



ISSN: 0975-833X

Available online at <http://www.journalcra.com>

International Journal of Current Research
Vol. 11, Issue, 08, pp.6230-6234, August, 2019

DOI: <https://doi.org/10.24941/ijcr.36273.08.2019>

INTERNATIONAL JOURNAL
OF CURRENT RESEARCH

RESEARCH ARTICLE

PROTOCOL DEVELOPMENT OF ON JOB TRAINING FOR NEW NURSES AT MITRA MEDIKA HOSPITAL MEDAN

^{1,*}Chairul Munir, ²Etti Sudaryati and ³Roymond H.Simamora

¹STIKes Flora, Medan, Indonesia

²Faculty of Public Health, Universitas Sumatera Utara, Indonesia

³Faculty of Nursing, Universitas Sumatera Utara, Indonesia

ARTICLE INFO

Article History:

Received 16th May, 2019

Received in revised form

20th June, 2019

Accepted 11th July, 2019

Published online 31st August, 2019

Key Word:

On job Training, New Nurse,
Action Research.

*Corresponding author: Chairul Munir

Copyright©2019, Chairul Munir et al. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Citation: Chairul Munir, Etti Sudaryati and Roymond H.Simamora, 2019. "Protocol Development of On Job Training for New Nurses at Mitra Medika Hospital Medan", International Journal of Current Research, 11, (08), 6230-6234.

ABSTRACT

Background: the on job training protocol on new nurses is a guide develop as a guide for running a trial period on new nurses accompanied by grooves and modules. **Aims:** to develop the on job training protocol on new nurses at MitraMedika Medan hospital. **Methods:** the study design used *action research* conducted in one cycle from July 2017 to January 2018. There were 13 participants who qualified using purposive sampling based on the inclusion criteria. The data were gathered focus group discussion and questionnaire. The data were analyzed qualitatively using content analysis and quantitatively using descriptive statistic. **Results:** the research emerged six themes: establishment of protocol on job training of new nurses, improvement in the process of forming the protocol on job training, barriers to the process of forming the protocol on job training, benefits of the process of forming on job training for participants, hope the process of forming on job training and, and supporting factors of formulation on job training. Result of quantitative analyze showed that managerial knowledge of hospital manager onjob training in new nurses before research activity was 84.6%, and after it increased to 96.7% with an average value increase from 10.7% to 13.0%. **Conclusion:** the results show a on job training that has become the new policy of the standard operating procedures, grooves, and on job training modules.

INTRODUCTION

Hospital is a public health service institution that gives influence to health practitioners in implementing health care. Improvement of health services in hospitals is influenced by health workers who are tasked to perform health care efforts, either promotive, preventive, curative, or rehabilitative conducted by the government, as well as private parties. Health workers consist of medical personnel, clinical psychologists, nursing staff, midwifery personnel, pharmaceutical personnel, public health workers, environmental health workers, nutrition workers, physical skills, medical technician, biomedical engineering personnel, traditional health workers and other health workers. The nurse is one of the health workers needed to improve the health status of the community. Nursing services are performed by a person who has passed a nursing higher education, both inside and outside the country recognized by the government in accordance with the provisions of the Laws and Regulations. Nursing is a nursing care activity to individuals, families, groups, or communities in both sick and healthy conditions. The development of health personnel has become the responsibility of the hospital to have qualified health personnel because health workers are some professions in hospitals that play an important role in the

implementation of efforts to maintain the quality of health services in hospitals. Human resource education and training programs need to be continuously done to improve the quality in order to be able to manage human resources as well as possible. Nurses who have good performance professionalism are expected by every hospital. The new nurse is a nurse who is entering a new experience that was not previously experienced. The first few months of work is a challenging and stressful time for new nurses, so there needs to be orientation work environment (Saragih, 2011).Orientation activities are not enough to provide anintroduction to the new nurse so that additional activities such as on job training (OJT) activities should be performed (Marquis and Huston, 2010).OJT activities can be done in the workplace, where a person learns the work by doing it actual. Basically every employee gets on-the-job training when becoming a new employee (Parker, Giles, Lantry, and McMillan, 2014). The orientation program already exists at MitraMedika Hospital. OJT program is done after the introduction of the situation or the hospital environment is completed until the next 3 months but did not close the possibility will be extended length of training, this process is not running properly because there is no clear protocol, so many things happened during the training as the report of the Working Group on Quality Improvement and

