

**THE ROLE OF ORIENTATION ON LABOUR
TURNOVER. (A CASE OF GHANA HEALTH SERVICE)**

BY

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DECLARATION

I, **Augustine Adu- Gyamfi** hereby declare that this dissertation is my original work apart from quotations and ideas borrowed from other authors; I therefore, accept full responsibilities for any mistakes it may contain.

My supervisor has been **Mr. Samuel Kwesi Enninful** whose true signature is below.

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DEDICATION

This study is first dedicated to the Glory of God for guiding me through the in pursuing the Commonwealth Executive Masters in Business Administration and had come out with the study on the role of orientation on Labour turnover.

Next are to the memory of my late mother and sister, Madam Mary Ama Serwaa and Theresa Akua Afriyie also goes to my family

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ABSTRACT

Global competition, environmental flux and technological advancement present challenges to organizations. It is for these reasons that organizations need to orientate its employees to equip them with current skills and knowledge. This study was conducted to find out the role of orientation on labour turnover in the Ghana Health Service. The methodology that was used in collecting the research data was simple random sampling base on the face to face interviews. The results indicated that the organization needs an orientation for its new and old staff. It also pointed out that an orientation practice in the organization is facing many problems. Moreover, certain factors also militate against efficient orientation practices in the Ghana Health Service. Based on the findings, a number of recommendations have been made among which is the need for Ghana Health Service to adopt a more comprehensive approach to orientation. Also Ghana Health Service should provide information in a way that can be absorbed and retained. In the same vain, to use orientation program to develop a team environment and to ensure that orientation is effectively and efficiently conducted and managed for the realization of the goals and objectives of Ghana Health Service.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.0 INTRODUCTION

In recent times organizations are focusing on how to conduct good orientation programmes that would address strategies to improve employee productivity and turnover. But many institutions have still not been able to develop and maintain a long lasting programme to achieve that objective. The result is high employee turnover as a result of job dissatisfaction, initial struggles, poor performance and disappointment.

An employee's first year with an organization can be a difficult time for everyone involved (Gray, 2005). First year challenges and struggles can lead to numerous problems for the employee including lack of job satisfaction, poor performance, and work withdrawal. These employee challenges, in turn, lead to challenges for the employer, the biggest of which being employee turnover.

"In today's volatile economy, more than 25% of all workers in the United States have been with their company less than a year, and more than 33% less than two years" (Rollag, et al, 2005, p. 35). Dealing with such staggering statistics can have detrimental effects on an organization.

Turnover is a huge unwanted expense for employers and will disrupt employee production, stretch remaining employees thin, and can cause a breakdown in a company's efficiency and effectiveness.

This study attempts to identify a relationship between this crucial business problem and new employee in the Ghana Health Service

1.1 BACKGROUND TO THE STUDY

A lot of organizations understand that human capital is crucial to their success, thus making the case for learning easier (Sugrue, 2004). This investment in learning can greatly reduce employee turnover, which is an important business issue. To achieve competitive advantage, organizations must focus on employee development (Lee & Bruvold, 2003). Sugrue (2004, Pg 76) agreed by writing that, "Studies that focus on learning variables generally find a positive correlation with organizational outcomes". This commitment to the employee will affect the organization's workforce and keeping it strong. Supporting employees will increase their chances of staying with an organization for a long time (Hacker, 2004).

Orienting employees to their workplaces and their jobs is one of the most neglected functions in many organizations. An employee's handbook and piles of paperwork is not sufficient anymore when it comes to welcoming a new employee to an organization. The most frequent complaints about new

employee orientation are that, it is overwhelming, boring, or that the new employee is left to “*sink or swim*” (Brown, 2003, para.1). The result is that, often a confused new employee who is not productive and is more likely to leave the organization within a year, is employed.

With an ongoing labor crunch all over the world, developing an effective employee orientation experience continues to be crucial. It is critical that new hire programs are carefully planned to educate the employee to the values, history and who is who in the organization. A well thought out orientation program, whether it lasts one day or six months, will help not only in the retention of employees, but also in productivity. Organizations that have good orientation programs get their people up to speed faster, have better alignment between what the employees do and what the organization needs them to do, and have lower turnover rates.

Employers have to realize that orientation is not just a nice gesture put on by the organization. It serves as an important element of the recruitment and retention process. It is important that employees learn as soon as possible what is expected of them, and what to expect from others, in addition to learning about the values and attitudes of the organization. While people can learn from experience, they will make many mistakes that are unnecessary and potentially damaging.

Recruitment and selection might be the first step of Human Resource Management but it would become a fruitless exercise if the employee is not maintained and developed in the organization. For that, the first step is an orientation or induction programme. It is a function which is very crucial on the part of new employee as well as on the part of the company. It is the session which has to be very interactive so that the organization can put light on its requirements, functions, processes, vision and mission. It is that session in which it is a must that the new employee feels that it is his organization. He should be made aware about what is being expected from him, what are the goals of the organization and how he could contribute towards it. Basically therefore, it is a process to acquaint employee with the organization's culture, practices and policies.

Effectively orienting new employees to the organization and to their positions is critical to establishing successful, productive working relationships. The employee's first interactions with you should create a positive impression of the department and the organization. The time spent planning for the new person's first days and weeks on the job will greatly increase the chance for a successful start. The new employee orientation process begins before the employee comes to work. Planning ahead for new employee's arrival will allow the employee to spend productive time on that

first day. A new employee may be anxious about starting a new job. It is important to create a comfortable environment and remember not to overwhelm the new employee with too much information on the first day. Orientation is a continuing process, so there will be plenty of time to give the employee all the necessary information.

Employers want to find and keep good employees. One step that can help in employee retention is a good orientation process. Orientation does not have to be a formal weeklong event. It may be efficient to hold orientation in a classroom setting, particularly if you have two or more new employees starting every week. It can be just as effective, however, to have a one-on-one orientation with new employees or to conduct smaller group meetings. (Block, & Kelly, 2001).

Effective new employee orientation programs are ones that combine the necessary, but often tedious, employment paperwork and company policy reviews with co-worker introductions, workplace tours, and other training content that is both interesting and important for helping new employees to quickly become comfortable with their new corporate environment, become aware of their department's role in achieving company goals, and knowledgeable of the specific expectations of their new position.

1.2 STATEMENT OF THE PROBLEM

It looks disturbing that a big organization like the Ghana Health Service appears to have problems with orientation programmes. Most people still consider it to be a time wasting venture because of its effects on employees and productivity. The Human Resource Department of the Ministry normally handles this alone using old fashion documents and materials repeatedly yearly.

During discussions with a cross section of members of staff from various departments of the Ghana Health Services recently, it came to light that there may be a number of reasons why orientation at the Ghana Health Service may not be effective as it should be. These may include:

1. that the new employee is given too many details or introduction at once. This makes even the brightest new employee to be overwhelmed with events.
2. that the program may not be lively but boring because old fashion methods of teaching are used.
3. that clear objectives may not be set to be achieved since the newly recruited may be left to “*sink or swim*”

Because of these problems and many more, orientations have been poor and have had effects on productivity and labor turnover at the Ghana Health

Service. This research is therefore intended to find out the effect¹ of employee orientation on worker turnover at the Ghana Health Service.

1.3 GENERAL OBJECTIVES

The general objectives was to find out, among other things, about the orientation programmes at Ghana Health Service that awaits prospective employees and also how orientation programmes for its employees have contributed to performance, productivity and labour turnover.

1.4 SPECIFIC OBJECTIVES

Specifically, the study focused on the following:

1. to determine what style or methods to adopt so that the orientation has a positive impact on its staff.
2. to assess the extent to which orientation at the Ghana Health Service can help to maintain and develop staff for a better performance.
3. to find out how a good orientation at the Ghana Health Service can affect its labour turnover.

1.5 RESEARCH QUESTIONS

In view of the objectives set for the study, the study was guided by the following questions:-

- (i0) to what extent does orientation programme impact on newly recruited staff of the Ministry of Health?

(ii) how does the type of orientation the Ghana Health Service organizes for its newly recruited staff affect productivity and labour turnover?

(iii) in what ways should all stakeholders in the Ministry of Health help organize effective orientation for its staff?

1.5 RELEVANCE OF THE STUDY

The Ghana Health Service was chosen because of its big size and most importantly the changes it has undergone, due to the seemingly high labour turnover for its newly recruited staff within the first year.

It is believed that this research would provide the needed valuable information to the Ghana Health Service so as to cut down on labour turnover.

The research seeks to explore the extent to which the Ghana Health Service has gone with the handling of its orientation programmes in the past decade since it is experiencing lack of job satisfaction and high initial labour turnover. It also aims to assess the alternative management styles and programmes to solve this problem.

Finally, it is believed that this research would be beneficial to the individual employee in the various categories of workers, the Ministry as well as the government so as to improve productivity for the achievement of its objectives.

The study centred on the Ghana Health Service from the period of 2001 – 2009. This is because within this period, different heads from different political parties have tended to alternate the headship of the ministry with different manifestos, styles and policies. Hence, it was proper to examine the problem of orientation and its impact within these periods of the Ghana Health Service.

The researcher chose the Ghana Health Service because of convenience, access to primary and secondary sources of data and again due to time limitation within which he had to work.

1.7 LIMITATION

Due to the fact that research on orientation is a broad area of study, the researcher concentrated on the Ghana Health Service in Ghana. There were challenges in the administration of questionnaire because respondents were reluctant to respond to the questionnaire on time.

