



INVESTIGATING THE IMPACT OF JUSTICE AND TRUST ON THE RESILIENCE OF HUMAN RESOURCES AND THE MAINTENANCE AND SUSTAINABILITY OF HUMAN RESOURCES (CASE STUDY: EMPLOYEES OF THE GENERAL WATER DEPARTMENT OF MOTHNI PROVINCE, IRAQ)

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Article history:	Abstract:
Received: July 3 rd 2022	Considering the increasing and rapid changes in social life and changing human needs, the issue of resilience and maintaining human resources is considered by experts and thinkers as one of the basic challenges and crises of today's organizations, so the purpose of this study is to investigate The effect of justice and trust on the resilience of human resources and the maintenance and stability of human resources. In terms of the purpose, the current research is in the category of applied research, and in terms of the method of gathering information, it is descriptive and correlational. The time horizon of this research was cross-sectional. The statistical population of this research is the employees of the General Water Department of Mothni province in Iraq. The measurement tools related to all 4 variables of this research are standard questionnaires that have content and construct validity and their reliability is confirmed. In general, 7 hypotheses were examined in this research. The results of the hypothesis test showed that justice has a positive and significant effect on human resource resilience, but it does not have a significant effect on human resource retention. Also, trust has a positive and significant effect on the resilience of human resources and the maintenance of human resources. In addition, there is a causal relationship between the dependent variables in such a way that human resource resilience has a positive and significant effect on human resource retention. In the investigation of mediation hypotheses, it was also found that the mediating variable of resilience mediates the effect of trust on the retention of human resources and the effect of justice on the retention of human resources.
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1. INTRODUCTION

Today's organizations are always faced with many crises and severe threats to their business or services, including rapid technological changes, economic fluctuations and recession, equipment failure and human errors, war, terrorist attacks, etc., all these crises can Raise important issues. On the other hand, one of the most important challenges of today's organizations is related to human resources (Edison et al., 2017). Various challenges facing organizations in

today's era, especially the challenge of preserving and maintaining capable and valuable human resources, show the need for different approaches to deal with such crises and challenges in today's organizations. . The organization's ability to respond and improve effectively by increasing organizational resilience is very important in this matter (Ngok Su et al., 2021). On the other hand, in today's era, one of the competitive advantages of organizations and their indicators of superiority over other competitors is



having committed, responsible and motivated human forces at work. This important thing will not happen except by promoting justice and trust in organizations and building a culture of these indicators in your organization to prevent the occurrence of job frustration and lack of motivation among employees and to prevent organizational silence and indifference. Today's organizations are constantly trying to create stable conditions in their organization and looking for capable human resources as the driving force of the organization, and their main concern is to attract, employ, maintain and improve human resources as the main assets of the organization. (Mahadi et al., 2020). But it should be noted that due to the inherent complexity of humans, a series of internal and external organizational issues directly and indirectly affect these human capitals. There are many organizations that spend a lot of time and money to attract and employ the best human resources for their group, but by neglecting various factors and improper management, not only the cost and time spent are destroyed. brand, but they destroy all the motivation and talent of their human forces and turn one of the most important and main organizational opportunities into the biggest and most sensitive threat to their organization. Accordingly, if you are looking for motivated, committed, hardworking and valuable human resources in the organization, conditions must be provided for employees to feel safe, establish justice and trust, so that in this environment they can perform their organizational duties and feel discriminated. And do not do injustice. If such conditions prevail in the organization, that organization will be more successful in achieving its goals and the human resources within the organization will not spare any efforts.

In addition, resilience is often considered as the ability to deal with a crisis, and a resilient organization refers to an organization that has the ability to adapt to crises and recover from them. In other words, resilience is considered as a tool that enables an individual, society, or organization to be less harmed in the face of internal and external crises and impulses and to be able to protect itself against them. This will be done by the human resources of organizations. Human resource management (HRM) plays an important role in the overall progress of an organization and dealing with crises facing the organization. Selection (attracting and selecting the best qualified applicants) is one of the most critical steps in the field of human resources due to its role in the organization's human resources management.

- ¹ Edison et al
- ² Ngoc Su et al
- ³ Mahadi et al

Organizations have been predicted (Arasli et al., 2014). But more important than that is the issue of preservation, maintenance and sustainability of human resources recruited in the organization (Mahadi et al., 2020). Organizations neglect this issue due to being involved in everyday life and the high volume of their activities and many other reasons, and perhaps the elite and capable forces that have been attracted to the organizations, but due to the lack of attention to the indicators of the maintenance and stability of human resources, become forces They have become unmotivated and worn out and will not be able to withstand the pressures and crises of the organization, and these elite, capable and strong forces will become the main cause of the failure and destruction of the organization. Just as human resources can create a competitive advantage for the organization with resilience, the same human resources without resilience can be the Achilles' heel and the main reason for the failure of an organization. Based on this and according to the most important results of human resource resilience studies in the world, the goal of resilience is to improve the ability of employees in a way that acquires different skills and efficiency and the power of decision making and goal setting. To be able to act in difficult and difficult conditions of the organizational environment in such a way that they can tolerate any interventions and pressure while establishing relationships with others and performing their organizational duties (Stokes et al., 2010).

Over the past few decades, persistent crises caused by natural disasters, economic instability, or terrorist attacks have challenged the stability of human resources at all scales (individuals, organizations, and destinations). Various businesses (including the General Water Department of Mothni Province) are susceptible to these effects, subject to loss of business confidence, market share, and profitability, and in fact closure (Hall et al., 2018). In such a situation, a resilient business that faces reality, has strong values that empower its employees to persevere, and demonstrates effective adaptive behavior through creativity is likely to be more prepared for recovery (Cotto, 2002). The cornerstone of understanding resilient organizations is understanding resilience in the human factor (Carvalho and Areal, 2016). Resilient employees are less sensitive to the pervasive negative effects of stress because they seek to adapt to adverse changes (Lothar et al. 2000). For example, they see



the positive in adverse situations, creatively seek solutions to difficult problems, and focus on making amends (Bonano, 2004). Previous studies show that the interaction between employees' capacity for resilience, the efforts they make, and the interrelationships within the organizational framework make it possible for organizations to respond to adversity in an approach based on the community resilience framework. The study proposed by Moygana (2007), shows that the development of organizational resilience requires the exploitation of a set of resources described as capital. The more these assets a business has, the greater its potential to mitigate the effects of a disaster and accelerate recovery (Brown et al., 2018). This study examines how organizations with a range of capitals, including human (i.e. employees' capacity for resilience), social (i.e. trust in the organization) and economic (i.e. distributive justice), can effectively Responds to adverse and unexpected environmental conditions. Actual and potential resources available for a system to its adaptive capacity for

- ¹- Arasli et al
²- Stokes et al
Bonanno
³
⁸Mayunga
⁴ Coutu
⁵ Carvalho & Areal
- ⁶ Luthar
⁷
Hall
⁸ Brown

It helps to resist and recover from destructive events (Norist et al., 2008). Therefore, the main importance of this research is to examine the strategies for improving the resilience of human resources in order to maintain and sustain human resources at the level of employees of the General Water Department of Mothni Province, Iraq.

