



Human Resources Management Strategy (Pasteur specialize dental clinic)

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Abstract: This paper aims at studying and investigating factors effective on determining strategic human resources management model and offering a proper model through identifying internal factors as well as environmental factors (strengths, weaknesses, opportunities, and threats in the fields of absorbing, training, and maintaining human resources) in Pasteur specialized dental clinic. Firstly to recognize internal and external factors, a questionnaire was designed and distributed among employees in different departments. EFE and IFE methods were applied to determine systematically the importance coefficients, organization rank and final score of internal and external factors. To determine importance coefficients of internal and external factors in defined areas of humans resources, the linear descaling method was applied. Following determination of final score, the strategic zone was specified through SPACE method. with regard to the strategies discussed in the basic principles of human resources and commercial business, the main strategy was selected. So for the studied organization, combination strategy was determined in the area of human resources and aggressive strategy was recognized for planning and improvement of this area and the related organization growth and development with regard to the research literature. The main goal of this paper is determining human resources strategy in Pasteur specialized dental clinic. The goal was realized with regard to the executive method of this paper.

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1. Introduction

Nowadays organizations encounter broad challenges for survival in the volatile and competitive global markets. To overcome these challenges and to achieve success in the competition arena, organizations must enjoy such a prospective and environment-oriented planning that identifies environmental factors and developments and specifies their effects on the organization and the manner of organization interaction with them in a long term time horizon (Yang et al., 2010). To grow, survive and achieve the ultimate missions which indicate its existence in a competitive environment, an organization requires enjoying a complicated combination of resources. Dynamism and accurate arrangement of these resources (human and financial resources and raw materials) provide the organization with a lever to achieve its predicted destinations. Among these resources, human resources play the main and most strong role in attaining competence and remarkable results. Thus the organization gains the sustainable competitive advantage through its employees. Also there is a great consensus on the fact that effective management of the human resources

plays a vital role in the success of the organization (Akhtar, S., et al., 2008). Some scholars consider humans resources management as a natural development of employees management activities faced with business and economic variable environment (Armstrong, M., 2004). During past two decades, human resources strategic management has gained a remarkable dominance both in academic literature and managerial activities (Becker, B. E., et al., 2006). Today an issue focused on the relation of individuals as the organizational assets with corporate business strategy has been reborn. That is, professional human resources are experiencing more challenging responsibility that involves new competencies and skills (Niehaus, R., 1995). According to Becker (2006), human resources architecture has been comprised of systems, activities, competencies, and functional behaviors of employees that reflects development and management of corporate human strategic asset. The main goal of this paper is to determine a proper strategy for Pasteur specialized dental clinic.

2. Literature Review

In this part, theoretical principles and research background are presented respectively.

2.1 Theoretical Principles

Activities that are generally undertaken in strategic management are namely formulation, implementation, supervision, and evaluation of strategies. Following determination of organizational mission and evaluation of internal and external factors that are known as input stage, information required for strategy formulation is specified, and four general strategies can be offered based on scientific literature.

1. Strategies of adaptation of internal strengths with environmental opportunities (SO).
2. Strategies of adaptation of internal weaknesses with environmental opportunities (WO).

3. Strategies of adaptation of internal strengths with environmental threats (ST).
4. Strategies of adaptation of internal weaknesses with environmental threats (WT).

The present paper passes below stages to determine an appropriate strategy for the studied organization.

a. Analysis of environmental opportunities and threats

EFE technique has been applied in this paper. It has an instrumental aspect and is focused on data quantification. It tries to judge based on quantitative data. An example of environmental factors evaluation through this technique is presented in table (1).

Table 1. Environmental factors scoring model by EFE method

No	Factor	Importance Coefficient (0-1)	Organization Rank (1-4)	Final Score

Factors: they are divided into two groups namely opportunities and threats; albeit these factors can be written both separately and with together.

Importance coefficient (weight): in this column, we determine the importance of each factor in the related organization.

Organization rank: it shows that what is our organization rank in each mentioned factor, and we use below method for ranking.

