

PhD THESIS ABSTRACT

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1. OBJECTIVES OF PhD THESIS

The PhD thesis is called “Elements of Work Conflicts Management in Public Activity (on the Example of Education and Health Care Institutions)” and has the following objectives of the research performed:

a) placing the public administration activity in the national economy and particularly the activity of public education and health care institutions;

b) performing a qualitative and quantitative analysis on conflictuality in public institutions in general and in the education and health care institutions in particular;

c) performing a qualitative analysis on efficiency in the process of negotiating the conflicts;

d) designing a work instrument to analyse the labour conflicts through management methods and techniques;

e) establishing actions to improve the activity in public education and health care institutions as an opportunity to avoid conflicts.

f) performing a diagnosis of the communication, motivation and organisational culture as possible factors for the development of labour conflicts in general and of conflicts of rights in particular;

g) establishing of directions to improve the management of conflicts in public institutions in general and in the education and health care institutions in particular;

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3. RESEARCH METHODS USED

To achieve the objectives set in this research, the following methods have been used:

- a) Use of the analysis and synthesis method;
- b) Use of induction and deduction;
- c) Use of the technique of indices and statistical indicators at macro, meso and microeconomic level;
- d) Qualitative and quantitative analysis of data using the statistical-mathematic techniques;
- e) Use of Adler's technique, proposed in 1983 at the Mc Grill University of Montreal, concerning the development, completion and analysis of questionnaires;
- f) implementation of the H. Lasswell model regarding the conflicts of rights;
- g) the working instrumentation of Thomas-Kilmann to analyse the managerial style in conflict management.

4. KEY WORDS

- national economy;
- tertiary sector;
- public activity;
- local economy;
- public education and health care institutions;
- conflict management;
- types of conflicts;
- disagreements;
- incompatibility;
- negotiation;
- mediation;
- arbitrage;
- quantitative-qualitative methods;
- induction;
- deduction;
- analysis;
- synthesis;
- improvement of conflict management;
- organisational culture;
- motivation;
- motivational process.

5. SUMMARY OF THE THESIS CONTENT

INTRODUCTION

The geopolitical conditions characterised by the current globalisation of the international economy and the accession of Romania to the European Union have resulted in the emergence of new economic and political objectives, among which the efficiency of the managerial activity has an important place. These objectives are even more so for the public institutions in general and for the health care and education institutions in particular.

In this context, managerial principles, techniques and methods successfully apply as components of the management system, which would lead to making efficient managerial decisions. Therefore, the major problems the society faces today in general and the public education and health care institutions as component of the society in particular, are likely to be restructured only to the extent where the management practiced at micro, meso and macroeconomic level proves to be efficient and effective by exploiting the material, human, financial and informational resources, thus maximising the responsible expenditure of public money.

This scientific approach aims to theoretically and practically deal with the management principles, techniques, methods and systems in general and of those in the public health care and education activity in particular, taking into account the forms in which the activity of these institutions is actually manifested in Romania.

A special place in this scientific approach is occupied by specifying the scientific research methodology. For this, some rich national and international literature has been studied, a comprehensive statistical material was used, the management procedures in the analysed field were studied; some generalisations and practical conclusions regarding the future of public education and health care institutions and their management have been developed; the causality relations between the conflicts and the management of these institutions were established, the specialised casuistry relations discovered in the studied field were specified, etc.

The elaboration of this scientific research was mainly structured on three areas, namely: *dealing with public activities as component of the national economy and namely the tertiary sector; theoretical foundation of conflict management by analysing its components; identifying how conflict management has been used in public health care and education institutions in Sibiu County.*

Within the national culture, a special position is held by the tertiary sector, and therein by the public education and health care institutions.

Depending on the research methodology chosen, the scientific approach had the following objectives: to identify and analyse the essential knowledge of the public field as part of the national economy; to deal with the evolutions and tendencies that are manifested territorially, nationally and globally for the activity of public institutions; to deal with the elements of the conflict management system, taking into account the actual concepts, actions and practices; to facilitate the understanding of the purpose of the scientific approach, including the extension of its results on the activities performed by the public education and health care institutions; to investigate the opinions of employees and managers to solve the situations of crisis and conflict in public administration, etc.