2- THEORETICAL FOUNDATIONS

2-1- Organizational justice

Adams (1963) began the study of justice by working on equity theory. In his research, he focused on perceived fairness of consequences, which is called distributive justice (Lee, 2018). In this theory, Adams stated that employees compare the ratio of what they receive (such as salary and status) to what they bring (such as effort and time) with others in order to perceive justice and treat them fairly in the workplace (Ali Hossein, 2017). Various definitions of justice and employees' perception of justice in the organization have been proposed. Aristotle divides justice into two categories: general and specific. Observance of virtues and observance of minimums is considered as general

justice, and to give each person's right according to merit, is introduced as special justice (Katouzian, 2008). At first, various thinkers including Adams and Huma proposed the theory of social justice. They believed in receiving fair social exchanges. Then the issue of equality in payments and allocation of resources to a sector was raised, the result of equality theory was distributive justice (Mahmoud et al., 2021). After that, procedural justice was discussed and it was in order to be fair in the procedures based on which resources were distributed (Lee, 2018). So far, a lot of research has been done in the field of procedural and distributive justice. Most of these studies were based on the work of Tibbett and Walker. These researches emphasize the employees' reactions to the organization's decisions and the methods of these works. Tibet and Walker emphasized more on the degree of influence of a person in decisions and decision-making processes (Hashimpour, 2018). Providing these opportunities improves the judgment of fairness in decision-making processes among employees. Tibbett and Walker named this phenomenon the process control effect. Research in this field was followed by Leventhal. Leventhal believed that if employees consider the existing procedures in the organization to be fair, their reaction will be positive, and if they feel that the existing processes and procedures are unfair, their reaction will be negative.

Another dimension of justice, which refers to the expression of the quality of interpersonal communication in organizational procedures, is called transactional justice. This dimension is also one of the important factors in the perception of equality (Lee, 2018). This dimension of organizational justice includes the interpersonal aspect of procedural justice (Jaafari, 2019). In transactional justice, it refers more to the way and how the representatives of the organization face the employees who are in the processes and procedures of decisions. The third dimension of justice emphasizes the social aspects of the behavior of leaders and managers of the organization with their subgroups for whom they make decisions and the degree of fairness or unfairness of these behaviors (Ali Hossein, 2017).

- ¹ Norris et al.
²- Adams
³- Lee
⁴- Adams & Homa
⁵- Procedural justice
⁶- Tibet & Vaker
⁷- Effect of Process Control



8- Lontanel

9- Intraactional justice

In general, experts divide organizational justice into three dimensions: distributive justice, procedural justice, and transactional justice. In short, equality of results in a specific decision is called distributive justice. Equality of processes that lead to a specific result is called procedural justice and equality of organizational communication in relation to organizational processes is called transactional justice. In this research, the conceptualization of organizational justice by Colquitt, (2001) has been used, which has four distributive, procedural, relational and informational dimensions.

2-2- Organizational trust

The word trust means a person's positive view and good intentions towards others and confidence in their words and actions (Hashem and Tan, 2015). Trust is a psychological situation in which a person has faith and confidence in the information and decisions of other people, managers and organizations (Al-Ghariani et al., 2013). Discussions related to trust became widespread in the 1970s, and Argeris, Likert, and McGregor emphasized the importance of the trust component in organizational effectiveness in the 60s of the 20th century. Trust is considered as one of the factors of social order in the field of sociology and management science. One of the main factors in the development of interpersonal relationships in organizations is the component of trust. If trust is at a low level in an organization, information is not exchanged correctly in that organization and suspicion and mistrust will spread among employees (Al-Ghariani et al., 2013). If healthy and honest communication is reduced in the organization, the decisions in that organization will not have the desired quality (Ali Hossein, 2017). Trust is considered as the confidence of the heart of the human force in the face of incomplete organizational information. Also, the review of various studies has shown that trust is not related to naivety and credulity. What is evident from the concept of trust in other surveys and studies is that trust has been interpreted into various components, which we will discuss further: Honesty: Everything that measures the level of honesty and soundness of a person refers to honesty. In other words, one of the most important criteria for measuring people's trustworthiness is honesty. Therefore, honesty is the most important characteristic of trust. Competence: Whenever we measure the amount of personal technical and general knowledge and skills, we talk about competence. In other words, if a person has the necessary technical ability and knowledge to perform the assigned duties

and responsibilities and can fulfill his promises, we call it competence. Loyalty: Whenever the level of a person's willingness to maintain a person's reputation and cooperation is measured and the person can be trusted and relied on, it is interpreted as loyalty. In other words, the non-abuse and opportunism of a person towards others is called loyalty. Stability and stability: Whenever a person has stability and reliability in facing different situations, it is called stability and stability. In other words, lack of stability in speech and actions causes mistrust. Honesty: Whenever we measure the level of trust in people to tell the truth, we are talking about honesty. In other words, honesty is one of the qualities of leadership, and if employees see their manager as honest, they trust him and try to solve the problems of the organization.

¹ Hashim & Tan

² Elgharyani

2-2-1- Dimensions of trust: Based on the review of various studies, it is understood that the dimensions of trust include: trust in the supervisor, trust in colleagues and trust in the organization.

- Trust in the supervisor: Trust in the supervisor means the employees' trust in the supervisor's integrity, honesty and competence, and creates a positive and good relationship at work. Whenever a person feels that he trusts his manager and intimacy and trust are established between management and employees, employee dissatisfaction will be resolved through constructive behaviors and efforts to identify factors and solve it. Trust in the supervisor leads to organizational trust, and in addition to improving individual indicators such as: motivation, commitment, job satisfaction, etc., organizational trust leads to the advancement of organizational goals. Trust, while improving the supervisor's relationship with employees, leads to the maintenance and stability of human resources in the organization (Mahadi et al., 2020). If the employees trust their supervisor, then they have a sense of ownership and commitment towards the work and the organization.

- Trusting colleagues: trusting employees in each other is one of the positive points in organizational culture, and the development of this behavior requires gaining mutual trust in the work environment. Because people need to trust each other and this trust creates a healthy and more cheerful environment to work in the organization. Also, organizations and employees need mutual trust and they should trust each other while being trustworthy themselves (Edison). , 2017).



- Trust in the organization: Trust in the organization will cause more effort and effort from the employees (Arsali et al., 2020). The higher the level of trust in the organization, the more resistant it will be to internal and external challenges and crises and will suffer less damage. Employees who trust their organization, the rate of leaving and leaving the service in that organization will be lower (Mahadi et al., 2020), the ratio of teamwork is higher, and organizational goals will be implemented quickly. Trust in the organization will lead to the creation and foundation of organizational culture, and such an organization will easily face organizational problems and will not undergo many changes and turbulence. When there is justice and trust between the management and the employees, the dissatisfaction of the employees is seen through constructive behaviors such as expressing it to the management, trying to identify the factors that cause it, or even tolerating the unfavorable situation.

In this research, the conceptualization of organizational trust based on Pine's model (2003) has been used.

2-3- human resource resilience

Resilience literally means "resilience and resilience" and it means the ability to return to the previous form and the capacity to quickly recover from problems. The term resilience was introduced in the literature of management science in 1970, and Werner was one of the first scientists to use this literature. Various definitions have been proposed for resilience, for example, resilience means a powerful human force that has the ability to establish biological-psychological balance in unstable and difficult conditions (Angok Su, 2021). In the field of individual behavior, greater ability has been mentioned as a characteristic in the field of behavior and personality of a person that protects him against various risks (Hossein et al., 2021). In this context, individual and interpersonal capabilities are also important and make a person resilient and resistant to difficult situations (Lim et al., 2020).

¹ Mahadi ²Arsali

Human resource resilience is a significant ability in the organization's human resource performance. Human resource resilience is an advantage when the organizational environment is unmanageable and uncontrollable. Resilience of human resources is the most effective organizational strategy in the field of human resources, which must be continuously pursued (Hossein et al., 2021). This ability gives the organization the possibility to show acceptable and

accepted performance in crises and difficult situations (Lim et al., 2020). Resilience of human resources affects the performance of the organization and protects the organization from serious risks in complex and dynamic functions. The main element of any organization is its human resources. A major part of the resilience of the organization depends on the resilience of its human resources. Therefore, a resilient workforce is a person who is able to anticipate threats, reduce the impact of these threats with preventive measures, respond appropriately when these threats occur, and recover after that. Therefore, resilience means the ability to resist and stand in the face of failure and return to the original state, so that human resources can recover quickly due to destructive impulses and shocks inside and outside the organization. Stand and resist the effects of these impulses. The three main steps to reach a resilient system are: identifying threats or external shocks, prevention and prediction, and creating strength in the direction of recovery (Pighami et al., 2014). Now, if an organization reduces the internal vulnerability of its human resources and makes itself resilient against impulses, it means that the organization and its human resources have the ability to resist and stand in the face of impulses and it is possible to return to the original state. And it will be resilient.