Very high threat (1) high threat (2) low threat (3) very low threat (4)

Very high opportunity (1) high opportunity (2) low opportunity (3) very low opportunity (4)

Final score: it is obtained from multiplying importance coefficient by organization rank which is a number between 1- 4.

1. **Adaptation:** it means that the company adapts itself with the environmental conditions.
2. **Change:** it occurs when we neutralize the environmental factor and/or control it.

b. Analysis of internal factors strengths and weaknesses

Internal factors are those that influence corporate function substantially and they are controlled by the corporate (like managerial factors, human resources, financial factors, research and development, management information systems, etc.). An example of internal factors evaluation through this technique is presented in table (2).

Table 2. Environmental factors scoring model by IFE method

No	Factor	Importance Coefficient (0-1)	Organization Rank (1-4)	Final Score

There are three criteria for recognizing internal factors strengths and weaknesses; First, comparison with competitors; second, comparison through national or international standards; and third, comparison of the current situation with an ideal situation. To analyze internal factors, IFE model is applied too, with this difference that organization rank is calculated as per below.

Very high weakness (1) high weakness (2) low weakness (3) very low weakness (4)

Very high strength (1) high strength (2) low strength (3) very low strength (4)

Four strategies are proposed regarding internal factors.

- 1) **Combination:** some activities related to human resources are combined.
- 2) **Absorption:** some activities related to human resources are added.
- 3) **Correction:** some activities are changed and corrected.
- 4) **Elimination:** some activities related to human resources are removed.

c. Strategy Determination

Models related to the strategy selection are namely BCG (Boston Consulting Group) model, GE/IE model that can be regarded as a BCG developed model, SWOT model and SPACE model. Due to quantitative computational approach of SPACE method, it has been applied in this paper.

2.2 Research Background

Progresses made in the field of human resources management can be seen in the management literature today (Schuler, R.S., et al., 2007). Roots of human resources management dates back to 1950s when writers such as Drucker and McGregor paid attention to the necessity of leading the targeted ideal and managing business integration (Armstrong, M., 1987). This issue was then raised by behavioral sciences movement of 1960s whose leaders were Maslow, Argrice, and Herzberg. Human resources accounting theory was offered by Flamholtz which was the outcome of next developments in the field of human resources management and it regarded human resources management as a defined and specified thought school (Hendry, C., et al., 1990). Progresses mentioned in the field of human resources management revealed that human resources management may lead to business success (Schuler, R.S., et al., 2007). Emergence of the term human resources strategic management was the result of these endeavors. It is highly related to the coherence and integration of human resources management to business strategy and adaptation of human resources management with all organization levels (Schuler, R.S., 1992).

Models presented in the field of human resources strategic management are namely,

1) The Harvard map of HRM

This model was raised by Beer et al. in 1984 for the first time in a paper titled as "human assets management" (Beardwell, J., et al., 2007).

2) Michigan HRM

It is based on information of the model first part that is known as matching model and was firstly introduced by Michigan Business School (Beardwell, J., et al., 2007).

3) David Guest strategic HRM model (a comparative model)

The conceptual framework offered by David Guest (1992) and then in 1997 is based on the fact that a set of integrated activities of human resources management will lead to personal and organizational perfect performance (Purcell, J., 1999).

4) Choice model of strategic HRM

This model was offered by Analoui in 2002 which tries to formulate policies and frameworks of human resources management in three levels of internal resources (organization), personal resources (persons), and external resources (environment) (Beardwell, J., et al., 2004).

5) Wangdheen conceptual model of strategic HRM

This model was published by Pema Wangdheen in his paper titled as "making people management" as an organizational strategic goal in the Royal Institute of Management in Bhutan (Wangdheen, P., 2003).

6) Model of effective factors on HRM strategies and policies

This model that characterizes organizational components demonstrates organization's internal and external factors effective on tactics, policies, and strategies of human resources management (Rees, D., et al., 2004).

7) Wilson HR cycle model

Wilson HR cycle considers organization internal components in the field of human resources. The particular trait of this cycle is that it has studied priority of human resources functions (Yorks, L., 2005).

8) Organizational performance pathology model of International Development Research Center

It is a framework offered for pathology, recognition and development of organizational performance by International Development Research Center (IDRC) and Universalia Management Group (Lusthaus, H., et al., 2005).

