

APPROACHING THE TRANSFORMATION OF HUMAN RESOURCES MANAGEMENT IN MEDICAL STRUCTURES

Mihaela BARCAN

Pneumoftiziologie Hospital Leamna, Romania

In the field of national security, the decisional problem of the scientific approach consists in proposing strategies that would allow the transformation of human resources management (THRM) in civil and military medical structures, as well as the construction of a research model, built to study the impact of THRM on employees and the management of healthcare organizations. The existing relations between HRM and the management of medical institutions were highlighted, in terms of work climate, organizational structure and managerial efficiency, so the data obtained highlighted the discrepancies between organizations, as well as the difference in approach to medical activity. The results obtained have a favorable impact on the competitive environment in the field of healthcare by offering a portfolio of medical services and quality profile. The practical value is given by the study of the processes of THRM and the formulation of proposals regarding models and strategies for the THRM.

Key words: *human resources, work climate, employee motivation, individual performance, employee attitude, workforce diversity, staff turnover, talent management.*

1. INTRODUCTION

From an administrative component in the management of the organization, in the last two decades human resource management (HRM) has become an important element of organizational change, also called New Age HRM. The theoretical and methodological basis used is focused

on bibliographic research in the field of HRM and on research conducted through qualitative and quantitative techniques.

From the concept of *hire and fire* that characterizes the activity of human resources managers working in the field of health have understood that employees are valuable assets of organizations, which can create

competitive advantages. For this reason, human resources are managed in a win-win manner, with the gain targeting both parties. In the current dynamics, the transformation of human resources is necessary not only to guarantee an added value to the basic activity, but also to offer the necessary business consultancy.

2. METHODOLOGY AND DETAILS OF SCIENTIFIC RESEARCH

In order to develop strategies to transform HRM in health organizations, as well as to build a research model, it is necessary to study the sources of pressure associated with HRM and their origin, being relevant to perform an analysis on the impact on which these sources of pressure exert on the commitment of civilian or military employees. Another important aspect that needs to be studied is related to the differences that appear at the level of the individual consciousness of the employees in the organizations and of their managers, depending on the stage at which the transformation of the HRM is. At the same time, it is relevant to study the extent to which globalization has a major impact on the THRM in health organizations.

Given these aspects, the purpose of scientific research is to study the impact of transforming HRM on employees and the management of

health organizations. This scientific research aims to assess the impact that THRM has on employees and management of health, civilian or military organizations. HRM has an essential task in the field of healthcare and other service sectors, in which the patient faces challenges due to staff performance, depending on the experience and quality of performance. The choice of this context of scientific research is justified by several arguments.

A first reason is that HRM plays an active and vital role in the success of health sector reform and is concerned with both the development of individuals and the organizations in which they operate. Therefore, HRM deals not only with ensuring and developing the talent of individual workers, but also with implementing programs that increase communication and cooperation between individual workers to stimulate organizational development (Burlea-Șchiopoiu:2008,pp.118-124).

At the level of medical units, THRM requires the development of effective strategies for its improvement (Boselie and Thunnissen:2017). Another reason is the fact that at national level there are an insignificant number of scientific studies covering the subject of HRM regarding the quality of healthcare. The perpetuation of this situation could affect the development strategy

in the healthcare sector in our country, so that, without adequate studies in this field, the general performance of hospitals can be weakened.

In medical structures, the main responsibilities associated with HRM include job and staff analysis, workforce organization and use, measurement and evaluation of workforce performance, implementation of employee reward systems, professional development of workers, and job retention. Against this background, the challenges that health organizations and their staff need to address are related to the transformations that are needed to create the conditions for them to act internationally, to respond to international influences and to promote adaptation strategies.

A third reason is that THRM in the field of health in the international environment are characterized by complexity, volatility, continuous change and risk influenced by the national environment of organizations. As the international environment induces transformations in the national environment, they will influence HRM at the level of health organizations, all proceeding in a continuous cycle of change.

In the national and international context, disturbed by the COVID-19 pandemic and its socio-economic effects, the management of a healthcare organization needs to constantly cope with transformations

that underlie decisions regarding HRM. THRM is characterized by dynamism and flexibility, highlighting itself through motivation and stimulation but can be perceived by some people as a threat to the organization. THRM is characterized by stress, generating concern and irritation, against the background of uncertainty and feelings of fear of failure, which can be costly in time and money.

Starting from the considerations that substantiated the formulation of the purpose of the scientific research, it was possible to establish the research objectives, with the help of which the necessary information was identified. The first three objectives of scientific research were the following:

O1: Identifying sources of pressure associated with THRM and assessing their impact on the commitment of employees in health organizations.

O2: Assessment of the differences that appear at the level of individual consciousness, depending on the stage of THRM in the field of health.

O3: Measuring the impact of globalization on THRM of health organizations.

Redefining the role of HRM at the level of health organizations is increasingly necessary, amid the increasingly accelerated globalization of the medical services market and

the amplification of the international dimensions of HRM. Thus, it is necessary for HRM to have closer links with the strategic plans of the organization, in order to increase the reaction capacity in a global, highly competitive market. In this sense, managers need to act to provide quality services, by increasing productivity and involvement of all staff of the organization (Burlea Şchiopoiu and Idowu: 2016).

The formulation and implementation of the organization's objectives can be achieved by superior flexibility of the workforce and by training staff to work in teams. The factors that influence THRM in health organizations will be studied according to the impact on employees and on the management of health organizations. The impact of THRM on employees in health organizations can be studied through six latent variables, namely workforce diversity, employee attitude, individual performance, employee motivation, talent management and staff turnover.

Previous research has highlighted the need for a fourth objective:

O4: Determining the extent to which THRM influences the management of health organizations

The impact of THRM on the management of health organizations can be studied through three variables of interest for the management team

of the health organization, namely the activity environment, organizational structure and economic factor.

In order to determine the impact of THRM on employees in health organizations, twelve manifest variables were established. The validity of these variables was also achieved at the level of the qualitative study, by observing the ease with which the interviewees managed to evaluate the variables. The latent variable is considered to be the cause, and the variables manifest a reflection of it. According to this method, the latent variables are those that determine each of the manifest variables.

The latent variables chosen were the diversity of the workforce, the attitude of the employees, the individual performance, the motivation of the employees, the talent management and the staff turnover. In addition to the variables related to the factors influencing HRM, the selection and operationalization of variables describing the impact of THRM on the management of health organizations was of particular importance in establishing the theoretical framework of research. These were the work climate, the organizational structure and the managerial efficiency.

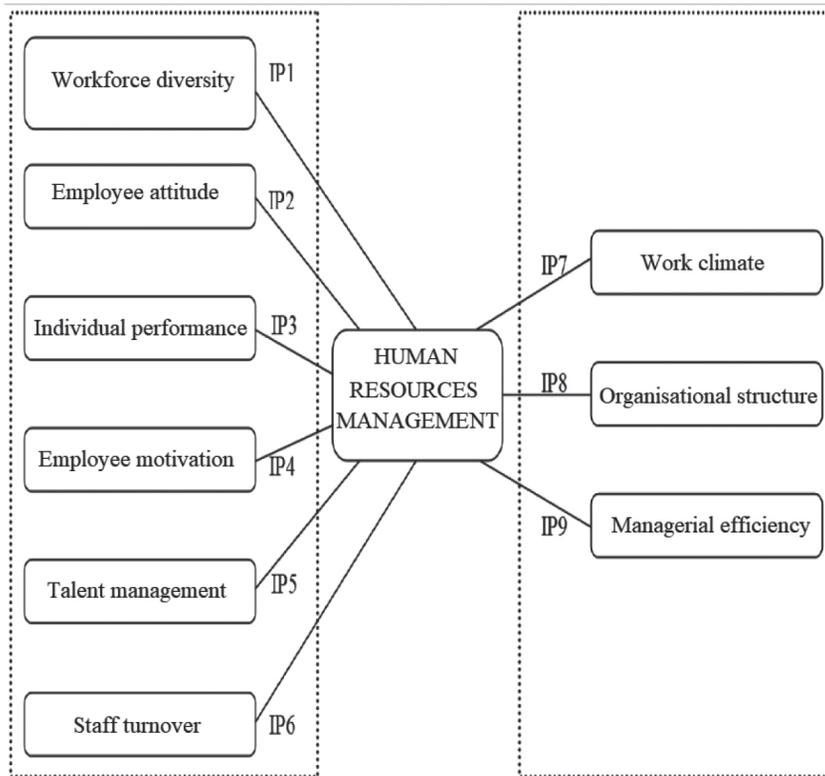


Fig. no. 1 Conceptual research model
Source: Made by the author

The schematization of the obtained results was presented by a conceptual research model, presented in Fig.1, which explains the hypotheses formulated in this scientific research. HRM in civil and military health organizations appears in the graphical representation of the six variables and indicates the impact of THRM on employees, and the link to the three variables of interest to the management team indicates the impact of THRM on management of health organizations.

