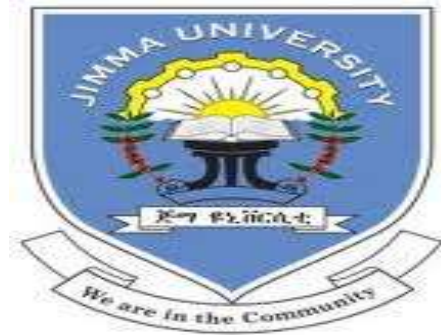


**Induction and orientation Practices and Perceived Effect on Health Work
Force performance and satisfaction in Public Hospitals of Ilubabour
zone, Oromia Regional State, South West Ethiopia,2018.**



By

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A THESIS SUBMITTED TO JIMMA UNIVERSITY FACULTY OF PUBLIC HEALTH,
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Abstract

Background: *Successful orientation speeds up the adaptation process by helping new employees feel comfortable in the organization and by making them more productive on the job. In today's world most organizations are recognizing that this type of simple generic orientation is not enough, a more complex employee orientation or onboarding process is required.*

Objective: *To assess induction and orientation practices and perceived effect on health work force performance and staff satisfaction in public hospitals of Ilubabour zone, Oromia regional state, south west Ethiopia, 2018.*

Methods: *A Facility based cross sectional study was conducted by using both quantitative and qualitative data collection methods. Quantitative data was collected by self-administered questionnaire and qualitative data was collected by in-depth interview with purposefully selected key informants using interviewer guide. The sample size for quantitative data was calculated by using single population proportion formula. Accordingly, a total of 403 samples were drawn from the source population by stratified sampling technique. Finally, to select the study participants from the strata simple random sampling was employed. The quantitative data was entered to EPI DATA version 3.1 and analysis was conducted by using SPSS version 20. Descriptive statistics such as, frequency, mean, SD, were computed as appropriate and results were described in narrations, tables and figures. Furthermore, qualitative data of in-depth interview was transcribed, and thematically analyzed and triangulated with quantitative findings.*

Results: *Analysis Regarding attending induction and orientation training, according to the findings only around 135(34 %) out of 388 of the respondents have attended induction and orientation training during assigned to different new responsibilities within the studied organization that they took orientation for one day and finding from key informants revealed that for under one day or an hour. Regarding the practices held during the training welcoming them to the organization and department was practiced, the rest practices like sharing the organization vision, involving senior leaders and post training evaluation was responded that they were exercised poorly within the organizations.*

The findings on the perceived effect of induction and orientation training on Employee Performance the respondents responded that 53.1% of them responded that it has effect on their performance the rest 46.7% of respondents perceived that it doesn't on employee's performance. The other finding was the perceived effect of induction and orientation training on employee's job satisfaction the findings show that, 55.7% of respondents was perceived that it has an effect on their satisfaction and the rest was perceived that it doesn't have effect on employee's satisfaction.

Conclusion and recommendation

Generally, the induction and orientation practices assessed in this study was practiced poorly with poor supportive supervision and post training evaluation. majority of the employees perceived that the program has effect of their performance and satisfaction and the rest were not understanding whether induction and orientation training provided in their organization have effect on their performance as well as on their job satisfaction. These result was also supported by the qualitative findings from key informants responding that currently as that of other sector like education it doesn't got enough focus but if it will get organized attention throughout the health sector structure it's have a positive effect on performance improvement and employee job satisfaction. So, the hospitals should conduct well planned and organized induction and orientation trainings, Oromia regional health beraue, has to review and evaluate the training guideline and made an assessment of the trainings conducted so far, as the employees are hired at different times orientation kit that provides enough information about the organizations should be availed in the studied organization.

Key Words: Induction, orientation, practices, health work force.

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Abbreviations

DH	Darimu Hospital
FMOH	Federal Ministry of health
HF	Health facility
HRD	Human resource development
HWF	Health work force
MKH	Metu Karl Hospital
NHO	New Hire orientation
ORHB	Oromia Regional Health Beraue
WBHSP	Woreda base health sector plan

Chapter one

1. Introduction

1.1. Background

Human Resource Management's (HRM) effectiveness has been considered as a determinant of organizational performance. It assists the organization to survive through rapid evolution and development decades of the world markets. Organizational performance depends on its HRM practices. In recent years, sustained competitive advantages are pursued from the deliberate strategy in implementing and monitoring activities related to HR.(1)

Human resource management practices have different practices and the one important practice is induction and orientation program. Orientation is a process, not an event. It is part of the overall integration of new employees into an organization, by which it helps new employees adapt to the work environment and their jobs. Orientation is, in fact, a training opportunity to promote organizational effectiveness from the start of a person's employment.(2).First impressions shape an individual's image of the organization throughout their employment. New employees are already facing an anxiety-inducing situation, due to coming into a new environment and wondering if he or she will fit in. As such, it is important that the employer does not worsen the experience with a boring, confusing and overwhelming orientation process. It is important that new employees quickly feel like they belong, and are a valued member of the organization.(3)

Induction is the logical and the most important step in human resource management process. This process starts from the period where the new employee is taken round the offices and also introduced to the facilities/amenities available. Induction ensures a new employee is provided with information and assistance when commencing employment with an organization. Clearly outlining what the organization stands for and requires, reducing the risk of regulatory breaches and enabling employees to respond effectively to new responsibilities. Induction as the process of receiving employees when they begin work, introducing them to the organization and their colleagues, and informing them of the activities, customs and traditions of the organization.(4)

Induction has benefits for all involved in the process. Employees who settle quickly into their new job will become productive and efficient at an early stage and in turn will experience feelings of worth and satisfaction.(5)

There are four major levers/desired result/related to both job roles and social environment that organizations can use to help new employees maximize their own boarding success.

The first lever for successful on boarding itself-efficacy, or **self-confidence**, in job performance. To the degree that a new employee feels confident in doing the job well, he or she will be more motivated and eventually more successful than less confident counterparts.

A second task-related lever is **role clarity** how well a new employee understands his or her role and expectations Performance will suffer if expectations are ambiguous. In fact, a study of employees in the United States and United Kingdom found that businesses lose an estimated \$37 billion each year as a result of employees not understanding their jobs(6)Therefore, role clarity (or its flipside, role ambiguity) is a good indication of how well-adjusted a new employee is, and measuring role clarity can help organizations stop potential performance problems before they get worse, leading to poor job attitudes.

Social integration is the third lever for successful on boarding. Meeting and starting to work with organizational “insiders” is an important aspect of learning about any organization. In addition, new employees need to feel socially comfortable and accepted by their peers and superiors.(6)

Knowledge of and **fit within an organizational culture** is the fourth aspect of induction. Every organization has a unique culture, so helping new hires navigate that culture and their place within it is essential.(6)

The occupation health and safety/OHS/ defines new employees as any person who is new to a position or place of employment, returning to a position or place of employment in which hazards have changed during the employee’s absence, under 25 years of age returning to a position or place of employment after an absence of more than six months and a person affected by a change in the hazards of a place of employment.(7)

Statement of problem

Successful orientation speeds up the adaptation process by helping new employees feel comfortable in the organization and by making them more productive on the job. The process approach to orientation also results in reduced employee turnover. In today's world most organizations are recognizing that this type of simple generic orientation is not enough, a more complex employee orientation or onboarding process is required. In order to be the most effective this process must be started immediately on the first day, and continue(2)

When new recruits join an organization, 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 adapt to the environment. Thus, it will be the right time and different induction and orientation practices should be incorporated in the training 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 reflects the values of the health sector to the new recruits; missing of the induction and orientation practices causes goal incongruence and vague perception in the minds of the new employee. It can be suggested that an organization can strengthen its competitive advantage and decrease the employee turnover by creating shared value and sense of belongingness through effectively organized induction and orientation program.

Many organizations consider recruiting to be more important than induction and thus the induction process is often neglected. However, it should be acknowledged that investing in recruiting will not pay off if the employee will not be committed through the induction process. Induction is often carried out during the work routines and many organizations assert that "you learn the best by doing". It is also very common when hiring an already experienced employee the induction process is assumed to be less important.(8)

Employee orientation should set the tone for a long-lasting relationship between the employee and the organization. All too often, the practice is in such a hurry to put the new employee to work that key elements of the orientation are either ignored or delayed, creating a gap in the employee's knowledge of the practice and contributing to a limited assimilation into the new culture.(9)

Employees are far more likely to resigning their first months after joining the organization. Costs can include: recruitment costs of replacement, induction costs (training etc.), costs of temporary agency replacement, cost of extra supervision and error correction, gap between the employee's value to the company the cost of the employee's pay and benefits.(16)

During the first time of entering to an organization employees are active and well ready to use their knowledge and skill properly. But if they are not well induced they became stressed and their commitment will be decreased. so to make more attached to the organization vision induction and orientation is very important as well as it strengthen the new comer commitment towards the organization goal.(17)

The psychological contract provides the basis for the employment relationships, and the more this can be clarified from the outset the better. Induction arrangements can indicate what the organization expects in terms of behavioral norms and the values that employees should uphold. Induction provides an opportunity to inform people of 'the way things are done around here' so that misapprehensions are reduced even if they cannot be eliminated.(17)

The induction and orientation programme instituted for newly assigned health work forces in the Ilubabour zone facilities Province may not be functioning effectively. As the zone is at remote area from the center newly assigned employees are very anxious when they took lottery by chance for deployment. Not only during the first joining time but they are urged to get transfer before they give service of one year.

The Oromia Regional Health Beraue has been insisting on induction training to the new employees. The region issued Secular guideline which directs all HWF/health workforces/employees to ensure that new employees are provided with opportunity to attend induction training.(10) However, the above is not a case because as my experience most of the local government authorities including public hospital do not conduct proper Induction Training. Therefore, this study aims to study the induction and orientation practices and its effects on HWF working in public hospitals Ilubabour zone. Many studies have been conducted on induction and orientation training on new employees. Especially in the health sector there is no more enough research conducted to assess the induction and orientation practices as well as the effect of induction and orientation on newly assigned HWF. The findings from this study, conclusion and recommendations were covered the gap.

Significance of the study

Through effective induction and orientation programmes newly recruited health professionals can develop a sense of trust in the employer in the areas of Growth i.e. attending to health work forces' developmental needs, Work-life balance, Individual accommodation, i.e. flexibility towards health work force and health and safety.(11)

Induction and orientation Training contributes significantly to organizational performance and should be well planned and conducted. It determines the impressions which new employees form about their work organization, their job, their supervisor and peers. These impressions may cause the new employee to be satisfied with the new environment and thus set off as a motivated employee or to be disappointed and quit, very often after the organization has spent so much effort and money to recruit him or her.

Studying on providing new employees with a comprehensive orientation have numerous benefits like employees become aware of the health and safety hazards on the job, controls for these hazards and how they can affect their safety and the safety of others, Helps reduce the risk of potential injuries and accidents, Meets legislative requirements (demonstrates due diligence),it helps balance the organization's need for productivity with the employee's need for safety and security, increases efficiency of the new employee, Contributes to building a retention culture within the organization, thereby reducing turnover, demonstrates the organization's moral obligation to protect the employee from harm.(7)

However, most of government health institutions are facing the problem of poor practices of providing induction and orientation training to their new employees. Therefore, it is expected that findings from this study will be of importance to various people and authorities in the public health sectors, first of all, the study will help for understanding of the problems faced by government health institutions in practicing Induction and orientation training and alternative strategies to improve the practice of Induction and orientation training of employees in a public health sector, Secondly, the findings of the study will inspire and rise interests of other researchers on the subject and thus furthering inquiry in to the subject And finally findings from these study will help different concerned body like Policy makers, Line managers and HR managers will review their policy, guidelines and rules and regulations around the employee induction and orientation practices.