1.8 ORGANIZATION OF THE STUDY

This work has been organized as follows:

The first chapter focused on the introduction, research background, statement of the problem, general objectives, specific objectives, research questions, relevance of the study, limitation and the organization of the Study. Chapter two dealt with a review of related literature, such as,

successful new employee orientation, some observations on the psychosocial phenomena seen in basic training and others. The third chapter forms the Methodology of the study. This chapter gives details of how the research was conducted; the tools and the research design used the sampling procedure, data collection and procedures adopted. Chapter four gave details of the presentation of analysis and the discussion of data collected. Chapter five also dealt with the summary, conclusion and recommendation of what came out of the study. This dissertation ended with a conclusion which focused on possible interpretations of the findings made in the research recommendations and summary which would be useful to the Ghana Health Service, corporate organizations as well as policy makers.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 INTRODUCTION

The key for a new employee to be successful in his or her new positions is to establish relationships in a new organization and understand new behaviors, facts, procedures, expectations, and values of the organization. The process new employees go through to adjust to a new organization is called organizational socialization. This process is a complex process and may take new employees weeks or months to understand the expectation from the job and learn how to behave before they are accepted by other organizational members (DeSimone, Werner and Harris, 2002)

2.2 DEFINING EMPLOYEE ORIENTATION

During the past two decades, the term ‘employee orientation’ has been used to describe a view of employees as partners in the effort of the firm to achieve organizational success in the marketplace. The underlying logic of approaching employees as organizational assets and treating them as partners is that ‘if management wants its employees to do a great job with customers, then it must be prepared to do a great job for its employees’

(George, 1990, p. 64). It has been argued that successful customer relationships require a management focus (internal suppliers) on servicing the needs of employees (internal customers), who, in turn, accommodate external customers (Hauser et al., 1996).

The view of employee orientation as an aspect of a firm's organizational (McGregor, 1960). (Hauser et al., 1996), discusses the prerequisites of an employee-oriented Organizational Culture, notably supportive relationships, mutual trust and egalitarian management style. These prerequisites enhance employee commitment, loyalty and motivation in the organization. According to (Hofstede et al. 1990), employee orientation characterizes organizations that appreciate the needs of human capital and view workers as partners to service productivity.

Similarly, relationship marketing theory through the notions of 'internal marketing' and 'part-time marketer' endorses employee orientation as an organizational philosophy for developing customer-conscious employees (Berry, 1981). According to the relevant literature, employee orientation is manifested in nonmaterial and material elements of Organizational Culture (Conduit and Mavondo, 2001). Such elements include assumptions, values, behaviours and artifacts. Assumptions are fundamental and taken for granted beliefs about reality and human nature.

Staff development programs need to challenge and engage so that participants can maintain focus and interest. Informal sessions promote teamwork, collaboration and high morale, with participants anticipating the next meeting. Traditional formal lectures for instruction should not be ignored; however, they should not be the only method of training utilized. Team-building activities, a summer search camp and contests with incentives improved participation and interest in this nontraditional staff development program (Block, & Kelly, 2001).

An integrated continuing education program has drawn on the experiences of subject specialists to guide the generalists through reference desk duty. Of note, along with traditional tutorials and lectures, the participants toured the academic departments/laboratories involved and met with faculty, to gain a better understanding of offerings and needs. Collaboration and practical experience are keys to successful training measures. (Cromer, & Testi, 1994).

2.3 NEW EMPLOYEE ORIENTATION

For new employees, the first 90 days is a crucial time period. It costs money, lots of money when you lose good people, sometimes because they got off to a rocky start (Hacker, 2004). Orientation programs concentrate on why employees perform their duties. Ragsdale and Mueller identified benefits of employee orientation programs. They discovered that formal orientation

programs are essential in retaining and motivating employees, lowering turnover, increasing productivity, improving employee morale, facilitating learning, and reducing the anxiety of new employees (Ragsdale & Mueller, 2005). Hacker (2004) however, cautioned that substandard orientation programs can affect an organization's present and future recruitment efforts.

New employee orientation programs have the power to do two positive things: increase employee satisfaction and improve employee retention (McKersie, 2003).

Klein and Weaver (2000) also conducted a study focusing on evaluating the impact of formal organizational-level orientation programs, which they identify as a common tactic for socializing new hires.

One way to ensure orientation programs are successful and helpful in reducing turnover is to design the program components accordingly. Organizations should be aware of employee retention rates when they construct their orientation programs (Reese, 2005). For an instance, Hacker reviewed research on new employee orientation programs, and found that just by improving the orientation program, organizations had the ability to increase their retention rates by up to 25%. (Hacker 2004) When designing widespread orientation programs, there are three things organizations should think about: (a) their adult learners, (b) creating programs that allow

information to be shared, and (c) providing opportunities for that information to be implemented in the organization (Ragsdale & Mueller, 2005).

The design of the program is important because orientation programs have the power to shape employees' attitudes about their job duties and their action within the organization.

First impressions and the components of an orientation program are important to the program's success. Pany, (2005) suggests "...mapping out your orientation process with every attention to detail to make a great first impression" The essence of new employee orientation programs should be more than providing group introductions and completing paperwork. Ragsdale and Mueller (2005) state that "new employees need to be introduced to the structure, culture, and standards of the hiring facility"(p. 268).

It will be beneficial to employees to understand their role within the company and be given a big picture break down. Also important is providing employees with the information necessary so they know what is expected of them and what they can be expecting as well. However, organization may not do well if they create information overload for their new employees.

2.4 PURPOSES OF ORIENTATION

One of the purposes of an orientation program is to explain a new employee's role and duties which will aid in the employee's commitment to the organization. The participants were surveyed during the first month and then every four months after that. One of the study's key findings determined that role clarity was substantially related to both commitment and withdrawal. Besides role clarity, other components are equally important in the orientation process. A research has been conducted which related to employee commitment and work withdrawal. This was a longitudinal study with an initial pool of 1,532 participants. These respondents were recently hired at seven different various organizations. Their occupations were made up of a variety of white-collar professions. McKersie, (2003) asserts that employees get introduced to "the company's long- term goals, key projects in progress, the organizational structure and how the new employee's role contributes to the overall strategy for success".

What new employees do not need, however, is to be bombarded with every little detail about the organization (Hacker, 2004). New employees usually have a list of questions, and the more organizations can anticipate those concerns, the quicker the employee can get on board (Parry, 2005).

Mentorship can also be a beneficial element of the orientation process. Providing a new employee with a group of individuals they can go to for advice and direction should be a necessary component of the orientation process Gray, (2005).

Just as important as the content of the program is the way the program is presented. The lecture-based format will not be the best method for every aspect of the program. For instance, it may not be "effective as the primary or predominate mode for inculcating values, enhancing critical thinking, and encouraging individual participation" (Ragsdale & Mueller, 2005, p. 268). Ragsdale and Mueller sum this up by stating, "To be successful, a new employee orientation program must be comprehensive, interactive, and thought-provoking, and provide an environment in which assimilation of organizational values, culture, and standards can occur" (p. 268).

2.5 IMPORTANCE OF EMPLOYEE ORIENTATION

Orientation in Ghana and for that matter Ministry of Health would be used for the following purposes. Hacker (2004) summarizes the important aspects of an orientation program.

1. To Reduce Startup-Costs

Proper orientation can help the employee get "up to speed" much more quickly, thereby reducing the costs associated with learning the job.

2. To Reduce Anxiety

Any employee, when put into a new, strange situation, will experience anxiety that can impede his or her ability to learn to do the job.

Proper orientation helps to reduce anxiety that results from entering into an unknown situation, and helps provide guidelines for behavior and conduct, so the employee doesn't have to experience the stress of guessing.

3. To Reduce Employee Turnover

Employee turnover increases as employees feel they are not valued, or are put in positions where they can't possibly do their jobs. Orientation shows that the organization values the employee, can help provide tools necessary for succeeding in the job.

4. To Save Time for Supervisor & Co-Workers

Simply put, the better the initial orientation, the less likely supervisors and co-workers will have to spend time teaching the employee.

5. To Develop Realistic Job Expectations, Positive Attitudes and Job Satisfaction

It is important that employees learn early on what is expected of them, and what to expect from others, in addition to learning about the values and attitudes of the organization. While people can learn from experience, they will make many mistakes that are unnecessary and potentially damaging.

2.6 THE CONCEPT OF EMPLOYEE ORIENTATION PROGRAMS

Along with orientation programs, training programs play an important role in the retention of employees. (Paul and Anantharaman, 2003) believe that career development directly influences an employee's commitment to the organization. That commitment affects employees' retention and productivity levels, resulting in increased financial performance.

(Sugrue, 2004) explains the importance of learning as follows: "Learning is the vehicle through which the knowledge and skills are developed and maintained.

Recognizing learning as the primary vehicle for building human capital is the logical argument for the value of learning".

When an employee has the chance to grow within an organization, feelings of attachment develop which cause the employee to want to remain with that organization and contribute to its success (Paul & Anantharaman, 2003).

(Lee and Bruvold, 2003) also believe that employee development leads to employee commitment and satisfaction. Employee development is vital in maintaining and developing the capabilities of both individual employees and the organization as a whole.

In fact, investing in employee development may create a dynamic relationship where employees may work harder because they have a greater sense of job satisfaction and commitment to the organization. Another of the key findings of the previously mentioned study by (Kamrneyer-Mueller and Wanberg, 2003) was that task mastery was unrelated to organizational commitment but was related to reduce work withdrawal. That supports the argument for training, which is often conducted to improve an employee's ability to perform their assigned duties. The importance of training programs

on employee retention rates is evident. Employees will have a higher level of satisfaction and commitment when their organization is committed to their development. This fact is supported by the Society of Human Resource Management which also found in a survey they conducted that employees are more likely to stay with their organization if they are offered professional development opportunities ("Professional," 2006). Similar results were noted by (Adarnson, 2006) who found that studies showed that training and development programs impacted loyalty, self-esteem, and morale. These results were very encouraging. "It is really inspiring to observe that expenditure on employees is not an overhead, but a long-term investment for greater long-term returns".

The implications of training are clear according to (Lee and Bruvold 2003). When an organization is committed to its employees' development, those employees will feel valued. Those feelings will increase employee commitment and satisfaction, and decrease an employee's desire to leave the organization. Organizations providing employee development opportunities will experience success in terms of productivity, growth, and innovation (Sugrue, 2004).

2.7 ORGANIZATIONAL SOCIALIZATION

Van Maanen and Schein, (1979), define organizational socialization as “the process by which an individual acquires the social knowledge and skills *to* assume an organizational role”

In other words, organizational socialization shows how new employees get permitted as members of an organization by learning the values, norms, and required behaviors, and it is a dynamic process as it develops over time.

There are two types of socialization tactics: institutionalized and individualized socialization. According to Griffeth & Iom (2001) institutionalized and individualized socialization have different emphasis as follows:

Socialization tactics encourage newcomers to conform to preexisting definitions of the work role, whereas individualized tactics inspire newcomers to innovate and redefine their work role. Institutionalized tactics most enhance job loyalty and commitment by helping newcomers cope with the anxiety and uncertainty of the new job. By contrast, individualized tactics encourage newcomers to challenge the status quo, which increases creativity but not necessarily firm loyalty. (p.67) understanding both socialization tactics, organization can strengthen organizational commitment and job retention.

