Full Research Paper

The Changing Nature of New Employees' Orientation: "Staff Retention and Turnover Reduction" An Empirical Study In The Gambia's Public And Private Sectors

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ABSTRACT

Purpose: One of the major areas on HRM is how to develop employees and get the most efficient out of them by retaining employees and reducing an organization's turnover rate. People leave organizations all the times, depending on various reasons that might be personal and out of the control of the employee, and/or either due to conflict of interest of employees seeking a change in their careers. There are various possible factors of the range of control of the organization. However, it has been observed that organizations can keep their employees longer if they are oriented and well-trained. In this paper, investigation will be on the impact of employees' orientation as a tool towards reducing high turnover rates.
Methodology: Both primary and secondary data were used to gather information for this investigation. The secondary data was obtained from articles, blogs, papers online, and textbooks. The questionnaires were sent to respondents electronically via Google forms. A link was produced: Https://forms.gle/GEgBCklkmlkMXmL9 after the survey was built, it was shared amongst respondents with an attached letter of clarification explaining the process of participation which was on voluntary basis. The survey was opened for a span of one week and within a week 144 surveys were filled and submitted above the benchmark which targeted 100 participates. The targeted audience was a random selection of The Gambia's workforce, there was no specific organization under reviewed.
Findings: The Statistics of this survey shows that very few numbers of employees stayed with an organization for more than 5 years of employment which indicates a high turnover. Over 73% of the respondents received orientation prior to job engagement with little and/or less information about how to do their jobs. Whereas, over 27% of employees never received any orientation. Results also show that management does not get involved often in ensuring that their newly hired employees understand what-to-do? And how-to-do-their jobs, rather most employees ended up learning their jobs by themselves. Finally, this survey recorded 38% for employees' feedback and 66% of the time management does not respond to staff feedback. Feedback is one of the most ideal ways of improvement but management concentrates less on it. On the side of training and development, 42% of the respondents believe that orientation helps in reducing the rate at which people leave an organization. While 36% feel neutral about this statement and 50% of the respondents believe that orientation helps in retaining employees.
Keywords: Employee Retention, Organization's Turnover Rate, Employment

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1. INTRODUCTION

Orientation for new employees is a make or break experience for the newcomer. According to (O'Toole, 2019), at its best, the process of new employee orientation solidifies the new employee's relationship with the organization. It fuels their enthusiasm and guides their steps into a long-term positive relationship with the organization, and helps the organization retain the employees that they most want to keep. According to Kim et al. (2015), despite its effectiveness in development and socialization, new employee orientation as a stand-alone training intervention has rarely been a topic of interest in the academic world. If conducted poorly, the orientation will leave new employees wondering why they decided to work in your organization.

This lays the foundation for a negative employee experience of your job and organization— and why stay with such an organization when the war for excellent talent is escalating? (Hacker, (2006) expresses that first impressions do count, especially to new employees. By managing first impressions and the orientation process of new hires, managers can create an organization in which employees are more productive and to which they feel more connected.

Today's competitive job market challenges both the demanders of labor and the suppliers of labor. We live in a very competitive world which requires the labor force to be exceptional and recruiters to be hospitable. This requires a circumstance that will bring together both employers and employees to a common ground that will allow them to see eye-to-eye in what is to be a win-win for both the employers and the employees. The inability for organizations to effectively orient their newcomers could lead to grievances, workers feeling lost in a new workplace on what to do, when to do it, how to do it, why to do it, not knowing who is who in the organization and not knowing what they are entitled to and such.

The failure for the employer to guide on this will lead to employees not being well informed which will not only leave the newcomer demotivated but also affect their performance and hence the performance of the whole organization. According to the SHRM Foundation, 93% of companies have new employee orientation programs in place and about 20% of staff turnover occurs within the first 45 days of employment. Those that are likely to quit are new hires who do not understand their role in the organization or realize that the organization's culture does not align with their values. Orientation programs are in place to prevent these issues and the cost of replacing an employee (Picincu, 2019).

Orientation provides new employees with information that is to ease their transition into their new workplace. It is to give a clear picture of the organization and the department, to which the new employee belongs. The new employee gets introduced to the departmental goals, policies and procedures, customs and tradition and the employer's expectations are conveyed (Fatim Mbenga, 2020). Tactics used in this process include formal meetings, lectures, printed materials, videos, or computer-based orientations to introduce new hires to their new job and organization. Research has validated that these socialization techniques lead to positive outcomes for new employees such as better job performance, higher job satisfaction, greater organizational commitment and reduction in occupational stress and intent to quit (Ashford and Black, 1996) (Fisher, 1985).

Orientation stimulates the employee to have a good attitude towards their new job and at the same time relieves their anxieties about starting a new job (Oregon State University, n.d.).

