

THE IMPACT OF ORGANIZATIONAL LEARNING AND PROCEDURES ON CITIZENS' SATISFACTION IN GREEK PUBLIC ADMINISTRATION

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Abstract

The quality, the effectiveness and the efficiency of the administrative action is crucial to the modern economic, social and administrative environment. Thus, they are the content of the Public Administration Reforms, according to the international trends on Public Management during the last two decades. Within this wider framework, Greece is expected to face the issue of reorganization of the administrative structures as soon as possible. The intent of the present research is to investigate the relationship between the basic organizational procedures based on strategy and their efficiency and effectiveness in citizen/customer services provided. We rely on primary data drawn by nursing staff's and the patients' perceptions of a Greek public Hospital. A printed questionnaire was distributed to the workforce of the nursing service and the patients of Serres Public Hospital. The public organization, in its effort for efficiency and effectiveness, identifies the basic procedures it performs to deliver its services (enablers) and impacts (results), taking into account organizations' mission and strategy. An effective and efficient organisation identifies its core processes, which it performs in order to deliver its services (outputs) and impact (outcomes), considering the expectations of the citizens/customers and other stakeholders, in line with its mission and strategy.

Key words: Public Strategic management, Organizational learning, core Procedures, Citizens services oriented, Citizens' satisfaction, Efficiency, Effectiveness

This research seeks to identify the factors related to the procedures and citizens/patients needs and expectations in Serres General Hospital. The research questions are as follows:

- 1) The investigation of the basic procedures and their continuous improvement through continuous organizational learning aligning with organization's strategy and stakeholders' expectations.
- 2) The investigation of how organisations develop and deliver their services/products in order to satisfy the needs of the citizens/customers by involving them.
- 3) The investigation of the degree of citizens' satisfaction as users of the services provided.

The questions come from:

A) The ENABLERS of the CAF Criterion 5 on the procedures, concerning:

- 5.1) Does it identify, plan, manage and introduce innovations in processes on a continuous basis, involving the stakeholders?

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5.2) Does it develop and provide services and products oriented towards the citizens / customers?

5.3) Does it coordinate procedures throughout the organization and other relevant partners?
and

B) The results of the CAF Criterion 6.1 on the Services provided to the patients by the public hospital, in order to measure citizens' perception about organization

Is there a link between the presence of innovations and the continuous improvement of procedures by the stakeholders, for citizen-oriented services and coordinated with cooperating partners in order to enhance citizens' satisfaction about services provided? In other words, are the questions (5.1.5.2.5.3) related to measurement of citizens / customers perceptions about the organization (6.1)?

The investigation of the presence, description and analysis of procedures followed by customers'/citizens' perception measurement about the organization helps to determine whether procedures can support the achievement of the strategic objectives. Efficiency or inefficiency of procedures is an important factor in improving the organizational performance under a framework of total quality management.

1. Introduction

Quality, effectiveness and efficiency of the administrative action are the content of the Public Administration Reforms and crucial to the modern economic and social environment, according to the international trends on Public Management during the last two decades. Within this wider framework, Greece is expected to face the issue of reorganization of the administrative structures as soon as possible.

Public administration and local government in Greece is almost on a daily basis, at the center of political, economic and social developments. The main problems of the Greek public administration are the low level of citizens' satisfaction by the provided public services, the complex institutional framework, the bureaucracy, the corruption and opacity of public mechanisms and the high administrative costs. The elimination of perennial problems requires the adoption and implementation of new organizational and operational methods and structures, as well as administrative practices of modern governance.

To improve efficiency and effectiveness, it is useful to introduce tools and management models used in private sector with appropriate customization. The implementation of modern information systems and processes of new management on resources and information are essential for the improvement of Public Administration functioning and customer-oriented services (Makridimitris, P.Liverakos, 1999). Redesign and simplification of processes combined with the introduction of information systems as well as the continuous training of staff are the main aspects of citizen-oriented services and efficient public management. Business Modeling is the process of schematically representing the processes of an organization so that they can be analyzed and improved. Quality improvement often requires the use of information technology.

In addition, Public administration reforms should focus on increasing the organizational learning and employees' competences (Karkatsoulis, 1997). Therefore, in order for a business or an organization to be able to provide effective and qualitative services, it should manage effective and efficient procedures.

