ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

INDUCTION AND SOCIALIZATION PROCESS AND ITS IMPACT ON NEWLY RECRUITTED STAFFS IN DASHEN BANK S.C.

BY
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JANUARY, 2015

ADDIS ABABA, ETHIOPIA

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A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA).

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S.C.

BY
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ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a University advisor.

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St. Mary's University, Addis Ababa   **January, 2015**

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Goitom Abraham (Asst. Prof.) All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Ermiyas Anteneh

Signature

St. Mary's University, Addis Ababa   **January, 2015**

DEDICATION

This thesis is dedicated to the love of my life, the basis for my identity, to that human angel who gave me her everything to see my success in life. Dear Mother, (Meseret Askabe) I wish you could be able to see this; I wish we could share this success together for you were there for me from the beginning. May your soul rejoice, May you proud, words and dedications would never express my heartfelt and love I have for you. May you Rest in Peace.......tears.

ACKNOWLEDGEMENTS

LIST OF ACRONYMS

DB -   Dashen Bank

HIV-   Human Immune Virus

HRDD-   Human Resource Development Division

IT-   Information Technology

TB-   Tuberculoses

T&D-   Training and Development

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Abstract

This thesis aims to assess the process of induction and socialization program and its impact on newly recruited staff of Dashen Bank S. C. The concern is on how new entrants of the Bank pass through the induction and socialization training program. The paper provides a review of current practice and offers suggestions for future investigation. An Extensive review of the literature related to standard induction and socialization training programs across various sector to assess the current practice of the Bank. The study was conducted on new employees who had actively participated the first round of the 2013/14 induction and socialization training program which was held from September 15 to October 10/ 2014. Descriptive research method was applied for describing the existing practice of the Bank's on induction and socialization programs and to evaluate its contribution on the performance as well as perception of the new employees. The mixed method which includes both quantitative and qualitative approaches is utilized to maximize the completion of the research. A questionnaire was designed using structured questions to collect primary data from participants of the induction and socialization training program. One hundred and five questionnaires were distributed and collected from the induction participants. Personal interview were held with HRDD management staff of the Bank. The study used cross sectional survey method. Data was collected through census. The results indicated that most of the new entrants were of the view that the induction and socialization training program is essential for both to the new entrants and the Bank's success. The findings also revealed that Problem has been encountered on performance because of the delay of the induction and socialization training program. And it was recommended that HRDD should undertake induction and socialization training programs in due concern as early as possible by being systematic on the schedule, by segregating the target groups considering the essentials of induction trainings and the employment period. The study concluded that for a better induction and socialization training programs, possible changes should be made in the future. This will have a benefit both for new entrants and the Bank.

Key words*: **Induction, Socialization, training, development, orientation***.

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CHAPTER ONE

INTRODUTION

This introductory section of the paper focuses on the background of the study, statement of the problem, objectives of the study, the research questions, scope and limitations of the study, significance of the study, definition of terms and the organization of the research paper.

1.1 Background of the Study

It's known and nowadays becomes very much mandatory that training and development programs are essential to employees for any organization. The dynamicity of the world as well as the fierce competition arise between organizations force companies to design and implement value adding, technical and motivational training schemes to their employees.

It is often the quality of service that has a significant impact on the purchase decision. Trained employees perform better and are more likely to serve customers in a desired way. Induction and socialization is thus, a process of receiving and welcoming employees when they first join a company and giving the basic information they need to settle down quickly and happily to start work. The program has the aim to establish quickly a favorable attitude to the company in the mind of the new employee so that he or she is more likely to stay and to obtain effective output from the new employee in the shortest possible time (Armstrong, 1996:4).

Delay or absence of the induction and socialization program creates vague perception in the minds of the new employee about the culture, mission and the overall goal of the organization. Furthermore, absence of the induction program may lead the new employee to hear incorrect information about the organization and could expose them into inappropriate staff rumor that distorts the view of the new employee perception about the organization and/or to the position the employee is assigned (Mehay, 2001:7).

A new entrant should culturally fit in an organization. Interaction at this stage shapes an individual's disposition and outlook for work and motivation levels. The importance of induction cannot be underestimated. Induction training is absolutely vital for new starters. Good induction

training ensures new starters are retained and then settled in quickly and happily to a productive role (Coleman, 2002:14).

It is during induction that a new recruit gets to know about the organization's employment philosophy, physical work environment, employee's rights, employee's responsibilities, organization, culture and values in the business process.

On the point of values and philosophy, induction training offers a wonderful early opportunity to establish clear foundations and expectations in terms of ethics, integrity, corporate responsibility, and all the other converging concepts in this area. Induction and socialization program may also be applied to promoted staff as well, where as they begin their socialization as insiders to the larger organization, with understanding of the organization's goals and values (Wilson, 2001:9).

Dashen Bank is incorporated by many departments; among this is the human resource department which has three sections and a division. The human resource training and development division takes full responsibility to schedule and implement induction and socialization programs when new recruits join the company.

The division also undertakes various training programs based upon the training gaps addressed by work units. The division evaluates the impact of post training sessions and collaborates with other work units to facilitate training and developmental programs and employees via need assessment questionnaires. Most of all, it schedules and provides training and development programs to employees based upon its annual action plan.

One can imagine the obscurity a new recruit might face when joining a new company without getting proper orientation. In order to ease the situation for the new recruits, organizations arrange induction and socialization sessions that focus on the vision, mission, values and the overall cultural awareness creation. Hence, the study focuses on the induction and socialization training program of Dashen Bank by assessing the processes involved as well as by comparing the level of achievement DB attained in contrast to the employees perception and expectation. Furthermore, the study emphasis on the delay or absence of the induction program in correlation to new employee's perception, performance, personal limitation and difference in achieving company goals.

Induction is considered as an important part of a company's human resource practices. Many aspects should be addressed when discussing the importance and objectives of an induction process. The first day in a new job is always memorable in good or bad. Induction often reflects the values of a company. It can be suggested that a company can strengthen its competitive advantage and decrease the employee turnover by investing in employee training since the beginning of the employment with a proper employee induction. Organizations should design and implement intensive and proper induction programs for their new recruits. It has been proved in one of the survey conducted by the centre for creative leadership (headquartered in Greensboro, North Carolina, US), that a fresh hire does not meet the expectation of an organization for the first few months. The issue of productivity of new hires has to be defined individually by every organization. Fresh hires are able to learn the process as quickly as possible if the induction efforts are right and they can be very productive if their induction is being done in a proper manner.

There hasn't been a research within the organization regarding induction and socialization programs; therefore the purpose of this study is to see the role of the induction and socialization programs for new entrants and its perception by both the management and participants of the training. The quicker a new employee settles within the organization the better his/her efficiency on his/her output. Delay or absence of induction training may expose the new employee to hear distorted information about the organization or the position he/she is assigned from other sources.

1.2 Statement of the Problem

Human resource is one of the most critical activities carried out in many organizations especially in the banking industry whose primary goal is to serve its customers. Nowadays, following to the global as well as the national economic situation, business competition is becoming stiff whereby organizations are using their skilled and trained manpower as a competitive edge that cannot easily be attained by their competitors.

When new recruits join a company, especially fresh graduates, it is a customary practice that they are willing to exert their maximum effort and will be ready to learn whatever is offered by the organization as they are eager to know and adopt to the environment. Thus, it will be the right time for organizations to create awareness on their values and expectations to their employees. One's this moment has passed; employees tend to accustom themselves to prevailing situations and may be shaped in a distorted manner which would become uneasy or costly both in terms of time and money to change their attitude towards the right direction. Moreover, since the main aim of induction reflect the values of a company to the new recruits; its delay causes goal incongruence and vague perception in the minds of the new employee. It can be suggested that a company can strengthen its competitive advantage and decrease the employee turnover by creating shared value and sense of belongingness through effectively organized induction and socialization program at the right time.

Delay of induction and socialization training and failure to give due concern and attention for new entrants will consequence confusion, vague view of company's mission & goal incongruence as well as unsatisfactory performance (Armstrong, 1996:4). As Dashen Bank is one of the leading financial institutions in the market the company needs competent and well trained employees who can quickly adapt the dynamic environment.

Considering the benefits of timely induction and socialization program to the new entrants the researcher become interested in assessing the impact of induction and socialization for the new entrants and its practice in Dashen Bank S.C.

1.3 Basic Research Questions

The study has tried to answer the following basic research questions:

1. To what extent are induction and socialization programs are planned and executed by the company?

2. What is the overall perception of employees on the induction and socialization programs organized by the company?

3. To what extent do induction and Socialization programs arranged by the company play significant role in enhancing productivity, sense of belongingness, in socializing with one another, performance and culture acquaintance of the new employee?

4. What are the possible causes for the absence or delay of an induction and socialization programs given to new employees?

5. What are the effects of delay or absence of induction and socialization programs on new employees in relation to the exposure to hear distorted information about the organization or to the position assigned?

1.4 Objective of the Study

The General objective of this research is to examine the practice of induction and socialization program and its impact on the newly recruited staffs at Dashen Bank. Specifically, the objectives of the study include the following:

> To see whether induction and socialization programs are well planned and executed by the company
>
> To determine the overall perception of employees on the induction and socialization programs arranged by the Bank.
>
> To determine the role played by induction and socialization programs arranged by the company in enhancing the productivity, performance and culture acquaintance of the new employee.

To identify the causes of absence or delay of induction and socialization programs organized by the company.

To explore to what extent interaction of new employees during the induction and socialization programs benefits them to learn from each other.

