

**THE IMPACT OF STRATEGIC HUMAN RESOURCE
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MIANDOAB CITY'S EDUCATION DEPARTMENT**

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Keywords:

Human Resources
Organizational Innovation
Organizational
Performance Strategic
Human Resource
Management

Anahtar Kelimeler:

İnsan Kaynakları
Örgütsel Yenilik
Örgütsel Performans
Stratejik İnsan Kaynakları
Yönetimi

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ABSTRACT

Strategic human resources practices are unique to organizations and aim to contribute to a company's efficiency, expansion and growth. This study examines how these practices impact organizational performance in Miandoab city's education department, taking organizational innovation into account as a moderating factor. This research is functional in terms of purpose and quantitative in data collection conducted as a field study. The statistical population consisted of 218 specialist from Miandoab's education department, selected by simple random sampling method. Three questionnaires were used to collect data. The validity of the questions was confirmed using confirmatory factor analysis. The results showed that strategic human resource management has a significant impact of 44% on organizational performance and 76% on organizational innovation. Organizational innovation significantly affects organizational performance with a factor of 59%. The findings also confirmed the mediating role of organizational innovation in the research community. This study indicates that strategic management of human resources indirectly has a greater impact on organizational performance in the education department of Miandoab city through organizational innovation with an impact factor of 45%.

ÖZ

Stratejik insan kaynakları uygulamaları organizasyonlara özeldir ve bir şirketin verimliliğine, genişlemesine ve büyümesine katkıda bulunmayı amaçlamaktadır. Bu çalışma, örgütsel yeniliği düzenleyici bir faktör olarak dikkate alarak, bu uygulamaların Miandoab şehri eğitim departmanındaki örgütsel performansı nasıl etkilediğini incelemektedir. Bu araştırma, amaç açısından işlevsel, ve veri toplama açısından niceliksel olarak uygulanmakta olup, saha çalışması şeklinde yürütülmektedir. İstatistiksel evren, basit rastgele örnekleme yöntemiyle seçilen 218 kişilik Miandoab şehri eğitim bölümünün tüm uzmanlarıydı. Veri toplamak için üç anket kullanıldı. Soruların geçerliliği doğrulayıcı faktör analizi kullanılarak doğrulanmış ve sonuçlar, stratejik insan kaynakları yönetiminin organizasyonel performans üzerinde %44 ve organizasyonel inovasyon üzerinde ise %76 oranında anlamlı bir etkiye sahip olduğunu göstermiştir. Organizasyonel inovasyon, organizasyonel performansı %59 oranında önemli ölçüde etkilemektedir. Sonuçlar aynı zamanda araştırma topluluğunda örgütsel yeniliğin aracılık rolünü de doğruladı. Bu çalışma, insan kaynaklarının stratejik yönetiminin, dolaylı olarak, örgütsel yeniliğin aracı yoluyla, %45 etki faktörü ile Miandoab şehrinin eğitim departmanındaki örgütsel performans üzerinde daha büyük bir etkiye sahip olduğunu göstermektedir.

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Alıntılanmak için/Cite as:
Karimivand F. (2025) The Impact Of Strategic Human Resource Management Practices On Organizational Performance Through The Mediating Role Of Innovation: A Case Study Of Miandoab City's Education Department, Çukurova Üniversitesi Sosyal Bilimler Enstitüsü Dergisi, 34 (1),262-277

INTRODUCTION

Organizations are the cornerstone of modern society, and the most valuable resource inside any given organization is its workforce. According to some authors, employee management is much more complicated than machinery or money management, and administrators can increase their performance by using human resources more efficiently (Wood, 1999). Today, there is an increasing focus in investigations regarding the main factors of progressing competitive advantage in organizations. Strategy academics have explored this at environmental and institutional levels, and as a result, claimed that traditional resources (natural resources, financial resources, economies of scale and etc.) are no longer sufficient to progress efficiency, upsurge into international marketplaces, accomplish novel technologies, and preserve a high performance staff (Baron and Pfeffer, 1994). Consequently, given that human resources are the principal source of competitive advantage and the most important capital in any organization, it is imperative that this concept be strategically examined, especially given the increasing importance that is amplified by the rapid changes in the environment (Armstrong, 2006).

