



## Analysis of the Effectiveness of Organization-Based Learning on Nursing Performance at Regional General Hospital

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### ABSTRACT

**Objective:** Improving services in hospitals is related to the effectiveness of the performance of health workers, especially nurses. Nurses are also the health workers who most often and longest interact with patients. Hospitals have well received the concept of organization-based learning as a health institution. Organizational-based learning is necessary for the development of employees and the institution itself. This study analyzes the effectiveness of implementing organization-based learning on nurses' performance at Regional General Hospital Dr. WahidinSudiroHusodoMojokerto City. **Method:** This qualitative research uses primary and secondary data. Data collection techniques are through observation and interviews. The selection of informants in this study was carried out using the total sampling method. **Results:** The results showed that organization-based learning improves nurses' performance in inpatient service. **Novelty:** Organizational-based learning can be applied in hospitals to improve nursing performance in providing services. The head of the room must also be a good manager when implementing this program.

## INTRODUCTION

Nursing performance is the activity of nurses in implementing the best of their authority, duties, and responsibilities to achieve the objectives of the main task of the profession and the realization of organizational goals and objectives (Subedi et al., 2022). In its implementation, factors must support achieving maximum performance (Sapeni et al., 2024). Nurses can only carry out their duties and roles individually without involving others (Lyman et al., 2019). Therefore, a system is needed to help nurses improve their performance in the hospital (Suwanto et al., 2019). Learning is an idea that results from an officer's thinking that is incorporated into organizational thinking to achieve a goal (Husfaudin et al., 2019). Hospitals as health institutions have received the concept of organization-based learning in many countries worldwide, including Asian countries such as Singapore, India, and Thailand (Yang et al., 2022). Such hospitals not only focus on personnel, equipment, and healthcare facilities but also on knowledge as one of the essential resources (Tabibi et al., 2020). Even though data released by Webometrics, the best hospitals in Indonesia are far behind hospitals in other countries, which are only ranked 3,858, this is far behind Singapore's hospitals, which are already in the top 1000 in the world (Bingjie et al., 2022; Pansuwan & Klankhajhon, 2021).

Organization-based learning is an organization skilled at creating, acquiring, transferring knowledge, and modifying behavior to reflect new

knowledge and insights (Alexander et al., 2024). Organization-based learning will affect hospital employee performance, which impacts competitive advantage (Zhang et al., 2023). Various studies have shown that learning organizations positively affect employee performance (Lyman et al., 2022). The survey on the impact of learning organizations on employee performance generally shows that it is in the strong influence category (Adesina et al., 2023). Nurses are the most significant number of professionals in hospitals. Nurses are also the health workers who most often and longest interact with patients (Jamshidi et al., 2021). The performance of nurses is needed so that hospitals as health service providers can survive in the era of competition (Li et al., 2019). The Tribuana Room is a pavilion room consisting of VIP and VVIP rooms, which are often in the spotlight in terms of service, officer ethics, facilities, and infrastructure so that health workers are required to provide excellent service; one way to achieve this is by implementing organization-based learning, but research on this has never been done before.

In addition, the application of organization-based learning in hospitals has yet to be widely done because it is related to the conditions and facilities owned by each hospital. The availability of facilities and infrastructure is also an obstacle for hospitals in applying this method to improve nurse performance. Given that the application has yet to be widely done, analytical research on this program is still minimal, so the application of the results of this study can be an example for other inpatient rooms. The researcher developed the interview questions concerning the research variables. Ten questions were asked regarding implementing organization-based learning and its effect on improving nurses' performance. Therefore, it is necessary to analyze whether organization-based learning effectively improves the performance of nurses in the Tribuana room of Dr. Wahidin Sudiro Husodo Hospital, Mojokerto City.

## **RESEARCH METHOD**

### ***General Method***

This study's design is a qualitative survey method with an openquestionnaire, so it does not use statistical tests; the results are described as a narrative of the interviews with respondents. This study analyzed the effectiveness of organization-based learning in improving nurse performance in the tribuana inpatient room.

### ***Population and Sample***

The population in this study consisted of all employees in the tribuana room of Dr. Wahidin Sudiro Husodo Hospital Mojokerto City who had the status of nurse. Sampling was carried out using the total sampling method to determine the entire population as a sample with 14 samples.

### ***Instrument and Data Type***

The instrument in this study used a set of openquestionnaires consisting of 10 questions regarding the organization-based learning program and its effect on nurse performance. The types of data used in this study are:

- a. Primary data

Primary data is data obtained from respondents directly by interviewing using a questionnaire.

b. Secondary data

Secondary data is supporting data from other sources that strengthen primary data, namely from books or related research articles.