To examine the effect of delay or absence of induction and socialization programs in negatively affecting the perception of employees towards the company and their specific job assignments

1.5 Significance of the study

The research focuses on assessing the impacts of induction and socialization program for new employees. This has an importance for the company to know the basic effects for the delay of induction and socialization training on new employees' productivity and performance. The research would benefit the management as an input to make appropriate decisions regarding successive induction and socialization training programs. Moreover, the study has benefitted the researcher to acquire knowledge and to broaden his insight regarding process and impact of induction and socialization programs to newly recruited staffs as well as for an organization.

Last but not least, the study can be used as a practical reference for those who are interested to conduct research in the area.

1.6 Scope of the study

For the sake of quality and specialization and to cope with the available time and resources constraints, this study focuses only on the induction and socialization training practice of Dashen Bank and its impact towards the new entrants who are assigned on branches operating only in Addis Ababa. The data was gathered on the first round induction and socialization program of the HRDD which was held from September 15 to October 10, 2014. The researcher used cross sectional type of survey to collect the primary data because data are collected at one point in time from a sample selected to describe some larger population at that time.

The data collection tools used includes questionnaire and interview checklist for those new employees who participated on the induction and socialization training program and the management staff respectively. The tools are used to get first hand information appropriate for

the study. The researcher took all participants who came to attend the program at that specific time. Therefore, the study does not represent other batches of employees who got hired at different times nor employees outside Addis Ababa.

On the other hand, the number of management staff involved in the study limited to five. It was not possible to interview all the twelve managers due to time constraints.

1.7 Definition of Terms

Induction and Socialization is the process of receiving and welcoming employees when they first join a company and giving the basic information they need to settle down quickly and to easily adapt the environment (Armstrong, 1996:23). Whereas, **Socialization** is a Process by which individuals acquire the knowledge, language, social skills, and value to conform to the norms and roles required for integration into a group or community.

Training is a planned process to modify attitude, knowledge or skill behavior through learning experience to achieve effective performance in an activity or range of activities (Wilson, 1981:87).

Education Activities which aim at developing the knowledge, skills, moral values and understanding required in all aspects of life rather than a knowledge and skill relating to only a limited field of activity (Armstrong,1996:89).

Development: the growth or realization of a person's ability, through conscious or unconscious learning. Development programs usually include elements of planned study and experience, and are frequently supported by a coaching or counseling facility (Bennet, 2003:49).

1.8 Organization of the Study

The paper is organized in five chapters. The first chapter deals with introductory remarks providing information on the background, statement of the problem, research questions, objective, significance, scope and limitation. The second chapter entirely deals on the literature review; it discusses the key concepts that are used in the paper to place the problem in the broader perspective of the literature. Chapter three concentrates on the research methodology adopted for the study and relevant justifications. It outlines the methodology for carrying out the secondary and primary data collections and how the results were analyzed. Chapter four presents the finding and analysis. Chapter five summarizes the main findings in the conclusion part and gives recommendations to assist successive induction and socialization programs in the future.

CHAPTER TWO

LITERATURE REVIEW

Organizations have come to realize that a good induction program will help them to get the best out of the new employee. Not only that, studies have recently revealed that a good induction program reduces turnover and increase employee retention .consequently, it has become not only a trend/ norm to include induction and socialization program but a necessity into a company training package scheme.

Inducting a new employee is an investment on the new recruit to get the best out of the employees in the shortest possible time. The rewards are to be collected later on in the form of organizational belongingness, productivity, integrity and creativity to help the company achieve its vision and goals.

After the completion of signing employee-employer contract an orientation is being given to the employee as a first instance. The Induction and socialization is an intensive program that comes after a brief orientation about the company culture, mission, vision and values.

2.1 Definition and Concept of Orientation

It's an introductory stage in the process of new employee assimilation and a part of his or her continuous socialization process in an organization. Orientation is the planned introduction of new employees to their jobs, coworkers, and the organization. However, orientation should not be a mechanical, one-way process. Because all employees are different, Orientation must incorporate a sensitive awareness of the anxieties, uncertainties and needs of the individual (Lewis, 2013:15). Orientation in one form or another is offered by most employers. The orientation is meant to educate new employees about the goals and responsibilities of the position and company, as well as to answer any questions they may have about HR, benefits and payroll information.

The Major objectives of orientation are to gain employee commitment, reduce his or her anxiety, help the employee understands organization's expectations, and it conveys what he or she can expect from the job and the organization.

2.2 Orientation Responsibilities

Orientation requires cooperation between individuals in the HR unit and other managers and supervisors. In a small organization without HR department, such as a machine shop, the new employee's supervisor or manager has the total responsibility for orientation. In large organizations, managers and supervisors, as well as the HR department, should work as a team in employee orientation.

2.3 Purposes of Orientation

Employers have to realize that orientation isn't just a nice gesture put on by the organization. It serves as an important element of the recruitment and retention process. As assessed by (Smith, 14:2012) some key purposes of an orientation are:

- To reduce startup costs proper orientation can help the employee get "up to speed" much more quickly, thereby reducing the costs associated with learning the job.
- To reduce anxiety any employee, when put into a new, strange situation, employees will experience anxiety that can impede his or her ability to learn to do the job. Proper orientation helps to reduce anxiety that results from entering into an unknown situation, and helps provide guidelines for behavior and conduct, so the employee doesn't have to experience the stress of guessing.
- To reduce employee turnover employee turnover increases as employees feel they are not valued, or are put in positions where they can't possibly do their jobs. Orientation shows that the organization values the employee, and helps provide the tools necessary for succeeding in the job.

- To Save Time for Supervisor & Co-Workers: Simply put, the better the initial orientation, the less likely supervisors and co-workers will have to spend time teaching the employee.

- To develop Realistic Job Expectations Positive Attitudes and Job Satisfaction It is important that employees learn as soon as possible what is expected of them, and what to expect from others, in addition to learning about the values and attitudes of the organization. While people can learn from experience, they will make many mistakes that are unnecessary and potentially damaging.

2.4 Employee Orientations in related to Attrition:

Over 40% of the employees consider employee orientation program as an effective medium to convey good-work practices to the new joiners and beneficial in developing realistic job expectations, reveals a poll conducted by studies. As assessed by Reed (2012:32) nearly 30% of HR managers agreed that orientation programs help in controlling attrition rates by developing positive outlook towards work and organization

An effective orientation program is not a one day affair but an ongoing process which could continue up to six months of a person joining the organization. Experts alleged that it is essential that employers should educate employees regarding their role, key result areas and organizations expectations in advance to curb attrition at the later stage, during a skills dialogue session. It will help employees to understand why they are hired and what their goals are for the coming 6-12 months (Wilson, 1981:22).

The overall goal of orientation is to help new employees learn about the organization as soon as possible, so that they can begin contributing. From the perspective of employers, the orientation process has several specific purposes, some of them are:

A) Productivity Enhancement: Both employers and new employees want individuals starting jobs to become as productive as possible relatively quickly. Some of the best organizations found that orientation helps new employees reach full productivity levels at least two months sooner than those without effective orientation experience. First contacts may shape how they approach new jobs. Another fact of orientation that affects productivity is training new employees on the proper ways to perform their jobs. One construction company has found that emphasizing safety

and instructing new employees in safe work practices has significantly reduced the number of lost-time injuries experienced by new employees.

2.5 Turnover Reduction Some employers have experienced significant turnover of newly hired employees, and it is common for over half of all new hires in hourly jobs to leave within their first year of employment. But employers with effective orientation programs have found that new employees stay longer.

2.6 Organizational Overview Another purpose of orientation is to inform new employees about the nature of the organization. A general organizational overview might include a brief review of the organization; the history, structure, key executives, purpose, products, and services of the organization; how the employee's job fits into the big picture; and other general information. If the employer prepares an annual report, a copy may be given to a new employee. Also, some organizations give new employees a list of terms that are used in the industry to help them learn regularly used vocabulary (Rothwell: 2001:42).

2.7 Induction Training is a type of training given as an initial preparation upon taking up a post. To help new people get to work initially after joining a firm, a brief program of this training can be delivered to the new worker as a way to help integrate the new employee, both as a productive part of the business, and socially among other employees.

It often contains information dealing with the layout of the firm's operating facility, health and safety measures and security systems An attempt may also be made to introduce the individual to key employees and give an impression of the culture of the organization, it is a critical time for the employer to gain commitment from the employee, and the latter to understand the expectations, targets and so on (Armstrong, 1996:55). The induction provides a really good opportunity to socialize and brief the newcomer on the company's overall strategy, performance standards, etc.

This training is done systematically and is often the responsibility of the immediate supervisor to make sure that it's done smoothly. If carefully done, it will save time and cost (in terms of faulty products or poor services, etc.). It is imperative that managers place their authority and power to make sure that the new employee is carefully helped to adjust to the new work surroundings and

culture. Just as in schools, sometimes the work place may have bullies, who may give the new employee the wrong impression of the company or organization at first. These programs can play a critical role under the socialization to the organization in terms of performance, attitudes and organizational commitment.

2.8 Benefits of an Induction Program

An induction program is an important process for bringing staff into an organization. It provides an introduction to the working environment and the set-up of the employee within the organization. The process will cover the employer and employee rights and the terms and conditions of employment. As a priority the induction program must cover any legal and compliance requirements for working at the company and pay attention to the health and safety of the new employee. As assessed by Kenny (1992:23) an induction program is part of an organizations Knowledge Management process and is intended to enable the new starter to become a useful, integrated member of the team, rather than being "thrown in at the deep end" without understanding how to do their job, or how their role fits in with the rest of the company.