This study will focus on investigating the changing nature of new employee orientation on retention of employees in the workplace. It is important to assess whether employee orientation has its intended effect on the retention. It will also uncover ways of improving upon orientation for new employees so they may integrate well into the organization. In this connection, employee orientation is taken into consideration on the basis of its role in retaining employees especially in The Gambia's public and private sectors. How effective does employee orientation serve as a tool to retain employees in The Gambia's public and private sectors?

This paper is intended to improve the retention of employees in organizations. It will help prevent how often organizations lose workers and have to go through the time consuming recruitment process again to get a new replacement onboard. The paper will also serve as a good reference for those interested in studying issues related to employee orientation and retention as well as broaden knowledge and experience. The paper will be aimed at determining the effect of employee orientation in The Gambia's public and private sectors, focusing on the following major issues:

1. The significance of employee orientation.
2. Appropriate recommendation and suggestion for future employee orientation.
3. Measure the impact of employee orientation in the public and private sectors.
4. Find out how employee orientation has helped to prevent a high turnover rate in the private sector.

The study of retaining employees is a very wide area in HRM and there are many approaches to resolving a high turnover rate. However, the study is limited to investigate the changing nature of employee orientation as a tool to reducing a high turnover rate. The public and private sectors of The Gambia is the focus for this paper and how employee orientation achieves its aim of retaining staff.

2. LITERATURE REVIEW

Recruiting and retaining skilled employees has been the greatest challenge managers will ever face in today's competitive hiring environment. A junior accountant may receive multiple employment offers before making a final decision, which means there's always a risk he or she may pursue one of these offers if your position isn't the right fit. It is a job seeker's market, and more and more companies are recognizing the need to go to greater lengths to make their work environments as appealing as possible to prospective hires. One way they're accomplishing this is by designing formal orientation programs for new employees. The first couple of weeks on the job are formative. At this stage the new staff will establish attitudes about the position, colleagues, management and the company itself. In the long term, this (decisive) stage can influence the employee's overall job satisfaction and determine whether a staff member decides to stay with the organization (Messmer, 2000).

New employee orientation, also referred to as onboarding introduces newly hired employees to the workplace and familiarizes them with the company's basic practices. In addition to helping new employees understand the company's operating procedures, a thoughtful and well-designed orientation program also serves to set expectations and can help new employees be more productive team members at a faster pace (Sclafani, 2012). It may also interchangeably be referred as onboarding or induction.

2.1 Onboarding

Onboarding should be done whether the new employee is full-time, part-time, contractual, or an intern. Employee onboarding is critical to learning job responsibilities, being familiar with performance expectations and building positive working relationships. It combines classroom and virtual delivery, e-learning and other tools and resources that cover a wide spectrum of topics to aide employees. Onboarding by the HRM team should provide information that the staff will need immediately regarding topics such as standards of conduct, occupational health and safety, pensions and benefits, learning and development opportunities and government policies (Newfoundland Labrador Canada, n.d.). Onboarding, also known as organizational socialization, is management jargon first created in the 1970s that refers to the mechanism through which new employees acquire the necessary knowledge, skills, and behaviors in order to become effective employees (Bauer & Erdogan, 2011).

According to Alvenfors (2010) organizational socialization is the process whereby an employee learns the knowledge and skills necessary to assume his or her organizational role. As new employees become socialized, they learn about the organization; its history, values, culture, and procedures. This knowledge about the new hires' work environment affects the way they are able to apply their skills and abilities to their job. How actively engaged employees are in chasing knowledge affects their socialization process (Kammeyer-Mueller and Wanberg, 2003). They also learn about their work group, the specific people they work with on a daily basis, their own role in the organization, the skills needed to do their jobs, and both formal procedures and informal norms. Socialization functions as a control system in that newcomers learn to internalize and obey organizational values and practices.

According to (Sclafani, 2012) orientation should begin with welcoming your new employee, giving them a tour of the office, introduce them to their new co-workers and show them their work station. It is also a good time to collect and have any necessary paperwork completed. Details on pay periods, payroll deductions, health insurance and other benefits to which the new employee is entitled to should be communicated. It will be helpful to prepare a benefits package ahead of time and give to the employee and let them know who can answer their questions. Attendance and leave must be reviewed as the employee should know their expected work hours and the organization’s policies regarding absenteeism, break periods and taking time off, such as how much notice is required to give. Conduct regarding the dress code, telephone and computer use and other expectations. If the organization’s policies are explaining in an employee handbook, then the employee should receive a copy. It is highly important to explain necessary safety and security procedures, the distribution of employee keys, obtaining employee identification and parking passes as appropriate.

Given that there is required training, training sessions should be scheduled as soon as possible so the employee can learn about the technology, safety and other special skills necessary to perform his or her job. One should never assume that new employees are familiar with safety procedures, even if they have worked in similar jobs in the past. Onboarding should be conducted as soon after an employee's start date as possible. The duration of the orientation program can range from 2 or 3 hours to several days, depending on the amount of information to cover and the complexity of the position. The best measure of the success of your program is whether the new employee has enough information to feel confident and productive in the new position. Those in charge of orienting should avoid overwhelming their new employee with too much information on the first day. If a considerable number of topics need to be covered, consider extending the orientation over a second day. Another way of organizing your orientation agenda is to identify information your new employee needs to know on the first day, first week, second week, etc.

