STRATEGIES FOR IMPLEMENTING THE TRANSFORMATION OF HUMAN RESOURCES MANAGEMENT IN HEALTH ORGANIZATIONS

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The transformation of human resources management in health organizations is ongoing. An important role is held by transformation strategies, as well as by analysis of internal and external influence factors. The dynamics of these organizations' personnel is due to the competitiveness offer at national and international level. The human resources management must adapt to subsequent changes, the client being sensible to the medical personnel's structure. That is why strategies are needed to transform human resources management that will anticipate and to answer the requests related to workforce change.

Key words: management, human resources, strategic planning, health organizations, performance.

1. INTRODUCTION

The transformation of human resource management can be approached in a variety of ways. This is because there is no effective strategy in every circumstance. The approach or combination of approaches will reflect one's own assessment of what best suits the particular change. In this context, it is useful to describe some of the different strategies we can use.

2. COMPETITIVE INTELLIGENCE

Transposed to the strategic and tactical needs of the interest of the organization, Competitive Intelligence is designed and coordinated on the monitoring of the competitors, anywhere and whatever they are, in a specific framework of action. Competitors are persons, organizations or entities, which an organization considers rival to its interests and objectives and with which it is in competition.

Competitive intelligence involves determining what competitors will do, before they act. From a strategic point of view, being able to predict the plans of a competitor, it will be possible to construct one's own strategy of counteracting his plans. This will involve several tactical methods, at the level of information collection, but it requires integration into an information infrastructure.

The analysis and distribution of information, as well as the calculation of decisions will be made based on the information and analyzes obtained. As such, Competitive Intelligence is the indispensable ingredient of Competitive Strategy (Nate, 2007).

3. USUAL STRATEGIES

The elaboration of strategies, exercised in order to achieve the transformation of the human resources management and the organizational change, is the competence of the senior managers. From the point of view of the general principles, which underlie the process of transforming the management of human resources and organizational change, of the incentives used, but also of the means of attenuating the resistance to the transformation processes, general strategies can be used.

The strategy based on the rational approach of the transformation of human resources management consists in the elaboration of a plan, the communication of information to those involved and the use of incentives, according to the results obtained by the participants in the organizational transformation process. The promotion of this

strategy starts from the premise that people will behave rationally and that they will pursue their own interests, if this is sufficiently visible.

The normative strategy, with the role of reeducation, starts from the idea that the transformation of the human resources management and the organizational transformation are based on the redefinition and reinterpretation of the existing norms and values, as well as on the initiation of a set of activities. This will lead to the development of confidence in the existing norms and values. The promotion starts from the premise that people will adhere to the new norms and values.

The coercive strategy can be applied, based on exercise of power by managers and by applying sanctions for those who do not comply. The promotion of such a strategy starts from the premise that people are kind and generally do everything they are told or can do. The coercive strategy is inextricably linked to the promotion of the authoritarian style, the distrust of subordinates, but also the disregard of the staff's ability to contribute, in one form or another, to the shaping of the organizational transformation process. That is why it is the most convenient strategy for senior managers: they give provisions and demand that they must be applied exactly (Kogălniceanu, 2007).

Unexpressed resistance is very high and people do things not out of conviction, but only to avoid being punished. The simple change of the executive manager can cause everything to return to the previous situation. The strategy through adaptation to the environment is based on carrying out a succession of organizational transformations, in response to the changes that occur in the environment. It has a reactive character, the transformation of human resources management taking place only after these processes have become inevitable. This strategy does not imply a rigorous planning of activities, as it is not possible to take advantage of opportunities. It starts from the idea that, even if they are tempted to oppose, they will adapt to the new circumstances when they see that they have no other solution (Nica, 2006b).

Management strategies involve the right of managers to manage the processes of transformation of human resources management. When using this approach, managers resort to authority to impose organizational change with very little involvement from other people. A management strategy has the advantage that it can be implemented very quickly.

The main disadvantage is that it does not take into account the opinions or feelings of those affected by the transformation processes, which is why, as a result, valuable information can be lost and the resistance level increases, which can reduce the transformation rate and sometimes it can even undermine it.

The negotiation strategy implies the willingness to negotiate with other groups and to accept the idea that some adjustments and concessions may prove necessary. The choice of this strategy does not absolve managers of the responsibility of directing and initiating the transformation of human resources management, but it is recognized that the people affected by the transformation processes have the right to speak in this regard or that they have the power to resist change, if they were not persuaded to voluntarily adhere to it.