Good induction programs can increase productivity and reduce short term turnover of staff. These programs can also play a critical role under the socialization to the organization in terms of performance, attitudes and organizational commitment (Mehay, 2001:98).

2.9 A typical Induction Program

An induction program consists primarily of three steps:

General orientation by the staff: It gives necessary general information about the history and the operations of the firm. The purpose is to help an employee to build up some pride and interest in the organization.

Specific orientation by the job supervisor: The employee is shown the department and his place of work; the location of facilities and is told about the organization's specific practices and customs. The purpose is to enable the employee to adjust with his work and environment.

Follow-up orientation by either the personnel department or the supervisor: This is conducted within one week to six months of the initial induction and by a foreman or a specialist. The purpose is to find out whether the employee is reasonably well satisfied with him. Through personal talks, guidance and counseling efforts are made to remove the difficulties experienced by the newcomer.

A typical induction program will include legal requirements (for example in the, some health and safety training is obligatory), Further, if there is any regulatory requirements (for example in the banking sector certain forms need to be completed), Moreover, Introduction to terms and conditions (for example holiday entitlement, how to make expense claims, etc.), A basic introduction to the company and how the particular department fits in the building, completion of government requirements, set-up of payroll details etc.

2.10 Purpose, Need and Practice of Induction

In order to fully benefit the company and employee, the induction program should be planned in advance. A timetable should be prepared, detailing the induction activities for a set period of time (ideally at least a week) for the new employee, including a named member of staff who will be responsible for each activity. As assessed by Mehay (2001:34) the plan should be circulated to everyone involved in the induction process, including the new starter. If possible it should be sent to the new starter in advance, if not co-created with the new starter.

It is also considered best practice to assign a buddy to every new starter. If possible this should be a person who the new starter will not be working with directly, but who can undertake some of the tasks on the induction program as well as generally make the new employee feel welcome. (For example, by ensuring they are included in any lunchtime social activities).

Induction of employee is the first step towards gaining an employees' commitment, it's aimed at introducing the job and organization to the recruit and him or her to the organization. (Abdullah, 45:2011). It involves orientation and training of the employee in the organizational culture, and showing how he or she is interconnected to (and interdependent on) everyone else in the organization. The new employee's first contact with his or her physical and human working

environment is extremely important, since it will condition his or her relationship with the company.

The employee must feel supported and important. The first person he or she will meet is the immediate supervisor, who should present the corporate profile in addition to providing information on the organization's background, values, clientele, services offered, staff, and expected behavior.

2.11 Purpose and Need

An employee has to work with fellow employees and his supervisor. For this he must know them, the way they work and also the policies and practices of the organization so that he may integrate himself with the enterprise. Any neglect in the area of induction and orientation may lead to high labor turnover, confusion, wasted time and expenditure (Mehay, 2001:38).

A good induction program should cover the company's history and products; the program has to include process of production and major operations involved in the job and the significance of the job with all necessary information about it including job training and job hazards. Furthermore, it should include the structure of the organization and the functions of various departments. It's essential to equip employee's own department & job and how he/she fits into the organization. Moreover, Personnel policy and sources of information. Company policies, practices, objectives and regulations. Terms and conditions of service, amenities and welfare facilities. The company's rules and regulations governing hours of work and over-time along with safety and accident prevention should be disclosed to the new entrants.

2.12 Trainers of the Induction When the company is unsure about the best way to pass on the information, then it shall leave it all to whoever will be the new employees superior. However, the company may decide that it is relevant to break down the information to be given by the relevant departments) for instance, the personnel department may inform them about employment contracts and procedures. If the new employee will be working with others, the company can offer the responsibility to one of his/her future colleagues. This way can benefit the new employee because they will be making a new friend at the same time and could see it as a doorway to their social involvement. If this isn't the right person, then it would be preferable to think it is best to leave the induction to the person who is most interested about the effectiveness of the induction scheme. They will then perhaps make it their responsibility for ensuring that the new employee integrates into the company with the right balance (Mehay, 2001:40). Whoever you allocate to do the induction, it will start to form a good relationship between those involved (or not as the case may be).

Feeling undervalued

No wonder then that many new starters leave, feeling undervalued, disillusioned, bored or downright scared off. As well as the contract that has been signed all new starters have a 'psychological contract' with their employer (and vice versa). This is made up of an internal set of expectations, hopes and fears for the new employment relationship. We may not know what is in this 'psychological contract', but if it is breached it can result in a significant decrease in loyalty, commitment and engagement (Armstrong, 2006:54).

Good induction is critical With staff 'churn' in our industry at its highest for the fifth consecutive year and the rate of attrition accelerate good induction is critical to holding onto new recruits and cementing loyalty to any organization. Furthermore, a study found that organizations with higher levels of employee engagement outperformed their peer group by 17 per cent on operating margin. This would suggest that each employee has an amount of discretionary effort that they will choose whether to apply or not - and if they choose to give that extra effort the organization benefits significantly. It is therefore always worthwhile to analyze the effectiveness of the induction training regularly (via analyzing the performance and retention of new starters through induction and beyond), and even if it seems quite satisfactory, how could it be further improved.

2.13 The length and Organization of an Induction Program

Analyze the length of the induction, it should be short enough so that new starters can feel that they are being productive but long enough that they don't do damage to your customers, products, services or reputation. Giving a guideline without knowing your business is tricky - for example new recruits into a heavily regulated industry will require extra time to make sure all legalities are met. However, a good rule of thumb is about 2-4 weeks full-time learning and a further 4-6 weeks part-time learning and supported 'live' call taking before integrating into the standard training program after 3 months service (Willison, 1981:95).

2.14 Socialization is broadly defined as "a process in which an individual acquires the attitudes, behaviors and knowledge needed to successfully participate as an organizational member (Robins, 2010:33). It's an ongoing process that sometimes lasts for a year. It represents a sense-making process that helps new hires adapt, form work relationships and find their place in the organization. A typical socialization process includes three phases:

A. Anticipatory socialization: This stage occurs before new hires join the organization. Through interacting with representatives of the company (e.g., recruiters, managers), new hires develop expectations about the company and the job prior to organizational entry.

B. **Encounter**: When new employees begin a new job, they start to learn about job tasks and receive training. Managers can exert their influence by helping new employees understand their roles and duties. Also, by understanding the stresses and issues that newcomers experience, managers can help cultivate a high-quality work relationship with newcomers.

C. Settling in: New employees begin to feel comfortable with their job demands and social relationships. They will be interested in the company's evaluation of their performance and in learning about potential career opportunities within the company.

Regardless of the years of work experience that new employees have, knowing the technical and social aspects specific to the job and the company is essential to function in a new the nature and the quality of new employees' relationship with their managers have a significant effect on socialization. Leaving the follow-up process neglected. After completing the orientation

program, HR representatives may review a checklist of items with employees to ensure all items have been covered. As new employees are not the only individuals involved in the program, getting feedback from everyone involved in the process is essential. This can be done through roundtable discussions with new employees after their first year on the job or by giving questionnaires to all relevant individuals (e.g., managers, peers). Having a formal and systematic follow-up process will not only help evaluate the program's effectiveness, it can also identify areas for further improvement (Armstrong, 1996:31).

 It is beneficial for both employees and organizations to be able to identify appropriate tactics for socializing new employees. For example, research suggests tactics that are more collective, formal, sequential, fixed, serial and supportive enhance newcomer loyalty and reduce turnover. people who are well socialized in their organizational roles tend to have higher incomes, be more satisfied, more involved with their careers and more adaptable, and have a better sense of personal identity than those who are less well socialized.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

In this chapter the research design, population and sampling techniques instrument of data collection, method of data analysis and ethical considerations are discussed.

3.1 Research Design

Research design is the plan to realize research objectives and answering research questions (John, et al., 2007). It can be explained also as grand plan which specifies the methods and procedures employed during the research process for collecting and analyzing data economically. The study is designed to see the role of induction and socialization programs on newly recruited staffs and particularly its effect when it's not given on time. Descriptive research method was applied for describing the existing practice of the Bank's on induction and socialization programs and to evaluate its contribution on the performance as well as perception of the new employees.

As the name implies, the major purpose of descriptive research is to describe characteristics of objects, people, groups, organizations, or environments. In other words, descriptive research tries to "paint a picture" of a given situation by addressing who, what, when, where and how questions (Zikmund: 2009:76).

Because, all the research approaches are believed appropriate to this research, the mixed method which includes both quantitative and qualitative approaches is utilized to maximize the completion of the research. According to Mark et al. (2009) mixing qualitative and quantitative approaches gives the potential to mitigate each method's weaknesses by filling the gap from the other method. The researcher of this study believed that the mixed research design would enable the research process to meet its objectives and answer the research questions designed of the study. Moreover, the study utilized cross-sectional in the sense that all relevant data were collected at a single point in time. The reason for preferring a cross-sectional study is due to the vast nature of the study and the limitation of time and obtaining information from a cross-section of a population at a single point in time is a reasonable strategy for pursuing many descriptive researches (Ruane, 2006:54).

3.2 Population and Sampling Technique

Census was employed to collect important information from the participants of the induction program. Census was used because it was possible to access the whole study population in the training premise. The new entrants of the bank whom are called to participate on the induction and socialization training program selected was divided into three groups where each of them are congregated from different branches and departments. There were 35 participants in three groups, which makes it a total of 105 participants and 5 managers were selected based on convenience sampling technique. The sampling technique was applied because of the similarity and exposure of their role and position in regard to the induction program. Thus, out of the twelve individuals holding managerial positions only five were willing and able to attend the interview sessions arranged.

