

**THE ROLE OF INDUCTION TRAINING ON THE EMPLOYEE'S
ADAPTATION TO ORGANIZATIONAL CULTURE IN TANZANIA**
*A case study of Public Service Social Security Fund Headquarter and Dodoma
Zonal Office*

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled: “The role of Induction Training on the Employees Adaptation to Organizational Culture at Public Service Social Security Fund Headquarter and Dodoma Zonal Office” in partial fulfillment of the requirements for the Degree of Master of Human Resource Management Business Administration of the Open University of Tanzania.

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DECLARATION

I, **Kahenga Selemani Maulid**, do hereby declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other Master award.

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Signature

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Date

DEDICATION

This work is dedicated to my lovely family for their unconditional love and support during the course of the study.

ACKNOWLEDGEMENT

I would like to exert my sincerely appreciation to the Might God (Allah) for enabling me to accomplish this work. I would like also to express my heartfelt appreciation to my supervisors Dr. Salum Mohamed and Dr. Sophia Mbura for guiding me to complete this work. They guided me from initial stage of developing the concept note up to the completion of this research proposal. I declare that the maturity of this research proposal is due to their tirelessly and positive guidance. May the Might God bless him a lot.

Further, I would like to thank my family for missing my presence during conducting this research work. It is my prayers that the Might God blesses this family.

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ABSTRACT

This study aimed at analyzing “The role of Induction Training on the Employees Adaptation to Organizational Culture. A case study of Public Service Social Security Fund Headquarter and Dodoma Zonal Office” (PSSSF). The research employed deductive research design and a case study approach due to the study’s characteristics. A study sample of 219 respondents was selected from the PSSSF using the simple random sampling approach. The data was gathered through questionnaires administered to 200 employees of PSSSF specifically from Dodoma Zonal Office and the PSSSF Headquarter. The study analyzed quantitative data using SPSS software. The study findings indicate that induction/orientation programs help employees to adopt PSSSF organizational culture, practical induction/orientation programs quite effective in facilitating employee’s adoption of PSSSF organizational culture. Besides, employees at highly require practical induction/orientation programs, and it was observed that the resulted interactions play a considerable role in prompting employees’ adaption to the organizational culture at PSSSF. The study determined that, in order for any business to survive management must consider training as “a bridge to an end”. It was recommended that PSSSF and other organizations should establish an annual training cycle encompassing all training modules so as to foster their employee’ adaptation to the organization culture. Besides, it strongly recommends to integrate adequate practical trainings in each phase of the training cycle in order to sufficiently equip the employees for the dynamic and ever evolving business landscape. Additionally, it recommends that conducting training needs analysis is quite essential in order to determine the best timing for offering training cycle. Finally, it strongly recommended that it is essential for new employees to undergo induction training to familiarize them with the organization.

Keywords: *Induction Training, Employee’s Adaptation and Organizational Culture*

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ABBREVIATIONS AND ACRONYMS

- NSSF - National Social Security Fund
- NTs - New Teachers
- OUT - Open University of Tanzania
- PSSSF - Public Service Social Security Fund
- SPSS - Statistical Package for Social Sciences
- TPI - Theoretical, Practical and Interaction
- URT - United Republic of Tanzania
- VETA - Vocational Education and Training Authority

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This chapter deals with the background of the study, statement of research, objective of the study, research questions, significance, scope of the study limitation of the study and the definition of the key terms.

1.2 Background of the Study

Induction training is the planned introduction of new employees to their jobs, their workers, and culture of the organization, (Stewart and Brown 2019). Induction training is one of the forms of training conducted by organizations to its new, transferred, re-categorized and promoted employees to help them settle quickly in their new roles (Noe, Hollenbeck, Gerhart and Wright 2018). Organizational culture is the way employees perform assigned tasks and interact with others in the organization. (Kang and Lee, 2021).

Globally, training and development programs ought to be part of organization's strategic plan. It is an indispensable strategic tool for enhancing staffs' and organizational adaptation. (Abok, 2017). The advancement in technology has influenced the demand of advanced capabilities and competencies to do specific tasks. Thus, all organizations throughout the world have been embracing training and development as one of the strategies to cope with the changes. For instance, in North America, most of organizations in USA have been training the staffs, and the trainings improved performance of the staffs, in view of the fact that majority of

staffs are capable of employing current technologies and their efficiencies increased. (Akpaniteaku,2019).

In Africa, training-based activities have been able to change the employee performance and workers have acquired companies, as new knowledge and skills to deal with changes in technology. For example, in South Africa, a consulting company has improved its employees` adaptation and performance through on Job and off job training that later resulted to the efficiencies and effectiveness of this organization (Landa, 2018). 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 todays` world most organization are recognizing that this type of simple generic orientation is not enough, a more complex employee orientation or on boarding process is required. (Sisay, 2020) Anyone who is new to a job will have some gaps in his /her knowledge, skills, which needs to identify, and action taken. (Chekole & Mohammed, 2023).

Thus, induction gives new entrants the opportunity to learn and appreciate their own strengths and weaknesses. It also offers them the opportunity to recognize from the start the talents, skills and experiences that their job roles require. (Inkoom et al., 2022). In Tanzania, many studies conducted on the effects of training on employee performance like (Nnanna 2020), (Okumu, *et al.* 2021). There is a scanty of studies conducted in Tanzania to examine the role induction-training program to the employee`s adaptation of organizational culture. But also, in reality on the ground, the adaptation of organizational culture of Public Service Social Security Fund

(PSSSF) employees is questionable as the number of complaints received from clients who receive their services. Thus, it is the aim of this study to fill this gap by examines the role of induction training in making employee adaptation to the organizational culture at Public Service Social Security Fund (PSSSF).

In addition, this study used or was guided by the Theoretical, Practical and Integration (TPI) theory which state that employees need to develop theoretical (T) and practical (P) skills towards the performance of the new job, but also satisfy needs of integration (I) that exist among the new employees. These three conditions must have fulfilled to become integrated to the organization.

1.3 Statement of the Problem

Organizational culture is important in three essential ways. First, the organization's culture defines the workplace environment. If the employees have good attitudes toward each other, share common values, and have a sense of mutual purpose – a good organizational culture – then the environment will be conducive for teamwork and the workers will be effective together. On the contrary, if the employees don't get along, don't respect each other, and feel as if they cannot relate with each other hence a bad organizational culture then the environment will be hostile, employees will not work together and may spend more mental energy dreading work than thriving at work. This leads into my second point that an organization's culture affects employee productivity and cohesiveness. Kellie Wong, senior content marketing manager for Achievers' Blog writes that a strong organizational culture causes staff to feel more supported and valued, and thus more comfortable in the

workplace which allows the team to make it through difficult times better (Wong, 2020). This is because the team members are more productive individually, and as they work more cohesively, begin to be more productive through the synergistic outcomes associated with working cooperatively. Finally, an organization's culture affects all other aspects of business, from employee punctuality to the tone of employees' verbal and written Communications (Wong, 2020).

In Tanzania including Public Service Social Security Fund have employed different ways of training staff for organizational cultural adaptability, on the contrary to the reality on the ground, the cultural adaptability of Public Service Social Security Fund employees is questionable as the number of complaints received from employee themselves and clients who receive their services, example (Kabigumila, 2021) from his findings revealed that PSSSF provide low budget to their workers, something hinders the implementation of training program at PSSSF, Hence failure of the PSSSF employees to adapt the PSSSF organizational Culture. The critical question to be answered is "*what is the role of induction training to the employee's adaptation of organizational culture*"? Thus, the current study intended to fill the gap by investigating the role of induction training to the employee's adaptation of organizational culture. A case study of Public Service Social Security Fund (PSSSF) Headquarter and Dodoma Zonal Office.

1.4 Research Objectives

1.4.1 General Objective of the Study

The general objective of this study is to examine the role of induction training on the

employee's adaptation of organizational culture at Public Service Social Security Fund (PSSSF) Head Quarter and Dodoma Zonal Office .

1.4.2 Specific Objectives

Specifically, the study intends to: -

- i. Examine the role of Theoretical induction programs on the employee's adaptation of organizational culture at PSSSF Head quarter and Dodoma Zonal Office.
- ii. Assess how practical induction programs, influence the employee's adaptation of organizational culture at PSSSF Head quarter and Dodoma Zonal Office.
- iii. Examine how Interaction of employees within organization influence the employee's adaptation of organizational culture at PSSSF Head quarter and Dodoma Zonal Office .

1.5 Research Questions

- i. How Theoretical induction programs influence the employee's adaptation of organizational culture at PSSSF Head quarter and Dodoma Zonal Office?
- ii. Do practical induction programs influence the employee's adaptation of organizational culture at PSSSF Head quarter and Dodoma Zonal Office?
- iii. Does Interaction of employees within organization influence the employee's adaptation of organizational culture at PSSSF Head quarter and Dodoma Zonal Office?

1.6 Significance of the Study

The findings and recommendations will be used as the basis by researchers to conduct further studies on the role of induction training in making employee

adaptation to the culture of the organization. This study therefore will use as the source of reference/literature by other researchers who intend to replicate similar studies. Public organizations specifically, PSSSF will be able understand to what extent the induction training program influence their employees to the adaptation of organization. The results and findings of this study are will used to the policy making on the induction training programs and will improve the adaptation of employees to the organizational culture, hence the will improve organization performance.

1.7 Scope of the Study

This study was conducted at Dodoma Region, specifically in PSSSF Head quarter and Dodoma Zonal Office. In which data were collected from employees themselves, where by the aim was to secure information as guided by specific objectives of this study which are; firstly, to examine how Theoretical induction programs influence the employee's adaptation of organizational culture at PSSSF Head quarter and Dodoma Zonal Office. Secondly, to know how practical induction training programs influence the employee's adaptation of organizational culture at PSSSF Head quarter and Dodoma Zonal Office. Thirdly, to examine how Interaction of employees within organization influence the employee's adaptation of organizational culture at PSSSF Head quarter and Dodoma Zonal Office. The populations of the study were employees of PSSSF.