The potential advantage is that the people affected by the transformation, given that they have a say, will be less likely to get resistance, but the disadvantage is that the implementation may take a little longer and the results cannot be predicted at kind of easy. Changing work practices in exchange for raising benefits is an example of a negotiation approach.

The educational strategy involves changing the system of values and beliefs, so that people support the transformation processes and adhere to a common set of organizational values. The emphasis is on affective and rational conquest through a combination of activities, such as persuasion, education, training and selection. Sometimes, consultants on organizational development issues (specialists in the behavior of individuals and groups) are called in to contribute with assistance. The disadvantage of such a strategy is that it will

usually require a much longer period of time and more resources than previous strategies.

Participatory strategies involve those who are subjects of the process of transforming the human resources management, in the context in which although this can be initiated by managers, the groups charged with carrying it out will be less dominated by the person with managerial authority and will include them to all those affected or their representatives. Consultants can be used to facilitate the process.

Participatory strategies have several potential advantages. The transformation process has more chances to be accepted at a general level and the fact that they are actively involved will cause them to adhere as a rule with more conviction and more enthusiasm. The organization has opportunity to learn from the experience and competence of a larger number of people, and people can learn from the process.

All strategies are not mutually exclusive and can be mixed. When changing work practices, educational strategies can be used to prepare the ground for transformation; certain details may need to be negotiated with employees' representatives, and participatory methods could be used to take into account the details of implementation, the style of thinking and the behavior of the members of the organization, sometimes representing key elements.

4. SPECIFIC STRATEGIES

Transforming the human resources management produces unavoidable tensions and differences of opinion, which in modern organizations are resolved, but sometimes in organizations with a rigid culture can cause conflicts. In the opinion of Doval (2005, p. 33), this transformation causes the feeling of loss, of suffering, because an individual struggles hard to resist the conflict of contradictory impulses by denying the past experience and reconciling, reformulating and reintegrating the elements of the past, to which he was attached.

According to Marris (1964), the transformation process must foresee and even encourage the conflict, because people feel the need to react, to express their ambivalent feelings. The transformation process must respect the autonomy of the different experiences, so that each group can be organized without the intrusion of foreign concepts, but it takes time and patience, because the conflict does not only involve the accommodation of different interests, but also the ability to achieve an essential continuity in the structure of stress. In order to save energy and time, the managers seek to co-opt representatives approved by the members of the organization by the clever handling of the attempts of organized opposition, by fragmenting the critical elements and by wrapping them with qualified data and information in a cooperative framework.

The pace or speed of the transformation process of the human resources management must be adapted to the specific characteristics of the organization environment (external and internal). The so-called "strategic continuum" depicts a scale of transformation intensity, with two extremes: fast paced and slow paced.

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. At the directive strategy the transformation is imposed by the top management and at the normative one, attitudes, global values are sought, using specialized external agents for change (Ford, 2001).

The analytical strategy is based on a clear definition of the problem, so that information is collected and analyzed in detail, using experts. In case of negotiation, the legitimacy is recognized and concessions can be made in the transformation process, as is the case with the conclusion of international partnerships. On the other hand, the action-oriented strategy starts from a general idea about the problem

and tries different solutions, with the necessary changes depending on the effects.

5. STUDY OF INFLUENCE FACTORS

The processes of transformation of human resources management can be generated by forces of external environment and the pressures of internal environment. Pressure factors from external environment are usually outside the control of management. These forces must be continuously scanned, analyzed, evaluated, understood and as anticipated as possible, so that management can make decisions that will make the organization successfully respond to the changes required in the field of human resources management. The pressures of the internal environment can generate transformations in the organization environment, so that small, sometimes unnoticed or discontinuous transformations can have a much more serious impact on the activity of the organization than large transformations, but the control sustained by legislative regulations ensures the coordination of public and private organizations (Mitrache, Budică, 2006).

The transformations in the internal environment can and are generally controlled by the management of the organization, which can appear to create the competitive advantage or to improve some aspects of the current activity, to increase the performances or for the future development of the organization. These transformations may vary depending on purpose and complexity, so some may be minor and not significant, and others have a major effect on the organization. Thus, we can exemplify the introduction of a new personnel evaluation system, the implementation of a new computer program, the hiring of new top managers, staff reductions, the restructuring of the compartments and the introduction of a new organizational structure, the change of the organizational culture as a result of internationalization (Doval, 2005, pp. 16-17).