3.3 Sources of Data and Data Collection Tools

The data source for the study includes both primary and secondary sources. Thus, primary data were collected from respondent non-management staff through the distribution of questionnaire. Primary data source was used because it enables to get first hand information from the target respondents. Questionnaire was used to collect quantitative data from the respondents because it can reach wide range of respondents and enables the respondents to express their views privately. It also helps to direct the respondents focus on important issues. On the other hand, interview checklist was used to collect data from the management staff so as to check and/or compare if any variance occur between the responses of the employees and the management. Secondary sources used include document of the company and other published and unpublished relevant materials. Secondary data usually helps to supplement the primary data and obtain information which cannot be obtained from primary sources.

Questions which were directly sourced out from the objectives and research questions were incorporated in the questionnaire. The literature in the study was also used as a guideline for the establishment of the questions in the questionnaire. The questionnaires were set and dispatched to participants of the induction and socialization program and management bodies. In the questionnaire the questions were set related to identify the role of the induction and socialization programs to assimilate the new employee as quickly as possible with the culture of the

organization. Furthermore to explore to what extent is the commitment of the management bodies to organize induction and socialization programs. The questionnaire also includes the decisive factors for choosing trainers for the program. Rooms were also left for all the respondents to express their views. The questions that were employed in the questionnaire were multiple-choice questions and five-point likert scale type questions. The type of scales utilized to measure the items on the instrument were continuous scales (strongly agree to strongly disagree). Structured and semi-structured questions were set for the interview. Information from mentioning the training premise, delivery styles and concern of the management towards the induction and socialization programs were collected through interview.

3.4 Procedure of Data Collection

The questionnaire was distributed through by the researcher due to its convenience to reach the participants on the induction and socialization training program. The study attempted to gather data from both primary and secondary data sources. Primary data is collected using a structurally designed pre organized self-administered questionnaire for 105 employees whom were the total participants of the induction and socialization training program. The primary data was collected by census sampling method. Thus, the completed questionnaires were personally collected by the researcher. Regarding the data collected from the management staffs, a management was made to fix the meeting for interview sessions organized and the responses were recorded by the researcher systematically.

3.5 Methods of Data Analysis

First of all, the nature of data collected and objectives of the research study determine the method of analysis used (Robinson, 1993:20). Accordingly, an attempt was made to employ the relevant data analysis tools which were in compliance with the very nature of the data at hand. The secondary aggregate data variable related to perception of induction and socialization program of the induction and socialization program and its due concern by the management were analyzed by means of descriptive statistical method (percentages and numbers) and the results obtained are presented in tabular forms and figures. The data collected through questionnaire were coded, entered and processed using SPSS. Adding together, the data collected through the questionnaire and interview were analyzed by comparing the current practice of the bank to that of the literature review about standards of induction and socialization program.

3.6 Ethical Consideration

The collection of data was done by confirming respondents that their responses are confidential. Research ethics refers to the appropriate behavior of the research concerning to the rights of those who become the subject of the work or are affected by the work (Mark Philip and Adrian, 2003). Thus, the anonymity of participants has been given due care and the volunteer participation, as valid and reliable sources were highly respected. Ethical issues in the research concerned, among other things, maintaining confidentiality about the information that the researcher gathered from respondents using secured data for academic purpose only and ensuring the respondents that personalities would not exploited.

3.7 Reliability and Validity of the Study

Content validity of the data collection instrument in providing adequate coverage of the topic under study is confirmed. The questionnaire used for the data collection was based on management standard indicator model developed by society of human resource management. Questions in regard to training premise, content and duration of the training program was slightly modified in a way that can fit with the research objectives.

Besides that, due emphasis was given to make the questions objective type and understandable so that the employees can answer the questions properly based on what they know. Vague and confusing wordings were avoided not to mislead the employees on the time of filling the questionnaires. The questionnaire was organized and finalized with a close consultation of the researcher's advisor and expertise of the subject area.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATIONS
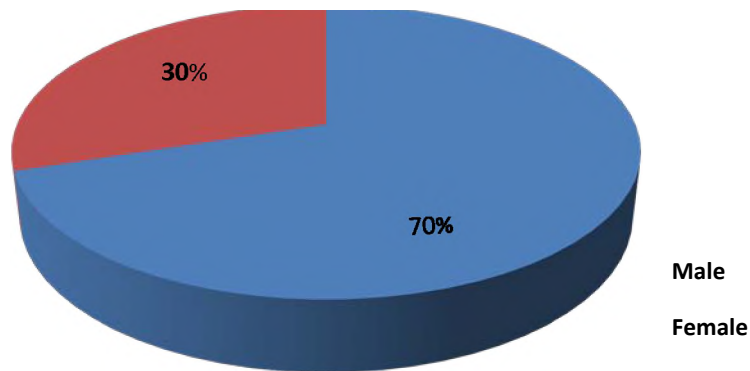
INTRODUCTION

Data colleccted by following the procesdures and employing the required methdology as presented in the previous chapter, were analyzed to generate the results in line with the research objectives. This chapter explores the techniques used in analyzing data associated with the induction and socilization training process of the company under study and the perception it has made on newly recruited employees of the same at Addis Ababa city area Banks whom are called to partcipate in the indution and socilization training held from september 15 to october 10/2014 in Addis Ababa.

4.1. General Characteristics of Respondents

Descriptive statistics was applied to summarize and discuss repondents' profile related to gender, educational level and previous work experience, as indicated on the figure below:

Gender of Respondents

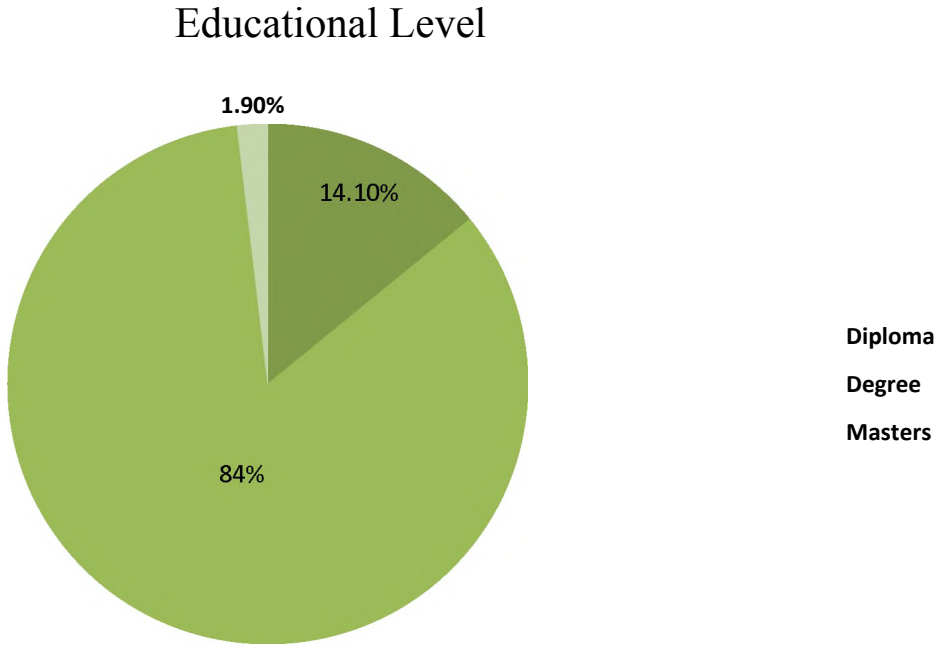Figure 4.1 Gender proportion of Respondents

As presented on the above pie chart, the larger proportions (70%) of respondents are male while the remaining 30% are females. This shows that out of the total participants of the induction and socialization training program participants, majority of them were male.

23

1.2 Respondents by Educational Level

Table 1 Educational level of Respondents

No.	Educational Level of Respondents	Frequency	Percentage
1.	Diploma	15	14.1%
3.	B.A or B.S.C Degree	88	84%
4.	MSC or MBA Masters	2	1.9%
5.	Total	105	100%

(Source: own Survey)

Educational Level

1.90%

14.10%

84%

Diploma

Degree

Masters

Figure 4.2 Educational levels of respondents

According to the data collected 84% of the respondents are first degree holders, 14.1% of them possess diploma and the remaining 1.9% of them are master's degree holders.

Figure4.3 length of service within the Bank

Among the total 105 respondents, 64% of the respondents spend 6month in the organization. While 7% respondents reveal that, their service length within the Bank is only 3month. 6% of the respondents fall between three and six month respectively. Whereas, 2.9% of the total respondents revealed their service period within the bank is one year.
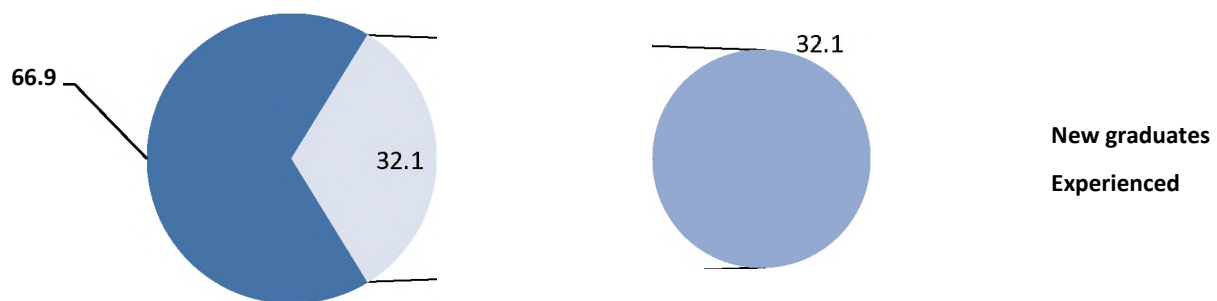

Figure 4.4 previous work experiences

According to the data obtained the majority (66.9%) of them are new graduates who directly joined the bank from higher institutions. The remaining (32.1%) revealed that they had previous working experience in other organizations.