1.8 Organization of the Study

The study was organized into five chapters. Chapter one contains the general introduction of this study. Chapter two covered theoretical review, empirical review

related to the study, the research gap and the conceptual framework. Furthermore, chapter three was concentrated on presentation of the research methodology. Moreover, chapter four presented the research findings. Finally, Chapter five presented the summary of the main findings, conclusion, recommendations and area for future studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This chapter was containing definition of key terms, literature review or empirical review, theoretical literature review, research gap and conceptual framework. This is an integral part of the study and set out to review in depth literature related to the key concepts.

2.2 Definitions of Key Concepts

2.2.1 Induction-Training

Gupta (2018) commented that orientation training is an important investment that influences the way employees behave in groups and this builds a sense of working as team to accomplish common goals. (Lin and Hsu, 2018) view induction training as the procedure for 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. According to Stewart & Brown (2019), induction training is the planned introduction of new employees to their jobs, their workers, and culture of the organization. Thus, in this study the definition of Gupta (2018) will be used since it relates induction training and its influence to the worker's/employee's adaptation of organizational culture.

2.2.2 Organizational Culture

Organizational culture is the way employees perform assigned tasks and interact with others in the organization Kang & Lee, (2021). Besides, it refers to symbols and

values understood and adhered to by everyone in the organization Richard & Kang, (2018). Thus, it is crucial in determining how employees perform in a company. Unlike other factors like lack of incentives, organizational culture might significantly influence workers' stress. Maswani & Rina, (2019).

2.2.3 Employees Adaptability

Employees Adaptability is the employee's ability to adapt to changes (Federici et al 2021). Besides, adaptability is how individuals cope with change and respond to dynamic environments (Safavi and Bouzari, 2019). Employees with adaptability competency tend to be flexible in dealing with diverse situations and thus, this competency is an increasingly important performance dimension in dynamic contexts than other individual competencies. Kang & Lee (2021). In addition, they do not hesitate to cooperate with others to complete tasks accordingly. Workers who have improved adaptability capabilities could overcome their difficult and complex jobs and feel satisfied with their present situations Dong et al, (2020).

2.2.4 Theoretical induction program

Refer to the induction training that facilitates employees to theoretical know the norms and disciplinary matters in an organization. Through the knowledge they acquire awakens them to follow proper standard operating procedures at work. Kearney (2018) .

2.2.5 Practical induction program

Refers to a structured program that is designed to help new employees understand the

organization's culture, values, and expectations. This program typically includes a series of activities, such as orientation sessions, training programs, and mentoring. Practical induction is usually led by the HR department and is mandatory for all new employees. Adam (2010).

2.2.6 Interaction

In other hand known as integration or socialization, refers to the process of introducing new employees to the organization through interactions with other employees. This method relies on the existing employees to provide information, guidance, and support to new employees. Example, New employees being included in team meetings and social events, which helps them to get to know their colleagues and the organization's culture. integration occurs as a result of various socialization processes that are initiated by the management. Adam, (2010).

2.3 Theoretical Literature Review

In this part, the researcher chose a theory which is related to the main objective of this study. In this study researcher used the Theory of Induction-Theoretical, Practical and Interaction (TPI) as follow:

2.3.1 Theoretical, Practical and Interaction (TPI) - Theory of Induction

This study was guided by the TPI-theory of induction developed by Adam (2010). The TPI-theory is an attempt to reconcile theoretical understanding of organizational socialization such as the process of integration. According to Adam (2010) TPI-theory refers that employee need to develop theoretical (T), and practical (P) skills

towards the performance of the new job, but also satisfy needs of interaction (I) that exist among the new employees and these three conditions must be fulfilled to become integrated to the organization.

This theory applied and related to different empirical literature review such as Kearney (2018), revealed that induction training facilitates employees to theoretically know the norms and disciplinary matters in an organization. Through the knowledge they acquire awakens them to follow proper standard operating procedures at work. Mone and London (2018), argued that new employees, promoted or re-categorized needs to be oriented to know where he/she reports to make him/her comfortable at work. They further commented that placing an employee under control of one superior assist to have a clear understanding because it enables to have good communication that is a tool for good performance. One of the weaknesses of the theory is that induction training seems to be centered on applied knowledge and skills and less theoretical knowledge. It is also important to note that employee's successful integration happens over time.

Generally, the theory tries to show that for an employee to be productive needs to have an effective induction for it provides general understanding of the organization (theoretical knowledge) and the way things or work is done (practical knowledge). It also provides for a room to employees to integrate and socialize at workplace. Thus, researcher will adopt this theory of TPI-theory so as to know how these variables can influence employee's adaptability on organizational culture.

2.4 Empirical Literature Review

In this part, the researcher wanted to show different studies which done by other researchers on the same title known as examine the role of induction training on the employee's adaptation of organizational culture. The researcher divided these studies into three groups based on specific objectives as follow:

2.4.1 The role of Theoretical induction programs on the employee's adaptation of organizational culture

Kumaran (2021), conducted a study of the impact of training and innovation on organizational performance in the hospitality industry in Malaysia. Discovered that organizations with cultures that prioritized training and development, ethical values in all areas involving employees, customers, and stakeholders, as well as management leadership, outperformed companies without these cultural characteristics by a significant margin. When values are defined and communicated, productivity and job satisfaction increase, organizations that use training approaches, are more likely to retain customers, suppliers, employees, stakeholders, and shareholders in the long run because they are perceived as more trustworthy and better stewards of the various stakeholders' interests. As a result, the organization's financial performance improves.

Almahmoud (2020) in his study of the Impact of a Teacher Induction Program on the Retention of Teachers: A Study in a Private School in Abu Dhabi showed that retaining teachers has become one of the greatest challenges in the educational sector worldwide. The reasons behind teachers' increasing rates of turnovers can be related

to many key factors such as work conditions and teacher morale. This study aimed from the beginning, to analyze the teacher induction process of a 2600 pupil secondary school in the Middle East. This professional challenge was to understand how new teacher's (NT's) can be helped to settle into their new work environment, especially during their first year. This study used mixed methods of research to analyze how the induction program could be improved and made more fit for purpose. This mixed methods research includes an interview and questionnaire study of teachers and the leadership team followed by the triangulation of information obtained.

The study conducted by Uma & Tharani (2020), “a study on effectiveness of induction training program in a tertiary care hospital, Bangalore-India” commented that Induction program is an initial interaction with the newly joined employees. The initial interaction and relationship the organization develops with the new employees decides on the future accomplishment and responsibility. The induction program should be planned systematically, methodically and meticulously to make the new recruits to fit in the organization. The importance of well-planned induction program helps in molding the new entrants to the policies of the organization. The induction program is an ideal occasion for the manager to influence the candidates positively and to get maximum productivity. This paper scrutinizes the effectiveness of induction program in the selected hospital. A checklist framed and data collected from the induction feedback forms of that hospital in order to study the effectiveness on the induction program.

Al- Mzary, Al-rifai and Momany (2020) assessed "Training and its impact on the Performance of Employees at Jordanian Universities from the perspective of employees at Yarmouk University "examined the attitudes of administrative leaders and administrative employees concerning the training courses provided, as well as the impact of training on employee job performance at Yarmouk University in Jordan. The study is carried out at a Malaysian small and medium enterprise (SME). The study findings indicated that training courses are related to the training needs of the employees to a medium degree and that there are several conditions that determine selecting eligible employees for training. Results also indicated that there is a relationship between effective training and employees' job performance.

2.4.2 The influence of practical induction programs to the employee's adaptation of organizational culture

Nnanna (2020) examined the effects of training on employee performance in a telecommunications company Networks Limited in Abuja". The survey research methodology using a questionnaire was employed in this study to enable the researcher to gain insights on the subject successfully. This study shows that for organizations to see improvements in employee performance there is the need to develop training programs and ensure employees who are, of course, the most vital assets of an organization are consistently trained. This is because training increases knowledge and skills for someone to perform a particular job accordingly, also training shape behaviors' and enhance staff morale, which in turn increase their commitment towards their jobs. This study concludes that the selection procedure,

training design, and training delivery style affects the outcomes of training programs and, ultimately, the performance of the employees.

Okumu, *et al.* (2021) investigated "The effects of employee training on employee performance: a case of the Judiciary of Kenya". The study used a descriptive research design. The target population was the non-judicial staff based at Milimani Law Courts, comprising 400 employees. Both stratified sampling and simple random sampling were used in the study to select a sample of 210 employees. The data were analyzed using both descriptive statistics and inferential statistics to investigate the effect of employee training on employee performance at the Judiciary of Kenya. The study revealed that transfer of knowledge has a significant relationship with employee performance and was ranked as the first and most significant independent variable, while instructional media has a significant relationship with employee performance and was ranked as the second-highest significant variable in predicting employee performance.

Emmanuel, (2020) on his research titled "The effect of organizational culture on teachers' engagement at selected senior high schools in Kumasi Metropolitan" stated that, engaging teachers within an academic environment requires an enabling conducive climate or atmosphere, where assumptions, values and ways of interaction could contribute to the uniqueness of an institution. This calls for a sound and robust organizational culture that will motivate teachers to engage in their profession. The study examined the effect of organizational culture on teachers' engagement at selected senior high schools in Kumasi Metropolitan. The study employed a

descriptive survey. The study was descriptive. Questionnaires utilized to accumulate data from a sample size of 238 respondents determined by Yamani formula. A simple random sampling approach adopted in selecting the 238 respondents. Using the Denison Model of organizational culture, the study revealed the existence of four kinds of organizational culture among teachers within the various schools at Kumasi Metropolitan in order of importance that include involvement, adaptability, consistency and mission. The implication is that it is likely to have more than one type of organizational culture in an institution. Teachers also demonstrated that they were highly engaged in their profession. The findings further showed that enhancement of the four types of Denison organizational culture (involvement, adaptability, consistency, and mission) contributed to an increase in teachers' engagement.

2.4.3 The influence of Interaction of employees within organization on employee's adaptation of organizational culture

The study done by (Tumaini and France, 2020) aimed to explore the role played by induction training on the performance of new employees at workplace. The respondents of the study were selected staff from the Open University of Tanzania. The study intended to examine how the induction training offered to the new employees of the Open University of Tanzania facilitates theoretical knowledge, practical knowledge and integration at workplace in line with the TPI theory. The design was explanatory case study using qualitative data collected through interviews from both employees and management personnel. The study concludes that induction

training is of great value to the University as it serves to inform new staff of the important aspects of their new working environment.