2.8 STAGES IN THE SOCIALIZATION PROCESS.

Most socialization occurs during the early period after organizational entry (Tung Ling Ilsiung, 2003). Organization and individual both have different perspective during the four stages of entry - recruitment, selection, orientation, and socialization. During the socialization process, the perspectives from an individual are moving through typical stages and detecting one's success. On the other hand, the perspectives from the organization being entered are influencing new employees by various tactics and using the psychology of persuasion (Furnham, 2005).

'There are many models describing the stages in the socialization process. Wanous (1992) reviewed many different models and integrated them into a four-stage model - confronting and accepting organizational reality; achieving role clarity; locating oneself in the organizational context; and detecting signposts of successful socialization. The confronting and accepting stage refers to the socialization itself, and the detecting stage describes the transition from newcomer to insider. Furnham stated that "the rate at which newcomers proceed through the various stages is primarily determined by the amount of contact between newcomers and insiders" (p.

2.9 SOCIALIZATION LEARNING.

The new employees must learn a variety of information and behaviors to be accepted as an organization insider. The content of socialization learning can be divided into five categories (Fisher, 1986):

- Preliminary learning - the need for learning, what to learn, and whom to learn from.
- Learning about the organization - organizational goals, values, and policies.
- Learning to function in the work group - the values, norms, roles, and relationship within the group.
- Learning how to perform the job - the necessary or required skills and knowledge for a particular job.
- Personal learning - learning oneself (identity, expectations, image, and motivation) from the experiences within a job and organization.

New employees are not only waiting to learn from what the organization offers; they can actively seek out information on their own. Information seeking has an impact on socialization outcomes. New employees tend to use different tactics and sources when seeking different types of information. Organization should encourage the new employees to observe and experience what works and what does not. It will minimize the risks new

employees face for experimenting and increase new employees' motivation to learn. The encouragement can be done by training supervisors and peers to support new employees' attempts to gather information, and by creating orientation programs that include information-seeking activities and reinforcement for new employees who engage in them (DeSimone et al., 2002).

Both individual and organization have different requirements and tasks at a different stage. (Furnham 2005) furthermore, specified that an employee orientation appears to help a great deal such as:

- Give the person realistic information early on so that appropriate expectations are developed.
- Provide general support and reassurance, particularly at the beginning.
- Recruit models to help show the new employee what is appropriate.

2.10 BENEFITS OF ORIENTATION PROGRAMME.

In “New Employee Orientation Programs Make Cents” (2001) article, a (well thought out and effectively administered employee orientation results in lower attrition, increased productivity, and improved work quality). This translates into happier employees and a healthier bottom line" (p. 6). In an orientation Builds Employee Commitment (2001), a study from Ohio State University, there has been a suggestion that the right program can be very

beneficial for work and organizations. Researchers found that new employees who completed a three-hour orientation program showed a higher level of commitment to their employer than did those who skipped the program.

A well planned new employee orientation program can reduce turnover and save lots of money for an organization. By following specific steps, organization can reduce both permanent and part-time employee turnover and at the same time quickly prepare new employees for their new jobs. In turn, this will improved customer service, higher productivity and improved relations (Cadwell, 1988). Other benefits for having an orientation are improved safety, reduced penalties, improved communications, and affirmation of having joined the right organization (Harbazette, 2001). In the video, How to Develop and Implement a New Employee Orientation Program (1999) it lists seven benefits for having an orientation program have been listed as follows ;

1. An introduction and explanation of employees' position and responsibilities is the basic need. It will be hard for the new employees to make a solid impact if they do not understand the basic mission, function, and strategies of the organization.

2. The employee orientation is also great chance to establish personal connection and working relationships.
3. New employee orientation helps reduce anxiety. An orientation program helps new employees to adapt to the new work environment faster, and the program allows them to calm their nerves and feel more comfortable with their new position and duties.
4. Employee orientation provides an efficient way of completing all necessary paperwork. There are forms required from new employees when they are hired. It is easier for the Human Resources people to explain the forms and manage the paper flow during the orientation program. An organization is a good time to show employees how their work fit into a big picture. This will not only help employees avoid getting lost, but also give them a better understanding of how the whole organization operates.
5. Orientation programs provide a forum for an interactive exchange of information.
6. An orientation provides a greater involvement and open communication for the employees. The new employees should be encouraged to ask lots questions.

7. An orientation is like the first day of a class - freshman meets each other. Providing an orientation is like creating an informal buddy system. New employees may feel more comfortable to share their experiences and ideas with each other. If the new employees are in different departments, they can also introduce their co-workers to their "buddy" and help answer the constant flow questions.

An employee orientation program help the new employees understand the culture of an organization. Orientation can be considered the best time to illustrate and encourage organizational values, such as customer service, quality, efficiency, and innovation.

2.11 EFFECT OF ORGANISATIONAL CULTURE ON EMPLOYEE ORIENTATION

Orientations are the deeper layer of Organizational Culture (OC) and form a framework for the 'right things to do' (Schein, 1984). The nucleus and underlying assumption of employee orientation is that organizational members are expected to be supportive of each other and interested in fulfilling each other's needs. Employee-oriented firms acknowledge employees as assets for organizational success, and actively promote ideas and participation of organizational members in strategic decisions.

Values reflect the 'desirable' and influence the selection of available modes, means, and ends for action. According to Hatch (1993), they represent social principles, goals, standards and philosophies considered to have intrinsic worth for the individual and/or organization. Core values in the organization can effectively motivate employees in their job (van Rekom et al., 2006). Values of employee orientation define how organizational members should interact with each other in the work setting. They promote 'people concern' as a desirable state of mind in the organization and form the basis for the development of behaviors and artifacts. Key values of employee orientation relate to employee trust and empowerment.

The employee orientation refers to the willingness of organizational members to rely on each other in order to perform a service task or job-related activity (O'Reilly, 1989). This describes the discretion of employees to make work-related decisions in the organizational setting.

Behaviours refer to actions, routines and responses of organizational members to environmental stimuli, which convey the essence of OC to internal and external stakeholders, and particularly customers (Narver and Slater, 1990). A review of similar relevant literature, such as, (Chebat and Kollias, 2000; Conduit and Mavondo, 2001; Varey and Lewis, 1999) suggests that employee-oriented behaviours concentrate on the fulfillment of

employee needs and wants through continuous training and development of organizational members; and, systematic implementation of an incentive and performance system based on individual member career paths and aspirations.

Artifacts include material and non-material aspects of OC, namely architecture, technology, office arrangements, language, rituals, dressing code, and stories, which are created by the organization and have symbolic meaning (Schein, 1984; Trice and Beyer, 1992). Artifacts of employee orientation include codes of practice, organizational charts, corporate brands as well as incentive and reward schemes that serve to reinforce the meaning of employee-oriented assumptions and values. The corporate brand stands as a 'key organizational artifact' because it embraces the underlying substance of OC and summarizes what the organization means to its participants (Trice and Beyer, 1992).

Most applicable concepts from the literature as related to the Ministry of Health in Ghana include the following:

- It is important to consistently conduct new employee orientations.
- New employee orientations have been shown to increase retention of employees and decrease time to productivity.

- A high percentage of orientation efforts fail. Most common reasons for failure include failure to design based on needs of the learner or type of content, failure to choose a delivery platform that works for Ministry of Health, using a delivery platform that is not easily updated, trying to use off the shelf orientation products, failure to consider all the costs. (McKeown in Sims, 2002).

Most common mistakes in orientation design include:

- Overloading new hires. The most common program killer is overloading new hires on the first day with a volume of information and questions that result in sensory overload. Because new hires are apprehensive, putting them under this kind of pressure makes it unlikely that they will ask tough questions, make good decisions, or remember a majority of the information they are provided with.
- The wrong definition and limited goals. The first and most impactful error is to define the program. The term orientation has for years been applied to the narrower range of corporate activities related to “sign up’s” and providing basic information.
- Not offering onboarding at multiple organizational levels. Failing to provide information at each organizational level guarantees that the new hire will spend a great deal of time operating blind.

- Unidirectional information. Most programs focus entirely on providing the information that the corporation wants the new hire to possess through presentations and videos. Unfortunately, this unidirectional approach lacks interaction and it can make the new hire feel like little more than a “hard drive” for receiving information.

Six themes of successful orientation programs as are normally applied to the Ghana Health Service, as well, include:-

- Setting high expectations for programs and staying with them
- Involvement of line management in the process
- Dealing with new employee uncertainty and jitters
- Alignment of employee expectations and actual job responsibilities
- Involving senior management in the development process and orientation program
- Critical to have real work waiting once the hello’s are over (Zemke, 1989)

Ways in which employers can manage new employees’ first impressions on the job and conduct an orientation process that creates an organization in which new hires can feel connected and become more productive. While targeted for managers and employees in information systems, the orientation

steps outlined for pre-hire, immediate post-hire and up-to-a-year employees can be used as a guide for effective orientation techniques in any library setting. Hacker, (2004).

In orienting newly hired employees, an organization could use a series of electronic orienting documents that had previously been covered using in-person sessions. Despite startup and maintenance issues in delivering orientation sessions this way, utility and efficiency of having the materials available electronically outweigh disadvantages (Hurst, S. 2005).

Two employees review relevant literature and relate their experiences in academic professional positions during their first three years after graduate school. The significance of these readings and experiences could be valuable in understanding what roles good orientation programs can play in contributing to a positive transition for reference librarians in a new academic reference positions (Locknar, & Vine, 2001).

2.12 ORGANIZATION OF MENTORING

The importance of organizational mentoring in preparing employees and staff to meet challenges, changes, and emergent staff employment needs as age demographics and retirement projections impact the professional organizational workforce, including replacement, redeployment of position vacancies, and recruitment of new professionals. In addressing these

changes, mentoring programs that include individual mentoring as well as organizational mentoring will be needed to bring about new approaches to job allocations and reasonable rates of gain and advancement for new hires (Munde, 2000).