Chapter two

2.1. Literature review

2.1.1. Conceptual definition of Employee induction and orientation

Induction defined as the processes and support provided by the organization in order to help a new employee to learn to know the new organization and its members as well as the expectations and tasks related to the job. In other words, induction is the process of helping the new employee to become an efficient and productive member of the organization as soon as possible by minimizing errors and simultaneously avoiding the costs of employee turnover by giving them a good first impression of the company. A well conducted induction communicates to the employee that the organization values and cares about him or her. A proper induction decreases the amount of mistakes and accidents at work and improves the quality of work as well as customer satisfaction.(8)

Employee orientation can be broadly defined as the familiarization with, and adaptation to, a new work environment. It refers to the process by which a new employee is introduced to the organization, to the work group, and to the job. Traditionally, organizations approach orientation by describing to the new employee the organization's history, structure, fringe benefits, rules and regulations. A more progressive approach is to view orientation as an opportunity to communicate the organization's vision and values, shape the new employee's values and integrate him/her into the organization's structure.(12)

Employee orientation is the procedure of providing new employees with basic background information about the firm and the job. It is more or less, considered as one component of the employer's new-employee socialization process. The socialization process could be seen as an ongoing process of initialing in all employees the prevailing attitudes, standards, values, and patterns of behavior that are expected by the organization. Socialization is important for employee performance and for organizational stability. For new employees, work performance depends to a great extent on knowing what they should or should not do. Understanding the right way to do a job is a measure of effective socialization.(12)

A successful orientation and induction program is key to staff retention. Orientation and induction programs introduce new employees to the organization by providing necessary information, resources and support to assist them to adjust to the new work environment quickly.(13)A well packed induction and orientation program have 72% effect on employees

to stay in an organization as well as psychologically integrated to their work environment. It exposes the new employees to the history and the organization of the institution as well as to the core values/activities.(4)

Initial training is the orientation of the employee to the organization, work unit, and job. There are two levels of orientation: overall organization orientation, which is usually performed by the human resources management department, and individual department and job orientation, which is usually performed by the department manager or supervisor.(9)

A well packaged induction programme involves effective use of proper planning. This plan prepares the new staff in coping with stress and other contingencies like fear of the unknown, inferiority complex, anxiety which are likely to set in during one of the most stressful times in their organizational life. Therefore, to reduce these problems, induction programmes should be made in a way that will make the new staff feel more comfortable and proactive in the organization. The outcome of every successful induction programs may significantly bring about job enrichment and acceptable attitude amongst new employees that conforms to the culture and practices of the organization, which will invariably lead to higher productivity and commitment. Several researchers have also indicated that induction programme could bring about customer satisfaction.(4) Orientation requires cooperation between individuals in the HR unit and other managers and supervisors.(14)

The ‘evolution’ of induction

Induction programmers were initially introduced in factory environments around the 1930’s-1950’s, a period that followed the emergence of the „personnel-management movement. They emerged in an effort to control labor turnover and its costly consequences within the industrial environment. From these early years’ personnel practitioners stressed the necessity of binding workers more closely to the firm. Induction programmers were initially employed to deal with high labour turnover rates. In the sixties the objective of the induction programs remained the same.

A well-designed orientation program requires top administrative support to demonstrate its importance and ensure that it emphasizes strategic objectives. In addition, the direct supervisor must be heavily involved with the establishment and provision of orientation.(15)

Adult Socialization

The continuous process of socialization deals with the acquisition of the skills and knowledge for satisfactory functioning in a role. Learning new role orientations accompanies each change of status throughout life. A common example of adult socialization is socialization into an occupational role. As the mechanisms for occupational socialization educational systems or on-the-job training occur the adult begins to share an occupational Identity. Adults in the process of socialization must recognize that the process "frequently Involves, in addition to the learning of new roles and norms, the unlearning or relinquishing of old norms and rules. the extension of old ones. and the possibility of holding conflicting norms and occupying conflicting roles".(16)

The major characteristics of organizational socialization are likely to be ones of disorientation and apprehension. The newcomer may feel that she or he may say or do the wrong thing, initially the beginner may be without a map of time and space in the new organization. So much is new that recruits will generally experience a sensory overload. Coming face to face with the activities, values, and culture of the new institution creates a condition in the individual described as Unreality shock.(16)

2.1.3. Objectives of induction and orientation

Study on the objectives of an induction programme reveals various opinions on this subject. Initially the indicated objectives of an induction programme all seem to be different. However, as the study progressed, it became evident that all these objectives share common components. In the light of the above, the main objectives of induction are to integrate new members of staff into the health care organization by providing personal and professional support with the ultimate aim of improving learner performance and reduce staff turnover.(18) Induction as an important aspect of the employee retention as it is the first process the new employee faces and the way induction is managed often reflects the values of organization. Paying special attention to the first impression made by the organization will make the new employee feel valued and expected. A well planned induction process also affects the public image of organization as the employees might discuss the success of an induction process with other people. points out four main purposes of employee orientation: first, to make the new employee feel welcomed, second, provide one with basic information to function effectively, third, to understand the organization in its broad sense and fourth, to familiarize one with the organization's cultures and values. It is also pointed out that the latter two purposes distinguish on boarding from traditional orientation.(18)

2.1.4. Induction and employee satisfaction

Weak induction process affects the organizations credibility not only externally but also internally. Well motivated employees have the energy to be productive and provide quality service. If the organization management is not committed to deliver an effective induction process, the motivation levels of the employees can decrease. This might not occur straight after starting a new job, as the new employees usually are eager to prove themselves. Employees are usually highly motivated when starting a job and a poor induction might impair the motivation in early stages. The above mentioned issue is also observed in the case organization; for the first few months the new employees have a high level of motivation, which then gradually decreases due to the several challenges in the organization.(8)

2.1.5. Induction and performance improvement

Human resource practices improve performance through influencing employees' attitudes. Committed employees are the ultimate goal of human resource management because it results in high motivation and eventually committed employees will reduce employee turnover and absence costs. performance as the outcome of ability, motivation and opportunity. According to the theory, ability is seen as the necessary knowledge and skills which are effected by recruitment, selection and training. An important part of this ability is already being created in the beginning of the employment within induction. High performance levels can be achieved with motivated employees not with stressed or confused employees ,so to motivate new employees induction and orientation program is very important .(8)

2.1.6. Induction in practice

One of the aims of proper induction is to create consistency and sense of community within the organization. Often the way how induction is executed sends the first message about the values of the organization: -

“Assessing the training needs of new employees consumes time and money, but it sends the message that the organization is committed to the development of its employees, to giving them the right tools to perform, and to putting them in a position where they can succeed.(19)

In order to execute a proper orientation for the new employees the induction should be well planned and the responsibility areas should be clearly defined. Ideally there is a mutual feeling of a shared responsibility in the organization and the whole working community participates in the induction process.

The evaluation of the training period is essential. There are several ways to evaluate training. Employees can be asked to evaluate the training or they can be tested after the training is completed. The training can be also evaluated from the customer's point of view; for example, if the amount of reclaims has reduced. The follow-up of the induction after a few months cannot be stressed enough. The manager and the new employee should discuss if the induction succeeded and whether some areas still require more training. It is not only important for the new employee's training, but also for the development of the organization. Feedback regarding possible improvements on the induction process should be asked for. This way it is a continuous learning process for both parties.(8)Typically, employees leave when they don't see any bright future for themselves in the organization. Many a time these perceptions could be false and can be avoided through effective induction training where employees can be given an effective orientation about the organization's vision and mission and how employee progression fits into their plan.

Below are some of the best practices that could be useful to deliver a productive induction training program for new hires.(20)

1. Early engagement: Engage with the new recruits even before they join by sending them welcome messages and key action points to be followed once they are part of the organization. Once an employee has accepted the job offer, it is a good idea to communicate with the employee welcoming him or her onboard. Links to online resources that give basic information about the organization can be shared so that employees can get an idea about their future workplace. Online links, videos or short modules can provide information about the organization's vision, mission, culture and press reviews. This way, new hires will feel wanted and have a fair idea about the organization even before they report for their jobs.

2. welcoming/blended solution: New hire training can be broadly divided into orientation training and induction training. Orientation training is generally given on the first day when the employee reports to work. This needs to be given face to face and typically covers information about existing physical amenities, timings, security details and peer introductions. Other aspects such as essential organizational information, HR, employee progression and job-specific information can be done face to face. This way, employees are not intimidated with too much information right on the first day or during the limited timeframe of a face-to-face interaction Next to orientation induction training with enough preparation will be given on different titles like organizational policies and procedures, employee benefits etc. for the new comer.

3. Training as a process and create shared vision: Beyond communicating policies and procedures, NHO/new hire orientation/ should create a shared vision by acclimating new hires into the organization culture and values, as well as the overall framework. Teach new hires to ‘live the values.’ By “inculcating everyone in the culture and values that make the organization unique,” new employees are enabled to ‘live the values’ of their new organization. The objective of training is not information sharing but effective assimilation of knowledge.

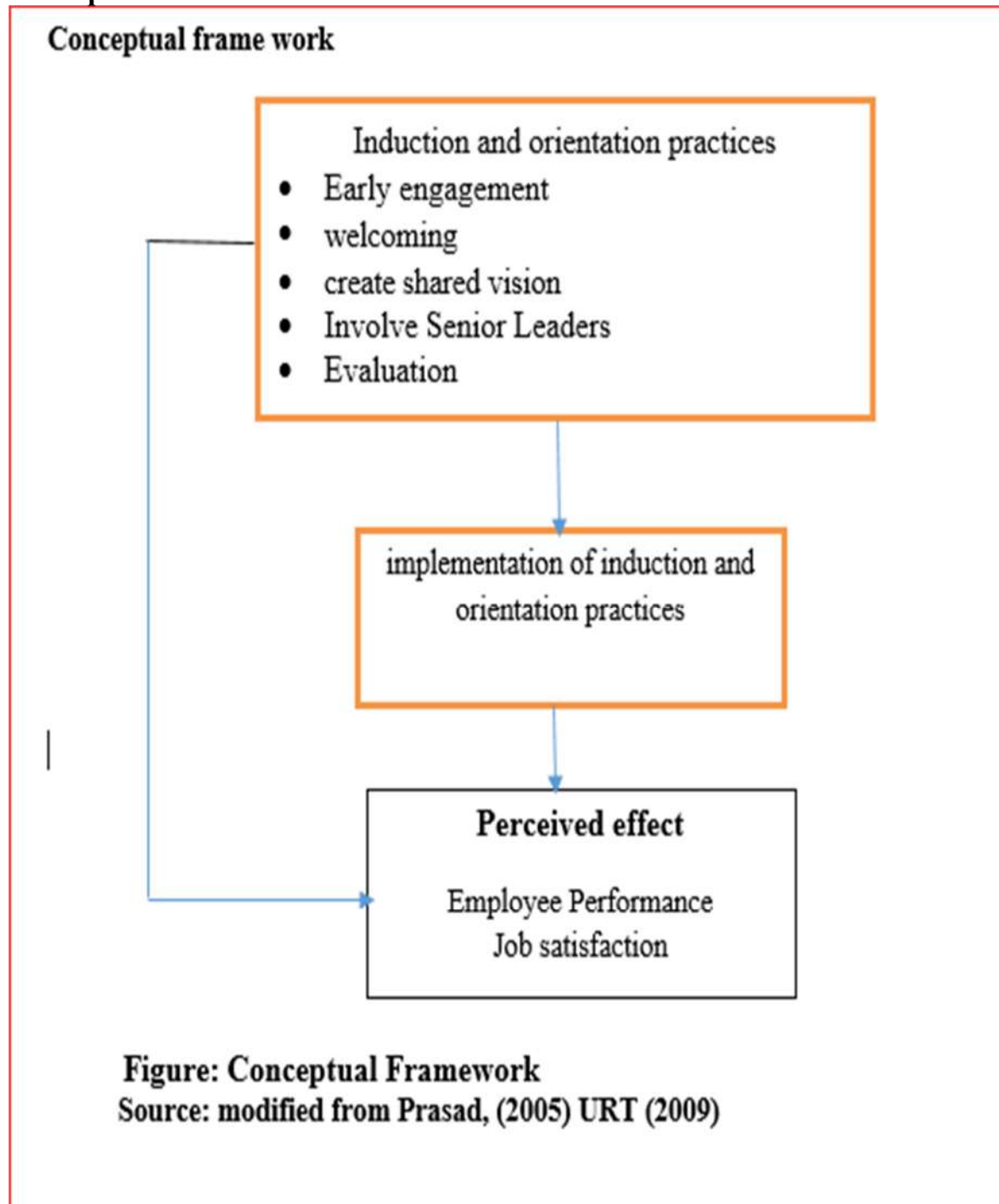
4. Involve Senior Leaders

While HR may design new hire orientation and be responsible for the majority of its delivery, “management has to take an active, supporting role for it to be successful in its goals of developing a productive, dedicated workforce. Companies are using senior leadership in various ways during new hire orientation programs.