A thorough analysis of the literature reveals that organizational innovation benefits from a strong commitment to employee management across a range of processes. Furthermore, the implementation of clearly defined executive plans and human resource policies fosters innovation inside the company. Personnel issues are undoubtedly linked to organizational challenges, which emphasizes the necessity for human resource management to implement focused planning and strategies. These proceedings are intended to maintenance enhancements in the business procedures and general productivity of the company. According to Okoye and Ezejiofor (2013), an organization's productivity and efficacy depends on the conduct and output of its human resources, and employees are the key factor in determining how superior an organization is compared to others.

As known, one of the major strategic goals of organizations is to achieve superior performance, and this is not possible without innovation. Numerous studies indicate that there exists a positive correlation among organizational

innovation and organizational performance (Khan et al., 2018). By promoting innovation in processes, products and services, the possibility of pioneering, risk-taking and competitiveness of the organization and consequently, organizational performance indicators will be improved. A high-performing organization achieves better long-term results by adapting appropriately to changes, responding quickly to them, establishing a consistent and targeted management structure, continually improving core competencies, and treating employees as the organization's core assets (Major et al., 2007).

Undoubtedly, the status and value of education as a vital tool for promoting the creative and robust growth of safe, orderly, attainable and sustainable societies around the world is widely recognized and appreciated (Katsaros, 2008). Organizations in the education sector are defined as open systems that have the same highlighting on human and solid capitals (Katsaros, 2008), and on this basis, it is important to deal with issues related to human resources as much as, and perhaps even more than, material and pecuniary resources in the field. However, research on labor issues and strategic management related to human resources in the education sector frequently neglects to examine specific groups of staff (Paauwe and Boselie, 2005). As a result, the point of this exploration is to examine how strategic HRM affects organizational performance, particularly at the educational sector of Miandoab city, focusing on the mediating function of organizational innovation.

LITERATURE REVIEW

Organizational Performance

Organizational performance is of the main branches of management investigations, and the relevant literature, demonstrates a multidimensional conceptualization of the notion (Richard et al., 2009). Performance is defined in different ways, but they all center on how well goals are achieved. Organizational performance is a state or quality of functioning, that includes an all-encompassing construct, which is the execution of processes in their entirety. Neely and her colleagues (Neely et al., 2002), provided a well-known definition of performance according to which performance is divided into two constituents:

effectiveness and efficiency of past works. Effectiveness measures the degree of attainment of organizational objectives, while efficiency terms how the organization uses capital in the construction of facilities and products (Rahnavard, 1999). In another definition provided by Ho (2008), organizational performance is an indicator that measures how the goals of the organization or institution are achieved. It is one of the most significant extents of management investigations, as managers and organizational leaders all over the world are always seeking to improve the performance of their institutions (Anning-Dorson et al., 2017). When organizational performance is studied from different perspectives and with different goals, it seems to be a multifaceted phenomenon, and maybe the humblest description of it, as Sila (2007) claimed, is the set of activities related to achieving organizational goals.

Generally, indicators of organizational performance can be separated into subjective and objective classifications. The subjective ones include the indicators that are formed based on the judgment of the productive groups as customer satisfaction, employee satisfaction, success in offering new products, etc. Objective ones, differently, are those that can be measured in a completely real way and are based on objective data. Among the objective indicators, profitability indicators such as returns on assets, investment, equity, and also profit per share can be stated (Popova and Sharpanskykh, 2010).

As known, one of the major factors influencing organizational performance is organizational resources, among which human resources, as the vital strategic resource, is considered the most valuable factor of production and the most important capital of any organization. Workforces are seen as endless and outstanding capital because it is well clear that the reduction of human capital leads to a reduction in production efficacy and consequently, a decrease in organizational performance. The results of Singh and Kassa's (2016) research showed that there exists a substantial association between human resource management planning, staffing, development, teaching, performance supervision, employee relations, and service compensation, with organizational performance.

Strategic Human Resources Management

Management scholars are now looking more closely at the connection between organizational strategy, human capital, strategic oversight, and organizational performance as a result of the advent of the strategic management of human resources. This paradigm change promoted a thorough grasp of human resources' function and influence within an organization by refocusing attention from operational to strategic management. Human resources strategic management was introduced in the 1980s, when the Harvard School integrated strategy with human resources management. The conception was primarily introduced by Fombrun and his colleagues (Fombrun et al., 1984). Their most important argument was that human resource arrangements and institutional constructions should be coped in a compatible way with the organization's strategy. The basic ambition of strategic human resources management is to generate strategic competence by creating a guarantee that the institution owns capable, dedicated, and inspired personnel to struggle for a maintainable competitive advantage (Armstrong, 2006). This strategic approach emphasizes the general features of the organization, including creative and innovative behavior, effectiveness, integration, and strategic coordination. This focus leads to a kind of employee behavior that brings competitive advantage, profitability, growth, and market assessment (Becker and Gerhart, 1996).