Nshoma, (2020) assessed the effects of Training on employees' performance at NSSF Dar es Salaam, Tanzania. Specifically, the study assessed types of training methods at NSSF, examined the influence of training design on employees' performance and challenges facing implementation of training at NSSF. A descriptive research design was employed. Data were collected using a questionnaire from a sample size of 75 respondents. Simple random sampling was employed to select the sample size. The study revealed that types of training methods that were employed by NSSF were on the job training, off the job training and coaching. On the job training method showed an influence on various aspects of employees' performance such as working skills, productivity, wage increments, and improvement of customer's retention are mostly influenced by off the job training. The coaching was found to influence employees' competence, attitude and behavior and reduced employees' turnover. On the challenges the study found in adequate training, lack of employees' interest, lack of management support, excessive cost of training affects performance.

The study conducted by Mahonge (2021), examined the effect of training on employees' performance at the Vocational Education and Training Authority (VETA), Dar es Salaam. Finally, the study found out challenges faced by VETA-Dar es Salaam in providing employees training and development. A study used a sample of sample of 85 respondents. Simple random sampling and purposive sampling was

used to select respondents. A researcher used a self-administered questionnaire to collect data. Data were analyzed using descriptive statistics for quantitative data. Content analysis was used for analyzing for qualitative data. The findings indicated that VETA Dar es salaam follow principles of systematic training which started by conducting training need assessment followed by planning training program, implementation and evaluation. Both on the job and off the job training were applied. The study also found that the relevancy of training and development to job role have positive impact to job performance by increase job satisfaction and improve employee's morale, reduce frequency of supervision, reduce unnecessary accidents and improve time management and customer care. The study concluded that training programs that have been conducted and applied at VETA have high influence on employees' performance.

The study by Petro (2022), sought to examine on the "Effects of Training on Employees' Performance at mobile companies in Tanzania: the case of Airtel Tanzania" has the overall objective was to find out the effects of training on employee performance within mobile companies in Tanzania. A quantitative approach with a case study design was used. Descriptive statistics and Pearson coefficient correlation were used to analyze data. Questionnaires applied to collect data. The targeted population was all staff estimated to be 326 regular workers. A stratified random sampling was used to obtain the sample size. This study found that on the job training was positive significantly and highly correlated with employee's performance.

Research conducted by Kabigumila (2021), aimed at analyzing Factors Affecting the Implementation of Training Programs among Employees of Public Organizations in Tanzania: The Case of Public Service Social Security Fund (PSSSF). An explanatory research design employed; a case study approach selected due to the nature of the study. Total sample of 90 picked from PSSSF by simple random and purposive sampling methods. Data were collected by questionnaires with a response of 84 staff and 6 respondents were interviewed, SPSS software used in analyzing data and quantitative method used. Findings showed that lack of training needs analysis; shortage of training budget, and lack of training programs evaluation hinders the implementation of training program at PSSSF.

By looking on the previous scholars, most of their study based on the effect of induction training to the employee's performance on the mobile industry, public education institutions and few on Public Service Social Security Fund., but this study will have conducted at Public Social Service Fund (PSSSF) and will focus on the role of induction training to the employee's adaptation of organizational culture.

2.5 Research Gap

Basing on the above theoretical and empirical literatures such as Okumu, *et al.* (2021) investigated "The effects of employee training on employee performance: a case of the Judiciary of Kenya". Moreover, Nshoma, (2020) assessed the effects of Training on employees' performance at NSSF Dar es Salaam, Tanzania, as well as Kabigumila, (2021), examine the factors influencing the implementation of the training programs among employees of public institutions in Tanzania.

However, there is no documented evidence indicating that the same study done in Public Social Service Fund (PSSSF) and specifically on the role of induction training in making employee adaptation to the culture of the organization at PSSSF Dodoma Zonal. Therefore, findings conclusion and recommendations from this study will cover this gap under study.

2.6 Conceptual framework

The conceptual Framework applied in different categories of work where an overall picture needed and it used to make conceptual distinctions and organize ideas.

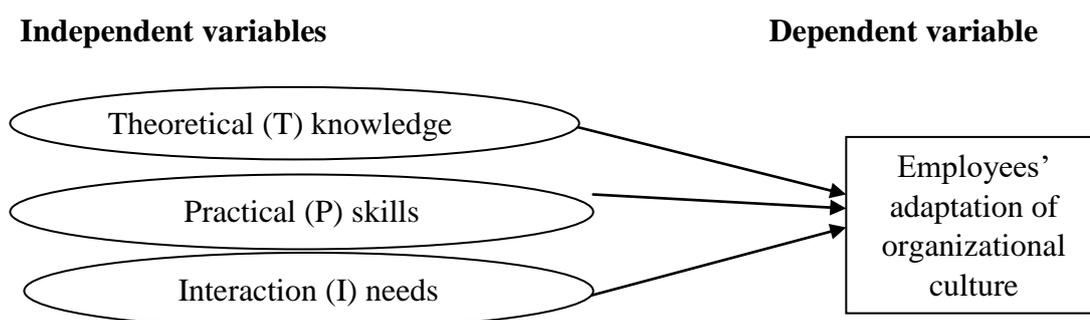


Figure 2.1: Conceptual Framework

Source: Compiled by Author from Literature Review (2024)

2.7 Theoretical Framework

Different Studies have shown that the induction training program influence employee`s on adaptation of organizational culture like (Al-Kassem & Hani 2018) and (Gobal and Hassan., 2018). In this study, the researcher will focus on explaining the structural relationships that exist between induction training program and its role on facilitating theoretical, practical knowledge and employee`s adaptation of cultural organization variables.

Induction Training program, is independent variable that stands alone and not changed by the other variables trying to measure. The researcher focused to see on how an induction training facilitate employee's adaptation of cultural organization while Dependent Variables cannot stand alone as its effects depend on the independent variable that is the induction training program. The dependent variables in this study are theoretical knowledge, practical knowledge and employee integration. Through the given theory (TPI-theory), for employees to gain theoretical and practical knowledge and well integrated in the organization depends on the induction training. These three conditions must have fulfilled to become integrated to the organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

This chapter was concern with methodological procedures through which the data relevant to the research problem was collected. It was include the description of research design, study area, target population, sample and sampling procedures. Furthermore, instruments for data collection and data analysis procedures was presented.

3.2 Research Philosophy

This research applied positivism philosophy to verify the prior hypothesis and operationalize the variables. Positivism is always aligned with hypothetical-deductive model. (Park et al, 2020) .

3.3 Research Approach

The deductive research approach was examining the validity of the theory existing. Deductive approach starts with theories, hypothesis followed by testing the hypothesis from the data collected and analyzed (Soiferman, 2010). This study employed deductive approach because questionnaires was used as instruments of the study to strike the balance.

3.4 Research Design

According to (Creswell,2009), research design is a plan to answer a set of questions. it is the framework that includes the methods and procedures to collect, analyze and

interpret data. This study used explanatory research design. This is because explanatory research design tries to explain specific predictions about the relationship or the causal factors, which cause outcomes.

3.5 Area of the Study

This study was conducted at PSSSF Headquarter and Dodoma Zonal Office in Dodoma City District. The researcher chose this office because PSSSF merged from the different organization like PSPF, LAPF, GEPF and PPF in August 2018, so employees from these organizations faced new environment or culture of PSSSF. Thus, researcher needed to know how induction training program influence employees on adaptability of PSSSF culture. Also, the researcher has access to the institution and has wide experience about its internal and external affairs hence it was easy to access sample data and get clear information.

3.6 Population of the Study

According to Creswell (2009), defines population as the entire group that you want to draw conclusions. In the study population doesn't always refer to people, it can mean a group containing elements of anything you want to study such as object, events organization, countries, species and organisms. As far as this study is concerned, the targeted populations are all employees of Public Service Social Security Fund in Head Quarter and Dodoma Zonal Office. The target populations for this study were 334 staff of PSSSF Head Quarter and Dodoma Zonal Office as of 2024 (PSSSF Human resource officer, 2024).

3.7 Sample Size

Sample size is a part of the target population that has been procedurally selected to represent the entire population. In this study, all employees of PSSSF Dodoma Zonal Office used to determine the sample size through the following formula adopted from Kothari (2014).

The sample size was determined through the following formula;

$$n = N / 1 + N(e)^2$$

Where n = Sample size

N = Population size

e = the acceptable sampling error e = 0.05 for this case

Hence: $n = 334 / 1 + 334(0.05)^2 = 219.016 = 219$ **Hence**, sample size was 219 respondents

3.8 Sampling Technique

Sampling defined as the process of selecting a smaller group of participants to tell us essentially, what a large population might tell us if we asked every member of the larger population the same question also said to be a method used for selecting a given number of people or things from a population, (Berndt, 2020). This study used purposive sampling technique.

3.9 Data Collection

Data collation is the process of gathering and measuring information on variable of interest, in an established systematic fashion that enable one to answer stated research questions, test hypothesis, and interview methods of data collection.

Moreover, interview involves presentation of oral verbal stimuli and responses between two or more people (Given 2008).

3.9.1 Questionnaires

Creswell (2009), Questionnaire is a research instrument consisting of a set of questions (items) intended to capture responses from respondents in a standardized manner. The study employed structured questionnaires tool that gave to employees. Questionnaires were distributed to the 219 participants who are working within PSSSF Head Quarter and Dodoma Zonal Office; therefore, data was obtained through a self-administered questionnaire. The researcher chose structured questionnaires tool because it's quickly tool in data collection and it gave the freedom to the participants to develop their ideas and answer for their own as result to obtain more information.

3.10 Data Analysis

A variety of methods may use to analyze data (Tabuena and Hilario, 2021). The researcher used ordinal regression analysis since the scales are ordinal. The ordinal regression analysis aided by computer software program Statistical Package for Social Science (SPSS) version 20 was used for data processing and quantitative analysis.