2-3-1- Dimensions of resilience

Competence: with the increase of competences, the level of resilience in people increases (Angok Su, 2021) and they become empowered, and they will deal with stress and work pressures with personal strength and strengthen individual strength (Coombs and Lafer, 2018). . Resilience is related to improving mental health indicators and increasing individual empowerment. Therefore, the reduction of individual competencies will lead to an increase in psychological damage and as a result, a decrease in personal strength and weakens the power of resilience in a person.

Control: Control means a person's ability to manage difficult situations and control work shocks, as another component of resilience. This ability helps a person to be able to overcome problems by correctly controlling the difficulties and difficulties of work and to achieve a higher level of individual characteristics and organizational excellence (Koj and Boone, 2018). It is obvious that restraint and control, as one of the skills of managing difficult situations and adversities, reduces a person's inefficiency and vulnerability and increases his resilience.

Spirituality: One of the components of resilience is spirituality (Angok Su, 2021). Spirituality, due to its



roots in religion and beliefs, on the one hand, can reduce the stresses and pressures of a person's life and work and protect a person, and on the other hand, as a transformational factor, can lead to his growth and excellence. Each of the transformational and defensive levels is useful for the organization's employees and has a significant impact on the individual as a behavioral and psychological factor. A person's weakness in the field of spiritual beliefs and attitudes causes his weakness in resilience (Ali Hossein, 2017).

1- Ngoc Su et al

2- Coombs & Laufer

3- Kooij & Boon

4- Ngoc Su et al

Among other factors affecting the resilience of human resources, the following can be mentioned:

Stress control: Stress has an internal and psychological origin, and stress control means the ability to control the pressure on a person in various matters. In another sense, stress is a mental belief that a person reacts to (Walter and Michel, 2013).

Negative emotional tolerance: this scale of employees' behavior is of internal origin and based on interpersonal relationships, which puts emotional pressure on the individual, and the level of tolerance of the individual against negative emotional load is rooted in the behavioral characteristics and personal skills of the employees. Managing behavior and body language puts a person on a successful career path and brings personal development (Walter and Michel, 2013). Tolerating a negative emotional load is based on managing behavior and body language, which should not necessarily be expressed along with insulting literature that creates negative emotional pressure on a person, but can even be brought along with behavioral characteristics and pressure on a person. If a person has the ability to solve and control this pressure, he can have a better career path (Walter and Michel, 2013).

Positive acceptance of change: change is always accompanied by resistance and this reaction is more instinctive. Resistance to change, if it is accompanied by flexibility and rational response, brings more intellectual and mental peace to the person and causes less friction in the work environment (Kooij and Boone, 2018).

Examining resilience studies shows how employees face stressful and destructive factors in the work and social environment. The way employees face stressors such as: racism, discrimination, injustice, mistrust, inequality, etc. is one of the factors that the more resilient employees are, the less harm they will face.

With this point of view, we no longer look at deficiencies, damage and other harmful factors, but by changing our attitude towards empowering and strengthening human resources, we draw attention to the strengths of employees.

The measurement of the resilience variable in the present study is based on the research of Connor and Davidson, (2003).

2-4- Manpower maintenance

Although the recruitment and employment of human resources in organizations and companies is very important and one of the main concerns for organizations is the recruitment and employment of competent and capable human resources that can create value for the organization or company, but more importantly One of them is the maintenance of these human capitals of the organization. Human resource maintenance plays a key role in human resource management and is of great value for organization management (Fernandes et al., 2016). For this reason, today it is necessary to transfer the concept of human resources to human capital in organizations and this view should be cultured in organizations. In today's era, the creation of human capital, its accumulation and re-creation should be the main concern for the company (Mohammadi and Pourkiani, 2014). Based on this, one of the important issues and attention of senior managers of organizations is the issue of human resources maintenance, which must be properly planned and implemented.

1- Kooij & Boon

2- Kooij & Boon

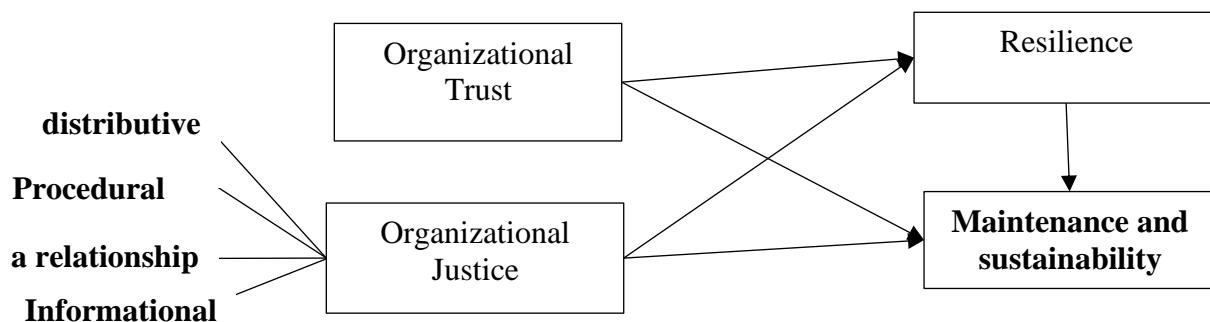
3- Mohammadi & Poorkiyani

One of the basic missions of human resource management in organizations is to maintain capable employees (Fernandez et al., 2016). to maintain employees; Age, gender, citizenship and marriage are not important and education, career path, succession, valuable rights and benefits, respect and professional development of employees are essential (Silva et al., 2019). Effective and appropriate communication between young employees using interactions and cooperation between them is one of the results of planning to retain employees (Shehradin and Dodd, 2018). The effective factors for maintaining human resources in organizations is to better understand the strategies and plans of the organization to update the



strategy and improve the employees (Mahadi et al., 2020). Although hiring people is necessary, retaining employees is more important. Maintaining competent and capable employees increases the productivity of the organization and, as a result, provides better services and the satisfaction of clients and customers. It should be noted that when talking about employee retention in the organization, not only its physical aspect is desired, but also issues such as promotion, succession, job satisfaction, being involved in work, alignment with the policies and goals of the organization (Edison et al., 2017). And... it is also that all these prevent employees from leaving. Based on previous studies, it can be concluded that leaving and leaving the service of disabled and weak employees from the organization is not only a harm, but a positive point for the organization, but on the other hand, leaving and leaving the service of capable and worthy employees is a point. It is negative and involves a lot

of costs for the organization (Arsali et al., 2020). Studies show that a significant percentage of companies and organizations fail due to this issue of leaving talents, organizations that cannot retain their talents, it can be said that in that organization, the demand for talent exceeds the supply. It goes beyond (Silva et al., 2019). Identifying, developing and maintaining competent people is one of the main tasks of human resource management in organizations (Shehradin and Dad, 2018). Failure to pay attention to talent management processes in the organization will lead to the gradual failure of the organization's goals. The concept of manpower maintenance in the current research is taken from the study of Longo and Mora (2011). Finally, based on the aforementioned literature and theoretical foundations, the conceptual model of the research is presented as follows:



- 1- Fernandez et al
- 2- Kooij & Boon
- 3- Kooij & Boon
- 4- Kooij & Boon
- 5- Shahrudin & Daud

Also, after reviewing the literature, the following hypotheses have been proposed:

1. Justice has a positive and significant impact on human resource resilience.
2. Justice has a positive and significant impact on the maintenance and stability of human resources.
3. Trust has a positive and significant impact on human resource resilience.
4. Trust has a positive and significant impact on the maintenance and stability of human resources.
- 5- Resilience of human resources has an impact on the maintenance of human resources.
6. Resilience mediates the relationship between trust and HR retention.