Schuler and Jackson (1987) have introduced strategic human resources management as a model of scheduled improvement of employees to attain organizational objectives. Armstrong and Baron (2002) believe that this branch of managing is a general attitude to human resource management in cope with institution's strategic intent to attain future goals. Kaufman (2001) introduced strategic human resource management to design and implement a comprehensive plan to obtain and maintain a sustainable competitive advantage by integrating human resources activities with the organization's business strategies. Bratton (2007), defined that the strategic methods of human resource management are processes to link the performance of employees and the strategic goals of the organization to improve it's performance. Based on the definition

of Collins and Clark (2003), strategic human resource management has some basic functions and tasks, which are implemented in organizations to provide appropriate and coordinated human resources to attain the organization's goals.

The strategic management of human resources is for organizations to be able to influence the skills, approaches, and manners of employees according to their jobs to achieve organizational goals. Previous research results showed that experts have considered various functions for the SHRM: For example, in Delery and Doty's (1996) study, these functions were identified as: career path, training, outcome-based evaluation, employee security, service reward, and career development. In the study of Harel and Tzafrir (1999), the strategic functions of human resources were identified as selection, recruitment, compensation, training, and employee participation. In the research of Collins and Clark (2003), performance evaluation and service reward were added to this group of functions. Also, in Chen and Huang's (2009) research, human resource provisioning, training and evaluation, performance and service reward, and employee engagement were introduced as parts of human resource management functions.

Organizational Innovation

Innovation is considered an imperative development force of organizations and their performance, and the ability to innovate is one of the most significant characteristics of determining the enactment of institutions. Numerous studies prove that organizations need innovation to survive, and gain competitive advantages. Organizations with high innovation capacity can achieve competitive advantages and high levels of performance through appropriate environmental adaptation and the development of new capabilities. To develop innovation in the organization, managers must hire inventive staff who are flexible, risk-taking, and forbearing of improbability and uncertainty (Schoemaker et al., 2018). Rapid technological changes in organizations and the need to increase service quality have made it vital to attach importance to innovations in services (Agarwala, 2003). In other words, organizational innovation is the ability to use new procedural and operational information to provide a novel product or

facility for clients, which includes equipment, products, services, processes, policies, and projects.

The results of Wang and Ahmed's (2004) research showed that organizational innovation is a multidimensional structure. Administrative innovation relates to changes in organizational construction and managerial procedures, technical innovation relates to changes in goods, facilities, and manufacturing processes, product innovation is related to manufacturing new outputs or responding to marketplace needs, and process innovation refers to changes in the production processes (Damanpour and Gopalakrishnan, 2001). Fundamental innovation emphasizes changing the attitudes of managers and strengthening the organization's technical knowledge resources, and developmental innovation emphasizes the complexity of the structures and lack of concentration (Damanpour and Schneider, 2009). Johnson and co-workers (Johnson et al., 2011) considered five extents of organizational innovation in their research: creativity, future orientation, openness to changes, risk-taking, and reactivity.

Strategic management of human resource from one side, and organizational innovation from the other side, as dynamic variables, significantly affect the functioning of organizations and improve the effectiveness of their activities.

Strategic Human Resources Management and Organizational Performance

As an organization's potential to administer its human capitals properly determines its level of success, managers would be well-advised to think about making the required investments in the areas of development, enhancement, and the skillful administration of the company's most important asset. Since strategic management of human resources is concerned with the future-oriented, appropriate, stable, and control-oriented management of any organization's most appreciated quality (employees and specialists who help the corporation attain its objectives), the attention of authorities to this matter can create a better future for the organization. In this context, it is indispensable to care about the outstanding methods of strategic management of human resources to accomplish a high level of organizational performance.