The general characteristics of the respondents show that the majority of the new employees are new to the organization as well as for the working environment. This shows that careful induction and socialization for the new entrants is essential because first impressions count and there are fewer times when first impressions are as vital to the quality of the relationships that are forged as when a person starts a new job. As cited by Armstrong (1996:54) the 'right' person can be lost in the first few days if they experience the 'wrong induction' after making the recruitment and selection investment. It's essential that the induction matches the efforts exerted for selection to retain the right person.

The number of respondents whose length of service is one year without getting the induction and socialization program shows that, the HRDD delays the induction and socialization training program up to the extent of a year. As indicated by Taylor (2001:32) delay of the induction and socialization training program creates performance gaps, increases turnover, feeling undervalued, disillusioned or downright scared off.

The Majority (74%) of the respondents are B.A or B.S.C Degree holders, this indicate that the company believes in a very competitive, diversified and changing environment of the banking industry, the bank sets a standard of minimum B.A or B.S.C Degree holder to join the company.

According to the data obtained, majorities (70%) of the respondents are male and the remaining (30%) of the respondents are female. This indicates that there are no efforts taken by the company to encourage female applicants to join the company.

4.2 Analysis of Data Pertaining to the Study

4.2.1 Respondent's perception about the induction and socialization training program's contributions to clarify the vague questions and the overall culture of the Bank.

Table 2. Perception on Culture Acquaintance and Information Obtained before the Training

Items	Response	Frequency	%
The induction and socialization training program helps me to clarify the Vision, Mission, culture and values of the Bank	Strongly agree	28	31.7
	Agree	53	50.4
	Neutral	5	4.7
	Disagree	13	12.3
	Strongly Disagree	6	5.7
	Total	105	100
It was hard for me to cope up and align with the culture of the Bank before this induction and socialization training program	Strongly agree	23	21.9
	Agree	36	34.2
	Neutral	13	12.5
	Disagree	18	17.1
	Strongly Disagree	15	14.3
	Total	105	100
I have heard distorted information about my job title and the organization before this induction and socialization program	Strongly agree	35	33
	Agree	39	37.6
	Neutral	18	17.1
	Disagree	10	9.5
	Strongly Disagree	3	2.8
	Total	105	100

(Source: own survey)

The data in Table 2 above indicated that, out of 105 participants 31.7 and 50.4 (82.1%) respondents chose both strongly agree and agree respectively that the induction and socialization training program clarified them the vision, mission, values of the Bank.

On the other hand 5 (4.7%) remain neutral, whereas, 19 (18%) responded that the induction training hasn't clarified them regarding the vision, mission and values statement of the bank.

According to the data obtained, the induction and socialization training program has a vast contribution to comprehend new recruits the vision mission values and the overall culture of the bank. It's known that an organization cannot fully achieve its reasons for existence without a proper definition of its vision and mission statements, hence vision and mission statements can be said to be a catalyst or driving force in any organization activities (Sotunde Olalekan Anthon). Understanding the mission statement is very significant to an employee's continued success and happiness of the company. The customer will also be satisfied since there is a consistent message across the company. A mission statement really allows new employees to comprehend and analyze a company's identity, motivate and what really drives them to be in business.

As assessed by Taylor (2014:67) the success or otherwise of any commercial venture is a function of many factors among which is the vision and mission of the organization. New employees get the opportunity to assimilate themselves with the vision, mission, values and culture of the company on the induction program. Among the benefits of an early induction is to comprehend new employees with the core values of the company and its vision statements. Moreover, once employees contemplate the mission statements and core values of the company, there will be improved productivity and higher levels of customer service, more motivated and committed employees who focus on quality and continuous improvement.

As further indicated on Table 2, 23 and 36 (56.1%) of the respondents revealed that, it was hard for them to cope up and align themselves with the culture of the Bank before the induction training program, 13 (12.5%) remain neutral, whereas, 17.1 and 14.2 (31.3%) of the respondents respond that, it wasn't hard for them to cope up with the culture of the Bank before the induction training program was organized. The cultural paradigm comprises various beliefs, values, rituals and symbols that govern the operating style of the people within a company. It's the process by which an individual becomes integrated into the culture of an organization (Jabil, 2001). Induction training binds the workforce together and provides a direction for the company. In times of change, the biggest challenge for any organization may be to change its culture, as the

employees are already accustomed to a certain way of doing things. Organizational culture defines the way employees complete tasks and interact with each other in an organization.

As cited by Mehay (2001:16) it's the values and behaviors that contribute to the unique social and psychological environment of an organization. Organizational (corporate) culture includes an organization's expectations, experiences, philosophy, and values that hold it together, and is expressed in its self-image, inner workings, interactions with the outside world, and future expectations. It is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid.

Responses obtained from participants show that 35 and 39 (70.6%) of them revealed that they have heard incorrect/ distorted information regarding their job title and the Bank before coming to the induction training program. On the other hand 18 (17.1%) remain neutral. Whereas, 10 and 3 (12.3%) responded they haven't heard distorted information before attending the induction training program. Delay of the induction and socialization training program creates performance gaps, let alone, new starters may leave early, feeling undervalued, disillusioned or downright scared off. Furthermore, the contract has been signed all new starters have a 'psychological contract' with their employer and vice versa.
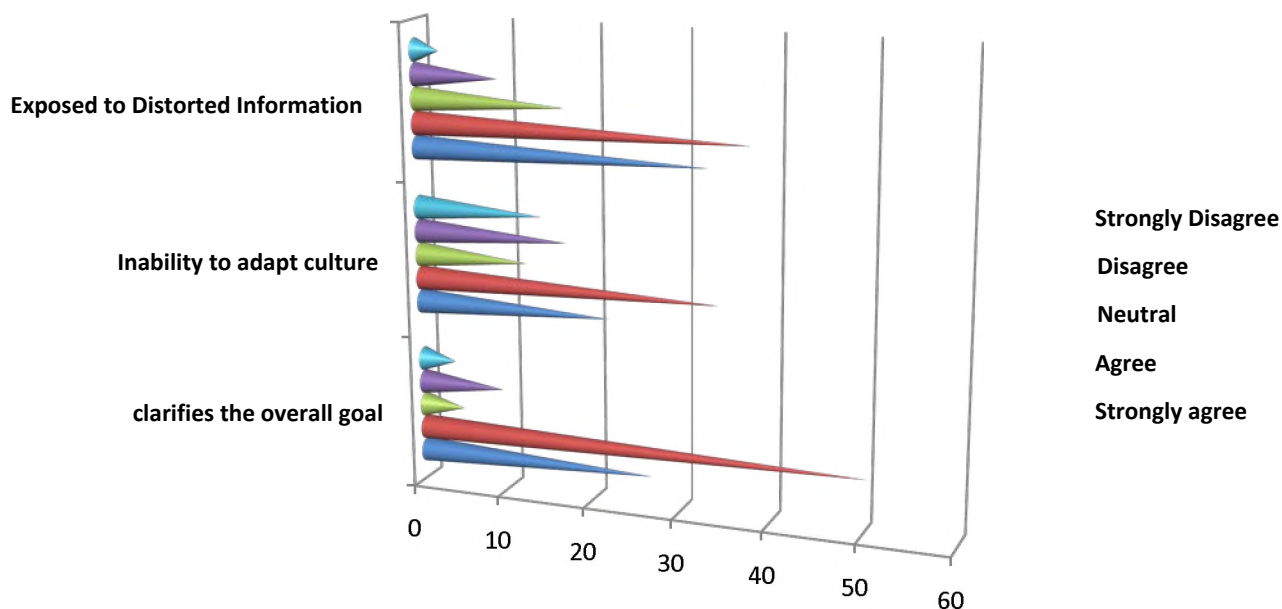

Figure 4.5 perceptions on the delay of induction training in regard to adapt the culture of the Bank

4.2.2 Respondents view regarding the contribution of the induction and socialization training program to enhance their theoretical and technical skill.

Table 3 The overall Role of the Induction Program to Enhance Performance

Items	Response	Frequency	%
The induction and socialization training program help me to be effective and efficient so as to attain the Bank's goal	Strongly agree	34	32.5
	Agree	54	51.4
	Neutral	6	5.7
	Disagree	8	7.6
	Strongly Disagree	3	2.8
	Total	105	100
I have got new technical skill from the induction and socialization program so as to increase my efficiency	Strongly agree	28	26.6
	Agree	34	32.4
	Neutral	26	25
	Disagree	12	11.4
	Strongly Disagree	5	4.6
	Total	105	100
I have got new theoretical knowledge, perception and methods to do my job in a better way from the training program	Strongly agree	47	44.7
	Agree	35	33.3
	Neutral	23	22
	Disagree	-	-
	Strongly Disagree	-	-
	Total	105	100
I have encountered a problem in my performance because of the delay of the induction program	Strongly agree	33	31.7
	Agree	31	34.2
	Neutral	10	9.5
	Disagree	17	16.1
	Strongly Disagree	9	8.5
	Total	105	100

(Source: Own Survey)

As indicated on Table 3, the larger majority of respondents 34 and 54 (83.9%) revealed that the induction training program help them to be effective and efficient so as to attain the Bank's goal. But 6 (5.7%) remain neutral. Whereas, 7.6 and 2.8 (10.4%) respondents chose both disagree and strongly disagree that the training program has no direct relationship to their performance. As Majority of the respondents revealed that the induction training helped them to be effective and efficient on their work related performances.