7. Resilience mediates the relationship between justice and human resource retention.

5-2-Research background - Internal background

- Bagheri (1400) conducted a research titled investigating the impact of human resource management on employee resilience with the mediating role of perceived human resource management service quality in the medical sciences of Kurdistan. The results of the path analysis showed that the strength of human resource management has an indirect effect on the resilience of employees through the perceived quality of human resource management



services. The power of human resource management has a direct effect on resilience, the perceived quality of human resource management services on the resilience of employees, and the power of human resource management has a direct effect on the perceived quality of human resource management services in Kurdistan medical sciences.

- Jafari (2019) conducted a study on the relationship between organizational learning and performance in sports and youth departments of Mazandaran province with the mediating role of trust and organizational justice. The research results showed that there is a significant relationship between organizational learning and organizational justice, organizational trust and organizational performance, and between organizational justice and organizational trust and organizational performance. Also, trust and organizational justice play a mediating role in the relationship between organizational learning and organizational performance. According to the results, the managers of the General Department of Sports and Youth of Mazandaran province should pay special attention to learning, trust and organizational justice in order to increase organizational performance.

- Mohammadnejad Firzoei and Arab Kalmari (2019) conducted a research titled challenges of maintaining human resources in broadcasting companies (case study: Iran's Qasim Broadcasting Company in Tehran and Mazandaran provinces). The results of this research showed that the factors of leadership skills and following procedures have a significant effect on the retention of employees, and factors such as appreciation and motivation, work pressure and attitude to learning do not have a significant effect on the retention of sales employees. In the end, the most important factors identified in employee retention from the point of view of sales supervisors and sellers include: attention and respect for opinions and opinions, appropriate behavior, justice in payments and increasing income, work justice, job promotion based on merit, trust, preventing Abuse, job security, etc. were discussed.

- Mohammadi Shahroudi et al. (2018) conducted a research entitled providing a model of organizational resilience in manufacturing companies with a foundational data approach. The findings of this research presented a model of organizational resilience whose main causes include proactiveness, optimization, flexibility, successful competition and product management. This model helps organizations to know the ways of resilience and with its help to achieve organizational resilience, the results also

encourage managers to work towards the resilience of the organization.

- Hashempour (2018) conducted a research titled investigating the impact of perception of organizational justice and trust on organizational virtue in Vitana Company. The results of this research showed that the components of perception of justice on organizational virtue, perception of distributive justice on organizational virtue, perception of procedural justice on organizational virtue, perception of transactional justice on organizational virtue, organizational trust on organizational virtue, trust based on knowledge on organizational virtue Trust based on the effect on organizational virtue and the tendency to trust on organizational virtue have a direct and significant effect on each other.

- Ali Hossein (2017) has conducted applied studies in the field of education in Dhi Qar University in a research entitled the effect of organizational justice on employee trust. The researcher reached a set of conclusions about the debate between the dimensions of organizational justice and the problem of scholars in overcoming organizational trust. The researcher relied on the analytical descriptive method by preparing the questionnaire form. A sample of teaching staff of Dhi Qar University was selected.

- Mashlool (2016) has conducted a research entitled the strategic role of emotional commitment in the relationship between psychological capital and the maintenance of human resources of Iraqi Ministry of Sports employees. The obtained results showed that factors such as effective payment system, training and improvement, promotion based on merit and providing welfare facilities and services have an impact on the preservation and maintenance of human resources of the organization. Finally, the practical suggestions obtained from the research results were presented in order to promote the strategic role of emotional commitment and maintain human resources in the studied society.

- Rogi et al. (2015) have conducted a research entitled the mediating role of resilience and employee empowerment in the relationship between transformational leadership and innovative performance. Afarin has been effective on empowerment with the mediating role of resilience and resilience on innovative performance with the mediating role of empowerment. Also, resilience and empowerment have not had a direct effect on innovative performance, and the mediator of resilience has not been able to play the role of facilitator between transformational leadership and innovative performance. Finally, the practical suggestions



resulting from the research results, in order to promote innovative performance in the target society, are presented. became.

- Mahmoudi (2015) conducted a research titled the relationship between resilience and self-efficacy with job satisfaction of secondary school teachers in Izeh city in the academic year 2015-2015. The results showed that the relationship between resilience and self-efficacy with job satisfaction was significant. Also, resilience has a significant relationship with the dimensions of satisfaction with salary, satisfaction with colleagues, satisfaction with promotions, satisfaction with the nature of work, and satisfaction with the head teachers in Izeh city at the $p < 0.5$ level. Also, self-efficacy has a significant relationship with the dimensions of satisfaction with salary, satisfaction with colleagues, satisfaction with promotions, satisfaction with the nature of work, and satisfaction with the head teachers of Izeh secondary schools at the level of $p < 0.5$.

- Foreign background

- Hossein et al. (2021) conducted a research on the relationship between organizational resilience and human resources in the hotel industry. This study was conducted with the aim of investigating the effect of resilience in organizational human resource management practices. In this study, structured interviews were conducted with fourteen managers and one case was pre-tested. The obtained results indicated that in order to create organizational resilience, effective methods of human resource management such as organizational culture, learning and knowledge, leadership and risk management should be used. The study shows the hotel's ability to be flexible based on advanced planning and human resource development. The findings showed that there are more development opportunities in resilient organizations.

- Ngoc Su et al. (2021) conducted a study titled Increasing Resilience in the Covid-19 Crisis: Lessons from Human Resource Management Practices in Vietnam. This study shows how tourism and hospitality business in Vietnam. Organizational resilience to survive the first wave of the Covid-19 crisis with employees is recognized as an important dimension in tourism. This study is focused on how human resources in this global crisis. Methods to develop organizational resilience during this crisis period were employed. The findings show the valuable human resource resilience practices these businesses engage in, contributing to our understanding of how human resource practices can sustain a business.

- Arasli et al. (2020) conducted a study titled Human Resource Management Practices and Commitment of Green Hotel Service Providers: The Mediating Role of Resilience and Work Engagement. The findings show that the components of trust, training, reward and empowerment are important tools in encouraging service providers to participate in environmental tasks, while green training, empowerment and reward systems can maintain environmental commitment in addition to Therefore, it increased with two components of trust and flexibility regarding environmental commitment and participation.

- Saad and Al-Shaair (2020) conducted a study titled the role of justice and trust in employee flexibility and business continuity: evidence from Egypt. Using the capital-based approach, this study investigates the effect of employee flexibility, also the mediating effects of distributive justice and trust in the organization were tested. The results of this research confirm the flexibility of employees and business continuity with distributive justice and trust.

- Lee et al. (2019) propose a path model with a set of mediating variables, namely teamwork, employee satisfaction, and work motivation, to explain how sustainability-based HRM practices affect organizational performance. Analysis of a 2015 federal employee survey suggests that three sustainable management practices identified from the literature have indirect effects on organizational performance through a complex interaction between three intermediate outcomes. In addition, the diversity program was found to have an overall negative effect on performance. These findings indicate that organizational justice and work/life balance programs lead to increased performance by strengthening the backbone of the organization. Furthermore, the implementation of diversity programs to achieve democratic values may come at the cost of reduced organizational performance, possibly in the short term.