Patient Safety of Potential Injury Incidence is often done by nurses training and even the incidence of no injury has been done by nurses training. The training phase is a crucial stage for new nurses at Mitra Medika Hospital and many new nurses have not been able to complete the tasks that are instructed by senior nurses. Mentoring and coaching is rarely obtained from senior nurses to new nurses, so it needs to develop a method to overcome this problem in the training process is by way of OJT protocol development. The development of the OJT protocol is essential to be planned for use in hospitals. The advantages gained for nurses is the increased professionalism in providing nursing care, improving customer service to the patient, so that the impact also on improving the quality of service in the hospital. The OJT protocol is expected the new nurses to skip the training phase favorably which can reduce the turn over and anxiety levels and improve the performance, skills and knowledge of the nurse training.

MATERIALS AND METHODS

The study design used action research conducted in one cycle from July 2017 to January 2018. This design is chosen to encourage nurse managers to participate actively to make changes in their environment. Participants were 13 nurse managers selected by total sampling technique. The data collection was conducted by focus group discussion, and questionnaire.

RESULTS

Protocol development of on job training (OJT) for new nurses in Inpatient at Mitra Medika Medan Hospital: The process of developing the on job training protocol on the new nurse is done through 30 weeks research action divided into 2 stages. The first stage is the reconnaissance stage that starts from the identification of research settings to get the problem to be studied. The second stage is an action research cycle consisting of planning, acting, observing and reflecting. The data collected by FGD, observation and questionnaire.

Reconnaissance stage: This stage is done by researchers for 5 weeks starting from July to August 2017. Activities undertaken by researchers at the Reconnaissance, that stage are by conducting FGD and distributing questionnaires to obtain data on: a) middle and low manager perceptions about training implementation by new nurses and b) exploring knowledge middle and low manager about on job training in the new nurses.

Some of the problems that arise in the Reconnaissance phase about: 1) many new nurses are still unable to do their job properly 2) new nurses are less responsible in carrying out their duties, 3) do not have a procedure standard that can be used as a reference for new nurses in training, 4) has had a clear pathway for new nurses yet, 5) low rewards for nurses, 6) the absence of material to be learned by new nurses, 7) inadequate facilities at the hospital, and 8) performance assessment for nurses training is still subjective at inpatient installation of Mitra Medika Hospital Medan. Based on the above problems, the researcher conducts the action research process to develop the on job training protocol on the new nurse at the inpatient of MitraMedika Hospital Medan. Based on the above problems, the researcher conducts the action research process to develop the on job training protocol on the new nurse at the inpatient of Mitra Medika Hospital Medan.

The results of FGD activities and the distribution of questionnaires are as follows:

Demographic Characteristics of Participants

Table 1. The demographic characteristics of participants

No.	Characteristics	Amount	(%)
1.	Age		
	18-65 years	13	100
2.	Gender		
	Woman	3	23.1
	Man	10	76.9
3.	Education degree		
	Nursing Diploma	3	23.1
	Bachelor of Nursing	7	53.8
	Nursing profession	3	23.1
4.	Working period		
	2-3 years	10	84.6
	> 2 years	2	15.4

Participant perspective of training in hospital: In the reconnaissance stage, the researchers conducted focus group discussion (FGD) with the head room participants, nursing committee, training, head of human resources, head of nursing, head of inpatient installation, and head of the inpatient section. Focus group discussion (FGD) is conducted for 50-60 minutes. The results of FGD conducted by the researchers found 5 themes are: 1) middle and low manager perception of new nurse, 2) understanding on job training by middle and low managers, 3) implementation of training in hospital, 4) obstacles in the implementation of training on new nurses, and 5) expect the implementation of OJT process.

