

# Structured Training of New Nurses Employees— The Basis for a Successful Induction Process

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**Abstract:-** Organized training is necessary in order to enable a new employee to carry out the assigned tasks independently, responsibly and professionally as quickly as possible. This process enables the employee to integrate into the team, develop a sense of belonging and find a secure place in the team.

## ➤ Purpose of the Study

This study aims to explore research evidence on induction process, factors and importance aspects of a good training of new employees.

## ➤ Results

Through a solid foundation right from the start can involve new employees even more in the future and give them responsibility for tasks areas. Demographics changes and associated needs of the workforce shows that induction process is becoming more and more important to gain a small insight into the current nursing situation, as these points fall into the area of induction.

## ➤ Conclusions

The goal for each ward is to ensure high-quality healthcare and thus the best care for the patients. This requires competent employees who are recruited and prepared through adequate and structured training. The study recommends that is important to have an effective process of induction training and suggests that there should be a continuous follow-up to get feedback from new employees in order to encourage new staff to engage fully in the process

**Keywords:-** Induction Process, New Employees, Nurses, Integration, Training.

## I. INTRODUCTION

Especially in today's times of skilled labor shortages and demographic changes, the induction process is becoming more important. It is clear that the instructions are intended to focus on induction process. There are various terms and definitions for the term induction in the literature. Induction is a holistic process, which means that it not only includes the development of technical or company-specific knowledge, but also places high demands on the personality of the superior, the mentor and the team. The induction of new employees is called training-into-the-job describes and includes all measures that are necessary for the new employee is capable of carrying out his activities. This means

there will be information about new and future tasks <sup>1</sup>. Armstrong <sup>2</sup> views induction training as the process of receiving and welcoming new employees when they first join the company and giving them the basic information they need to settle down quickly and happily and start work. According to Stewart und Brown <sup>3</sup> induction training is the planned introduction of new employees to their jobs, their workers and culture of the organization.

When it comes to training, it depends on characteristics of the new employee and his future position should be taken into account and to align all necessary measures of the induction process accordingly. Successful training of new employees is fundamentally reflected in several wayslevels <sup>4</sup>.

Through a structured induction concept with integrated, regular feedback discussions and through regular communication with the new employee and stumbling blocks can be prevented. In addition, a mentor should be available then the induction phase can be constructive <sup>1</sup>.

Engelhardt <sup>1</sup> describes the so-called “7 golden rules” which are taken into account in order to integrate the employee into the team as quickly as possible to bind to the company at an early stage.

- The new employee is the most important partner at the moment.
- Remember that through your training you not only affect the company,
- But also present yourself.
- Always try to think about the phases of the implementation.
- Try to get a mentor for the first few days for complete orientation
- To stop.
- Always address conflicts promptly and openly.
- Ensure information flow.
- Deal with the career planning of the new employee <sup>1”</sup>

König <sup>5</sup> state: “The training of new employees as part of personnel development is an important leadership and management task, but in practice it is often a neglected topic.

When training new employees, a mentor is also appointed who is responsible for the new employees that is available to provide advice in the first phase. What is most important to him is to have a high level of professional competence. Specialist expertise is required for the design,

control and investigation of operations, processes and procedures in companies. Expertise means: Possess technical knowledge, be able to implement technical knowledge appropriate to the situation, be prepared for professional commitment.

The induction process can be represented as a phase model. The focus here is on the social integration process and attention to the special needs and motives of new employees. With the help of the knowledge gained in this way, it is easier to respond to the new employee as part of a personnel induction program. According to Engelhardt, induction is made up of several sections, consisting of 4 phases:

- An anticipatory socialization,
- A confrontation phase
- The induction phase itself
- Integration phase <sup>6</sup>.

Anticipatory socialization refers to the entire learning process of the new employee up to the point of entry into the institution (e.g. from parents, school and vocational training). This phase begins with an interview, in which all of the new employee's previous experiences and learning results come into contact with the institution's ideas. What is important in this phase are the goals that consist of reducing inhibiting factors or building up beneficial factors and the other agreements that relate, for example, to the offer of an internship day or to getting to know a mentor <sup>6</sup>.

When joining the facility, the confrontation phase begins on the first day of work and extends into further weeks, whereby the new employee has to deal with the discrepancies between the expectations that have been built up and the actual operational reality. The aim of this phase can, among other things, be to develop an appropriate orientation framework, with the focus being on the introduction of the reference person and the facility, as well as on explanations regarding the mission statement of various structures. Due to surprises, this phase is characterized by a high level of stress for the new employee. This can lead to a "reality shock" that endangers integration and leads to an internal turning away from the company<sup>7</sup>.

In the third phase of induction, the core is the evaluation of the objectives and expectations of the new employee and the employer with regard to the range of tasks. So, in this phase it is important to formulate the learning goals and expectations of both sides and pay attention to the knowledge and skills of the new employee. There is a particular risk that the new employee will be under- or over-challenged. The consequences of excessive demands are the loss of quality of the work results and job dissatisfaction. When overwhelmed, the person affected often becomes irritated and frustrated. At the end there is the "inner termination", which has an impact on the working and company atmosphere. To avoid such situations, it is advisable to explain assessment systems to the new employee at an early stage during feedback discussions. Individuality must always be taken into account in order to avoid being overwhelmed or overwhelmed <sup>1</sup>.