As can be seen from the diagram described in the conceptual research model, HRM exerts an influence on each of the six variables that describe the impact of THRM on employees in health organizations, but also on each of the three variables that describe the impact of THRM on the management of health organizations.

Through the specialized literature, numerous theoretical aspects have been highlighted that refer to HRM, being noted the major importance that HRM has in

influencing the management of the organization in the field of health. Thus, starting from the previous results, in order to define the research framework and build the tools for collecting the necessary information, the hypotheses of the scientific approach were formulated.

The issue of workforce diversity is a major concern of organizations. HRM is responsible for planning people within an organization and for policies and procedures related to equality and diversity issues. Workplace diversity is an issue for employees, focusing on the differences and similarities they bring to the organization (Rahman:2013).

Diversity issues have become a central part of HRM, with diversity management being essential for good HRM. Organizations have begun to realize that diversity is not just something to deal with, but a reality that needs to be relied upon to make the organization stronger and more competitive (Luthans:2011, p.34).

Managers have found that employees do not neglect their cultural values and lifestyle preferences when presenting themselves at work. The challenge is to make the organization more adapted to a diverse group of people, addressing different lifestyles, family needs and work styles. Diversity is much more than ethnicity, gender, or sexual orientation (Richard:2000).

Foster (2008) considers that for an effective management of diversity it is necessary to create a work environment or a culture that allows everyone to contribute with everything possible in the organization.

Rahman (2013) argues that equality and diversity policies refer to the key functions of HRM, which are recruitment and selection procedures, training and development policies, terms and conditions of employment. The focus on highly dedicated, satisfied and motivated employees can provide support for equality policies.

Considering the scientific research carried out, the following hypothesis is formulated:

H1: There is a direct link between THRM in the field of health and the workforce diversity.

Employees have attitudes or views on many aspects of their work, careers, and organizations. From the perspective of research and practice, in general the attitude of employees aims at job satisfaction. The most widely used definition of job satisfaction research is provided by Locke (1976), as a pleasant or positive emotional state, resulting from the appreciation of a job or work experiences.

Even if organizations cannot have a direct impact on the personality of employees, the use of sound selection methods and a

good match between employees and jobs will ensure that people are selected and placed in the most suitable jobs for them, which, in turn, it will contribute to increasing their satisfaction (Weiss and Cropanzano:1996, p.18).

HRM plays a significant role in building a good employee-employer relationship, which would create an impact on employee attitude changes and ultimately affect the organization's performance. Human resource practices are considered to be very effective in preserving valuable human capital.

Organizations have learned the importance of good relations with the workforce, those who do not realize the importance of its human resources cannot make progress. In the workplace in employee relations there is a strong association between HRM and the attitude and performance at work of employees. Human resource practices are the primary means by which firms can influence and shape the abilities, attitudes, and behavior of individuals to do their job and thus achieve organizational goals (Anthonisamy:2013).

Human resource functions are concerned with a variety of activities that significantly influence almost all areas of an organization. Human intellect, human energy and human inventiveness are what achieve excellence for the organization.

Organizations will have long-term relationships with happier employees, which is the best type of competitive advantage.

Employee welfare activities and reward and recognition programs are good enough and need to be continued, having a direct influence on employee satisfaction and therefore on employee attitude and performance. Remuneration compatible with the position held or with the level of education or related to the results obtained in the work performance, offers of commissions, thanks or bonuses have a reasonable impact on the attitudes of employees (Tinti et al.:2017).

Starting from the presented elements, the hypothesis is formulated:

IP2: There is a direct link between THRM in the field of health and the attitude of employees.

The individual performance of an employee, his new ideas, as well as the efforts to promote the organization in a positive way contribute to building the values of an organization and its success or failure is affected by its productivity. The quality of human potential plays an important role and is a key factor affecting the functioning of an organization, its prosperity, as well as its sustainable development (Bryson:2019). Practices in HRM, such as training and development or performance appraisal, encourage

employees to work better to increase organizational performance (Hassan:2016).

Training and development contribute positively to organizational growth. The training refers to the methods used to develop the skills of the employees needed to perform the job. Most organizations considered training and development as an important factor in human resource activity.

Extensive training programs are conducted by employees to improve employee performance to gain a strategic position relative to competitors. Training programs play a significant role in achieving organizational goals. The major goal of performance appraisal is to increase employee motivation and self-esteem (Ahmad and Schroeder:2003).

Considering the scientific research carried out, the following hypothesis is formulated:

IP3: There is a direct link between THRM in the field of health and individual performance.

Motivating employees through compensation is a human resources practice that provides monetary value to employees for the work performed. Compensation can be used to hire qualified people, to reward performance or to encourage loyalty to the organization by reducing staff turnover (Moldovan:2017). Employee migration has become a more

important aspect of organizational life, with many intending to change their current positions in the coming years (Hassan:2016).

A successful organization is aware of the importance of its staff and their positive motivation. Effective HRM is supported by motivation. The motivation process is supported by setting realistic goals for the organization and involving employees. A motivational program focuses on the optimal use of available workforce to meet the organization's objectives (Lorincova et al.:2019).

The occurrence of differences in employee motivation depends on the age of the employee. However, in this process, it is necessary to take into account the position of the employee. As for the source of motivation for managers, they represent a specific group of employees. Managers are motivated by financial motivating factors, as well as recognition and freedom in decision making.

Motivational factors for managers are often classified as impulsive (push) or pull (pull) factors. Impulsive factors include the need to increase family income, dissatisfaction with work in terms of wages, difficulties in finding a suitable job and the need for flexibility due to family duties and responsibilities. The pull factors include the need for independence, self-improvement and improving the current state and

reputation in society. Managers are motivated by rewards or recognition (Mikkelsen et al.:2017).

Starting from the presented elements, the following hypothesis is formulated:

IP4: There is a direct link between THRM in the field of health and the motivation of employees.

Talent management refers to the organization's ability to recruit, reward, organize and retain the most talented employees available on the job market. Studies recommend a healthy and stress-free work environment, creating career advancement opportunities, regular training, taking on innovative employee ideas, and transparent promotion policies for talent management in the organization (Kaleem:2019).

The strategic HRM is determined internally by the organizational, administrative or cultural heritage, ie by its unique configuration, respectively history, strategy, structure, culture and human capital (Gallardo-Gallardo et al.:2020).

Talent management research focuses on the experiences of key actors (managers, selection committee members, human resource managers and/or employees) in the effective implementation of talent management in the organization (Boselie and Thunnissen:2017).

Considering the scientific research carried out, the following hypothesis is formulated:

IP5: There is a direct link between THRM in the field of health and talent management.