Also, in the present study, the central tendency (average or representative score) for numeric data (interval or ratio) was determined by mean, frequencies and percentages. The central tendency determination for discrete variables was a mode.

The measure of variability within the numeric (interval or ratio) data was the standard deviation. Furthermore, to determine the effects of training, recognition and financial incentives on organization performance Multiple Linear Regression was used. The multiple linear regression model used because the main construct has involved many measurement indicator variables. To come up with a result all indicators per construct were merged for the final result. Five-point Likert-scale format from “strongly disagree” (1) to “strongly agree” (5) used as the total score of each variable was computed to get the aggregate figure and then regression analysis conducted.

3.11 Reliability of the Study

Reliability is the degree of consistency of a measure a test was reliable when it gives the same repeated result under the same condition, (Roopa and Rani, 2012). To test the reliability under this research study, the researcher used the pretest and comparison method, which was employed to see if measures are stable, not only that but also language that used is conducive according to the context. Therefore, this was help to determine the reliability.

3.12 Validity Consideration

Is the degree to which evidence and theory supports the interpretation of test scores entailed by the uses of the test, (Roopa and Rani, 2012) To test the validity under this research study, validity obtained by asking a series of questions, this was guided by the research objectives of the study.

3.14 Ethical Consideration

According to Tabuena, (2020), Ethical considerations are the ethical codes and policies for research: honesty, objectivity, openness and respect for intellectual property, confidentiality, and human subject protection. All necessary care was taken to assure the participants that the information to be collected was utilized only for the intention of academic qualification and not otherwise. Also, the knowledgeable consent was issued from the participants after elaborating purpose of study together with the advantages and disadvantages of this study.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1 Chapter Overview

This chapter presents and discusses the findings on the role of induction training on the employee's adaptation of organizational culture at Public Service Social Security Fund (PSSSF) Head Quarter and Dodoma Zonal Office: three objectives were pursued: (i) to examine the role of Theoretical induction programs on the employee's adaptation of organizational culture at PSSSF Head quarter and Dodoma Zonal Office, (ii) to assess how practical induction programs, influence the employee's adaptation of organizational culture at PSSSF Head quarter and Dodoma Zonal Office and (iii) to examine how Interaction influence the employee's adaptation of organizational culture at PSSSF Head quarter and Dodoma Zonal Office.

This chapter covers the data analysis and discussion of findings that were obtained from the field. Out of the 219 questionnaires that were distributed to the sampled respondents, 200 were returned completed (91.3% responses rate) and those which were not returned were (8.7% responses rates).

4.2 Sample Description of the Respondents

Six demographic variables were involved, namely age, gender, marital status, education level, job position and experience (Table 4.1). Majority of the respondents comprised those of between the ages of (31 - 40) low which is about 45.5%. The results show that male respondents were 46.5 % while the female respondents were 53.5%. Also, Majority of the respondents are married whose comprised 78.2% of the

respondents. Bachelor degree holders comprise majority of all participants about a half of all participants. Supervisors and officers are the majority outnumbering managers. This is usual in a good structured organization. Majority of participants have stayed at Social Security Fund more than 10 years. This means majority are seniors.

Table 4.1: Sample Description

S/N	Content	Frequency	Percentage
1	Age		
	20-30	3	1.5
	31-40	91	45.5
	41-50	84	42
	51-60	22	11
2	Gender		
	Male	93	46.5
	Female	107	53.5
3	Education Level		
	Secondary/high school level	0	0
	Certificate/diploma level	25	12.5
	Bachelor/ advanced diploma level	107	53.5
	Master degree level	68	34
4	Marital Status		
	Single	157	78.5
	Married	43	21.5
5	Job Position		
	Manager	18	9
	Supervisor	37	18.5
	Officer	145	72.5
7	Experience		
	below 1 years	12	6
	1-5 years	33	16.5
	5-10 years	60	30
	Above ten years	95	47.5

Source: Field Data (2024)

4.3 Findings from Objectives

4.3.1 Findings from Objective One: the role of Theoretical induction programs on the employee's adaptation of organizational culture

The researcher was interested in examining the role of Theoretical Induction Programs on the employee's adaptation of organization.

In this regard, the researcher wanted to know several things. These included whether Employer provide theoretical induction, Theoretical knowledge help employees to adopt organizational culture, Theoretical induction does not meet organizational needs, I highly recommend theoretical induction training for the new employees, there is no need for theoretical induction training in PSSSF. These questions were answered by only 200 respondents who were give questionnaires. The outcomes of this inquiry were as follows:

4.3.1.1 Employer provides theoretical induction to the employers

When respondents were asked on their comments about whether Employer provides theoretical induction they responded as follows: 5% strongly disagreed, 22.5% disagreed while 23.5% agreed, 46.5 strongly agreed and 2.5% of respondents were neural/silence about this concept, as shown in Table 4.2. The findings signify that theoretical induction/orientation programs are well administered at PSSSF as the percentage of agreement was greater than that of disagreement.

Table 4.2: Responses on whether employer provide theoretical induction to the employers

Responses	Frequency	Percentage
Strongly disagree	10	5
Disagree	45	22.5
Neutral	5	2.5
Agree	47	23.5
Strongly Agree	93	46.5
Total	200	100

Source: Field data (2024)

4.3.1.2 Theoretical induction helps employees to adopt organizational culture

When respondents were asked on their comments about whether Theoretical induction help employees to adopt organizational culture they responded as follows: 0.5% strongly disagreed, 1.5% disagreed while 48% agreed, 50% strongly agreed and 0% of respondents were neural/silent about this concept, as shown in table 4.3. The findings signify that theoretical induction/orientation programs help employees to adopt PSSSF organizational culture as the percentage of agreement was greater than that of disagreement.

Table 4.3 Show responses on whether Theoretical induction help employees to adopt organizational culture

Responses	Strongly agree N (%)	Agree N (%)	Neutral N (%)	Disagree N (%)	Strongly disagree N (%)
Frequency N (%)	100(50)	96(48)	0(0.0)	3(1.5)	1(0.5)

Source: Field data (2024)

4.3.1.3 Theoretical induction does not meet organizational needs

When respondents were asked on their comments about whether Theoretical induction does not meet organizational needs they responded as follows: 54.5% strongly disagreed, 25.5% disagreed while 15% agreed, 3 strongly agreed and 2% of respondents were neutral/silent about this concept, as shown in Table 4.4. The findings signify that theoretical induction/orientation programs do's well meet organizational needs at PSSSF as the percentage of disagreement was greater than that of agreement.

Table 4.4: The responses on Theoretical induction does not meet organizational needs

Responses	Strongly agree N (%)	Agree N (%)	Neutral N (%)	Disagree N (%)	Strongly disagree N (%)
Frequency N (%)	6(3)	30(15)	4(2)	51(25)	109(54.5)

Source: Field data (2024)

4.3.1.4 I highly recommend theoretical induction training for the new employees

When respondents were asked on their comments about whether they highly recommend theoretical induction training for the new employees and their responses was as follows: 0% strongly disagreed, 0% disagreed while 50% agreed, 150 strongly agreed and 0% of respondents were neutral/silent about this concept, as shown in Table 4.5. The findings signify that theoretical induction/orientation programs are highly recommended for the new employees at PSSSF as the percentage of agreement was greater than that of disagreement.

Table 4.5: The recommendation on theoretical induction training for the new employees

Responses	Strongly agree N (%)	Agree N (%)	Neutral N (%)	Disagree N (%)	Strongly disagree N (%)
Frequency N (%)	150(75)	50(25)	0(0.0)	0(0.0)	0(0.0)

Source: Field data (2024)

4.3.1.5 There is no need for theoretical induction training in PSSSF

When respondents were asked on their comments about whether there is no need for theoretical induction training in PSSSF they responded as follows: 0% strongly disagreed, 0% disagreed while 29.5% agreed, 70.5 strongly agreed and 2% of respondents were neutral/silent about this concept, as shown in Table 4.4. The findings signify that theoretical induction/orientation programs are needed by employees at PSSSF as the percentage of disagreement was greater than that of agreement.

Table 4.6: Responses on there is no need for theoretical induction training in PSSSF

Responses	Strongly agree N (%)	Agree N (%)	Neutral N (%)	Disagree N (%)	Strongly disagree N (%)
Frequency N (%)	0(0.0)	0(0.0)	0(0.0)	59(29.5)	141(70.5)

Source: Field data (2024)

4.3.2 Result from Objective Two: To assess how practical induction programs influence the employee's adaptation of organizational culture

In order to know the benefits associated with practical training programs at the PSSSF the researcher asked questions and respondents were provided with the table containing statements. Respondents had to tick whether they strongly agree, agree, neutral, strongly disagree or disagree to the statements provided. The results are presented on table 4.7 below.

Table 4.7: Shows how practical induction programs influence the employee's adaptation of organizational culture

Statement	Strongly agree N (%)	Agree N (%)	Neutral N (%)	Disagree N (%)	Strongly disagree N (%)
Practical Induction provided in organization	200(100)	0(0.0)	0(0.0)	0(0.0)	0(0.0)
Practical induction influence employees to know organizational culture better.	162(81)	30(15)	0(0.0)	5(2.5)	3(1.5)
Practical induction makes employees working comfortable	146(73)	43(21.5)	0(0.0)	1(0.5)	0(0.0)
Practical Induction help organization to meet its needs	157(78.5)	43(21.5)	0(0.0)	0(0.0)	0(0.0)
Practical induction covered all departments of the organization	140(70)	60(30)	0(0.0)	0(0.0)	0(0.0)
Practical induction is sufficient to the employees	6(3)	33(16.5)	0(0.0)	114(57)	47(23.5)

Practical Induction training is seen as important by employees of PSSSF	183(91.5)	10(5)	0(0.0)	6(3)	1(0.5)
There is a need to enhance Practical training on organizational charter for easy adoption of PSSSF organizational culture	140(70)	60(30)	0(0.0)	0(0.0)	0(0.0)
Practical induction provided every month	17(8.5)	42(21)	31(15.5)	45(22.5)	65(32.5)
The training conducted in PSSSF improved my skills, knowledge, and attitude change and adapt the PSSSF Organizational culture.	170(85)	30(15)	0(0.0)	0(0.0)	0(0.0)

Source: Field data (2024)

From the table 4.7 above the results signify majority of respondents accept that practical induction/orientation programs are provided at PSSSF, Practical induction influence employees to know organizational culture better, Practical induction makes employees working comfortable, and Practical Induction help organization to meet its needs, Practical induction covered all departments of the organization as the agreement was greater than that of disagreement in many questions Moreover, the results signify majority of respondents do not accept that Practical induction is sufficient to the employees and Practical induction provided every month as the disagreement was greater than that of agreement in the questions.

