The impact of HRM practices on agility of Kosar hospital staff in Shiraz

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Abstract

The present study was conducted to evaluate the impact of HRM practices on employee agility. The study was conducted at Kosar hospital in Shiraz, the population of the managers and employees, the number of 1100 people. According to the formula to determine the sample size, sample size was determined 285 people. A questionnaire was used to collect the data, the validity of which was confirmed by the professors and experts, and its reliability was confirmed by Cronbach's alpha coefficient value of 0.88. LISREL structural equation modeling software was used for data analysis and hypothesis testing. The results showed that HRM practices, a significant and positive impact on physical agility and intelligence personnel, including intelligence, competence, collaboration, culture and employees' use of information systems.

Keywords: human resource management practices, agility of staff.
Introduction

Since, today's complex world, has been dubbed the era of continued, rapid growth and evolution of technical knowledge and technology, and expanding consumer market, has little chance to use past experiences and solutions. Other past experiences and solutions are not the entrepreneur, for current issues and future organizations. One should think in a different way, and was looking for new solutions, to provide goods and services that the customer will be provided with the same quality. Find creative ways to respond to today's rapidly changing environment, and the breakthrough organizations need to use new methods, and new approach to the organization [1].that, by ignoring or delays in keeping up with changes, were forced to withdraw from the competition [2]. This awareness led to today organization, relying on ingenuity, skill, knowledge and access to information, leaning toward Chabksazy, privatization, downsizing and the use of virtual organizations and external, sensitivity and awareness around, with Special Forces and the use of knowledge, as well as the use of market research teams, [3]. Hospitals are also among the organizations that, due to the sensitivity and importance in the treatment, they must be agile; to be able to survive in today's dynamic environment, and the need to be responsive and patient demand. Agility in a hospital, the hospital represents the response in the face of internal and external changes, and if the hospitals are designed to be agile, able to compete with other hospitals and providing appropriate services to patients. To be able to sync your hospitals and equipment and make changes such as technological progress-to-date methods and procedures, management, design and implement their management policies in this direction. In addition to the success of the hospital (but not survival) should be learning, to faster, cheaper and more effectively respond to the demands presented to the hospital [4].

General management theorists are concerned about the human side of agility in terms of total quality management (often without human aspects of technical computing agility). The most appropriate set of literature, concerns the relationship between people, organizations and technologies, the technical-social approach. Almost fifty years ago, the role of socio-technical systems for the first time in Tawi Stoke were investigated Studies Institute, which clearly showed the role and value of human beings in production systems [3].

In today's changing business environment, an agile workforce, faced with uncertainty and is expected to give a quick response to unexpected events. Also, the workforce is expected to be nimble, to cooperate efficiently in any collaborative activity (such as multitasking teams, related organizations, or virtual organizations) [5].

The Gonaskaran (1999) specifically refers to a human face Agility Agility human resources in an organization. Under the Agility human resources, the ability to change the capacity of human resources and the subsequent training of human resources to complete mastery of knowledge and skills. Gonaskaran agile labor force characteristics defined as follows: workforce familiar with information technology, teamwork, negotiation, advanced production strategies and technologies authority staff, multitasking labor, labor into several languages and familiar the automated [6].

Several studies have been done on workforce agility, which shows, agility staffing models and methods, is being developed. Plonka's paid attention to the importance of human factors in the agility manpower. Because of these factors are largely continuous process of training and development as well as theory and practice experience are supported. In addition, he discussed the potential of Agile-based mechanisms for the knowledge worker, such as the
selection of personnel, acquisition of new knowledge, accelerating learning, providing timely education [7]. Breu & et al to analyze the role of information technology staffing empirical studies conducted in agility. They won five agility manpower capabilities using the analysis main components: intelligence and knowledge, competencies, collaboration, culture and information systems [8]. Sumukadas & Sawhney hierarchical theoretical model and empirically benchmark was created. This model shows how human resource management practices (such as the involvement of employees, education and motivation of employees) contribute to the agility of human resources [9]. This research tries to find the answer to the question, whether HRM, has a significant impact on workforce agility at Kosar hospital, Shiraz or not. Workforce Agility

Most of the studies on workforce agility relied on behavioral aspects such as flexibility, agility and versatility. Versatility to believe Harvey & et al (1999), is the ability to adapt to new conditions or different, due to various technical demands, and organizational change through replacement of the acts, conduct, attitude and mental state of the variation, both within (by employees) or external (eg, organization or technology), caused [10]. According to Allworth, & Hesketh (1999), adaptive functioning, refers to those actions, the ability to handle the change of the rise and the ability to transfer learning from one task to another task expressed, in case of changing requirements and expectations job, [11].

