

THE MANAGEMENT OF HUMAN RESOURCES IN THE ST. NICHOLAS CLINIC'S IN ATHENS, GREECE

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Abstract: In 1994 it was founded "The Center of rehabilitation of chronic diseases- St. Nicholas" of Athens Greece, whose object of activity is the prestation of rehabilitation medical services of sequellary ptiens after cerebral strokes. Regarding the activity of this unit, will be presented and discussed aspects and opinions resulted from my personal experience, forward the management of the human resources, the process of personnel selection in order to be engaged, with its positive and negative aspects that we had found, and the probable matters of improvement; smoking in the medical center.

Cuvinte cheie:
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Rezumat: În anul 1994 a fost înființată "Clinica de recuperare a bolilor cronice „Sf. Nicolae" din Atena (Grecia), având ca obiect de activitate prestarea de servicii medicale de recuperare a sechelelor după accident vascular cerebral. Referitor la activitatea unității vor fi prezentate și discutate aspecte și opinii rezultate din experiența personală, în legătură cu managementul de resurse umane, cum sunt: necesitatea absolută a managerului de resurse umane, procesul de selecție a personalului în vederea angajării, cu aspectele pozitive și negative sesizate, și eventualele măsuri de îmbunătățire; fumatul în centrul medical.

SCIENTIFIC ARTICLE PREDOMINANT THERORETICALLY

General presentation and the activity of the firm

The object of the analysis in this case is represented by the "Recovery of Chronic Diseases Clinic - St. Nicholas" in Athens, Greece that has been founded in may 1994, having the economic status of a firm with limited responsibility and which continues its activity until nowadays. Since its originating, the clinic is a firm with private capital, on actions, with a Greek juridical personality that is organized and functioning in conformity with Greece's legislation and of the Common Market' legislation.

The firm's object of activity consists of according medical specialty services to the adult persons, aged 50 and more, with health problems that affect the organism on a larger period of time or that are incurable. The medical services granted in the recovery clinic are the following:

1. The caring of the patients by a specialized medical personnel, in the bed department of the clinic, that has a capacity of 70 beds.
2. The medical pursuance of the persons with chronic diseases, but also with acute affections that don't require hospitalization, by the doctors in various specialties.
3. Physiotherapy treatments and of neuro-motor recovery, regarding each case at the patient's bed or in the physiotherapy cabinet of the clinics.
4. The support and improvement of the mental health status in the cabinet of psychical conciliation, that functions in the clinic with the participation of the doctor specialist in psychiatry, of the psychologist and of the social assistant.
5. The recovery of the chronic patients through occupational therapy programs, in the cabinet of occupational therapy of the clinic's that functions under the direction of a specialist in occupational therapy, assisted by the neurologist,

psychiatrist, psychologist and by the social assistant. The clinic offers a nutritional program in accordance with the patients needs and regarding their chronical affections.

6. A recreational program is offered, consists in spending their free time in a special designed space with TV,DVD,VIDEO, artistic programs sustained by artistic ensembles walking in the clinic's yard and even outside the unit for the persons that can participate. The patients may listen to different programs through the radio station, also to the religious service. They may go to the church next to the clinic. Besides the medical services the clinic offers to the patients and their relatives' juridical consultancy, regarding the case and the necessities, through the clinic's cabinet of juridical consultancy.

The personnel that serves the firms activity is formed by 27 wage earners among 16 with a complete work program and 11 with reduced work program. The clinic has 18 external collaborators that are 16 doctors of different specialties, an accountant, a jurist.

Next, I would like to express and discuss personal opinions regarding my personal experience referring to several aspects such as: human resources management, the process of personnel selection for the employment, with positive and negative aspects and possible measures of improvement, regarding smoking in the unit.

Aspects of the management of the human resources

The 16th years experience in managing my own clinic proved the absolute necessity of the human resources manager in the medical unit. But, not only the years experience, suggested the necessity of a human resources manager even from the beginning while working with the general manager regarding several aspects:

The personnel problems are a permanent theme on the work agenda of the clinic. Solving the human resources

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problems implies increased expenses in time and energy. Human resources represent an important investment of the organization but also have increased costs. Investing in people is absolutely necessary. The way of working in the human resources domain necessitates a very well informed personnel manager, experience, flexibility and calmness in solving the personnel problems. The solving of the personnel problems must be seen as a continuous struggle and on the battlefield every battle must be earned, the failure being paid with time and money, the two things that are not in excess in our époque.

The selection of the human resources in the unit

Our unit being a firm whose products is the logistics; shows importance in the quality of the personnel and implicitly the way in which the personnel selection is made. This represents one of the base activities of the unit's human resources management that usually is effectuated by the personnel's manager, but represents the responsibility of the other managers. In our case, as well as in the specialty literature, the personnel selection is perceived as a series of stages that the solicitants go over, each stage of the selection process being treated as an obstacle that chooses systematically the number of the employees that advances in the next stage. So, the passing to another stage of the selection process is conditioned by the acceptance in the precedent stage. In each stage of the selection process, the unwanted solicitants are rejected, in contrast with other organizations that allow to all the candidates to cover the whole selection process. Regarding all those, the practice of the clinic's has situations when weren't covered all the stages of the selection process. In those cases the number of the selection stages has been reduced, the candidates proving to possess all the qualities necessary to the job, the decision of employment being taken even after the first interview. For the organization of the personnel selection similar to the enlistment, is regarded as a process of communication in a double way and as a component of the unit relation with the external medium. The personnel selection constitutes a continuous preoccupation of the unit's personnel compartment, because this activity may become very expensive if there are hired persons that are finally appreciated as inadequate for the job. In the clinic as in the specialty literature, the personnel selection is appreciated as an activity of prevision within the people's differences must be agreeable with the differences in the requirements of the jobs. Next, the personnel service of our unity, in the selection process of the personnel takes into consideration that the people are different one another through a series of qualities and the jobs are different through the requests imposed to the candidates. It is a very important thing to say that the selected persons correspond to the offered jobs and this affirmation is close to reality. The main objective of the personnel selection the unit is that of obtaining those employees that are the closest to the wanted performance standards and that have the most chances to realize the individual and organizational objectives, in other words "the perfect man in the perfect place".