Furthermore, the results signify majority of respondents accept that Practical Induction training is seen as important by employees of PSSSF, there is a need to enhance Practical training on organizational charter for easy adoption of PSSSF organizational culture, and the practical training conducted in PSSSF improved skills, knowledge, and attitude change and adapt the PSSSF Organizational culture for the employees as the agreement was greater than that of disagreement in many questions.

4.3.3 Findings from Objective Three: To examine how Interaction influence the employee's adaptation of organizational culture

In order to know the benefits associated with practical training programs at the PSSSF the researcher asked questions and respondents were provided with the table containing statements. Respondents had to tick whether they Strongly agree, agree, neutral, strongly disagree or disagree to the statements provided. The results signify that majority of respondents accept that Interaction influence the employee's adaptation of organizational culture at PSSSF as the agreement was greater than that of disagreement in many questions.

Table 4.8: Responses on objective three questions

Statement	Strongly agree N (%)	Agree N (%)	Neutral N (%)	Disagree N (%)	Strongly disagree N (%)
Without integration training to the new employees, it is difficult to adopt the PSSSF organizational culture	100 (50)	51(25.5)	7(3.5)	19(9.5)	23(11.5)
There is BONANZA in organization	200 (100)	0(0.0)	0(0.0)	0(0.0)	0(0.0)

Someday Employer have dinner or lunch with all employees	189(94.5)	11(5.5)	0(0.0)	0(0.0)	0(0.0)
In our workplace there is morning talk, each department explain their schedules of the whole day.	35(17.5)	80(40)	11(5.5)	56(28)	18(9)
In our organization there is monthly meeting each department explain the work which they done for the whole month	146(73)	54(27)	0(0.0)	0(0.0)	0(0.0)
Employees travel to other regional office for organizational issues	103(51.5)	97(48.5)	0(0.0)	0(0.0)	0(0.0)

Source: Field data (2024)

From the table 4.8 above the results signify majority of respondents accept that without integration training to the new employees, there is BONANZA in organization, Someday Employer have dinner or lunch with all employees as the agreement was greater than that of disagreement in many questions Moreover, the results signify majority of respondents do not accept that in our workplace there is morning talk as the disagreement was greater than that of agreement in the questions. Furthermore, the results signify majority of respondents accept that in our organization there is monthly meeting each department explain the work which they done for the whole month, Employees travel to other regional office for organizational issues as the agreement was greater than that of disagreement in many questions.

4.4 Discussion of Findings

The present study examined the role of induction training on the employee's adaptation of organizational culture in Tanzania. A case study of the Public Service Social Security Fund (PSSSF) Headquarter and Dodoma Zonal Office. In line with research objective one about the role of Theoretical induction programs to the employee's adaptation of organizational culture at PSSSF Head quarter and Dodoma Zonal Office. The study found that there is theoretical induction, which is done occasionally. Furthermore, it was found that employees are highly recommended theoretical induction so as to adopt PSSSF organizational culture. This is consistency with the study done by Lin et al. (2017) argues that the proper induction process plays a vital role in the development process of the employees. It is the first most important motivating factor that helps the new employees to feel part and parcel of the organization. The employees start to learn the expectations of the administrators. They also learn the culture of the people in that organization and are thus able to maintain the company's reputation.

Saha and Pandita, (2017) revealed that improving employee induction is the best method of ensuring the efficacy of newly hired employees. It gives them an outline of the daily expectations at the work station. Effective induction does help not only new employees but also the existing ones. During the induction process, the old employees have reminded of their duties as well as the organizational goals that everyone should work hard to achieve. As a result, the new and existing employees acquire the motivation, skills, and expertise they require in their daily activities. It welcomes the new employees and makes them be part of the team. They understand

the organizational systems, the working environment, and acquire a sense of belonging.

In line with objective two about to assess how practical induction programs, influence the employee's adaptation of organizational culture at PSSSF Head quarter and Dodoma Zonal Office. The study found that practical inductions are provided to the employees at PSSSF. Also, the study assesses that practical induction training is not sufficient to the employees at PSSSF. Moreover, this study found that there is a need to enhance Practical training on organizational charter for easy adoption of PSSSF organizational culture. Furthermore, the training conducted in PSSSF improved my skills, knowledge, and attitude change and adapt the PSSSF Organizational culture.

The study done by Tumaini and France, (2020) supported the study and revealed that practical induction training is of great value to the employees as it serves to inform new staff of the important aspects of their new working environment. The study recommends that for the employees to have an effective orientation training the top management should provide enough support and exert their full power on it and reasonable and realistic budget should have allocated. In addition, there should be a continuous follow-up to get feedback from the trainees. There should be sufficient time allocation to orientation training to allow the program to cover all aspects. Also, Kabigumila (2021), revealed that training program not practiced adequately at PSSSF. Several costs are associated with training program. There are some benefits obtained because of the training program. In addition, there are some challenges hindering the implementation of the training program at PSSSF.

In line with objective three about to find out how Interaction influences the employee's adaptation of organizational culture at PSSSF Headquarter and Dodoma Zonal Office. Saha et al (2017), revealed that improving employee interaction/socialization is the best method of ensuring the efficacy of newly hired employees. It gives them an outline of the daily expectations at the work station. Good socialization does help not only new employees but also the existing ones. During the interaction process, the old employees have reminded of their duties as well as the organizational goals that everyone should work hard to achieve. As a result, the new and existing employees acquire the motivation, skills, and expertise they require in their daily activities. It welcomes the new employees and makes them be part of the team. They understand the organizational systems, the working environment, and acquire a sense of belonging

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Chapter Overview

This chapter presents the summary of main findings, conclusion, recommendations and areas for further study.

5.2 Summary of the Main Findings

This study examined the role of induction training to the employee's adaptation of organizational culture at Public Service Social Security Fund (PSSSF) Dodoma Zonal Office. The following are the main findings: The Findings found that employees are highly recommended theoretical induction so as to adopt PSSSF organizational culture. The findings indicated that practical induction training is not sufficient to the employees at PSSSF. The findings also showed that there is a need to enhance Practical training on organizational charter for easy adoption of PSSSF organizational culture. The findings also showed some interaction/socialization occurred at PSSSF which influence the employee's adaption of PSSSF organizational culture like Bonanza, having some lunch or dinner with all employees, morning talk, each department explain their schedules of the whole day and travel to other regional office for organizational issues.

5.3 Implication of the Study

In today's world, due to change and development of technology employee induction training becomes unavoidable and it is one of the reliable sources for easier employee's adaptation on organizational culture. Training has both benefit to

employees in particular and the organization in general. This study will help PSSSF and other organization or companies to understand the importance of training for the different methods to be applied accordingly. It will also help PSSSF organization to understand that training programs at PSSSF. It will help them to understand that it is necessary for them to give training to their employees need on PSSSF organizational charter for easy adoption of PSSSF organizational culture so that they could perform the assigned task in a better way for the organization to continue to have competitive advantage.

5.4 Conclusion

It was concluding that induction training programs conducted and applied at PSSSF have high impact on employees' adaptation on organizational culture. These theoretical, practical and integration induction training positive impacts has brought success to the organization by increasing morale and job satisfaction, satisfaction of customers, effective use of time and build strong team in the organization. Therefore, for every organization to survive, training must be seen by management as "a bridge and means to an end".

5.5 Recommendations of the Study

In order to reap the full benefits of a training initiative, it is recommended that PSSSF should ensure that the following are instituted at their work place:

1. **Strengthening Theoretical Induction Programs:** Given the strong recognition of theoretical induction in facilitating employees' adaptation to the organizational culture, the study recommends that PSSSF should intensify the provision of

these programs. This should also comprise more comprehensive training materials and well-structured sessions to ensure that new employees fully grasp the PSSSF culture and expectations.

2. **Enhancing Practical Induction Training:** The study has highlighted the inadequacy of current practical induction programs. To address this, PSSSF should pay attention to improving practical training by integrating such trainings to the organizational charter and other critical aspects of the workplace. This could include hands-on workshops, real-time simulations, or engaging and sensitizing experienced employees to provide practical insights regarding their roles to others.
3. **Allocating Adequate Resources and Support:** For orientation training programs to be conducted effectively, it is vital that the top management provides adequate support and allocates required financial resources. This includes guaranteeing that these programs are well-funded, that trainers are well-equipped, and that all logistical requirements are arranged to facilitate effective training sessions.
4. **Implementing Continuous Follow-Up Mechanisms:** For effectiveness induction training to be executed, there should be continuous follow-up with trainees. This should include establishing regular feedback sessions, conducting continuous assessments, and modification to the training programs based on employees' feedback. Continuous follow-up should include helping in identifying areas of improvement and ensuring that the training targets are being met.

5. **Fostering Interaction and Socialization Among Employees:** Since, interactions and socialization are vital for the successful orientation and integration of new employees, PSSSF should create more opportunities for team-building activities, peer mentoring, and informal gatherings. These initiatives will help new employees feeling more connected to their colleagues and adapting the organizational culture.
6. **Allocating Adequate Time for Orientation Training:** The study recommends that sufficient time should be allocated for orientation trainings to ensure wider coverage of all necessary aspects. PSSSF must evaluate and potentially expand the duration of its induction programs to ensure that new staffs have sufficient time to engross and understand the information provided, and facilitating a smoother transition into their occupational roles.