The intent of the present research is to investigate the relationship between the basic organizational procedures based on strategy and their efficiency and effectiveness in

citizen/customer services provided. We rely on primary data drawn by nursing staff's and the patients' perceptions of a Greek public Hospital.

2. Theoretical Part

2.1 Theoretical Framework

The public organization, in its effort for efficiency and effectiveness, identifies the basic procedures it performs to deliver its services (enablers) and impacts (results), taking into account organizations' mission and strategy. An effective and efficient organisation identifies its core processes, which it performs in order to deliver its services (outputs) and impact (outcomes), considering the expectations of the citizens/customers and other stakeholders, in line with its mission and strategy. The role of strategy of the organizations is very important because it is the means of combining the vision with the actions it undertakes in order to make use of the resources it has, to realize its objectives and its mission, based on its perception of its future. Particularly today, in the era of globalization, rapid technological development and vast knowledge, the development of strategy by companies / organizations responds to how they will realize their mission or vision, that is, it shows them the ways that will lead them where they want to be in the future. Although we cannot claim that strategy it always ensures success, nevertheless it helps to achieve it. The difficulties faced by organizations in implementing the strategies they adopt are often due to the tools they use to create, implement and evaluate these strategies. Such tools are usually inappropriate.

In particular, an effective strategy should clearly state what the desired future situation (vision), what the business wants to serve (mission) and how to assess progress towards meeting the objectives, i.e. by what criteria (Gammel, Van Looy & Dierdonck, 2013). According to Dess, Lumpkin and Eisner (2008), strategic management can be defined as analysis, decisions and actions undertaken by an organization in order to create a competitive advantage. The process of strategic management is divided into 3 stages (Johnson, Scholes & Whittington, 2008; David, 2012):

1. (Strategic) analysis, formulation and selection of the strategy,
2. Its implementation / materialization and
3. Its evaluation.

Total quality management is an anthropocentric (a human-oriented) management philosophy that aims to continuously increase customer satisfaction at ever lower cost levels. It is a holistic and systemic approach with a horizontal orientation that includes all employees. It focuses on learning and adapting to lasting change as key parameters for organizational success.

Practically the total organizational behavior is directly or indirectly influenced by learning. By applying the principles and learning processes, employee behavior can be guided and improved. The organizing of learning is also called a "new model" of organization, in contradiction to the "old" bureaucratic, vertically hierarchical, process-attached model that does not seek innovation or improvement. The new model is characterized by a more horizontal structure and operation of networks within the organization, by an effort to innovate in accordance with the needs of the customer, by the involvement of all employees, creativity and continuous learning, so that the internal needs of the members of the organization, by feeling that they are participating in the realization of a common vision, are satisfied. To implement this new model, a very different type of organization and very different behavior and thinking by all its members are required in relation to the old bureaucratic model. Learning, as a phenomenon embedded in an organization's business culture, can positively influence the four processes or consequences of learning: acquiring

information, disseminating of knowledge, interpreting information, and conserving knowledge (Huber, 1991; Hult et al., 2000; Sinkula, 1994; Slater and Narver, 1995). Tsagalidou, (2011) emphasizes that designing an effective and extensive - wide-ranging public sector knowledge management system requires the best combination of people, information, processes and technology. All researchers come to the common conclusion that there is a strong link between organizational learning and the future effectiveness. Therefore, in order for a business or an organization to be able to provide effective and qualitative services, it should manage effective and efficient procedures. Based on the projects of the quality pioneers (e.g. Deming, Juran, Ishikawa), process management is a key component of overall quality management but also a part of the improvement actions in organizations. Process planning ensures that the services can be produced / provided and actually meet the needs of the organisations customers.

Process Design includes 6 parts (Evans & Lindsay, 2007):

1. Recognition of customer requirements,
2. Identification of product / service characteristics (technical requirements) corresponding to customer requirements,
3. Assessing of the importance of customer requirements and of competing products / services in relation to them (requirements),
4. Correlation of the customer's requirements with the technical characteristics of the product / service,
5. Definition of technical requirements relationships for product / service design,
6. Technical priorities, data of comparative assessment and targets.

The best procedure is a small volume of services but with a wide variety / diversification which can meet customers' needs while satisfying the staff for providing real value service. To achieve the auspicious service it is necessary (Fitzsimmons et al., 2014):

1. Identify the main processes.
2. Select their most important and rank them accordingly.
3. Analyze how a process can be improved.
4. Identify the changes needed to support the improved process.
5. Apply changes to improve the process.
6. Determine the results from improving the process.
7. After improvement, restart the process.

