



THE INVESTIGATION OF THE EXTENT TO WHICH INDUCTION TRAINING INFLUENCE EMPLOYEES' PERFORMANCE IN MUFINDI DISTRICT COUNCIL

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KeyWords: Induction training, Employees' performance.

ABSTRACT

According to the development of today's global market, schools are continuously seeking ways to grow and keep competitive through several deliberately planned, implemented and monitored activities. One of these activities is through induction which is a form of training. In this paper, I investigate the extent to which induction training influence employees' performance in Mufindi District Council. A study was descriptive survey design, where quantitative and qualitative approaches using descriptive statistics and content analysis was used to analyse data for advancing argument on influence of induction training on employees' performance. Findings show that it is important to perform induction trainings to employees as to get the general picture of the institution with the aim of influencing employees' job performance. The study concludes that it is important to conduct conducting induction trainings to new employees as it requires employee to get familiar with their working environment before embarking in their job position so as to increase their job performance. Schools managements are required to allocate funds for training programs to new employees in their schools; this would help to ensure the induction programs are well implemented to new employees in their schools. The study recommends that the management of Mufindi District Council should provide enough funds for induction trainings to new employees in secondary schools in Mufindi District Council. Moreover, the management of Mufindi District Council should ensure that induction trainings to new employees are effectively implemented on time and done with available expertise on induction trainings in their secondary schools.

INTRODUCTION

The training need preparation since it entails cost, for example, America Society for Training and Development in 2006 estimated that United States schools spend \$8109.25 billion on teacher training annually. The training refers here is induction training which is defined as a form of teacher training designed to introduce employees to their roles and responsibilities [2]. The implementation of induction training began in 2005 as a part of education reform that is designed to promote quality and effectiveness of employees, Five years of implementation process, employees were performing their activity efficiently without trial and error [5] through this positive gain from the training, the government of Ethiopia instructed all employees to complete training module every semester for two years as an opportunity for employees to grow professionally.

[13], shows that the induction is vital step in the professional growth and development of employees because it acts as a bridge between teacher training and actual activities in the school. Many schools in Kenya face different challenges due to lack of training so update training is the solution of such challenges.

In Tanzania, republic service training direct all government institutions to provide induction to employees within six months after reporting and providing half year report of the training [12]. Employees need to attend training when they join school from colleges/universities; promoted or placed to another job position and when they are transferred to new school they should know their responsibilities [12] Induction course was offered as a short course where the licensed employees were expected to read the modules extensively together with other relevant materials to make them dynamic and progressive in the teaching profession. The program was established in order to cover the scarcity of employees made by the increase of community secondary in each ward [12].

Induction Training and Employee' Performance

A study by [10] shows that employees who attended induction training in non-educational institutions like TANROADS, TAMESA and TBA in Tabora and Singida municipal reported that induction program is for their career development which help them to per-

form their work effectively and efficiently. Therefore, training is a vital concern to provide value, effectiveness and efficiency in school. Inducted employees are likely to perform better in the teaching and learning process [6], though [9] informs us that the only induction course provided in education sector was for licensed secondary teachers.

Induction is a form of training designed to introduce employees to their roles and responsibilities. Proper designed induction programs help employee's productivity, loyalty, retention and higher contribution. On the other hand, when induction is lacking, it could result in missing information, frustration to the school and high levels of employees' turnover [1].

Investment in induction is very essential in ensuring that employees become productive so as to cope with the rapidly growing competition in the global market. Many schools in Tanzania rarely practice and use induction programs as a way of helping employees to modify their work situation and influence their performance. Many studies conducted reveal that heads of schools rarely conduct induction programs. This reduces the weight that induction programs apply on school influence. This study therefore, intended to investigate the influence of induction programs to employees Performance in Tanzania secondary schools.

LITERATURE SURVEY

A research done by [8] on influence of an induction program for newly appointed staff at Coastal College revealed that induction training have an impact and influence on the quality of service that lecturers provide to the learners, and therefore, it is important to give newly appointed lecturers the best possible start in the teaching profession.

[7] asserts that some countries in Sub Saharan Africa and Tanzania in particular, school leaders have not been supportive to new employees who strive to attend in-service training or continuous professional development programs including going for further studies. This situation undermines the performance of some teacher and beginning employees in particular in handling their responsibilities.

[3], reveals that induction is purposefully intended to achieve objectives and goals: improve the teaching performance of a teacher by enhancing effective teaching skills; enhance capacity building through an induction mold and inspire professionalism among employees and promote the personal and professional growth of employee's development and performance. Also, he noted that in Kenya induction to teacher is a school-run and it is the responsibility of the head, employees, deputy head employees, subject heads, senior employees and experienced employees. Further, he explains that induction is based on the Teacher Service Commission charter and it focuses on teacher's discipline.

[11] in his study on the influence of induction training on employees' performance in Public Sectors, applied TPI-theory to measure the extent to which induction training has influence to their ability to do their jobs. He came to the conclusion that employees' performance is directly related to the way they interact and work together as a team. Induction sharpen employees in the school provide them with an opportunity to memorize on the school values and beliefs, mission and vision which are the driving tools for employees performance.