5. Evaluation: Induction training cannot be a one-way information dissemination forum. Seek feedback from new hires to ensure training is purposeful and that it attains the objectives. It is also a good idea to monitor employee turnover, which might have a bearing on the quality of the induction program. These might give valuable tips to amend or alter the approach towards future induction training programs.

Corporate induction training is being increasingly identified as one of the valuable methods for employee retention. Many organizations recognize the need to make it an extended online program instead of a one-off event that is organized more to fulfill mandatory HR requirements..(20)

Conceptual framework



Chapter Three

3.1 Objective

3.1.1 General objective

To assess induction and orientation practices and perceived effect on health work force performance and job satisfaction in public hospitals of Ilubabour zone, Oromia regional state, south west Ethiopia, 2018.

3.1.2 Specific objectives

- To assess the practice of induction and orientation training for health work force in Public Hospitals of Ilubabour zone.
- To identify the perceived effect of induction and orientation training on employee performance.
- To identify the perceived effect of induction and orientation training on employee satisfaction.

Chapter four

4.1 Method and materials

4.1.1 Study area and period

The study was conducted in two public hospitals namely Metu Karl referral and Darimu district hospital. Metu town is the capital city of Ilubabour zone which is located in South west Ethiopia, 600 KM away from Addis Ababa. According to woreda base health sector plan(WBHSP) population estimation report of FMOH Ethiopia, Ilubabour zone have estimation of total population by conversion factor it was around **933,325** during the time of the period 2010EC. This zone has public and private health facility currently providing different services for the community. There are 263 rural and 23 urban health posts, 39 health centers, 104 private clinics 11 rural drug venders and 30 drug stores are providing health care services.

Darimu Hospital is one of though hospitals constructed in 2007EC as a primary hospital to serve the community at the grass route level. DH serves around 200,000 populations around the hospital with six satellite health center which are working on community health promotion. Darimu hospital is 665 km away from AA, and 65km away from the zone city Metu. Darimu woreda is bounded by east B/Nopha woreda, by west Nole kaba, by south Lalo woreda and by north Alge sachi woreda. The hospital starts service with 25 health professionals and 47 supportive staff totally 72 HWF. Currently during the research was conducted DH reaches 138 HWF.

Metu Karl specialized hospital is one of the hospitals serving the community many years in Ethiopia. The hospital was constructed by missionary's in 1958 and up graded to referral hospital in 1993 by a man of Germany and a founder of MFM international organization Mr. Karl Heinth Boom. Currently, the hospital serves around 1.5million population with 28 departments, 184 health professionals and 141 supportive staff totally 325 HWF are active. The hospital is 600KM away from AA and it is bounded by North west wolega, by east Buno Bedele, by west Gambela region and by south southern Nation and nationality/Dehub/. In both hospitals in the year 2010 40 new supportive staff and 42 health professionals was joined, 7 supportive staff and 24 health care workers was joined by transfer and 3 health care professionals assigned by demotion totally 116 health work forces were included without selection to the study and the rest employees 136 supportive staff and 64 health care workers totally 100 was selected from employees promoted in 2010 and 87 health care professionals was selected from health care professionals changed their department in the same year. The study was conducted from August 13 to September 2, 2018

4.1.2 Study design

An institution based cross-sectional study design was employed in which both quantitative and qualitative research methods was used to assess the induction and orientation practices and its perceived effect on health work forces performance and satisfaction.

4.2. Population

4.2.1. Source population

All health work forces within the Public Hospitals of Ilubabour zone were considered as source population.

Qualitative data: purposely selected four HR managers and two-line manager's /Hospitals CEO/ from the selected hospitals and 2 HR managers and one-line manager from zonal health department. In depth interview was continued until saturation.

4.2.2 Study population

All new health work forces recruited in 2010EFY, all HWF join the hospitals by transfer and HWF promoted within the selected health facilities and HWF assigned to new departments are comprises the study population.

4.3. Sample Size Determination, and Sampling Procedure

4.3.1. Sample size Determination

To determine sample size, single population proportion formula was used: -since there was no study conducted on induction and orientation practices before prevalence 50% was used. Accordingly, the required sample size (n) is estimated with a confidence level of 95% and 5 % degree of precision as follows:

$$n = \frac{Z (\alpha/2)^2 * P (1-p)}{d^2}$$

Where, p= 50%

$$Q= 1-p$$

$$d=0.05$$

Non response rate = 5%

Z $\alpha/2$ = Standard normal variable at 95% Confidence level (1.96). n =

$$\frac{(1.96)^2 * (0.5) (1-0.5)}{(0.05)^2}$$

$$n = \frac{3.8416 * 0.5 * 0.5}{0.0025} = 384$$

0.0025

n=384

N=463

n=384+10% non-response rate

n=403

4.3.2. Sampling procedure

All health work forces at MKH and DH hospital was stratified based on their profession (job) and **stratified sampling technique** was used to determine the sample size from each stratum. 40 new supportive staff and 42 health professionals was joined, 7 supportive staff and 24 health care workers was joined by transfer and 3 health care professionals assigned by demotion totally health

work forces were included purposely to the study and the rest individuals 136 supportive staff and 64 health care workers totally 100 was randomly selected from individuals promoted 2010 and 87 health care professionals were randomly selected from health care professionals changed their department in the same year from each strata.

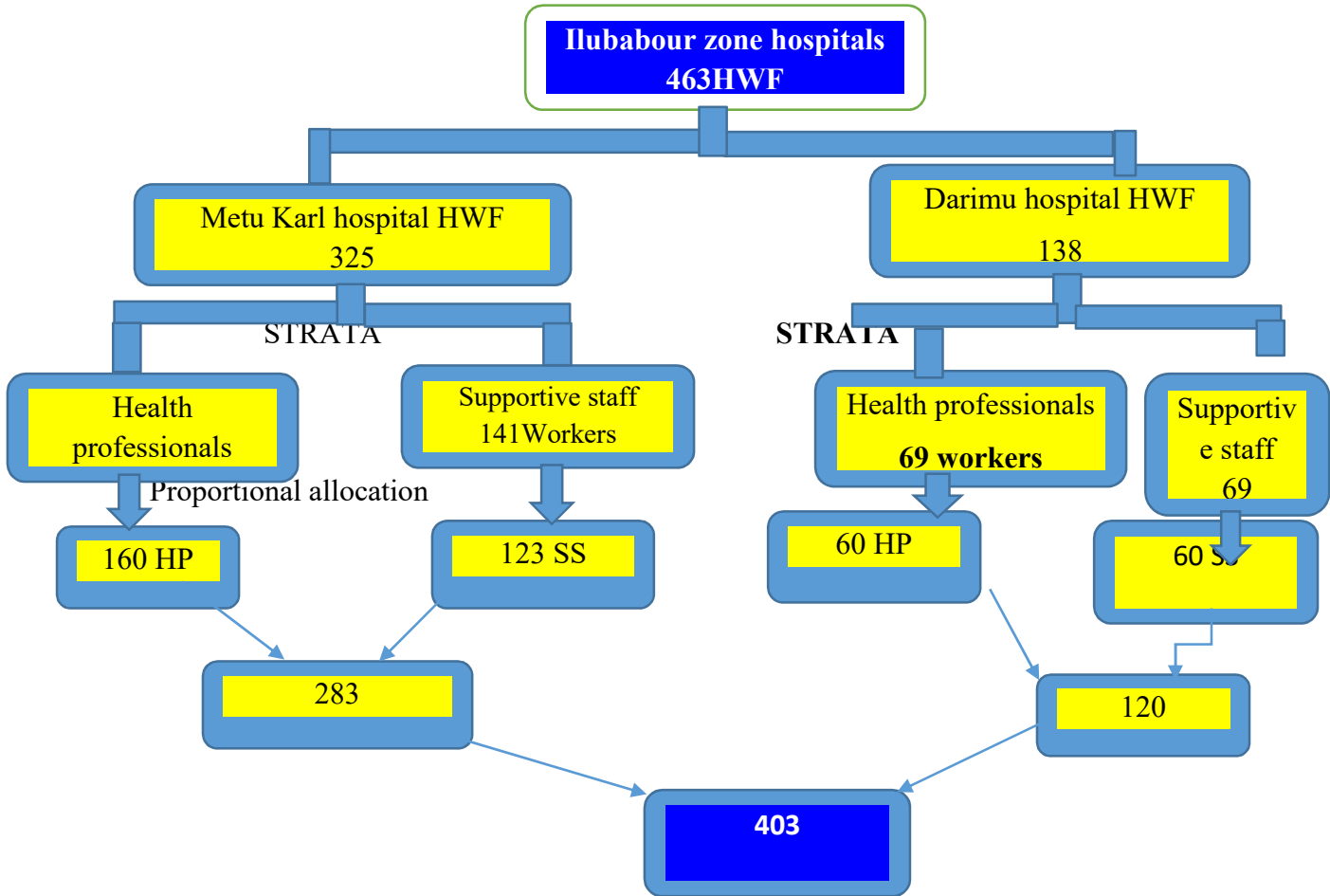


Figure 1. Schematic presentation of sampling procedure

4.3.3. Inclusion and Exclusion criteria

4.3.1. Inclusion criteria

All health work forces present during the data collection time.

4.4.2. Exclusion criteria

Health work forces that are recruited temporarily/daily laborer/.

4.3.4. Data collection instruments

Quantitative data was collected by structured questioner and self-administered. The study instrument or questionnaire consists of three parts. Part one is about the demographic information including respondent, gender, job, educational level, experience, was included. Part two was about the induction and orientation practices and part three was on common perceived effect of induction and orientation program on employee performance and employee satisfaction. Furthermore, the qualitative data was collected by in-depth interview guide with purposefully selected key informants.

4.3.5. variable for study

Induction and orientation training practices

Variables for descriptive analysis

- Age - employee performance
- Gender - Employee satisfaction
- Job
- Educational level,
- Working department
- Benefit package,

4.3.6. Operational Definition

Health workforces: - any employee assigned in the health system to contribute its Knowledge and skill to achieve the health sector targeted goal.

New employee: - HWF assigned to the health sector Newly from educational institutions, employees assigned by transfer and employees promoted from previous work box to new work box/department.

Employee satisfaction: it is a satisfaction level of individuals measured with 5 level of Likert scale in line to induction orientation training.

Employee performance: it is an individual performance measured with 5 level of Likert scale in line to induction and orientation training.

Perceived effect: -It is a subjective feeling of employees on their satisfaction and performance which is measured by Likert scale and the result was discussed if the mean score is above it has an effect or if it's under the mean score it was discussed that no effect.

Temporary/Daily laborer: workers recruited in the hospitals to perform temporary activities which are done by agreement less than a month.

4.3.7 Data Quality management

Data was collected by 4 trained data collectors and 2 supervisors who have an experience on data collection and supervision and properly speak the local language and know the culture of the study population. Data collectors were trained by the principal investigator for two days about the objectives and purposes of the study and smooth ways of data collection. The questionnaires were designed from similar studies and translated to local language afan Oromo.

Data collectors were had fieldwork diary to put all the notes of the field work for latter consideration. The principal investigators and supervisors were strictly followed the overall activities of the data collection on daily bases face to face and by phone calling to insure the completeness of the questionnaire, to give further clarification and support for data collectors. To check the tool completeness and clarity pretest was done on 5%(17 individuals) of the total selected samples for study, and the pretest was done in Metu health center which is out of the study facilities. The collected data was entered to 3.1 version Epi data software for further data redundancy and quality control.