As cited by Mehay (2001:43) both employers and new employees want individuals starting jobs to become as productive as quickly as possible. Another fact of induction and socialization training is that affects productivity is training new employees on the proper ways to perform their jobs. Good induction programs can increase productivity and reduce short term turnover of staff. These programs can also play a critical role under the socialization to the organization in terms of performance, attitudes, and organizational commitment.

Data obtained from participants show that, the majority 28 and 34 (58%) of them believe that they have got new technical skill from the induction training. On the other hand 26 (25%) remain neutral. Whereas, 11.4 and 4.7 (17%) of the respondents responded that, they haven't got new technical skill from the induction training program. on the other hand, the larger majority 47 and 35 (78%) of the respondents revealed that they have got new theoretical knowledge from the induction training program, on the other hand 23 (22%) of the respondents remain indifferent.

The induction training program which is composed of technical (simulation) training schemes gave majority of the inductees to accumulate new technical knowledge to use it as in their day to day works. The Banking industry demands employees with good technical know-how to attract maintain and satisfy new and potential customers. Consequently, according to the participants, the larger majority of the trainees revealed that the induction and socialization training program played a significant role to equip them with new technical skills to do their job with due care.

As indicated on Table 3 from the total of 105 respondents 33 and 31 (65.9%) of them revealed that they have encountered a problem because of the delay of the induction training program, but 10 (9.5%) remains neutral. whereas, 17 and 19 (24.6%) of the respondents reveal that they haven't encountered a problem on their work because of the delay of the induction training program. An induction program is part of an organizations knowledge Management process and

is intended to enable the new starter to become a useful, integrated member of the team, rather than being "thrown in at the deep end" without understanding how to do their job, or how their role fits in with the rest of the company productivity and performance, and provides guidelines on customer care and service, product quality and safety, attendance and punctuality.
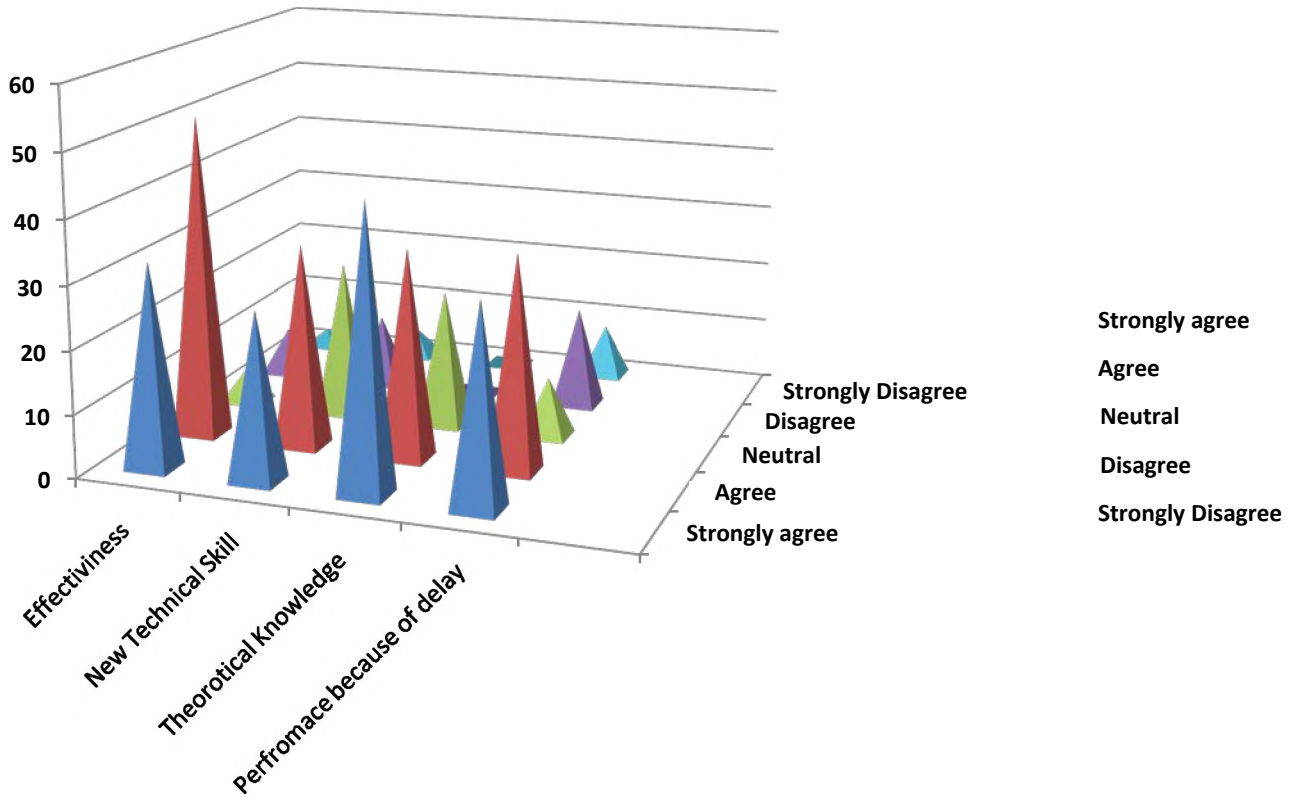

Figure 4.6 Theoretical and technical skill role of the induction

4.2.3 Respondents view on the training venue/premise, simulation and classrooms where the induction and socialization training had been given.

Table 4. Training Premise and Schedule

Items	Response	Frequency	%
I am satisfied by the training premise/venue where the induction and socialization training program have been delivered	Strongly agree	10	9.5
	Agree	13	12.5
	Neutral	20	19
	Disagree	34	32.3
	Strongly Disagree	28	26.7
	Total	105	100
The classrooms were comfortable for the training	Strongly agree	9	8.5
	Agree	10	9.2
	Neutral	20	19.5
	Disagree	23	21.9
	Strongly Disagree	43	40.9
	Total	105	100
Sequence of the course schedules were suitable and proper	Strongly agree	41	39
	Agree	29	27.6
	Neutral	18	17.3
	Disagree	9	8.5
	Strongly Disagree	8	7.6
	Total	105	100

(Source: Own Survey)

As indicated on Table 4 above, majority 34 and 28 (58.9%) of them were not satisfied by the training premise/venue where the induction training program was organized. On the other hand, 20 (19%) of the respondents remain neutral. Whereas, 10 and 13 (22%) of them responded they are well satisfied by the training premise and venue where the induction training program had been delivered. The Majority of the respondents were not happy by the training premise which the induction and socialization training program have been conducted. Training premise convenience is essential for an effective induction and socialization training program.

From the responses obtained majority 23 and 43 (62.8%) revealed that the classrooms and simulation training rooms were not comfortable. But, 20 (19%) of the respondents remain neutral, 9 and 10 (17.7%) of the respondents revealed that the simulation and training class rooms were comfortable by choosing strongly agree and agree respectively. On the other hand 41 and 29 (66. 6%) of the respondents revealed that they are satisfied by the overall sequence and schedule of the induction training program, on the other hand 18 (17.3%) remains neutral. whereas, 9 and 8 (16.1%) of the respondents responded that they are not satisfied by the overall sequence and schedules of the induction training. As assessed by Taylor (2014:69) when the training program is held in hotel or rented hall, it is inflexible to paint the walls or new light fixtures. A table display of books or products related to the induction and socialization training contents will add interest as well as value to the training program. Further, classrooms should be comfortable. An airy training room which is a bright, airy training room that can never be commandeered from induction training for another purpose, such as a last-minute senior meeting, etc. Usurping the room from under the training sends the message that the training is not that important and therefore leaves trainees wondering how important they are to the organization.

For trainees spend much of the time in the class, it should be attractive and comfortable so that their attention won't be diverted, Tapping flip charts sheets to the walls as they are used instead of burying them out of sight would provide an opportunity for participants to review the material, as well as break the boredom of bare walls.

4.2.4 Respondents View on Training Content and Duration Allocated for the Course.

Table 5 Perception of the Trainees on the Training content and Duration

Items	Response	Frequency	%
The induction and socialization training program clarified me my legal, health and other benefits within the Bank.	Strongly agree	35	33.3
	Agree	59	56.2
	Neutral	4	3.8
	Disagree	5	4.7
	Strongly Disagree	2	2
	Total	105	100
I'm satisfied by the overall training content delivered on the induction and socialization program,	Strongly agree	41	39
	Agree	49	46.8
	Neutral	13	12.3
	Disagree	2	1.9
	Strongly Disagree	-	
	Total	105	100
I'm satisfied by the duration allocated for each training course.	Strongly agree	26	24.7
	Agree	39	37.6
	Neutral	4	3.8
	Disagree	17	16
	Strongly Disagree	19	17.9
	Total	105	100

Source: Own Survey

Among the total 105 respondents 35 and 59 (89.5%) of them revealed that, the induction training has clarified them their legal, health and other benefits within the Bank. But, 4 (3.8%) remain neutral. Whereas, 5 and 2 (6.6%) of the respondents responded the induction training program haven't clarified them their legal, health and other benefits they have within the Bank by choosing strongly disagree and disagree respectively. One of the aims of the induction and socialization training program is to acquaint new entrants' legal requirements, health and safety training sessions. As the larger majority of the respondents affirmed, the induction training had

been satisfactory on delivering legal, safety and health rights to the new entrants. New employee training programs give employees the information they need to protect themselves and others at work and to efficiently manufacture quality feed. A well-designed induction training program signals the company's commitment to safety and employee development. (Tim, 2011) The employee's first day on the job is the best time to establish safety expectations. First-day employee training topics should include an overview of the company's employee handbook, emergency procedures and key policies. Ensure the induction pack contains only useful or interesting information, condense company history into a one-page timeline, include colored site maps with relevant buildings/rooms/routes already highlighted for them.

