

## ON-THE-JOB TRAINING AS A MODEL FOR ADAPTING TO THE WORKING ENVIRONMENT

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**Abstract:** Like any process, training is movement, change, development. The examination of training as a focused, organized, conscious, guided, managed and cognitive process complements its intrinsic characteristic. It is a multifaceted process: the learner moves from ignorance to knowledge, from incomplete and inaccurate knowledge to more complete and accurate knowledge, in which profound qualitative changes occur in his personal. Since the objectives of the training determine the desired end result leading from the pre-specified requirement to the educational preparation of learners, they serve to formulate the components of professional competence as a complex of knowledge, skills, relationships and personal qualities that each learner needs to acquire and absorb to the end of their studies. On-the-job training as a form of continuing development of medical workers is an important factor in improving the quality of healthcare and the medical care offered. The training continues during the professional realization and facilitates the adaptation and growth of the profession.

**Keywords:** Training, knowledge, footage, management, adaptation.

### 1. INTRODUCTION

According to I. I. Lerner [4]. The learning process is a concept characterised by the pattern of training, regardless of where it takes place and who conducts it; It reflects the intrinsic and inevitable signs of training. On-the-job training is an important factor in achieving a unified organisational culture and its development [1]. The knowledge, skills, and habits of an activity or process are not transmitted by the teacher to the student [5], but are formed and result from the transformation of conscious thought processes into the individual. The teacher in an institution does not only carry out teaching, but also a number of activities relating to the organisation, management, control and evaluation of the work performed, skills and knowledge exhibited [6; 10]. Every medical institution to carry out its activities is necessary to have well-prepared and knowledgeable staff, because the care is consumed immediately, they are necessary for the life processes [2; 7]. Final results are visible after a time and are not always equivalent to care [9]. Frame management requires not only leadership, but also training to improve health services activities in different sectors [3]. Stress, workload and high responsibilities are a factor hindering the full realisation of work obligations [8].

### 2. EXHIBITION

*Purpose:* The training at the workplace, in the health Organization, such as the SHOGAT (specialized hospital of obstetrics and gynecology for active treatment) Varna, sets the following objectives:

1. Acquiring new and developing existing knowledge and skills;
2. Development of the potential of employees in accordance with the requirements of the work and priorities of the Organization;
3. Preparing staff to deal with changes and unforeseen circumstance;
4. Providing opportunities for competitiveness;
5. Improvement of the performance of the duties and the work of the teams;
6. Increase job satisfaction and increase personal motivation for work;
7. Ability to delegate responsibilities, make decisions and develop innovative thinking.

*Material and methods:* Training and survey conducted for the period August 2016 – April 2019 Of:

-Newly recruited employees at the SHOGAT of Varna;

-of employees from different hierarchical levels of the hospital structures of the SHOGAT.

The following research methods are applied: content analysis, participation in observation, survey of satisfaction, descriptive analysis.

*Discussion:* The training of graduates is aimed at adapting to the nature, content, conditions and organization of the workplace, as another view of the learning process during the training in the Higher school. Not always the knowledge gained during the training process corresponds to the real working reality. The surveillance in the SHOGAT shows that starting work, from the position of workers, new employees have responsibilities that are different, multidimensional, often burdensome and stressful. Additional burden is also the fact that the SHOGAT

Varna is the largest specialized AG hospital outside Sofia and it is directed to all serious pathologies from Varna and all northeastern Bulgaria. The intensity of the activity is extremely heavy and requires high qualification of the workers. Regardless of the good preparation they receive during their training, as employees in an employment relationship, the new staff need induction, supportive training, in accordance with which they can enter the specifics of the work in the relevant sector and Comply with legal and other regulatory requirements for the performance of professional duties.

*Introductory training:* In 2016, the In the SHOGAT D. D. Stamatov "EOOD, town of Varna has introduced a training model for:

-Incoming employees in the SHOGAT (doctors, midwives, health assistants, sanitary attendants);

-Graduate and PhD students in the SHOGAT;

Regardless of the occupation, medical and non-medical persons directly involved in the medical and diagnostic process undergo introductory training on:

-The legal framework under which the SHOGAT "Prof. Dr. D. Stamov EOOD, town of Varna carries out its activities;

-On-the-job training, on the organisation and internal rules of the hospital sector, training to comply with the rules on safe working;

-Training on the risk of blood-borne infections and related features: Staphylococcal carrier; Fight and prevention of the VBI; Disinfection of hands; Aseptic and antiseptic; Sterilization

The purpose of the introductory training is for each new employee to become acquainted with the objectives and structure of the Organization; With the most important internal rules and procedures; Communication channels; Rules of conduct, etc., thereby helping to adapt and implement the work and build a sense of ownership. This helps to absorb the specifics of the workplace, according to the medical care sector.