For public entities the concept of business processes becomes particularly important as the public sector services provided to a large number of citizens - customers with special characteristics and multiple needs. Ould (2007) quotes a descriptive definition of the process rather than a verbal conclusion. According to Ould, each organization has a number of processes that it performs in order to achieve its objectives, such as offering its services to the public, recruiting staff, designing and offering products, developing investment policies, and so on. Each process separately is a type of activity within the organization where the employees work together to produce the desired result (output). Organizations have procedures that describe what needs to be done in each specific situation. According to Tonchia & Tramontano(2004), processes can be considered for an organization as the main factor determining client-citizen satisfaction. Proper process management helps the organization to solve problems that are related to its organizational structure. Redesigning and simplification organizational processes are a very difficult task because of the radical changes being caused. Reengineering happens as the business works, making it particularly difficult.

The authors liken the process of redesigning as "trying to change wheels in a car running on the road". Papadimitropoulos (2008) argues that simplification of procedures is "the continuous and systematic revision of the legislative and regulatory frameworks as well as of the administrative practices that define administrative procedures in order to be compatible with the principles of effective legislation and the efficient – effective operation of public agencies based on citizen - oriented services ". Rammata (2006) argues that the concept of simplifying procedures approaches the citizen as a taxpayer, as a consumer and as a voter. As a taxpayer, because simplified procedures ultimately reduce administrative costs and consequently the tax burden; as a consumer because the revised procedures put the client-citizen at the center; and finally as a voter because simplification ensures clarity, control, participation and ultimately democracy.

Simplification strategies, as the OECD characteristically states, are complex plans that have long-term goals and a comprehensive government policy. Simplification strategies usually include 5 successive phases:

First phase. Programming: This is the first phase of the process of establishing a strategy for administrative simplification. Planning requires a preliminary survey of governmental goals, economic resources, capabilities and tools to be used. At this stage, the government's staff should set out a clear path of how it means simplification policy, what tools it will use, how it will succeed it and at which cost.

Phase 2. Consultation: Prior to the implementation of the Strategic Simplification Plan, consultation with public sector participants (citizens, businesses, bodies, societies and corporations, parties, etc.) is necessary in order to achieve the necessary social and political consensus. The consultation makes the plan viable in the medium and long term period and leads to a fairer status, to which all the social partners have a say.

Phase 3. Planning: At this point, objectives, time schedule and resource allocation should be clearly recorded. The measurement policy of the results should be integrated by defining variables (indicators) that will clearly demonstrate the achievement of the objectives.

Phase 4. Application: At this stage, the attempt of simplifying processes begins according to the staff design. The tools are ready.

Phase 5. Monitoring and evaluation: It is a necessary step for project managers to determine whether the policies implemented have results according to the plan. At this stage the administration has in its hands reports, measurement tables, a list of problems related to the effort to implement the policy. The staff evaluates and delivers solutions in a systematic and unified manner.

According to Karkatsoulis (2004), the policy of simplifying procedures has been trapped in recent years in a legal formalism and focuses on the legal form that redrafting processes can take. The persistence of public services in processes that are de facto dysfunctional and incredibly bureaucratic creates an extraordinary problem in employee efficiency and leaves no room for improvement. The solution should focus on changing the legislative framework that allows changes in administrative procedures with emphasis on simplification and efficiency. Finally, the fragmentary use of information technology by the society is a barrier to the implementation of an overall policy. The negative point is that costly efforts are being made to adapt technology and information systems to the heavy, complicated bureaucratic public sector without redesigning of processes that would pave the way for an effective change in the form and operation of a public body. Managers are required to be informed about the requirements of society and the updated resources available in order to be able to increase their administrative capacity and meet even the most complex demands of citizens. But to do this, prerequisite is the proper training of employees. Through the right training, information

and acquisition of new knowledge, development of their abilities, change of attitudes and mentality (improvement of working culture), creation of a team spirit, satisfaction of the employees themselves (the administration cares for their progress) is favored and, of course, all of this comprehends total quality management, which leads to an improvement in efficiency and effectiveness of the public sector. Hospitals are complex fast-growing Organizations (Drucker, 2006). Strategic management is required with purpose:

- the development of economic efficiency (better management of resources),
- to develop the appropriate mission and culture (clarification of objectives and vision);
- to improve programming and organizational planning (provision of information strategy to senior management),
- to increase competitiveness (ability to develop innovative actions),
- to configure improved communication channels,
- to provide incentives for human resources and others.