The scientific action was structured on the following major research fields, which have been analytically dealt with, namely: *to position public administration in national economy* (the structure of national economy, conceptually dealing with the public administration, theoretically dealing with the public services and their placement at micro, meso and macroeconomic level, performing an analysis of the casualty relationship between the local communities and public administration, etc.); *to deal with public education and health care institutions as component of the Romanian tertiary sector* (the evolution of public education in Romania, systemically dealing with the Romanian education, the specificity and particularity of the activity performed by the public health care institutions in Romania, in the context of the accession of our country to the EU, presenting the possibilities to improve the activity of public health care institutions in Romania in the current European context, etc.); *to present the elements of the labour conflict management theory* (dealing with the concepts, sources and forms of manifestation of the organisational conflicts, in general, and of the labour ones in particular, classifying and presenting the types of conflicts, emphasising the interdependence relationship between the conflicts of interests and the state of incompatibility, etc.); *analysis of the inter-conditioning relationship existing between disagreement and conflict in organisations in general, and public institutions, in particular* (presenting the organisational conflict as form of manifestation of the disagreement, the evolution of disagreements in institutions and their transformation into conflicts, the analysis of the managers' behaviour in preventing, mitigating and eliminating the conflicts from organisations, etc.); *analysis of organisation communication and its role in the labour conflict management in public education and health care institutions* (theoretical analysis of organisational communication, placement of managerial communication in general and the public administration communication in particular, dealing with the elements of managerial communication in the situations of conflict and crisis, etc.); *analysis of the motivation and culture as factors that influence the labour conflicts in public education and health care*

institutions (the theoretical approach of the motivation concept and motivational process, the analysis of the organisational culture, in general and of the managerial culture in particular in public administration, etc.)

Such structuring of the scientific approach enabled the implementation of the theory, materialised in the achievement of the following case studies: the presentation of the local economy of Sibiu County as element of national economy; the analysis of the public education and health care institutions in Sibiu County; the presentation of the situation of labour conflicts in the public education and health care institutions nationally and at the level of Sibiu County; the analysis of the incompatibility situations established by ANI for the public education and health care institutions; the analysis of labour conflicts in public education and health care institutions of Sibiu County, which were determined by inefficient communication; the analysis of the motivation and motivational process in public education and health care institutions in Sibiu County and their influence on labour conflicts in these institutions; establishing the influence of the organisational culture on the labour conflicts in public health care institutions in Sibiu County.

By using the usual toolkit of the scientific research based on analysis and synthesis, induction and deduction, general and particular, statistical-economic methods, interview techniques, etc, relevant analyses on complex phenomena regarding the management of public education and health care institutions were analysed, namely: the management problems of these institutions was dealt with in two ways, from the general to the particular, and respectively from the particular to the general; the management of public activities was dealt with in terms of the systems theory, which implies on the one hand the definition of concepts, principles, methods, procedures of the analysed field, and on the other hand, understanding the connection between these, including between the public institutions and the national economy; underlining the role of the activity of public institutions in the national economy and local community; the need to develop an efficient managerial strategy under situations of crisis and conflict, allowing the establishment of actions to implement it, etc.

CONTENT

This scientific approach, as well as the whole thesis, includes in its structure three directions of research:

- the analysis of the activities of public institutions in general and of the education and health care institutions in particular, at micro, macro and meso-economic level, proved by the Chapters I and II;

- theoretically establishing the conflict management by dealing with the conflict management elements in Chapters III and IV;

- the analysis of organisational and labour conflicts, as well as conflicts of rights in the public administration institutions in general and in the education and health care institutions, an analysis done in Chapters V and VI.

Chapter I of the thesis, which is called *PUBLIC ACTIVITY, COMPONENT OF NATIONAL ECONOMY*, mainly deals with the structure of the national economy, the concept of public administration, considerations on public services, territorial collectivities and public administration and at the end, it conducts a case study called “Local Economy of Sibiu County, element of the National Economy”. To begin with, by using the systems theory, the structure of the national economy is dealt with both in terms of the components, and in terms of the structural levels (Figure 1.1 and Figure 1.2 of the thesis). The public administration institutions are placed within each structural level in the tertiary sector, when the structure is dealt with horizontally and at micro, meso and macroeconomic levels when the structure of the national economy is dealt with vertically.

Once the public administration is placed in the national economy, then the concept of public administration is dealt with in a *functional sense* and in an *organisational sense*. It is specified that, in compliance with the Contentious Administrative Law, any state agency or any administrative-territorial unit is considered to be public authority. Public administration is a law enforcement practical activity that should not be mistaken for the executive activity, although the bodies of the public administration are called executive bodies of the state. The public activity is further classified into active, consultative, deliberative and jurisdictional branches, and afterwards the principles underlying the operation of the local public administration are analysed (the principle of local autonomy, the principle of decentralisation of public services, the principle of deconcentration of public services, the principle eligibility of the local public administration authorities, the principle of consulting the citizens in solving the local issues of special interest, the principle of subsidiarity).