As indicated on Table 5, majority 41 and 49 (85.8%) of the respondents indicated that they are satisfied by the overall training contents delivered on the induction and socialization training program. But, 13 (12.3%) remains neutral, whereas, 2 (1.9%) of the respondents revealed that they are not satisfied by the overall training content delivered on the induction and socialization training program. On the other hand, the larger majority 26 and 39 (62.3%) of the respondents revealed that they are satisfied by the duration allocated for each course. But, 4 (3.8%) remains neutral. Whereas, 17 and 19 (33.9%) of them revealed that, they are not satisfied by the duration allocated to each training course. As assessed by Willson, (1986:31) the length of the induction and socialization training program should be short enough so that new starters can feel that they are being productive but long enough that they don't do damages to your customers, products, services or reputation. According to Robbins (2001:98) an induction procedure simply needs to cover all the things a new person should know when they start a job. It can be a simple list to go through and discuss or can involve time spent in various parts of the company. The most important thing is that we don't assume an employee has been familiarized with everything they need to know. The only way to be certain is if there is a plan and everyone involved sticks to it.

4.2.5 Respondents View on Socialization and Organizational Belongingness.

Table 6. Socialization and Belongingness

Items	Response	Frequency	%
The induction and socialization training program gave me the opportunity to socialize with other staff members and trainers	Strongly agree	46	44.4
	Agree	54	50.9
	Neutral	5	4.7
	Disagree	-	-
	Strongly Disagree	-	-
	Total	105	100
The induction and socialization training program has increased my belongingness towards the organization.	Strongly agree	35	33.3
	Agree	48	45.9
	Neutral	13	12.3
	Disagree	4	3.8
	Strongly Disagree	5	4.7
	Total	105	100

(Source: Own Survey)

Significant number of respondents 46 and 54 (95.3%) revealed that, the induction and socialization training program gave them the opportunity to socialize with other staff members key members from management. Whereas, 5 (4.7%) remains indifferent regarding the induction training effect to socialize with other staff members.

Socialization plants the seeds of a potential work relationship. It's the process which newcomers become organizational members (Bullis, 71:1993). Newcomers are confronted with situations characterized by uncertainty and ambiguity (e.g., job duties, formal and informal role requirements, status differences, etc.). Organization attempts to social individual into the organizational culture and to the requirements of his/her position. Socialization is the process by which an individual acquires the social knowledge and skills necessary to assume an organizational role (Van Maanen & Schein, 1979). It's also a process in which an individual acquires the attitudes, behaviors and knowledge needed to successfully participate as an organizational member. It's an ongoing process that sometimes lasts for a year. It represents a

sense-making process that helps new hires adapt, form work relationships and find their place in the organization. As Williams assessed (2003:43) the purpose of orientation is to prepare employees to perform their jobs effectively, learn about the organization and establish work relationships. A successful new-employee orientation program can help lessen the impact of reality shock on newcomers and facilitate the socialization process.

According to the data collected and analyzed, 35 and 48 (79.2%) of the respondents indicated that, the induction and socialization training program has increased their organizational belongingness. But, 13 (12.3%) remains indifferent, whereas, 4 and 5 (8.5%) of them revealed that the induction training program, has no effect on increasing their belongingness towards the Bank by choosing strongly disagree and disagree respectively.

Employee engagement has become a new management mantra and it's not difficult to see why. As Emmot Cited (2006:87) Engaged employees are those who feel positive about their jobs, perform better for their employers and can promote their organizations "an employer of choice". It is often used a notion which embraces pretty well everything the organization is seeking with regard to the contribution and behavior of its employees in terms of job performance, discretionary effort, motivation, commitment to the organization and organizational citizenship. The role of induction program to create belongingness comes with knowledge and information to acquaint new entrants what really differentiate the Bank from competitors.

Analysis of Data Obtained Through Interview

According to the data obtained from the management through interview, orientation not induction is being given to the new entrants' right after recruitment by the human resource management department. As indicated by Lewis (2013:15) Orientation is an introductory stage in the process of new employee assimilation and a part of his or her continuous socialization process in an organization. It's the planned introduction of new employees to their jobs, coworkers, and the organization. However, orientation should not be a mechanical, one-way process because all employees are different. Orientation must incorporate a sensitive awareness of the anxieties, uncertainties and needs of the individual. The orientation is meant to educate new employees about the goals and responsibilities of the position and company, as well as to answer any questions they may have about HR, benefits and payroll information.

According to the management, the main reason for the delay of the induction program given to new entrants is, the division is obliged to wait till the number of participants reaches reasonable number as it's costly to arrange induction programs every now and then. Induction is organized after sometime when the number of new entrants reaches certain expected number.

The company use simulation, on the job trainings and classrooms lectures to effectively execute induction programs. As assessed by Willison (2013:87) when induction and socialization training program is not given on the proper time, several problems are encountered by the new employees. One of which is performance incompetency to properly execute the job. Moreover, since induction reflects the values of a company, its delay causes goal incongruence and vague perception in the minds of the new employee.

The management believes that training is an investment made on employees which later benefits the company. Let alone, to equip new entrants with new basic skills and knowledge which the Banking industry requires is mandatory. Overall, according to the management, the sooner and better new entrants understand about the company's vision, goals and values, the easier to achieve and meet its objectives.

According to the management the major determinant for choosing trainer for the induction and socialization training program is an area of expertise and position. The division also invites external trainers for the likes of HIV and TB prevention trainings. As assessed by Mehay (2001:40) when the company is unsure about the best way to pass on the information, then it shall leave it all to whoever will be the new employees superior. However, the company may decide that it is relevant to break down the information to be given by the relevant departments for instance; the personnel department may inform them about employment contracts and procedures. If the new employee will be working with others, the company can offer the responsibility to one of his/her future colleagues. This way can benefit the new employee because they will be making a new friend at the same time and could see it as a doorway to their social involvement. If this isn't the right person, then it would be preferable to think it is best to leave the induction to the person who is most interested about the effectiveness of the induction scheme.

They will then perhaps make it their responsibility for ensuring that the new employee integrates into the company with the right balance. Whoever you allocate to do the induction, it will start to form a good relationship between those involved.

Data obtained through interview show that the company doesn't own a training premise, although, there is a small IT simulation room, since it's is small in size, HRDD won't use it for induction and socialization trainings. Most of the induction programs are being conducted on rented halls. As data obtained through interview indicates HRDD in collaboration with the concerned departments prepare relevant course materials for most of the courses and provide them to participants for future reference.

HRDD includes those promoted staffs that haven't got the chance to be inducted when they got hired because of their non- clerical positions on its induction and socialization training program. According to the management, post training evaluation questionnaires will be dispensed to assess both the trainer and the program at the end of each course delivered. Furthermore, coordinators of the induction and socialization training program report a written feedback to the management regarding the overall organization of the program for future improvement of the training program.

Post training feedbacks would help for good implementation of successive induction programs. One of the major steps while planning training strategy is effective way of assessing the impacts. Systematic and consistent Human resources development, among other things is the main for sound operational achievement and sustainable skill and knowledge development of personnel working in one organization. In this highly competitive and dynamic business environment human resource development has indispensable role in most areas of operation to assesses the level of success of the training programs conducted in particular and recommending issues to be considered in the need assessment and direction of future induction and socialization training programs.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

The main objective of the study was to assess the perception and contribution of induction and socialization program on newly recruited staffs of Dashen Bank in Addis Ababa. The study wanted to identify perception of the training program as a new entrant as well as management's concern towards the execution of the induction and socialization training package. From 105 questionnaires all usable questionnaires were collected and used for the analysis of the paper. Moreover, semi structured interview was conducted with management group to examine the causes for the delay of the program and about decisive factors for choosing trainers for the induction and socialization programs. After analyzing the information gathered through questionnaire and interview, the following findings were presented.

- According to the management, the main reason for the delay of the induction program to new entrants in cities is cost constraint. The managements revealed that it's costly to arrange induction programs now and then for new entrants; for this reason HRDD is obliged to wait till the number of participants reaches reasonable number.

- The Majority (70%) of the respondents inferred that they have heard incorrect/distorted information regarding their job titles and about the organization before participating on the induction and socialization training program.

- According to the data obtained and analyzed, majority (65.9) of the respondents encountered a problem on their performance because of the delay of the induction and socialization training program.

- Although the induction training clarifies the overall culture of the bank to (31.3%) of the participants through related course contents, however, the majority (56.1%) of the respondents indicated that it was hard for them to adapt the culture of the bank for the reason the delay of the induction and socialization training program.

- Many of the respondents (58%) and (78%) are of the opinion that the training program has acquainted them the necessary technical and theoretical knowledge to do their job effectively.

- Majority of the respondents (82.1%) are of the opinion that the induction and socialization training program comprehend them the vision, mission and values of the Bank.

- The concern and commitment of management towards the induction and socialization's training program to be effective is very good.

- Many (66.6%) of the respondents are satisfied by the sequence and overall schedule on the course content that are included on the induction and socialization training program.

- The induction training program has clarified many of the new entrants (89.5%) the employee's legal, health and safety rights.