Staff turnover reflects the rate of employees leaving the organization in relation to the average number of employees in the organization in a given period. The topic of the impact of HRM on staff turnover has been the subject of numerous scientific studies worldwide. At the organizational level, it is relevant to discover the non-managerial causes of staff turnover that could be avoided by specific measures of HRM (Daouk-Oyry et al.:2014).

In this sense, the following hypothesis is formulated:

IP6: There is a direct link between THRM in the field of health and staff turnover.

The work climate can be more easily changed by managers, supervisors and those responsible for formulating and implementing knowledge-based work strategies, as opposed to culture, which has deeper roots in the core values, norms and ideologies of organizations (Burlea-Șchiopoiu: 2007a). Thus, organizations can create work climates that show what employees want to see and experience based on the primary objectives of the work strategies pursued. The development of the desired climates can be seen as

strategic. Factors of HRM influence the work climate for services, there is a reciprocal cause-effect relationship with patient satisfaction (Bowen and Ostroff:2004).

Considering the scientific research carried out, the following hypothesis is formulated:

IP7: There is a direct link between THRM in the field of health and the work climate.

Organizational structure influences HRM differently. According to Bower (2003, p.22), employee involvement, ie the way employees behave, performance, satisfaction, motivation, passion for work and morale are all influenced by the way the organization is structured, which in turn influences the ability to achieve organizational goals. For example, in a highly centralized bureaucratic structure, employees cannot take the initiative due to the repetitive nature of tasks, which may discourage them from performing tasks and prevent them from achieving organizational goals (Henderson and Hoy:1983).

Organizational structures also influence human resource strategy and practices in a variety of ways, and implications are important for different organizational structures (Ahmed:2015).

In this sense, taking into account the diversity of organizational structures, the following hypothesis is formulated:

IP8: There is a direct link between THRM in the field of health and the organizational structure.

Managerial efficiency means for healthcare organizations the increase of the activity volume, the obtaining of positive financial results, the increase of the clients' addressability to the organization through a wide offer of medical services, as well as the general growth of the organization. Another important aspect of managerial efficiency is the reputation of the organization in the field of health, given both the composition of the team of specialists and their previous results, as well as the specific endowments. For an organization, reputation can be the best friend or the worst enemy, the reputational risk having direct links with human resources management (Țițirigă:2020).

The performance of healthcare organizations depends very much on finding people to work for them, to guide the selected employee and to provide for their needs (Jashari and Kutllovci:2020).

In this sense, the following hypothesis is formulated:

IP9: There is a direct link between THRM in the field of health and managerial efficiency.

Table 1. Scientific research plan

	Objectives of the scientific approach	Research tools	Target audience	Sample	Techniques used in data analysis
Step 1: Investigating the specialized literature	- Identifying the factors that influence human resources management	Evaluating the role and content of human resources management	-	-	-
Step 2: Qualitative research	- Applying the questions regarding the factors that influence the human resources management and noting the opinions formulated by the respondents - Adapting what is stated in the context of human resources management at the level of health organizations - Validation of the factors that influence the management of human resources	Recruitment guide + Interview guide	Adults working in public and private health organizations in urban and rural areas	20 in-depth interviews	Techniques used in the interview: - blind exploitation - direct observation
Step 3: Quantitative research	- Assessing the impact of transforming human resources management on employees in health organizations - Assessing the impact of the transformation of human resources management on the management of health organizations	Questionnaire		N=1276	- Factor analysis in SPSS version 26

Source: Made by the author

The establishment of the scientific research plan was made after the objectives were defined and the research hypotheses were stated. Table 1 presents the scientific research plan, which was structured in three stages.

In the first stage of the scientific research plan, the theoretical framework of the research was established, defining the concept of HRM. In this context, the research tools presented by the literature were examined, reaching an extensive and complete list of factors that can influence HRM.

In the second stage of the scientific research plan, a qualitative study was conducted. It included in-depth interviews with major individuals working in public and private organizations working in the field of health, in urban and rural areas.

Through this qualitative research, questions were applied regarding the factors that influence HRM and the opinions expressed by the respondents were noted. Specifically, we proceeded to adapt what is stated in the context of HRM at the level of health organizations,

followed by the validation of the factors that influence HRM.

In the third stage of the research plan, a quantitative study was designed. The proposed goal was to assess the impact of THRM on employees and on the management of healthcare organizations. The SPSS statistical program version 26 was used to perform the factor analysis.

The researched community is represented by adult individuals working in health organizations. The observation unit is represented in the research conducted by the person who provided the researcher with personal data and information and agreed to participate in the scientific research. The survey unit coincides in this research with the observation unit. The sampling method used in the quantitative study was simple random sampling.

The selection of participants in scientific research took into account two criteria, availability and accessibility. According to Table 2, these criteria were applied in both the qualitative and quantitative stages.

3. QUALITATIVE RESEARCH RESULTS

The qualitative research was conducted in the form of in-depth interviews, the participants in the qualitative research being selected from well-known people working in health organizations by creating and applying a recruitment guide to verify the correspondence of the invited persons with the research requirements. On this occasion, the consent of the participants to participate in the research was obtained, respecting the ethical aspects and obtaining their approval that some of the answers provided be summarized in the research.

Thus, between April 6, 2020 and April 15, 2020, 20 in-depth interviews were moderated online by the researcher, lasting about 45-50 minutes each, with adult individuals working in health organizations. During the interviews, the introduction of the topics proposed to be explored was made progressively, during the discussion. For this, an interview guide was developed and

Table 2. Technical details of scientific research

Source: Made by the author

Methodological aspects	Qualitative research	Quantitative research
duration (in-depth interview / completion of the questionnaire)	45-50 minutes	20-25 minutes
Collection period	April 6, 2020 - April 15, 2020	May 7, 2020 - July 31, 2020
Collection method	Online	Online

applied, with the role of structuring the interviews and facilitating the note-taking process.

In the qualitative stage of scientific research, the aspects on which HRM is based in health organizations were explored. In this first step of the scientific approach was made the identification of the factors that influence HRM and which represent the main goal established for this stage.

In-depth interviews with recruited participants were moderated by the researcher using an interview guide that was structured in two parts, the first part of which is introductory. In this part of the interview guide the general framework of the in-depth interview is presented and the subject proposed for investigation is presented.

Each participant was informed by the researcher about the rules of the interview, such as the creativity and spontaneity of the answers, as well as the technical details of the in-depth interview. All participants were verbally explained that the interviews would be confidential and anonymous, but the ideas would be taken over for study.

The second part of the interview guide contains the questions addressed to the respondents, regarding the factors that influence HRM. The first twelve questions on the impact of THRM on employees in health organizations were asked of all interviewees.

In addition, for respondents who stated that they hold leadership positions, three questions were introduced regarding the impact of THRM on the management of healthcare organizations. For each question the respondent formulated a score from 1 to 5, where score 1 represents total disapproval and score 5 represents total acceptance of the idea formulated by the researcher. After receiving the answer to each question from the respondents, the researcher wrote down their opinions on the subject of the question.

The questionnaire is the tool used in quantitative scientific research to investigate the views of the sample of respondents. This questionnaire was created in order to meet the objectives proposed in the research, represented by assessing the impact of THRM on employees and management of health organizations.

The questionnaire was designed with closed-ended questions, the answers to which fall on an interval scale that allows the assessment of the connection and the power of association between them. According to the recommendations of Malhotra and Birks (2006, pp.331-343), the five-point Likert scale was used. The five values were gradually associated from 1 to 5 with the following answer options: Absolutely not timely; Not at all timely; Pretty timely; opportunities; Very timely, no need to standardize data. Categorical or nominal variables

were taken into account in the quantitative research tool.

The questionnaire was divided into two sections, in order to be able to test the hypotheses that were formulated during the research approach. The first section of the questionnaire includes demographic questions and the second section includes questions on the impact of THRM on employees and the management of healthcare organizations.