Taking into account these principles, the components of the local public administration are stated, such as: local councils, county council, president of the county council, the mayor and the prefecture (the prefect).

As the public activity is practically materialised in providing public services, the latter are defined further in a *natural sense* and in an *organic sense*. Taking into account the opinions from the literature, various definitions of public services are presented, such as: *classical definition, interwar definition, current definition*. Public services are then classified, taking into account the following criteria: the nature of public services, the manner in which the general interest, relations with the private services are done in terms of their delegation, in terms of social importance, in relation to the public collectiveness which they depend on, the

degree of coverage, their nature, the technological process, the manner of use, the organisation and provision of services.

Special attention is given to classifying the activities in the national economy (NACE) where public administration has the code 75, the public administration in education the code 80 and the public administration in education the code 85.

Theoretically, this chapter ends by analysing the relationship established between the local collectivities and local administration. Thus, local collectivities are classified according to several criteria, such as: historical criterion, economic-geographic criterion, social criterion, religious criterion, administrative-territorial criterion, etc. Special attention is given to dealing with the local communities in the context of European accession (the free trade zone, monetary union, economic and monetary union, the free movement zone, etc.), and also to the multi-criteria ranking of administrative-territorial units, which implies going through a complex process consisting of several stages.

In the last part of the chapter, a case study is done regarding the local economy of Sibiu County as component of the national economy. The county is presented economically, and then the elements related to the public administration of Sibiu County are dealt with, that is the Local Council of Sibiu and the City Hall, the Sibiu County Council and the President of the County Council, the Prefecture of Sibiu County and the prefect.

Chapter II called *PUBLIC EDUCATION AND HEALTH CARE INSTITUTIONS – PART OF THE TERTIARY SECTOR* deals with the public activity in education and health care institutions at macro level and at the level of Sibiu County, having two research directions, namely:

- the analysis of public institutions and their positioning in the tertiary sector. For this, schooling in Romania and then the Romanian education system are done as part of the national educational system. Special emphasis is placed on the analysis of the Romanian education system, taking into account its components starting with the preschool education and ending with continuous learning;

- the analysis of public health care institutions and their positioning in the tertiary sector of the national economy. In this respect, special emphasis is placed on: defining the public health care institutions (hospitals) as a health unit with beds, of public importance of legal entity that provides medical services, presenting the features of the activity provided by the public health care institutions, specifying that the medical personnel has double responsibility, a strictly medical one in the relationship with the beneficiaries of the medical services and a managerial one in the relationship with the medical institution as a whole; identifying the possibilities to improve the medical public activity by achieving a real reform

in this field (it is a matter of complying with the world requirements on the development of management in the health care structures, complying with the European requirements on the priorities of the management in medical institutions, modernising the management in the medical institutions, etc.). Simultaneously, an analysis of the public health activity is done, specifying that the population's health state has been negatively influenced by the decline of the living standards, as well as by the demographic situation, overall mortality, maternal mortality, fertility, life expectancy in neonates, infant mortality, etc.

The actions suggested in the national strategy of the Romanian Government for 2007-2013 have also been analysed, by specifying the provisions of the EU Directive POSCCE 2007-2013 A.P.3, the majority field of intervention being the effectiveness of the public electronic services such as e-government, e-learning and e-health, actions for the development and efficiency of public electronic services in general and of the health ones in particular.

The actual aspects for Sibiu County regarding the public education and health care institutions form the content of a case study done at the end of this chapter.

Starting with Chapter III of the thesis *ELEMENTS OF THE ORGANISATIONAL CONFLICT THEORY*, it is proceeded with theoretically substantiating the scientific research conducted within the thesis.

Thus, the conflict is dealt with conceptually and in terms of the sources of origin, including in terms of the forms of its manifestation. Conflict is a form of the human relationships where the interacting parties manifest divergent or opposing interests. Regardless whether they are explicitly manifested or not, conflicts express either dissatisfactions of those managers who are faced with behavioural trends marked by subordinates' de-motivation, or by employees' dissatisfactions, who claim an insufficient definition of their duties at work, managers' lack of competence or the existence of a bottleneck in evaluating the employees' performances.

The causes that may contribute in the appearance of conflicts are related to the interdependence of the duties, difficulties in the communication between the representatives of the upper levels and the performers, etc.