Most of the employees, for example doctors, nurses and other human resources specialists, have to use their knowledge every day so that through the processes they can carry out their work with their own background, perspective, educational needs and certification procedures (Drucker, 2006). Leadership practices and behavior are important factors in the success of knowledge sharing (Liu et al., 2012). Leaders should encourage a culture that seeks to solve problems in a health service organization (Sanchez Polo and Cegarra-Navarro, 2008) and encourage the spirit of lifelong learning (Chang et al., 2009). Organizations must pay attention to workflow assessment and before any intervention (Ash et al., 2012), to create a smooth channel of communication with employees to share knowledge and experiences (Chang et al., 2009) and eliminate distrust (Kümpers et al., 2006). In the Sanchez Polo and Cegarra-Navarro (2008) study, participants suggested that sharing information to improve patient service should bring tangible benefits. Another incentive could be competition in the health care sector. (Ash et al., 2012) argues "There are employees in the health care area who want to share their knowledge with others. These are called mediators of knowledge". They provide the necessary human element of interaction, communication, mentoring, skills development and knowledge exchange required for effective knowledge transfer (Armstrong et al., 2007). In other words, they bridge the gap between theoretical and practical (Gerrish et al., 2011). Leaders should detect health mediators and support them in their endeavors.

Proper implementation of processes resulting from learning and knowledge can result to improvements in the health care organization, such as:

- Better decisions based on better information
- Uniformity of actions within the limits of the entire organization
- Better understanding of the organization and processes of the organization
- Common perspective of the organization's policy and objectives
- Improvement of quality of health care service
- Increase of the organization's efficiency
- Reduction the cost of operations
- Greater competitiveness of the organization
- Strengthening of patient-centered care service (Balis, 2007).

When health professionals become aware, through knowledge management, about the existence of available knowledge capital of the organization, they will be able to make more credible and informed decisions (Fennessy, 2002). Also, the dissemination of knowledge, even if it involves cases of medical errors, can contribute to the process of learning through omissions made in earlier cases of treatment of patients and lead to better health care (Balis,

2007). Knowledge Management is a philosophy of exploiting the power of knowledge in today's era of competition and lack of resources. Especially in the administration of health care units, the implementation of knowledge management strategies can help reduce mistakes, which are extremely important for improving the quality of health services provided (Karimitri, 2016). Health care professionals should actively cultivate knowledge and learning environment and leaders should reward people who promote knowledge. As a result, executives should also try to eliminate barriers by supporting electronic libraries and user-friendly information systems. Employees should understand that if they join forces and give their knowledge to the collective memory account, they will also benefit from the interest that their workplace has gained.

3. Research methodology

3.1 Research goals and Research field

An effective and efficient organisation identifies its core processes, which it performs in order to deliver its services (outputs) and impact (outcomes), considering the expectations of the citizens/customers and other stakeholders, in line with its mission and strategy. The nature of these core processes in public service organisations may vary greatly, from relatively abstract activities, such as support for policy development, or regulation of economic activities, to very concrete activities of service provision. The need to generate increasing value for its citizens/customers and other stakeholders and to raise efficiency are two of the main drivers in process development and innovation. The increasing involvement of the citizen/customer in the public administration, stimulates organisations to continuously improve their processes, taking advantage of the changing environment in many areas such as technology, economy and population.

The field of this research is the nursing service due to the large number of the sample that consists of the patients of the hospital and their direct contact with the Nursing staff of the organization. Patients assess the services provided by the nursing staff. The selected sample ensures an objective and representative reflection of the patients, taking into account parameters such as age, gender, family status, educational level.

The main three objectives mentioned below are related to the Procedures used in the nursing service of the Public Hospital of Serres and the application of the results to the satisfaction of citizens / clients.