5.6 Limitations

PSSSF has service centers in all regions in Tanzania. The research intended to cover the whole population area. This could have required a lot of time and financial resources to cover the whole population. This study covered only two offices which located at Dodoma (PSSSF Headquarter and PSSSF Dodoma Zonal Office) due to limited time and financial resources. Secondly, some respondents were persistent in revealing some information. The researcher overcomes this limitation by ensured respondents that all information which provided will be used for research purpose only with the consideration of confidentiality. Hence, respondents were willing to respond.

5.7 Area for Further Study

The researcher recommends the future researchers to commit their efforts towards the influence employee's adaptation on organizational culture to the organizational performance at other organizations for example other public organizations and private organizations because more research needed so as to make suggestion on how employees can adopt organizational culture so as to improve both employees and organizational performance. The same study can be conducted covering big area or other regions, or using larger sample size as compared to the sample size of this study.

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APPENDICES

QUESTIONNAIRES TO EMPLOYEES OF PSSSF HEAD QUARTER AND DODOMA ZONAL OFFICE

I am a Masters student from Open University of Tanzania. I am currently conducting research on examine the *role of induction training in making employee adaptation to the culture of the organization in Tanzania: A case study of Public Service Social Security Fund (PSSSF) Headquarter and Dodoma Zonal Office*. I kindly request you to answer the questions below and all information, which provided will used for research purpose only with the consideration of confidentiality.

Section A: Personal Information	
Please tick in the bracket the correct answer	
1. Age of respondent	a. 18-28 () c. 49-58 ()
	b. 39-48 () d. 59 and above ()
2. Sex of the respondents	a. Male () b. Female ()
3. Level of education	a. Primary () b. Secondary ()
	c. Diploma () d. Advanced diploma ()
	e. Undergraduate () f. Master's degree ()
	g. Others (please specify)
5. What is your job position?	a. Manager ()
	b. Officer ()

Section B: To examine the role of Theoretical induction on the employee's adaptation of organizational culture

This section seeks to examine the role of theoretical induction on employee's adaptation of organizational culture. Read every statement carefully and indicate your level of agreement or disagreement with each. For convenience, five numerical answers are given beside each statement to include; (1) Strongly Disagree, (2) Disagree, (3) Neither Agree nor Disagree, (4) Agree and (5) strongly agree. Encircle the serial number of the

answer which is most suitable in your opinion. There is no right or wrong statement.

	Statement	1	2	3	4	5
1	Employer provide knowledge to the employees	1	2	3	4	5
2	Theoretical knowledge help employees to adopt organizational culture	1	2	3	4	5
3	Theoretical induction does not meet organizational needs	1	2	3	4	5
4	I highly recommend theoretical induction training for the new employees	1	2	3	4	5
5	There is no need for theoretical induction training in PSSSF	1	2	3	4	5

Your answer to each statement is necessary

Section C: To assess how practical induction programs, influence the employee's adaptation of organizational culture

Instructions: Tick the answer or option that best describes your perception in the following section. To what extend do you agree with the following statements, where 1= Strongly Disagree 2= Disagree 3= Neither disagree nor agree 4= Agree and 5= Strongly agree

	Items	1	2	3	4	5
1	Practical Induction provided in organization					
2	Practical induction influence employees to organizational culture better.					
3	Practical induction makes employees working comfortable					
4	Practical Induction help organization to meet its needs					
5	Practical induction covered all departments of the organization					
6	Practical induction is sufficient to the employees					
7	Practical induction provided every month					
8	Practical Induction training is seen as important by employees of PSSSF					
9	There is a need to enhance Practical training on organizational charter for easy adoption of PSSSF organizational culture					

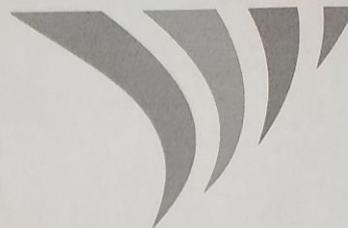
10	The training conducted in PSSSF improved my skills, knowledge, and attitude change and adapted the PSSSF Organizational culture.					
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Section D: To examine how Interaction influence the employee's adaptation of organizational culture

This section seeks to examine integration influence employee's adaptation of organizational culture. Read every statement carefully and indicate your level of agreement or disagreement with each. For convenience, five numerical answers are given beside each statement to include; (1) Strongly Disagree, (2) Disagree, (3) Neither Agree nor Disagree, (4) Agree and (5) strongly agree. Encircle the serial number of the answer which is most suitable in your opinion. There is no right or wrong statement. Your answer to each statement is necessary

Statement	1	2	3	4	5
Without integration training of new employees, it is difficult to adopt the PSSSF organizational culture	1	2	3	4	5
There is BONANZA in organization	1	2	3	4	5
Someday Employer have dinner or lunch with all employees	1	2	3	4	5
In our workplace there is morning talk, each department explain their schedules of the whole day.	1	2	3	4	5
In our organization there is monthly meeting each department explain the work which they done for the whole month	1	2	3	4	5
Employees travel to other regional office for organizational issues	1	2	3	4	5

THANK YOU FOR YOUR RESPONSE



In reply please quote:

PSSSF/ DA.196/213/01A/14

28 JUNE, 2024

✓ Vice Chancellor,
The Open University of Tanzania,
P. O. Box 23409,
DAR ES SALAAM.

RE: PERMISSION TO CONDUCT ACADEMIC RESEARCH

Reference is made to your letter with Ref No. OUT/PG202100277 dated 22 May, 2024 regarding the above heading.

I would like to inform you that Management of the Fund has approved for Ms. Kahenga S. Maulid to conduct academic research on "*The Role of Induction Training on the Employees Adoption to Organizational Culture at the Public Service Social Security Fund (PSSSF) Head Quarter and Dodoma Zonal Office*", A case of PSSSF from 24 May, 2024 to 30 June, 2024.

Yours Sincerely

PUBLIC SERVICE SOCIAL SECURITY FUND

A handwritten signature in blue ink, appearing to read 'Waziri A. Mourice'.

Waziri A. Mourice

For: DIRECTOR GENERAL

CC: Ms. Kahenga S. Maulid

The Role of Induction Training on the Employees Adaptation to Organizational Culture at Public Service Social Security Fund Head Quarter and Dodoma Zonal Office

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Abstract

This study was designed to analyse “The role of Induction Training on the Employees Adaptation to Organizational Culture at Public Service Social Security Fund Head Quarter and Dodoma Zonal Office” (PSSSF). The research employed deductive research design, and selected a case study approach due to the study's characteristics. A study sample of 219 respondents was selected from the PSSSF using the simple random sampling approach. The data was gathered through questionnaires administered to 200 employees of the PSSSF, specifically from the Dodoma Zonal Office and the PSSSF Head Quarter. The study analysed quantitative data using the SPSS software. The study's findings indicate that, induction/orientation programs are quite effective in facilitating employees' adoption of PSSSF organizational culture. Besides, employees at PSSSF highly require practical induction/orientation programs, and it was observed that the resulted interactions play a considerable role in prompting employees' adaption to the organizational culture at PSSSF. The study determined that, in order for any business to survive, management must consider training as "a bridge and as essential strategy for attaining its targeted goals". Also, it recommended that, PSSSF and other organizations should establish an annual training cycle encompassing all training modules so as to foster their employees' adaptation to the organizational culture. Besides, it strongly recommends to integrate adequate practical trainings in each phase of the training cycle in order to sufficiently equip the employees for the dynamic and ever evolving business landscape. Additionally, it recommends that, conducting trainings' needs analysis is quite essential in order to determine the best timing for offering training within the training cycle. Finally, it strongly

recommended that it is essential for new workers to undergo an induction training to familiarize them with the organization.

Keywords: *Induction Training, Organizational culture, Public Service Social Security Fund*

1.0 Introduction:

Induction training is the premeditated introduction of new employees to their jobs, their workers, and to the culture of the organization (Stewart & Brown, 2019). Basically, it is the forms of training implemented by organizations for their new, transferred, re-categorized, and promoted employees in order to help them adopt quickly into their new occupations (Noe, Hollenbeck, Gerhart & Wright 2018). On the other hand, organizational culture stands for the manner in which employees perform their assigned tasks and interact with each other within the organization (Kang and Lee, 2021).

It has been argued by many scholars Globally that, each organization ought to include training and development initiatives in its strategic plan. Since, it is a crucial strategic instrument that helps to strengthen organizational and personnel adaptability (Abok, 2017). This is contributed by the fact that technology development has influenced the need for more sophisticated skills and knowledge to enable employees performing their duties effectively. Following that, it is incumbent upon all organizations around the world to embrace training and development as a tactic to cope with these developments (Akpaniteaku, 2019). For example, most US firms operating in North America have been actively and continuously engaging in educating their staffs on various aspects of their duties, which has significantly enhanced their employees' performance and increasing their capability to utilize modern technologies, ultimately boosting their productive efficiencies and quality of products or services they provide (Akpaniteaku, 2019).

1.2 Statement of the Problem

Although, several studies have been undertaken in Tanzania to investigate on how training affects employees' performance, such as those undertaken by Nnanna (2020) and Okumu et al. (2021). Yet, comprehensive literature review undertaken by the current researchers has indicated that Tanzania has seen a dearth of research on the subject of the role of induction training's in facilitating employees' adaptation to organizational culture. Besides, looking at the reality on the ground, a doubt could be raised concerning how much the personnel working at the Public Service Social Security Fund (PSSSF) in Tanzania have adapted into the firm's organizational culture, especially when looking at the volume of grievances filed by clients whom they serve. Therefore, the purpose of this study is to close this prevailing gap by investigating on the role of induction training in facilitating employees at the Public Service Social Security Fund (PSSSF) in Tanzania to adapt to the organizational culture.

1.3 Study's Objectives:

This study specifically aims to examine the Role of Induction Training on the Employees' Adaptation to Organizational Culture at Public Service Social Security Fund Head Quarter and Dodoma Zonal Office by gathering and analyzing employees' opinions regarding whether or not, such training helps them to acclimatize to the organizational culture and assists them in meeting the organizational targets. Specifically, it delved on examining firstly, the role of theoretical induction on employees' adaptation to the organizational culture, as well as its influence on helping employees' meeting organizational needs or targets. Secondly, the role of practical induction programs on facilitating employee's adaptation to organizational culture, and lastly the role of practical interactions on fostering employee's adaptation to organizational culture at PSSSF.