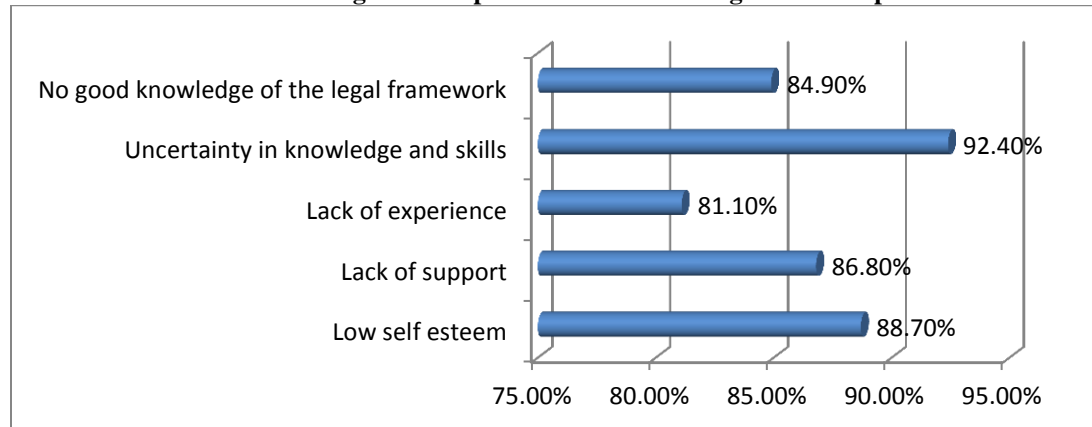
For the period August 2016 – April 2019 Induction training has undergone newly recruited staff in hospital structures (table 1).

**Table 1. Newly recruited employees at the SBAGAL for the period August 2016. – April 2019**

№	Type of specialists from SBAGAL	2016г.	2017г.	2018г.	04.2019г.	общо
1	Doctors	3	3	1	3	10
2	Graduate/PhD students in the SBAGAL	2	4	4	1	11
3	Midwives	7	5	-	3	15
4	Health Assistants-assistant midwives	-	7	5	2	14
5	Orderlies	4	5	3	2	14
	<b>total</b>	<b>16</b>	<b>24</b>	<b>13</b>	<b>11</b>	<b>64</b>

Stress is a key factor in preventing adequate handling of obligations and the resulting uncertainty in knowledge and skills is the result of the high responsibility of the job in the relevant sector. Newly recruited employees (92.4%) Express their concern about the risks associated with the implementation of the direct activities of medical and other care immediately in contact with patients, and lack of experience and routine (81.1%). Uncertainty in knowledge and skills leads to delays, lack of Adequate organization and low self-esteem (88.7%). The support of more experienced colleagues is often lacking (86.8%) (Fig. 1).

**Fig. 1. Main problems when starting anew workplace.**



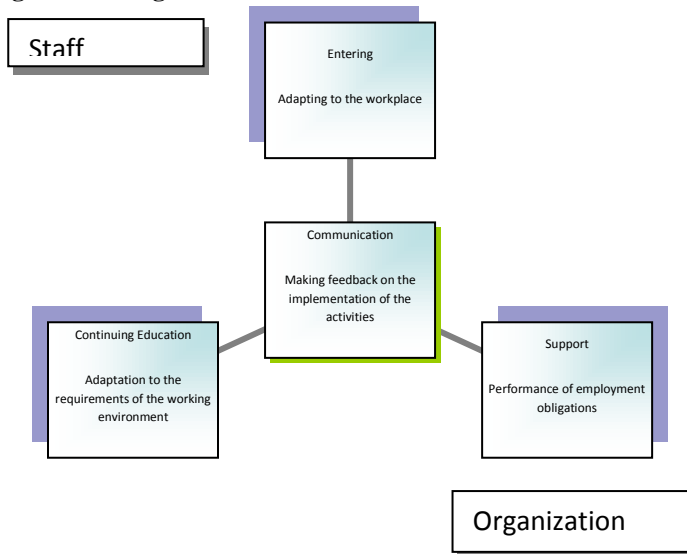
Introductory training is a mechanism that allows new employees to integrate more quickly into the organization, and from there to present their professional potential, according to the management objectives, as a way of practical application of Management levels, namely achieving quality health care.

*Continuing Education:* An important task is the policy of providing an opportunity for continuing training of the personnel, regardless of the sector and the hospital structure of the SHOGAT. This is a basic management activity aimed at the direct contractors of the activities related to the curative and diagnostic process. Improving the knowledge and skills of health professionals at different levels is a major task of management and is part of the strategic management of the Organization. Awareness raising is a leading philosophy of frame development and aims to improve not only skills but also awareness of responsibilities and contribution to the structure.