Dyer & Shafer (2006) stated that, to achieve organizational agility, requires three main types of behavior in the work force: the interaction, versatility and production. The conduct of activities, including two aspects: pioneering and spontaneity. The interaction of groundbreaking active means detecting the opportunity to contribute to the success of the organization, and action guide, to pursue those opportunities that seem promising. Spontaneity of interaction behavior requires us to review and implement new and creative approaches to pursue opportunities and deal with threats. Adaptive behavior, needs to take on different roles, to play in different capacities, and teams often simultaneous levels, and rapid transition from one role to another role. The manufacturer (generator), the personnel should simultaneously in multiple areas of competence, learn, and by actively sharing information and knowledge, training [12].

Workforce agility components

Previous studies in the field of labor agile (Plonka, 1997; Gunasekaran, 1999; Allworth, & Hesketh, 1999; Breu & et al, 2002;), especially the proposed models Dyer & Shafer (2006) as a framework of guidelines for classifying Details and behaviors workforce agility by Sherihay (2010) was used. His simultaneous study of business strategy, organization, and agile workforce, workforce agility provided six components as follows:

1. Faced with unpredictable situations, and with uncertainty:

It is pointed out that, to what extent employees are matched and face with ease by nature unpredictable situations with uncertainty, and to what extent they have taken reasonable measures, despite the uncertainty and ambiguity in these cases [14].

2. Creative problem solving

It refers to the solutions incomplete tasks, ill-defined and complex, and issues related to the change as well as groundbreaking work to solve problems, help, (Sherihay, 2010). Solving quality issues associated with the use of problem solving methods, more effective, methods of trial and error, shown [7].

http://www.ijhcs.com/index.php/ijhcs/index  Page 2444
3. Flexibility professional
It refers to the ability and competence to work simultaneously on different tasks, different teams (Sherihay, 2010). Professional staff and multitasking, able to be moved together, and thereby improve their organization's diversity production system (Zare zardini and Yousef: 50: 2012). Versatile and flexible staffs are key to designing an agile institution. Having qualified employees with multiple skills, ability to perform activities of replacement or substitute for people to do things is very important [15].

4. Rapid learning new ways, perform jobs and tasks; learning skill sets, or new tasks in order to reorganize a job, or a new career [12].

5. Compatible interpersonal
Comparative interpersonal aspects of performance, including flexible displays, such as inter-personal, inter-personal style adapted to achieve a goal, the implementation of interpersonal behavior, in order to work effectively with a new team, with partners, or customers, and provides a flexible, responsive service and being, someone who is able to effectively anticipate and satisfy customer needs [16]. In fact, this dimension refers to the personal and cultural compatibility between, on the face of the person with people who have different backgrounds and experiences are with them.

6. Cope with work stress rising
Stress at work is feared, often physical and emotional abilities of individuals to fulfill or meet the demands, requirements or not their job opportunities [17]. "Cope with job stress coping" refers to endure stressful situations and difficult, with high working pressure, so that the person handle these situations [12].

Behaviors associated with workforce agility

1. Attitude
Positive or negative emotional state of the person, rather than agility, it can be considered as his approach to agility. This refers to the person about the benefits of agile behavior, which could be due to the person's previous experience. be, which in turn can influence workforce agility [12]

2. Anxiety about agility
Positive or negative opinion of those around the person, or humiliation of the agility and encourage them, can affect behavior. In the case of labor, the authorities often include important social superiors, colleagues and subordinates him or even unions. [7]. In the meantime, the "group norms" should be paid special attention. Group norms are standards that governed the behavior of the major within a group. These norms, which helps to group members, to recognize what they should do in unfamiliar situations, [18] these norms can display high-level performance in a negative or positive influences it. Most of the groups, formally or informally, a system to sanction people who deviations from the norms of their group, have established [18]. For example, Hawthorne we refer to III studies. In the study that was the basis for the emergence of the field of organizational behavior, special attention to the role of informal groups. So that was sometimes surprised to find that, in order to avoid unhappiness groups of people, their returns were deliberately reduced to comply with group norms, even if this is at the expense of the "better pay" all it was, therefore, researchers found that the group has great influence on its members, and their increasing productivity in the workplace, under positive or negative effect on their [19]

HRM
Human resources management, focused on the policies, procedures and systems that affect behavior, thoughts and actions of employees [20]

Human resource management is the strategic approach to recruiting, development, management, motivation and commitment to achieve their key resources, ie, people who work in it or for it [21]

Human resource management, identify, select, hire, train and develop human resources, in order to achieve the objectives of the organization and purpose of the organization, the organization is large or small, that there is specific intent to achieve clear goals and purpose of human resources is an organization of all the people, who are working at different levels [22].

