





The Effectiveness of Induction Programme to the New Employees; Case of Thai University Staff

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Information of Article

Article history:

Received: Jan 2024

Revised: Feb 2024

Accepted: Feb 2024

Available online: Mar 2024

Keywords:

Induction programmes,
employee adaptation,
employee turnover,
Thai universities

ABSTRACT

Induction programs are important to every organization. It helps in introducing the new employee of an organization by briefing the new employees on the organization's vision, mission, values, and objectives. This study intends to determine the impact of induction programs and compare the level of adaptation to new organizations based on the duration and content of induction training by using quantitative research with semi-structured interview questionnaires. The perceptions of new employees on the induction training were gathered from all the new employees of University ABC, who have joined the university within four years (2019,2020, 2021 and 2022). In addition, a convenience sampling technique was used in determining the sample size from the total population. A structured questionnaire was distributed to gather the perceptions of new employees. The results show that induction training has a positive impact on the adaptation to the new work environment and individual work performance.

1. Introduction

Induction programmes are the training offered by the organization to its new employees. Every organization, irrespective of its nature and size of operation, needs to plan certain induction training to introduce the new employees into their organization to familiarize them with the new working environment. Induction training if found effective, can help the new employees in contributing to the achievement of expected goals and objectives of the organization. It has benefit to both the employee and the employer because introducing the new employees by orienting them on basic organization rules and regulations, organization expectations and their ultimate goals, the new employees get adapted to the new environment quickly and contribute in achieving those expectations fast.

As a new employee joins the organization, he/she may experience certain roadblocks in dealing with the day-to-day operational issues (Kaur,2017). The induction training provided varies among different organizations, some provide two days of training while some go with sixty days of training (Talya & Bauer, 2014). The impact of those induction training on the new employees and the effectiveness based on the duration of training is still a question that needs immediate discussion. While induction training is considered important for every organization, the question of it being helpful is still not determined. Although several studies have been conducted to find the impact of induction training on the recruits in other countries, the impact in Thai University has not been discussed. Therefore, the study will determine the impact of the induction programme and compare the level of adaptation to new organization based on the content and the duration of induction training.

2. Literature Review

An induction training is the first opportunity for any organization to introduce its new employees to the company norms, values and work ethics in a way that the new employees adjust to the new work environment as soon as possible (Arachchige, 2014). And Snell, 2006) defines induction training as the process of combining the necessary people, processes and technology that is essential for any new hire in the organization (Hendricks & Louw-Potgieter, 2012). In addition, (Sprogoe & Elkjaer, 2010) describes induction as the process whereby new recruits join and become a part of the organization and also an opportunity for an organization to either learn and change according to new recruits or new recruits made to adapt to the existing working environment. Similarly, Induction training which can also be called as new employee orientation are the programs that are designed to socialize with new employees of an organization with an expected goal to enhance new comer's knowledge, skills and abilities (Acevedo & Yancey, 2011). Induction training is also defined as the process of familiarizing the new employee to organization so that employee's productivity to the organization is felt by the organization in the least possible time and can help build a sense of belongingness to the organization (Jaiswal, Tiwari, Velankar, Kotwani, & Sharma, 2014).

It is very important for every organization since it leads to reduced time and cost involved in adhering the new employees to the work environment and contribute in achieving work effectiveness (Chidambaram, Ramachandran, & Thevar, 2013). In addition, it is important for every organization to create a working environment where new recruits can learn, survive and succeed in their profession, hence induction training aims to retain the new employees and also improve their level of performance by developing required skills (Ingersoll, 2012). A credible induction training can also help reaping the benefits such as staff retention and company identification to the new employees (Hendricks & Louw-Potgieter, 2012). Arachchige (2014) pointed out that the lack of induction training can cause negative impact to the work effectiveness because of lack of confidence and professionalism in new recruit and thus demotivating them from coming to work which leads to increased cost for the organization. In addition, an induction training has significant impact on the attitude and behavior of how a new employee act. Therefore, it is suggested that the induction training be reviewed on time so that employee can bring loyalty and positive attitude in work (Salau, Falola, & Akinbode, 2014).