A separate opinion on managers' attitude to conflict is that of K.F. Weick, according to which there are managers who do not agree with the current definition of the concept of conflict and focus very much on searching those variants by which conflict situations they are faced with may be solved.

A few forms of conflict are listed below: *individual* (disorganised) and *collective* (Reed's opinion), conflicts classified *depending on the scope of participants, depending on the actual situation it occupies, depending on the nature of the elements it outlines, depending*

on the ways of dealing with the resolution of conflicts, depending on the possibility to solve by denial.

Special attention is given to the methods of stimulating the outbreak of constructive conflicts, such as the *method of dialectical investigation* and *the method of devil's advocate*.

After the theoretical elements regarding the conflict have been dealt with, the representative types of conflicts in organisations are presented, namely: *individual conflict* (that state felt by a person subject to opposing trends and interests of approximately equal values. It can be due to frustration, purpose or goal, role); *group conflict* (determines the specific changes in the interactive behaviour of individuals and can lead to imperfections in the communication process, disruptions in the inter- and intradepartmental relations, distortion of information, blocking or withholding information. They have been analysed in the psycho-sociological theory by Eric Berne who initiated the *transactional analysis* of these conflicts according to which the individual in the organisation can be one of the following states, "parent", "child", "adult"); *the labour conflict* (is any disagreement emerged between the social partners in the labour relations. The object of the conflict is to exercise rights or fulfil obligations arising from laws or other regulations, as well as from the collective or individual labour contracts. Because they refer to the employees' salary rights, they are also called *conflicts of rights*. They are solved by mediation, conciliation and negotiation. The ultimate form of the manifestation of these conflicts is the *strike*, which means the voluntary and collective cessation of the work by the organisation's employees. The parties who are in such a conflict refer to employees, employers, unions and patronages, other natural persons or legal entities); *the conflict of interest* (is determined by the public attitude and personal interests of a public servant when the public servant has an interest as private person, who could improperly influence the fulfilment of the public servants' duties and responsibilities. Such a conflict can be *apparent*, when it seems that a public servant's interests could improperly influence the fulfilment of the duties, but in reality the situation is not so, and *potential* when a public servant has personal interests, which are also likely to produce a conflict of interests, if the public servant would have official duties in that regard in the future. This conflict arises when the following principles are violated: serving the public interest, supporting the transparency and control exercised by the public, promoting individual responsibility and the personal example, promoting an organisational culture that would be intolerant to the conflict of interests, etc.).

The analysis of the situation of the labour conflicts in the public undergraduate education system registered at the Ministry of National Education shows that they have decreased from 3943 in 2012 to 1450 in 2013, meaning by almost 62%. These conflicts have

been generated by breaching the stipulations of Law no. 221/2008, law no. 128/1997, law no. 349/2004 and law no. 315/2006. In Sibiu County, the situation is as follows” 853 labour conflicts in 2012 and 397 in 2013, meaning a decline by 54%, therefore by 8% under the reduction recorded at national level. All these conflicts have ended in the court, where the employees obtained salary rights of 4892000 lei, simultaneously also registering trial costs amounting 762000 lei.

Labour conflicts in public health care institutions recorded at the Ministry of Health amounted 7653 conflicts in 2012 and 3655 conflicts in 2013, meaning a decline by almost 52%, however being smaller than that in education. In Sibiu County, a number of 506 conflicts was recorded in 2012, and in 2013 a number of 203 conflicts, meaning they declined by almost 58%, that is by 6% more than the average recorded at branch level. All these conflicts have ended in the court, and the salary rights gained by the employees were of 9064560 lei, and simultaneously the trial costs were of 502716 lei.

In the last part of this chapter, we present the relationship between the conflicts of interests and incompatibility in compliance with the stipulations of the Committee of Minister of the European Council.

Taking into account the administrative aspects and criminal aspects of the incompatibility, the situations of incompatibility have been dealt with separately for: the situation of the kinships, mayors and deputy mayors, local councillors, presidents and vice-presidents of county councils, county councillors, public servants, local elected officials, prefect and sub-prefect. The situations of incompatibility are analysed by the National Integrity Agency which when it observes them, it can order the prosecution of the individuals who are in a state of incompatibility.