Goal 1

This research aims to describe improvement actions revealed by the assessment and investigate their effectiveness in achieving the desired organization's objectives and how can procedures contribute to achieving strategy. In today's external environment, with economic and social changes, rapidly changing needs of citizens / customers, globalization, new technologies and the chaotic flow of information, public hospitals are invited to adapt and serve public welfare in an environment of continuous learning. The questions set for the establishment of the existing operational level of the organization are as follows:

- Can it survive and adapt to the ever-changing scene?
- Can it overcome the established weaknesses such as: structural inefficiency, confusion of responsibilities, mistaken bureaucratic mentality, lack of trust, dissatisfaction of citizens, limited use of human resources, and lack of quality management, complexity and absence a unified coordination?
- Can it create an appropriate climate for the organization to bring about continuous internal improvement and integration for all its members based on organizational learning?

The questions set derive:

A) from the questionnaire of the ENABLERS of the CAF on the procedures, concerning the following:

5.1) Does the organization identify, plan, manage and introduce innovations in processes on a continuous basis, involving the stakeholders? This research investigates the presence of specific procedures and their continuous improvement through continuous organizational learning aligning with organization's strategy for all stakeholders.

5.2) Does the organization develop and provide services and products oriented towards the citizens / customers? This research investigates the procedures affect the organizational performance and the development of procedures that are citizen-oriented.

5.3) Does the organization coordinate procedures throughout the organization and other relevant partners?

The results of the study on the procedures and their relationship with citizens / customers satisfaction, including performance measurement of the organization, will highlight the strengths and weaknesses of the hospital and will form the basis for planning the mission and the strategic goals in order to be able to follow developments in response to the ongoing changes in the environment by exploiting its resources. The public organization, in its effort for efficiency and effectiveness, identifies the basic procedures it performs to deliver its services (outflows) and impacts (results), taking into account the expectations of citizens / customers and other stakeholders, in connection with its mission and strategy.

Goal 2

B) from the questionnaires of the results of the CAF on the Services provided by the public hospital, concerning the following:

6.1) to measure citizens' perception about services provided by the organization. The investigation of the degree of citizens' satisfaction as users of the services provided.

The research seeks to identify the relationship between citizens' satisfaction measurement and the effectiveness of procedures.

3.2 Research approach

The approach of the subject was carried out by empirical research and the quantitative and qualitative method will be used. For the collection of data and information, a closed-ended questionnaire was used.

Every public organization has procedures. Each procedure consists of a series of successive activities that convert resources or inputs into results or outflows and thus to added value. These procedures are divided into key and management procedures and support its strategy and planning. A public organization must identify, assess and control, if necessary, its administrative procedures, and encourage both employees and citizens/customers to participate in their design and improvement.

To achieve the purpose of the research, it was used the Implementation Guide of the Common Assessment Framework, issued in 2017, a tool of total quality management.

More specifically the following was used:

(A) the questionnaires of criterion 5 related to enablers of procedures, which refers to the way how the public organization identifies, manages, improves and develops its core procedures to support its strategy and planning. The tool of this research was the use of the questionnaire of CAF on processes/procedures (sub-Criteria 5.1, 5.2, 5.3). Interviews were conducted with the leader of the hospital, the special quality office of the hospital, all managers of every

department and the representatives from each professional field. The questionnaire CAF criterion 5 distributed to the mentioned above Quality Management Team (24 members).

B) the questionnaire of criterion 6 related to results on citizens' perception measurement about the services provided by the public organization. Results measured citizens' satisfaction and answered by telephone interviews with the users of the services. The quality management team reached consensus after discussions and the questionnaire (criterion 6.1) was adapted to the specific results of the services provided. Finally, the questionnaire was adapted in order to draw conclusions from this research and demographic characteristics related to the patients, as well as some questions refer to the specific provided services were added. Questions intended to capture patients' perception on undisputed medical or nursing procedures were excluded. Here we mean the medical and nursing services that follow specific medical and nursing protocols, and decision-making needs the scientific background of health care staff. Patients haven't got the knowledge and skills for assessing this kind of medical and nursing procedures.

The research was carried out at the General Hospital of Serres that has been operating since 2003. The General Hospital of Serres is a Legal Entity and be subjected to the control and supervision of the Administrator of the 4th Health Region of Macedonia and Thrace.

The hospital has four hundred and fifty (457) beds, of which fifty (50) belong to the Center for Physical Medicine and Rehabilitation. The hospital is classified in the category of large institutions (more than 400 beds).