Continuing on-the-job training is aimed at all categories of posts, regardless of their length of service and professional experience. Employees at the lowest level can understand, accept, and work to improve performance. The applied model (Fig. 2) includes periodical meetings, workshops and working groups, between managers and employees of the healing structures at different levels and the continuous feedback loop for the tasks assigned for execution, implementation of requirements, identification and implementation of new tasks.

A periodic evaluation of the results obtained, which corresponds to the work performed and the corrective measures taken, together with joint problem solving arising in the course of the medical and diagnostic process, shall be carried out by direct involvement of all in The hierarchical structure of the compartment or sector.

**Fig. 2. Training model in the SHOGAT of Varna.**



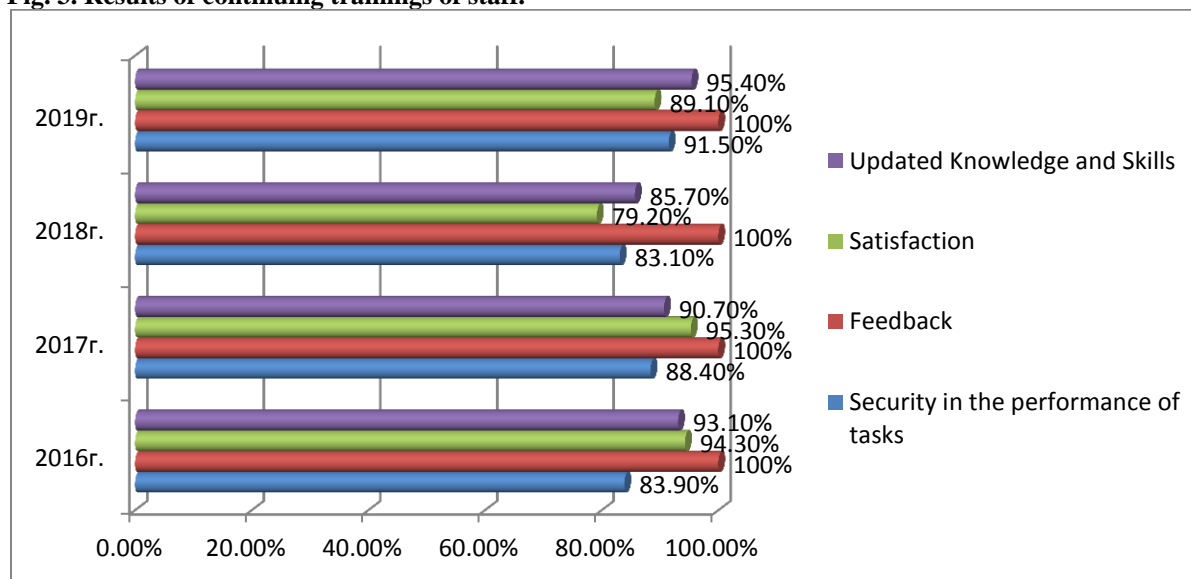
After identification of the needs was conducted internal training in hospital structures of the SBAPAL of medical and non-medical specialists, directly involved in the medical and diagnostic process, which undergo periodic trainings on: Compliance with the rules of Good medical practice, internal regulations, legislative and regulatory provisions as follows.

Accordingly, an annual training programme is drawn up. It is an internal document that contains information about the type of trainings that are planned, as well as the means for their realization. A large number of respondents say that the recall of acquired knowledge, updating of the information during the trainings support the adequate implementation of the activities and compliance with the rules of good medical practice.

The satisfaction of the employees passed training is high, which gives them a good self-esteem in carrying out health and other medical care (Fig. 3). The results show:

- Training satisfaction;
- Change in professional behaviour;
- Change in the business performance of the organization and its struqutri;

**Fig. 3. Results of continuing trainings of staff.**



Based on the adopted model of supportive training, corrective measures are developed to accelerate and facilitate training as an adaptive process for both learners and their teachers. A system of criteria has been applied to assess the necessary knowledge and competences, judging by the level of the training process (objective and subjective criteria) relating to: practical training at the Workplace (field training or in the course of activity), training on the risks related to the profession, training under the regulations, etc. The management provides its employees with flexible training models according to the specifics of the workplace. Continuous analysis and evaluation of the trainings and the results achieved are carried out.

The training is related to personal investments-efforts, time and finances. Employees are interested in courses that are interesting to them or are relevant to the work, with which they adapt much more successfully when there is a fruitful interest, are satisfied internally and their learning is enjoyable because of the information itself. This facilitates functional internal adaptation, through which learners feel useful and appreciated. The management organises thematic (specific) courses relevant to the activity pursued:

- For doctors-KM study in obstetrics and gynecology; Fetal morphology; Cardiopulmonary resuscitation of a newborn in a delivery room; It supports participation in symposia and conferences, for the development of scientific knowledge and results.