The situations of incompatibility encountered most often in the public education and health care activity according to the reports of ANI in 2013 resulted from having a public office simultaneously with: having the position of administrator in one or several trading companies (47 cases), having the function of member in the Board of Administration of a trading company organised as joint-stock company (61 cases), being a representative of the city in the general assembly of shareholders within a trading company organised as a joint-stock company (17 cases), being an employee in a private trading company (26 cases), being a project manager within a trading company (8 cases), being a chairman of a political party (7 cases), indirectly participating in the process of public procurements (18 cases), procurements based on subsequent supply contracts to the detriment of the public institution they manage (108 cases), concluding contracts with trading companies managed by first degree relatives (94 cases), having the position of auditor of the private trading companies organised as joint-

stock companies (65 cases), conducting trading relationships with the trading companies wherein the evaluated individual has contracts concluded under convention (14 cases), concluding service supply contracts with trading companies to the detriment of the public institution (84 cases), concluding intellectual property transfer contracts with trading companies, which resulted in the acquirement of material benefits (43 cases).

The second part of the theoretical foundation regarding the conflict management is that in Chapter IV of the thesis, which is called *DISAGREEMENT – CONFLICT INTERDEPENDENCE IN ORGANISATIONS*.

To begin with, the disagreements in organisations are dealt with as actual forms of manifestation of the organisational conflict. Taking into account the disagreement – conflict relationship, Robbinson differentiates in the management science the following concepts on defining the conflict in organisations, namely: *traditional concept* emerged between 1930 and 1940 and supported by F.W. Taylor, E. Mayo, H. Fayol and M. Weber; *the behaviourist (behavioural) concept* that dominated the period between 1940 and 1970 and which stated that conflicts are unavoidable, even beneficial to the institutions; *the modern concept* developed until the acceptance of the conflict necessity in any open organisation. The concept handles: *the functional conflict* (allows an individual or a group to reach their goals and improve their own efficiency), *dysfunctional conflict* (is manifested when it causes effects that are reverse to the situations described. Therefore, the relationship that transforms the intensity of conflicts into efficiency is expressed by the dependence between the employees' results and the conflictual state in which they perform their activity).

The evolution of disagreements in organisations and their transformation into organisational conflicts is analysed further. Disagreements may result from: working conditions in the organisations, the salary claims, the manner of training the personnel, the struggle for power in organisations, the difference in appreciating the values within the organisation, etc. In principle, the process of transforming a disagreement into a conflict and therefore the conflict development process essentially includes three phases: the appearance of the conflict preceding signals, the appearance and manifestation of disagreements, amplification of the conflict.

Along with the conflict development, managers' action in the states of conflict can be structured as follows: anticipating the discontents, seeking solutions to solve the conflict, solving the conflict itself.

At the end of this chapter, managers' attitude in systems of crisis and conflicts is dealt with. For this, the actual forms in which conflicts may occur are analysed in the beginning, namely: latent conflicts, understood conflicts, manifested conflicts.

The most common models regarding managers' attitude in situations of crisis and conflict are: *the procedural model* elaborated by Pondy in 1967, *structural model* elaborated in 1976 by Thomas, *organisational models I and II* elaborated by Robbins in 1974 and Brown in 1983.

In the organisational practice, we may state that in situations of conflict and crisis, managers may be in one of the following situations: *confrontation* (manager's assertive but uncooperative behaviour when they pursue to reach their own concerns to the detriment of others), *collaboration* (assertive, cooperative behaviour, being the opposite of avoidance), the *compromise* (behaviour placed between servitude and cooperation), *avoidance* (non-assertive and uncooperative behaviour, by which one seeks to immediately satisfy their own concerns, they do not help another individual to acquire them, they do not give importance to conflict), *accommodation* (selfless way most suitable for solving the conflict when the importance of maintaining good work relations exceeds any other considerations).

In most of the Romanian organisations, the following can be resources of conflict: personal differences, information gaps, incompatibility of roles, stress of the internal and external environment.

Starting with the Chapter V of the thesis, *ORGANISATIONAL COMMUNICATION IN THE MANAGEMENT OF LABOUR CONFLICTS IN PUBLIC EDUCATION AND HEALTH CARE INSTITUTIONS*, we realise the application of the conflict management elements in the situation of the public education and health care institutions. This chapter analyses one of the factors that may generate states of conflict in these institutions, namely communication and the process of communication in the public education and health care institutions.

To start with, we define the concept of communication (the concerns in the literature have been taken into account) understood as a process of transmitting the information as symbolic messages between two or several individuals, some with the status of transmitter and others with the status of receiver, by means of some special channels. According to the model elaborated by Shauman – Weaver, the structure of the communication process includes: sources of information, transmitter, channel, sources of interferences if they appear, the receiver, the target.