¹ Lee

- McDonald (2018). Using HPWS (high performance) at the employee level, this study suggested that (high performance) is positively related to employees' service performance and their organizational citizenship behavior (OCB), and these relationships are directly mediated by employee resilience. Data were obtained from 371 frontline employees working in the service sector to test the proposed relationships. The findings of this study showed that (high performance) is positively related to service performance and



organizational citizenship behavior. Furthermore, employee resilience partially mediates both the direct relationship between (high performance) and employee outcomes.

3- RESEARCH METHOD

In terms of purpose, the current research is in the category of applied research, because the tested hypotheses are examined in order to identify and solve problems in the statistical community. In terms of the method of gathering information, the research is a confirmation of the correlation type. The researcher's involvement in this research is minimal and the time horizon of this research was cross-sectional and short-term. The statistical population in this research is 636 employees of the General Water Department of Mothni province in Iraq, so according to the table of Karjesi and Morgan, the minimum sample will be 242 people. who were selected by stratified random sampling method and after distributing the questionnaires in person, finally 248 questionnaires were collected. The geographical area of this research is the General Water Department of Mothni province in Iraq and the time area of that research year is the year 1401. The questionnaire designed for this research consists of two parts. The first part contains the demographic information of respondents, including gender, age,

education and years of service. The second part is a survey of the employees of the General Water Department of Mothani province in Iraq, which includes the variables of trust, justice, human resource resilience, human resource maintenance and is based on a five-option Likert scale: I strongly disagree, I disagree, I have no opinion, I agree and I strongly agree. . In order to measure the variable of organizational trust, Rezaian and Rahimi's questionnaire (2007) based on Pine's model (2003) was used, which contains 16 questions. Colquitt et al.'s (2001) questionnaire including 4 distributive, procedural, relational and informational dimensions was used to investigate the variable of organizational justice. The said questionnaire contains 20 questions. Connor and Davidson (2003) questionnaire, which contains 25 questions, was used to investigate and measure the resilience variable, and finally, Longo and Mora (2011) questionnaire, which contains 9 questions, was used to investigate and measure the human resource retention variable. is.

4- Data analysis

1-4- Descriptive statistics (demographic characteristics of the studied sample): In this section, we will describe the characteristics of the statistical sample according to the variables of gender, age, education and years of service:

¹ McDonald

able 4-1- General table of demographic characteristics of the respondents

Percentage	Abundance	Dimensions	Property
63.3	157	Man	gender
36.7	91	Female	
-	-	unanswered	
0	0	Under 20 years	Age
8.9	22	20 to 25 years	
13.3	33	26 to 30 years	
77.8	193	Above 30	
-	-	unanswered	
31.5	78	diploma	Level of education
26.6	66	Associate Degree	
33.9	84	bachelor	
6.0	15	Master's degree	
2.0	5	P.H.D	
-	-	unanswered	



14.5	36	From 1 to 5 years	Years of service
11.3	28	From 6 to 10 years	
19	47	11 to 15 years	
29	72	16 to 20 years	
22.2	55	21 to 25 years	
4	10	More than 25 years	
-	-	unanswered	

2- Inferential statistics: analysis of research hypotheses (structural equation modeling by software (PLS))

This research examines 7 hypotheses. In order to examine the hypotheses of this research, structural equation modeling method and smart pls software are used. In the rest of this section, firstly, reliability (factor loadings, Cronbach's alpha, composite reliability and shared values) and validity of measurement

models (construct, convergent, divergent) and then to significant coefficients z, R2 criterion in the structural model and finally to Checking the fit of the overall model (through the GOF formula), testing the hypotheses and reporting their results have been discussed (Davari and Rezazadeh, 2012).

Before addressing the above-mentioned cases, the abbreviations of the research questions (in Table 2-4) have been mentioned.

Table 4-2. Abbreviations used in the research

Symbol	Dimensions	Variable
-	-	t1- t16 the trust
j1- j4	distributive	j1- j20 justice
J5- j11	Procedural	
J12- j15	a relationship	
j16- j20	Informational	
-	-	Human resource resilience r1- r25
-	-	Manpower maintenance n1- n9

4-2-1-Measurement of factor loadings: the criterion value for the appropriateness of factor loading coefficients is 0.4 (Holland, 1999). According

to Figure 1-4 and Table 3-4, as can be seen, the questions with factor loadings less than 0.4 were removed and then the model was run again.

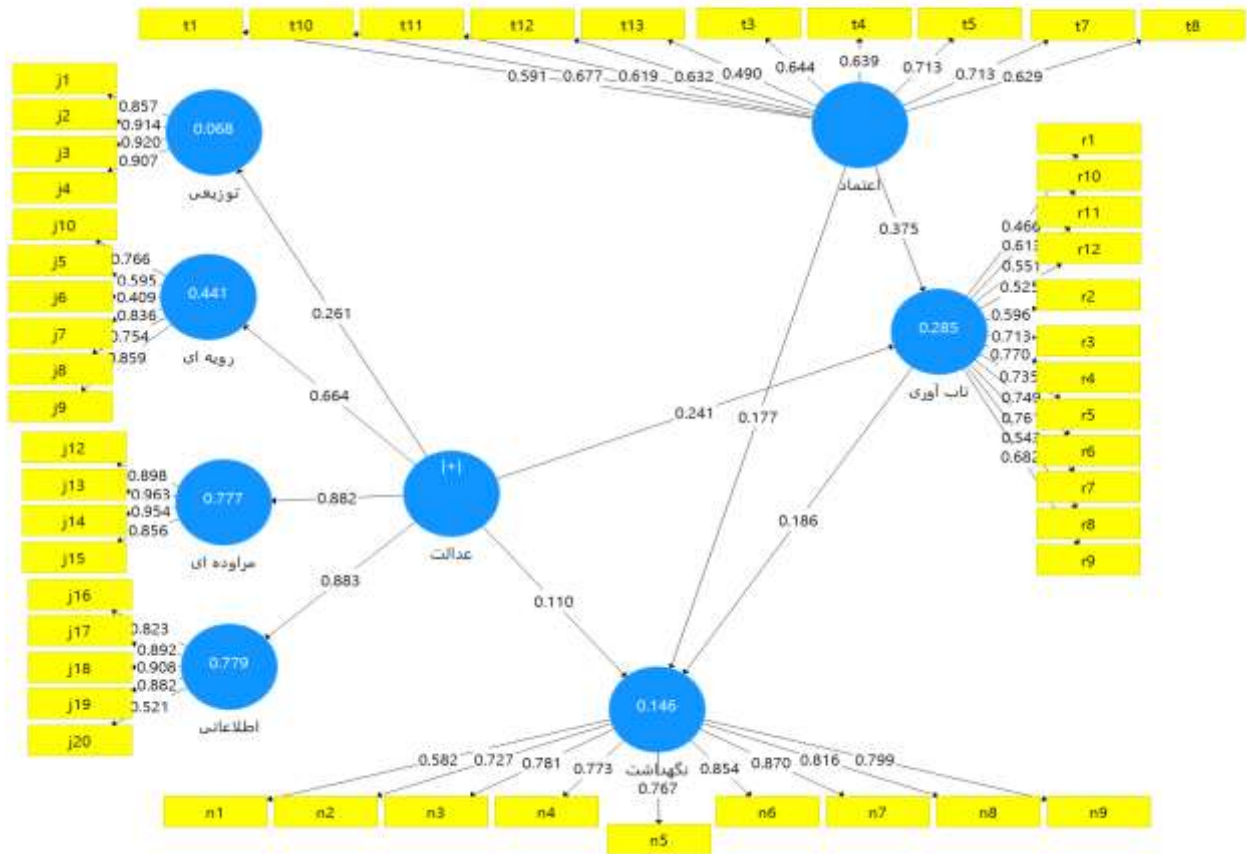


Figure 4-1- Amount of factor loadings for questionnaire questions

¹ Hulland

Table 3-4- Amount of factor loadings for questionnaire questions

factor load	questions	factor load	questions	factor load	questions	factor load	questions
Deleted	58 Question (r22)	0.713	(r3) 39 Question	0.907	(j4)20 Question	0.591	(t1) 1 Question
Deleted	59 Question (r23)	0.770	(r4)40 Question	0.595	(j5)21 Question	Deleted	(t2) 2 Question
Deleted	60 Question (r24)	0.735	(r5) 41 Question	0.409	(j6) 22 Question	0.644	(t3)3 Question
Deleted	61 Question (r25)	0.749	(r6) 42 Question	0.836	(j7) 23 Question	0.639	(t4)4 Question
0.582	62 Question (n1)	0.761	(r7) 43 Question	0.754	(j8) 24 Question	0.713	(t5) 5 Question
0.727	63 Question	0.543	(r8) 44 Question	0.859	(j9) 25 Question	Deleted	(t6) 6 Question