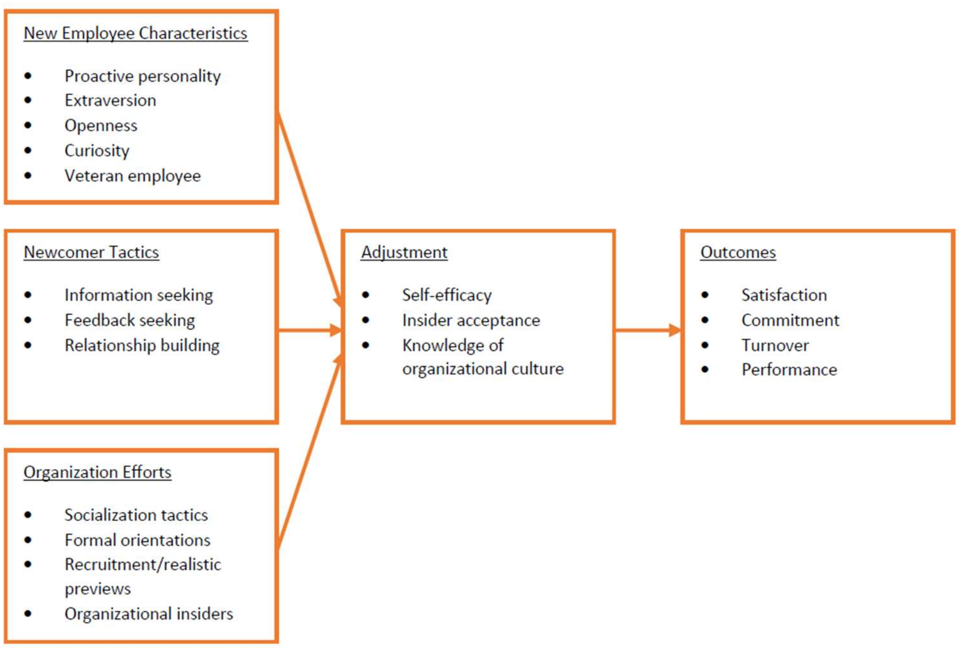

Image 1: A model of onboarding adapted from Bauer & Erdogan (2011)

2.2 Who Conducts Orientation?

The parties that play the most significant role in onboarding are the employees and their managers. Orientation is conducted by the organization, more so by the HRM team, however it is not just limited to that department. The supervisor of the department in which the new employee is designated has to play a very active role with onboarding the newcomer too once general orientation is done by the HRM team. The supervisor in more detail can dwell better into their units, their tasks, their processes, their outcomes. This should promote communication between the supervisor and the new employee. Alongside the supervisor’s induction, the other members of the units do play a role, although it is more informal.

As colleagues the unit members are better able to guide the newcomer and socialize them well into the workplace by explaining little details that may have been missed in the HRM's orientation. Ideally, the new hire's immediate supervisor will participate in part of the new employee orientation. The Human Resources department handles the company overview, the handbooks, the benefits, and other basic information, but, then, the supervisor takes over. For an effective new employee orientation process, many companies expect the supervisor to provide the departmental, and work-specific orientation. On the first day, a new employee should meet with their new supervisor. The meeting should include a plan for specific training. Both the supervisor and the new employee are encouraged to share their expectations for the job, including fears or reservations each may have. The manager keeps the meeting positive and adjourns with the new hire started on a meaningful assignment. The new supervisor should avoid the mistake of allowing the new employee to sit idle. The HRM team can help design a checklist which assists supervisors to provide a thorough orientation and manage the integration of the new hire.

2.2.1 Management's Responsibilities

Topics to cover during orientation include the history of the organization, its mission, the goals of the department and the organization. The new employee's job position must be fully described, the responsibilities spelt out, the expectations of the supervisor communicated. Ways in which the employee's career can be developed within the organization will motivate the employee more as they would know that the organization does also have their interests at heart. There should be a safety and security in the workplace briefing because employees need to know that they are safe within their working conditions. And in the event that there are occupational hazards they must know how the organization is willing to take care of them, whether it is with a medical service plan or insurance. The new member of the organization must be told of the kind of contract they hold, the benefits that come with it and other personnel policies. We live in a digital age as well and pretty much depend on technology for work. Therefore, there are responsible computing policies staff must know to abide by and what information is okay sharing and what should not be shared.