Managerial knowledge of the hospital on on job training

Table 2. results of the frequency distribution of the hospital's managerial knowledge questionnaire on job training in the inpatient room

Knowledge	Amount	(%)
Good	10	84.6
Not good	3	15.4

Planning Stage: This stage was held on 01 September 2017 and aims to formulate the planning in the development of on job training protocol on new nurses at inpatient Mitra Medika Hospital Medan. Based on the problems that have been found in the reconnaissance stage then at this stage planned some activities to support the achievement of the goals that have been formulated. Some of the activities made in this stage include; 1) searching the literature to solve the problem, 2) looking for ideas to solve the problem, 3) planning meeting with the nursing management team and form the team of the OJT program formulator, and provide ideas that will be developed, 4) planning meeting with TEAM framer for tentative in formulating protocol on job training at new nurse, 5) planning the formation of protocols SPO on job training on new nurses, 6) planning the formulation of protocols, pathway of OJT, 7) planning the formulation of protocols OJT modules on new nurses, 8) planning the formulation a new nurse assessment form.

Acting and Observing Stage: This stage was done by researcher to carry out all the plan activities that have been prepared at the planning stage, and every acts activity researcher made observing. Activities at this stage are:

Table 3. the results of the frequency distribution of questionnaires of middle and low manager knowledge of the on job training protocol

Knowledge	Amount	(%)
Good	12	96.7
Not good	1	3.3

Table 4. Increased middle and low manager knowledge of hospital

Knowledge	Amount	Pre (%)	Mean	Amount	Post (%)	Mean
Good	10	84.6	10.7	12	96.7	13.0
Not good	3	15.4		1	3.3	
Total	13			13		

- Searching for literature to solve problems at the library of University of Sumatera Utara.
- Looking for ideas to solve this problem done in the nursing committee room Mitra Medika Hospital together with the head of the nursing committee
- Meeting with Nursing Management Team, Head of Nursing Committee, Head of Nursing Sub-Section, Head of Training, Head of Human Resources, Head of Inpatient and Inpatient Installation for explanation of research activity and benefit of this research for improvement of nursing service quality at Mitra Medika Hospital Medan, as well as the formation of the OJT protocol formulating team which was held on September 4, 2017
- The second activity is a meeting with formulator team. The meeting with the head of the inpatient and nursing management room was conducted on September 16, 2017. The purpose of this meeting was the preparation of tentative OJT protocol arrangements on new nurses. The team will work with researchers to develop tentative OJT protocols on new nurses used for research, to produce a standard SPO and will become the new standard for training by new nurses
- The third activity is the formulation of SPO OJT. Implementation of coordination meeting with nursing committee, head of nursing section, head of room, and researcher was done 3 times in nursing sub-room of Mitra Medika Hospital Medan. Starting from September 11, 2017 to December 22, 2017
- The fourth activity is the development of OJT flow in new nurses, this meeting is held together with the meeting of SPO OJT on 19 September 2017 and finalized with SPO on December 22, 2017.
- The fifth activity of the OJT module in the new nurse. Implementation of coordination meeting with head of the inpatient room, nursing committee, Head of Nursing and Training Division was held on September 16, 2017, until December 22, 2017.
- The sixth activity is the creation of a new nurse assessment form, this form has been done when making the material or OJT module on 2 October 2017 to 30 December 2017.

Reflecting stage

The reflection stage is the final stage of the action research cycle undertaken to obtain data on: a) explore the knowledge of middle and low managers in Mitra Medika Hospital. b) participants' perceptions of the protocol formulation process, flow, and OJT module

- Middle and low manager knowledge of the on job training protocol.
- Participant perspective on the formulation of protocol, pathway, and OJT module

The researchers conducted Focus Group Discussion which was held on January 10, 2018 in the fourth floor meeting room of Mitra Medika Hospital Medan for approximately 60 minutes with 13 participants consisting of nursing head, head of human resources, head of training and head of inpatient room and nursing committee. FGD results conducted by researchers emerged 6 themes as follows: 1) establishment of new nurse OJT protocol at Mitra Medika Hospital 2) improvement in OJT protocol formation process, 3) Obstacles to the process of forming the OJT protocol 4) the benefits of OJT formation process for the participants,, and 5) the expectation of OJT formation process, 6) the supporting factor for the formulation of OJT, as follows:

Establishment of new nurse OJT protocol at Mitra Medika Hospital:

Focus group discussion activities conducted on 13 participants obtained steps to formulate protocols in accordance with the planning that has been defined namely: 1) designing SPO that is a) the contents of SPO, and b) the writing of SPO, 2) designing module that is a) the contents of the module, b) module writing, c) module design, and d) module assessment; 3) designing the OJT flow i.e. a) flow content, b) groove design, 4) OJT protocol purpose i.e. a). facilitate the process of learning new nurses and b) facilitate the process of assessing new nurses, and 5) time management process of OJT formulation that is a). planning time of formulation of OJT b). time of formation of the OJT Protocol, expressed by some participants as in the following phrase: "the process of forming the protocol on job training is good because the researchers included us as the head of the room to provide input related to the SPO that will run later on the new nurse as what purpose, the preparation also we discuss". " The process of formulator SPO OJT already maximum we will later we equate with the SPO in the MitraMedika Hospital and will test try to the new employee tau restrictions where it can be in terms of the term he is that start from this limit starting from the week first to finish training". Improvements in the process of OJT protocol establishment. The improvements found in the OJT protocol formulation are either from the system or from disqualified results. 1). Involving TEAM field involving KATIM in the process of forming protocol expressed by some participants as in the following expression:

"I want to invite KATIM to give input, because KATIM will be involved in this matter. in the process it will be like that "." There is a KATIM who let us have our friends and we can share our opinion with one room".

Obstacles to the process of establishing the OJT protocol

The barriers found in the formation of the OJT protocol in the new nurse are 1. Some members of the formulation team lack the focus that is a) Some members of the drafting team are distracted by the field work b). The drafting team was not present on time. 2. Team members formulate difficulties protocol formulation. a) references lacking by TIM and b) still conceptualized on old training concepts and 3. Lack of support facilities a). Meeting rooms are often used suddenly, and b). Meeting room is narrow. expressed by some participants as in the following phrase: following participant statements:

"if I think the process of making it has run well, we are invited before the meeting, and this can predict the time we will spend good time so we gathered on time through often late". "so that others such as the problem there is a need to be in search to formulate the SPO there bah bahah so hard we just search by phone, let alone library book library for management not exist. so if it is something that is right is a bit difficult".

"Suddenly the room is in use so we have to wait again or we have to find another room to formulate this guide". Benefits of OJT formation process for the drafting team. The benefits of OJT forming process for the drafting team on new nurses are

- Add insight of team formulator related to OJT protocol
- Feeling appreciated as a team of framers
- First experience
- Easing the selection of new nurses and
- Tightening the work of the formulation TEAM is expressed of the following participants:

"Make the actual with the process of making SPO and this module we are increasingly adding existing insights, so we were happy actually if we were considered here". "for the SPO began to clear that we were not equipped with formulator SPO now already, who did not understand the module is what how and expected, later nurses want new neatness let me good, before there is a shirt that greatness, there is too small the most narrow".

Hope the process of OJT formation: The expectation of OJT formation process is 1.) new nurses are more competent i.e. a) new nurses can run performance according to SPO. b) new nurses are more active. 2) facilitate equalization of new nurse's abilities that is a). new nurses have good knowledge and skills, and b). the new nurse can perform more independent nursing care. 3) time i.e. Time guiding is facilitated. express of the following participants:

"Not available this is not a different opinion there is no module this opinion differently nurses may be on the floor 4 children opinion like this is not necessarily the same on the 4th floor other so but if there is guidance automatic question the head of the room is almost the same as the question to the other crew so he what the achievement of this new kid answer it was because there is already a quick guide he caught and we also taught a good spirit so if we teach ". "so it was ehmmm after the existence of this module as a guide for nurse ee excellence yaa it had not been there before all this but now there is now this new nurse is able to run nursing care independently later yes according to performance which have been respected that expect especially , they should be able to after following this program".