The five factors that can lead to the success of transformation of human resources management are the coherence, the environmental assessment, the management, the human resources, as assets and liabilities and the correlation of the strategic change with the operational one. Coherence consists of coordinating interconnected or overlapping changes over a period of time and requires integrity from top management, consistency, feasibility and advantages. The correlation of the strategic change with the operational one focuses on justifying the need for change, setting up the action team, changing the vision in the new context and monitoring.

In "Managementul resurselor umane", Schiopoiu Burlea (2008) notes that the globalization of knowledge imposes a new vision on the way of approaching the collaboration inside and outside the organization. Human resources as assets and liabilities refer to the connection between human resources management and change and initiation of actions that support change. The environmental assessment focuses on scanning both internal and external pressures and is the basis of the construction of the network to support the transformation.

6. FORCE FIELD ANALYSIS

The transformation of human resource management causes resistance or opposition from internal and external factors. Starting from the idea that any situation is not static but is an effect of a dynamic equilibrium produced by two sets of interacting and opposing factors, internal or external factors, Lewin (1951) introduced a model and specifically in the preliminary analysis of the transformation process, called Force Field Analysis. The model starts from the perception of the groups involved or affected: forces or pressures that cause transformation and forces or pressures that oppose it.

The analysis involves the identification, as in a balance, of the assets (elements and forces that support the transformation) and the liabilities (elements that restrict the transformation and forces that oppose it and act to maintain the current state). These elements and forces

are placed in a diagram in which their intensity of action is read after the thickness of the arrows.

The forces for and against transformation act to maintain balance within the organization. If the forces favorable to the transformation are weak or defeated by the forces against the process, the current state is maintained, and if, on the contrary, the forces for transformation overcome the opposing forces, it occurs.

The attitude of rejecting the transformation of human resources management is generated by the fear of those concerned that they will not be able to assimilate the new procedures, but also from a number of other considerations generated from the perspective of the unknown. Changes involve a number of particularly complex actions, which are out of the reach of unannounced managers. The main causes that determine resistance are the narrow personal interest, the misunderstanding, the different evaluation of the situation, the intolerance to change, the intolerance to other points of view contrary to one's own vision and the distrust of the initiators of the transformation process (Nica, 2006a).

The different assessment of the situation, generated by the differences of perception of the situation, is perpetuated as a result of the insufficient information or different interpretation of them, which cause different groups or individuals to have a different perspective on the same reality. Consequently, the ways of solving them are also different. Intolerance is generated by distrust of one's own ability to acquire new skills and competences, being the effect of the shock wave, determined by the desire to avoid surprises, because the sudden announcement of intentions creates a state of skepticism, of open opposition. Excessive personal uncertainty also manifests itself in the fact that the first question asked by those who are faced with such a situation is "What implications will this change have on my job?". Intolerance occurs when change represents a threat, such introduction of a new pay system in terms of performance or the evaluation of the performances of the

managers and according to the appreciation of the subordinate staff.

Intolerance to other points of view contrary to one's own vision, as a manifestation of the accumulated experience, intolerant behavior or cultural environment of dictatorial essence that was the basis of the functioning of organizations for decades, is a consequence of the fear of losing control, the imbalance of the relationship between what can do to others and what they can do to me. The most frequent reaction in such situations is materialized in the attempt to save the appearances, not being invoked the true reasons. There is also a lack of confidence in the initiators of the process of transforming the management of human resources, in their ability to detect the true situation and to propose effective measures for change.

7. CONCLUSIONS

The forces favoring the transformation of human resources management in health organizations are more intense, having the support of the decision-makers from the level of the state management and the direct observations and the interviews conducted have shown the attachment of the employees to the organizations in which they operate.

The decision makers involved in adopting these strategies must be well trained in business and administrative management and have knowledge of case law. Choosing transformation strategy will initially involve studying the influence factors. The size and the forms of manifestation of the resistance and its supporting forces will be identified. We believe that a management strategy is appropriate for health organizations from the point of view of their organization, but it deepens the gap between managers and subordinate staff. Against this background, resistance will increase and feedback on results will be delayed.

The most convenient strategy for senior managers is the coercive one, because through it they only make 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 unnecessary.

A negotiation strategy could be functional in the case of public organizations, given that their employees can join professional unions. In other health organizations, this strategy is unusable because the hierarchy is not based on negotiation. In contrast, the educational strategy covers all categories of staff.

In our opinion, participatory strategies are welcome in health organizations, allowing their employees to manifest themselves in the sense of supporting transformation through their knowledge. Participatory strategies are optimal. At the moment of transformation the resistance can be reduced by approaching the processes from top to bottom, the uncomfortable employees, possibly from the middle management, can be replaced immediately with other people with favorable opinions.

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