The demographic questions were addressed in order to identify the differences between all categories of respondents in terms of assessing the impact of THRM on them. In the case of respondents with management positions, the demographic questions were also addressed in order to assess the impact of THRM on the management of their organizations.

In assessing the diversity of the workforce, factors related to the improvement of the workplace and the recruitment and selection of staff were taken into account. Respondents expressed views on changing the structure of staff in the organization and the employment of other citizens in the organization. From the interviews with them, certain characteristics were highlighted through statements, according to which the diversity of the labor force was assessed.

Improving the workplace is considered appropriate by

respondents. Recruitment and selection of staff is considered quite timely by respondents. Most of the respondents discussed expressed an affinity for the idea of changing the structure of the organization and the employment of other citizens in the organization. The diversity of the workforce is accepted and viewed with interest by the respondents.

In the evaluation of the employees' attitude, factors related to the appreciation of competencies and the emotional connections were taken into account. Respondents expressed views on changing the employee's attitude towards another merit assessment and changing the job due to staff reorganizations. The interviews highlighted certain characteristics, according to which the attitude of the employees was evaluated.

The assessment of competencies is considered by the respondents to be very timely. The emotional connection is considered quite fortunate by the respondents. Most of the respondents discussed agreed with the idea of changing the employee's attitude towards another merit assessment and changing the job due to staff reorganizations. The attitude is considered important and treated with interest by the respondents.

In the evaluation of individual performance, factors related to individual development and

increasing the level of performance were taken into account. Respondents expressed views on the employee's greater involvement in work in relation to the same salary and on receiving different tasks for acquiring new knowledge. From the interviews with them, certain characteristics were highlighted by statements, according to which the individual performance was evaluated.

Individual development is considered by respondents to be quite timely. Increasing the level of performance is considered appropriate by respondents. Most of the respondents discussed expressed an affinity for the idea of greater employee involvement in relation to the same salary and for receiving different tasks for acquiring new knowledge. The individual performance is viewed with interest by the respondents.

In assessing employee motivation, factors related to rewarding performance and encouraging loyalty were discussed. The respondents expressed opinions regarding the salary increase in the organization and the application of the Romanian unitary salary law no. 153 of 2017 at the level of the organization. The interviews highlighted certain characteristics, according to which the motivation of the employees was evaluated.

Rewarding performance and encouraging loyalty are considered

appropriate by respondents. Most of the respondents we discussed agreed on the increase of salaries in the organization and the application of the law on unitary salary no. 153 of 2017 at the level of the organization. The motivation is considered important and treated with interest by the respondents.

Factors related to training and advancement opportunities were discussed in terms of talent management.

Respondents expressed views on conducting vocational training courses and exchanging international experience for vocational training. From the interviews with them, certain characteristics were highlighted through statements, according to which the topic of talent management was approached.

Vocational training is considered by respondents to be quite timely. Advancement opportunities are considered useful by respondents. Most of the respondents discussed expressed affinity for the idea of conducting vocational training courses and exchanging international experience for vocational training. Talent management is viewed with interest by respondents.

In terms of staff turnover, factors related to job dissatisfaction and career opportunity were discussed. Respondents expressed views on changing jobs for a higher salary to another organization in

the country and working abroad for a career. From the interviews with them, certain characteristics were highlighted through statements, according to which the staff turnover was analyzed.

Job dissatisfaction is accepted by respondents as quite common. The employment opportunity abroad is considered not at all opportune by the respondents, amid the COVID-19 pandemic. Most of the respondents interviewed expressed negative feelings about the idea of changing jobs for a higher salary at another organization in the country, as well as about employment abroad for a career. Staff turnover is tolerated by respondents.

In the evaluation of the work climate, the factor related to job satisfaction was taken into account. Respondents expressed views on changing the work climate on employee behavior. From the interviews with them, certain characteristics were highlighted through statements, according to which the work climate was evaluated.

Job satisfaction is considered by respondents to be quite timely. Respondents discussed expressed interest in the idea of changing the work climate on employee behavior. The work climate is important for respondents.

Regarding the organizational structure, the factor related to

managerial involvement was discussed. Respondents expressed views on reducing the number of staff compared to the number of patients in need of care. From the interviews with them, certain characteristics were highlighted through statements, according to which the organizational structure was evaluated.

Managerial involvement is considered by respondents to be quite timely. Respondents discussed strongly disagreed with the idea of reducing the number of staff compared to the number of patients in need of care. The organizational structure is very important for the respondents.

Regarding the managerial efficiency, the factor regarding the acquisition of services provided by third parties was discussed. Respondents expressed views on the outsourcing of support services to increase managerial efficiency. From the interviews with them, certain characteristics were highlighted through statements, according to which the managerial efficiency was evaluated.

The purchase of services provided by third parties is considered inappropriate by respondents. Respondents discussed expressed interest in the idea of outsourcing support services to increase managerial efficiency. Managerial efficiency is important for respondents.

Regarding the variables that characterized the two groups of questions, they were validated favorably by the qualitative research, not being necessary to eliminate or reformulate some of the questions. In this context, the obtained result confirmed and maintained the conceptual research model, presented in Fig.1, built with the nine latent variables, related to studying the impact of THRM on employees in health organizations, respectively the impact of THRM on management of health organizations.

4. QUANTITATIVE RESEARCH RESULTS

For the quantitative study, the respondents were invited to fill in a questionnaire addressed to the staff of the health organizations available by accessing a link, using social media channels. This questionnaire was programmed through a platform specialized in conducting quantitative research online, in compliance with the rules and legislation in force related to the protection of personal data (Colibaba:2001).

Within the quantitative research, carried out between May 7, 2020 and July 31, 2020, a number of 1276 completed questionnaires were registered. Data collection was performed for 20-25 minutes by answering the questions of a questionnaire.

The quantitative study aimed to assess the impact of THRM on employees and management of health organizations. In this sense, the computer application SPSS version 26 was used for factorial data analysis. The respondents to this quantitative research were represented by major individuals working in health and public organizations, public and private, in urban and rural areas. The profile of the respondents in terms of demographic characteristics/features is presented in Table 2. For the quantitative study the respondents were invited to complete a questionnaire addressed to the staff of the health organizations available by accessing a link, using social media channels.

The structure of the sample shows that the best representation is made up of people belonging to the medical staff (74%), respectively people working in public organizations (72%) and people working in organizations operating in urban areas (90%). In terms of the level of education of the respondents, it is noted that 74% of them have undergraduate and postgraduate studies. A number of 293 people also answered the questions addressed to the respondents with management positions.

The sample is very unbalanced from the point of view of gender, the proportion of men being almost seven times lower than that of

women in the quantitative study. The situation is in line with the proportion of the two genders in healthcare organizations, which are strongly feminized. Regarding the hierarchical level of the respondents, the share is balanced between the executive staff and the contract staff or with management positions.

The evaluation of the variables was performed by factor analysis, using the SPSS version 26 application to test the variables, as well as their correlation level. The testing will be done for each variable, in order to test the hypotheses of scientific research. Linear regressions were applied to the manifest variables by the Enter method in which they were independent variables and the demographic variables were dependent variables.

Testing the latent variable L1 - Diversity of the workforce is achieved by studying the variables manifest G1 - Changing the structure of staff in the organization and G3 - Hiring of other citizens in the organization. The Pearson correlation coefficient between the manifest variables is 0.074 and the sig coefficient is 0.008 ($p < 0.01$).

From these data there is a very weak correlation of the manifest variables, respectively a very good accuracy of the results. No variables were removed. The results are statistically significant. The mean values of the manifest variables G1

and G3 are 3.50 and 2.89, respectively. To study the dependence of manifest variables, linear regressions were performed by the Enter method in which they were independent variables, the dependent variables being demographic variables.