Knowledge of orientation programs for employees in financial organizations for instance, are also crucial whether they are for those new to the profession or experienced. The orientation process should include both training and orientation to the specific organizational environment, including personnel issues such as hours of work, compensation procedures, insurance, etc., job expectations, the organizational structure and facilities, and specific job tools, goals, policies, and procedures. Peer mentoring and skill competencies are addressed. Orientations are critical to making new librarians feel welcomed and engaged in helping the library meet its goals. (Omidisalar, & Young, 2001).

Due to ongoing technological advancements and ever-increasing numbers of financial source, both new and revised, employees must be trained and retrained to stay on top of their field. Along with educational training needs, it is imperative that interpersonal and critical thinking skills also be updated on an ongoing basis. Issues such as conflict resolution, marketing and customer relations at the reference desk are nearly as important as search

skills, and need to be on target with today's demands and expectations of financial service. As the financial industry is a changing environment, the employee must be a changing professional, through self-help as well as management-provided developmental activities. Nofsinger, (1999)

Pairing employees with newly hired recent graduates provides many benefits to the junior employee as well as the institution and patrons he serves. Specifically, senior employee can take on the following four roles: teacher, advisor, interpersonal role model and mentor. Teaming new and veteran professionals lessens the strain on budgets as seen with consultant training programs, meanwhile developing respectful, collegial relationships among staff. A common practice, senior/junior employee collaboration strengthens reference-training initiatives by providing an arena for critique and improvement, and can promote networking through introduction to the institution's professional staff and department for additional resources. (Nofsinger, & Lee, 1994) Changes in resources and technology demand employees maintain professional currency and proficiency. When administrators do not support or provide opportunities for staff development, recruitment and retention suffer. Through consortia agreements, formation of staff training committees and training trainers in-house, budgets are not jeopardized. Administration needs to support, plan and budget for staff

development opportunities to ensure satisfactory patron service, and staff morale and expertise (Wilding, 1995).

2.13 IMPACT OF SUCCESSFUL EMPLOYEE ORIENTATION

One study at Texas Instruments, showed that employees whose orientation process was carefully attended to reached “full productivity” two months earlier than those whose orientation process was not (Ganzel, 1998).

To Increase Employee Engagement, employees who participated in a structured on-boarding program were 69% more likely to stay with their company after three years than those who did not go through a program (Ganzel, 1998). Ganzel cited another study at Ernst & Young that reported new employees who participated in a carefully designed orientation were twice as likely to remain with the company longer than two years. Companies who invested the most time and resources in on-boarding enjoyed the highest levels of employee engagement (Hewitt, 2003).

To Reduce Turnover, (Hunter Douglas) found that by upgrading their on-boarding process, they were able to reduce their turnover from a staggering 70% at six months, to 16% (Hammonds, 2005). At Designer Blinds, an Omaha based manufacture of window blinds, upgrading the on-boarding process played a central role in reducing turnover from 200% annually to under 8% (Lee, 2006)

2.14 BEST NEW EMPLOYEE ORIENTATION (ON BOARDING)

PRACTICES

“On-boarding “is just one piece of the cyclical continuum in the management of talent; it’s not merely a standalone or liner activity. Done well, and integrated into an organization’s talent management system, on-boarding presents an easy business process improvement that can yield great returns (Taleo, 2006). First impressions create lasting impressions. Recruitment efforts bring potential hires to your door. Obviously, how well your organization manages the interview process will influence whether the candidate takes the position. It also provides the candidate with an initial (and long-term) impression of your organization.

Again, it creates intranet portals and web-based tools to give new managers access to a centralized site to find key information. It takes care of much of what happens during a manager’s first few days on the job and have it handled before the first official day in the office. It avoid overwhelming new managers.

Networking with other leaders in the organization, both new and experienced, is one of the best ways to help new leaders build relationships in their new peer group. Identify whom the new manager needs to know to

carry out his or her responsibilities. Set the stage for meetings between the new manager and network members. Effective on-boarding programs emphasize the importance of building relationships and provide structured networking opportunities and support. Some organizations use “buddy programs” that pair new leaders with a peer of the same demographic characteristics or interests. Others arrange meetings with experienced leaders to help the new leaders gain leadership and organizational savvy, as well as to build their network at the same time.

Early experiences are important. If new hires get the feeling they are just a number, they will act that way. Conversely, if new hires feel welcomed and valued from the onset, they are more likely to act in ways that provide value. Research suggests that one of the keys to early orientation is creating a clear line of sight that shows how the new employee’s work contributes to the overall success of the company (Friedman, 2006). Talk about the company’s vision and mission. Show newcomers that they’re part of something great. And, let them know that they help make that greatness happen.

For on boarding to be successful, HR must be a central part of the process. Because HR is in a unique position to provide tools, training, and feedback, it must be involved in all stages – from before the selection process begins through the on-boarding process and beyond (Wells, 2005).

Provide a plan or road map that offers the new leader the ability to navigate through the challenges of the transition. A coach acts as a sounding board to assist the executive in diagnosing the new situation and assessing his or her own skills. The coach also assists the new leader in assessing and building the team as well as achieving alignment with not only the boss, but with the strategy, structure, and systems of the larger organization. At Johnson & Johnson, three types of transition are available for both executives making internal moves and those coming from outside the company. The New Business Leader Program is for senior executives who are moving from a functional responsibility to a more-complex job. The Transitions Leadership Forum is for vice presidents and executive vice presidents who are taking on new functional roles. The Transitions Coaching Program works closely with executives in new roles on a one-on-one basis and involves HR directly. A study evaluated the impact of the transition program at a Fortune 50 company and reported the overall impact to be \$88 million over a three-year period. This translated into a total return on investment of 1,400% (Bossert, 2004).

In conclusion, orientation is therefore a very good tool for maintaining and retaining employees. The literature reviewed above extensively portrays an appreciable role a well organized orientation in an establishment or

organization helps to stabilize workers. This also have divers benefits and have to be adopted in the Ghana Health Service as well.

CHAPTER THREE

3.0 RESEARCH DESIGN AND METHODOLOGY

3.1 A BRIEF DESCRIPTION OF THE GHANA HEALTH SERVICE

Ghana Health Service (GHS) is to provide and manage comprehensive and accessible health service with special emphasis on primary health care at regional, district and sub-district levels in accordance with approved national policies.

3.2 VISION

The vision of the health sector is to have a healthy population for national development.

3.3 MISSION

The mission is to contribute to socio-economic development by promoting health and vitality, through access to quality health services for all people living in Ghana using motivated personnel and promoting the development of a local health industry.

3.4 SECTOR GOAL

The goal of the health sector in the medium term is to ensure a healthy and productive population that continues to reproduce itself safely.

3.5 RESEARCH METHODOLOGY:

This section reviews the methodology used in the study. It covers operational definitions, sampling, and choice of data collection method and concludes with a consideration of problems encountered in the data collection. Both primary and secondary sources of information were used by the researcher. The primary data was collected from the various writers who have done a good research on the orientation and the secondary data was collected from the respondents through face to face interviews.

This research was designed using questionnaire to obtain information from respondents. Opinions of both prospective and substantive staff of the Ghana Health Service were sought as to how they perceive the orientation of employees in the organization. A survey was conducted by face-to-face interview, questionnaires sent to respondents by post, on the organization's intranet site, and on telephone. The face-to-face interview survey was chosen due to the huge impact to the research and data was collected and analyzed.

3.6 POPULATION

Based on the population list of over five hundred (500) staff, information obtained from the Human Resources Department at the Ghana Health Service, fifty (50) staff of the new hire and staff promoted to new positions

were randomly selected to participate in the research. The participation for this survey was entirely voluntary and anonymous. The participants could choose not to participate without any adverse consequences to them. The Fifty (50) staff were selected from all departments of the Ghana Health Service in the greater Accra region. The population was made up of new assigned staff, existing staff and the human resources department officers. For reasons of efficiency and easy access Greater Accra was chosen as a representative of the entire area of study.

3.7 SAMPLING TECHNIQUE

The sampling technique used in this research was simple random Sampling. Simple random sampling is the basic sampling technique where we select a group of subjects, a sample for study from a larger group - a population. Each individual is chosen entirely by chance and each member of the population has an equal chance of being included in the sample.

Every possible sample of a given size has the same chance of selection. This means that each member of the fifty (50) that was chosen in all the department of the Ghana Health Service of Greater Accra region was equally likely to be chosen at any stage in the sampling process. The advantages observed in chosen random sampling for this research are that, it is free of

classification error, and it requires minimum advance knowledge of the population.

3.8 DATA COLLECTION INSTRUMENT

The questionnaires were administered to the selected participants for employee orientation at the Ghana Health Service. The questionnaires were taken as a guideline for the survey in this assessment.

Each person was asked certain set of questions and recorded answers were taken.

Questions were both closed-ended answerable by checking one of several predetermined answers and open-ended requiring respondents to answer in their own words.

The questionnaire was chosen due to its associated advantages to this research. The costs of printing, distribution, collection, analysis are low, relative to that of other methods such as personal interviews. Respondents can respond at their own convenience way. No interviewer bias was introduced, and responses have been kept completely confidential.

Chapter 4

4.0 RESEARCH RESULTS AND DATA ANALYSIS

4.1 Introduction

This chapter examines and analyses the data gathered from the questionnaire administered and personal interviews conducted at the Ghana Health Service. Analysis of data are presented and discussed in the remainder of this chapter.

4.2 Analysis of Findings

Tables, charts and descriptive explanations have been employed to illustrate data collected from the field to make the research findings more meaningful. The following analysis shows the responses received from 50 staff of the Ghana Health Service of Ghana.

4.2.1 Findings from Staff

A total number of fifty (50) staff were selected to provide answers to the structured questionnaire. The staffs were expected to provide reasons for their choice of an answer. Table 4.1 and Figure 4.1 gives the responses obtained from the staff as shown below.