Some SHRM theorists have advocated the utilization of performance-enhancing human resources management procedures (Combs et al., 2006) to maximize employee returns and organizational consequences. Optimum-performance work methods improve the knowledge, ability and skills of employees, improve the quality of decision-making and consequently increase productivity, all of which improve the performance of the organization (Nyathi and Kekwaletswe, 2023). In this regard and considering the advantages of owning educated employees in terms of effectiveness and increasing income, some authors argue that importance should be given to personnel training in order to achieve greater organizational performance (Tortia et al., 2022). Some believe that workplace climate and a looking forward culture is measured by employee participation in decision-making and organizational success emerges thanks to this participation (Ametepe et al., 2023), and some others argue that risk-taking is an essential factor that has both direct and indirect effects (through proactiveness) on company performance, and deserves full attention to be into (Hurtado-Palomino et al., 2024).

Al-Bahussin and El-Garaihy (2013) concluded in their research that strategic human resources management methods positively affect the productivity of supply chain, and overall institutional performance, and by trying to implement these methods, organizational performance will increase dramatically. The research findings of Findikli and his colleagues (Findikli et al., 2015), also showed that some strategic human resources management practices are correlated to innovation and information management capacity, too. Ismail and his colleagues (Ismail et al., 2010) defined that strategic human resources management allows the organization to act creatively and innovatively and not be passive in forming its prospects. This management method enables the organization to take initiative instead of just reacting, and in this context, it empowers innovation and performance as a result. These studies and thousands of similar researches emphasize the importance of various approaches of SHRM and their effect on organizational performance, and highlight that the way to achieve satisfying organizational performance is through these approaches.

Strategic Human Resources Management and

Organizational Innovation

Simple and multiple significant relationships have been found between the functions of strategic human resources management, i.e. performance evaluation, reward, training, participation, resourcing, and organizational innovation. In Chen and Huang's (2009) study, it was initiated that there is a significant association among strategic management of HR procedures and technical innovation, and knowledge management can be a mediating factor between these procedures and organizational innovation. In the research work of Yasmin Bal and her co-workers (Bal et al., 2013) a positive strong association was found between innovation and human resources management procedures, such as participation in decision-making, job identification, job analysis, training, and performance evaluation.

In the research of Pourrshidi, Z. (2021), employee management methods did not have a meaningful effect on organizational innovation directly, but through organizational learning, it predicted the level of organizational innovation. Sadeghi and Mohtashami (2022), claimed in their study that SHR practices such as training, recruitment, participation, reward systems and performance appraisal methods induce the employee's attitudes and behaviors, and positively affect the organizational innovation.

Qasimzadeh and his colleagues (2022) decided to design a model for organizational innovation in Mazandaran province in Iran, focusing on the lean human resources management approach. By examining the results, they concluded that the organizational innovation model with a focus on lean human resources management approach has 8 subcategories which are recruitment process, improvement system, set of maintenance-related activities, user system, use of technology, culture and organizational structure, and policies and programs. They claimed that improving each of these sub-dimensions will bring about organizational innovation.

Organizational Innovation and Organizational Performance

To succeed, an organization must manage behaviors that are aligned with the dynamic global environment (Abatecola et al., 2020). This is the truth that besides

information exchange, learning capacity, and the utilization of novel technologies in the organization, investing in organizational innovation is of the most imperative means to attain achievements in new product, service, and organizational development processes, and ensures the quality of work performance (Tehseen et al., 2020). The ability of an organization to follow and evaluate its demands is a fundamental principle of strategic innovation, and the innovation improves when the company finds cavities in the business, and hopes to address them through innovative processes (Pourrshidi, 2021)

Khessina and his colleagues (2018), claim that low expectations from the employees of an organization can make it difficult to innovate in the community. The effectiveness of an organizational is outlined through factors such as liveliness in decision making, adaptation to the ever-changing atmosphere, competition with competitors and the correct use of resources (Quinn & Rohrbaugh, 1981), and from this perspective, organizational innovation deals with the optimal use of new ideas and actions to upsurge organizational effectiveness (Jung and Lee, 2016).

Addressing this issue is vital because the high speed of technology and progress in the global business markets make it necessary for organizations to adjust with the ever-changing environment. The speed and power of changes, globalization, technological improvement and knowledge-based economy have forced organizations to admit changes and future innovations. (Awasthi et al., 2019). In another study, Mirkamali and his colleagues (Mirkamali et al., 2015) claimed that the strategic human resources management, directly and indirectly, with the intermediary role of organizational innovation, has a meaningful effect on organizational performance.