To maintain the qualitative data, the interview was done first after explaining the objective of the study and asking the key informants permission for recording their voice to make simple during transcription and to address well the messages missed on the time of note taking. Next the interviewer checked that whether the environment was free from undesired noise. Finally, the voice recorded was saved in different simple memory cards for further protection.

4.3.8 Data analysis

The quantitative data was cleaned, and finally exported to SPSS version 20 for analysis. Descriptive analysis (frequency, proportions, mean and standard deviations) were computed. Results were presented with tables, graphs and narrative presentations. Furthermore, qualitative data was transcribed, translated and analyzed using thematic analysis technique manually and finally triangulated with the quantitative findings.

4.3.9 Ethical consideration

Ethical clearance was obtained from the institutional Review Board (IRB) of Jimma University, institute of Health Science. the Ilubabour zone health office based on the JU cooperation letter second cooperation letter was also obtained that directed to hospitals. Finally, permission was obtained from Metu referral Karl hospital and Darimu hospital. A written statement was also included on the introductory part of the questionnaires that further explains the study purpose and confidentiality of the research information. Then oral consent was obtained from the study participants before data collection.

Chapter Five

Result

5.1. Socio-demographic characteristics

In this study out of the total 403 sampled health workers, 388 health workers were studied with overall response rate of 96%. Out of the total studied health workers 283(70.2) and 120(29.8) were from Metu referral Karl hospital and Darimu district hospital respectively. In this study more than half of respondents 209(53.9%) were males. The dominance number of respondent age group were 20-29years 238(61.3%). The smallest age-group comprised respondents in the age group less than 20years 1%(3) respondents. Dominant department in which respondents were employed was the administration 45.6%(177). The second most dominant department was in patient department 28.4%(110) while the third was out patient department 26%(101). The distribution of departments might be attributed to the interplay of several factors such as the management perception of the need for induction orientation, internal directive, job design, job rotation. Other factors in department manner are specially IPD and OPD had different reforms and new initiatives are implemented and closely need induction and orientation for new comer employees respectively. From the listed benefit packages for employee's car service were the dominant benefit package 54.6%(212). The next dominant benefit package was having own office and benefit from private wing service are 22.4%(87) and 12.4(48). The rest benefit packages are housing and telephone service benefit package which accounts 7.7%(30) and 2.8(11) respondents respectively. as shown in table 1 below.

Table 1. Socio-demographic characteristics of health work forces in in Metu Referral Karl and Darimu Hospital,2018

	Frequency	Percent
1.Sex of respondents		
male	209	53.9
female	179	46.1
Total	388	100.0
2.Age in year		
<20	4	1.0

20-29	238	61.3
30 to 39	100	25.8
40-49	34	8.8
>50	12	3.1
Total	388	100.0
3.Working department		
outpatient department	101	26.0
inpatient department	110	28.4
Administration staffs	177	45.6
Total	388	100.0
4.benefit package		
Housing subsidy	30	7.7
Car allowance /service	212	54.6
Own office	87	22.4
cellphone	11	2.8
Private wing	48	12.4
Total	388	100.0

5.2 Induction and orientation training attending status of employees

According to respondents answered over question asked on having induction training only 34.7%(135) respondents were attended induction and orientation training within their current organization and majority of the respondents 65.3%(253) were responded that they don't attended any induction and orientation training within their current organization. from though having induction and orientation training 40%(54) of them attended orientation during department changes,31.9%(43), during promotion,17%(23), during first appointment,9.6%(13), during transfer from different organization to hospitals and 1.5%(2) attend induction and orientation training during demotion. As the respondents responded on duration of the induction and orientation training 75.4%(102) were attended only for a day and 17.9%(24),5.2%(7) and 1.5%(2) respondents responded that two, three and a week duration respectively.

Table 2. Induction and orientation training attending status of health workforces in MKH and DH ,2018

1.Induction ad orientation training attending status		
	Frequency	Percent
yes	135	34.7
no	253	65.3
Total	388	100
2.the time when they have induction and orientation training		
	Frequency	Percent
First Appointment	23	5.9
During change of Department	54	13.9
Promotion	43	11.1
Demotion	2	0.5
transfer	13	3.4
Total	135	34.8
Total	135	100
3.Duration of induction and orientation training		
	Frequency	Percent
One day	102	26
Two days	24	6.2
Three days	7	1.8
Week	2	0.5
Total	135	34.5
Total	135	100

According to the figure below shows, the dominant number 49.3%(67) of respondents from though were took the training from HR managers,32.8%(44) from department head/metron/ and 17.9%(24) from supervisor respectively.

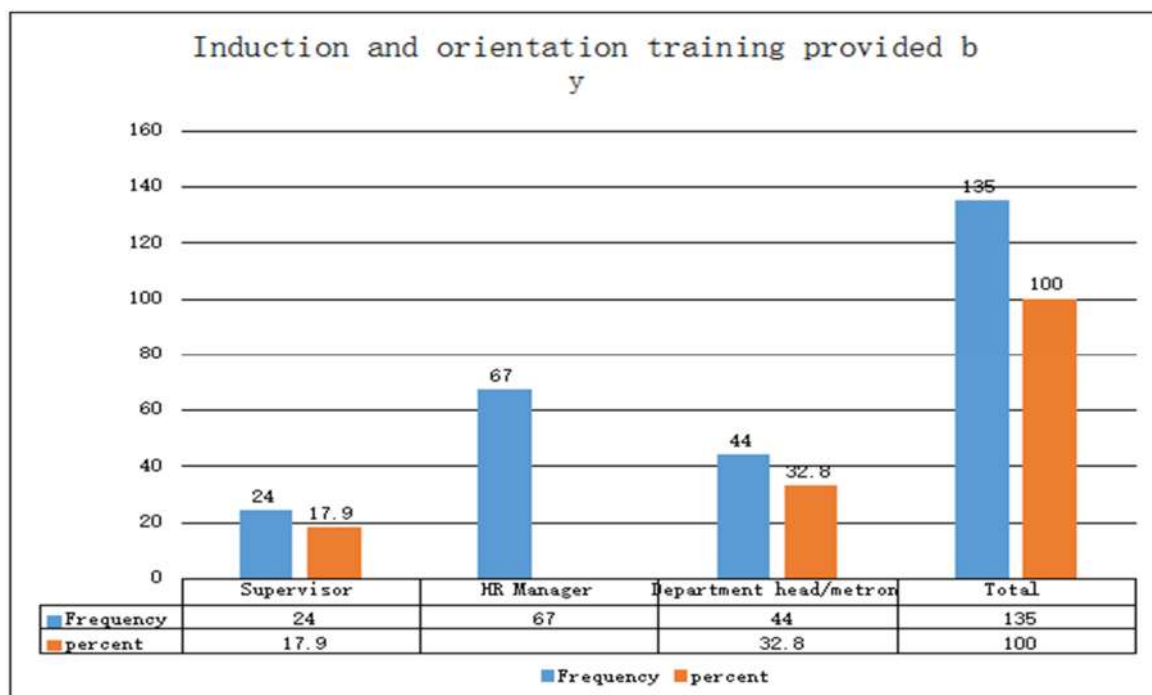


Figure 3 Who provides induction and orientation training at Metu general hospital and Darimu District hospital ,2018

Respondents rating on how the induction and orientation training prepared them well for their job, majority of them rated good 47(34.8%), and the rest respondents rated that very good 38(28.1%), average 24(17.8%), poor 14(10.4%)and excellent 12(8.9%)respectively.

Table 3. Rating the induction/orientation training prepared them well for their job,2018

	Frequency	Percent
poor	14	10.4
Average	24	17.8
Good	47	34.8
very good	38	28.1
Excellent	12	8.9
Total	135	100

5.2. Induction and orientation training practices

5.2.1. Practice 1. Engagement

Table 4: shows respondent's practice concerning engagement of new employee with others during Orientation were only 39.2% of total respondent said the orientation create interesting and its beyond lecture to stimulate knowledge transfer, the rest 60.8% were responded there in no creating interested during induction and orientation ,when the respondents were asked for whether during

the training role play and team game were part of the training they were respond that, 77.3%(300) of them said there were no role play and team game during the training and 22.7(88) of them responded that there were such practice during the training.

Table 4: Responses of Health workforces on engagement practices during induction and orientation practices in Metu Referral Karl hospital and Darimu hospital,2018

	Frequency	Percent
1. create interesting beyond lecture to stimulate knowledge transfer		
	Frequency	Percent
yes	152	39.2
no	236	60.8
Total	388	100.0
2. role play and team game during induction and orientation training		
	Frequency	Percent
yes	88	22.7
no	300	77.3
Total	388	100.0

5.2.2. practice 2. Welcoming

As table 5 below shows, Respondents were asked whether they were provided with welcome celebration activity like an organization -wide welcome party or departmental level welcoming their response were indicated that,52.8%(205) of them are welcomed by the organization and department level and the rest 47.2%(183) of them were not welcomed by the organization as well as by department. As respondents were asked whether they were Provided with detailed tours of the facility the table 3 shows that, 26.5%(103) were provided with tour of the facility or the department the rest 73.5%(285) were responded that not provided with tour of facility. During welcoming practice respondents were asked whether they were joined with provision and arrangement of many productivity tools and other assets for them to be available on day one as possible, the result above shows that 63.4%(246) of them responded it was providing for then and the rest 36.6%(142) of them responded that it was not provided with arranged tools and assets on the first day of joining and for question they were asked on whether the respondents were got

orientation or training on the tools and assets, 53.1%(206) of respondents responded they were taking orientation and training and the rest 46.9% of respondent answered they don't have orientation or training over the tools and assets.

As subjects generally replied, induction and orientation program was one program from HR practices but as other HR practices it doesn't have attention like others programs due to different reasons like program overlap, budget allocation for the program, time of new employee joining to the sector and awareness on the importance of the program are problems as the key informants replied respectively.

A 48 years old man from one public hospital said that, *“since I have a teaching experience for a long time induction and orientation is common in education sector. but when am joining this hospital am only introduced to my coworkers and received material which are regulated under the HR department I don't received any induction and orientation training during am assigned in this hospital. since the organization was wide and complex by discussing with CEO and matron in our organization when new comers joined our hospital introducing with department heads and coworkers was done and to some extent orientation on the rule and regulations of the hospital a few orientations how they keep in the hospital service provision system we were give orientation but it is not well organized as that of education sector.*

Table 5: Responses of Health workforces on welcoming practices during induction and orientation training in Metu Referral Karl hospital and Darimu hospital 2018

	Frequency	Percent
1. celebration activity like organization -wide or departmental welcome party		
	Frequency	Percent
yes	205	52.8
no	183	47.2
Total	388	100.0
2. detailed tours of the facility		
	Frequency	Percent
yes	103	26.5
no	285	73.5

Total	388	100.0
3.productivity tools and other assets to be available on day one as possible		
	Frequency	Percent
yes	246	63.4
no	142	36.6
Total	388	100.0
4. training on these tools and assets		
	Frequency	Percent
yes	206	53.1
no	182	46.9
Total	388	100.0

5.2.3. practice 3 involve senior leaders

As indicated on Table 6 below, majority 74.2% (289) of respondents answers that senior leaders were not Involved in induction and orientation program and the rest of respondents 25.5%(99) were answered that senior leaders were involved during induction and orientation training programs. As the respondents were responding that during induction and orientation program leaders of the hospitals had not participated by presenting portion of presentation during new comers joined the hospitals, the dominants 318(82%) of respondents answer that no senior leaders were involved in induction and orientation training with involvement on portion of presentation and the rest 18%(70) respondents answer that senior leaders present a portion of induction and orientation presentation for new comers.