It is stated by (Chidambaram, Ramachandran, & Thevar, 2013) that the contents delivered during induction training have a direct relationship to the effectiveness of training which means that the skills that an employee gains from the training can decide the future success of the organization. An induction training where employees can conceive their expected goals and implement the lessons perceived can help in enhancing the job satisfaction, efficacy, and retention of new recruits (Smith & Ingersoll, 2004). In addition, it is equally important for an organization to plan and deliver induction training free of ambiguous content as induction training are sometimes the very first and last opportunity for some organizations to introduce the new recruits to the organization norms, values, work ethics, and communicating expectations (Sprogoe & Elkjaer, 2010). It is further stated by (Jaiswal et al, 2014) that there exists a significant relationship between well-planned employee induction and employee job satisfaction which means that well-planned induction training can enhance the level of job satisfaction in an organization. Meanwhile, (Ingersoll, 2012) states that the impact of induction training also depends upon the duration of training a new recruit receives along with the content and intensity which contribute in retention and increased instruction in any profession.

3. Methodology

Many researchers have done similar research to find the effectiveness of induction training to the new employee of an organization using quantitative research methodology. Since the effectiveness of induction programme depends on individual perceptions and efforts to the training, this study adopted qualitative research methodology. Data were collected by administering structured interview questionnaires. The data obtained from interviews were analyzed through thematic analysis. According to Maguire and Delahunt (2017), thematic analysis helps to identify important

and interesting patterns and themes in qualitative data that can be used to address the research objectives and shed light on the problem at hand.

4. Data Analysis and Results

4.1 Content and duration of the training

The first question within part I of the interview was created to establish the thoughts of the respondents in relation to the content and the duration of the training program. All respondents perceived the content and the duration of induction training as the important aspect of element under training program for the newly joined employees. When asked on the suitability of duration for training, one respondent said *“It was a life skill-based training which took place for a week. The training was fully focused on the ten core skills that one needs in life”*. Many agreed the duration of training be 4-5 days while some respondents argued that it was too long when conducted at the same location. For the content of the training, all respondent was satisfied and rated well-planned training. Furthermore, the training was attended by some senior executives’ member and their presence to training has motivated all respondents under this study.

4.2 Effectiveness of induction programme for newly appointed staff

Part II of the study focused on the effectiveness of the induction program for newly appointed staff. All respondents were asked three questions to rate from numbers 1-5 and provide a short justification on the following questions; 1) The Induction program leads to higher productivity from the staff. 2)The Induction program help to create realistic employee expectations. 3) An effective Induction program reduces high staff turnover. One of the respondents said *“I rate the training 5/5 as many implemented these not only in their work field but also in their real life and it helped them a lot”*, while another who currently work as senior executive member said *“Personally for me, induction training is very enriching and productive. It not only introduced myself to new work place but also had gained skills and understood the new workplace”*. Regarding the staff turnover, many responded with the level of individual awareness to the training and individual perceptions to their daily works. *“I think it depends on many various factors when discussing turnover. Employees will decide to quit their current job if they think that the benefit they get is less than their knowledge and the job responsibility they are involved in. Teaching overload seems to be the main factor that causes employees to resign from their positions. This also relates to the salary they get”*. When asked on how to reduce the staff turnover, many responded the need training methods, team evaluation and support from their department head and executive’s member (Atkins & Gilbert,2003). Another respondent made a strong statement *“Offering attractive salaries seems to be the most important thing that the university’s executive team must take into consideration to retain the talents or potential teaching staff. In so doing, the labor turnover rate will decrease”*. Therefore, it is concluded that induction programme has negative relationship to staff turnover.

5. Conclusion

The paper describes the brief study on the effectiveness of the induction programme and compare the level of adaptation to new organization based on the content and the duration of induction training. The result was discussed based on the objectives of this study. The interviews were divided into two sections: content and duration of induction training and effectiveness of the training for the newly appointed staff. In overall, induction programme for new staff were found to be effective and of great value. It was reported that the training has served as the important aspects of their new working environment hence improving their job performance as the result of being able to adapt to the new working environment. It was also found that the length and content of induction training to new employees provides knowledge and skills needed to perform their duties in the new environment. In contrast, this study also found that there is some significant lack of administrative support due to the language barriers. It is also concluded that by skills obtained by the new employees also determine the effectiveness of the program. However, there is no relationship between the induction programme and staff turnover. Induction training is imperative since it is the platform laid in advance for the organization’s future success and retains the employees.

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