METHOD

This research was applied in terms of purpose operative, and quantitative in terms of data collection, and was conducted in the form of fieldwork. The statistical universe of the study contained 320 people, all of whom were experts from the educational department of Miandoab city. Miandoab is a city in the West Azerbaijan province region of Iran, and the last census of Statistical Center of Iran in

2020 showed that it consisted of 41,459 households with a population of 134,425 people. 220 questionnaires were distributed by randomly, and 218 complete questionnaires were collected finally. Adjusted strategic human resources management questionnaire of Chen and Huang (2009), including dimensions of training, reward, recruitment, and employee participation with 16 items, Ahmadi's (2013) organizational performance questionnaire with 21 items and four components including innovation, customer satisfaction, service quality, and productivity, and organizational innovation questionnaire of Shoham and his colleagues (Shoham et al., 2012), including five dimensions of creativity, an open view towards change, future-oriented orientation, risk-taking, and proactiveness with 21 items were used. In a preliminary study, 30 questionnaires were distributed. To determine the scales of the questionnaires, a five-point likert scale (completely disagree: 1 _ completely agree: 5) was used and confirmatory factor analysis was applied to determine the construct validity of the questionnaires. Cronbach's alpha coefficient was used to calculate the reliability of three questionnaires, and the Pearson correlation coefficient was benefited to determine the relationship among variables. Cronbach's alpha test consequences for research variables are shown in Table 1.

Table 1. Reliability of The Questionnaire of Research Variables

Questionnaire	Cronbach's Alpha Coefficients
strategic human resources management	0.918
organizational performance	0.915
organizational innovation	0.942

Research Conceptual Model

By taking into consideration the pertinent theoretical knowledge regarding the relationships among the research variables, the conceptual model of the study can be illustrated:

- Independent variable: strategic human resources management practices
- Dependent variable: organizational performance
- Mediator variable: organizational innovation



Figure 1. Conceptual Model of Research

Hypothesis

The research hypotheses are as follows:

H1: Strategic human resources management practices have a meaningful effect on organizational innovation.

H2: Strategic human resources management practices have a meaningful effect on organizational performance.

H3: Organizational innovation has a meaningful effect on organizational performance.

H4: Organizational innovation has a meaningful mediator effect on the relationship between human resources management practices and organizational performance.

FINDINGS

The demographic characteristics of the 218 individuals in the statistical sample indicated a gender distribution with 52% being women and 48% being men. Moreover, 84% of the participants were married, while 16% were single. In terms of educational attainment, the respondents included 9% with an associate's degree, 53% with a bachelor's degree, 29% with a master's degree, and 9% with a doctorate. Regarding the age category of the respondents, 3% were under 30 years old, 40% were 30-40 years old,

49% were 41-50 years old, and 8% were over 50 years old. The job experience distribution of the respondents was as follows: 2% had less than 3 years of experience, 3% had 3-5 years of experience, 20% had 6-10 years of experience, and 75% had above 10 years of experience. Also, the average of research variables showed that organizational performance had the highest average value and strategic human resources management practices had the lowest average. A five-point Likert scale was used to determine the scale of the questionnaires, and as mentioned above, confirmatory factor analysis was applied to determine the construct validity of the questionnaires. Cronbach's alpha coefficient was used to check the reliability of three questionnaires and Pearson's correlation coefficient was used to determine the relationship between variables. The results showed that there is a direct and significant relationship among the variables of strategic human resources management practices and organizational performance with a coefficient of 75%, strategic human resources management practices and organizational innovation with a coefficient of 65%, and organizational innovation with organizational performance with a coefficient of 76%, with a significance level of ($p < 0.001$).

Table 2. Mean Values and Correlation Coefficients of Research Variables

Research Variables	Strategic Human Resources Management Practices	Organizational Innovation	Organizational Performance
number of samples	218	218	218
mean	2.45	2.66	2.89
1	1	0.65	0.75
2	-	0.77	1
3	-	1	-

Furthermore, by using organizational innovation as a mediating variable, the results presented that strategic human resources management practices have a considerable indirect effect (45%) on organizational performance, and this means that the relationship among strategic human resources management practices and organizational performance is positively mediated by organizational innovation. The validation of every study hypothesis, as shown in Table 3, added credence to these findings.