Table 6. Responses of Health workforces on involvement of senior leaders during induction and orientation training in Metu Referral Karl hospital and Darimu hospital.2018

	Frequency	Percent
1.Involvement of senior leadership in induction and orientation training programs		
	Frequency	Percent
yes	99	25.5
no	289	74.5
Total	388	100.0
2. executives to present a portion of the program		

	Frequency	Percent
yes	70	18.0
no	318	82.0
Total	388	100.0

5.2.4. practice 4 shared vision, mission and goal of the organization

As indicated on table 7 below, majority of the respondents 67.8% (263) were responded that during induction and orientation training program introducing them to health care organization vision history, mission, and values were not created a pride to new comers and the rest respondents 32.2%(125) answered that they were introduced with the organization, vision, mission, history and values during the induction and orientation training program. As the respondents responded over orientation on core program of the institution, majority of the respondent 63.9%(249) were respond that they were not oriented on core programs of the institution through skill training and an overview of the lines of work flow and the rest 35.8% (139) were responded that they were oriented on core programs of the institution through skilled training and overview of the lines of work flow. If you are not clear with an organizational vision, mission, core values and organizational cultures u may had unclear with overall performance .So Problems related to Clearly defining of vision, mission and core values of organization raised by the participants during in depth interview were absence of well-organized presentation, absence of well-developed guideline, poor attention on importance clearly defining of vision, mission and core values of organization, short time of training are major problems during induction training.

A 28 years old man who was from one hospital said that, *“as think am not sure whether my organization mission and vision was 100% well interpreted in all level of my organization employees. I mention above that my organization have orientation program but not well organized induction program was given for newly assigned employees this may be the failures but we have clear mission and vision indicating tapela /brochure outside at the door of my office.”*

A 30 years old man from one public hospital said that, *“I think am not confident to say the organization mission and vision is well interpreted, but during welcoming new employees with presentation of right and responsibility of employees we highlight the mission and vision of the organization, to give in detail there was a problem of budget.”*

Table 7. Responses of Health workforces on shared vision, mission and goal of the organization during induction and orientation training in Metu Referral Karl hospital and Darimu hospital,2018

	Frequency	Percent
1. introducing them to health care organization history, mission, and values during the induction		
	Frequency	Percent
yes	125	32.2
no	263	67.8
Total	388	100.0
2. Helping new employees understand the core programs of the institution through skilled training		
	Frequency	Percent
yes	139	35.8
no	249	64.2
Total	388	100.0

5.2.5. practice 5 post training evaluation

Since induction and orientation program is a continuous program it need post training evaluation how the program helps the new comers throughout their career. As Pie chart above shows majority of the respondents 53.1%(206) respond that there were no a structured follow-up system involving HR/training, hiring managers, and a facilitated mentoring process, the rest respondents 46.9% (182) were respond that there were a follow-up system involving HR/training, hiring managers, and a facilitated mentoring process.

Finally, as detail discussed and analyzed above the induction and orientation practice were not well practiced with full commitment and attention. the result indicated that the commitment of different stakeholder within the system were weak and needs critical attention not only for the new comers but to succeeded the health sector transformation plan.

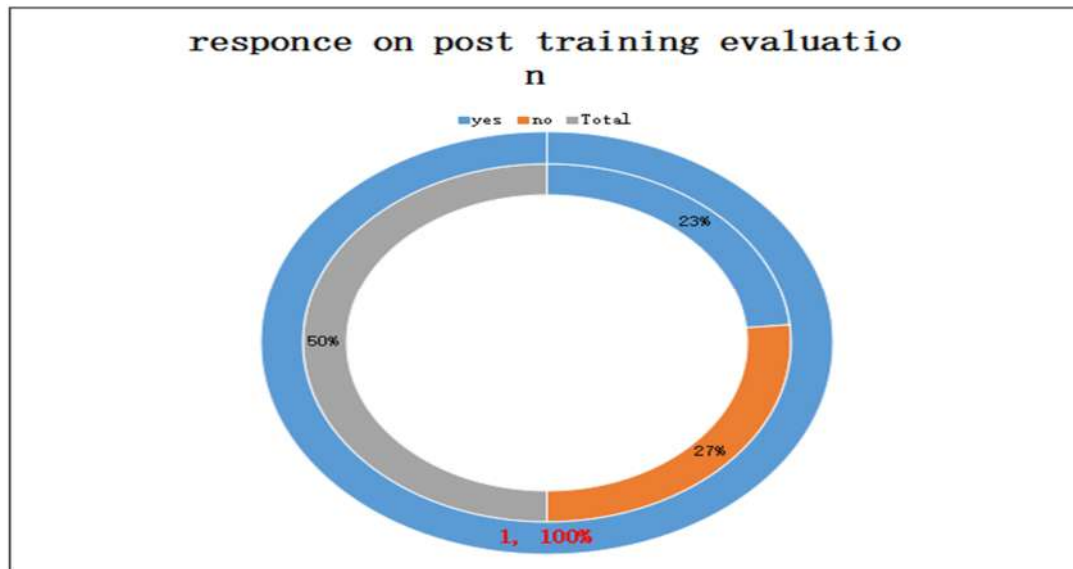


Figure 4. Post training evaluation,2018

5.3. Transfer of knowledge and skills acquired through orientation to employees

The majority 51% of respondents reported unsatisfactory levels of transfer of knowledge or skills acquired through orientation to their practice. Only 49% reported satisfactory levels of transfer.

The findings indicated that during the induction and orientation training provided for new comers the transfer of knowledge and skill through the orientation program were unsatisfactory for the newly joined the organization.

Factors for unsatisfactory level assessments listed seven variables the respondents were responded the leading factor was identified to be the Irrelevance of orientation subjects to my work (48.7% respondents). Lack of motivation by ORHB (34%-42 respondents) came second while inadequacy of logistics/materials (22.9% respondents) came third.

The fourth and fifth factors were respectively the unsuitable working environment (13.9% respondents) and lack of intrinsic motivation for performance (11.1% respondents) and un healthy competition among employees (7% responses) and lack of demand-driven motivation to satisfy clients (5.2% respondents) was the sixth and seventh factor respectively.

The findings in general indicated that to the combined effects of the poor practice of the induction and orientation program and the causes of low motivation as well as inadequate logistics /materials supply among employees in the studied hospitals.

Factors for satisfactory level assessment listed seven variables the respondents were responded the foremost factor was the respondent's own intrinsic motivation for performance (35.6%respondents). The second most dominant factor was relevance of orientation to employee's work (33% respondents) while the third was motivation and benefit package (13.1% respondents). Healthy competition among employees (2.8% respondents), demand-driven motivation to satisfy clients (2.6% respondents) and Suitable working environment (1.8%) followed consecutively. The least important factor was adequate logistic/material (0.5% respondents).

The findings indicated that intrinsic motivation as the most dominant factor of satisfactory transfer of knowledge and skills acquired through induction and orientation training.

Since where the study was conducted at remote area health facilities the findings attest to the need to enhance the scopes of the low-rated factors such as inadequacy of logistics/ materials and suitable working environment.

5.4. Perceived effect of induction and orientation training on employee performance and job satisfaction

4.1. Effect of induction on employee performance

Table 8 below shows that, out of the aggregated responses provided by respondents to the seven statements on the perceived effect of induction on performances, equal shares of 29% went to strongly agree (SA) and 39% agree. Neutral had 22%, Disagree (DA) 6%, and Strongly disagree (DSA) 4%. The statements "I am highly attracted to my work" (6.2%) as against "My work and its related activities are more important than others" (1.3%) turned out to be respective dominant and the least frequent that were rated 'SDA'. In respect of 'DA' the first position went to "I am highly attracted to my work" (14.4%) were dominantly rated and "I always finish assigned jobs within time" (2.6%) was least frequent rated. The last position went jointly to "I always feel bothered for job failures" and "I perceive the importance of being identified with my work and evaluating others worth on that basis" (8.2% each). The statement "I am highly attracted to my work" (36.1%) was accorded the highest neutral rating. On the contrary, "I always come to work on time" was accorded the lowest. The leading, 'Agree' statement was "I always come to work on time" (45.9%) while the least important was "I am highly attracted to my work". Lastly, the leading 'SA' statement was "I always feel bothered for job failure" (37.9%) whilst the least prominent "I am highly attracted to my work" (16.5%).

As that of other HR practices induction and orientation program doesn't got enough attention like employee selection, recruitment, employee development, performance appraisal etc. when new comers join an organization if they don't have enough induction orientation they became confused and anxious then it leads them to have poor performance and unsatisfied with their current work. As key informants perceived on effect of induction and orientation training on employee's performance:

A 38 years old man from zonal health department said that, *“sure! it has an effect on employee performance as well as on over all organizational performance. Any employee if he/she has well organized induction and orientation training before his attachment for new tasks he/she will engage to the new task within a short time, this a short time engagement will lead the employee to have a good performance that supports the overall success of the organization goal respectively.”*

A 28 years old man from zonal health department said that, *“yes it has an effect on performance this is because of if somebody have a well-organized orientation in any discipline it motivation will improved then if he is motivated and understand the way how he performs tasks the individual as well as the organization performance became improved, so it has an effect over performance.”*

In organization where there is poor practice of induction and orientation for new comer employees rather than early engaging to the organization overall activities sometimes it may have negative consequence over the new comer as well as over the organization.

48 years old man from one public hospital said that, *“For example, last year when we recruited cleaners to this hospital due to not provided with infection prevention training there was a problem of exposed to some injury to one cleaner. But currently we are trying to orient them by trained professionals for a few hours on the first day of joining the hospital”.*

Table 8. response on effect of induction and orientation training on employee's performance at MKH and DH ,2018

	strongly Disagree		Disagree		neutral		agree		strongly agree	
	F	P	F	P	F	P	F	P	F	p
I am highly attracted to my work	24	6.2	56	14.4	140	36.1	104	26.8	64	16.5
I always come to work on time	11	2.8	15	3.9	54	13.9	178	45.9	130	33.5

I always finish assigned jobs within time	3	8	10	2.6	64	16.5	169	43.6	142	36.6
I always feel bothered for job failure	7	1.8	12	3.1	64	16.5	158	40.7	147	37.9
My work and its related activities are more important than others	5	1.3	13	3.4	68	17.5	139	35.8	163	42
My job provides the major source of gratification when compared to other activities	10	2.6	26	6.7	102	26.3	151	38.9	99	25.5
I perceive the importance of being identified with my work and evaluating others' worth on that basis	8	2.1	22	5.7	111	28.6	164	42.3	83	21.4
%	10	4	22	6	86	22	152	39	118	29
no	10		22		86		152		118	

Majority 206(53.1%) were perceived that induction and orientation training have effect on their performance The Mean response effect of induction and orientation training on employee performance was (mean:3.9180, SD: .68509)

4.2. Effect of induction and orientation on employee job satisfaction

The ten variables of job satisfaction on which respondents made self-assessments included salary, benefits, allowances and bonuses, work designs in terms flexibility and rotation. Again, they made self-assessments in respect of physical working environment, opportunity for advancement and job security. The other variables were quality of supervisor and leadership, recognition form supervisor, relationship with peers, overall satisfaction with organization.

Table below shows that out of the aggregate of 377 responses provided by respondents to the ten statements on their job satisfaction, “agree” topped with 31.2%. “neutral” followed with 27% satisfied, while “Dissatisfied” came third with 19.22%. The fourth position went to ‘greatly dissatisfied’ (12. 26%).The least frequent assessment were 26 ‘greatly satisfied’10.41%.

In the case of “greatly dissatisfied”, the top position went jointly to salary, which is followed by the lowest rated variable Your overall satisfaction with your organization with 3.4%. In terms of the “Dissatisfied” Benefits, allowances and bonuses 40.5% was dominant. The least important variable was overall satisfaction with an organization 6.4% followed by relationship with your peers (7.2%).

In the case of “neutral”, the top position wants jointly to job security (38.4%) while the least position went to salary (17. 5%).The first and second positions on the “satisfied” rating went to

Your overall satisfaction with your organization (43%) followed by Recognition received from your supervisor and relationship with peers (36%). The least position went jointly to salary 7.7% and Benefits, allowances and bonuses 11.1% respectively.