Table 4.1.: Sex of Staff

Sex	Frequency	Percentages (%)
Male	35	70
Female	15	30
Total	50	100

Source: Field Research, June 2008

Figure 4.1: Sex of Staff

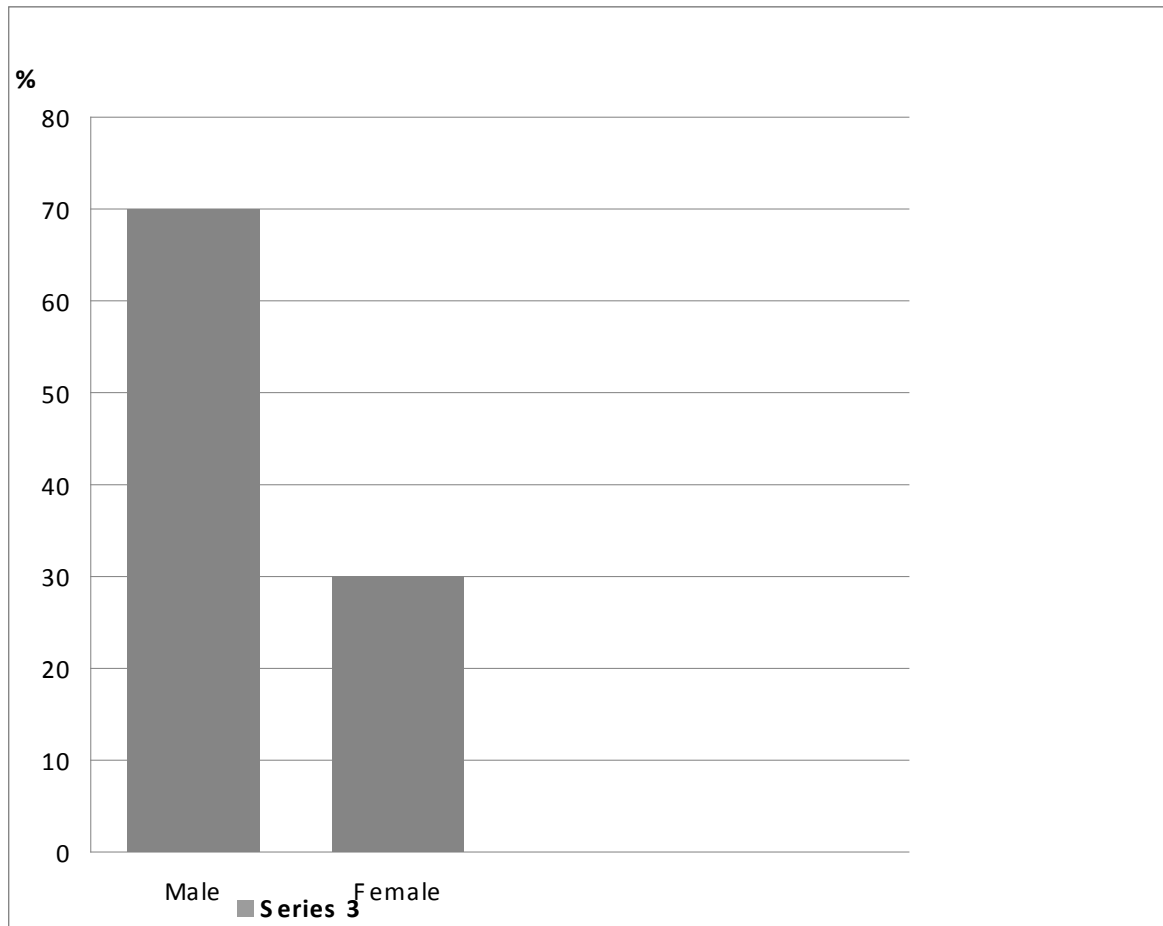


Table 4.1 and Figure 4.1, indicates that 70% of the staff of Ghana Health Service were males and 30% of them were females. This is an indication of a slightly high male composition of the staff of Ghana Health Service.

Table 4.2: Is Orientation addressed as a key issue in the work conditions of Ghana Health Service?

Indicator	Frequency	Percentage (%)
Yes	40	80
No	10	20
Total	50	100

Source: Field Research, June 2008

Figure 4.2: Is Orientation addressed as a key issue in the work conditions of Ghana Health Service?

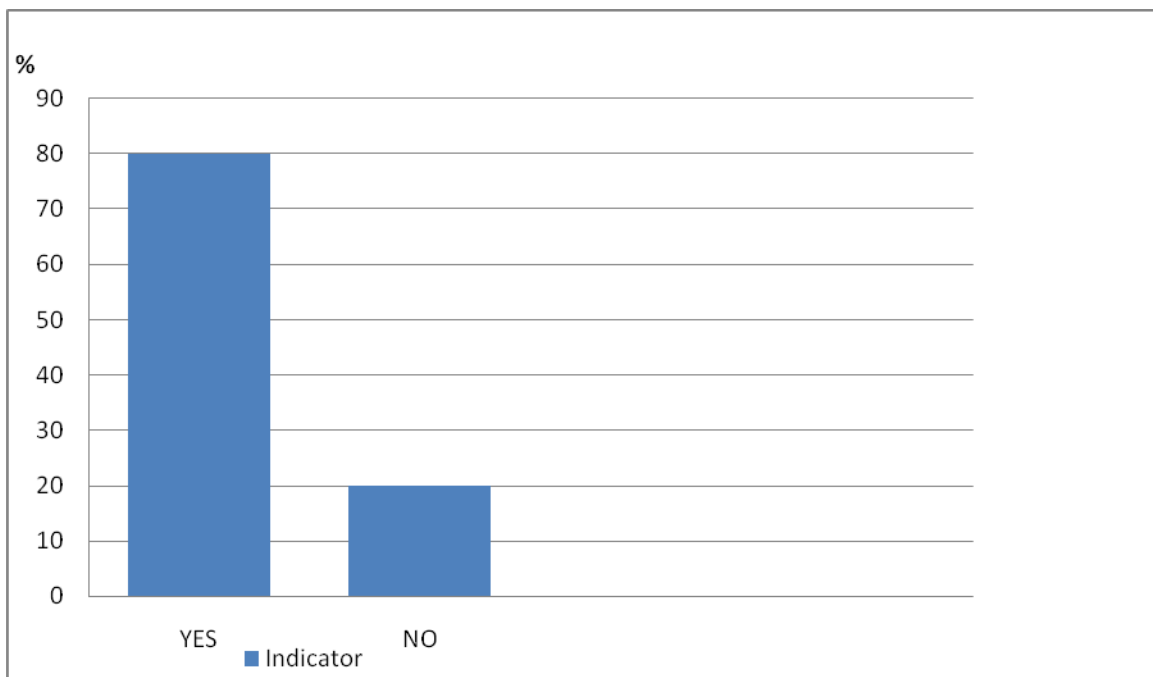


Table 4.2 shows the response on whether orientation is addressed in the work conditions of Ghana Health Service. 80% of the staff interviewed indicated that orientation was addressed in the work condition whiles 20% indicated that it was not addressed.

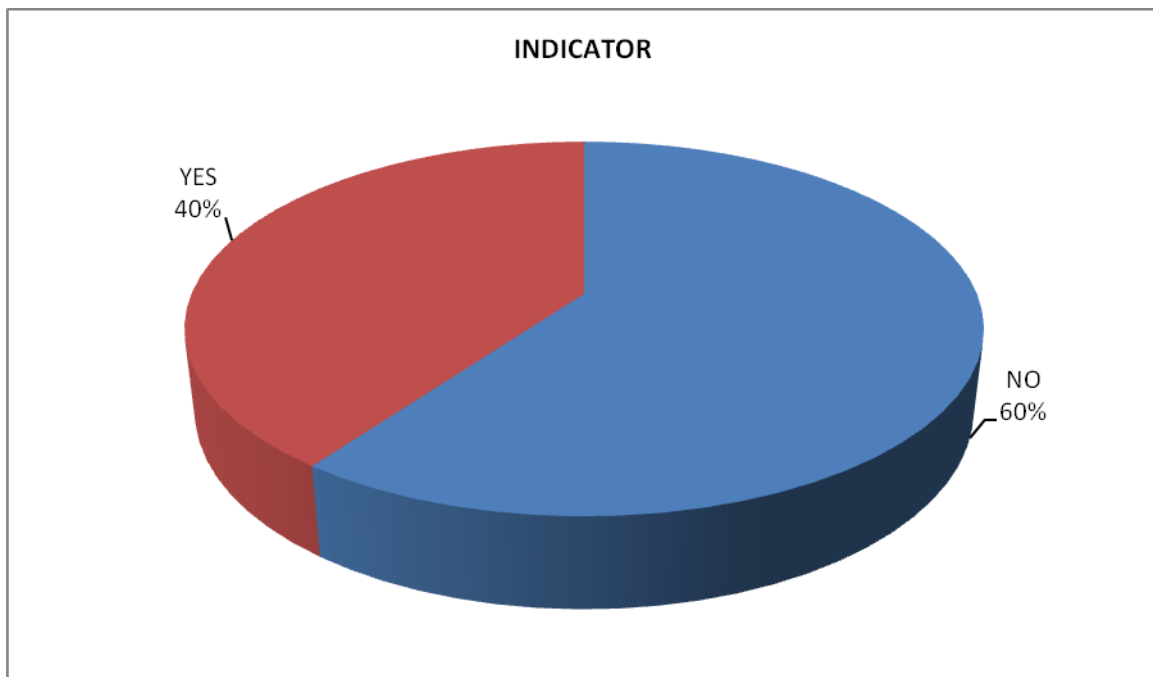
This means that Ghana Health Service has a plan and guideline on orientation, workers know that once employed, one has to go through an orientation programme.

Table 4.3: Have you ever been part of any orientation programme at Ghana Health service?

Indicator	Frequency	Percentage (%)
Yes	20	40
No	30	60
Total	50	100

Source: Field Research, June 2008

Figure 4.3: Have you ever been part of any orientation programme at Ghana Health service?