The purpose of human resource management policies and measures required to implement part of the job is management, which depends aspects of employees' activities, particularly for recruitment, staff training, and performance appraisal, rewarding and creating a healthy environment and fair, for people in the organization. For example, the policies and practices include the following:

- job analysis (to determine each employee's job content)
- Human resource planning and recruitment
- Selection of eligible volunteers
- orientation and training to newly hired employees
- payroll management (how the compensation of employees)
- Motivating and benefits
- Performance evaluation
- Communicate with employees (interviews, counseling and disciplinary regulations)
- Development of human resources and training
- the commitment of staff [23]

Human resource management approaches
There are two general approaches in human resource management: hard and soft power approach.
1. Approach hard to look at employees as well as other resource that must be input-output equation is established, and be run efficiently.
2. This new approach: further attention to the fact that, like other resources can not be treated with employees because, unlike other resources, human resources, think and respond.

The hard approach focuses on the process of managing employees while soft approach emphasizes the attitudes and behavior of their employees. Hard systems approach, procedures and guidelines and how the processes studied. This new approach considers human and behavioral factors [21]

Human resource management goals
The main objectives of human resource management are desirable outcomes of the collective efforts of employees, which can be expressed on it:

- Providing manpower at low cost
- nurture and develop the talents and skills of people
- Maintain good relations between their forces and the creation of competent
- Providing material and spiritual needs, and staff satisfaction, so that the necessary alignment between their personal goals, and objectives of the organization [24]

Environmental factors affecting human resource management
1. External environmental factors

Management scholars have defined external environment as follows: institutions and forces that affect the performance of the organization, but the organization does not have much control over them [25].

A) State laws: one of the most important external pressures, the performance of human resource management, the public policies and laws. Laws and public policies, affects a range of tasks personnel managers [26].

B) Labor market: the number and characteristics of the workforce in the labor market is another important factor external environment. If there is the need for manpower in the labor market, or demand is greater than supply of labor, human resource management tasks, particularly recruitment, manpower training, compensation system, issues of motivation and satisfaction of human resources of the importance and sensitivity will be higher for the organization [25].

C) Community: Community members on human resources management, exercise considerable pressures. If an organization wants to be accepted by the public opinion, must be acceptable goals and activities for people, for society to its employees, therefore, an organized effort, especially actions related to human resources, must be acceptable to the public. If an organization is not appropriate behavior with your buddies, the attitude of people to the organization and its products and services, affect, and this has a negative effect on the survival of the organization [24].

D) Competition: many organizations, to produce goods and services are similar, and often organizations produce goods and services to compete with other similar organizations. Competitiveness, growth and advancement of some organizations and other organizations will be deleted. Today, if organizations are to survive, they must be able to absorb managers and experienced professionals to their critical jobs, as well as training and development plans and appropriate compensation system more effective in the community. However, the degree of competition in the products and services in the environmental organization, the importance of human resource management tasks appears more in line with the survival of the organization [27].

E) Technology: In recent decades, production technology, many products and services, has changed dramatically. Changing technology, constantly demands new skills and supply of skills in the labor market is usually less than the demand for them. In fact, the most important activity in later life organizations and the only way to deal with the drastic changes in technology, training and preparation of humans. In the case of technology changes in the production of goods and services organization, human resource management affected by other duties, and becomes more significant [25].

F) Customers: People who use the goods and services organization, must be considered as part of the external environment, because the sale is important for the survival of the company. Human resource managers must ensure that organizational performance, there will not force customers into opposition. According to customer needs, is an important task and to this end should the attitude of customers to quality goods and services, and recruitment and selection practices in the organization, we need to do [26].

G) Shareholders: shareholders, owners, because shareholders, financial investors in the firm. They may, with long-term plans of the opposition. Human resources management, especially in the training of staff and improving cost management, and managers should be on how the impact of these programs in future revenues to explain to shareholders because shareholders want to know who, how costly measures, leading to increased revenue. However, sometimes
shareholders due to the high cost of human resources management program that involves oppose [28].