Table 9. Response on Effect of induction and orientation on employee job satisfaction at MKH and DH ,2018,2018

	Greatly dissatisfy		Dissatisfy		Neutral		satisfied		Greatly satisfy	
	F	P	F	P	F	P	F	P	F	p
salary	12	33.2	155	36.9	68	17.5	30	7.7	6	1.5
Benefits, allowances and bonuses	101	26	157	40.5	80	20.6	43	11.1	7	1.8
Work design (flexibility/ rotation)	46	11.9	101	26	155	35.9	70	18	16	41
Physical working environment	32	8.2	77	19.8	150	36.7	110	26	19	4.9
Opportunity for advancement	50	12.9	69	17.8	142	29	108	27.4	20	5.2
Job security	36	9.3	52	13.4	149	38.4	129	32.2	22	5.7
Quality of supervisor and leadership	30	7.7	50	12.9	131	33.8	149	33	28	7.2
Recognition received from your supervisor	23	5.9	44	11.3	119	30.7	150	36	52	13.4
Your relationship with your peers	16	4.1	28	7.2	127	32.7	161	36	56	14.4
Your overall satisfaction with your organization	13	3.4	25	6.4	145	35.4	172	43	35	9
%		12.26		19.22		31.2		27		10.41
no	36		76		127		112		26	

Overall 216(55.7%) of respondents were perceived the training have effect on employee job satisfaction the mean response effect of induction and orientation training on employee satisfaction was (mean: 2.9825, SD:.67610)

5.5. Qualitative Result

The study had a plan to conduct data collection techniques by using in depth interview and document review, since there was no organized document to be reviewed in both hospitals the researcher failed to review the document and in-depth interview was only done, but we had succeeded to reviewed documents related to induction training at zonal health department level.

Regarding the participants of the study, key informants like HR managers, HR experts and line managers was subjects for in-depth interview and document review respectively.

A total of nine key informants was planned to the in depth interview /2 HR heads and 2 HR Experts from both hospitals,2 hospital CEOs,1 zonal health department line manager,1 zonal health department HR head and 1zonal HR expert /. From nine planned key informants eight of them was accessed with minimum and maximum duration of 50 and 95 minutes of interview respectively.

During the qualitative data collection was done different problems in relation to induction and orientation training were raised and challenges was ticked. Finally, the findings were generalized in to five themes.

1. Induction and orientation practices
2. clearly defining of vision, mission and core values of organization
3. effect of induction training on employee performance and job satisfaction
4. supportive supervision problem
5. Challenges in induction and orientation practices.

Theme 1: - Induction and orientation practices

As subjects generally replied, induction and orientation program was one program from HR practices but as other HR practices it doesn't have attention like others programs due to different reasons like program overlap, budget allocation for the program, time of new employee joining to the sector and awareness on the importance of the program are problems as the key informants replied respectively.

A 38 years old man at zonal health department said that, *“In my office induction and orientation program was practiced specially for new comer to the zonal health office and since there are woreda under zonal structure when we recruit employees for woreda we give an orientation for a few hours to newly recruited employees but due to lack of budget well organized induction was not practiced.*

Theme 2: Clearly defining of vision, mission and core values of organization

If you are not clear with an organizational vision, mission, core values and organizational cultures you may have unclear overall performance. So problems related to clearly defining of vision, mission and core values of organization raised by the participants during in-depth interviews were absence of well-organized presentation, absence of well-developed guideline, poor attention on importance of clearly defining of vision, mission and core values of organization, short time of training are major problems during induction training.

A 28-year-old man who was from a public hospital said that, *“as I think am not sure whether my organization mission and vision was 100% well interpreted in all levels of my organization employees. I mention above that my organization has an orientation program but not well organized induction program was given for newly assigned employees this may be the failures but we have clear mission and vision indicating tapela /brochure outside at the door of my office.”*

A 30-year-old man who is from one public hospital said that, *“I think am not confident to say the organization mission and vision is well interpreted, but during welcoming new employees with presentation of rights and responsibilities of employees we highlight the mission and vision of the organization, to give in detail there was a problem of budget.”*

Theme 3: Effect of induction training on employee performance and satisfaction

As that of other HR practices induction and orientation programs don't get enough attention like employee selection, recruitment, employee development, performance appraisal etc. when new comers join an organization and new position if they don't have enough induction orientation training they become confused and anxious then it leads them to have poor performance and unsatisfied with their current work. The findings from qualitative results reveal that if well-organized induction and orientation training was provided for new employees they assure it has positive effects on employees' performance improvement as well as employees' satisfaction with their jobs respectively. From the key informants' responses on the effect of induction and orientation on employees' performance and employee job satisfaction P1 said that, *“sure! it has an effect on employee performance as well as on overall organizational performance. Any employee if he/she has well organized induction and orientation training before his attachment for new tasks he/she will engage to the new task within a short time, this short time engagement will lead the employee to have a good performance that supports the overall success of the organization goal respectively.”* and P2 said that, *“yes it has an effect on performance this is because of if somebody*

have a well-organized orientation in any discipline it motivation will improved then if he is motivated and understand the way how he performs tasks the individual as well as the organization performance became improved, so it has an effect on employee performance as well as on their job satisfaction.”

Theme:4. supportive supervision problem

Supportive supervision is very important activity in any aspect of program. But, especially for HR department as that of other important department there is no scheduled, consistent and regular supportive supervision given for HR experts in the studied institutions as well as zonal health department. In addition to this problem where there was once or twice supervision given for the HR department per year, But, induction and orientation as a program it's not included to other indicators listed in supervision checklist.

A 38 years old man at zonal health department said that, *“Regarding supervision, I have support from regional health beraue as well as from zonal public service office but it's not continuous and integrated supportive supervision. Here since am assigned in this position the checklist for supervision doesn't include indicators around induction and orientation program, this indicate that as the importance of the program it doesn't get enough attention.”*

48 years old man who is hospital HR head said that, *“since am joined this hospital I got only one round organized supervision, but nothing supervision was given over new employee induction and orientation program. The supervision was not conducted continuously for my department.”*

Theme 5: Challenges in induction and orientation practices

The challenges in induction and orientation practice for employees in the study institutions include the planning of the curricular, budget allocation problem, training, monitoring and evaluation and well developed guideline are challenges in induction and orientation program.

- A. Planning: Induction and orientation program is one program from human resource practices that need special attention in succeeding organizational goal. To implement induction and orientation program in an organization the initial task is to be planned as a program with others human resource management program is very important. But currently, within the study conducted hospitals paper wise with other HR programs and activities, with clear time frame and clear implementation strategy there is no plan developed on induction and orientation program.

- B. Budget allocation: Since induction and orientation program have an importance in early engagement of employees to an organizational culture before joining an organization as well as before being assigned to new work area having an induction and orientation is important. To give well organized training budget allocation and well utilization have an effect on equipping the new employee for the new task.

A 28 years old man from at zonal health department said that, *“starting from higher leaders the program doesn't get enough attention as that of other program and the other is as this program is very important but there is no budget allocated in special case for induction and orientation program to give more than one day.”*

A 48 years old man at one hospital said that, *“As I think there are challenges like budget constraint, work over lap/being busy for unplanned task/ are the major challenges in practicing induction and orientation program.”*

- C. Training: To give successful induction and orientation training enough preparation with suitable training environment is important with its good consistency of presentation. Both hospitals during they welcome new employee rather than giving well reached orientation they focus mainly on rules and regulation like work time explanation and introducing to their department colleague.

A 30 years old man who from one public hospital said that, *“Regarding challenges faced with conduction of induction and orientation training budget for the program is first challenge for me, the other is individuals who get training they didn't give for the others at work area. The other is well organized presentation was not prepared due to the is no well-developed and updated guideline over the program.”*

- D. Monitoring and Evaluation. Induction and orientation is a very important program in any organization but specially in health sector was it doesn't get enough attenuation like other HR programs.so as key informants said during interview the program doesn't get emphasis starting from planning to monitoring and evaluation. During supervision was given there is nothing indicator related to induction and orientation included in supervision checklist.

A 30 years old man from one public hospital said that, *“I don't have any supervision took on induction and orientation program as well as on other HRHM practices, you know our hospital*

is at remote area. But the concerned body should be give emphasis for the program and for other services.”

A 28 years old man from one public hospital said that,” I have supervisory support from region but it is not regular and specially in respect to the case you ask me I didn’t get supervisor support from anybody previously but as much as possible we are trying to give orientation for new comers.”

Finally, findings from in-depth interview revealed that induction and orientation program was practiced with different constraints that gone to different stake holders. The first problem in line to the program was it doesn’t have integrated plan with others human resource management practices. As key informants discussed if the program were not having attention clearly starting from the higher managers to the grass root level the implementation became un effective and it puts negative effect over the organizational goal. The next problem raised by the interviewee was standardized guideline for the program were critical. The other problem was problem of budget allocation for the program to give detail knowledge and skill for newcomers during induction ad orientation training provided beyond an hours or a day.

Chapter six

Discussion

As discussed before in different part of the research body specially in the health sector enough research's on induction and orientation program were not conducted specially there were a very scarce of reference to discuss detail on the program as well as with the findings from this research.

Induction and orientation program equip the new entrants with basic knowledge and skill is ineffective but less efficient. From overall newly assigned health work forces only 34.7% of them assigned with having induction and orientation. when its analyzed with the guideline on Induction and orientation training should be provided for all newly assigned HWF it was practiced poorly.

An induction program is part of an organizations knowledge management process and is intended to enable the new comers to become a useful and integrated member of the team. An organization 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 organization. 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 how they contribute to the success of the organization goals. The findings from these study on engagement of new employees reveal that 39.2% of total respondent said the orientation create interesting and its beyond lecture to stimulate knowledge transfer, the rest 60.8% were responded there in no creating interested lecture during induction and orientation. The overall goal of induction is to help new employees learn about the organization as soon as possible, so that they can begin contributing.

Induction and orientation program gives new entrants an overall insight regarding the organization Mission, vision, values as well as about the institution-wide culture. It builds culture and vision. The induction and orientation training program has a vast contribution to comprehend new comers the vision mission values and the overall culture of the organization. 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 organization. But, findings from study reveal that 67.8% (263) were responded that during induction and orientation training program

introducing them to health care organization vision history, mission, and values were not created a pride to new comers and the rest respondents 32.2%(125) answered that they were introduced with the organization, vision, mission, history and values during the induction and orientation training program and the finding from two key informants revealed that there were poor interpretation of vision and mission practiced during inducing new employees to the organizations P1 said that, *“as think am not sure whether my organization mission and vision was 100% well interpreted in all level of my organization employees. I mention above that my organization have orientation program but not well organized induction program was given for newly assigned employees this may be the failures but we have clear mission and vision indicating tapela /brochure outside at the door of my office.”* and

P2 said that, *“I think am not confident to say the organization mission and vision is well interpreted, but during welcoming new employees with presentation of right and responsibility of employees we highlight the mission and vision of the organization, to give in detail there was a problem of budget.”*

The findings from induction and orientation practices indicated that only during welcoming introducing the new comers to the organization wide or with departmental level employees and provision and arrangement of many productivity tools and other assets for them to be available on day one was the two activities well practiced during welcoming program. The rest four induction and orientation practices employee engagement, senior leader’s involvement, sharing the organization mission, vision of an organization and post training evaluation was practices poorly within the studied organization. These was also well discussed by the key informants during in depth interview were conducted with them.

Findings from effect of induction training on employee performance reveal that, 53.1% of respondents was perceived that the induction and orientation training have effect on their performance and the rest respondents were perceived that they don’t know whether it have or not an effect on their performance and it indicated that there was no have well preparation and continuous evaluation. The other finding was the effect of induction and orientation training on employee’s job satisfaction the findings show that, 55.7% of respondents was perceived that the effect of induction and orientation training have effect on their job satisfaction and the rest respondents were perceived that they don’t know whether it’s have effect or not on their satisfactions as that of effect on employee’s performances above.

Both findings were revealed that the induction and orientation training was practiced poorly within the studied organizations.