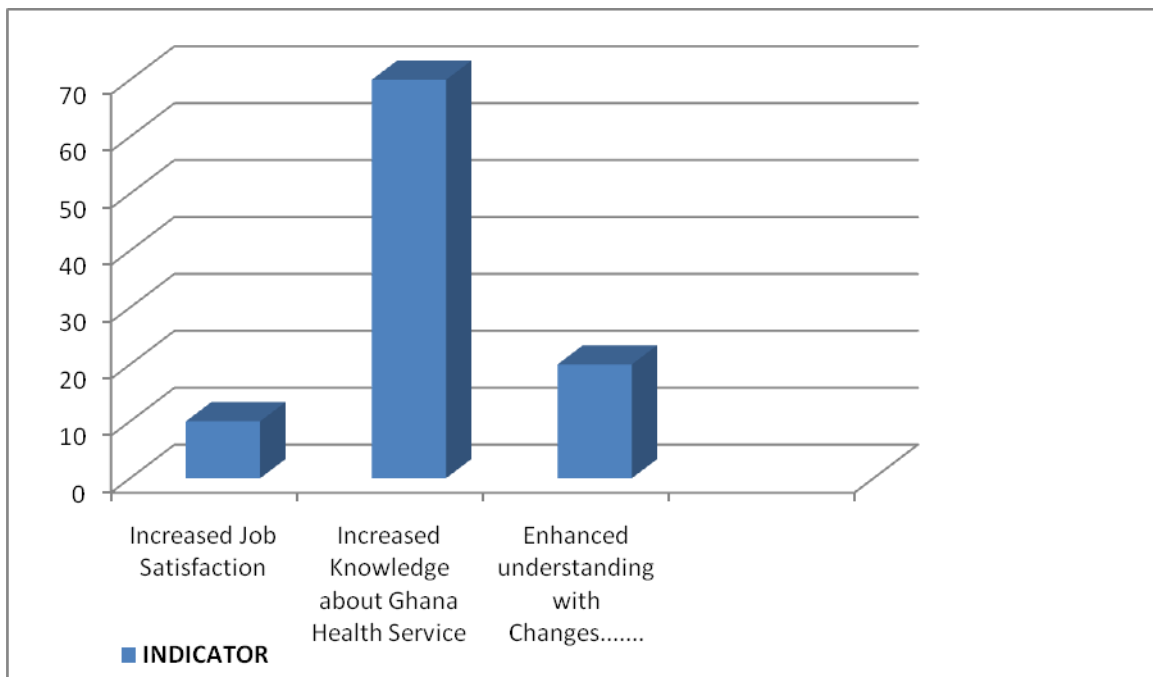
With Table 4.3 and Figure 4.3, the Staffs were asked to indicate whether they had been part of any orientation programme. 60% indicated that they had never been part of any orientation programme whilst 40% indicated they had been part of orientation programmes at the Ghana Health Service. This implies that orientation at the Ghana Health Service is not as effective to cover all new employees.

Again, even though workers know about orientation, they were not forced to participate so they did so unwillingly

Table 4.4: In what way has orientation provided by Ghana Health Service impacted on your work or main activity?

Indicator	Frequency	Percentage (%)
Increased job satisfaction	5	10
Increased knowledge about Ghana Health Service	35	70
Enhanced understanding with changes in internal and external environment	10	20
Total	50	100

Figure 4.4: In what way has orientation provided by Ghana Health Service impacted on your work or main activity?

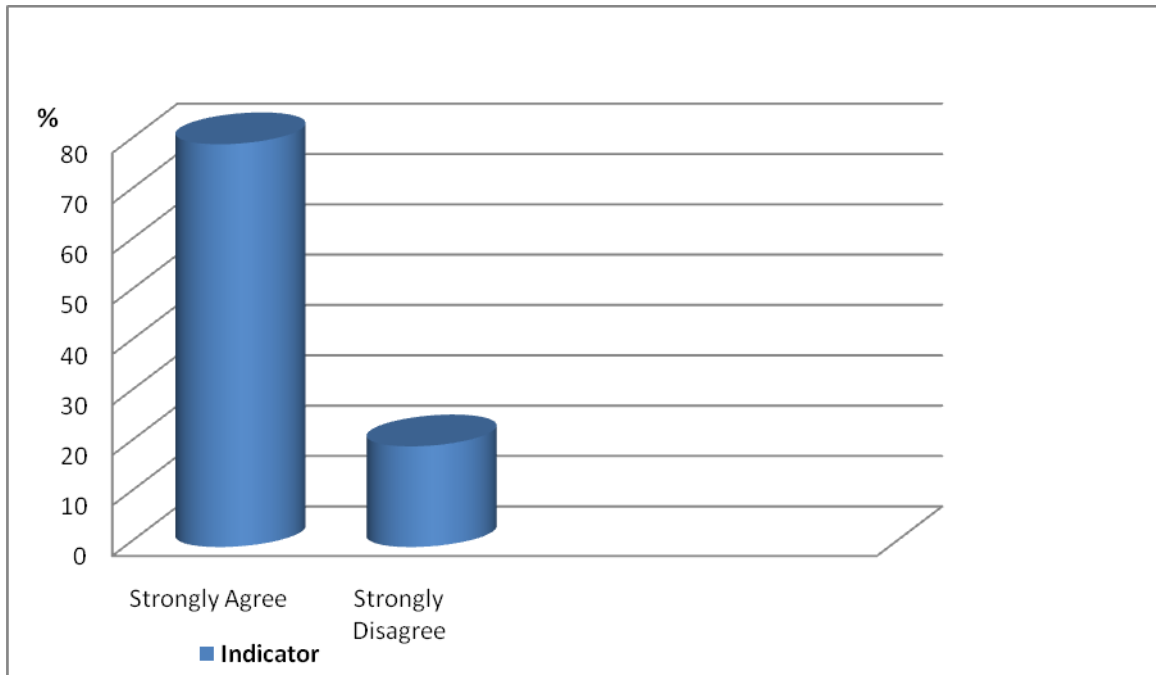


From the above, it is clear that orientation has helped to increase people’s knowledge about the organization.

Table 4.5: Orientation offered by Ghana Health Service has been a worthwhile investment?

Indicator	Frequency	Percentage (%)
Strongly Agree	40	80
Strongly Disagree	10	20
Total	50	100

Figure 4.5: Orientation offered by Ghana Health Service has been a worthwhile investment.



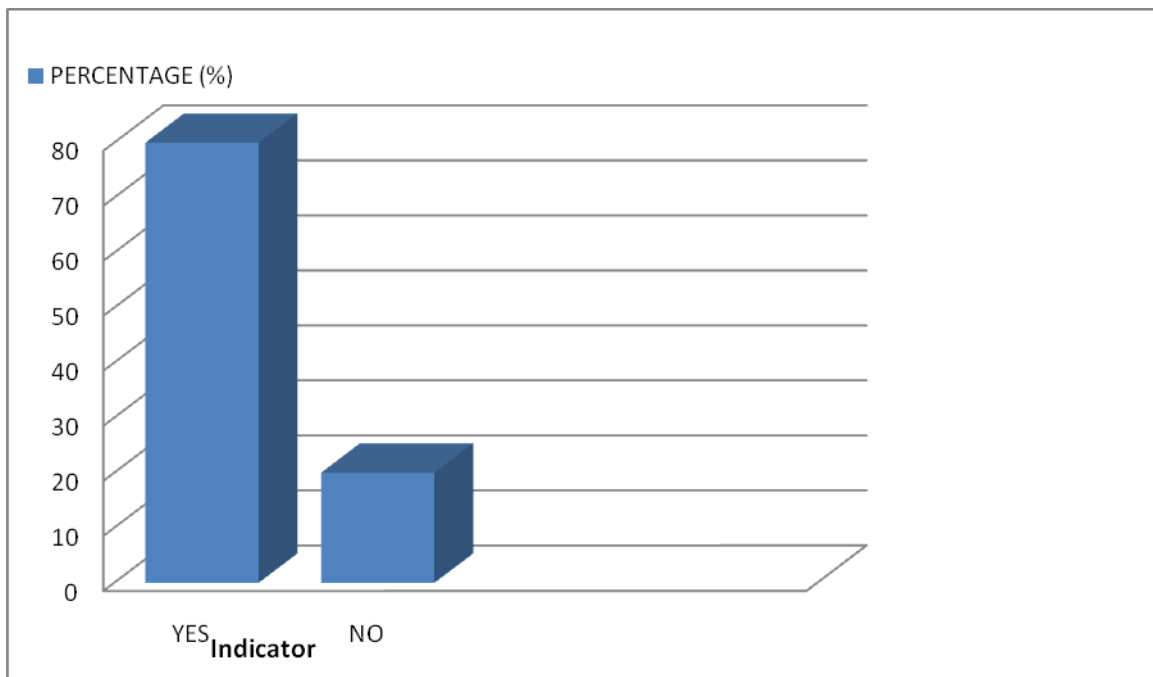
It is clear from Table 4.5 and Figure 4.5 that majority of the respondents (80%) strongly agrees that orientation at the Ghana Health Service had been a worthwhile investment. Moreover, only 20% strongly disagree that orientation has been a worthwhile investment.

Table 4.6: Importance of knowledge obtained during Orientation provided by Ghana Health Service.

Indicator	Frequency	Percentage (%)
Yes	40	80
No	10	20
Total	50	100

Source: Field Research, June 2008

Figure 4.6: Importance of knowledge obtained during Orientation provided by Ghana Health Service



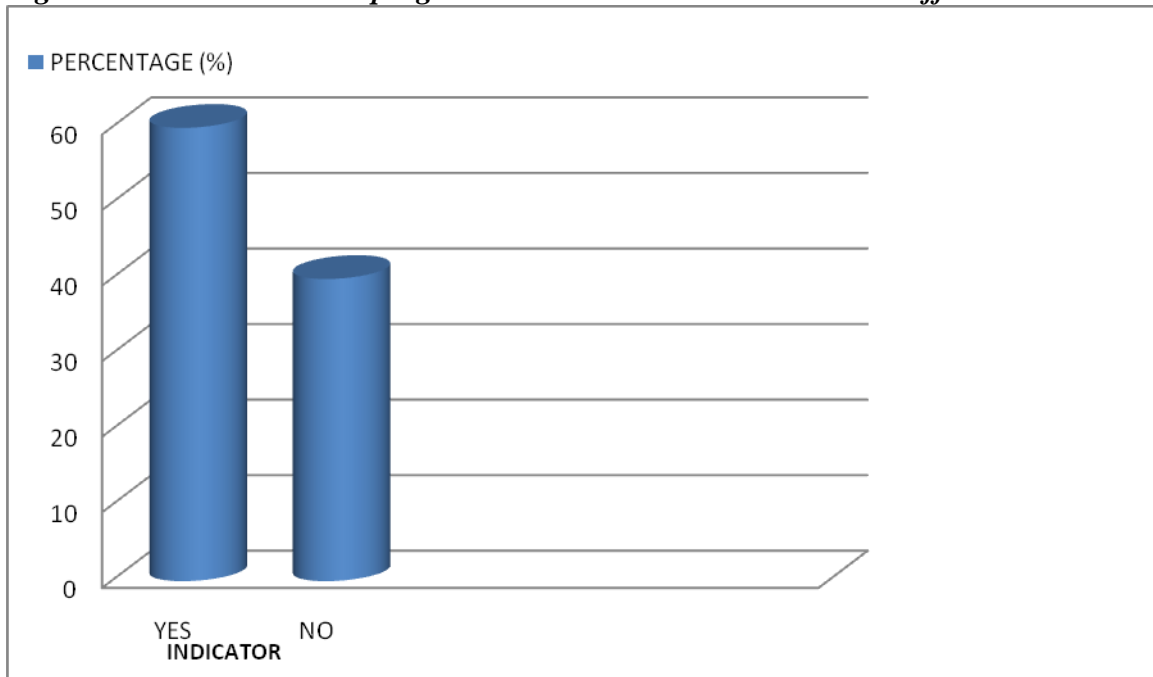
From Table 4.6 above, it is clear that 80% of respondents disclosed that knowledge obtained during orientation was important whilst 20% respondents indicated otherwise. All the forty (40) respondents who responded to the questionnaire said that the orientation was important because it ensured better understanding on the Vision and Mission statement

of the Ghana Health Service and also provided a better understanding of their performance objectives.