9) Model of effective factors on organizational performance

This model has considered implicit and explicit variables that must be taken into account in the field of human resources management (Jazani, N., 2005).

10) HRM merging model

This model demonstrates organizational components in the framework of a systemic model, so it is called merging school (Mir-Sepasi, N., 2006).

11) HRM control model of Texas State Auditor's office

This model has drawn functional activities of human resources management in seven fields in which organizational rules and objectives are inputs

and high quality goods and services, skilled man power, and return on investment are outputs of this model with a stepwise approach (Texas State Auditor's Office).

12) Performance solutions model of North Carolina State Government

This model was designed by experts of North Carolina Office of State Personnel which represents a cooperative approach with academic and institutional sectors in strategy formulation.

13) Strategic HR business model of Baroda- India International Bank

This model has been selected by Bank of Baroda, one of the international banks of India; it depicts congruence of HR organizational mission and is focused on achievement of long term organizational goals (Bank of Baroda).

3. Research Methodology

This paper is an applied research in terms of objective and a descriptive- analytical research in terms of information gathering and processing. This paper focuses on data obtained from questionnaires investigating strengths, weaknesses, environmental opportunities and threats in *Pasteur specialized dental clinic*. The statistical universe is comprised of all employees, managers and authorities in 2012. Due to the low number of the clinic staff, all

employees and managers were inquired. Total number of questionnaires was 53 and 49 of them were completed and returned.

3.1 Reliability and Validity

Since EFE method and SPACE model have been applied in this paper, their validity has been already approved in prior researches.

To test reliability by SPSS software, Cronbach's alpha was calculated through below formula.

$$\alpha = (j \div (j - 1)) [1 - (\sum s_j^2 / s^2)]$$

α denotes test reliability, j denotes number of test questions, s_j^2 represents variance of j^{th} subset, and s^2 is the test total variance. This value for both questionnaires is higher than 78%.

4. Findings

Questionnaire was prepared for environmental factors (opportunities and threats) and internal factors (strengths and weaknesses) in the field of absorption of human resources, training and improvement of human resources, and maintaining human resources. Opportunities and strengths were identified by the sign \uparrow and threats and weaknesses by the sign \downarrow and they were scored through Likert scoring method (1-10) presented in table (3).

Table 3. Range of questionnaires scoring

Score	9-10	7-8	5-6	3-4	1-2
Definition	Very high	High	Moderate	Low	Very low

In the next stage, the importance coefficient of each question was calculated based on the scoring range of respondents. The importance coefficient used in the final scoring of the questionnaires has been obtained from linear de-scaling method.

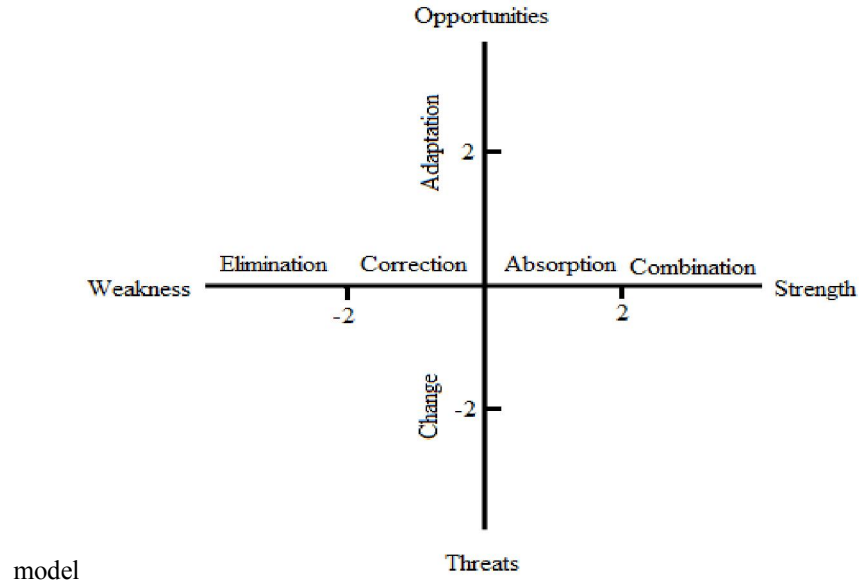
- Positive factors through,
- $n_{ij} = a_{ij} \div \max a_{ij}$
- Negative factors through,
- $n_{ij} = 1 - (a_{ij} \div \max a_{ij})$
- Factors with positive and negative nature through,
- $n_{ij} = 1 / a_{ij} \div \max(1 / a_{ij}) = \min a_{ij} \div a_{ij}$

