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Applying Human Resource Strategies in the Designing the Behavioral Innovation Model in the Exceptional Children Organization

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Research Paper

Abstract

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Purpose: Behavioral innovation in the organization can play an important role in creating and promoting competitive advantage for the organization. Therefore, the aim of this study was applying human resource strategies in the designing the behavioral innovation model in the exceptional children organization.

Methodology: This study in terms of purpose was applied and in terms of implementation method was mixed (qualitative-quantitative). The research population in the qualitative part was the general manager of exceptional children organization of Tehran, the heads of the exceptional children organization of Mazandaran and Gilan provinces, and the staff managers of the exceptional children organization of Tehran, which according to the principle of theoretical saturation, 14 people were selected as a sample by using the purposive sampling method. The research population in the quantitative part was experts of exceptional children organization of Tehran city and principals of schools of exceptional children of Mazandaran and Gilan provinces, which according to Cochran's formula, 340 people were selected as a sample by using a simple random sampling method. The research tool in the qualitative part was a semi-structured interview and in the quantitative part was a researcher-made questionnaire, which whose psychometric indicators were confirmed. Data analysis was done in the qualitative part with thematic analysis method in MAXQDA-12 software and in the quantitative part with exploratory factor analysis and structural equation modeling in SPSS-22 and Smart PLS-3 software.

Findings: The findings of the qualitative part showed that for the model of behavioral innovation and human resource strategies in the exceptional children organization were identified 54 components in 14 categories of behavioral honesty, positive thinking in behavior, empowerment, self-control culture, innovative self-efficacy, confidence building, collaborative management, participation, timely thinking, job satisfaction, organizational justice, culture of organizational communication, healthy atmosphere of competition and objective assessment of resources. Also, the findings of the quantitative part showed that the factor load and convergent validity of all categories were higher than 0.50 and Cronbach and combined reliability of all of them were higher than 0.70. In addition, the fit indicators the model of behavioral innovation and human resources strategies in the exceptional children organization indicated its appropriate fit and the effect of the model on all categories was significant ($P < 0.05$).

Conclusion: The model of behavioral innovation and human resource strategies in the exceptional children organization had appropriate psychometric indicators, and specialists and planners of the exceptional children organization can use it to create and promote a competitive advantage.



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Detailed abstract

Purpose: With the increasing complexity of today's societies and the increasing competition between different organizations, specialists in training capable and skilled human resources paid special attention to creativity and behavioral innovation. Because competition is observed at all levels of human life, from individuals to small and large organizations, and everyone must compete for limited resources and achieve success and goals. Today, it has been proven that innovation is necessary for the development and introduction of new, effective, efficient and practical programs and the elimination of programs lacking in attractiveness, acceptability and effectiveness. Therefore, in today's competitive world, the issue of innovation is not only necessary for the growth of organizations, but also for their preservation and survival, and nowadays behavioral innovation is considered as a key organizational element, a very important factor in the survival of the organization. Behavioral innovation is a very important thing in organizations that makes the work environment effective and transformative. As a result, these behaviors in solving the new problems of the organization create, make the new idea practical and cause the emergence of creative and innovative behaviors. Behavioral innovation is a multidimensional concept that means behaviors that cause innovation in the organization and includes three dimensions of idea generation, idea promotion, and idea implementation. Behavioral innovation is a multi-stage process which the first a person recognizes a problem, then creates new ideas and solutions for it, tries to apply them, and finally produces a practical and new prototype for the organization. Behavioral innovation can help the development of new products, services and work procedures, individual and organizational effectiveness, fit between job demands and physical, social and psychological resources, interpersonal communication and job satisfaction and cause their improvement and promotion. One of the factors related to behavioral innovation is human resource strategies as one of the sub-branches of human resource management. Human resource management means strategic and sustainable administration and management of the most valuable asset of any organization, i.e. human resources. Strategy is the overall direction of the organization's movement to achieve the desired situation, and instead of having a comprehensive strategy, organizations use a set of strategies related to performance improvement. Today, the importance of human resources strategies is important not only because of their role in implementing organizational strategies, but also because of creating a sustainable competitive advantage for the organization. Human resource strategies are a process and a specific set of human resource actions carried out by the organization to achieve organizational goals and create a competitive advantage. Human resource strategies are primary solutions that help the organization to shape the skills, attitudes and behaviors of employees and provide the basis for the realization of organizational goals. These strategies include guidelines for human resources that define the mission, vision, and priority of human resources tasks and assignments. In general, human resource strategies include three parts of reward, human resource development, and recruiting new human resources, and human resource strategies for greater effectiveness should be combined with business strategies. Behavioral innovation in the organization can play an important role in creating and promoting competitive advantage for the organization. Therefore, the aim of this study was applying human resource strategies in the designing the behavioral innovation model in the exceptional children organization.

Methodology: This study in terms of purpose was applied and in terms of implementation method was mixed (qualitative-quantitative). The research population in the qualitative part was the general manager of exceptional children organization of Tehran, the heads of the exceptional children organization of Mazandaran and Gillan provinces, and the staff managers of the exceptional children organization of Tehran, which according to the principle of theoretical saturation, 14 people were selected as a sample by using the purposive sampling method. According to the principle of theoretical saturation, sampling continues until the research reaches saturation in terms of findings and new samples cannot add anything to the previous findings. In the purposive sampling

method, the samples are selected according to the criteria, which the most important of are sufficient knowledge and information in the field of research, willingness to participate in the study, acceptance of interview recording, etc. The research population in the quantitative part was experts of exceptional children organization of Tehran city and principals of schools of exceptional children of Mazandaran and Gillan provinces, which according to Cochran's formula, 340 people were selected as a sample by using a simple random sampling method. In the simple random sampling method, the first all members of the population were identified and a code was assigned to each of them, and according to the determined sample size, 340 people of them were selected with the help of a random number table using a computer. The research tool in the qualitative part was a semi-structured interview and in the quantitative part was a researcher-made questionnaire. The validity of the interviews was confirmed by the triangulation method and its reliability was obtained by the agreement coefficient method between two coders 0.83. Also, the formal and content validity of the researcher-made questionnaire was confirmed by the opinion of experts and its reliability was obtained by Cronbach's alpha method above 0.70 for the whole and its different sections. Data analysis was done in the qualitative part with thematic analysis method in MAXQDA-12 software and in the quantitative part with exploratory factor analysis and structural equation modeling in SPSS-22 and Smart PLS-3 software.

Findings: The findings of the qualitative part showed that for the model of behavioral innovation and human resource strategies in the exceptional children organization were identified 54 components in 14 categories of behavioral honesty, positive thinking in behavior, empowerment, self-control culture, innovative self-efficacy, confidence building, collaborative management, participation, timely thinking, job satisfaction, organizational justice, culture of organizational communication, healthy atmosphere of competition and objective assessment of resources. Also, the findings of the quantitative part showed that the factor load and convergent validity of all categories were higher than 0.50 and Cronbach and combined reliability of all of them were higher than 0.70. In addition, the fit indicators the model of behavioral innovation and human resources strategies in the exceptional children organization indicated its appropriate fit and the effect of the model on all categories was significant ($P < 0.05$).

Conclusion: The model of behavioral innovation and human resource strategies in the exceptional children organization had appropriate psychometric indicators, and specialists and planners of the exceptional children organization can use it to create and promote a competitive advantage.