Table 4.7: Did orientation programme include what will motivate staff.

Indicator	Frequency	Percentage (%)
Yes	30	60
No	20	40
Total	50	100

Figure 4.7: Did orientation programme include what will motivate staff.



It is evident from Table 4.7 and Figure 4.8 that motivation is included in the orientation package for employees. This study shows that 60% respondents indicated that motivation is outlined in the orientation whilst 40% respondents indicated that motivation is not mentioned in orientation. The majority respondents outlined reasons such as opportunities for learning and growth as a motivation which was clearly mentioned.

Table 4.8: Impressions about Orientation at Ghana Health Service

Indicator	Frequency	Percentage (%)
Excellent	2	4
Good	10	20
Satisfactory	8	16
Poor	30	60
TOTAL	50	100

Source: Field Research, June 2008

Figure 4.8: Impressions about Orientation at Ghana Health Service

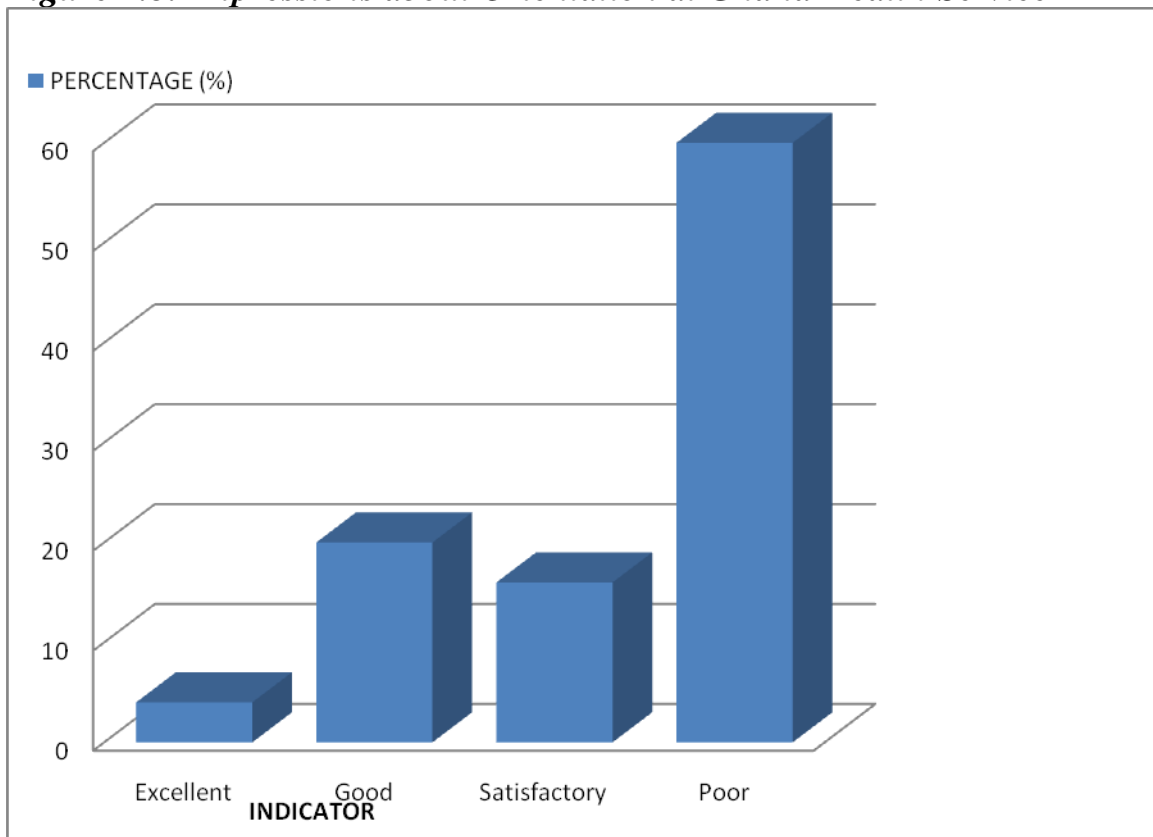


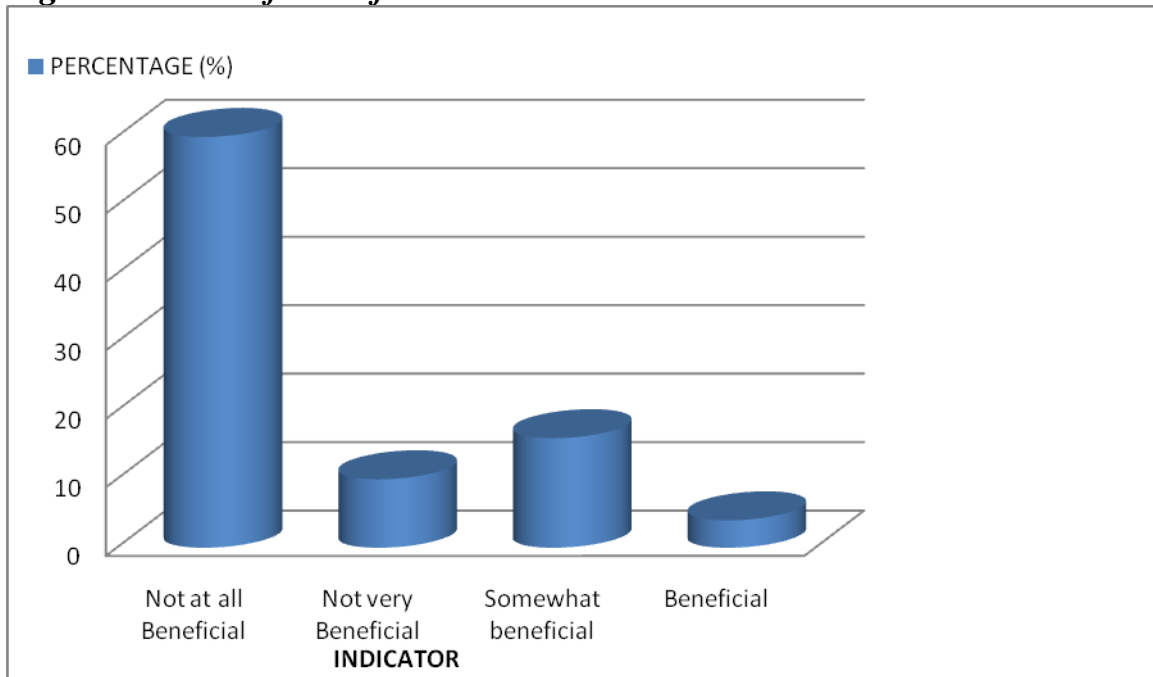
Table 4.8 and Figure 4.8 above deals with the responses received from staffs regarding their impression about orientation at the Ghana Health Service. The data clearly shows that a maximum of 60% of the respondents said poor

whiles 20% of the respondents selected good. 16% also indicated that orientation was satisfactory. The research further revealed that a minimum of 4% said the orientation received so far was excellent.

Table 4.9 Beneficial Of Orientation at Ghana Health Service

Indicator	Frequency	Percentage (%)
Not at all beneficial	30	60
Not very beneficial	10	20
Somewhat beneficial	8	16
Beneficial	2	4
TOTAL	50	100

Figure 4.9: Beneficial of Orientation at Ghana Health Service



From Table 4.9 and Figure 4.9, a majority of 60% of the respondents said the orientation at Ghana Health Service was not at all beneficial, 10% indicated that it was not very beneficial whilst 20% mentioned that orientation was somewhat beneficial. Only 4% respondents indicated that it was beneficial. It is evident from the table 4.9 and figure 4.9 above that, orientation at Ghana Health Service needs to be improved.

The above analyses have clarified issues. The need for a better premium to be placed on orientation programmes by the Ghana Health Service can not therefore be over emphasized.

CHAPTER FIVE

5.0 CONCLUSION AND RECOMENDATIONS

5.1 DISCUSSION

A fifteen question (15) survey was conducted to determine whether orientation plays a role on employee turnover at the Ghana Health Service. Fifty new hires and staff promoted to new positions were randomly selected to participate. The results in the survey showed that there is a need for a good orientation; good topics should be covered in the orientation, when the orientation should be delivered, and how the program should be presented was also made clear.

5.2 CONCLUSION

The respondents' service range at the Ghana Health Service was from few months to over 16 years, and some respondents indicated they did not receive any orientation when they were hired. From the result or the survey, the majority of the respondents (60%) indicated that there is a need for employee orientation. Some respondents said they would not mind to have an orientation even if they had been at post for more than 10 years. Some

topics that the respondents would like to receive are benefit, culture and diversity; others were on computers and organizational information.

Many respondents also indicated they would like to be introduced to each department. A video on how to Develop and Implement a New Employee Orientation Program could be useful guide at such programmes. New employee need to be introduced to the organization well. By introducing new employees to each other and the department, it helps to establish personal connection and working relationships.

