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## Effect of Induction Training on Employees' Performance at the National Social Security Fund in Mbeya City, Tanzania

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### **Abstract**

*This study aimed to assess the effect of induction training on employees' performance at the National Social Security Fund (NSSF) in Mbeya City, Tanzania. The quantitative approach was used in this study, and the research design used was an explanatory. The population under this study consisted of Regional Managers, Administrators, Heads of Departments, and employees. The sampling techniques used in this study were purposive, which amounted to 24 respondents. Data were collected through surveys, whereby questionnaires with a five-point scale were used. Data were analysed using Statistical Package for Social Science (SPSS) version 20. The study findings indicated that majority of respondents believed that after receiving sufficient induction training that addressed Organisational culture and values as affirmed by (87.5%), policies and procedures (87%), job-specific tasks and responsibilities (91.7%), safety and compliance regulations (83.3%), problem-solving and decision-making abilities (96%), employees met their set targets. The study recommends that, to optimise efficacy, the management of the National Social Security Fund, Mbeya ought to guarantee that induction training strategies focus on increasing employees' motivation to attain outstanding performance in addition to aligning with productivity goals.*

**Keywords:** *Employees, induction training, performance*

## Introduction

Organisations are always looking for methods to improve and stay competitive through training because of the way the industry is developing today (Saeedikiya et al, 2024). Encouraging new hires to feel confident in their decision-making process for the company while also increasing their efficacy and efficiency are important issues for firms (Shrestha et al., 2024). A key component of the organisation's development, induction is a major focus for the majority of HR departments both nationally and internationally. It facilitates a reciprocal interaction between the company and its employees. An efficient induction procedure facilitates the new hire's and employer's transfer to the new employment environment (Bhayana et al., 2024).

According to Desai and Dutta (2022), induction programmes give new hires the knowledge and power they need to comprehend their responsibilities and carry them out efficiently, which aids in their better understanding of the company culture and facilitates their rapid adjustment to the new workplace. Li et al. (2021), discovered that new hires who had finished induction programme outperformed current employees in terms of average work productivity, teamwork, customer service, quality management, and other performance-related areas. This allowed new hires to effectively learn organisational expectations and culture. While practical and integration knowledge induction had no discernible impact on enhancing employee performance, theoretical knowledge induction significantly improved the work performance of new hires, according to a study by (Siame, 2024). Induction training equips employees with contemporary skills and knowledge. For example, Escon Consulting Company in South Africa raises the performance of their employees through induction training (Yakpe et al., 2023 cited by Cooke, 2016).

In Tanzania, public organisations such as the National Social Security Fund (NSSF) hold induction training as initiatives to elevate new employees' performance because induction training strives to increase employee productivity/performance (Marwa, 2022). Mchete and Shayo (2020) state that induction training is used to inform new staff about crucial aspects of their work environment. In this context, this study endeavours to evaluate the impact of induction training on employees' performance at NSSF Mbeya.

Organisations invest a lot of money in recruiting and training new employees so as to help them cope with the rapidly growing competition in the global market. Although it requires considerable investment, induction plays a vital role in helping new employees settle in quickly and become productive members of the Organisation. Numerous researchers have confirmed the positive influence of induction on employee integration, motivation, and performance (Agbo, 2020; Kibet & Chege, 2020; Ibrahim & Jaafar, 2017). Because of this, the study shows how Social Security Fund employees' performance at Mbeya City was affected by induction training. This study contributes to a deeper understanding of the unique effects of induction training, particularly within NSSF Mbeya, by bridging this information gap in the literature.

## **Induction Training**

Mohammed (2022) claims that during induction training, which also describes the responsibilities and function of new hires in the workplace, a basic overview of the organisation and its services is provided. Induction training has a favourable effect on the organisation's vision and mission, employee dedication and satisfaction, overall productivity at work, and the transfer of information and skills learned via induction training into employee practice. The induction training programme is regularly rated as satisfactory by new hires, who are also assured that it will enable them to execute their tasks more efficiently, acclimate to their new responsibilities,

and get to know their new co-workers. This research draws on Armstrong (2017), who explains that induction training is a process used by businesses to welcome new employees and provide them with the essential information they need to settle in and start working effectively. Similarly, Agbo (2020) states that induction training is a type of training given during an employee's first days on the job and can be delivered as a short, introductory course.

They will be able to work well with others and contribute to the team as a result. It typically includes details about the organisation of the company's workspace, health and safety policies, and security protocols. A summary of the company's culture and an introduction to important personnel may also be attempted to be given to the new hire. This is a critical time for the employee to understand goals, objectives, and other details and for the employer to gain commitment. Orientation, onboarding, and induction training are terms used to describe a planned process that acquaints recently acquired staff members with the culture, rules, and practices of an organisation as well as their particular duties within it. Its objective is to acquaint new hires with their co-workers, work environment, and expectations right away (Okorie and Musonga, 2020).