Then organization rank was determined. Final results have constituted three general matrixes via balanced mean of questionnaires scores in any three fields of absorption of human resources, training and improvement of human resources, and maintaining human resources. With regard to the

factors considered in the questionnaire for opportunities and threats in the fields of absorption of human resources (number of educated forces, scientific and academic centers, selection of persons, updated technologies, labor law, etc.), training and improvement of human resources (adaptation of educational system, organizational culture, evaluation of employees performance, etc.), and maintaining human resources (payments, protective laws, health and welfare measures, suitability of payroll system, etc.) as well as factors considered for strengths and weaknesses in the fields of absorption of human resources (skills, hiring process, competency system, capability, etc.), training human resources (educational plans, managers skill, efficiency of educational programs, etc.), and maintaining human resources (occupational path, incentive policies, wage and reward, careers design, employees participation, etc.), points of organization situation on the axes of

SPACE model were determined and its strategic zone was specified in figure (1).

Figure 1. Determination of strategic zones based on SPACE



Range of separator numbers was determined based on organizations rank from zero to four.

Opportunity	0	●	→	+ ∞	Adaptation
Threat	0	●	→	- ∞	Change
Strength	0	●	→	+ ∞	Combination-absorption
Weakness	0	●	→	- ∞	Correction- elimination

4.1 Scoring environmental opportunities and threats

With regard to the mentioned computational method, results obtained from questionnaires of environmental factors considering technical coefficients of the factors are presented in tables 4 to 6.

Table 4. Identification of opportunities and threats in the field of human resources absorption

Description	Overall score
Number of educated forces seeking job in the region.	0.25
Utilization of scientific and academic centers by the clinic to absorb required man power	0.17
The attention of clinic to select persons consistent with the clinic culture	0.28
The status of applying updated technologies in the process of absorption	0.38
The attention of clinic management to the labor law	0.23
Interest of jobseekers to be employed in the clinic	0.18
Consistency of expertise required in the clinic with expertise of jobseekers	0.37
Final score	1.86

Table 5. Identification of opportunities and threats in the field of human resources training

Description	Overall score
Consistency of educational system in the clinic with day changes	0.08
Employees knowledge of the culture governing in the clinic	0.03
The status of staff performance evaluation and using its results in correcting their performance	0.19
Contact with research and academic centers	0.18
Application rate of new educational methods (e-learning)	0.09
Status of credit and fund allocation to the educational plans	0.07
Attention to the quality and efficiency of educational courses	0.15
Final score	0.79

Table 6. Identification of opportunities and threats in the field of human resources maintenance

Description	Overall score
Attention of the clinic management to the rate of clinical services of other counterparts	0.34
Attention of the clinic management to such laws as insurance and retirement	0.48
Consistency of employees wages with living expenses	0.1
The status of welfare and health measure in the clinic compared with other clinics	0.23
Equality of employees income level compared with other counterpart clinics	0.46
The effect of clinic reputation (social prestige) on employees satisfaction	0.19
Consistency of payroll system with minimum welfare indicators of employees	0.39
Final score	2.19

4.2 Scoring strengths and weaknesses

With regard to the mentioned computational method, the results obtained from questionnaires of internal factors are presented in tables 7 to 9.