The multitude of forms in which communication is presented has determined its classification by several criteria, namely: form of communication, way of development, number of participants, objectives, hierarchical position in the organisation, frequency of communication, etc. Special attention is given to managerial communication in general and to the communication in public administration, in particular.

In the institutions from the public administration, the communication encountered most often is the formal/informal communication and written/oral/electronic communication.

Taking into account the specificity of the public domain in public administration, the following types of communication are known: *interpersonal communication* (between public servants, public servants and managers, etc.), *external communication* (between the public institution and the social environment where it performs its activity. In such situations, communicational barriers are likely to appear), *communication between the public institution and citizens* (appears within the actions carried out by the public institution or within the relationships of the public institutions), *communication between the public servant and the citizen* (is the substance of the public administration act).

Because the situations of crisis and conflict are increasingly more, the crisis management, respectively the conflict management have been developed for their resolution, which are inefficient if an appropriate managerial communication does not take place.

Any crisis is based on causes, it develops in time, has a certain intensity and acts at a certain level. In general, there are three types of crisis within an organisation: *immediate* (it is the most unpleasant one), *urgent* (it triggers suddenly, but after a period of boiling), *sustained* (it is lengthy with all the efforts of the specialists in the administration to eliminate it).

Managerial communication must act efficiently within the crisis management process, going through a process consisting of the following stages: *anticipating or detecting the signals of the crisis, preventing the crisis, preparing the crisis, executing and managing the crisis, post-crisis*.

In order to solve a crisis in public administration, it is necessary to create a crisis unit separately from the rest of the organisation, which can apply one of the following theories, in order to solve it: *theory of the rigid response to threats, theory of denying the crisis, theory of scanning the environment*.

At the end of this chapter, a study was done on the analysis of communication in public education and health care institutions and on how an inefficient communication has resulted in the appearance of the labour conflicts, respectively conflicts of rights in these institutions. For this, the developed case study had the methodology proposed by N. Adler at the Mc. Grill University of Montreal as working methodology.

According to this methodology, it was proceeded as follows: the theoretical and practical purpose of the study was established, the working assumptions were specified, using the exploratory hypothesis, we established the working sample that consisted in 4 public health care institutions and 4 public education institutions representative for Sibiu County, a questionnaire was drafted, because the technique of interviewing was used, which was

addressed to the employed personnel of these institutions between 2012 and 2013 (Annex 5.1 of the thesis), the identification of the nature of labour conflicts in these institutions (conflicts regarding the conclusion of the individual labour contract, amendment of the labour contract, termination of the individual labour contract, suspension of the individual labour contract, at not granting the individual food allowance and transport costs, not-granting salary rights), the performance of the research (we aimed to verify the working hypotheses by statistically analysing the employees' answers to the questions in the questionnaire – Table 5.1 and Table 5.2 in the thesis. By processing the data, the labour conflict had the following causes: the information source – the manager has not assessed correctly whom they should receive the information from, did not request or show interest to the text of the law, did not prove the collaboration with the specialist in the legislative field, legal councillor – has gave in to the manager's insistences and signed an illegal decision), establishment of the results and their interpretation.

In terms of communication, the study has revealed the following managerial deficiencies, namely: not knowing the purpose of the communication, not meeting the function of management coordination, managers' inappropriate attitude in the situation created, managers did not prove their qualities of conciliators, managers did not prove to have communication knowledge and skills in situations of conflict.

The conclusion is that in this situation, the analysed conflict of rights could be prevented or at least solved without sending it to court, if the law could have been complied with. The money funds of the institutions would not have been thus affected by paying the trial costs and the amounts related to updating with the inflation index.

Chapter VI *ORGANISATIONAL MOTIVATION AND CULTURE – FACTORS OF INFLUENCING LABOUR CONFLICTS IN PUBLIC EDUCATION AND HEALTH CARE INSTITUTIONS* is the last part of the research and also of the final chapter of the thesis. We dealt with two factors that influence the occurrence of conflicts in public education and health care institutions, namely: motivation and the motivational process in public education institutions, the organisational culture in public health care institutions.

Thus, to begin with, the motivation in close connection with the motivational process was dealt with. The motivation was defined as a sum of the internal and external energies that initiate and direct the human behaviour towards a goal that will determine the satisfaction of a need once it is reached. The motivational process and its structure were analysed (employers' needs, establishment of the objectives, taking action in order to achieve the goals, achieving the set goals).