Face to face with a staff mentor was the most preferred way to receive the orientation for some respondents, and many respondents also thought Ministry tour would be helpful to be included in an orientation. Everyone has different learning style, so people seek for different sources. In the Human Resource Development the researcher learnt that new employees tend to use different tactics and sources when seeking different types of information. A respondent suggested that Organization Charts would be helpful to understand the relationship of each department, and how each role fits into each other.

Some respondents indicated they would prefer to receive the orientation within the first week of employment. Although other respondent preferred within the first week, other respondents preferred to receive one at other

time. Some respondents thought it would be easier to fit in the work environment and position if they could have all the information they needed right away. On the other hand, some respondents thought they needed some digestion time first before the orientation.

Forty five (45) people representing (90%) admitted that orientations have had a positive role in the knowledge of the Ghana Health Service and (10%) said it has increased their job satisfaction. It was evident that staff motivation was highly (60%) expected. Workers therefore expected they would tell what they would get and what they would not get by their hard work or otherwise during orientation. So they start the work already dissatisfied.

Furthermore, there were massive (76%) responses for poor impressions of orientations carried out by the Ghana Health Service. This is not good enough for a big institution like the Ghana Health Service.

A lot (80%) of the respondents also indicated that orientation were not beneficial. It means that the style, method and contents of the programme are not satisfactory enough.

5.3 RECOMMENDATION

While many organizations will agree that new staff orientation is important, very few invest the time and attention necessary to make sure it is done consistently, and done right. The following ideas are to be encouraged

1. The Ghana Health Service is to adopt a more comprehensive approach to orientation.

Effective orientation is a gradual process, and does not end after the first day or two on the job. The first few days for a new employee are important because this represents an important time of socialization into a new organizational culture, but it is even more important to make sure new employees fit in and feel comfortable over the longer term. This can mean anywhere from six weeks to six months taking into consideration the size and complexity of the Ministry of Health.

2. Provide information in a way that can be absorbed and retained.

New employees will start out asking basic questions such as: “What is the dress code? Where are the tools for my job? How does the telephone system work? When do people eat, meet and get paid?” These need to be answered quickly to make new employees comfortable with unfamiliar surroundings. But, after a little while, employee's questions will change and mature. Now the Ministry will face queries like: “How will I be appraised? Why do we do

things this way? How can I go about suggesting changes? Who can I see for guidance, approval and support?”

These will take greater time and effort for the Ministry to explain and the employee to comprehend. It is not possible for the employer (Ministry of Health) to answer all possible questions in the first few days. This process should more properly cover the first weeks or even months on the job. This lets new staff absorb essential information more gradually and completely thus adding to understanding, retention, and commitment.

An extended orientation program also reassures new employees. Newcomers are always under great pressure to perform and adapt. The extended program shows the employer (Ministry of Health) understands their situation, care about their adjustment, and will continue to show interest and attention over time.

3. Use orientation program to develop a team-environment.

New employees are not the only ones affected by the quality of orientation program.

Peers, bosses, subordinates, senior managers, public, suppliers and even the new hire's family have a stake in its success. Each group has different questions and concerns about the new employee and giving each group an active role in the overall orientation program is an excellent way to allay

fears and promote a corporate environment of teamwork. Buddy systems, lunch meetings, panel discussions, site visits, and family days are good ways to involve diverse groups and individuals in the process.

4. Fundamental goals of a good orientation program

When planning orientation program the employer, (Ghana Health Service) should focus on the following:

How to help new individuals create a rapport with their co-workers and make them comfortable in their new surroundings.

New hires want to be accepted by others and feel like they belong inside the organization. Ministry of Health can accelerate this process by purposely creating opportunities for new staff to interact with their peers, bosses, subordinates, colleagues from other departments, public, suppliers and senior managers as quickly as possible. The time and nature of these meetings should vary and include both formal opportunities like client meetings, community partner visits, team discussions, and occasional management meetings; and informal occasions like casual conversations, coffee-break chats, meal-times and after-hours get-togethers are equally important. Perhaps the Ministry might consider sending new employees on short assignments to other departments and to observe the functions of other

employees. Spending some time in a different part of the organization does wonders to build rapport and understanding throughout your organization. Again, it should provide a clear understanding of the organization's culture. Most times new staff wants desperately to fit in with accepted norms and values and are anxious to understand fundamental questions like: "How do things really work around here? What importance do people attach to style, dress, and presentation? Is punctuality very important? Do meetings start on time? Are long hours the exception or expected?" Understanding the entire culture happens over time and is a process of formal presentations, informal dialogue and lots of personal experience because what gets said "officially" is compared with what gets said "confidentially" over lunch, after-hours and even amongst colleagues in the washroom. However, the orientation process needs to start the process right by giving new hires the guideposts for surviving in the Ministry in a clear and up-front way. Ministry of Health could consider extending positive influence beyond the formal presentations by creating a buddy system or mentoring program that matches most sincere and enthusiastic staff with incoming employees. However, to be successful Ministry of Health will need to give the mentor relationship some real support. At the very least they should consider paying for a few lunches, allowing time in the weekly schedule for mentoring conversations, making

mentoring functions at part of annual staff appraisal and showing appreciation to the mentors with tokens of recognition, appreciation and respect.

Further more, new employees need to know: "Where has Ghana Health Service been? Where is it today? Where is the Ministry of Health heading? Who are the clients or customers? What do they say about Ghana Health Service? What is the current focus of Ministry of Health: are we expanding services, or rationalizing existence to funding organizations and streamlining operations?" New staff should be oriented to these "Big Picture" issues with a well-designed presentation that highlights the Ministry's history, and present status, the employer (Ministry of Health) future goals and directions. The Ministry should not be reluctant to share "humble beginnings" or detail "greatest achievements". They should show excitement for future directions but they should also be candid about the Ministry's weaknesses and talk openly about difficulties and challenges it. But, "Big Picture" presentation upbeat and lively should be kept, and make sure it both up to date and accurate.

The Ghana Health Service should carefully outline job responsibilities and rewards:

The Ministry should be very careful in its program to clarify expectations of the organization from the very beginning. This can be done by ensuring new staff are thoroughly versed on their job responsibilities and accompanying levels of authority. Demonstrate and thoroughly explain your staff appraisal system. New staff should be shown a copy of the actual appraisal form and illustrate how good performance will be assessed, measured and rewarded. The Ministry could use career paths of those who have come before them to illustrate possibilities and potentials in the job.

Again, the Ghana Health Service attends to administrative matters.

These are important to complete because new hires need to know they are getting paid and when their loved ones are covered by benefits. Without clarifying that these base needs are in order it is hard for anyone to focus on other matters so it is important to take care of the immediate paperwork tasks efficiently. Filling-out forms for several hours on the first day at work is not the way to inspire enthusiasm about the dynamic nature of Ministry of Health. The Ministry could consider spreading out the completion of some administrative tasks over many short sessions in the first few weeks and use the early moments of your orientation program for more important matters.

The employer, (Ghana Health Service) should make sure orientation is not an ill-guided fantasy of what it wishes the Ghana Health Service could be. If

program shows only the bright side of operations and the happy side of daily work, the Ministry should not be surprised when new employees come back shell-shocked after two or three weeks on the job.

Surely, with all these well accomplished there would be a major role an orientation would play on workers/Labour turnover at the Ghana Health Service.

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APPENDIX 1

**QUESTIONNAIRE ON THE
ROLE OF EMPLOYEE ORIENTATION ON LABOUR TURNOVER**

(A Case of the Ghana Health Service)

This questionnaire is designed to evaluate the impact of employee orientation at Ghana Health Service as an academic exercise.

Please tick the appropriate box or write in the space provided.

Please, note that any information provided would be treated confidential

GENDER: Male () Female ()

A. Respondent's Occupational Information

1. What is your job position?.....

2. How long have you been in the Service?.....

B. Impact of Employee Orientation

3. Is Orientation addressed as a key issue in the work conditions of Ghana Health Service?

- a. Yes ()
- b. No ()

4. Have you ever been part of any orientation programme at Ghana Health service?

- a. Yes ()
- b. No ()

5. Do you think the orientation provided by Ghana Health Service contains appropriate content and delivery methodologies that can assist you in achieving your job performance objectives?

- a. Yes ()
- b. No ()

6. In what way has orientation provided by Ghana Health Service impacted on your work or main activity in terms of the following?

- a. Increased job satisfaction ()
- b. Increased knowledge about Ghana Health Service ()
- c. Enhanced understanding with changes in internal and external environment ()

Other:

.....

.....

.....

.....

7. To what extent would you agree or disagree that Orientation offered by Ghana Health Service has been a worthwhile investment for your rights as a staff?

- a. Strongly Disagree () b. Disagree () c. Undecided ()
- d. Agree () c. Strongly Agree ()

8. Do you think the knowledge obtained during Orientation provided by Ghana Health Service was important to your job?

Yes () No ()

If no, give reasons

.....

.....

If YES, how important is this new knowledge or skill to the performance of your current job?

- a. Provided a better understanding of my performance objectives ()
- b. Improved understanding of my job functions ()
- c. Ensured better understanding on the Vision and Mission statement of the Ghana Health Service ()

9. Did the orientation programme include what will motivate you to do great work?

- a. Yes ()
- b. No ()

If Yes what categories were mentioned?

- a. Rewards ()
- b. Recognition ()
- c. Learning and growth ()

10. Were there any topics or specific content missing that you feel should be added to future orientation?

- a. Yes ()
- b. No ()

If Yes, explain.....
.....

11. Were there any topics or specific content that you felt were unnecessary?

- a. Yes ()
- b. No ()

If Yes, Explain.....

.....

12. What are your impressions about Orientation at Ghana Health Service?

- a. Excellent ()
- b. Good ()
- c. Satisfactory ()
- d. Poor ()

13. What did you like least about the Orientation?

.....
.....
.....

14. What suggestions do you have for improving orientation sessions for future new employees at the Ghana Health Service?

.....
.....
.....

15. Please rate how beneficial the orientation was to you as an employee?

- a. Not at all beneficial ()
- b. Not very beneficial ()
- c. Somewhat beneficial ()
- d. Beneficial ()
- e. Very Beneficial ()

Additional

Comments.....

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