- For midwives-family and social environment of the newborn; Basic disinfectants in obstetrics and gynecology; maintenance of laparoscopic equipment; Sterilization of tools and soft material; Disinfection of hands; Basic rules for prevention and control of the VBI; Feeding the newborn; According to WHO recommendations, etc.

- For Orderers – basic rules of disinfection; Preparation and use of disinfectant solutions; Workplace Hygiene – rules and responsibilities; Sterilization.

To increase the responsibility of the employees and build the organizational culture of the hospital, stimulate their participation in educational and scientific activity, participation in initiatives of the various structures and the institution of the SHOGAT as a whole. The interested doctors and midwives are given the opportunity to:

- Conducting exercises and clinical practices of medical students, midwives, nurses, health care management.

- Directing open days for the various structures of the LZ.

- Participation in the social life of the SHOGAT by conducting courses, seminars, lectures of potential target groups.

- Lectures in the obstetric school of "happy parenting" by presenting different levels of knowledge and practical recommendations to the target groups.

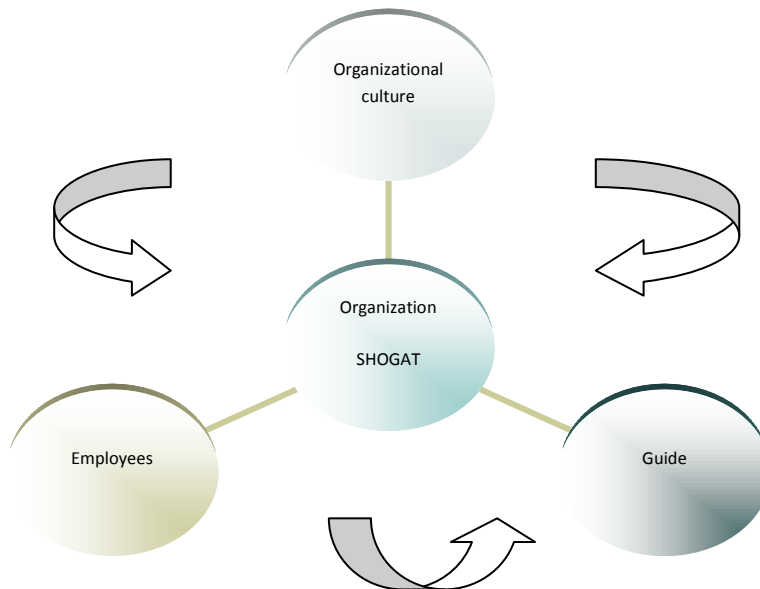
From the participation in this direction 8 doctors and 15 midwives satisfaction from the shown skills and the feedback made is 100%

### 3. CONCLUSIONS

The continuing training of the staff of the SBAGAL achieves the set objectives for updating the knowledge and novelties relevant to the work process; Mastering new knowledge and skills relevant to improving the quality of

health services provided at the workplace and improving the organisation and hygiene of the work process, as health care is consumed at the moment and the effect is often Found after a while. Involve employees with responsibilities and contributions to the establishment of the organizational environment and culture of the SHOGAT (Fig. 4).

**Fig. 4. Resource management model in the SHOGAT.**



The management of the training and the daily adjustment of employees requires regular information about its course. This is achieved through continuous feedback between the individual components of the environment (internal and external environment of the LZ; Dynamics of regulation; Provisions of the control bodies; requirements of the users – patients, contractors, etc.) and the Entities The heads of the trainees, the mentors, the very adaptable to the environment (by conducting control and evaluation of the training, conducting theoretical and practical applied activities for mastering certain competencies, etc.).

The management of a health Organization is necessary to be accomplished through people, through their competencies, knowledge and to develop them continuously regardless of the workload and nature of labor.

In this process a key factor is continuous training in the workplace for quality performance of medical services activities. It is necessary to accept training as a systematic process of leadership of the Organization, which will lead to better working performance. The training should be taken as a process of enriching the knowledge, skills and attitudes of employees in order to improve the working process as quality and care.

All this leads to the development of the staff and its growth as a value system and leads to improvement of the processes inside and outside the organization. Thus, by training, staff at the workplace will build on their:

- Knowledge-what you need to know in order to perform certain work tasks;
- Skills-what you need and can be done;
- Attitudes-This is the attitude that the employee shows to the work tasks and to the surrounding people (colleagues, patients, companions, etc.) with whom they meet in their implementation.

The main task of each manager and employee is to be able to learn and develop on his professional path, to keep abreast with the technological and information advances of medicine and medical innovations, to learn from mistakes and to carry out timely corrective actions , as a leading objective is to protect and strengthen the health of the patient.

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