2.2.2 Supervisor's & Unit Responsibilities

It is highly important that the supervisor develops good communication with new employees (Oregon State University, n.d.). In the long run, the distinct, clearly defined expectations will reduce potential misunderstands because the more the employee is told about where they work, the more comfortable they will feel in their new positions. Initially, a new employee might be taken around their work areas, introduced to key personnel. An integration that is specific to the employee's designated unit enables the new employee to receive one-on-one attention with their colleagues, and allows departments to tailor information to meet their unit needs. The unit along with the supervisor should develop a unit-specific checklist that might include information on signature authority, purchasing processes, safety items, etc. The supervisor can delegate a person to show the new employee around and take care of internal needs such as keys, computer, ID card, human resource forms, etc. Persons in the unit can identify programs important to the employee's long-term success, such as promotion and tenure, research and grants, support services, etc. The same as inviting the employee to an informal coffee with office staff, director or department head for just conversation about work in a more relaxed setting will be helpful to the new employee.

The unit supervisor together with the HRM team can consider developing an internal "buddy" or mentor program specific to the employee's career development (Oregon State University, n.d.). Enhancing job satisfaction and retention of new staff is to be of importance for all organizations regardless of the industry. A unit specific orientation should be used to teach necessary skills for successful work and enhance retention of employees. Unit specific orientation will increase the level of comfort with the skills necessary for successful work on the unit. Findings will show that scores on a knowledge assessment test increased by 26% from before the unit specific orientation to after the unit specific orientation. This will lead to the unit's retention rate increasing from 44% to 84% (Ward, 2009).

2.3 Why Orient?

First impressions are important since they establish the basis for everything that follows. We orient to integrate, to guide, to inform, to advise. There are different parts played in the orientation process, that is, the role of the HRM team, the supervisor and the unit, which altogether should make the newcomer stand firm and sure of the choice they made to join the organization. New hires are human and many question their decisions to change companies by the end of their first day. Their anxieties are fueled by mistakes that companies often make during that first-day new employee orientation program (Sclafani, 2012). These common mistakes include overwhelming the new hire with facts, figures, names and faces packed into one eight-hour day; showing boring orientation videos; providing lengthy front-of-the-room lectures; and failing to prepare for the new hire by providing appropriate equipment such as a laptop and adequate assignments so the new employee feels as if they have jumped right into the work of the new job. Before completely revamping the already existing new employee process, ask yourself the following questions: "What do you want to achieve during new employee orientation? What first impression do you want to make?" A company's positive first impressions can cement the deal for a newly recruited employee. Those positive strokes can speed integration and productivity. Research shows that good orientation programs can improve employee retention by 25%.

2.3.1 Importance of Orientation

Orientation is important because it lays the foundation for a new employee's career with a department. Without orientation a new employee may feel uncomfortable in their new positions and this will make them take a lot longer to reach their full potential. We conduct orientation because it provides new employees with concise and accurate information that will help them in the job. This will help the new employee adapt faster to the job and boost their confidence, hence contributing to a more productive and effective workforce. The lack of orientation will lead to new employees looking lost like a lamb in the midst of a new working environment that has its own culture that they are yet to know and will be able to adapt to. Without orientation new employees are most likely to just observe their colleagues and work passively without understanding the essence of what they are doing. New employees have to be put on board well regarding their day to day activities. They must know why they file a certain document, where that document ends up, what is the meaning of this document and what role did they play in it. New employees have to understand what they are in, what they signed up for, understand the grand scheme of things and know where their contribution plays into it. If a new employee gets onboard without going through orientation they will be lost as they are not well integrated into the work society.

This would lead to the new employee feeling like they do not belong and would consider the thought of not staying with the organization. If cases like this are reoccurring, this should force the HRM to look into why there are quite a number of employees resigning after shortly taking up their post and try to come up with a solution for it. Orientation serves to enhance the effectiveness of new employees. The central question among a lot of human resource managers and of course employers of labor is how to in their various capacities and abilities effectively and efficiently retain employees.

2.4 Stages of Orientation

An organization's success will depend on hiring the right people and giving them the proper training regardless of their department. One of the most crucial parts of that initial training is the employee orientation process (Quain, 2018). Orientation typically refers to the process of induction of new hires or the introduction of current employees to new technologies, procedures and policies at the workplace. The employee orientation process must be comprehensive and must provide information that includes expected performance, working hours, benefits, breaks, regulations and other important matters. Understanding the stages of the employee orientation process can help improve the handling of this aspect of your business.

i) The Pre-Orientation Stage

Although all the levels of orientation are essential, some companies skip the pre-orientation stage for new hires, and that could be a grave mistake. Pre-orientation begins before the start date of your new employee and involves sending a package of information via email or postal service. This package typically includes documents such as an organizational chart, vision statement, mission statement, and explanation of benefits, annual report and a checklist of what the actual orientation will cover. Sending a pre-orientation package increases the level of comfort new hires will have when they arrive to work on their first day, and it allows them to prepare questions in advance. For additional spirit some companies may also include a small giveaway in the package, such as a company mug or T-shirt, which can help create a sense of camaraderie.