*Place and Time*

This study was conducted in the Tribuana inpatient room of Dr. Wahidin Sudiro Husodo Hospital Mojokerto City. The study lasted three days, from January 15 to 17, 2024.

*Data Analysis*

Data analysis in this qualitative research uses narrative to describe in detail the results of interviews with respondents. The data is narrated according to the interview results and then analyzed by comparing existing theories.

## RESULTS AND DISCUSSION

### *Results*

#### **Characteristic Data**

**Table 1.** Characteristics of respondents based on gender.

<b>Gender</b>	<b>Quantity</b>	<b>Percentage (%)</b>
Male	2	14.2
Female	12	85.8
<b>Quantity</b>	<b>14</b>	<b>100.0</b>

Based on Table 1, it can be seen that the majority of respondents are female, with a percentage of 85.8%, while the male gender is 14.2%. Table 2 shows that nurses in the Tribuana room of Regional General Hospital Dr. Wahidin Sudiro Husodo Mojokerto City are dominated by people aged 26 to 38, still a productive age category.

**Table 2.** Characteristics of respondents based on age.

<b>Age (years)</b>	<b>Quantity</b>	<b>Percentage (%)</b>
<25	0	0.0
26-38	11	78.5
39-50	3	21.5
>50	0	0.0
<b>Quantity</b>	<b>14</b>	<b>100.0</b>

**Table 3.** Characteristics of respondents based on length of service.

<b>Length of service (years)</b>	<b>Quantity</b>	<b>Percentage (%)</b>
<1	0	0.0
1-5	4	28.5
6-10	9	64.3
>10	1	7.2
<b>Quantity</b>	<b>14</b>	<b>100.0</b>

Based on Table 3, it was found that the length of service of 1-5 years was four people, 6-10 years was nine people, and the length of service of more than ten years was one person. There are no nurses who have less than one year of service.

**Table 4.** Characteristics of respondents based on last education.

Last education	Quantity	Percentage (%)
Diploma of Nursing	5	35.7
Fourth Diploma of Nursing	1	7.2
Bachelor of Nursing	0	0.0
Nursing Profession	8	57.1
<b>Quantity</b>	<b>14</b>	<b>100.0</b>

Table 4 shows that the last education of the Ners profession dominates with eight people; the rest are D3 nursing, as many as five people, and DIV nursing, as much as one person. There are no nurses with a bachelor's degree in nursing.

**Table 5.** Opened questionnaires.

No.	Question
1	Has organization-based learning been implemented in the tribuana room?
2	Do you follow the organization-based learning program?
3	Are you satisfied with the organization-based learning application implemented in the tribuana room?
4	Do you feel the benefits of the application of organizational-based learning?
5	Does the application of organization-based learning impact improving your performance in providing services?
6	Has the application of organization-based learning been running optimally in the Tribuana room?
7	Has the head of the room led the implementation of organization-based learning well?
8	Has the hospital provided facilities to support the implementation of organization-based learning?
9	Does the implementation of organization-based learning have advantages and disadvantages?
10	Give an example of the benefits of implementing organization-based learning to improve your performance.

### Discussion

The results of interviews with 14 nurses in the Tribuana room showed that most respondents were satisfied with implementing organization-based learning in the Tribuana room. Of the 14 respondents, 14 answered the question of their satisfaction with the implementation. Of these 14 people, all of them said that their performance improved with the existence of organization-based learning. Of the ten questions, all respondents answered that organization-based learning has been carried out in the Tribuana room, all respondents routinely participate in organization-based learning, the head of the room has led the program, it has run optimally, and the hospital has provided supporting facilities. Some examples of improved performance after the

implementation of organization-based learning include complete care services for each patient, sound recording of medical records, provision of drugs according to doctor's advice, effective communication, and the achievement of patient satisfaction during treatment. Implementing the learning organization for nurses at Regional General Hospital Dr. Wahidin Sudiro Husodo Mojokerto City has been running optimally. Although there are some obstacles in its application, nurses with good organization in the inpatient room can overcome this condition. The head of the room can be a good leader in organizing the team under him. The head of the room is the one who can provide direction, guidance, and instructions for the implementation of services (Burgess et al., 2020).

Quantitative research by Pratiwi and Supratman (2024) on 97 nurses at Dr. Moewardi General Hospital found a relationship between nurse performance and the implementation of the team model in carrying out services. This study explains that a sound organizational structure in the hospital encourages the improvement of nurse performance. Organizational-based learning is a factor that can be included in efforts to improve the quality of performance and nurse services.

Research by Moez et al. (2024) explains that there is an influence between leadership style and nurse performance. As a manager managing the course of services and the comfort of nurses, the head of the room has a very important role in maintaining the stability of his employees. The head of the room, who can maintain the situation, will be able to maintain the possibility of nurses resigning. Organizational learning shapes better and maximum health services in hospitals. However, research by Panahi-Qoloub et al. (2024) revealed that organizational education does not affect the quality of work life and other dimensions.