- Majority (79.2%) and (95.3%) of the respondents are of opinion that the training program creates organizational belongingness and socialization with other staff members respectively.

- According to the interview session with management bodies, the bank doesn't have a training premise. Induction and socialization training program are conducted on rented halls and venues.

- According to an interview made with the management, the decisive factors to choose trainers of the induction training are based up on area of expertise and position.

- Promoted staffs are included on the induction and socialization training program.

- The division undertakes post training evaluation at the end of induction training to evaluate the program and the trainers by dispensing questionnaire to participants for future amendments of the program.

5.2 Conclusions

- The induction and socialization program for new entrants is not organized based upon the employment period. In other words, it means service length of the new employees is not taken into considerations to organize the induction and socialization training program. As a result of this, new entrants of the bank encountered problem in their job. Induction should be a type of training given as an initial preparation upon taking up a post. It helps new employees get to work initially after joining a firm, a brief program of this training can be delivered to the new worker as a way to help integrate the new employee, both as a productive part of the business and socially among other employees. Hence, Delay of an induction program creates vague perception and confusion in the mind of new employee. When delay on induction occurs new entrants will experience anxiety that can impede his or her ability to learn to do the job. Proper and timely induction helps to reduce anxiety that results from entering into an unknown situation and helps provide guidelines for behavior and conduct, so that the employee doesn't have to experience the stress of guessing.

- Undoubtedly, induction and socialization program gives new entrants an overall insight regarding the Bank's Mission, vision, values as well as about the company-wide culture. It builds culture and vision. The induction and socialization training program has a vast contribution to comprehend new recruits the vision mission values and the overall culture of the Bank. It's known that an organization cannot fully achieve its reasons for existence without a proper definition of its vision and mission statements, hence vision and mission statements can be said to be a catalyst or driving force in any organization activities as Understanding the mission statement is very significant to an employee's continued success and happiness of the company.

- The contribution of induction program to acquaint new entrants with basic knowledge and skill is effective but less efficient. An induction program is part of an organizations knowledge management process and is intended to enable the new starter to become a useful and integrated member of the team. A company should acquaint new employees' technical and theoretical knowledge necessary to do their job efficiently or how their role fits in with the rest of the company. It is essential that employers should educate employees regarding their role, key result areas and organizations expectations in advance to curb attrition at the

later stage during a skills dialogue session. It will help employees to understand why they are hired and what their goals are for the coming 6-12 months. The overall goal of induction is to help new employees learn about the organization as soon as possible, so that they can begin contributing. From the perspective of employers.

- The Decisive factors for HRDD to select trainers for the induction and socialization program is area of expertise and position rather than other selection criteria. if the new employee will be working with others, the company can offer the responsibility to one of his/her future colleagues. This can benefit the new employee because they will be making a new friend at the same time and could see it as a doorway to their social involvement. Whoever allocates to do the induction, it should start to form with a good relationship between those involved. If this isn't the right person, then it would be preferable to think it is best to leave the induction to the person who is most interested about the effectiveness of the induction scheme.

- The Bank does not have its own training premise to conduct the induction and socialization training program; it schedules and attains its class room trainings on rented buildings. When the training program is held in hotel or rented hall, it is inflexible to paint the walls or new light fixtures. Moreover, classrooms should be comfortable. For trainees spend much of the time in the class, it should be attractive and comfortable so that their attention won't be diverted, tapping flip chart sheets to the walls as they are used instead of burying them out of sight would provide an opportunity for participants to review the course, as well as break the boredom of bare walls. An airy training room which is a bright, airy training room that can never be commandeered from induction training for another purpose, such as a last-minute senior meeting, etc. Usurping the room from under the training sends the message that the training is not that important and therefore leaves trainees wondering how important they are to the organization.

5.3 Limitations of the Study

The study wouldn't be exhaustive. The researcher had to wait for the schedule of the HRDD to conduct the study on the newly recruited staffs of the Bank. Despite the fact that including the perception of previous trainees regarding the induction and socialization program would make the study wholesome and preferable due to time and resource constraint the study includes neither previous participants nor trends within the Bank. The study doesn't encompass feedback of previous trainee's regarding the impact of induction and socialization program. Therefore, the response is by no means should be considered as the reflections of the whole new employees of Dashen Bank. Moreover, the conclusion of this study may not be applicable to other banks that are not indicated on this study

5.3 Recommendations

Based on the research findings, the following recommendations are forwarded:

> Induction and socialization programs are essential for an organization. Therefore, the bank should deliver the program timely by analyzing the effects of the delay on new entrants in non financial terms which weighs more than the cost that would incur in financial terms.

> The Bank can grow and address its customers only when new employees' capabilities are continuously acquired, sharpened and retained in comprehensive training programs. It should be clear that inducting is not only the responsibility of the training development division; it's also the responsibility of all subordinates and managers to coach and mentor the new employee. Besides, the Bank's executive management should be committed for employee training programs by allocating sufficient budget, support and ultimately follow up the impacts on both new employees and the HRDD.

> The Human resource training and development division should reconsider its approach to choose trainers based upon only on areas of expertise and position, rather HRDD should choose trainers with their ability to maintain motivating and responsive to participants needs as well as with good reputation of a presentation skill and recommendations made by work colleagues by collecting survey on trainers profile.

> The Bank should possess its own training premise to conduct induction and socialization training programs to effectively undertake bank like simulations with comfortable training rooms for both trainers and trainee. Besides, it would minimize rental cost and avoids the risk of hall reservation on accustomed halls.

> The Human resource development division should intensively give training and development programs regarding culture and belongingness for existing staffs so that they would influence new entrants in a good way till an induction and socialization training program is organized.

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APPENDIX A

St. Mary's University

School of Graduates Masters of Business Administration

Questionnaire to be filled by 1st round induction and socialization participants

Researcher: Ermiyas Anteneh

Research Topic: INDUCTION AND SOCILZATION AND ITS IMPACT ON NEWLY RECRUITED STAFFS ON DASHEN BANK S.C

Dear Respondent:

This questionnaire is designed for academic purpose towards partial fulfillment of Masters of Business Administration Degree specialization on Human Resource Management to collect valuable ideas and comments from you. It's is also intended as a high level diagnostic tool to highlight opportunities for possible solutions to the problems.

I would, therefore, like to express my sincere appreciation and deepest thanks in advance for your willingness, effort and cooperation in completing this questionnaire.

General guidelines

> Please put a tick y mark for those questions that are followed by choices.
> You are not required to your name
> I ask you in all due respect, to fill the questionnaire carefully and at your best knowledge.

Confidentiality

I want to assure you that this research is only for academic purpose authorized by St. Mary's university school of graduate studies, and will by no means be presented for other purposes. Thus, your ideas and comments are highly honored and kept confidential.

Contact address: For any query pleases do not hesitate to contact me at (Tel. 0911-75-42-38 or e-mail @gmail.)

Thank you.

PART 2: BASIC DENOGRAPHIC DATA

6. GENDER   MALE_____FEMALE

7. What is your highest and recent educational status?

PhD   College Diploma

Masters Degree   High School Complete

First Degree   Others, Specify

8. How long have you been in Dashen Bank?

    1- 3 MONTH   6 MONTH

    3-6 MONTH   1 YEAR

    OTHER SPECIFY

9. PREVIOUS WORK EXPEREINCE

      YES   NO

Please tick one among the options given below for the following question, Answer that
(1=strongly Agree 2=Agree: 3= Neutral: 4=Disagree: 5=Strongly Disagree)

No.	Items	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	The induction and socialization training program helps me to clarify the Vision, Mission, culture and values of the Bank					
2.	It was hard for me to cope up and align with the culture of the Bank before this induction and socialization training program					
3.	I have heard distorted information about my job title and the organization before this induction and socialization program					
4.	The induction and socialization training program help me to be effective and efficient so as to attain the Bank's Goal					
5.	I have got new technical skill from the induction and socialization program so as to increase my efficiency					
6.	I have got new theoretical knowledge, perception methods to do my job in a better way from the training program					
7.	I have encountered a problem in my performance because of the delay of the induction program					

in

8.	I am satisfied by the training premise/venue where the induction and socialization training program have been delivered					
9.	The classrooms were comfortable for the training					
10.	Sequence of the course schedules were suitable and proper					
11.	The induction and socialization training program clarified me my legal, legal and other benefits within the Bank					
12.	I'm satisfied by the overall training content delivered on the induction and socialization program					
13.	I'm satisfied by the duration allocated for each training course.					
14.	The induction and socialization training program gave me the opportunity to socialize with other staff members and trainers					
15.	The induction and socialization training program has increased to feel more organizational belonging					

St. Mary's University

School of Graduates Masters of Business Administration

The interview was used to collect the necessary and first hand information regarding the process of induction and socialization training program organized on Dashen Bank S.C

1. Does induction and socialization program is being done right after recruitment? If not, why?
2. Can you specify the reason for its delay or absence?
3. What delivery styles does the Bank use to have an effective induction program? Simulation or class room type?
4. How do you see the concern and commitment of the management towards induction and socialization program?
5. What are the decisive factors for selecting trainers for the induction and socialization? Does the Bank invites external trainees?
6. Does the Bank own its training premise to conduct the induction and socialization training program?
7. Does the HRDD prepare relevant materials of induction courses that help participants for future reference?
8. Is there simulation training for upcountry new entrants to help them equip with the necessary technical skills?
9. Are promoted staffs included on the induction and socialization training program?
10. How do the HRDD evaluate the effectiveness of the induction and socialization training program?