Testing the latent variable L2 - Employees' attitude is achieved by studying the manifest variables G5 - Changing the employee's attitude towards another merit assessment and G8 - Changing the job due to staff reorganizations. The Pearson correlation coefficient between the manifest variables is 0.243 and the sig coefficient is 0.000 ($p < 0.01$).

From these data there is a weak correlation of the manifest variables, respectively a very good accuracy of the results. No variables were removed. The results are statistically significant. The mean values of the manifest variables G5 and G8 are 4.23 and 2.91, respectively. To study the dependence of manifest variables, linear regressions were performed by the Enter method in which they were independent variables, the dependent variables being demographic variables.

Testing of the latent variable L3 - Individual performance is achieved by studying the variables manifest G4 - Greater involvement in the work of the employee in relation to the same salary and G6 - Receiving different tasks to acquire new knowledge. The Pearson correlation coefficient

between the manifest variables is 0.225 and the sig coefficient is 0.000 ($p < 0.01$).

From these data there is a weak correlation of the manifest variables, respectively a very good accuracy of the results. No variables were removed. The results are statistically significant. The mean values of the manifest variables G4 and G6 are 2.96 and 3.76, respectively. To study the dependence of manifest variables, linear regressions were performed by the Enter method in which they were independent variables, the dependent variables being demographic variables.

Testing the latent variable L4 - Motivating employees is done by studying the manifest variables G2 - Increasing salaries in the organization and G7 - Applying the law on unit pay no. 153 of 2017 at the level of the organization. The Pearson correlation coefficient between the manifest variables is 0.195 and the sig coefficient is 0.000 ($p < 0.01$).

From these data there is a weak correlation of the manifest variables, respectively a very good accuracy of the results. No variables were removed. The results are statistically significant. The mean values of the manifest variables G2 and G7 are 4.03 and 3.56, respectively. To study the dependence of manifest variables, linear regressions were performed by the Enter method in which they were independent variables, the dependent variables being demographic

variables. The summary of the results is expressed in Table 4.7.

Testing of the latent variable L5 - Talent management is performed by studying the manifest variables G11 - Conducting professional training courses and G12 - International exchange of experience for professional training. The Pearson correlation coefficient between the manifest variables is 0.188 and the sig coefficient is 0.000 ($p < 0.01$).

From these data there is a weak correlation of the manifest variables, respectively a very good accuracy of the results. No variables were removed. The results are statistically significant. The mean values of the manifest variables G11 and G12 are 3.22 and 4.20, respectively. To study the dependence of manifest variables, linear regressions were performed by the Enter method in which they were independent variables, the dependent variables being demographic variables.

Testing the latent variable L6 - Staff turnover is achieved by studying the variables manifest G9 - Changing the job for a higher salary to another organization in the country and G10 - Hiring abroad for a career. The Pearson correlation coefficient between the manifest variables is 0.301 and the sig coefficient is 0.000 ($p < 0.01$).

From these data there is a weak correlation of the manifest variables, respectively a very good accuracy of the results. No variables were

removed. The results are statistically significant. The mean values of the manifest variables G9 and G10 are 2.84 and 2.54, respectively. To study the dependence of manifest variables, linear regressions were performed by the Enter method in which they were independent variables, the dependent variables being demographic variables.

Testing latent variables L7 - Work climate, L8 - Organizational structure and L9 - Managerial efficiency by studying manifest variables S1 - Changing the work climate on employee behavior, S2 - Reducing the number of staff compared to the number of patients in need of care and S3 - Outsourcing services support for increasing managerial efficiency.

From these data there is a weak correlation of the manifest variables, respectively a good accuracy of the results. No variables were removed. The results are interpreted statistically. The average values of the three variables are 3.66, 1.64, and 2.75, respectively. To study the dependence of manifest variables, linear regressions were performed by the Enter method in which they were independent variables, the dependent variables being demographic variables. The variable d6 is constant, all respondents having a leadership function. SPSS displayed the message The dependent variable d6-professional status is constant and

has been deleted. Statistics cannot be computed and removed this demographic dependent variable.

For the testing of the latent variable L7 - Work climate, the variable variable S1 - Change of work climate on the employee's behavior was used, which has an average value of 3.66 and sig 0.000. By the Enter method, linear regressions were performed in which the manifest variable S1 was an independent variable and the dependent variables were the demographic variables.

Testing of the latent variable L8 - Organizational structure was performed by studying the variable manifest S2 - Reduction of the number of staff compared to the number of patients in need of care, which has an average value of 1.64 and sig 0.000. By the Enter method, linear regressions were performed in which the manifest variable S2 was an independent variable and the dependent variables were the demographic variables.

For the testing of the latent variable L9 - Managerial efficiency, the manifest variable S3 - Outsourcing of support services was used to increase the managerial efficiency, which has an average value of 2.75 and sig 0.000. By the Enter method, linear regressions were performed in which the manifest variable S3 was an independent variable and the dependent variables were the demographic variables.

5. INTERPRETATION OF SCIENTIFIC RESEARCH RESULTS

Given that the purpose of scientific research is to study the impact of THRM on employees and management of health organizations, the conceptual research model, presented in Fig.1 was tested, on this occasion verifying the validity of research hypotheses. For this, the impact of THRM on employees and on the management of health organizations was used.

The results obtained from the application of the questionnaire were integrated in tabular format in the computer application SPSS version 26. The interpretation of the results allowed us to quantify the degree of validation of research hypotheses, both at general level and at the level of each category of respondents. From the analysis of the answers formulated by the respondents to the questions, complex evaluations of the answers were prepared through a factorial analysis of the variables that describe the impact of the transformation of HRM on the employees from the health organizations.

Verification of the validation of the IP1 hypothesis was made by analyzing the latent variable L1. The respondents had a predominantly positive attitude regarding the diversity of the workforce, considering the fact that along

with the medical staff in the health organizations, other categories of employees are active, such as auxiliary staff, health specialists, TESA staff, etc. Changing the staff structure in the organization is desired by most respondents.

From the qualitative research, opinions were obtained that indicated the need to increase the staff structure in order to carry out an efficient medical activity. A reduction in the staff structure affects the current activity of the organization, reinforced by the situation in the context of the COVID-19 pandemic, when the addressability of customers to medical services increased.

The employment of persons of other citizenship is tolerated by the respondents, the data obtained in the qualitative research also indicating the formulation of unfavorable answers. Against the background of the fear of losing their job, the respondents from the private and rural areas expressed themselves especially unfavorably, the persons of other citizenship represent a competitive factor, the salary being motivating.

Qualitative research has shown that a large number of foreign healthcare professionals could be attracted by the level of salaries at the level of European health organizations and living standards, with foreigners being steadfast and willing to work harder. Some respondents do not

agree with the employment of people of other nationalities due to language barriers, their great flexibility and full involvement in the execution of service tasks, but also the time given to their performance.

Because the factorial analysis of the manifest variables G1 and G3 showed that they are very poorly correlated, it means that the manifest variables approached different topics, but which, cumulatively, lead to the validation of the latent variable L1 by the average values obtained. Considering the analysis undertaken on each category of respondents of the questionnaire, the explanations generated by the data obtained by qualitative techniques, as well as the analysis performed in the computer application SPSS, we can argue that the IP1 research hypothesis is validated.

Verification of the validation of the IP2 hypothesis was made by analyzing the latent variable L2. The respondents mostly presented positive answers regarding the attitude of the employees. The change of the employee's attitude towards another way of evaluating the merits was considered opportune and very opportune by the majority of the respondents of the questionnaire.

A very direct attitude in a positive sense had the respondents auxiliary health professionals and health specialists, those who work in private organizations, as well as

those who work in rural areas or those who have only high school education. The qualitative research indicated the dissatisfaction of some of these employees regarding the appreciation of merits.