The main objectives of the Hospital are:

- a. The provision of Primary and Secondary Health Care in the population of the responsibility of the 4th Health Region of Macedonia and Thrace, as well as in patients referred by other Health Regions. Health care is provided equally to every citizen, regardless of his or her economic, social and professional status, in accordance with the rules of the National Health and Social Security System.
- b. The specialization, ongoing education and training of doctors, nurses and other health professionals, by developing and implementing respective training programs.
- c. Developing and promoting of research in the health sector field. In this direction, it implements and develops research programs and cooperates with other relevant bodies as well as international organizations, universities and scientific research centers.
- d. Collaboration with hospitals and other health care units in order to develop and upgrade overall health care provision. In particular coordinates the implementation of educational programs, as well as specific health-related studies and assessment programs with other healthcare units located in the Management of the 4th Health Region of Macedonia and Thrace.

3.3 Research questions & hypothesis

Analytically, this research seeks the issues below under the CAF framework:

- a. Investigation of the criterion 5 which refers to "r ON PROCEDURES". CAF criterion 5 distributed to the CAF Quality Management team (consists of 24 members who represent all the nursing staff from all sectors, departments and hierarchical levels). documentary evidence were collected on the main procedures implemented which support employees to contribute effectively and productively to the organisation's overall mission, vision and to the accomplishment of the organisation's objectives. The investigation of the presence, description and analysis of procedures followed customers'/citizens' opinions will help to determine whether procedures can support the achievement of the strategic objectives. This

research investigates the specific questions below reflecting the relevant factors. Therefore, Criterion 5 produces the following factors under investigation:

1a. ENABLER: EFFECTIVE SERVICES TO PATIENTS - question 5.3

2a. ENABLER: CITIZENS' INVOLVEMENT TO SERVICES - question 5.11 and 5.16

3a. ENABLER: RELIABLE INFORMATION BY THE NURSING STAFF TO PATIENTS - question 5.14

b. Investigation of the criterion 6.1 which refers to "RESULTS ON PATIENTS' PERCEPTIONS ABOUT SERVICES". CAF criteria 6 distributed to patients served by the nursing staff (141 completed questionnaires) in order to capture patients' perception concerning the services provided. This research investigates the specific questions below reflecting the relevant factors. Results deal with the satisfaction or positive perceptions of patients which should be maximized through effective procedures as well as quality management of the hospital.

Therefore, Criterion 6.1 produces the following factors under research:

1b. RESULT: EFFECTIVE SERVICES TO PATIENTS - patients' perception on question 6.3

2b. RESULT: CITIZENS' INVOLVEMENT TO SERVICES - patients' perception on question 6.4

3b. RESULT: RELIABLE INFORMATION BY THE NURSING STAFF TO PATIENTS - patients' perception on question 6.7

a. RESEARCH QUESTION 1

1a. FACTOR ASSESSMENT/EVALUATION - the self-assessment group assesses question 3.16

1b. FACTOR ASSESSMENT/EVALUATION - employees' perception on question 7.18

Is there a relation between the factor related to ENABLER: EFFECTIVE SERVICES TO PATIENTS - question 5.3 assessed by the Quality Management team and the relevant factor RESULT: EFFECTIVE SERVICES TO PATIENTS - patients' perception on question 6.3?

HYPOTHESIS 1. There is a relation between between the factor related to ENABLER: EFFECTIVE SERVICES TO PATIENTS - question 5.3 assessed by the Quality Management team and the relevant factor RESULT: EFFECTIVE SERVICES TO PATIENTS - patients' perception on question 6.3. The HR enabler can predict the patients' satisfaction by the effectiveness of services provided. Efficiency or inefficiency of procedures is an important factor in improving the organizational performance under a framework of total quality management.

b. RESEARCH QUESTION 2

Is there a relation between the factor related to ENABLER: CITIZENS' INVOLVEMENT TO SERVICES - question 5.11 and 5.16 assessed by the Quality Management team and the relevant factor RESULT: CITIZENS' INVOLVEMENT TO SERVICES - patients' perception on question 6.4?