		(n2)							
0.781	64	Question (n3)	0.682	(r9) 45	Question	0.766	26	Question (j10)	0.713 (t7)7
0.773	65	Question (n4)	0.613	46	Question (r10)	حذف شد	27	Question (j11)	0.629 (t8) 8
0.767	66	Question (n5)	0.551	47	Question (r11)	0.898	28	Question (j12)	Deleted (t9) 9
0.854	67	Question (n6)	0.525	48	Question (r12)	0.963	29	Question (j13)	0.677 10
0.870	68	Question (n7)	Deleted	49	Question (r13)	0.954		Question (j14)30	0.619 Question (t11)11
0.816	69	Question (n8)	Deleted	50	Question (r14)	0.856		Question (j15)31	0.632 Question (t12)12
0.799	70	Question (n9)	Deleted	51	Question (r15)	0.823		Question (j16)32	0.490 Question (t13)13
			Deleted	52	Question (r16)	0.892		Question (j17)33	Deleted Question (t14)14
			Deleted	53	Question (r17)	0.908		Question (j18)34	Deleted Question (t15)15
			Deleted	54	Question (r18)	0.882		Question (j19)35	Deleted Question (t16)16
			Deleted	55	Question (r19)	0.521		Question (j20)36	0.857 (j1)17
			Deleted	56	Question (r20)	0.466	(r1)37	Question	0.914 (j2)18
			Deleted	57	Question (r21)	0.596	(r2)38	Question	0.920 (j3)19

4-2-2- Cronbach's alpha: In Table 4-4, information about Cronbach's alpha of the research components is presented. As shown in the table below, all hidden variables except work motivation have Cronbach's

alpha coefficients greater than 0.7. Of course, this problem has been corrected in the next table with a composite reliability report of 0.763 for the work motivation variable.

Table 4-4- Reliability coefficients (Cronbach's alpha) of research questionnaires

Cronbach's alpha	Variables
0.823	the trust
0.887	justice
0.877	Human resource resilience
0.919	Manpower maintenance

4-2-3- Composite reliability: In Table 5-4, information about the composite reliability coefficients of the research components is presented. As shown in

the table below, all hidden variables have composite reliability coefficients greater than 0.7, which shows the appropriate fit of the measurement models.

Table 4-5- Composite reliability coefficients

Composite reliability coefficients	Variables
0.872	the trust
0.900	justice
0.895	Human resource resilience
0.932	Manpower maintenance



4-3- Checking the validity of the measurement model

4-3-1- Convergent validity (AVE): Convergent validity examines the degree of correlation of each construct with its questions (indices). For this purpose, average variance extracted (AVE) is used by PLS software. Fornell and Larcker (1981) have introduced the

appropriate value for the average variance extracted to be 0.5 or higher. Also, from the point of view of some other researchers, including Magner et al. (1996), values above 0.4 are also acceptable. As the results show, the value of this index is greater than 0.4 for all variables.

Table 4-6. Values of average variance extracted (AVE)

convergent validity ((AVE)	Variables
0.406	the trust
0.688	justice
0.422	Human resource resilience
0.606	Manpower maintenance

4-3-2-divergent validity:

Finally, divergent validity is the next measure of validity in PLS method. In this research, the method of Fornell and Larcker (1981) was used to check the divergent validity. In this method, acceptable divergent validity indicates that a construct in the model has more interaction with its indicators than with other constructs. Fornell and Larcker state that divergent validity is acceptable when the AVE for each construct is greater than the shared variance between that construct and other constructs, or in other words, the square root of AVE is greater than the correlation coefficients. This matrix is shown in Table 7-4.

Another thing is that only the hidden variables of the first order are entered in the Fornell-Larcker matrix. Also, this model has acceptable divergent validity if the numbers included in the main diameter (AVE squared) are greater than their underlying values: according to the matrix below, the value of the root mean of the extracted variance of all the first-order variables is greater than the correlation value between them, which This shows adequate divergent validity and good fit of the measurement models

Table 7-4. Validity assessment matrix by Fornell and Larcker method

Manpower maintenance	Human resource resilience	justice	the trust	Variables
			0.638	the trust
		0.829	0.474	justice
	0.650	0.419	0.490	Human resource resilience
0.779	0.319	0.272	0.320	Manpower maintenance

According to the results of the above tables, it can be said that the convergent and divergent validity of the model is favorable. According to the confirmation of the reliability and validity of the questionnaire, the hypotheses of the current research are examined in the next part.

factor loadings. Considering the factor loadings, it can be said which variable's contribution is greater in measuring the relevant structure and which one's contribution is greater. less variable In other words, a variable that has a larger factor load has a greater contribution to the measurement of the relevant construct, and a variable that has a lower factor load has a smaller contribution, and the second category is the relationship between latent and hidden variables, which are called path coefficients. and are used to test hypotheses. All coefficients are tested using t-

4-4-Research model: Figures 1-4 and 4-2 are the research model. The coefficients in these charts are divided into two categories. The first category is the relationships between the hidden variables (circle) and the obvious variables (rectangles), which are called



statistics. This statistic (t-value) is significant when its absolute value is more than 1.96.

4-4-1-significant coefficients Z

In Figure 2-4 and Table 4-8, the t coefficients for the routes are specified. As can be seen, among the paths in the model, the t coefficients of all paths except the path of justice to maintenance are more than 1.96.

Table 4-8. Z significant coefficients related to model paths

The value of t	way
3.229	1.. The path of justice to the resilience of human resources
1.488	2. The path of justice to the maintenance and sustainability of human resources
6.278	3. The path of trust in the resilience of human resources
2.217	4. The path of trust in the maintenance and stability of human resources
2.209	5. The path of human resource resilience to human resource maintenance
-	6. The path of trust to the maintenance of human resources through the mediation of resilience
-	7. The effect of justice on human resource retention through the mediation of resilience

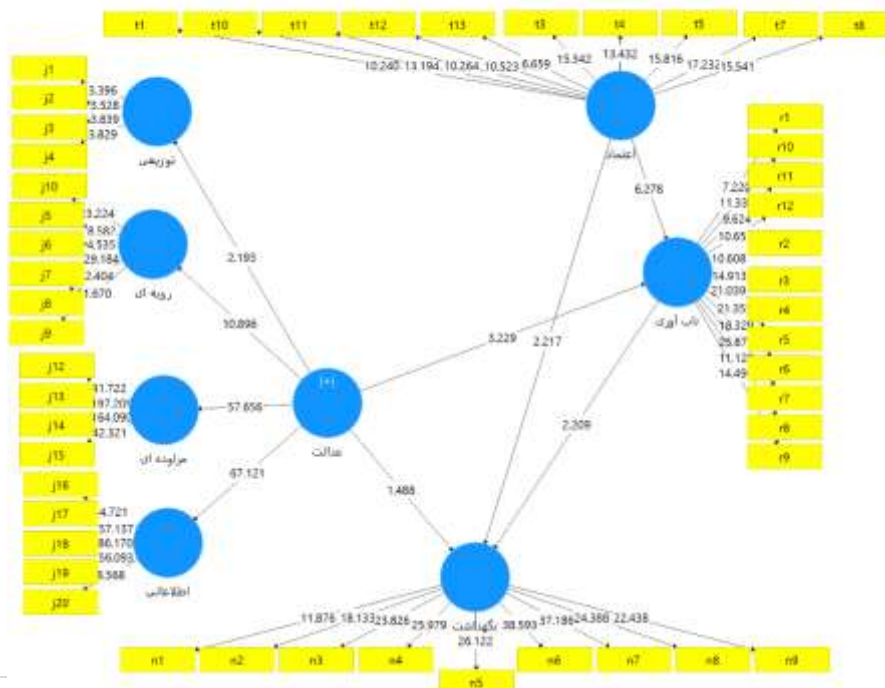




Figure 2-4-Z significance coefficients for the structural equation model of the research