A research done by [11], on employee's orientation programs in Tanzania public institutions and its effects on employees' performance revealed that effective induction training increases staff commitment, royalty and motivation to employees as well as reducing their Intention to quit. The study becomes more specific to a university environment where employees are relatively exposed to a learning environment, hence, it is likely that the management may take for granted assuming that the employees are used to such environment because they were once university and college students.

Study undertaken by [4] at Tanzania's Ministry of Health found that the program at the Ministry was not effective because induction training was not implemented and there was no training evaluation taken to measure the training acquired and actual translation of such training into actual work performance. The study also revealed that the induction function has been understood only in schools by people in managerial positions who remained silent on induction responsibilities thinking that the job is solely a responsibility of Training or Human Resources Department. In situation like this, employees performance may diminish because of the poor support and complication bring in by school management.

METHODOLOGY

The study was conducted in Mufindi District Council whereby the study targeted teachers, heads of schools, ward educational officer in Mufindi District Council where a sample size of 89 individuals was drawn. Quantitative and qualitative method was applied to get accurate data for the problem conclusion. The data adopted purposive and simple random sampling techniques. The data was analysed using descriptive statistics and content analysis.

RESULTS & DISCUSSION

The researcher wanted to investigate to what extent induction training influence employees' performance. To answer this objective of the study, five statements were given to the respondents to rate using Likert scale of agreement (Strongly Agree=SA; Agree=A; Neutral=N; Disagree=D; and Strongly Disagree=SD) as shown on Table 1.

Table 1: Influence of Induction Training on Employees' Job Performance

Statement	SA		A		N		D		SD		Total
	F	%	F	%	F	%	F	%	F	%	
Helps to know their expectation	31	36.0	51	59.3	4	4.7					86
Provides roadmap	33	38.4	47	54.7	6	7.0					86
Helps to know school rules	49	57.0	37	43.0							86
Creates first impressions	27	31.4	50	58.1	6	7.0			3	3.5	86
Building relationships	37	43.0	36	41.9	13	15.1					86

Source: Field data (2021)

The response follows as of 86 respondents, 82 (95.3%) of the respondents agreed that Helps employees to know what is expected of them, while 4 (4.7%) were neutral with the statement. Eighty (93.1%) of respondents agreed that, Provides roadmap to workplace success, while 6 (7%) remained neutral with the statement. Eighty six (100%) agreed the statement that, Helps employees know the school rules. Seventy seven (89.5%) of respondents agreed with the statement that, Creates positive first impressions, 6 (7%) were neutral to the statement while the remaining 3 (3.5%) of the respondents disagreed with the statement. Seventy three (84.9%) of respondents agreed with the statement that, Building workplace relationships, while 13 (15.1%) were neutral with the statement.

While during interview, question asked: To what extent does induction training have influence on employee's job performance in secondary schools?

One said:

"Induction training is conducted to expose the work environment to new teachers, motivates them and inspires them to work hard, although there is no induction training conducted in my school" (Head Master).

Another said that:

"Conducting induction training to new employees helps a lot in providing information that eases the transition into the workplace, moreover, induction training to new employees inspires them to have a good attitude towards the school and his or her job. Therefore, induction training to new employees gives out the general picture of the institution as a whole" (District Education Officer).

Another said that:

"Induction training to teachers is very important as it help new teachers to understand their working environmental issues, social, teaching methods, leadership skills, school roles, school timetable, academic issues as well as social corporation among teachers and society. Therefore induction training influence corporation between teachers and improves job performance hence increasing academic performance to students" (Ward Education Officer).

This implies that induction trainings is very important to new employees as it gives a general picture about how the school works, look like and its conducts, for new employees, it is very necessary for being explained well about the background information about the institution as it will help them to be more comfortable with the working conditions of the institution.

The results are supported by [8] on a study on "influence of an induction program for newly appointed staff at Coastal College", revealed that induction training have an impact and influence on the quality of service that lecturers provide to the learners, and therefore, it is important to give newly appointed lecturers the best possible start in the teaching profession.

In addition, the results are supported by [3] who reveals that induction is purposefully intended to achieve objectives and goals: improve the teaching performance of a teacher by enhancing effective teaching skills; enhance capacity building through an induction mold and inspire professionalism among employees and promote the personal and professional growth of employee's development and performance. Also, he noted that in Kenya induction to teacher is a school-run and it is the responsibility of the head, employees, deputy head employees, subject heads, senior employees and experienced employees. Further, he explains that induction is based on the Teacher Service Commission charter and it focuses on teacher's discipline.

Therefore, efficiency in induction training to new employees will results to efficiency on work to new employees as they will be aware on working environment of the institution as whole. Induction training to new employees is very important as it conveys new employees' expectations about the working environment of the institution.

CONCLUSION

The study acknowledges the importance of conducting induction trainings to new employees as it requires employee to get familiar with their working environment before embarking in their job position so as to increase their job performance. Schools managements are required to allocate funds for training programs to new employees in their schools; this would help to ensure the induction programs are well implemented to new employees in their schools.

RECOMMENDATIONS

Recommendations for Action

The findings indicate that induction trainings to employees' influences job performances, therefore, the management of Mufindi District Council should provide enough funds for induction trainings to employees in secondary schools in Mufindi District Council

because it help employees to be aware about their working environments, institution culture as well as it enhances employees relationship.

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