HYPOTHESIS 2. There is a relation between between the factor related to ENABLER: CITIZENS' INVOLVEMENT TO SERVICES - question 5.11 and 5.16 assessed by the Quality Management team and the relevant factor RESULT: CITIZENS' INVOLVEMENT TO SERVICES - patients' perception on question 6.4. The HR enabler can predict the patients' satisfaction by the involvement of citizens to the development of the services provided.

c. RESEARCH QUESTION 3

Is there a relation between the factor related to ENABLER: RELIABLE INFORMATION BY THE NURSING STAFF TO PATIENTS - question 5.14 assessed by the Quality Management team and the relevant factor RESULT: RELIABLE INFORMATION BY THE NURSING STAFF TO PATIENTS - patients' perception on question 6.7?

HYPOTHESIS 3. There is a relation between between the factor related to ENABLER: RELIABLE INFORMATION BY THE NURSING STAFF TO PATIENTS - question 5.14 assessed by the Quality Management team and the relevant factor RESULT: RELIABLE INFORMATION BY THE NURSING STAFF TO PATIENTS - patients'. The HR enabler can predict the patients' satisfaction by the performance and competences of the nursing staff.

3.4 Answer scale

The answers to each question are given on a six- grade scale (grading from the lowest to the highest level)

(0) NOT AT ALL	➤ reflects the lack of any satisfaction regarding an activity, its absolute insufficiency and ineffectiveness
(1) VERY SLIGHTLY	➤ reflects minimum satisfaction regarding an activity, low level of sufficiency and effectiveness
(2) SLIGHTLY	➤ reflects satisfaction regarding an activity, median level of sufficiency and effective
(3) MUCH	➤ reflects satisfaction regarding an activity, a good level of sufficiency and effectiveness
(4) VERY MUCH	➤ reflects a high level of satisfaction regarding an activity, a very good level of sufficiency and effectiveness
(5) ABSOLUTELY	➤ reflects excellent satisfaction regarding an activity, an excellent level of sufficiency and effectiveness

4. Conclusions

In these times of socio-economic crisis and austerity, the policy effectiveness, operational performance and quality of public services are crucial factors in responding to the changing needs and expectations of citizens and society. The main procedures of an organization aligned with the strategic objectives and their results could maximize citizens' satisfaction. There are cause-effect links of fundamental importance comparing a given result (or set of homogeneous results) on patients' satisfaction with the 'evidence' collected on the relevant factors on the enabler side – management on procedures. This research sheds light into enablers relevant to procedures and their impact on patients' perceptions about the services provided. The evidence of the analysis suggests that a significant number of the variables defining the so called enablers do not affect results on patients' satisfaction. The analysis of the data revealed that the self assessment team assessed relatively medium effectiveness of procedures in achieving the desired organization's objectives. The public organization, in its effort for efficiency and effectiveness, identifies the basic procedures implementation at medium scoring levels regarding the effectiveness of services to patients, citizens' involvement to the development of the services and the reliable informations given by the nursing staff to patients . On the other hand, taking into account the expectations of citizens / customers, the above factors were measured at high-very high scoring levels by the patients. Moreover, employees' demographical characteristics on their perception and attitudes are not significant. Furthermore, the analyzes showed that there is not a correlation between the factors under study, so that procedures cannot predict patients' satisfaction. Citizens / clients

satisfaction ratings were high. It is likely to be related to public health where citizens are more sensitive. Citizens' expectations are at a lower level than from that the staff think. Thus, patients have not have a clear image about the procedures and other factors affect their satisfaction by the services provided such as effective management which contributes effectively to the accomplishment of the organisation's objectives or employees performance and attitudes who contribute productively to the organisation's overall mission, vision and strategy. According to Quality Management team scoring, measurement through CAF brings about the necessary improvements as perceived by patients and top management in achieving organization's objectives and developing citizen-oriented services. The holistic approach of CAF simply mean that all the composition elements have a reciprocal impact on each other. The left part of the model (the enablers – causes) and the right part (the results – effects); and the holistic relationship between the causes.

According to CAF (2013) and Guide of CAF (2017), a typical assessment report can be drawn up describing the results of self-assessment and the following elements:

- The strengths and areas for improvement for each sub-criterion supported by relevant evidence.
- Ideas for improvement actions to fill any gaps between the current situation and the strategy objectives in order to achieve the desired results that are in line with the goals of each department and the entire organization.

The results of this study form the basis for the improvement action plan and the formulation of strategic objectives of the hospital so as to be able to follow developments, to respond to citizens' expectations as well as continual changes of the external environment by utilizing most of its resources.

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