Factors supporting the formulation of the OJT protocol: Factors supporting the formulation of the OJT protocol are 1). support from management 2). meeting leaders are very active in the formulation of the OJT protocol expressed by some participants as in the following phrase:

"...Sdm part and we strongly support this module which from the head of the room also already stated that it would be easier to direct the new nurses to be uniform all his opinion like that". "who brought the event was active so we want not to be good business so that we can make a protocol that means the superiority of this hospital has a clear tool to the nurse training

for the new nurse is closer is closer to his mentor is head of room more can share sometimes there is also a new one is more expert in his field". "Sometimes we start sleepy but, there is that bolts us all over again in its group homework let us also know what we will do about the previous assessment which writing which may be which is not it". Observations made by the researcher to the participants during the research activity are the participants are open with the submission of the objectives of the activity plan presented by the researcher, the participants play an active role in giving feedback and input to the exposure of the researcher, the participants discuss with the other participants in determining the activity plan, the drafting team, participants play an active role in providing feedback and input on protocols, channels, and modules to be established, and participants are able to create a conducive atmosphere during the process of research activities take place.

Action Research Output: The process of Action Research which has been done at MitraMedika Hospital Medan has resulted some research results on job training protocol covering Operational Standard Operating Procedure (SPO) on job training in new nurse, on job training flow on new nurse, and on job module training on new nurses equipped with competence show.

DISCUSSION

Implementation Process Action Research Development Protocol on job training (OJT) At new nurses: The process of developing the On Job Training Protocol (OJT) to the new nurses starts from the reconnaissance stage and continues with the development cycle of the On Job Training Protocol (OJT) to the new nurse consisting of planning, action, observation and reflection. This action research activity has given a change to managerial perception at Mitra Medika Hospital Medan. The change is with the creation of an activity formulation of On Job Training (OJT) protocol on new nurses. This activity has fostered the spirit and motivation of managers to improve their knowledge.

Reconnaissance stage: At this stage the problem the researchers found is 1) many new nurses are still not able to do their job well, 2) new nurses are less responsible in performing the task, 3) does not have a standard SOP that can be used as a reference for new nurses in training, 4) has not had a clear path for new nurses 5) low reward for nurses 6) absence of material to be learned by new nurses, 7) inadequate facilities in hospitals, and 8) performance assessment for nurses training is still subjective at inpatient installation of Mitra Medika Hospital Medan.

Problems gained in the reconnaissance stage would greatly affect the implementation of training by a new nurse in the hospitalization room Mitra Medika Hospital Medan. in this case would greatly affect the quality of hospitals in the provision of caring and quality of services to be provided to clients. where a new nurse given effective job training during the training period will improve work creativity, performance improvement and competency in line with research conducted by Alipour and Shahnavaz (2009) in his study showed that job training greatly affects the creativity of work, in achieving organizational goals and improve the quality of work.

Planning Stage: The planning compiled by researchers, nursing committee, head of human resources and nursing sub-

districts are tailored to the state of Mitra Medika Hospital Medan, where the nursing managers in the inpatient wardens actively determine the learning needs of new nurses. In accordance with the statement of Kemmis and McTaggart (1988) which explains that at the planning stage the researchers plan actions that are temporary or temporary and flexible to changes according to the conditions of participants. The success of the researcher and the participant in making the activity plan into force during the planning process shows that the participant is active and open in determining the activities with the researcher to solve the problems found in the reconnaissance phase. Learning activities are essential to address the problems faced by new nurses in providing training in their work directly. The result of this penetration is the on job training protocol on the new nurse expected by the OJT protocol can affect the performance, the performance can increase if in line with the increasing of nurse competence so that the result of this research can be used as the reference to nurse training. At the acting and observing stage, the researcher and the participant carry out the activities that have been planned in the planning phase.