1.4 Study's Methodology:

This study was guided by the positivism paradigm owing to the adoption of cross-sectional survey to examine the role of induction training on employee's adaptation to organizational culture. The study principally adopted pure qualitative research approach and it is explanatory in nature, because it delved into explaining the role of induction training on staff's adaptation to organizational culture. The population of this study consisted of 334 employees encompassing both those who hold various managerial positions at PSSSF and the ordinary staff members. From the stated population, a sample size of 219 was selected using purposeful sampling method in order to acquire key informants chosen from managerial staff. On the other side, random sampling method was utilized for selecting ordinary staff members involved as respondents to this investigation. Data collection tools was open ended questionnaire and the data analysis was aided by computer software program known as the Statistical Package for Social Science (SPSS) version 20.

1.4.1 Study's Location:

This study was conducted in Dodoma Region, where the PSSSF headquarter and Dodoma Zonal offices is currently located. The selection of this location is justified based on the relatively sizable amount of the employees available for selection of the sample required and clients served therein, especially after the Government of Tanzania officially relocated all its ministries and key offices to the city, having fulfilled its long-held ambition of making the region its government headquarter.

1.5 Literature Review:

1.5.1 Theoretical Review:

This study was guided by the TPI-theory of induction brought forward Adam in 2010. The theory attempts to provide theoretical understanding of the process of socialization taking place within an organization in order to facilitate employees' effective integration. According to Adam's TPI- theory (2010), employees are required to develop theoretical (T), and practical (P) skills to enhance their better performance of the new job. In addition, they ought also to satisfy the needs of

interaction (I) that exists among the new employees and these three conditions are essential to be fulfilled for employees to become effectively integrated to the organization.

According to Kearney (2018) induction training helps to facilitate employees to theoretical comprehend the norms and disciplinary matters within an organization. The knowledge they acquire awakens them to follow proper standards operating procedures related to their work and organization at large. Likewise, Mone and London (2018), argued that new employees, or those promoted or re-categorized needs to be oriented in order to understand where they report and make them comfortable at work. They further commented that placing an employee under control of one superior assists to have a clear comprehension because it equips one to have good communication, which is essential tool for facilitating good performance.

Nevertheless, one of the weaknesses of the theory is that induction training tend to ignore the fact that employee's effective integration happens over time and not instantly following induction trainings or orientation. Generally, the theory tries to highlight that for an employee to be productive needs to undergo effective induction for it provides overall understanding of the organization (theoretical knowledge), how it operates and the way things or work are executed (practical knowledge). Overall, it provides knowledge regarding how employee can be effectively integrated and equipped to easily socialize at the workplace. Thus, researcher adopted this theory to guide this study.

1.5.2 Empirical Literature Review:

A study undertaken by Kumaran (2021), examined the influence of training and innovation on the success of organizations in the Malaysian hospitality industry. The study uncovered that companies that cultivate a strong culture that is emphasizing on training and development, maintaining ethical standards in all interactions with employees, customers, and stakeholders, and demonstrate formidable management leadership, achieved substantially better performance compared to companies that do not possess these cultural characteristics. Overall, the study observed that, when organizational values are clearly articulated and efficiently communicated, noticeable

improvement is attained in both productivity and employees' job satisfaction. Besides, firms that implement comprehensive training plans are more likely to hold on to its essential stakeholders, such as customers, suppliers, employees, and shareholders, because they are considered as more reliable and accountable in preserving stakeholders' interests. Consequently, these firms are able to accomplish substantial financial success compared to their counterparts.

In a similar vein, Nnanna (2020) investigated on the influence of training on the performance of employees at Networks Limited, a telecommunications company situated in Abuja, Nigeria. The study adopted a survey research approach and employed a questionnaire in order to obtain insights on the subject matter investigated. The results indicated that in order for firms to strengthen employees' performance, it is essential to provide and sustain comprehensive training programs. Regular trainings substantially benefit employees, who are the most crucial assets of a firm, by strengthening their knowledge and capabilities required for job performance.

Furthermore, training is critical in shaping employees' behavior and augmenting their morale, eventually leading to a higher level of dedication to their responsibilities. The study determined that the effectiveness of training programs, and consequently employees' performance, is linked and influenced by the process of selection, the design of training, and the method of delivery.

Furthermore, Tumaini and France (2020) conducted a study that surveyed on how induction training can help in improving the performance of new employees at the Open University of Tanzania. The study employed an explanatory case study design and collected qualitative data via administering interviews to both employees and management officials. The research delved into evaluating the influence of induction training on new employees' acquisition of theoretical and practical knowledge, as well as their adaptation to the workplace, based on the TPI theory. The study concluded that induction training is of significant importance to the University, as it efficiently educates new staff about critical components of their new work

environment, therefore aiding their transition and enhancing their performance in the workplace.

1.6 Results of the Study:

1.6.1 Theoretical induction and employees' adaptation to the organizational culture:

In order to arrive to the intended objective, the researcher sought for respondents' opinions regarding various aspects of the induction training as guided by the theoretically framework which guided this study. Thus to begin with, respondents were asked to state whether 'Theoretical Induction' helps employees to adapt to the organizational culture or otherwise. Likert Scale with scales ranging from Strongly Agree to Strongly Disagree was employed to obtain answers from the respondents involved, as summarized in Table 1:

Table 1: Responses on Suggestion "Theoretical induction helps employees to adapt to organizational culture"

Responses	Strongly agree N (%)	Agree N (%)	Neutral N (%)	Disagree N (%)	Strongly disagree N (%)
Frequency N (%)	100(50)	96(48)	0(0.0)	3(1.5)	1(0.5)

Source: Field data (2024)

Based on the answers provided in Table 1, only 0.5% of the respondents strongly disagreed with the argument that 'Theoretical Induction' helps employees to adapt to the organizational culture, while 1.5% merely disagreed. In contrast, estimated 48% of the respondents agreed, while 50% of the respondents strongly agreed with the argument. Nevertheless, 1.5% and 0.5% of the respondents disagreed and strongly disagreed, respectively, with a notion that 'Theoretical Induction' helps employees to adapt to the organizational culture. Additionally, no respondent remained neutral/silent concerning this question as shown in Table 1. The findings signify that theoretical induction/orientation programs help PSSSF's employees to adopt to

organizational culture as the percentage of agreement was greater than that of disagreement.

1.6.2 Theoretical induction and its role in helping employees' meeting organizational needs:

In this section the researchers, sought to understand the extent to which theoretical induction helps PSSSF personnel to meet organizational needs/targets based on their own points of views. The researchers presented statement to the respondents with suggestion that *"Theoretical induction does not help employees in meeting organizational needs"* The responses provided are as summarized in Table 2.

Table 2: The responses on suggestion "Theoretical Induction does not help employees in meeting organizational needs"

Responses	Strongly agree N (%)	Agree N (%)	Neutral N (%)	Disagree N (%)	Strongly disagree N (%)
Frequency N (%)	6(3)	30(15)	4(2)	51(25)	109(54.5)

Source: Field data (2024)

According to the findings obtained, slightly half of the respondents accounting for 54.5% strongly disagreed with suggestion that theoretical induction does not help employees in meeting organizational needs, while 25.5% or the respondents merely disagreed. In contrast, about 15% of them agreed that such training does not help the firm in meeting organizational needs, while merely 3% of them strongly agreed with suggested statement. Nevertheless, about 2% of the respondents remained neutral/silent about this concept, as indicated in Table 2. These findings signify that theoretical induction/orientation programs play significant role in helping employees meeting the organizational needs at PSSSF. Since, the percentage of disagreement was greater than that of agreement.

1.6.3 Employees views on offering 'theoretical induction trainings' to newly acquired employees:

This section was designated to ascertain to what extent PSSSF employees were willing to recommend theoretical training for the newly acquired employees. The Likert scale with scales ranging from “strongly recommended to strongly not recommended” was utilized to obtain answers. The respondents’ comments obtained were as shown in Table 3.

Table 3: The recommendations for Theoretical Induction training on new employees

Responses	Strongly Recommended N (%)	Recommended N (%)	Neutral N (%)	Not Recommended N (%)	Strongly Not Recommended N (%)
Frequency N (%)	150(75)	50(25)	0(0.0)	0(0.0)	0(0.0)

Source: Field data (2024)

Based on Table 3, the study’s outcomes indicated that 75% of respondents strongly recommended for theoretical trainings, while 25% of them just recommended for the said trainings. Conversely, no respondents (0%) suggested for “not recommending” such trainings, or “strongly not recommending” for such trainings, respectively, as shown in Table 3. Similarly, no respondents (0%) remained neutral/silent about this concept. These findings imply that theoretical induction/orientation programs are extremely recommended for the new employees at PSSSF as the percentage of agreement was greater than that of disagreement.

1.6.4 Influence of practical induction programs on employee’s adaptation to organizational culture:

Researchers went further to investigate the influence of practical induction programs on employees’ adaptation to organizational culture in order to comprehend the advantages they provide at the PSSSF. The researchers requested the respondents to explain their level of agreement on the Likert Scale by selecting one of the options provided: Strongly agree, agree, neutral, disagree, or strongly disagree. The results attained are as displayed in Table 5.