Pattali et al. (2024) revealed that organization-based learning applied by the head of the room could be a solution to avoiding conflicts between nurses. Conf its member nurses to create a stable need to discuss the application of conflict avoidance strategies in the work environment. Conflicts that do not occur between nurses can be an impetus for the creation of improved nurse performance. Efriena et al. (2024) explained that managers did not influence the motivation of nurses' performance. Nurse performance arises because it comes from their individuals and is personalized.

This study by Bawaningtyas et al. (2021) on 113 respondents at Siloam Palembang Hospital concluded that organizational learning impacts improving nurses' performance. Although not significantly, respondents improved their performance in providing nursing care. In line with that, research by Parashakti et al. (2023) on 295 hospital nurses in Jakarta showed that organizational learning has an essential influence on improving nurse performance. However, this improvement is also influenced by the individual's and the organization's commitment. The leadership of the head of the room is a dominant factor in the successful implementation of organization-based learning.

Research by Ferramosca et al. (2023) revealed that the availability of facilities and leadership support influences nurses' physical, mental, and emotional workload. Organization-based learning provides a sense of solidarity between nurses so that it can reduce the intensity of the existing workload. Therefore, the participation of room and hospital leaders is needed to support improving nurses' performance. Andrianti et al. (2022), through research on 120 nurse respondents at the Jakarta Islamic Hospital, found that the factor that can improve the performance of nurses in carrying out services is individual commitment supported by an organization's commitment. Organizational-based learning is needed to increase the commitment of its members.

Organization-based learning is a form of interaction that exists within an organization. Through learning, there will be a process of aligning individual thoughts, resulting in collective thinking and encouraging each individual to achieve common organizational goals (Kornelius, 2023). Learning is influenced by five key factors: commitment, leadership, goal setting, development and retention, and the culture of the organization itself (Hidayatulloh & Perwira, 2023; Pramida & Mulyanti, 2023).

The clarity of the hospital's organizational vision has been detailed and applied to the vision per unit and individual so that it can be easily carried out (Zajac et al., 2021). In addition, socialization activities to understand the hospital's vision to all employees are good enough so that nurses' understanding of the vision is also good. The hospital's vision and mission need to provide clarity on the direction of services in the hospital (Bawaningtyas et al., 2021). Employees' systems thinking strongly influences the way the organization learns. Systems thinking can be called "the heart of organizational learning" because all organization members must take part in understanding and developing the vision and mission of the organization (Rahayu et al., 2019).

Leadership support provides guidance and direction, such as mentoring or coaching the training unit. Leaders motivate the creativity of their subordinates and foster a typical dialog to achieve the best problem-solving. Lia (2022) explained that leaders are vital in creating and running organization-based learning. This is because the leader, in this case, the head of the room, becomes a mentor for the nurses under him (Moloney et al., 2020; Jaakkola et al., 2024).

Hospitals in Indonesia need to catch up compared to various hospitals in neighboring countries. Therefore, improvements and renewals must be made by metamorphosing into a learning organization. However, efforts to become a learning organization face various challenges, one of which is that the characteristics of public organizations need to be more flexible in carrying out learning activities (Rahayu et al., 2019). The first thing to do in organizational learning is to change employees' mental models/ways of thinking. A well-formed mental model will lead employees to act and think systemically and not just based on employee assumptions alone (Darus & Kiswanto, 2023).

Information and Communication Technology (ICT) support, including an integrated Hospital Information System (SIM RS), has been running for a long time, helping nurses and other employees understand existing policies (Siegert et al., 2021). Internet network support in the hospital is evenly distributed in each unit, and health technology equipment is already available in each room unit. In today's modern era, information technology plays a very important role in supporting all policies made in the hospital (Feng et al., 2022). Organization-based learning can run optimally if supported by modern information systems and technology (Darma et al., 2021; Parishani et al., 2021)

## CONCLUSION

**Fundamental Finding:** Research on the effectiveness of organization-based learning implementation needs to be conducted to observe how much the method impacts nurse performance in Regional General Hospital Dr. Wahidin Sudiro Husodo Mojokerto City has been running well. The existence of the head of the room, who directs his subordinates to carry out monthly meetings, exchange of opinions, and discussion groups, provides space for nurses to submit suggestions and input to improve services. The agency has also provided optimal facilities for carrying out the duties and roles of

nurses. **Implication:** The application of organization-based learning methods needs to be done to improve the performance of nurses in carrying out their duties and responsibilities. **Limitation:** The limitation of this study is the small sample size. **Future Research:** Further research on the effectiveness of organization -based learning needs to be conducted in many samples and other variables related to supporters or inhibitors.

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