Environmental factors within the organization

Internal environment of the constituent elements, which, within the boundaries of the organization affect human resource management functions. Factors within the organization, include the organization's mission and long-term objectives, and policies and culture of the organization and performance of the Executive.

A) The organization's mission: The mission of the organization, is the goal creation of the organization, and specifies the operations and activities of the organization that, by institution, the owner or the Board of Directors determined. The mission of the organization, as major internal factors that affect human resource management functions [25].

B) Policies: The policies of the organization, Help, and about which decisions should be taken in its territory and identified. Policy and practice is a general program defines the purpose and method of execution. Policy, the behavior of executives to be determined, and at the same time, is an effective means to control the operation. In fact, the policy of predetermined is guidelines for researchers and orientation decision. Managers, use dos and don'ts that should be followed in practice. As a result, when the tasks and responsibilities of the follow certain principles, the principles, policies, are. Organizations, usually in the formulation and implementation of policies and programs have broad. Although the policy was developed and appointed in each area and task, but most policies related to human resource management [19].

C) Corporate Culture: operating effectively within organizations, other human resource management functions, organizational culture is. Organizational culture and shared values of an organization's underlying assumptions, which are widely distributed across the organization, resulting in determined behavioral patterns. Organizational culture affects all aspects of the organization and management duties and conduct and education. The importance of the manager does not care for its employees, the organization's cultural values [29].

D) Performance units executive personnel specialists, permanently, with a range of executive such as production and marketing, financial and interact. For the organization to appropriately staffing issues, to be settled, should all managers cooperate with each other, The organization's work is a more complex, more variety, sensitivity functions of human resources for the organization will be more, on the contrary, if the duties administrative units of great complexity and extent perhaps not necessary HR functions carried out by the same units and unit separate unit called human resources [25].

Background research Esmaili and colleagues (2013) conducted a study as to identify and prioritize the factors affecting the agility of human resources at Iran Khodro. The results indicate that, 13 factors were identified as contributing factors, empathy, feel the need for agility, general teaching, supported, of course encourage management, relationship management, its stimulating, enriching jobs and problem-solving capabilities industry workers of Iran Khodro Brchabky [2]. Zahedi et al (2013) conducted a study to determine the dimensions and indicators of agility capabilities of human resources. Multiple Indicator agility capabilities of human resources was finalized as follows: Smart and awareness, multiple competencies, knowledge management, culture, empowerment, information system. Mobilization of human resources
and will make the Qalyt, organizations not only lower the risk of exposure to uncertainty, but also a step in the direction of their agile [30]. Aghayan (2012) conducted a research study of the effect of organizational agility on the performance of small and medium industrial companies (Case study: industrial town of Hamedan). The results showed that organizational agility significant impact on the performance of the company's operating performance marketing and small and medium-sized industrial town of Hamedan, but do not have a significant impact on the financial performance of companies. The results also showed that organizational agility on quality, customer service, productivity, market share, sales volume, revenues, profits and return on capital is significant influence, but does not have a significant effect on the ratio of profit to sales [31]. Ruwen & Nembha (2013) A study carried out in relation to workforce agility, came to the conclusion that one of the main drivers of agility, feel the need to be agile to employees [5]. and environment management and support staff Drchabky [16]. Zare Zaredini and Yousefi (2012), based on the research carried out in relation to emotional intelligence and agility to the conclusion that the factors such as self-awareness, self-control, self motivate, empathy and relationship management affects agility employees [32]. Sherehyi & et al (2011) study, which was done as the concept of framework features agility, concluded that the ability of HR agile can be grouped in six dimensions: flexibility, accountability, culture Change, speed, integrity and a low complexity, and interoperability [33]. Sunmukadas & Sawhney (2004) conducted a study as agile workforce through employee involvement. They created a theoretical model and hierarchical Syslh. This model shows how human resource management practices (such as employee involvement, education and motivation of employees) contribute to the agility of human resources [9]. Crocitto & youssef (2009) conducted a study with the human aspects, organizational agility and concluded that, by agility of human resources, the ability to change the capacity of human resources and the subsequent training of human resources, for complete mastery of knowledge and skills is [34].
Conceptual model
According to the literature, and review by former studies, conceptual model was developed as follows.

Figure 1: A conceptual model (self-made)

Hypotheses
The main hypothesis:

HRM practices, has an impact on workforce agility.