In the hiring process and, in general, in the selection process, in special, we have to take into consideration the internal and external factors and the organizational needs. The intern prospect of the employment possibilities usually is made before the external one, the vacancy post being proposed anterior to the intern wage earners. In this case, the intern recruitment of the wage earners that supposes the covering of the same selection stages by the respective candidates as by the external candidates. In the process of external prospect of the personnel employment, the organization has several instruments and action ways, for example, the direct candidate ship of the firms to different solicitants and the publicity announces in the local and central press. The selection is made to fit the vacancy

posts with competitive persons, from the offer of candidates obtained after the personnel recruitment. This phase is important because an efficient personnel selection may be realized only if the recruiting of the personnel assures a big number of competitive candidates the purpose of the firm. In our clinic the personnel selection is made according to the scientific methods that are based on scientific criteria and use methods and ways or techniques of evaluation, in order to choose the most competent persons on the post and the permanent improvement of this process. In the unit the empirical methods of personnel selection that haven't been used are: the impressions, the graphological analysis, phrenology, chiromy, astrology. In succession, the post analysis, the human resources planification and the recruiting of the personnel are premises or basal conditions of the selection personnel process that is defined as an activity of the human resources management that consists of choosing the most competitive and suited candidate to occupy a certain post according to some criteria. A special attention is given to completing the post sheet in order to be clear, characterizing the reality of the respective post and avoiding the eventual ulterior misunderstandings from the post candidate. It is considered that in the personnel selection process the recommendations shouldn't be taken into consideration, because they have a subjective character. It is preferred to be taken into consideration the curriculum vitae and the interview, the organization according a special attention to the interviews that bring complex data about the candidate. The clinic tries to increase the interviews quality. Also, the improving of the employment tests is taken into consideration, to succeed a close to the reality appreciation of the capacities of the persons interested in occupying the respective post.

Our unit, taking into consideration the evolution and importance of the selection personnel process, in the socio-economic context, of technology evolution, of the increasing of the complexity of the undergone activity is permanently preoccupying by the improvement of the methods and techniques of selection, frame and integration of the personnel in the organization.

Discussions regarding the understood negative and positive aspects in the personnel selection and possible improvement measures

The clinic has always adopted a rigorous, severe and careful way in choosing the candidates, considering that their activity is in a direct link with the avoidance of the conflicts, with the unit's results and with the market image of the firm. For example, to occupy a post of medical assistant in our clinic the most frequent situation it is chosen after the selection process one person among 50 competent candidates. Our experience during time determined us that in the selection process to prefer the employment of a person without experience or in the situation we consider the best with a limited work experience in the case the personnel recruiting and selection process allows us through the existence of a large number of competitive candidates at that moment. In contrast with, the majority of the units that prefer to employ on different posts persons with experience in the activity, in the idea that they may face immediately the post necessities, in our clinic is preferred the employment of the beginners, because in the daily practice, during the years those persons may be formed quicker and better in accordance with the job's and the organization's exigency.

It has been proved that in the case of persons with experience in the activity, except the experience in the activity they bring in the unity a series of mistaken abilities that are very hard or even impossible to change. This reform process of the employee, to face the job necessities and the organizational personnel politic is lastly so laborious and needs such an

increased consume of time, energy, patience that reached to the conclusion that isn't worth trying. This preference of the clinic to employ persons with no experience at all or low experience, to form them at the job, is practiced by our unit especially in covering the medical equip posts (medical assistance, medical chief assistance) and the cleaning and caring team (graduate nurse, cleaning personnel). On the contrary, this way of personnel selection, it is not used in the posts of the administration team (human resources manager, accountant, jurist) and in the paramedical team (physiotherapeut, ergotherapeut), as well as in the coordonator doctor, specialist doctor and helping personnel(kitchen, laundry). Another aspect that necessitate attention when employing personnel on any other work place is smoking. After realising a statistic on two distinct lots of smokers and non-smokers, each in a group of 10 persons, for three months, has been observed that the employees that smoke have a reduced work efficaciousness compared to the non smokers, the employees that smoke work an hour and a quarter less then the eight hours program, in the detriment of the non smokers that are obliged to compensate the deficiencies in the smokers activity and certainly is in the disadvantage of the paying firm. In some cases, the time lost by the smokers from the work program reaches to two hours among the eight hours of work per day. Certainly, this was a summary study, on a small lot and in a relatively short period that had as purpose, the illation of the conclusions regarding this aspect in the clinic and to decide what is to be done next. A more complex study, on an extended period of time would give us numerous and convincing information. In succession, in the employment sheet one of the questions is if the person interested in the job smokes. If the answer is affirmative the person is eliminated from the beginning of the selection process. Those are few of the opinions resulted from the personal experience, during time, that I considered important to be presented.

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