4-4-2- R2 criterion (research model determination coefficient): The predictive power of the designed model is analyzed using the explained variance value (R2) for the dependent variables. The coefficient of determination analysis helps to understand how much of the variance of the dependent variable can be determined by a set of predictors. The coefficient of determination fluctuates between zero and one, and it is justified in this way that if it is equal to zero, it means that the regression line has never been able to attribute the changes of the function variable to the changes of the independent variable. If the coefficient of determination is equal to one, it means that the

regression line has been able to accurately The changes of the dependent variable to the changes of the independent variable are reported in the table below, the coefficient of determination of the model. The R2 criterion is a criterion that shows the effect of an exogenous variable on an endogenous variable, and three values of 0.19, 0.33, and 0.67 are considered as the criteria for weak, medium, and strong values of R2. As can be seen: the R2 value related to the human resource resilience variable is between 0.19 and 0.33 and the R2 value related to the human resource retention variable is reported to be less than 0.19.

Table 9-4. R2 values

The value of R2	Variables
0.285	Human resource resilience
0.146	Manpower maintenance

4-4-3-fitting the overall model (GoF criterion)

To check the fit of the overall model in which both measurement and structural parts of the model are evaluated, the GoF criterion is calculated as follows:

$$GOF = \sqrt{Communalities * \bar{R}^2}$$

In general, three values of 0.01, 0.25 and 39. are considered as weak, medium and strong values for GOF. *Communalities* is obtained from the average communal values of the first-order hidden variables. As a result, in Table 10-4, the average shared values are presented.

Table 10-4. Average shared values of first-order latent variables

Common values	Variables
0.406	the trust
0.688	justice
0.422	Human resource resilience
0.606	Manpower maintenance

To calculate \bar{R}^2 , R2 values related to all endogenous hidden variables of the model should be considered and their average values should be calculated. The R2 values of the variables are given in Table 4-9. Therefore, the average of these values (\bar{R}^2) is: 0.215. As a result, the value of the GoF standard here is equal to:

$$\sqrt{0.531 * 0.215} = 0.34GOF = \sqrt{Communalities * \bar{R}^2} =$$

According to three values of 0.01, 0.25 and 39. As weak, medium and strong values for GoF, the result of 0.34 for GoF, which is between the values of 0.25 and 0.39, and shows the overall average fit of the model.

4-4-4-Testing research hypotheses using structural equations

Hypothesis 1: Justice has a positive and significant effect on the resilience of human resources: by using the significant coefficient z (3.229), the path between two hidden variables in the first hypothesis, it is determined that the relationship between justice and resilience of human resources is significant. Also, the value of the standardized coefficient of the path between justice and human resource resilience (0.241) shows that the variable of justice explains 24.1% of the changes in human resource resilience in a direct direction. Therefore, at the confidence level of 95% and considering that the value of t statistic is greater than 1.96, it can be said that hypothesis 1 is accepted and justice and human resource resilience have a positive and significant relationship.



Hypothesis 2. Justice has a positive and significant effect on the retention of human resources: using the significance coefficient z (1.488) of the path between these two hidden variables, it is determined that the relationship between justice and retention of human resources is not significant. Therefore, at the confidence level of 95% and considering that the value of t statistic is less than 1.96, it can be said that hypothesis 2 is not confirmed and justice and human resource retention do not have a significant relationship.

Hypothesis 3. Trust has a positive and significant effect on the resilience of human resources: by using the significant coefficient z (6.278) the path between these two hidden variables is determined that the relationship between trust and resilience of human resources is significant. Also, the value of the standardized coefficient of the path between trust and human resource resilience (0.375) shows that trust variable explains 37.5% of the changes in human resource resilience in a direct direction. Therefore, at the confidence level of 95% and considering that the value of t statistic is greater than 1.96, it can be said that hypothesis 3 is accepted and trust and human resource resilience have a positive and significant relationship.

Hypothesis 4. Trust has a positive and significant effect on human resource retention: using the significance coefficient z (2.217) the path between these two hidden variables is determined that the relationship between trust and human resource retention is significant. Also, the value of the standardized coefficient of the path between trust and human resource retention (0.177) shows that the trust variable explains 17.7% of the changes in human resource retention in a direct direction. Therefore, at the confidence level of 95% and considering that the value of t statistic is greater than 1.96, it can be said that hypothesis 4 is accepted and trust and human resource retention have a positive and significant relationship.

Hypothesis 5. Resilience of human resources has an effect on human resource retention: using the significance coefficient z (2.209) the path between these two hidden variables is determined that the relationship between human resource resilience and human resource retention is significant. Also, the value of the standardized coefficient of human resource resilience and human resource retention (0.186) shows that the variable of human resource resilience explains 18.6% of the changes in human resource retention in a direct direction. Therefore, at the confidence level of 95% and considering that the value of t statistic is greater than 1.96, it can be said that hypothesis 5 is confirmed and human resource resilience has a positive and significant relationship with human resource retention.

Hypothesis 6: The effect of trust on human resource retention is mediated through resilience: Since the value of the path coefficient (β) in this relationship is positive (0.70), and both sides of the relationship have been confirmed, it can be said that trust is indirectly related to Resilience mediation (0.70) has a positive and significant effect on human resource retention, and as a result, the above hypothesis is confirmed. (Coefficient of the path of trust and resilience * Coefficient of the path of resilience and maintenance of human resources).

Hypothesis 7, the effect of justice on human resource retention is mediated through resilience: since the value of the path coefficient (β) in this relationship is positive (0.045), both sides of the relationship have been confirmed, so it can be said that justice indirectly mediates Resilience (0.045) has a positive and significant effect on the maintenance of human resources, and as a result, the above hypothesis is confirmed. (Coefficient of the path of justice and resilience * Coefficient of the path of resilience and maintenance of human resources). Regarding hypothesis 7, considering that the relationship between justice and human resource retention has not been confirmed, therefore, the variable of resilience has a full mediating role in the relationship between justice and human resource retention.

Table 11-4. The results of the hypothesis test

The result of the hypothesis test	Meaningful (T-value) values	Path coefficient (β)	hypothesis
confirmation	3.229	0.241	Hypothesis 1: Justice has a positive and significant effect on human resource resilience.



disapproval	1.488	0.110	Hypothesis 2. Justice has a positive and significant effect on human resource retention.
confirmation	6.278	0.375	Hypothesis 3. Trust has a positive and significant effect on human resource resilience.
confirmation	2.217	0.177	Hypothesis 4. Trust has a positive and significant effect on human resource retention.
confirmation	2.209	0.186	Hypothesis 5. Human resource resilience has an impact on human resource retention.
confirmation	-	0.70	Hypothesis 6: The effect of trust on human resource retention is mediated through resilience.
confirmation	-	0.045	Hypothesis 7: The effect of justice on human resource retention is mediated through resilience.