As that of other HR practices induction and orientation program doesn't get enough attention like employee selection, recruitment, employee development, performance appraisal etc. when new comers join an organization and new position if they don't have enough induction orientation training they became confused and anxious then it leads them to have poor performance and unsatisfied with their current work. The finding from qualitative result reveal that if well-organized induction ad orientation training was provided for new employees they assure its have positive effect in employees performance improvement as well as employees to be satisfied with their job respectively .from the key informants responses on effect of induction and orientation on employees performance and employee job satisfaction P1 said that, *“sure! it has an effect on employee performance as well as on over all organizational performance. Any employee if he/she has well organized induction and orientation training before his attachment for new tasks he/she will engage to the new task within a short time, this a short time engagement will lead the employee to have a good performance that supports the overall success of the organization goal respectively.”* and P2 said that, *“yes it has an effect on performance this is because of if somebody have a well-organized orientation in any discipline it's motivation will be improved then if he is motivated and understand the way how he performs tasks the individual as well as the organization performance became improved, so it has an effect on employee performance as well as on their job satisfaction.”*

Finally, findings from the in depth interview was also strengthen the findings from quantitative result of induction and orientation practices and effect of the training on employee's performance and employee job satisfaction as well.

The limitation of the study was Similar to other studies; this study has limitations of self-reported data bias. As the study design is cross-sectional it is difficult to determine exact cause and effect relationship among variables. Another limitation of this study was limited literatures to discuss in Africa and Ethiopia context.

Chapter 7

Conclusion and Recommendation

7.1. Conclusion

According to the study findings pertaining to the objectives of the study the following conclusions are drawn. In general the induction and orientation practices assessed in this study was exercised poorly with poor supportive supervision and post training evaluation .Organizations were not sufficiently exert their effort to address the induction and orientation practices like employee engagement, well organized welcoming, senior leader involvement in the program, history, mission and vision of the organizations and evaluation post the training through a well-developed plan and orientation program for their new comers and current employees. This, when carried out addresses a number of issues for the organizations. The orientation programs serve as an important platform for addressing organizational culture, vision and mission. As well discussed in discussion chapter majority of the employees perceived that the program has effect of their performance and satisfaction and the rest were not understanding whether induction and orientation training provided in their organization have effect on their performance as well as on their job satisfaction. These result was also supported by the qualitative findings from key informants responding that currently as that of other sector like education it doesn't got enough focus but if it will get organized attention throughout the health sector structure it's have a positive effect on performance improvement and employee job satisfaction .All the objectives set were achieved and with regard to the main objective of the study it can be concluded that the following problems, such as lack of well-developed guideline, lack of budget allocation for the program, unsuitable working environment inadequate logistics/materials etc. were indeed the key factors affecting effective employee induction and orientation in the studied organization. If the recommendations given are well taken and implemented, it would improve employee job satisfaction and employee performance in the studied organizations.

7.2. Recommendation

According to the research findings, the researcher has produced the following possible recommendations:

Since, there is fast change of science and technology as well as introduction of different new reforms to the health system in this modern time. With the change of fast change of procedures, information, definitely customers demand also changes. Thus, zonal health department and hospitals should update itself new comers with the ongoing reforms and technological improvements to better satisfy its customers.

Consequently, the hospitals should conduct well planned and organized induction and orientation trainings to make sure its employees are serving the interest of the customers.

The method of training shall be trainee centered than trainer centered for making the employees well engaged to the organizations and worker within the organization. But for new/fresh employees, especially for newly college and university graduates lecture/trainer approach is best. Employee Orientation should be done in a conducive environment with all necessary the facilities with refreshment package to make the programme interesting and enjoyable as well as to motivate employees to attend orientation programme in their numbers to help him/her to get started right to enhance performance.

The Oromia regional health beraue, has to review and evaluate the training guideline and made an assessment of the trainings conducted so far.

The concerned bodies like FMOH, ORHB, thus have to allocate budget for conducting effective and efficient induction and orientation training for newcomers.

If the orientation session is not possible to be arranged at the same time for all the employees. As the employees are hired at different times by the organizations. It is also recommended that the orientation kits may be prepared to provide to the new employees. Orientation kits may contain

the sample of important letters, documents, maps, organizational history and management hierarchy.

Final recommendation from the researcher will be after providing of an induction and orientation program for new comers and assigned for new position there should be planned and continuous post training evaluation pertaining to the information given.

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Appendix: I Questionnaire

Researcher: SISAY SIRAJ AYANA

Research Topic: INDUCTION AND ORIENTATION PRACTICES AND PERCEIVED EFFECT ON HEALTH WORK FORCES IN PUBLIC HOSPITALS IN ILUBABOR ZONE, OROMIA REGION, SOUTH WEST, ETHIOPIA. 2018

Dear Respondent:

This questionnaire is designed for academic purpose towards partial fulfillment of Masters of science degree specialization on Human Resource for health 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.

Confidentiality:

This information will be used only for research purpose and your confidentiality will be assured. Therefore; I politely request your cooperation to participate in this study. You do have the right not to respond at all or to withdraw in the meantime, but your input has great value for the success of our objective

Agree _____ (If agree continue)

Do not agree _____ (If do not agree stop)

Thank you for your cooperation!!

Contact address: For any query please do not hesitate to contact me at (Tel. 0913-48-98-14 or sisaysiraj11@gmail.com.)

Thank you.

Instructions: Please answer all questions as truthfully as possible Tick one choice per question unless otherwise asked for multiple choices.

Section 1: **personal profile**

Respondent Code _____ **(1-403)**

No	question	Answer	Skip to/remark
101.	Sex	1.male 2.Female	
102.	Age–group: Please Circler he ranges in which your age fall	1. Less than 20years 2. 20 years – 30years 3. 30 years – 40years 4. 40 years – 50years 5. 50 years – 60years 6. Over 60years	
103.	Level of education	1.1-8 Grade 2.9-12 grade 3.Certificate 4.Diploma/Advance Diploma 5.Degree 6.Doctor 7.Post graduate	
104.	Please state the department in which you are working	1.OPD 2.IPD 3.Admin.department	
105.	What benefit(s) do you receive as part of your package? (You may tick more than one benefit)	1. Housing subsidy 2.Car allowance/ service 3.Own office 4.Cellphone 5.Other.....	

Section two

Tool to assess the induction and orientation practices

No	Question	Answer	Skip to/remark
Practice 1. Engaging			
201.	During the induction and orientation training is there Create interesting, compelling programs that move beyond lecture to stimulate knowledge transfer.	1.yes 2.No	If no skip to Q3
202.	Is there any group activities such as role plays and team games during the training	1.yes 2.No	
Practice 2. Welcoming			
203.	Is there the way of Creating a celebration activity like a organization -wide welcome party or departmental lunch?	1.yes 2.No	
204.	Is there Providing of detailed tours of the facility	1.yes 2.No	
205.	Is there arrangement for you many productivity tools and other assets to be available on day one as possible?	1.yes 2.No	
206.	Do you get training on these tools and assets?	1.yes 2.No	
Practice 3. Involve Senior Leaders			
207.	Is there Involvement of senior leadership in induction and orientation training programs ?	1.yes 2.No	
208.	Does executives present a portion of the program, specifically as it relates to the health care organization.	1.yes 2.No	
Practice 3. Create a Shared Vision			

210.	Is there Create pride in the new employee by introducing them to health care organization history, mission, and values during the induction and orientation training.	1.yes 2.No	
211.	Is there ways of helping new employees understand the core programs of the institution through skill training and an overview of the lines of work flow?	1.yes 2.No	
Practice 5. Post training follow up			
212.	Is there Post training structured follow-up system involving HR/training, hiring managers, and a facilitated mentoring process?	1.yes 2.No	
SECTION Three: Perceived effect of induction and orientation training			
301	At what extent does Induction Training bring the effective communication between new comer and Heads of Departments and Managements	1 Poor 2.Average 3. Good 4Very Good 5.Excellent	
302.	Do you know the benefits of Induction Training Programmers?	1.yes 2.No	
303.	To what extent does Induction Training Programmes meet the needs of your organization?	1 Poor 2.Average 3. Good 4.Very Good 5.Excellent	

304.	Please indicate your level of agreement with each of the following statements relating to your performance?				
characteristics	strongly disagree	Disagree	Neutral	agree	strongly agree
I am highly attracted to my work					
I always come to work on time					
I always finish assigned jobs within time					
I always feel bothered for job failures					
My work and its related activities Are more important than others					
My job provides the major source Of gratification when compared to all other activities					
I perceive the importance of being identified with my work and evaluating others' worth on that basis					

305.	How do you rate the perceived effect of orientation on employee performance	1.satisfactory 2.not satisfactory	
306.	If satisfactory to question no 305 above select the reason for your positive assessment	1.My own intrinsic motivation for performance 2.Relevance of orientation subjects to my work 3. Motivation by ORHB benefit package 4.Healthy competition among employees 5.Demand driven motivation to satisfy clients 6.Adequate logistics/material 7.Suitable working environment	
307.	If unsatisfactory to question no 305 above, select all the reason for it.	1.Lack of intrinsic motivation for performance 2.Irrelevance of orientation subjects to my work 3. Lack of motivation by ORHB 4.Unhealthy competition among employees 5.No demand driven motivation to satisfy clients	

		6. Inadequate logistics/material 7. Unsuitable working environment	
308.	Have you attended any Induction Training at MKH/DH?	1. yes 2. No	
309.	If 'Yes' when did you attended the Induction Training	1. First Appointment 2. During change of Department 3. Promotion 4. Demotion 5. transfer	
310	. What was the duration of Induction Training Programme?	1. One day 2. Two days 3. Three days 4. Week 5. Other (state)	
311.	Who conducted the Induction Training?	1. Supervisor 2. HR Manager 3. Department head/metron 4. Others (state)	
312.	How do you rate the induction/orientation program prepared you well for your job?	1. Poor 2. Average 3. Good 4. Very Good 5. Excellent	
313.	How creative would you rate the people working with you?	1. Creative 2. Not at all creative 3. Extremely creative	

314. Please indicate your level of satisfaction with the following variables pertaining to your job satisfaction?

characteristics	Greatly dissatisfied	Dissatisfied	Neutral	Satisfied	Greatly satisfied
Salary					
Benefits, allowances and bonuses					
Work design (flexibility/ rotation)					
Physical working environment					
Opportunity for advancement					
Job security					
Quality of supervisor and leadership					
Recognition received from your supervisor					
Your relationship with your peers					
Your overall satisfaction with your organization					

Thank you!

Ajaja: gaafilee dhihaataniif filannoo keessan dhugaarrattii hundaa'uun filadhaa bakka deebii lama barbaaduuttii dursa gaafadhaa.

kutaa lffaa: **Ragaa nama dhuunfaa**

koodii nama gaaffii guutee Code _____(1-403)

lakk	gaaffii	Deebii kennamee	yaada
101.	saala	1.dhiira 2.dhala	
102.	umuurii-umuurii keessan bakka ittii ramadamuu keessatti ittii naanneessaa	1. umuurii 20 gad 2. umuurii 20– 30 3. umuurii 30 – 40 4. umuurii 40– 50 5. umuurii 50– 60 6. umuurii 60 ol	
103.	Sadarkaa barnootaa	1.1-8 Grade 2. 9-12 3.sartifikeeta 4.Diiplooma/Advance Diploma 5.Digirii 6.Doktoora/GP/ 7.Digirii lammaffaa	
104.	Garee/department keessatti hojjetanuu	1.garee yaalii deddeebii/OPD 2.garee ciibsanii yaaluu /IPD 3.garee deeggarsaa/Admin.department	
105.	Paakeejii onnachiiftuu kam faa qabduu? (tokkoo caalaa deebisuun ni danda'aama)	1. mana jireenyaa 2.tajaajila konkolaataa 3.waajira ofii qabaachuu 4.tajaajila bilbilaa 5.private wing	