ii) The Introduction to the Job-Site Stage

At this stage, the goal is to make new hires comfortable in their new work environment. In the first part of this orientation stage, new recruits are given information about the company's aims, objectives, organizational structure, strategic plan, customer base, future goals and culture. The second part of this orientation stage typically is a tour of the workplace, showing the employee their work station, where to find their supervisor, meeting some of the managers, supervisors in each department and colleagues, identifying potential safety hazards and including seeing equipment. This job-site orientation is to make new hires familiar with the basic layout of the company and to understand the general precepts that govern how the workplace functions. This orientation usually takes a day to complete.

iii) The Job-Specific Orientation Stage

In this stage, new hires are given job- or task-specific orientation, typically by their immediate supervisor. New employees learn details about their specific department or team, including information about breaks, absences, parking facilities, personal phone calls, email and internet policy, as well as the standards of performance for their work. The goal here is to shrink the orientation to the actual tasks that the new employee will perform, with an understanding of the normal workday processes that will ensure maximum efficiency. In some instances, you may want to assign a "buddy" to your new hire. This

buddy's job is to become a guide during the new hire's first weeks or months of work, answering questions, acting as a sounding board, and relaying critical information about projects and deadlines.

iv) The Follow-Up Orientation Stage

Although orientation could last several days, the truth is that new hire orientation is a months-long process. The follow-up stage is as critical as it allows the HRM to determine how well the new employee is adjusting to the job. Following up usually occurs on a weekly basis – supervisors or managers meet with the new employee to discuss any issues and problems that may have surfaced. Supervisors should encourage new employees to ask questions and honestly express challenges they are facing. The follow-up orientation stage lets you determine how well your employee is performing their assigned duties and also reveals how well your company has done in providing all the tools and help necessary for new hires to thrive. Of all the levels of orientation, this one is most critical to long-term success.

2.5 Induction Training

It goes without saying that one of the ways to keep employees is to train them. Orientation is a form of training; it is the initial training when the person is getting onboard. Induction training is an introduction given to a new employee explaining the business's activities, customs and procedures and introducing them to their fellow workers. (Borrington & Stimpson, 2018). This is carried out when an employee is new to the job and they will not know where anything is or who people are or what is expected of them. The induction program could last for a day or several days depending on the company and the particular job. When training employees there should be clear objectives. Training is important to organizations as it may be used to introduce a new process or equipment, improve the efficiency of the workforce, provide training for unskilled workers who make them more valuable to the organization. This will decrease the supervision needed, the chances of accidents and improve the opportunity for internal control.

The new employees should be clear on the benefits of the training or they will not take the training seriously. Training is usually trying to achieve an increase in skills, knowledge and improve the employee's attitudes to encourage them to accept change. A quasi-experimental field study examined the impact of attending a voluntary, organizational level employee orientation training program on organizational socialization. Six content dimensions of socialization were measured before and 1 to 2 months following orientation training for a sample of 116 new employees in a variety of occupations. Results revealed that employees attending the orientation training were significantly more socialized on 3 of the 6 socialization content dimensions (goals/values, history, & people) than employees who did not attend the training. Employees attending the orientation training also had significantly higher levels of affective organizational commitment than non-attendees, a relationship that was fully mediated by the socialization content dimensions, primarily goals/values, and history (Klein & Weaver, 2006).

2.6 Retention

Retention is the ability an organization has to retain its employees over some specified period. Employee retention begins on the first day of employment, and how they are oriented and trained will affect their ongoing success. Employers should have a process for welcoming new hires to ensure a positive and motivating experience. This encourages employees in a positive manner by being enthusiastic about performing an optimal job. Employees that are valued as a key component of their organization's success will most likely remain with the same company and will find their job rewarding if they are provided with new challenges and opportunities for growth (Heathfield, 2019). Orienting employees is one of the most neglected functions in many organizations. An employee handbook and paperwork is not sufficient anymore when welcoming new employee into an organization.

With an ongoing labor crunch, developing an effective employee orientation experience remains crucial. A well thought out orientation program, whether it lasts one day or six months, will not only help in retaining employees but will also increase employee productivity. Organizations that have good orientation programs get new staff 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 (Brown, 2019).

Welcoming process should include the following to ensure new employees have a positive experience on their first day of employment:

1. Send paperwork and the handbook prior to the start date.
2. A work space with the equipment and comfort items the employee may need to be productive.
3. The employee’s start date should be scheduled for their manager’s least busy day.
4. Alert the front desk for the new employee's arrival and Have them welcome the employee in an informed, supportive way.
5. Schedule lunches for the new employee for the first few days so the employee has a chance to meet people.
6. Assimilate the new employee into the company by assigning a mentor to the new employee who has the time and knowledge.
7. Arrange for proper guidance by scheduling regular meetings to ensure a prosperous relationship with the employee.
8. Assign the employee work on a core component of their job on the first day. New employees thrive when they feel immediately valued and productive.