Sub assumptions
1 HRM practices impact on intelligence and consciousness.
2. HRM practices affect on merit.
3. HRM practices affect the collaboration.
4. HRM practices affect the culture.
5. HRM practices, impact on employees' use of information systems.

Method of investigation
Objectives of the study, divided into two categories applied research and fundamental research. Since the objective of the research is to use the results to improve the agility of organized labor, therefore, this study based on the purpose of the application, and since it is a method of data collection questionnaire, so the method is descriptive scrolling. Research community managers and employees are 1100 Shiraz Kowsar Hospital. Simple random
sampling and the sample size was determined using sample size formula for the finite population.

\[
n = \frac{NZ^2pq}{Nd^2 + Z^2pq}
\]

Where \(d\) value of 0.05 was considered, The \(Z\), 1.96 and success ratio is 0.5. According to the formula, the sample size is 285 people. To collect the study data, a questionnaire was used, workforce agility questionnaire, with 15 questions and a self-made, and human resource management practices questionnaire from Emamifar and Khademi (2012) with 21 questions in Likert scale, from "very low" to "very high". Content validity was used to assess the validity of the methods. In this case, the questionnaire by instructors, experts in the field of human resources, and of them were asked to express their opinions in this case. Then, by examining their views and guidance teachers and the opinions of validity was confirmed. In order to ensure further 300 questionnaires were distributed among the population, and finally 285 healthy and usable questionnaires were used for data analysis. Cronbach's alpha coefficient was used to assess the reliability of the questionnaire; a questionnaire was obtained for a total value of 0.880, indicating an acceptable reliability for the questionnaire. To analyze the data, SPSS software and to test the hypotheses, structural equation modeling and LISREL software was used.

**Research findings**

Descriptive analysis of demographic data, research showed that most of the respondents were in the age group 41-50 years (43%), and lowest in the 20-30 category (12%), and the level of education of undergraduate Most (86%) and graduate (14%), respondents constitute the sample. 51% of respondents with 11-15 years of service, the highest percentage is accounted for. Table 1 shows the results of this analysis in detail.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12%</td>
<td>35</td>
<td>20-30</td>
</tr>
<tr>
<td>35%</td>
<td>98</td>
<td>31-40</td>
</tr>
<tr>
<td>43%</td>
<td>124</td>
<td>41-50</td>
</tr>
<tr>
<td>10%</td>
<td>28</td>
<td>More than 50</td>
</tr>
<tr>
<td>education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>86%</td>
<td>245</td>
<td>Masters</td>
</tr>
<tr>
<td>14%</td>
<td>40</td>
<td>Graduate</td>
</tr>
<tr>
<td>Years of service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12%</td>
<td>34</td>
<td>Less than 5 years</td>
</tr>
<tr>
<td>30%</td>
<td>86</td>
<td>5-10 years</td>
</tr>
<tr>
<td>51%</td>
<td>145</td>
<td>11-15 years</td>
</tr>
<tr>
<td>07%</td>
<td>20</td>
<td>More than 15 years</td>
</tr>
</tbody>
</table>

**Test research hypotheses**

To achieve the study goals, five hypotheses about the impact of HRM practices on workforce agility, were considered.

To test the hypotheses, structural equation modeling and LISREL software was used. In this approach, the model to test hypotheses should be considered. This means that, if research data, supported by the theoretical model or not? Results showed that the model output,
indices RSMEA, AGIF, NFI, \( \frac{\chi^2}{df} \) has not provided the necessary amount and so the model does not have a good fit. After modifying the model and change the desired was obtained. The RSMEA, two models of 0.091 and the value of \( \frac{\chi^2}{df} \), is also 2.20 times that have provided the required amount. Results improved model fit indices were mentioned in Table 2.

Table 2: Indices fit

<table>
<thead>
<tr>
<th>Index</th>
<th>Acceptable fit</th>
<th>value of the model</th>
<th>revity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goodness of fit index</td>
<td>90% GFI&gt;</td>
<td>0.92</td>
<td>GFI</td>
</tr>
<tr>
<td>Modified goodness of fit index</td>
<td>90% AGFI&gt;</td>
<td>0.91</td>
<td>AGFI</td>
</tr>
<tr>
<td>Comparative fit index</td>
<td>90% CFI&gt;</td>
<td>0.98</td>
<td>CFI</td>
</tr>
<tr>
<td>The incremental fit index</td>
<td>90% IFI&gt;</td>
<td>0.98</td>
<td>IFI</td>
</tr>
<tr>
<td>Thrifty normalized fit index</td>
<td>More than 50%</td>
<td>0.92</td>
<td>NFI</td>
</tr>
<tr>
<td>Root mean square error of estimate</td>
<td>Less than 10%</td>
<td>0.085</td>
<td>RMSEA</td>
</tr>
</tbody>
</table>