Table 5: Distribution of the responses on Practical Induction Programs' influence on employee's adaptation to organizational culture:

Statement	Strongly agree N (%)	Agree N (%)	Neutral N (%)	Disagree N (%)	Strongly disagree N (%)
Practical Inductions are provided in PSSSF.	200(100)	0(0.0)	0(0.0)	0(0.0)	0(0.0)
Practical induction influences employees to better understand the organizational culture.	162(81)	30(15)	0(0.0)	5(2.5)	3(1.5)
Practical induction enables employees working comfortably.	146(73)	43(21.5)	0(0.0)	1(0.5)	0(0.0)
Practical Induction helps the organization to attain its needs/objectives.	157(78.5)	43(21.5)	0(0.0)	0(0.0)	0(0.0)
Practical induction had covered employees in all departments of the organization.	140(70)	60(30)	0(0.0)	0(0.0)	0(0.0)
Adequate practical induction is provided to the PSSSF employees.	6(3)	33(16.5)	0(0.0)	114(57)	47(23.5)
Practical Induction training is seen as important by employees of the PSSSF.	183(91.5)	10(5)	0(0.0)	6(3)	1(0.5)
There is a need to enhance practical trainings on organizational charter for easy adoption of the PSSSF organizational culture.	140(70)	60(30)	0(0.0)	0(0.0)	0(0.0)
Practical induction is provided every month.	17(8.5)	42(21)	31(15.5)	45(22.5)	65(32.5)
The trainings conducted in PSSSF have improved	170(85)	30(15)	0(0.0)	0(0.0)	0(0.0)

my skills, knowledge, and attitudinal change and enable me to adapt Organizational culture of the PSSSF.					
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Source: Field data (2024)

From the Table 5 above the results signify that majority of respondents accept that Practical Induction/orientation programs are provided at PSSSF (100% strongly agreed), Practical Induction influence employees to understand PSSSF's organizational culture better (81% strongly agreed), Practical Induction enable PSSSF's employees to work comfortably (73% strongly agreed), and Practical Induction help PSSSF to meet its targets (78.5% strongly agreed). Additionally, findings indicate that, Practical Induction covered all departments of the organization with responses indicating 70% of respondents strongly agreed.

Nevertheless, the results indicate that, majority of respondents hold opinion that Practical Inductions provided to the PSSSF employees are not adequate as they should as the disagreement was found to be greater, as manifested by 57% and 47% of the respondents who disagreed and strongly disagreed, respectively, in this aspect.

Furthermore, the results showed that majority of respondents (91.5%) accept that Practical Induction training is important components to be embraced by PSSSF. This is also supported by 70% of the respondents who suggested for the need to integrate Practical Induction on PSSSF's organizational charter for easy adoption of its organizational culture among employees. Similarly, 85% of the respondents opined that practical trainings/induction's programmes conducted at PSSSF have improved their skills, knowledge, and attitude change and enabled them to adapt the PSSSF Organizational culture. Since the agreement on this part was greater than that of disagreement as indicated in Table 5.

1.6.5 The influence of interactions on the employee's adaptation to organizational culture:

In order to comprehend the benefits associated with practical interaction training programs at the PSSSF the researchers sought to understand the respondents' views by suggesting to them various prompting statements which were purposefully and technically designed to gather their in-depth opinions on interaction trainings. Likert scale was used and respondents were requested to tick indicate whether they 'strongly agree, agree, neutral, strongly disagree or strongly disagree' to the statements provided. The results are provided in Table 6.

Table 6: Responses on objective three questions:

Statement	Strongly agree N (%)	Agree N (%)	Neutral N (%)	Disagree N (%)	Strongly disagree N (%)
Without integration trainings to the new employees, it is difficult to adopt the PSSSF organizational culture	100(50)	51(25.5)	7(3.5)	19(9.5)	23(11.5)
There is BONAZA in organization	200(100)	0(0.0)	0(0.0)	0(0.0)	0(0.0)
Sometimes Employer have a dinner or lunch with all the employees.	189(94.5)	11(5.5)	0(0.0)	0(0.0)	0(0.0)
Morning talks are held in the morning on daily basis in every department to inform employees about daily schedules of the activities to be undertaken.	35(17.5)	80(40)	11(5.5)	56(28)	18(9)

PSSSF convenes monthly meeting in each department to explain to employees on achievement made for the whole month	146(73)	54(27)	0(0.0)	0(0.0)	0(0.0)
Employees travel to other regional office for organizational issues	103(51.5)	97(48.5)	0(0.0)	0(0.0)	0(0.0)

Source: Field data (2024)

From the Table 6 above the results indicate that estimated half (50%) of the respondents accept that without integration trainings to the new employees, it is difficult for them to adapt to the PSSSF organizational culture. Regarding various interactional activities taking place at PSSSF all respondents (100%) strongly agreed that PSSSF organizes various BONANZA events for its employees, while majority (94.5%) of the respondents strongly admitted that occasionally the employer have a dinner or lunch with all employees as part of the interaction programme. Besides, about 17.5% and 40% of the respondents strongly agreed and agreed, respectively, that morning talks are held each morning to brief employees about daily schedule, while 28% and 9% of them disagreed and strongly disagreed on argument that morning talks take place PSSSF. This implied that, there are mixed opinions on this aspect although slight majority are of the opinions that morning talks are conducted at PSSSF, as the agreement was greater than the disagreement in this question.

Furthermore, the results of the study have shown that, majority of respondents (73%) accept that PSSSF convenes monthly meeting in each department as part of interactional initiatives to explain to employees on achievement made for the whole month, while slightly higher than fifty percent (51.5) of respondents strongly accepted that employees do travel to other regional offices for organizational issues,

while 48.5% of the respondents merely agreed on this matter, which imply that majority of the respondents involved agreed on this aspect. Since, the agreement on matter was greater than that of the disagreement on the tested question.

1.7 Discussion of Findings:

In alignment with the first research objective, which examined the role of theoretical induction programs in fostering employees' adaptation to organizational culture at the PSSSF Headquarters and Dodoma Zonal Office, the study found that theoretical induction is strongly acknowledge to enhance employees' adaptation to the PSSSF organizational culture. It was also found that employees strongly recommended strengthening the provision of theoretical induction to enhance employees' adaptation to their working environment and to PSSSF's organizational culture. This finding is consistent with the research conducted by Lin et al. (2017), who argue that a proper and effective induction process is quite crucial in the developmental path of employees. It serves as a key motivating factor that facilitate new employees' integration into the organization. Through this process, employees begin to comprehend the expectations and objectives of the management and familiarize themselves with the organizational culture, which ultimately helps in maintaining the company's productivity and reputation.

Regarding the second objective, which assessed how practical induction programs contributes to employees' adaptation to organizational culture at the PSSSF Headquarters and Dodoma Zonal Office, this study found that practical inductions are actually provided to all employees at PSSSF. Nevertheless, researchers noted that these practical induction trainings were inadequate. Therefore, the study suggests that there is a need to strengthen practical training on the firms' organizational charter in order to facilitate the adoption of PSSSF's organizational culture more effectively among the employees. On the positive side, the study indicated that the training programs conducted at PSSSF were found to have improved employees' skills, knowledge, attitudes, and their effective adaptation to the PSSSF organizational culture. This finding is supported by Tumain and France (2020), which revealed that practical induction training is significantly valuable to

employees as it informs newly recruited staff about key aspects of their new working environment. Thus, the study recommends that for orientation training to be more effective, top management ought to provide adequate support, exert full authority over the process, and allocate reasonable and realistic financial resources to implement these programs. Moreover, there should be continuous follow-up to collect feedback from trainees, and adequate time should be allocated to these orientation training in order to ensure comprehensive coverage of all necessary aspects to the recruited employees.

In relation to the third objective, which investigated on how interactions influence employees' adaptation to organizational culture at the PSSSF Headquarters and Dodoma Zonal Office. This study has sufficiently indicated that, interactions initiatives are quite crucial and play significant role in facilitation of employees' adaptation to organizational culture at PSSSF. These findings concur with study undertaken by Saha et al., (2017) which found that, strengthening and fostering employees' interaction and socialization is the most effective approach of ensuring the successful integration of newly recruited personnel. Interaction offers new employees with a clear understanding of their daily expectations at the workplace. besides, it has been observed by various studies that effective socialization not only benefits new employees but also strengthens organizational goals and duties for existing employees. Through this process, both new and current employees gain the motivation, skills, and expertise needed for their daily tasks. This interaction process welcomes new employees, integrates them into the team, helps them understand the organizational systems and work environment, and fosters a sense of belonging.

1.8 Conclusion:

The study concluded that induction training programs at PSSSF play a crucial role in facilitating employees' adaptation to the organizational culture. This positive impact substantially contributes to the organization's success by fostering employees' morale, job satisfaction, and strengthening a robust sense of team spirit and cohesion. If effectively implemented, this strategy will not only further elevate employees'

satisfaction but will also improve their productivity, increasing customers' satisfaction, and eventually contributing to the organization's overall success.

1.9 Recommendations of the Study:

1. Strengthening Theoretical Induction Programs: Given the strong recognition of theoretical induction in facilitating employees' adaptation to the organizational culture, the study recommends that PSSSF should intensify the provision of these programs. This should also comprise more comprehensive training materials and well-structured sessions to ensure that new employees fully grasp the PSSSF culture and expectations.

2. Enhancing Practical Induction Training: The study has highlighted the inadequacy of current practical induction programs. To address this, PSSSF should pay attention to improving practical training by integrating such trainings to the organizational charter and other critical aspects of the workplace. This could include hands-on workshops, real-time simulations, or engaging and sensitizing experienced employees to provide practical insights regarding their roles to others.

3. Allocating Adequate Resources and Support: For orientation training programs to be conducted effectively, it is vital that the top management provides adequate support and allocates required financial resources. This includes guaranteeing that these programs are well-funded, that trainers are well-equipped, and that all logistical requirements are arranged to facilitate effective training sessions.

4. Implementing Continuous Follow-Up Mechanisms: For effectiveness induction training to be executed, there should be continuous follow-up with trainees. This should include establishing regular feedback sessions, conducting continuous assessments, and modification to the training programs based on employees' feedback. Continuous follow-up should include helping in identifying areas of improvement and ensuring that the training targets are being met.

5. Fostering Interaction and Socialization Among Employees: Since, interactions and socialization are vital for the successful orientation and integration of new employees, PSSSF should create more opportunities for team-building activities,

peer mentoring, and informal gatherings. These initiatives will help new employees feeling more connected to their colleagues and adapting the organizational culture.

6. Allocating Adequate Time for Orientation Training: The study recommends that sufficient time should be allocated for orientation trainings to ensure wider coverage of all necessary aspects. PSSSF must evaluate and potentially expand the duration of its induction programs to ensure that new staffs have sufficient time to engross and understand the information provided, and facilitating a smoother transition into their occupational roles.

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