Table 7. Identification of strengths and weaknesses in the field of human resources absorption

Description	Overall score
Consistency of skills and expertise of employees with the related job	0.28
Interference of job unrelated factors (like gender, marital status, etc.) in the hiring process	0.32
Attention to the competency system in selection	0.18
Capability of absorption experts in undertaking specialized tasks	0.29
Accuracy in selection of man power (selecting a proper person for a proper job at a proper time)	0.44
Clinic facilities in absorbing skilled man power	0.39
Clinic sociability status	0.21
Final score	2.11

Table 8. Identification of strengths and weaknesses in the field of human resources training

Description	Overall score
Employees participation in designing educational plans	0.11
Attention and positive vision of clinic managers towards training	0.07
Clinic management skills	0.16
Employees technical, human, and conceptual skills	0.18
Review of educational courses and corrective actions	0.2
Increase in technical and specialized skills of employees due to educational courses	0.13
Efficiency of educational plans in improvement of working life	0.14
Consistency of clinic structure with its strategic goals	0.09
Final score	1.08

Table 9. Identification of strengths and weaknesses in the field of human resources maintenance

Description	Overall score
Occupational promotion and progress of staff	0.27
Existing challenging works in the clinic to fulfill staff satisfaction	0.39
Incentive policies of the clinic	0.39
Staff satisfaction with received wage and rewards	0.48
Staff satisfaction with psychological atmosphere prevailing the clinic	0.22
Awarding and compensation of competent performance	0.59
Job design (in terms of diversity, independence, growth possibility, and working environment) in the clinic	0.31
Staff participation in decision-making	0.49
Final score	3.14

Final scores of environmental and internal factors in three fields of human resources absorption, training, and maintaining have been calculated and the overall results are presented in table 10.

Table 10. Final scores of opportunities, threats, strengths and weaknesses

Fator	Opportunities and Threats	Strengths and Weaknesses
Human resources absorption	1.86	2.11
Human resources training	0.79	1.08
Human resources maintenance	2.19	3.14
Σ	4.84	6.33
Result	$(4.84) / 3 = 1.613$	$(6.33) / 3 = 2.11$

As per calculation presented in table 10, the location of axes will be as following.

$$Y = 1.613$$

$$X = 2.11$$

4.3 Determination of strategic zone (Space Matrix)

With respect to the calculated zone (table 10), strategies estimated in terms of opportunities and threats (1.613) and strengths and weaknesses (2.11) are demonstrated in figure 2.