The main theories of motivation at work have been then mentioned, in terms of satisfying the needs, namely: *hierarchy of needs theory* formulated by A. Maslow, *the Alderfer's ERG theory*, *needs theory* of Mc. Clelland, *expectancy theory* elaborated by Vroom, *Gelenier's theory* issued in 1984.

In the practice of motivating the personnel in public education and health care institutions, the *instrumentality theory*, *bifunctional theory*, *the cognitive theory*, *behavioural theory*, *theory of objectives*.

Based on these theoretical delimitations, a case study was done regarding the motivation and the motivational process in public education institutions and the influence on labour conflicts.

The study was done following these stages: establishing the method of work (the opinion survey was done, which is why a questionnaire with 4 questions has been prepared – Table 6.1 in the thesis), establishing the working sample (consisting of 4 public education institutions representative for Sibiu County), presenting the results and their interpretation (the answers provided by the employed personnel of the institutions from the sample for each question from the questionnaire have been statistically processed by means of the technique of percentages and shown in the Tables 6.2, 6.3, 6.4, 6.5 in the thesis).

The case study has emphasised the overall orientation of the employed personnel towards the mainly financial motivation, being obvious that the money reward stimulates the employees' concern to raise the performance, which leads to advantages for the employee, the education institution as well as for the student. Thus, in the public education institutions where the management proves a concern for the motivational process, there is positive a correlation both with the repartition fairness and with the procedural fairness, and this is actually expressed in a state of discontent, in an optimum climate of work, lacking states of conflict.

Another factor influencing the states of conflict was analysed further, namely the organisational culture in the public health care institutions. To start with, the organisational culture, socio-professional categories, group culture development were defined. The conclusion drawn was that the organisational culture is a set of behavioural forms acquired in an organisation. It consists of a set of values and fundamental rules, codes and collective images, an overall result of a history and of a heritage. The functions of the organisational culture are presented: to discern, to act, to judge.

Starting from the functional characteristics of the organisational culture in public health care institutions (increased formalisation, coverage of a certain geographical area, continuity of the service supply, similarity and structural stability, complexity in terms of the

aspect of the interconnected structural entities, the rejection of the behavioural and verbal products of the organisational culture of symbolic type), a case study was done regarding the organisational culture and its importance on the labour conflicts in the public health care institutions, in the last part of this chapter and of the thesis.

The study required going through the following stages: establishing the method of work (sociological questionnaires were used, which include questions that are not disturbing and allow the same interpretative meaning to all those questioned – Table 6.6 in the thesis), establishing the work sample (consisting of 4 public health care institutions representative to Sibiu County), presenting the results and their interpretation.

In the situation of this study, the results have been analysed based on the answers formulated in each of the 4 questions of the questionnaire, analysing the following aspects:

- the climate in the analysed institutions, including the factors of influence (table 6.7 of the thesis);

- the repartition fairness which refers to the allocation of the rewards and the procedural fairness which refers to how the managerial decisions are adopted and the personnel procedures are managed (Table 6.8 in the thesis);

- the effects of the stressing situations have been analysed for the institutions studied, after statistically processing the data as percentages (Table 6.9 of the thesis);

- the behaviour of the members in the studied institutions was studied by statistically processing the data and expressing the results as percentages (Table 6.10 of the thesis);

- changing the employees' mentality when performing the peer interpersonal relationships has been analysed for the institutions studied, by statistically processing the answers provided by the employees (Table 6.11 of the thesis);

- the analysis of the level of autonomy in the management of the public health care institutions has been studied for the institutions in the sample, by processing the answers provided by the interviewees, using percentage statistical techniques (Table 6.12 of the thesis); The conclusions formulated in this study regarding the relationship existing between the organisational culture on the one hand and working climate, conflict on the other hand, are as follows: the personnel employed is distrustful of the level of autonomy of the public health care institutions in terms of allocating the human resources, capital investments, purchases, etc.; insufficient understanding regarding the use of information management.

In the units where the employees have a culture of trusting the hospital manager, there is a positive working climate and therefore, no labour conflicts are recorded, and in contrary situations, there is a tense climate and conflicts are recorded.

CONCLUSIONS

In this scientific approach, the problem of labour conflicts in the organisational entities of the public administration in general and of labour conflicts in education and health care in particular has been dealt with from the general to the particular and vice versa, starting from the national economic system, respectively the tertiary sector to the local community, exemplifying it by the public education and health care institutions in Sibiu County.