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 as too much information has been dumped on them which they were supposed to understand and implement in a short period of time. This often results in a confused new employee who is not as productive as they could be and is more likely to leave the organization within a year. This is costly to both the employer and the employee – multiply this by the number of employees hired each year in an organization and the cost of turnover becomes substantial (Brown, 2019).

Retention Programs

Management must first pinpoint the root cause of the retention issue before implementing a program to address it. Once identified, a program can be personalized to meet the needs of the organization to help increase employee retention. An employee's perception of an organization forms during the first few days on the job and continues throughout their first six months, with 90% of employees still deciding whether to stay or leave the organization. In the case that the root cause is orientation and onboarding, it is in the best interest of both the employee and the management to impart knowledge about the organization effectively and quickly to integrate the new employee. Moreover, providing continual reinforced learning through extended onboarding over the first year can increase new hire retention by 25%. By implementing an effective onboarding process, productivity will increase and new hire turnover rates will decrease.

Herzberg's Theory

Frederick Herzberg’s motivation-hygiene theory, often referred to as the two-factor theory, states that there are certain factors in the workplace that cause job satisfaction, and certain factors that cause dissatisfaction, and these factors act independently of each other. Herzberg's findings indicate that factors garnering job satisfaction are separate from factors leading to poor job satisfaction and employee turnover. Herzberg's system of needs is segmented into motivators and hygiene factors. Motivators are often unexpected bonuses that foster the desire to excel and hygiene factors include expected conditions that if missing will create dissatisfaction. Employers must utilize positive reinforcement methods while maintaining expected hygiene factors to maximize employee satisfaction and retention (Breaugh & Starke, 2000). Examples of hygiene factors include organizational policies and procedures, supervision, relationships with co-workers and supervisors, physical work environment, job security, and compensation.

2.6.1 Employee Turnover

Employee turnover refers to the percentage of workers that leave an organization in a specified period of time and are replaced by new employees. Although different types of turnover exist, the general definition is that turnover occurs when the employment relationship ends. Employee turnover rate is one of the most important HR metrics. Voluntary turnover happens when employees willingly leaves the organization they work for, usually because they go to work in another company. Involuntary turnover happens when it isn’t the employees' decision to leave a company. In this case employees are terminated due to poor job performance, violation of workplace policies or absenteeism (Zojceska, 2018). According to Allen, D. G. (2008) employee turnover is a symptom of deeper unresolved issues.

This may include low employee morale, lack of recognition, poor employee-manager relationships or several other issues. The lack of job satisfaction and ~~commitment~~ can cause an employee to withdraw and look for other work opportunities. Pay does not always play as large a role in inducing turnover as is typically believed. Employee turnover often has a negative connotation because of the high costs related to high turnover rates. Replacing employees costs a lot of money considering the expenses associated with replacing an employee. This includes finding and hiring new employees, then onboard the new hire and train them until they are fully productive.

However desirable turnover occurs an employee whose performance falls below the organization's expectations is replaced by someone whose performance meets or exceeds expectations – this can improve the company's profitability. Conversely, undesirable turnover means the company is losing employees whose performance, skills and qualifications are valuable resources. It is a good thing if the high turnover is as a result of poor performers leaving a company. However, if top performers are leaving, this can be detrimental for a company. For this reason, it is tricky to say what a healthy turnover rate is. It depends on the company and its current situation. Accordingly, employee turnover should always be evaluated contextually. The employee turnover rate is calculated by dividing the number of employees who left the company by the average number of employees in a certain period in time. This number is then multiplied by 100 to get a percentage. The average number of employees is calculated by adding the number of employees the company was employing at the beginning of a certain period and the number of employees the company was employing at the end of a certain period, and dividing the result by 2.

Image 2: How to calculate employee turnover rate

When measuring turnover differentiate between the employees who leave for reasons management could not impact versus the employees who leave by choice. This differentiation will allow management to address the various causes separately and effectively. Turnover is expensive, disruptive, and impacts the morale of the remaining employees. It is often preventable when an employer offers market-driven compensation, better than average employee benefits, and a workplace culture that appreciates and engages employees. At the same time turnover is occasionally not preventable, but with attention, reducing voluntary and involuntary turnover is a solid and achievable goal. Turnover will increase if it is not prevented (Heathfield, 2019). Number of studies show that new hires were more effective in their role when they received orientation upon joining the organization. The frequent resigning of employees can be effectively managed through well conducted employee orientation. Orientations have been known to promote cooperation and mutual understanding between the organization and the new employees by providing a framework for dealing with the job, the various due processes and also an ease into the organization's socialization.

3 THEORETICAL FRAMEWORK

Van Maanen and Schein Model (1979)

John Van Maanen and Edgar H. Schein have identified six dimensions that characterize and represent the ways in which organizations may differ in their approaches to socialization.