The quantitative data obtained from the analysis of the answers captured by applying the questionnaire indicated antagonistic attitudes regarding the change of job due to staff reorganizations depending on the environment in which the organization operates and the form of its financing. The majority of respondents from rural areas and those from private organizations, as well as those from the category of contract staff expressed the option to change jobs in the event of staff reorganizations. The qualitative research revealed the idea that some respondents who do not want to change jobs have a stable family situation and a satisfactory income.

Mostly negative attitudes towards job change due to staff reorganizations were recorded among respondents with management positions, those with postgraduate studies and employees in public health organizations.

Because the factorial analysis of the manifest variables G5 and G8 showed that they are poorly correlated, it means that the manifest variables approached different topics, but which, cumulatively, lead to the validation of the latent variable

L2 by the average values obtained. From the analysis undertaken on each category of respondents of the questionnaire, from data obtained by quantitative techniques, from the explanations generated by the data obtained by qualitative techniques, as well as from the analysis performed in the SPSS computer application, we can argue that the IP2 research hypothesis is validated.

Verification of the validation of the IP3 hypothesis was made by analyzing the latent variable L3. Respondents had a high share of favorable responses in terms of individual performance. Quantitatively, data were obtained with a majority of favorable answers for all respondents in case of receiving different tasks at work in order to acquire new knowledge.

Qualitative techniques obtained relevant data that expressed the dissatisfaction of specialists with higher education and auxiliary staff with respect to the remuneration related to involvement in work, which they consider much lower than that of medical staff.

Regarding the reception of different tasks by employees in order to acquire new knowledge, the respondents expressed their desire to participate in professional training at work with the aim of developing a professional career. The respondents expressed their interest in participating in professional

training programs and in order to ascend on a hierarchical scale, an aspect highlighted in the context of the COVID-19 pandemic.

In the private sector, employees consider that they are not motivated to get more involved in work because salaries are not motivating. The analysis of the obtained data expressed the desire of the contract staff to get more involved in the work in order to be paid extra. Some people with executive positions were reluctant to get involved in work in order to obtain salary benefits, considering that they have enough responsibilities to cover the work schedule.

Data obtained from respondents indicate that involvement in work can lead to financial incentives and promotion to other positions. The reception of different tasks by employees with the aim of acquiring new knowledge is seen favorably by employees, allowing them to increase the level of professional training and their employment in other positions within the organization.

Because the factorial analysis of the manifest variables G4 and G6 showed that they are poorly correlated, it means that the manifest variables approached different topics, but which, cumulatively, lead to the validation of the latent variable L3 by the average values obtained. Considering the analysis undertaken on each category of respondents of

the questionnaire, the explanations generated by the data obtained by qualitative techniques, as well as the analysis performed in the computer application SPSS, we can claim that the IP3 research hypothesis is validated.

Verification of IP4 hypothesis validation was made through the analysis of the latent variable L4. Most respondents expressed positive opinions about employee motivation. Thus, for the organization in which an increase in salaries is active, it would be auspicious, as it would allow the employment of staff that work mainly in urban areas and would allow the additional attraction of customers.

The quantitative analysis of the data obtained by applying the questionnaire identifies a positive share of the answers formulated by most employees of private organizations. Most of the respondents consider favorable the application of the unitary salary law no. 153 of 2017 at the level of the organization in which it operates.

The data obtained through qualitative techniques from the respondents offered their positive reactions in case of application of the Law on unitary salary no. 153 of 2017 because it ensures increased social and family comfort, especially in the situation of the current COVID-19 pandemic. However, the managers of private health organizations do not

agree with this idea, considering that the salary levels imposed by the law would unbalance the businesses they run.

Because the factorial analysis of the manifest variables G2 and G7 showed that they are poorly correlated, it means that the manifest variables approached different topics, but which, cumulatively, lead to the validation of the latent variable L4 by the average values obtained. Considering the analysis undertaken on each category of respondents of the questionnaire, the explanations generated by the data obtained by qualitative techniques, as well as the analysis performed in the computer application SPSS, we can argue that the IP4 research hypothesis is validated.

Verification of the IP5 hypothesis validation was made by analyzing the latent variable L5. The respondents mostly presented positive answers regarding the talent management, the most evident positive attitude being registered at the respondents from the category of health specialists.

The data obtained in the qualitative research showed that talent management is much more used in private organizations, which are dependent on the competitive environment. Against this background, the interest of the managers of these organizations in recruiting and hiring staff on criteria

of meritocracy and who can innovate in the organization is noticeable.

A large part of the respondents in the category of those with management positions expressed their disagreement with the conduct of professional training courses. A passive attitude was expressed by respondents with high school education and by those who are part of other categories of employees.

Even if the majority of respondents consider that the exchange of international experience for professional training is beneficial, in the case of employees with high school education there is a much higher level of skepticism. The analysis of the data obtained in the qualitative research showed that this fact is due to the easy classification of post-secondary, university and post-university graduates in the states of the European Union and the European Economic Area, unlike high school graduates.

Because the factorial analysis of the manifest variables G11 and G12 showed that they are poorly correlated, it means that the manifest variables approached different topics, but which, cumulatively, lead to the validation of the latent variable L5 by the average values obtained. Considering the analysis undertaken on each category of respondents of the questionnaire, the explanations generated by the data obtained by qualitative techniques, as well as the

analysis performed in the computer application SPSS, we can claim that the IP5 research hypothesis is validated.

Verification of the validation of hypothesis IP6 was made by analyzing the latent variable L6 - Staff turnover. Regarding the staff turnover, most of the respondents expressed unfavorable opinions about leaving their current jobs, not being interested in a higher salary at another organization in the country or abroad.

A different, slightly positive opinion was expressed by some respondents in the category of health professionals. The idea of changing jobs for a higher salary to another organization in the country is rejected by most respondents, going abroad to build a career is considered a possible option by a significant part of respondents in rural areas, private organizations and the category of health specialists.

The data obtained from the qualitative research highlighted the effects of the COVID-19 pandemic, the respondents invoking this reason that generates the refusal to leave the organization voluntarily to another job and the fact that they are not motivated by more attractive salaries or the idea of development, a professional career abroad, preferring to be permanent at current jobs. Staff turnover analysis is performed in an organization in order to estimate

the amount of future staff losses, as well as to be able to identify the reasons for voluntary departures. In this context, the low values of the weights of the respondents who want to change their job for salary or career indicate a high level of human resources management in organizations, directly interested in recording the lowest possible values of staff turnover.

Because the factorial analysis of the manifest variables G9 and G10 showed that they are poorly correlated, it means that the manifest variables approached similar topics, but which, cumulatively, lead to the validation of the latent variable L6 by the average values obtained. Considering the analysis undertaken on each category of respondents of the questionnaire, the explanations generated by the data obtained by qualitative techniques, as well as the analysis performed in the computer application SPSS, we can claim that the IP6 research hypothesis is validated.

The scientific research also aimed to determine the extent to which THRM influences the management of health organizations. The results obtained from the application of the questionnaire were integrated in tabular format in the computer application SPSS version 26. The interpretation of the results allowed us to quantify the degree of validation of research hypotheses, both at general level and at the level

of each category of respondents. From the analysis of the answers formulated by the respondents to the questions, complex evaluations of the answers were drawn up through a factorial analysis of the variables that describe the impact of THRM on the management of health organizations.

Verification of the validation of the IP7 hypothesis was made by analyzing the latent variable L7. The results obtained in quantitative research indicated that the change of the work climate on the employee's behavior is perceived as positive in the case of most respondents, except for those with post-high school studies, who showed a very high level of neutral responses.

Given that these respondents have leadership positions, this marginal attitude highlighted in respondents with post-secondary education can be explained by the fact that the positions held by these people in the organizations in which they work do not give them the opportunity to know and analysis of the impact of work climate change on employee behavior. The data obtained from the qualitative research showed that the employee's attitude is directly influenced by the work climate. Job satisfaction is very important for the employee.