5-DISCUSSION AND CONCLUSION

In this article, the effect of justice and trust on human resource resilience and human resource retention was done. The results obtained by examining 248 questionnaires that were completed by the employees of the General Water Department of Mothni Province, Iraq, and the information obtained from the method of structural equation modeling and path analysis showed the following results:

In the first hypothesis, according to the significant coefficient z (3.229) of the path between the two variables of justice and human resource resilience, and considering that the value of the t statistic is greater than 1.96, it is determined that the relationship between them is significant and also the value of the coefficient. The standardized path between them shows that the justice variable explains 24.1% of the changes in the human resource resilience variable in the direct direction. Therefore, at the confidence level of 95%, it can be said that hypothesis 1 is accepted and justice and human resource resilience have a positive and significant relationship.

In the second hypothesis, according to the significance coefficient z (1.488) of the path between the two variables of justice and human resource retention and considering that the value of the t statistic is less than 1.96, it is determined that the relationship between them is not significant, so at the level of confidence 95%, it can be said that hypothesis 2 is not confirmed and justice and human resource maintenance have no significant relationship. The results of the study by Mohammadnejad Firzoei and Arab Kalmari (2019) are different from the results of the present study. Part of the results of this research, titled Human Resource Maintenance Challenges in Broadcasting Companies, showed that among the most important factors in maintaining employees from the point of view of sales supervisors and sellers, is justice in payments and work justice. It should be noted that their research was conducted in the private sector (broadcasting

companies), but the present research was conducted in the public sector.

In hypothesis 3, according to the significance coefficient z (6.278) of the path between the two variables of trust and human resource resilience, and considering that the value of the t statistic is greater than 1.96, it is determined that the relationship between them is significant and also the value of the coefficient. The standardized path between these two variables shows that the trust variable explains 37.5% of the changes in human resource resilience in a direct direction. Therefore, at the confidence level of 95%, it can be said that hypothesis 3 is confirmed, and trust and resilience of human resources have a positive and significant relationship.

In hypothesis 4, according to the significance coefficient z (2.217) of the path between two variables of trust in human resource maintenance and considering that the value of t statistic is greater than 1.96, it is determined that the relationship between them is significant. Also, the value of the standardized coefficient of the path between these two variables shows that the trust variable explains 17.7% of the changes in human resource retention in a direct direction. Therefore, at the confidence level of 95%, it can be said that hypothesis 4 is accepted and trust in maintaining human resources has a positive and significant relationship. The results of the study by Mohammadnejad Firzoei and Arab Kalmari (2019) titled "Challenges of maintaining human resources in broadcasting companies" are in line with the findings of the present study. Part of the results of this research showed that trust is among the most important factors in keeping employees from the point of view of sales supervisors and sellers (private sector). Since the present research was conducted in the public sector, it can be said that trust is an important variable that affects the maintenance of human resources both in the private sector and in the public sector.



In hypothesis 5, according to the significance coefficient z (2.209) of the path between the two variables of human resource resilience and human resource retention and considering that the value of t statistic is greater than 1.96, it is determined that the relationship between them is significant. Also, the value of the standardized coefficient of the path between them shows that the human resource resilience variable explains 18.6% of the changes in human resource retention in a direct direction. Therefore, at the confidence level of 95%, it can be said that hypothesis 5 is accepted and resilience has a positive and significant relationship with the maintenance of human resources. The results of Hossein et al.'s research (2021) in a research titled the relationship between organizational resilience and human resources in the hotel industry indicated that to create organizational resilience, effective methods of human resource management such as organizational culture, learning and knowledge, leadership and Lead risk management. The study shows the hotel's ability to be flexible based on advanced planning and human resource development. The findings showed that there are more development opportunities in resilient organizations. Ngoc Su et al. (2021) conducted a study titled Increasing Resilience in the Covid-19 Crisis: Lessons from Human Resource Management Practices in Vietnam. This study shows how tourism and hospitality business in Vietnam. Organizational resilience to survive the first wave of the Covid-19 crisis with employees is recognized as an important dimension in tourism. This study is focused on how human resources in this global crisis. Methods to develop organizational resilience during this crisis period were employed. The findings show the valuable human resource resilience practices these businesses engage in, contributing to our understanding of how human resource practices can sustain a business.

In hypothesis 6, the effect of trust on human resource retention was tested through the mediation of resilience. Since the value of the path coefficient (γ) in this relationship is positive (0.70), it can be said that trust indirectly through the mediation of resilience (0.70) has a positive and significant effect on human resource retention, and as a result, the above hypothesis is confirmed. . (Coefficient of the path of trust and resilience * Coefficient of the path of resilience and maintenance of human resources).

In hypothesis 7, the effect of justice on human resource retention was tested through the mediation of resilience. Since the value of the path coefficient (β) in this relationship is positive (0.045), it can be said that justice indirectly through the mediation of

resilience (0.045) has a positive and significant effect on the maintenance of human resources, and as a result, the above hypothesis is confirmed. . (Coefficient of the path of justice and resilience * Coefficient of the path of resilience and maintenance of human resources). Regarding hypothesis 7, considering that the relationship between justice and human resource retention has not been confirmed, therefore, the role of resilience variable in the relationship between justice and retention is a complete mediator.

Regarding hypothesis 6 and 7, Saad and Al-Shaair (2020) conducted a study entitled The role of justice and trust in employee resilience and business continuity: evidence from Egypt. Using the capital-based approach, this study examines the impact of employee resilience, and the mediating effects of distributive justice and trust in the organization were also tested. The results of this research confirm the resilience of employees and business continuity with distributive justice and trust.

5-1- Practical suggestions

The practical suggestions that will be mentioned below will be based on the confirmed hypotheses of the current research. According to the confirmation of the first, third and fourth hypotheses, i.e. the influence of justice on resilience and also the influence of trust on resilience and retention of human resources, it is recommended to the managers of the General Water Department of Mothni province, in the implementation of organizational justice, considering all its dimensions, including distributive, procedural, relational and informational, because in this way they can have a positive and direct impact on the resilience of their employees and the desired result will be increasing the resilience of employees, maintaining and sustaining human resources (hypothesis 5) They are the title of human capital and the factor of competitive advantage of the organization. Also, by raising the level of trust among employees and managers, they can simultaneously have a positive and direct impact on resilience (the third hypothesis) and the maintenance of human resources (the fourth hypothesis). In this field, they should conduct training courses both at the level of employees and at the level of managers. Because empowering managers to increase the level of trust of employees will keep employees and will prevent the costs of leaving the service and hiring new employees. In addition, the importance of increasing trust is so high that it is referred to as the glue of organizational relations. Also, the emphasis of the sixth and seventh hypotheses is on the mediating role of resilience in the relationship between trust and



maintenance, as well as in the relationship between justice and maintenance. Therefore, based on these two hypotheses, it is suggested to the managers of Mothani Water Department to make more effective trust and justice on the maintenance and stability of water department employees in the field of improving the resilience of their employees and to adopt the necessary policies.

5-2-Suggestions for future researches: It is suggested to future researchers:

- Since the data of this research were collected in a short period and cross-sectionally, in future research, they should collect data in a longer period.
- This research was conducted in the public and service sectors, so it is recommended that future researches be conducted in the private and production sectors as well.
- The findings of this research are based on the context of Iraq, so it is recommended that the hypotheses of this research be tested in other countries as well, so that the generalizability of the results can be further investigated.

5-3-Limitations of the research: The limitations of the current research are mentioned in the following paragraphs:

- This research was conducted in the public and service sector, so the generalization of the results to the private and production sector should be considered.
- The data of this research were collected in a short period and cross-sectionally.
- The findings of this research are based on the context of Iraq, so the generalization of the findings should be done with caution in other countries.

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