The last and fourth phase of induction refers to the integration of the new employee, who has so far gained a basic impression of the corporate culture and his or her own role within the structures.

The integration phase includes the integration of the new employee into the social structure of the institution and the internalization of the values that prevail there. This creates an internal bond with the company. "Internal commitment means identification with and willingness to commit to the institution." The prerequisite for this is that the newcomers have decoded their role requirements in both the professional and social areas and have developed solution strategies for possible role conflicts. The term organizational commitment should be classified here, which is understood to mean a psychological bond between employees and the company <sup>7</sup>.

At the end of the induction process, the new employee should be successfully integrated into the organization. A successful integration can be said when both the employee is satisfied with his new situation and the other members of the organization are satisfied with the new employee and his or her work performance.

However, the socialization process of employees and the facility does not end with successful integration, but rather continues in the form that, on the one hand Employees want to further develop their work role and fulfill their own goals and, on the other hand, the institution strives to further adapt its employees <sup>7</sup>.

## II. METHODOLOGY

A review of the literature was conducted to identify and synthesize research evidence on induction process, factors and importance aspects of a good training of new employees. This study addresses the following research questions:

Why is good training of new employees so important?  
How do I train new employees effectively?

## III. RESULTS UND DISCUSSION

In this study, the research questions were examined theoretically and reflected on in a practice-oriented manner. A well-trained and motivated employee not only represents themselves, but also the institution well to the outside world. They are a very important assets of institution that can build or destroy their image. Satisfied employees promote the performance of the facility very positively. In my opinion, good and structured training can benefit the new employee, the team, the entire facility and ultimately, what is most important, the patient. The nursing service management and the ward management play a major and a important role in creating and maintaining the framework conditions.

To maintain the motivation of employees, it is of great importance to have ongoing feedback discussions both with the new employee and with all employees of the existing team to lead. It is particularly important to address the problems directly and discuss them and find solutions together.

As part of the daily work, it is the manager's job to support the new ones to reflect on employees in the context of feedback discussions, what is happening went well, what didn't go so well, what else does the new employee need. The employee must be given the exact scope of work by their mentor must be presented openly. It is very important to constantly question how the new employee is doing integrated, what the motivation is, how he feels, what achievements he achieves, where he is in the nursing area as well as in the administrative area. He can already do more taking responsibility, working independently is already possible nursing care of the patient is guaranteed. The guidelines and policies must be made openly available to the new employee become.

The manager's task is also a continuous one passing on information regarding innovations and changes that occur within the framework of the weekly ward management meetings. It is quite advantageous to responsibility for both the new employee and the existing team transmitted.

The meaning and importance of training new employees is the focus of this project work, and concrete instructions were given on how a new employee can be trained in a structured manner. An attempt was made to point out possible errors when training new employees, to develop solutions and to implement these into daily practice.

The current situation of health care system has of course also changed and designed, such as the new nursing service managers, new senior physicians, new commercial manager, the current state of the shortage of nursing staff, frequent sick reports from the Corona period, etc. Not all employees are able to identify with these changes and have left the company and new employees have joined and left the facility again. In the last years we have had a very high fluctuation. On the other hand, changing personnel also costs money for the institution. The new employee will be trained for a month, which means additional wage costs until the new employee can work independently.

The frequent fluctuation not only affect the qualitative and quantitative quality of nursing care, but also the job satisfaction of the employees. To ensure that new colleagues were trained as quickly as possible, they were introduced by different nursing professionals. This is another weakness in current onboarding process that should be improved in the future. Although it is important to provide a certain mentor during the onboarding process. Not every employee on the ward is suitable for mentorship because they need to have professional expertise and training. Therefore, the manager should pay attention to these points when selecting a mentor. By having the right contact person, the new colleague feels accepted and welcomed into the team.

This induction concept, on the one hand, ensures effective and efficient induction of new employees and, on the other hand, provides the necessary instruments to carry out this introduction. Every employee receives an induction catalog for the facility's mission statement on their first day of work. An induction plan is a great help in preparing and accompanying the important key phase of the employment relationship. The induction plan involves all important people in the induction process. The induction employees or mentors also have no training in training and supporting new colleagues and have different priorities in our induction process. The manager can hardly check whether the induction goals are being achieved.

#### IV. CONCLUSIONS

It is certainly true that different priorities should be set during induction process, depending on the position and level of education of the "new person". I am convinced that good training helps to retain the "right employees" in the facility in the long term and enables them to integrate into the team in a short time and thus contribute to a positive working atmosphere. These difficulties in the induction process due to the lack of staff, working under time pressure, the qualifications of the mentor (different mentors) and other reasons, affect the job satisfaction of new employees. A research study by Ayana et al. <sup>8</sup> showed that 53.1% of employees perceived that the induction training affected their job performance' and 55.7% of them indicated that the training affected their job satisfaction. In order to continually improve the induction process, feedback should constantly be collected from employees and the process is reworked. This way, constant improvement can be guaranteed.

With regard to future position as a manager, we would like to carry out the training for every new employee as structured as possible. It is our personal concern to lay a solid foundation right from the start so that we can integrate the employees even more in the future and give them responsibility for areas of responsibility. This study supports the idea from Derven <sup>9</sup> who recommended induction programs to be implemented in phases instead of the traditional one-off approach. This clearly shows me how valuable and extremely important good, structured training of new employees is.

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