From the factorial analysis of the manifest variable S1 it emerged the validation of the latent variable L7 through the average values obtained.

Considering the analysis undertaken on each category of respondents of the questionnaire, the explanations generated by the data obtained by qualitative techniques, as well as the analysis performed in the computer application SPSS, we can claim that the IP7 research hypothesis is validated.

Verification of the IP8 hypothesis validation was made by analyzing the latent variable L8. Quantitative research on the organizational structure showed that most respondents expressed very strong negative responses to the opportunity to reduce the number of staff compared to the number of patients in need of care.

The data obtained from the qualitative research indicated the need to maintain the organizational structure during this period, the COVID-19 pandemic requiring to the maximum the functional capacities of the organizations in the health field.

During the application of the questionnaire, the pressure on the staff of health organizations was often very high, being required to the maximum after during the state of emergency the operational capacities were limited, hardly coping with many cases in certain areas of the country. The answers formulated by the respondents, people with management positions, indicated a firm desire of them to maintain the organizational structures in

the future, even to the requests for additional staff coming from the employees.

The factorial analysis of the manifest variable S2 showed the validation of the latent variable L8 through the average values obtained. Considering the analysis undertaken on each category of respondents of the questionnaire, the explanations generated by the data obtained by qualitative techniques, as well as the analysis performed in the computer application SPSS, we can claim that the IP8 research hypothesis is validated.

Verification of the IP9 hypothesis validation was made by analyzing the latent variable L9. The quantitative research carried out indicated that managerial efficiency is a desideratum only for private organizations in the field of health, respondents, people with management positions, from these entities considering in a very large proportion that the outsourcing of support services increases the organization's performance.

Data from qualitative research have shown that rural respondents do not agree with the outsourcing of support services due to long response times and risk management. At the same time, an outsourcing of support services in the organization is not agreed by other respondents against the background of current economic instability. In the public system, managers fear that people may lose

their jobs, so an approach such as outsourcing support services could become a cause of union conflict.

The factorial analysis of the manifest variable S3 showed the validation of the latent variable L9 through the average values obtained. Considering the analysis undertaken on each category of respondents of the questionnaire, the explanations generated by the data obtained by qualitative techniques, as well as the analysis performed in the computer application SPSS, we can argue that the IP9 research hypothesis is validated.

Given that all research hypotheses have been validated, the testing of the conceptual research model of the impact of THRM on the management of health organizations has been successfully completed.

Regarding the variables subject to analysis in the quantitative research, they were validated favorably, and it was not necessary to eliminate or reformulate some of the questions in the questionnaire. In this context, the result obtained confirmed and maintained the conceptual model, thus allowing the construction of the research model of the impact of THRM on employees and management of health organizations. Based on this conceptual model, a research model was built with nine latent variables and fifteen manifest variables, related to studying the impact of THRM on employees and

management of health organizations, the research model being presented in Fig.2.

The research hypotheses were validated by the respondents, the corroboration of the questionnaire, interrogation and observation techniques leading to the formulation of well-founded conclusions. It should be noted that the respondents did not experience feelings of frustration or restraint during the scientific research, which is why the sample can be used in the future, during further research developments.

At the beginning of the scientific research, four research objectives and nine research hypotheses were defined, subsequent to them. Along with the nine research hypotheses, these scientific objectives were validated, thus demonstrating that THRM is directly related to human resources and the management of health organizations, having a direct impact on them.

During the scientific research, the sources of pressure associated with THRM were identified and their impact on the commitment of employees in health organizations was assessed. At the same time, the differences that appear at the level of individual consciousness were evaluated, depending on the stage of THRM in health and the extent to which globalization has an impact on THRM in health organizations was assessed, THRM influences the management of health organizations.

The evaluation of the fulfillment of the four research objectives by applying qualitative techniques and the questioning of a sample of 1276 respondents leads us to the conclusion that the research hypotheses and research objectives were correctly formulated and met, respectively, the results of scientific research will be developed in the future. Thus, a research model was presented, presented in Fig.2, built on a conceptual model that was validated in scientific research in two stages, qualitative and quantitative.

The research model of the impact of THRM on employees and management of health organizations can be successfully implemented in both private and public organizations, the influence manifested by shareholders being represented in terms of managerial interest. At the same time, the elements related to health employees are effectively and efficiently addressed through this model, without making differences or exclusions of gender, social position, professional status or activity environment.

In this context, this research model addresses the issue of health with rigor, without the need for adaptations as in the case of the models described in the first chapter of the paper. Contextually, those models introduce some variables that do not agree with the socio-professional situation of employees

in these organizations and do not cover the elements of management analysis that contribute to achieving performance and profitability objectives. It should be noted that the influence of stakeholders is represented in both sets of input variables, both at the level of staff and management of the organization.

Against this background, the research model of the impact of THRM on employees and management of health organizations aims to obtain an organizational framework in which resistance to organizational change is minimal, while maintaining or increasing performance and profitability parameters. The central aspect considered by this research model is represented by the employee-employer relationship through the prism of HRM. The adaptation of a single HRM model may be incomplete, insufficient and even inefficient to cover the issue of THRM in health organizations.

In order to effectively apply a HRM and making a comparative approach with other similar research on the models that contributed to the development of HRM, the conceptual model built, tested and validated in this research is a managerial tool. This research model of the impact of THRM on employees and the management of healthcare organizations joins other HRM models and can be used successfully in these organizations.

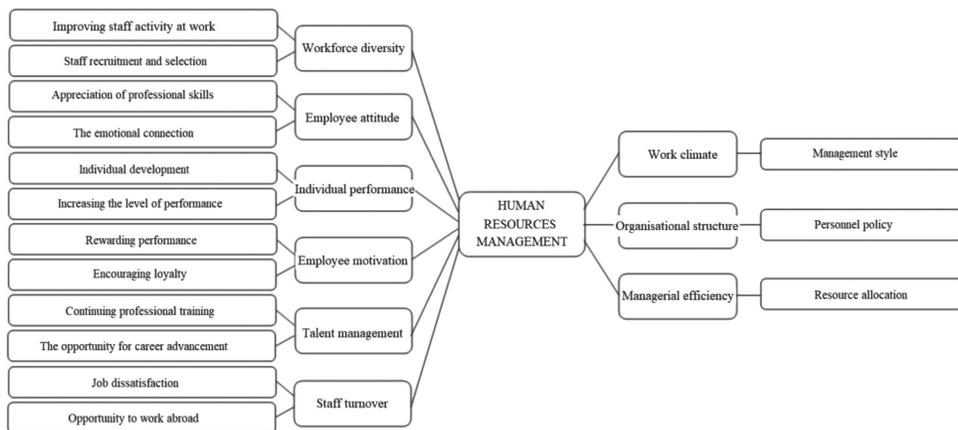


Fig. no. 2 Conceptual research model

Source: Made by the author

6. ANALYSIS AND STRATEGIES IN HUMAN RESOURCES MANAGEMENT IN THE FIELD OF HEALTH, NATIONAL SECURITY ISSUES

Being a matter of national security, the elaboration of strategies in the field of human resources in health and the coordination of their application are own attributes of the Ministry of Health, the Romanian health information system remaining extremely centralized and the administrative regulation and financial control being concentrated at national level. The policies and strategies for HRM at public health organizations are carried out at the level of the primary authorizing officer, with the approval of the regulatory body. In the primary healthcare, there are around 11000 family doctors who have concluded

contracts with the National Health Insurance House, these having at least 2000 insured persons registered in their own lists. The National Institute of Statistics reported that in 2017 in Romania there were 367 public hospitals and 209 private hospitals (Lozan et al.:2019).

