



Human resource management of renal nursing staff: The case study of Northern Greece

Stavroula Vovlianou¹, Efstathios Dimitriadis², Nafsika Nikiforidou³, Stamatia Zekaki⁴

¹BA of Greece (PhDc, MSc), Haemodialysis Unit, General Hospital of Kavala, 65500 Ag. Silas, Kavala, Greece

²Nursing Department, International Hellenic University, Kavala, Greece

³Head Nurse in Haemodialysis Unit, General Hospital of Kavala, Kavala, Greece

⁴Head of Nursing Services, General Hospital of Kavala, Kavala, Greece

1. Introduction

By definition, human resource management (HRM) refers to the administrative function which studies, implements and supervises the improvement of activities related to the management and development of staff in an organization. This can be achieved with various documented programs and tools.

Nursing in hemodialysis units has been well established since the 1960s. Moreover, the current technological developments offer to patients the opportunity to select various replacement methods. However, the limited economic sources put additional workload to the administration of the dialysis unit. The increasing demand has required the nurse to become technologically skilled to the detriment of caring. Five main approaches according to "theory of change" could be adopted to develop and support nursing staff: recruiting staff with skills in service transformation; redesigning roles and creating new roles; enhancing the work planning; linking staff development to renal units needs; creating opportunities for shared learning and knowledge exchange. Therefore, each nurse contributes to success individually.

2. Methods

The objectives are summarized in the increase of competitiveness and efficiency as well as the performance and satisfaction of renal nurse staff with a concurrent advanced quality of the services to renal patients.

A structured questionnaire was selected using twelve multiple choice questions and twenty Likert scale questions. The sample is made up of 46 people, all nurses having a position of responsibility in Renal Units of twelve public hospitals in the area of Macedonia and Thrace of Northern Greece.

The required training of renal staff in HRM is below the average (average=2.86) as well as their work performance and their level of education and knowledge (average=2.85). At the same level averages also the use of information systems by renal nurses (average=2.92). Compared to the mentioned factors, the average value for the opportunities offered to staff to discuss with the head nurses about the difficulties that they face is much lower (average=2.37). Above the average is the available participation in training programs (average=3.17), the implementation of training sessions on quality issues (average=3.65) and the implementation of quality assessment and improvement methods (average=3.77).

3. Results

Assessment variables of Human Resources Management	Average Price	Standard Deviation
The required training of renal staff in HRM	2,86	0,979
The opportunities offered to staff to discuss with the head nurses about the difficulties that they face is much lower	2,37	1,035
The available participation in training programs	3,17	1,004
The use of information systems by renal nurses	2,92	1,003
The work performance and the level of education and knowledge	2,85	0,878
The implementation of training sessions on quality issues	3,65	0,911
The implementation of quality assessment and improvement methods	3,77	0,924

4. Conclusions

The satisfaction with job performance along with training and education of nursing staff are sufficient; although training programs on quality issues are few or null. Finally, the methods used to assess and enhance the quality of care provided are also limited in renal units of Northern Greece.

5. References

1. Wood, S. 'Human Resource Management and Performance', International Journal of Management Reviews, 1999; (1), 367-413.
2. WHO, WHO training manual on management of human resources for health, World Health Organization, 1993; Geneva.
3. Pan American Health Organization (PAHO) 'Development and strengthening of human resources management in the health sector, 128th Session of the Executive Committee. 2001; Washington DC.
4. Neal, A. and Griffin, M.A. 'Developing a Theory of Performance for Human Resource Management', Asia Pacific Journal of Human Resources, 1999; (37), 44-59.
5. Macfarlane, F., Greenhalgh, T., Humphrey, C., Hughes, J., Butler, C., & Pawson, R. A new workforce in the making? Journal of Health Organization and Management, 2011; 25(1), 55-72.
6. Bevan, M. T. Nursing in the dialysis unit: technological enframing and a declining art, or an imperative for caring. Journal of Advanced Nursing, 1998; 27(4), 730-736.