1. Collective and individual socialization
   Collective socialization is the process of taking a group of new hires, and giving them the same training. Individual socialization allows newcomers to experience unique training, separate from others. Examples of this process include on-the-job training, internships, apprenticeship program.
2. Formal and Informal Socialization
   Formal socialization refers to when newcomers are trained separately from current employees within the organization. Informal socialization processes involve little to no effort to distinguish the two groups. However, it provides a less intimidating environment for recruits to learn their new roles via trial and error. Examples of informal socialization include on-the-job training assignments, apprenticeship programs with no clearly defined role, and using a situational approach in which a newcomer is placed into a work group with no recruit role.
3. Sequential and Random Socialization
   Sequential socialization refers to an organization providing identifiable steps for newcomers to follow during the onboarding process. Random socialization occurs when the sequence of steps leading to the targeted role are unknown and the progression of socialization is ambiguous. For example, while there are numerous stages leading to specific organizational roles, there is no specific order in which the steps should be taken.
4. Fixed and Variable Socialization
   This refers to whether or not the organization provides a timetable to complete socialization. Fixed socialization provides a new staff with the schedule it will take to complete a given task. Variable methods allow new hires to complete the onboarding process when they feel comfortable in their position. This type of socialization is commonly associated with up-and-coming careers due to several uncontrollable factors such as the state of the economy or turnover rates which determine whether a known new hire will be promoted or not.
5. Serial and Disjunctive Socialization
   A serial socialization process refers to experienced members of the organization mentoring newcomers. In contrast, disjunctive socialization refers to when new hires do not follow the guidelines of their predecessors; no mentors are assigned to inform new recruits on how to fulfill their duties.
6. Investiture and Divestiture Socialization
   This tactic refers to the degree to which a socialization process either confirms or denies the personal identities of the new employees. Investiture socialization processes document what positive characteristics newcomers bring to the organization, and when using this socialization process, the organization makes use of their preexisting skills, values, and attitudes. On the opposite, divestiture socialization is a process that organizations use to reject and remove the importance of personal characteristics a new hire has. This is to assimilate them with the values of the workplace by severing previous ties and old habits in order to create a new self-image based upon new assumptions.

Tactics influence the socialization process by defining the type of information new hires receive, the source, and the ease of obtaining it.

Jones' Model (1986)

Building on the work of Van Maanen and Schein, Jones (1986) proposed that the six dimensions can be abridged to two categories: institutionalized and individualized socialization. Companies that use institutionalized socialization tactics have group orientations, step-by-step programs, and implement mentor programs. With individualized socialization tactics, the new hire starts working immediately on their new position and figures out company norms, values, and expectations along the way. With this orientation system, individuals must play a more proactive role in seeking out information and initiating work relationships.

Limits and Criticisms of Onboarding Theory

Jones (1986) and Allen and Meyer (1990) found that socialization tactics were related to commitment, but negatively correlated with role clarity. According to Bauer, et al. (2007), this is because formal orientation diplomacies protect the new hire from their full responsibilities while they are still "learning the ropes”. This makes it probable for role confusion once the new hire fully enters the organization. In addition, researchers have conveyed concerns over the duration it takes newcomers to adjust. There is great difficulty determining the role that time plays, but once the length of the adjustment is determined, companies can make appropriate recommendations regarding what is of higher priority in various stages of the adjustment process. Further criticisms include the use of special orientation sessions to educate new hires about the organization and strengthen their organizational commitment. While these sessions have been found to be formal and ritualistic, studies have found them unpleasant or traumatic (Rohlen, 1973).

3.1 Kirkpatrick's Four-Level Training Evaluation Model

Donald Kirkpatrick, former Professor Emeritus at the University of Wisconsin, first published his model in 1959. He updated it in 1975, and again in 1993. Kirkpatrick's Four-Level Training Evaluation Model is used to analyze learning effectiveness and ensure that training programs are relevant, engaging and effective. Whenever training is delivered, you need to know how effective it is. Are the people putting their learning into practice? Is it positively impacting their role and the organization? The Four-Level Training Evaluation Model helps objectively analyze the impact of training, to work out how well participants learned, and to improve their learning in the future.

By analyzing each level, you can gain an understanding of how effective a training initiative was, and how to improve it in the future. Each successive level of the model represents a more precise measure of the effectiveness of a training program. The four levels are Reaction, Learning, Behavior, and Results. As you move from levels 1 through 4, the evaluation techniques become increasingly complex and the data generated becomes increasingly valuable. Due to this increasing complexity as you get to levels 3 and 4 in the Kirkpatrick model, many training professionals and departments confine their evaluation efforts to levels 1 and 2. This leaves the most valuable data off of the table, which can derail many well intended evaluation efforts (Peck, 2019).