Table 3. Results of The Main Hypothesis

The Main Hypotheses	Direct Effect	Indirect Effect	Total Effect
H1	0.77	-	0.77
H2	0.58	-	0.58
H3	0.44	0.45	0.89

The influences of independent variables on dependent variables are shown in Table 4. Results display that among the components of human resources management, employee participation in decision-making has the greatest effect on organizational performance with a coefficient of 91% and performance evaluation with a coefficient of 29% has the least effect. Among the components of human resources management, employee participation has the greatest effect on organizational innovation with a coefficient of 74% and performance evaluation with a coefficient of 23% has the least effect, and also among the components of organizational innovation, open perspective towards change with a coefficient of 63% has the greatest effect and creativity with a coefficient of 33% has the least effect on organizational performance.

Table 4. Effects of The Components of Independent Variable on Dependent Variable

Independent Variable	Dependent Variable	Path Coefficient (Standard)	Significant Coefficient
Education	Organizational Performance	0.46	3.23
Reward		0.58	4.45
Performance Evaluation		0.29	3.02
Recruitment		0.83	5.12
Employee Participation		0.91	5.76
Education	Organizational Innovation	0.69	4.89
Reward		0.36	3.43
Performance Evaluation		0.23	2.99
Recruitment		0.63	4.78
Employee Participation		0.74	5.17
Creativity	Organizational Performance	0.33	3.06
Openness To Change		0.61	4.83
Future Oriented		0.52	4.12
Risk-Taking		0.36	3.14
Preposition		0.42	3.98

CONCLUSION

With an emphasis on the mediating function of organizational innovation, this paper aimed to realize how strategic HRM affects organizational performance in Miandoab City's educational department. The study provides impressions that may be helpful from both theoretical and managerial perspectives. Organizational innovation, functions as a mediator in the relationship between strategic human resources management practices and organizational performance, according to the data analysis. The findings are displayed in Table 3, and demonstrate the relationship between organizational performance and strategic HRM practices as well as the indirect impact of HRM techniques on performance via the organizational innovation pathway. The results obtained from the research showed that strategic human resources management practices had a meaningful and positive effect on organizational performance with an effect factor of 44%, which are in line with the findings of Wood (1999), Chang and Huang (2005), Çalışkan (2010), Ismail and his colleagues (Ismail et al., 2010), Al-Bahussin and El-Garaihy (2013), Okoye and Ezejiofor (2013), Fındıklı and

his colleagues (Fındıklı et al., 2015), Singh and Kassa (2016), Tortia and his colleagues (Tortia et al., 2022), Nyathi and Kekwaletswe (2023), and Hurtado-Palomino and co-workers (Hurtado-Palomino et al., 2024). Also, strategic human resources management practices had a meaningful and positive effect on organizational innovation with an effect factor of 76%. Results are consistent with the conclusions of Chen and Huang (2009), Tan and Nasurdin (2011), Özbağ and co-workers (Özbağ et al., 2013), Yasmin Bal and her co-workers (Bal et al., 2013), Aryanto and his colleagues (Aryanto et al., 2015), Pourrshidi (2021), Ghasemzadeh and his colleagues (Ghasemzadeh et al., 2022), and Sadeghi and Mohtashami (2022). Organizational innovation had a meaningful and positive effect on organizational performance with an effect factor of 59%, and these results approve the findings of the research of Major and his co-workers (Major et al., 2007), Salim and Sulaiman (2011), Bukhamsin (2015), Mirkamali and his colleagues (Mirkamali et al., 2015), Khan and co-workers (Khan et al., 2018), Arif and Akram (2018), and Tehseen and his colleagues (Tehseen et al., 2020). The results also indicate that indirectly, the strategic management of human resources through organizational innovation as a mediating

variable, with an effect factor of 45% had a greater effect on organizational performance in the department of education of Miandoab City. Human resources must now actively address and adjust to the effects of globalization and its consequences. It becomes essential to apply innovative strategies in order to accomplish this. Despite many studies on human resources management methods, organizational innovation, and organizational performance, there still is some kind of study gap between theory and practice; Because until now, organization and management field studies have not seen human resources management as a capacity-building factor that can help improve the knowledge, insight and skills of employees enough (Farazmand, 2004). So, it is recommended to carry out complementary applied research to enrich the field.

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