### **Effect of Induction Training on Employees' Performance**

According to Vajan et al. (2021), employee satisfaction with the induction training programme offered by BPO companies in India has an impact on the GDP growth rate and creates job opportunities for individuals. Different training models are employed in the workplace depending on the department. The research design of the study is descriptive, and primary data are gathered. A pilot study was conducted to validate the data. Simple Random Sampling is the sample method employed in this investigation. The study's conclusions essentially summarise how employees feel about the training programme and how they accept that the organisation implement effective induction training programmes.

Additionally, workers in organisations think that the induction procedure is effective. The results of this study showed that respondents thought the induction procedure improved productivity and communication. A connection between the pre-induction and post-induction training programmes is also thought to exist by some people. The Finance and Accounting Department was chosen by the researcher as the target for sample collection. in BPO firms. The main forces behind an organisation's performance are its employees, who are viewed as resources at all times. The people who work for and manage a business are its human resources. When it comes to employee relations, human resource management is the main organisational function.

Agbo (2020) looked at how induction affects workers' productivity inside a company (A Study of Abia State Polytechnic, Aba). The questionnaire's data were analysed. The findings led to the rejection of the null hypothesis and the acceptance of the alternative. Therefore, we suggested that the human resources department host seminars and workshops on the value of a systematic approach to induction and the correct protocol to follow when detecting skill gaps in the various departments. Department heads need to be made aware of how crucial it is to send the appropriate person for training and induction.

Mchete and Shayo (2020) researched to investigate the impact of induction training on the performance of new employees in a workplace setting. The study focused on selected staff from the Open University of Tanzania and aimed to assess how the induction training provided to new employees at the university contributes to their theoretical knowledge, practical skills, and workplace integration. Employing an explanatory case study design, the researchers gathered qualitative data through interviews with both employees and management personnel. The findings suggest that induction training holds significant value for the Open University of Tanzania by informing new staff about crucial aspects of their work environment. The study recommends that for the university to enhance

its orientation training effectiveness, top management should offer robust support, exercise their full authority, and allocate a reasonable and realistic budget for the programme.

## **Learning Theory**

This study was underpinned by the learning theory by Lewin (1958). The workforce can acquire strategies through cognitive learning and then apply what they have learned to solve challenges. Lewin (1958) divided learning into three crucial phases. Unfreezing is the initial stage, which is essential to complete to go past group conformity and personal reluctance. The new processes and structures must be put into place during the second step of moving, and the change must be stabilised or "stick" over time during the third stage of refreezing (Gold, 2019). The advantages of learning theories lie in their capacity to offer thorough frameworks for comprehending how people pick up new knowledge and abilities and how these can be used successfully in a variety of circumstances.

## **Methodology**

This study employed a quantitative research approach to assess the effect of induction training on employees' performance at the National Social Security Fund (NSSF) in Mbeya City, Tanzania. An explanatory research design was adopted, which enabled the researcher to examine the cause-and-effect relationship between induction training and employee performance.

The study population consisted of Regional Managers, Administrators, Heads of Departments, and other employees at NSSF in Mbeya City. A purposive sampling technique was used to select respondents who were directly involved in or affected by the induction training process. This sampling approach resulted in a total of 24 respondents.

Data collection was carried out through structured surveys. The primary instrument was a questionnaire designed using a five-point Likert-scale, ranging from strongly disagrees to strongly agree. This allowed respondents to express their perceptions and experiences regarding induction training and its impact on performance. The collected data were analysed using Statistical Package for Social Sciences (SPSS) version 20. Descriptive statistics, such as frequencies, percentages, and means, were used to summarize respondents' characteristics and responses.

## Findings

Effect of Induction training on employees' performance at NSSF Mbeya. The results are presented as follows;

**Table 1: The Effect of Induction Training on Employees' Performance at NSSF Mbeya**

S/No.	Induction Training	Responses					Mean
		SA	A	N	D	SD	
1	Induction training at NSSF Mbeya is very effective	9(38%)	11(46%)	2(8%)	2(8%)	0(0%)	4.125
2	Induction training covered organisational culture and values	11(45.8%)	10(41.7%)	3(12.5%)	0(0%)	0(0%)	4.333
3	Induction training covered Policies and procedures	8(33%)	13(54%)	3(13%)	0(0%)	0(0%)	4.208
4	Induction training covered Job-specific tasks and responsibilities	12(50%)	10(41.7%)	2(8.3%)	0(0%)	0(0%)	4.416
5	Induction training covered Safety and compliance regulations	9(37.5%)	11(45.8%)	3(12.5%)	1(4.2%)	0(0%)	4.166