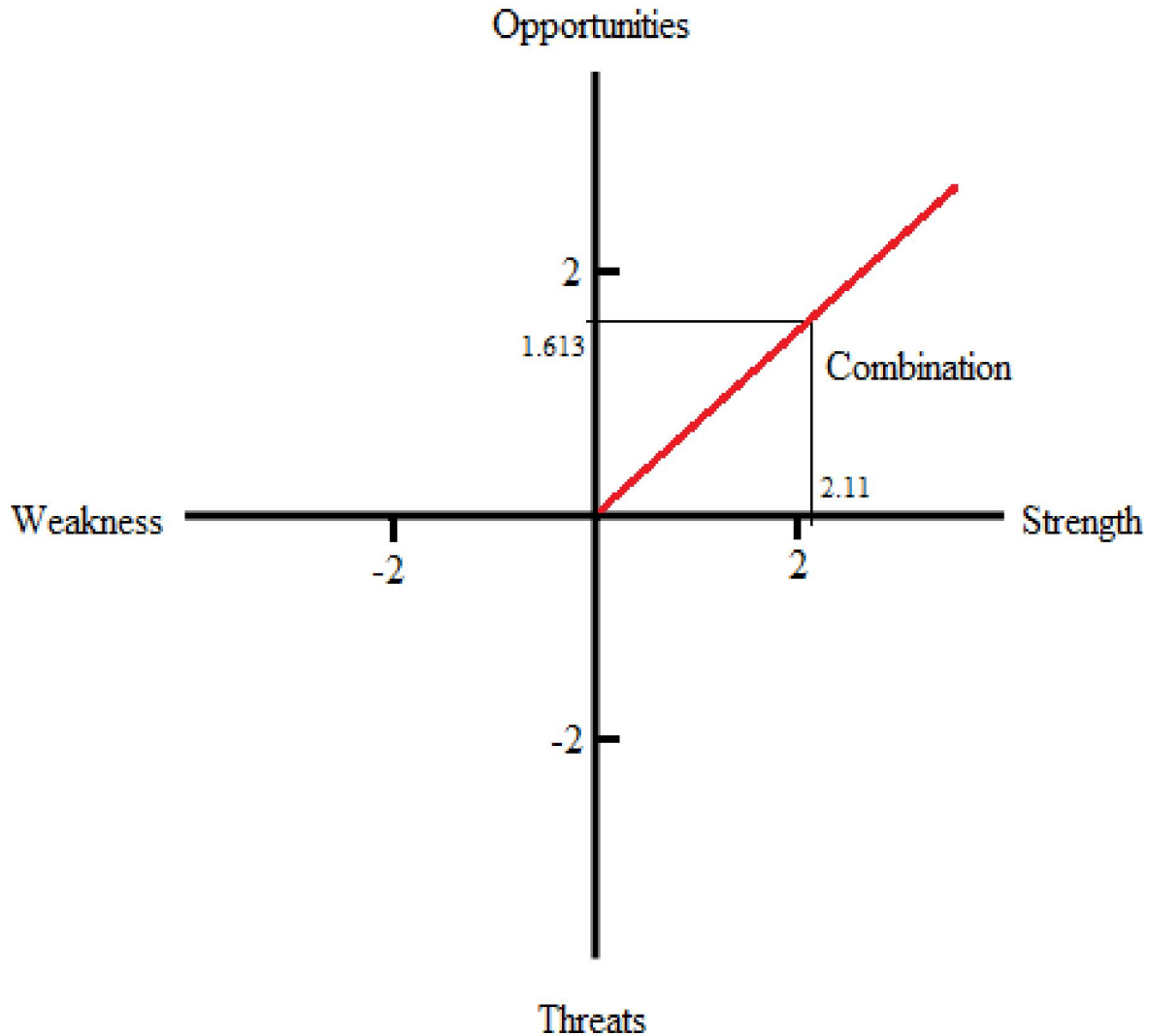


Figure 2. Strategic zone of Pasteur specialized dental clinic

Based on the determined strategic zone, strategy of Pasteur specialized dental clinic is combination. That is, some activities regarding human resources must be combined. The calculated zone is called SO and includes a set of homogeneous strategies. So below strategies can be implemented for different environmental and internal factors.

1) Environmental strategies

Human resources absorption: open doors strategy (academic relations, absorption of novel technology)

Human resources training: modeling strategy (from similar organizations in the same industry or other industries)

Human resources maintenance: fitness strategy (rate of services, wage, laws protecting employees)

2) Internal strategies

Human resources absorption: efficient human resources strategy (proper person – proper place)

Human resources training: human resources growth strategy (training, technical skill growth)

Human resources maintenance: working strategy (motivation and reward, participation)

5. Conclusions

The result of internal factors evaluation (IFE) and environmental factors evaluation (EFE) were estimated respectively with final scores of 2.11 and 1.613. Having drawn the diagram of internal and external factors, it became clear that Pasteur specialized dental clinic has an aggressive strategy in terms of strategic status. That is, Pasteur specialized dental clinic is faced with more strength in terms of internal factors and more opportunities in terms of external factors. The main goal of this paper is determining a proper strategy for a medical services center. This paper has achieved its main goal up to this point.

- Suggestions

1. Monitoring and improving human resources performance at the functional level considering indicators of financial functions and management accounting in the field of financial management.
2. Monitoring and improving human resources performance at the functional level with regard to indexing in the level of units and middle management.
3. Designing and formulating a proper methodology for determination of functional strategy (aggressive strategy subset).

- Suggestions for other researchers

Researchers are suggested to take below items into account in future studies.

1. Formulating services pricing strategies of Pasteur specialized dental clinic at the functional level (units) based on mathematical modeling.
2. Identifying local competitors and determining the gap between the current situations of Pasteur specialized dental clinic and competitors current status relative to the ideal status and determining solutions for expediting achievement of the ideal status in the related clinic (game strategy) by using network and path analysis theories.
3. Studying and investigating solutions of promoting value added of the current services of Pasteur specialized dental clinic and adding new ancillary services.

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