The deficit in certain specialties of medical staff is due to the faulty application of HRM policies and strategies at territorial and central level, not justifying the blocking of certain positions and not requiring decision makers to unblock them and organize employment competitions. The effects of these deficiencies had special consequences during the COVID-19 pandemic, which were due to the minimal staffing of staff schemes and the frequent illnesses of medical staff, often requiring relocations and thus defending the psychomotor overload of staff.

Because there are various areas of activity in which different sets of policies are used, there needs to be an interaction between the organization and the environment so that policies are implemented in favor of the organization. Thus, if one strategy is applied favorably in one organization does not mean that it will fit in another, this situation being due to different external environment, availability of resources, technology, management style and work practices. Therefore, it is recommended that good practices be chosen in HRM and not best practices (Johnson:2013).

In healthcare organizations, it is preferable to use coaching as a form of development, in order to achieve a personal or professional goal, through which to exchange information between two people, one of them providing guidance, such as, for example, the case of two doctors with the same specialty.

Transforming HRM into healthcare organizations can be approached in a wide variety of ways, one of which is talent recruitment, with the organization's performance depending on how talent management works. Transposed to the strategic and tactical needs of healthcare organizations, Competitive Human Resources Intelligence provides us with data and information about these people with exceptional qualities, desired by several competing organizations.

Competitive Intelligence is designed and coordinated to monitor competitors, as employers or healthcare providers, wherever and however they may be, in a specific framework of action. Competitors are those persons, organizations or entities that an organization considers to be rival to its own interests and objectives and with which it is in competition (Nate:2013). Competitive intelligence in the field of human resources involves determining what competitors will do before acting.

From a strategic point of view, being able to predict a competitor's plans, it will be possible to build its own strategy to counteract its plans, which will involve several tactical methods at the level of information collection. The sources of information that contribute to the consolidation of Competitive Intelligence are annual reports, scientific papers, opinion leaders, interviews with specialists, public and proprietary databases, press releases, other sources, including analysts, etc.

Medical staff is a critical component of the healthcare system and must be requested periodically because it is a valuable resource that can facilitate the flow of competitive information. Competitive Intelligence needs to focus on the infrastructure, technology and specialties of competing organizations, as well as on unique factors that could make a

difference. These aspects refer to the conditions that the talents targeted to be recruited will have at their disposal for the provision of the best medical assistance, as well as to the performance and competence of the medical staff employed in the organization.

Competitive intelligence in the field of human resources is the indispensable ingredient of the procurement and retention strategy in healthcare organizations, being preferable to always be used with talent management. The clear and deep perception of the need to transform the management of human resources by the managers of the organization is indispensable to the process of organizational change (Burlea-Şchiopoiu: 2007b, p.24)

The implementation of modern information technologies, including Business Intelligence, leads to lower personnel costs, with a significant impact on the financial results of the organization. The development of technologies used in the field of human resources has contributed to THRM, which has gained a decision-making role (Bondarouk and Brewster:2016).

The massive computerization of human resources activities generates clear effects on the functions of HRM, namely in staff recruitment, training and employee development, performance management and payroll and attendance records. Business

Intelligence applications are widely used in the processes of employee evaluation, account management and performance reporting, as well as in identifying vacancies or proposals to terminate employment contracts. All these contribute to strategic decision making and to the achievement of the organization's objectives (Etukudo:2019).

In general, THRM produces tensions that cannot be avoided and differences of opinion, which in modern organizations are resolved, but sometimes in organizations with a rigid culture can produce conflicts. To save energy and time, managers seek to co-opt representatives agreed by members of the organization by skillfully handling organized opposition attempts, by fragmenting critical elements, and by enveloping them with qualified data and information in a cooperative setting.

The pace or speed of the process of THRM needs to be adapted to the specific characteristics of the organization's environment (external and internal). The so-called strategic continuum depicts a scale of transformation intensity, with two extremes: fast pace and slow pace. Fast pace denotes clear planning, minimal involvement of others, attempt to minimize opposition and slow pace indicates unclear planning, considerable involvement of others, attempt to reduce opposition. Five types of transformation strategies

can be mentioned, namely directive, normative, analytical, negotiation and action-oriented.

Regarding the processes of THRM in health organizations, the results of scientific research allowed an analysis of the force field, which involved identifying, as in a balance, the elements and forces that support the transformation and the elements and forces that restrict it and act to maintain its current state. The rejection of the change was generated by the fear of the respondents that they will not be able to adapt to the new requirements, as well as by other reasons generated by the fear of the unknown. The forces favorable to THRM in health organizations are more intense, with the support of decision makers from the state leadership and direct observations and interviews demonstrated the attachment of employees to the organizations in which they operate.

The study of influence factors, internal and external and the analysis of the force field have shown that the transformation processes started or under preparation at the level of health organizations will be successful, at the level of staff registering attitudes that contribute to the implementation of these transformation processes. External factors are favorable and even impose changes, amid the need to integrate our country into international bodies and combat the effects of the COVID-19 pandemic.

The most convenient strategy for senior managers is the coercive one because through it they only give provisions and demand that they be applied. For this reason, the resistance will be very high, because the employees do not participate out of conviction, but only to avoid sanction. The results of this strategy can be ephemeral as changing the manager can make the change process useless.

A bargaining strategy could only work in the case of public organizations, given that their employees can join trade unions. In other healthcare organizations this strategy is unusable as the hierarchy is not based on negotiation. In contrast, the educational strategy targets all categories of staff in healthcare organizations.

Participatory strategies are welcome in healthcare organizations, allowing their employees to manifest themselves in support of transformation through knowledge gained. The results of the scientific research carried out indicated that participatory strategies are optimal in health organizations. At the time of the transformation, the resistance can be reduced by approaching the processes from top to bottom, the awkward employees, possibly from the middle management, being able to be immediately replaced with other people with favorable opinions.

7. CONCLUSIONS & ACKNOWLEDGMENT

One of the main implications of this study is that human resources professionals will play a vital role in addressing all identified factors. Solutions to health problems are not just medical. Human resources experts understand the importance of developing a culture that allows an organization to meet the challenges and how communities of practice can be formed around common goals and interests, and the importance of aligning them with the organization's health goals and interests.

The need to transform HRM was studied by establishing four research objectives, based on which we proceeded to formulate, test and validate nine research hypotheses on the factors involved in the relationship of HRM with employees and management of organizations in health. The distinct dimensions of these two relationships are scientifically supported by the construction and validation of an innovative research model, described by nine latent variables, whose purpose is to identify the impact of THRM on employees and management of health organizations.

At the same time, the research model developed highlighted the existing relationships between HRM and the management of health organizations, in terms of work

climate, organizational structure and managerial efficiency. The data obtained from scientific research highlighted the discrepancies between organizations with private and public capital, between those operating in urban and rural areas, as well as the difference in approach to medical activity in the private and state system.

Following these conclusions, the research model proves useful to managers of health structures from national security organizations and human resources managers in order to improve management practices and policies, as well as to identify the causes that cause problems in organizations, including in terms of employee relations.

This research model therefore helps managers to balance the forces acting on the organization both internally and externally, in order to optimize the level of performance of employees or management of organizations. In addition, the results obtained from scientific research have a favorable impact on the competitive environment in the field of health by offering a portfolio of medical or quality products and services.

A major limitation of this scientific research is the fact that qualitative and quantitative studies were conducted in the COVID-19 pandemic, respectively during April-July 2020. The results of scientific

research were validated at the level of employee-employer relationship and the relationship between employee and business, in the second case there is a limitation induced by the exclusive participation of people with management positions in this study.

Against this background, it is necessary a further development of this scientific research and in conditions of sanitary, social and economic normality, in order to be able to develop the ideas and themes proposed by the researcher. An additional element of study could be introduced by capturing stakeholders in scientific research and extending this qualitative and quantitative research to other competitive markets.

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