The hypotheses of work established in research have been verified and confirmed in the field of public administration, respectively in the field of public education and health care institutions. In this regard, both theoretical and practical issues have been dealt with in the scientific approach, conclusions were drawn for the issues dealt with in each chapter.

In this context, performing a research with the topic *management of conflicts in general and management of labour conflicts in particular*, may respond to all scientific exigencies only by an interdisciplinary approach, meaning an economic, social, legal, sociological and psychological approach.

It is inconceivable to perform an applicative research without taking into account the following requirements:

- to know and use the informational content existing in the dedicated literature of management. It is a matter of the models and mechanisms of the managerial activities regarding the management of human resources, management styles, management communication and coordination, of adopting efficient managerial decisions, knowing the collective relations established between managers and employees, etc.;

- for the stage of implementing the conclusions formulated in this research, it is required to exploit the knowledge in the field of legal science and namely the labour right, because the labour conflicts are governed both by labour law specific regulations, and by a legal literature of great interest and of strict utility for the actual analysis of the social relations of work.

Taking into account these specifications, it is required to use proper documentation in the management literature to identify the concerns existing in the field and published by valuable authors, as well as to know the particularities of the organisational context in the field of the public health care and education system in Romania.

An important contribution has also been brought to elucidating the aspects regarding the “labour conflicts”, both in terms of the management science and in terms of the right to work. Thus, it is necessary to mention that: the management should be understood as the formal leader’s attitude to achieve performances in the activity of the organisational entity with the help of people; the labour conflicts are those misunderstandings between the

employed staff and the public entities which they have concluded the individual labour contract with. The basis of these conflicts is the non-resolution of professional, economic and social claims or the non-granting of the rights arising from the labour law, from the collective labour contract or from the individual labour contract; the public education and health care institutions are perceived as public institutions fully financed from the revenues achieved under the contracts concluded with the Social Insurance Houses for health and respectively from the local community or from the Ministry of National Education.

Undoubtedly, the activity of such public institutions is influenced by economic or social factors, as well as by internal managerial factors that have a determinant role in preventing the labour conflicts and consequently in optimising the psychosocial climate at the workplace, thus ensuring good quality to the services provided.

Complying with the scientific requirements of any research, conclusions have been drawn concerning: the importance of internal communication in preventing and solving labour conflicts; the connections existing between the motivational process and conflictual situations in public institutions; the impact of organisational culture on the labour climate in public institutions; exercising the power to prevent labour conflicts; management of collective negotiation in the context of the conflicts of interests, etc.

Through the objectives that formed the content of chapters I and II, contribution was brought to presenting the activity of public administration in general and that of the public education and health care institutions in particular and their positioning within the national economy, respectively in the tertiary sector.

Chapters III-IV emphasise the concerns on dealing with the elements related to the concept, sources and forms of the conflicts, the classification of conflicts using a variety of criteria, presenting the relationship between the conflicts of interests and incompatibility, the analysis of disagreements in organisations and the possibility to transform them into conflicts, the use of conflict management elements to prevent, mitigate and eliminate the states of crisis and conflicts. A relevant analysis of labour conflicts in this field has also been done in these chapters at national level as well as at the level of Sibiu County. The situation of the states of incompatibility at national level for the studied field and respectively at the level of Sibiu County was also analysed, based on the data provided by ANI.

Chapters V and VI deal with two very important factors that influence the organisational conflicts in general and the labour ones in particular, namely: inefficient organisational communication as source of the emergence of conflicts in the education and health care system. In this regard, a case study was done for four representative institutions in the field of education and four representative institutions in the field of health care in Sibiu

County; the motivation and organisational culture and the influence on the occurrence of conflicts in public education and health care institutions. In this regard, a study was done regarding the motivation and the motivational process in public education institutions and the influence on the labour conflicts, for a sample consisting of four public education institutions representative for Sibiu County. A study was also done regarding the analysis of organisational culture in public health care institutions and the influence on conflicts in these institutions, using a sample consisting of four public health care institutions representative for Sibiu County.

For each case study, a number of generalisation conclusions have been drawn, but some proposals have also been formulated regarding the avoidance of labour conflicts in these institutions.

By means of the topic dealt with and the way in which this topic has been analysed, the fact that this research is an interdisciplinary one is obvious, based both on experiences in research and on an extensive knowledge of the scientific literature. Conclusions could not have been formulated in other conditions, suggested to the opinion and proposals to improve the activity of public education and health care institutions regarding the prevention and efficient resolution of organisational conflicts and respectively of labour conflicts when they arise.

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