6	Induction training influences your job performance	7(29%)	15(63%)	1(4%)	1(4%)	0(0%)	4.416
7	Do you believe the skills and knowledge gained from induction training align with your job responsibilities?	9(38%)	13(54%)	2(8%)	0(0%)	0(0%)	4.291
8	Induction training enhances problem-solving and decision-making abilities in your job role	10(42%)	13(54%)	1(4%)	0(0%)	0(0%)	4.375

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**Source:** (Field Data, 2023)

**Key:**1=Strong Disagree (SD)

2=Disagree (D)

3=Neutral (N)

4=Agree (A)

5=Strong Agree (SA)

Based on the responses in the Table above, representing the induction training adequately covered organisational culture and values, the induction training adequately covered policies and procedures, the induction training adequately covered Job-specific tasks and responsibilities, and the induction training adequately covered safety and compliance regulations. Respondents based on the nature of their jobs in particular and the company's business needs in general. Their opinion calls for frequent training so as to keep up to date in all situations.

## Discussion of the Findings

The study finds the connection between NSSF Mbeya employees' performance and the impact of induction training. The study showed that the respondents believed that the performance of employees improved

after receiving sufficient induction training that addressed organisational culture and values by 84%, policies and procedures by 87%, job-specific tasks and responsibilities by 91.7%, safety and compliance regulations by 83.3%, and that employees met their set targets. Additionally, the study discovered that through improving employees' capacity for problem-solving and decision-making by 96%, as well as their comprehension of their duties, training increased workers' productivity and effectiveness at work. And the Mean of the respondents is based on 4 which mean respondents agree that induction training improves employees' performance.

According to Lee et al. (2023), induction training has a significant impact on worker performance. Knowledge and skills are imparted to promoted, transferred, and categorised staff through induction training. According to Vajan et al. (2020), participants believed that the induction process enhanced communication and production. Mchete and Shayo (2020) posit that induction training is a valuable tool for the Open University of Tanzania (OUT) as it provides new hires with important information about their workplace. They also recommend that top management provide strong support, exercise full authority, and provide a reasonable budget for the programme. Therefore, while introductory training may have an impact on employees' performance in other situations, in our instance, very few employees' working performance has increased as a result of introductory training. The NSSF management has to find better ways to enhance orientation training so that it has a greater impact on worker productivity.

According to the study's findings, new hires at Livingstone Central Hospital performed significantly better at work after receiving theoretical knowledge induction (Siame, 2024), Bendera and Mtey (2024) define induction training as essential for assisting new hires in establishing their sense of self, being engaged at work, and integrating socially-all of which improve Organisational performance. Also, findings indicate that the

organisation need high-quality orientation programme for its staff to improve performance and satisfaction (Ahmed, 2014).

## **Conclusion**

Nonetheless, the choice is sound when considering the connection between the employee's performance at NSSF Mbeya and the impact of induction training. The results demonstrate that, generally speaking, induction training enhanced problem-solving, decision-making abilities in the job role (affirmed by 96%), as a gauge for following the organisation's principles and culture (87.5%) and policies and procedures (87%).

According to the study's findings, employee performance was positively impacted by induction training programmes which covered with culture and values, police and procedures, job-specific tasks and responsibilities, safety and compliance regulations, that enabled employees to recognise job responsibilities, improve job working skills, make the job easier for new hires, and provide employees with skills and experience. The results suggest that companies should provide effective introduction programme for new employees, as research indicates that these initiatives enhance general staff members' abilities, backgrounds, collaboration, job happiness, inventiveness, and punctuality.

## **Recommendations**

Based on the study's findings, it is recommended that policymakers and organisational leaders place greater importance on implementing well-structured induction training programme as a strategic means to enhance employee performance. Induction training should not be treated merely as an administrative requirement but recognised as a vital component of an organisation's human resource development strategy. Such programme should clearly communicate job roles, organisational policies and procedures, and the institution's culture and core values.

Employers should design induction programme that help new employees understand how their individual responsibilities align with the organisation's overall goals. This alignment promotes a sense of belonging and motivates employees to contribute effectively to the organisation's mission. Additionally, including elements that develop leadership, problem-solving, and decision-making skills can further boost both individual and team productivity.

For policymakers, it is essential to advocate for and establish frameworks that require both public and private organisations to adopt comprehensive induction processes. Such policies will help ensure that on boarding is not only standardised but also tailored to build motivation, encourage commitment, and support employees' long-term growth.

In summary, effective induction programme have a significant positive impact on employee performance and should therefore be viewed as a strategic investment by employers and supported by robust policy frameworks from relevant authorities.

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