According to Table 2, by comparing the values obtained from the model final corrections, the amount needed for optimal fit model, it is evident that all the fit indices have provided at least the required amount. LISREL software graphical view of the final output, standard estimation stage, path, and also was a factor loads of reforms has been shown in the chart.
Figure 2 shows the factor loadings of all items, exceed the required minimum of 0.4, and no need to remove any of the items, and so we can ensure that each of the items to be measured variable gives.

After securing a good fitness model, we can test the hypothesis. Significant consideration should be given to the path to the T-VALUE that if these values were 1.96 ± is outside of the range, it can be concluded that the hypothesis of a causal relationship is intended, is confirmed at 95%.
Table 3 shows the results of tests for details.
Table 3: Results of testing hypotheses

<table>
<thead>
<tr>
<th>Row</th>
<th>Hypothesis</th>
<th>Path coefficient</th>
<th>T-VALUE</th>
<th>Consequently hypothesi s</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The impact of HRM practices Brhvshmndy awareness</td>
<td>0.35</td>
<td>4.99</td>
<td>Confirm</td>
</tr>
<tr>
<td>2</td>
<td>HRM practices Brshaystg</td>
<td>0.28</td>
<td>3.90</td>
<td>Confirm</td>
</tr>
<tr>
<td>3</td>
<td>HRM practices Brtshryk efforts</td>
<td>0.58</td>
<td>10.22</td>
<td>Confirm</td>
</tr>
<tr>
<td>4</td>
<td>HRM culture</td>
<td>0.35</td>
<td>5.26</td>
<td>Confirm</td>
</tr>
<tr>
<td>5</td>
<td>The use of human resources management information system staff</td>
<td>0.57</td>
<td>8.41</td>
<td>Confirm</td>
</tr>
</tbody>
</table>

According to the stated results in Table 3, it can be stated, that the T-VALUE any path out of the range of ±1.96, and therefore independent variable "HRM" could have a significant and positive impact on the dependent variables. Path coefficients obtained show that the independent variable "HRM" to the 0.35 on intelligence and knowledge, 28% on the merits, on the contribution of 0.58, 0.35 and 0.57 on the culture, the employees of the system, has the effect of a significant and positive.

Conclusions and recommendations

Obviously, the most important asset of any organization, human capital, and the success of any organization's human resources function. Human resources function is influenced by many factors, one of which, the agility staff. Organization for his staff must think about important measures. Among these measures, human resource management measures, through the appropriate process, human resource management, staff could not have agility. The purpose of this study was to determine the effect of human resource management practices, the agility Shiraz Kowsar heart hospital staff. For this purpose, a survey research was to examine the hypotheses. The results showed that HRM practices, workforce agility is a significant and positive impact on various aspects, including the wise and knowledge, competence, collaboration, culture and employees' use of information systems. In explaining this conclusion stating that the organization has done a good human resource management practices, and based on the results of a proper analysis of jobs, the job description and job design is scientifically accurate, to recruitment, hiring, training and compensation paid, and employees have the agility of the way. In other words it can be said, it has been the intelligence and knowledge, competence, collaboration, culture and employees' use of information systems. According to the results, it could be suggested that, given the characteristics of agility, intelligence and knowledge of employees, human resource management, recruitment and hiring process, focus on the conditions and characteristics that indicate the candidates are intelligent, and can also seek help as well as staff training, more staff for intelligence. In order to merit more employees can be considered to job analysis and job descriptions, and based on their results assign employees to each job, have the skills and competencies required to serve in the job. In this regard, pre-service and in-service training is effective in creating staff competence. The more employees to collaborate teach teamwork and employee participation, as well as providing performance feedback to be effective as a
group and a team. Strengthening the culture of the organization in the field of independent decision-making, encourage employees to pay attention to indoor and outdoor, and identify opportunities in the process of training the manpower, will be the agility staff. Finally, human resource management by encouraging and training staff in the use of information systems, strengthening causes employees with the ability to use new technologies, and therefore greater agility them. Therefore, appropriate measures to manage human resources, will lead to greater agility staff.
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