Acting and Observing Stage: Activities that have been planned to run well during the acting process but there, most of the participants remain consistent to follow every activity that has been planned. It becomes a force during the acting process. Another strength during this process is to generate a new policy in the form of Standard Operating Procedures (SPO) information and education of patients, channels, and on job training modules on new nurses approved by the director of Mitra Medika Hospital Medan. Weaknesses during the acting process and observing activities are making changes in research sites difficult and late in running the ojt protocol formulation process and there are also some of the less focused participants. This is felt by the researchers when formulating the on job training protocol, in which researchers and participants formulated SPO OJT on new nurses, formulated a pathway appropriate to the situation and condition of the hospital (culture, structure, vision and mission), and the OJT module on a new nurse equipped with a competence show for the nurse.

Reflecting stage: Strength during the reflection process is that participants are active and open during FGD activities. Reflection activities by researchers and hospital participants were able to generate responses to the formulation of OJT protocols to new nurses in terms of 1) Establishment of new nurse OJT protocol at Mitra Medika Hospital, 2) Improvement in the process of establishing the OJT protocol 3) Obstacles of OJT protocol formation process 4) Benefits of OJT formation process for the drafting team, 5) Benefits of OJT formation process for the drafting team, 6) Expectations of OJT protocol formation, and 7) Factors supporting the formulation of the OJT protocol. The weakness in the implementation of reflection activities is that the FGD results are still found in the constraints felt by participants during the OJT protocol formulation process in the new nurses the constraints associated with the timing of participants who are not effective in following the formulation and human

resources. which does not support the OJT protocol formulation in new nurses. The participants' response to the expected on-job training protocol that has been formed is the hope that the protocol can affect the hospital, especially in improving the performance performance of new nurses because by improving the quality of service the patient's satisfaction level will also increase and with the increase of patient satisfaction then the quality of hospital also can increase. This is in line with research conducted by Butar-Butar and Simamora (2018) on the relation of quality of nursing service with the level of inpatient satisfaction which shows that the higher the value of nursing service quality, the higher the level of patient satisfaction felt and lower the quality of nursing service, the lower the level patient satisfaction perceived.

Conclusion

The real change of the research process has resulted in a new policy in the form of OJT Operational Procedure Standard (SPO) on new nurses, grooves, and OJT modules on new nurses approved by the director of Mitra Medika Hospital Medan. For the hospital, it is expected to use the on job training (OJT) protocol on the new nurse in its implementation to be in accordance with the SPO and the groove that has been formulated and can apply the OJT module which has been prepared as one of additional activities to complete the log book of nurses. For nursing educators expected the results of this study can be used as a basis of learning when students/nursing students who carry out field study at Mitra Medika Hospital Medan. For the development of nursing research, this research will be one of the research data of nursing (evidence based) that can be developed as input of further research.

REFERENCES

- Alipour, M., and Shahnavaz, A. 2009. A Study of On The Job Training Effectiveness: Empirical Evidence of Iran, *International Journal of Business and Management*, 4 (11): 63–68.
- Butar-butur, J., and Simamora, H.R. 2016. Hubungan Mutu Pelayanan Keperawatan dengan Tingkat Kepuasan Pasien Rawat Inap di RSUD Pandan Kabupaten Tapanuli Tengah. *Jurnal Ners Indonesia*. 6 (01): 51-64.
- Kemmis, S., and McTaggart. R. 1988. *The action research planner*. Australia: DaikinUniversity.
- Marquis, B.L. and Huston, C.J. 2010. *Kepemimpinan dan Manajemen Keperawatan: Teoridan Aplikasi*. Edisikeempat. Jakarta: EGC.
- Parker, V., Giles, M., Lantry, G., and McMillan, M. 2014. New Graduate Nurses Experiences In Their First Year of Practice. *Nurse Education Today*, 34(1), 150–156. <https://doi.org/10.1016/j.nedt.2012.07.003>.
- Saragih, N. 2011. *Hubungan Program Preceptorship Dan Karakteristik Perawat Dengan Proses Adaptasi Perawat Baru di PKSC, RSB, dan RSPI*. Fakultas Ilmu Keperawatan: Universitas Indonesia.