therefore, we can conclude that human resources management can lead to staff resilience development via Flexible work plans, Effective relation between staffs, Labor training and development, Services compensation, Management development, Careful hiring And Equal job opportunities.

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