Kutaa 2ffaa

Gaaffannoo dhimma hojiiirra oolmaa walbarsiisuu fi leenjii itti gala hojii hojjettootaaf kennamuu ilaaluuf qophaa'ee/Tool to assess the induction and orientation practices

lakk	gaaffilee	Deebii	yaada
Practice 1. Madaqsuu/Engaging			
201.	Hojii amma irra jirtanii jalqabuu keessaniin durattii bifa hawwataan wal barsiisa bakka hojii dhiyeessi leenjiirraa foyya'aa ta'ee isinii godhameeraa?.	1.eeyyee 2.Lakkii	If no skip to Q3
202.	Walbarsiisaa fi leenjii hojii duraa isiif kennamee bifa taphaatiin /role play qabaa turee?	1.eeyyee 2.Lakkii	
Practice 2. Welcoming			
203.	Gara dhaabbata kanaattii yeroo dhuftan akka dhaabbataattii/akka garee hojii keessanittii simannaan gaariin isinii taasifamee jiraa?	1.eeyyee 2.Lakkii	
204.	Yeroo jalqabaaf gara dhaabbata kanaattii yeroo makamtan naannawaa dhaabbatichaa akka ilaaltanii deemsii miilaa/ detailed tours /	1.eeyyee 2.Lakkii	
205.	Guyyaa jalqaba dhaabbata kana dhuftan meeshaaleen hojii adda addaa dursa dhiyaatanii jiruu?	1.eeyyee 2.Lakkii	
206.	Guyyaa jalqaba dhaabbata kana seentan akkaataa meeshaalee/qabeenya akka dhaabataattii jiranuu fayyadamtanuu irrattii ibsii gahaan isinii laatameeraa?	1.eeyyee 2.Lakkii	
Practice 3. Gaggeessaa hirmaachisuun/Involve Senior Leaders			
207.	Jalqaba dhaabbata kana yoo dhuftanuu walbarsiisuu fi leenjii dursa hojii kennamuu keessatti gaggeessaan mana hojiichaa qooda fudhataniiruu?	1.eeyyee 2.Lakkii	
208.	Gaggeessaan mana hojii walbarsiisuu fi leenjii dursa hojii kennamee keessatti leenjiisuu dhaan qooda fudhataniiruu?	1.eeyyee 2.Lakkii	

Practice 3. Mul'ata mana hojii beeksiisuu/qooduu/Create a Shared Vision			
209.	Sagantaa Walbarsiisu fi leenjii dursa hojii kennamee keessatti seenaa dhaabatichaa,mul'ataa fi dudhaaleen mana hojichaa sirrii isiiniif ibsameeraa?	1.eeyyee 2.Lakkii	
211.	Akka hojjetaa haaraattii yoo ramadamtanuu sagantaaleen ijoon akka dhaabbatichaatii jiranii fi adeemsii yaa'iinsa hojii ija ooguummaattiin isiinf ibsameeraa?	1.eeyyee 2.Lakkii	
Practice 5. Hordoffii leenjii boodaa/Post training follow up			
212.	Hojjetaa waliin akka walbartan erga godhamee booda ittii fufiinsaan hojii keessan akka galtan hordoffiin isiiniff taasifameeraa?	1.eeyyee 2.Lakkii	
SECTION Three: Sadarkaa hubannaa dhiibbaa walbarisiisuu fi leenjii hojjetaa haaraa/Perceived effect of induction and orientation training			
301	Walbarsiisuu fi leenjiin hojjataa haaraaf kennamuu sadarkaa hubannaa keetiin hagam waliittii dhufeenya hojjetaa haaraa fi gaggeessaa garee/management /mana hojii bu'a qabeessaa taasisa jettee yaada.	1 Gad-aanaa 2.Gidduu galeessa 3.Gaarii 4.Gaay'ee gaarii 5.Gaay'ee baay'ee gaarii	
302.	Faayidaa sagantaa walbarsiisuu fi hojjetaa haaraa leenjiisuu beektuu?Do you know the benefits of Induction Training Programmers?	1.eeyyee 2.lakk	
303.	Deebiin keessan eeyyee yoo ta'ee,akka hubannaa keessaniittii sadarkaa hagamiin galma dhaabbata keessatti hojjetanuu milkeessaa jettani yaaduu?	1 Gad-aanaa 2.Gidduu galeessa 3.Gaarii 4.Gaay'ee gaarii 5.Gaay'ee baay'ee gaarii	

304.	Gaaffille itti aananii jiraniif sadarkaa itti quufinsa keessan filachuun bakka duwwaa jiruu irrattii deebii keessan raawwii hojii /performance/keessan waliin qabsiisuun kenna.				
Qabiye /characteristics	Baay'ee quubsaa miti	Quubsaa miti	Gidduu galeessaa	Quubsaa dha	Baay'ee quubsaadha
Anii hojii kootii baay'ee gamaddaa dha.					
Yeroo hunda hojii korrattii yeroo dhaan nan argama.					
Yeroo baay'ee hojii naaf kennamee yeroo jedhamee keessattan raawwadha.					
Kufaati hojii kootii yeroo baay'ee nan dhimmama/nattii dhagahaama/					
Waan hunda caalaa hojiin kootii fi waantoonii hojii kootiin walqabatan iddoo guddaan kennaaf.					
Hojiin koo hojii kaan waliin yoon ilaaluu kan koo gammachuu guddaa naaf kenna.hojiiwaan kaaniin walqasiisee yoon madaaluu.					
Akka hubannaa kootittii dhimmoota hojii kootiin walqabatan akkaataa barbaachiisumaa isaanittiin sagantaa walbarsiisuu fi leenjii keennamee irrattii hundaa'uun gamagamamuu qaba.					
305.	Akka hubannaa keessanittii dhiibbaa sagantaa walbarsiisuu fi leenjii hojjetaa haaraa raawwii hojiirrattii qabuu akkamiin ilaaltuu/sadarkeessitu/?	1.Quubsaa dha 2.Quubsaa miti.			
306.	Deebiin keessan gaaffii koodii 305f quubsaa yoo ta'ee sababni isaa maal akka ta'ee deebii tookkoo caalaa filadhaa.	1.kakka'uumsa dhuunfaa kootii 2.hojii kootii ifsa hojii/orientation / waanan qabadheef 3. sagantaalee onnachiiftuu akka BEFO tii jiranuu. 4.waldorgommii hojii gaarii hojjettota gidduu waan jiruuf 5.kakka'uumsa hojii hawaasa gammachiisuu waanan qabuuf			

		6.dhiyeessiin gahaan waan jiruuf 7.bakkii hojii mijataa waan ta'eef	
307.	Deebiin keessan gaaffii koodii 305f quubsa miti yoo ta'ee sababni isaa maal akka ta'ee deebii tokkoo fi tokkoo ol filachuu dandeessu.	1.hanqina kakka'uumsa hojii keessoo raawwii hojiitiif qabaachuu dhabuu. 2. hojii kootiif ibsa hojii/orientation / waanan hin arganneef 3. sagantaalee onnachiiftuu akka BEFO tii waan hin jirreef 4.waldorgomii hojii sirrii hin hojjetaa gidduutti waan jiruuf 5. kakka'uumsa hojii hawaasa gammachiisuuf ta'uu waan hin jirreef 6. hanqinni dhiyeessii waan jiruuf 7.Bakkii hojii mijataa waan hin taaneef	
308.	Hospitaala kanattii sagantaa walbarsiisuu fi leenjii hojiin duraa irrattii hirmaattanii beektuu?	1.eeyyee 2. lakkii	
309.	Deebiin keessan yoo eeyyee ta'ee yeroo kan isiiniif kennamee?	1.guyyaa jalqabaa 2.yeroo department geeddaruu 3.sadarkaa guddinaa/promotion/ 4.sadarkaarraa gad bu'uu/Demotion	
310	Sagantaan walbarsiisuu fi leenjii hojii duraa yeroo hammamiif fudhatan What was the duration of Induction Training Programme?	1.guyyaa tokkoo 2.guyyaa lama 3.guyyaa sadii 4.Torbee tokkoo 5.torbee tokkoo ol	
311.	Sagantaa walbarsiisuu fi leenjii hojiin duraa eenyuutuu isiiniif laatee?	1.Suupervaayizara 2.gaggeessaa human namaa 3.qindeessaa garee/metron/	
312.	Akka hubannoo keessanitti Sagantaan walbarsiisuu fi leenjii hojiin duraa sadarkaa hamamin hojiif isiin qopheesseera/	1 Gad-aanaa 2.Gidduu galeessa 3.Gaarii 4.Gaay'ee gaarii	

		5.Gaay'ee baay'ee gaarii	
313.	Hojjettonnii isiin faana hojjetanuu hagam onnachiisaa dha?	1.onnachiisa 2. onnachiisaa miti 3.baay'ee baay'ee onnachiisaa dha.	

314.dhimmoota armaan gadiirrattii sadarkaa itti quufiinsa keessan/individual satisfaction / itti quufiinsa hojii keessan irrattii hundaa'uun deebii keessan laadhaa.

qabiyyee/characteristics	Baay'ee quubsaa miti	Quubsaa miti	Gidduu galeessaa	Quubsaa dha	Baay'ee quubsaadha
mindaa					
Onnachiiftuu adda addaa					
Dizaayinii hojii (flexibility/ rotation)					
Bakka hojii					
Carraa guddinaa					
Nageenya naannoo hojii					
Qulqulina gaggeessaa fii supervaayizaraa					
Haala kenna beekkamttii suupervizera irraa kennamuu/feedback/					
Walittii dhuufeenya hiriyoota keessan bakka hojii waliin qabdan					
Akka waliigalaattii itti quufiinsii keessan akka dhaabbataattii jiruu maal fakkaataa?					
Akka waliigalaattii itti quufiinsii keessan hojii keessaniin walqabatuu akkamittii ilaaltuu?					

Galatoomaa

Appendix: II interview Questionnaire

Researcher: SISAY SIRAJ AYANA

Research Topic: INDUCTION AND ORIENTATION PRACTICES AND PERCEIVED EFFECT ON HEALTH WORK FORCES in PUBLIC HOSPITALS IN ILUBABOR ZONE, OROMIA REGION, SOUTH WEST, ETHIOPIA. 2018

Dear Respondent:

This questionnaire is designed for academic purpose towards partial fulfillment of Masters of science degree specialization on Human Resource for health 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.

Confidentiality:

This information will be used only for research purpose and your confidentiality will be assured. Therefore; we politely request your cooperation to participate in this study. You do have the right not to respond at all or to withdraw in the meantime, but your input has great value for the success of our objective

Agree _____ (If agree continue)

Do not agree _____ (If do not agree stop)

Thank you for your cooperation!!!

Contact address: For any query please do not hesitate to contact me at ([Tel. 0913-48-98-14](tel:0913-48-98-14) or sisaysiraj11@gmail.com.)

Thank you

Interview guide for CEO/head of HR departments

1.Age -

2. Position in the organization

@, CEO/head @. Department head @. Other personnel

3. For how have you worked for the Organization?

4. Previous experience on induction

@. Induction@. Inductionee

5. How would u describe the induction practices at your organization?

- Who is in charge of it, how is it organized /what is the time table?
- Are the role and responsibilities clear enough?

6. Why is induction important at the institution? /for which task

7. how induction have effect on employee performances?

8. how induction have effect on employee satisfaction? Can u tell me an example?

9. Do you get supervisor support for your daily work?

10.Is it clear how the organization mission and vision can be interpreted at your work

Challenges that go with employee orientation

11. Do you conduct Induction and orientation

Training.....

What type of Induction and orientation Training are you conducting?

.....

Who conduct the Induction and orientation Training?

.....

12. What are the challenges you face with conduction of Induction and orientation Training?

.....I

n what ways can these challenges be mitigated?.....

13.Is there any relationship between Induction Training and the overall organizational performance?.....

14. Do you think absence of Induction Training may cause poor performance in this organization.

III.DECLARATION

I, the undersigned, declare that this thesis is my original work, has not been presented for a degree in this or any other university and that all sources of materials used for the thesis have been fully acknowledged.

Name: Sisay Siraj Ayana (R.N, BA)

Signature: _____

Name of the institution of health faculty of Public health

Date of submission: _____

This thesis has been submitted for examination with my approval as University advisor

Name of the internal examiner: Tilahun Fufa (BSc, MPH)

Date. _____ Signature _____

Name of first advisor: Mr. Tesfamichael Alaro (BSC, in PH, MHPE, MPH, Assist proff.)

Date. _____ Signature _____

Name of second advisor: Mr. Feyera Gebissa (B. pharm, MHA)

Date. _____ Signature _____

Successfully defended final thesis