1. Reaction
People should feel that training is valuable. Reaction data captures the participants' reaction to the training experience. Specifically, it refers to how satisfying, engaging, and relevant they find the experience (Peck, 2019). Measuring how engaged they were, how actively they contributed, and how they reacted to the training helps understand how well they received it. Getting a reaction enables you to make improvements to future programs, by identifying important topics that might have been missing.
Questions to ask trainees:
- Did you feel that the training was worth your time?
- Did you think that it was successful?
- What were the biggest strengths and weaknesses of the training?
- Did you like the venue and presentation style?
- Did the training session accommodate your personal learning styles?
- Were the training activities engaging?
- What are the three most important things that you learned from this training?
- From what you learned, what do you plan to apply in your job?
- What support might you need to apply what you learned?

Employee satisfaction surveys can be used to measure people's reactions or by asking for verbal feedback. Once the feedback is analyzed, management can consider the changes that could be made in response.

2. Learning
Level 2 focuses on measuring what the trainees have and haven't learned. It also measures what they think they'll be able to do differently as a result, how confident they are that they can do it, and how motivated they are to make changes. This demonstrates how training has developed their skills, attitudes and knowledge, as well as their confidence and commitment. To measure how much the trainees have learned, start by identifying what you want to evaluate. As training sessions should have learning objectives that should be the starting point. Learning can be measured in different ways depending on the objectives, though it is helpful to measure these areas both before and after training. Before training begins, test the trainees to determine their knowledge, skill levels and attitudes. Then, do a post training test to assess the trainees a second time to measure what they have learned. This could also be done with interviews or verbal assessments.

3. Behavior
The third level helps to understand how well people apply their training. It also reveals where people might need help, but behavior only changes when conditions are favorable. Imagine that you're assessing your team after a training session and you can see little change. You conclude that they learned nothing, and that the training was ineffective. However, it is possible that they actually learned a lot but the organizational culture obstructs behavioral change. It could be that existing processes mean that there's little scope to apply new thinking. As a result, people don't feel confident in applying new knowledge, or see few opportunities to do so. Management should develop processes that encourage, reinforce and reward positive changes in behavior. These processes are "required drivers." If a team member uses a new skill effectively, highlight this and praise them for it.

Effectively measuring behavior is a longer-term process that should take place over weeks or months following the initial training. Questions to ask include:

- Did the trainees put any of their learning to use?
- Are trainees able to teach their new knowledge, skills or attitudes to other people?
- Are trainees aware that they've changed their behavior?

Conducting interviews and observations is a way to measure behavior. Another is to integrate the use of new skills into the tasks that you set your team, so that people have the chance to demonstrate what they know. Managers need to be closely involved at this stage, assessing and coaching their team members in making behavior changes.

4. Results

This level involves analyzing the final results of your training. This includes outcomes that management have decided are good for business, employees, and which demonstrate a good return on investment. This level will likely be the most time consuming and costliest. The biggest challenge is to identify which outcomes, benefits, or final results are most closely linked to the training, and to come up with an effective way to measure these outcomes in the long run.

Modern trainers often use the Kirkpatrick model backwards, by first stating the results that they want to see, and then developing the training that is most likely to deliver them. This helps to prioritize the goals of the training and make it more effective.

Here are some outcomes to consider, depending on the objectives of your training:

- Increased employee retention
- Increased production
- Higher morale
- Reduced waste
- Increased sales
- Higher quality ratings
- Increased customer satisfaction
- Fewer staff complaints

It is useful to make a series of short-term observations and measurements to check that changes in behavior due to training are making a worthwhile difference to your team's performance, these are called "leading indicators."

3.2 Drawbacks of Kirkpatrick's Model

The Kirkpatrick Four-Level Training Evaluation Model is designed to objectively measure the effectiveness of training. However, the model isn't practical in all situations. Formal training is becoming less prominent with the rise of personalized, user-directed learning. Kirkpatrick's model is not necessarily suited to this new approach to learning. Another drawback of this model is that Levels 3 and 4, which arguably yield the most useful information are time-consuming, resource-intensive, and expensive to implement. Therefore, the model may not be practical for all organizations, especially if there isn't a dedicated HR department to conduct the analysis. And, it is not ideal for all situations, such as one-off training (Mind Tools, n.d.).

3.3 The 70:20:10 MODEL

Non-formal methods of workplace training are often valuable. There are other, sometimes more effective ways to learn besides the classroom-based training. With the 70:20:10 model of learning, formal courses make up the smallest proportion of learning time – 10%. The model describes an ideal balance between different ways of learning and developing in the workplace:

70 % by Experience, through day-to-day tasks, challenges and practice
20 % by Exposure, through social learning, in person or online
10 % by Education, through formal learning including courses

This model stemmed from the works of Professor Allen Tough in the 1960s and 70s, Michael Lombardo and Robert Eichinger at the Center for Creative Leadership in the 80s, and the U.S. Bureau of Labor Statistics in the 90s. All three found that learning outside of formal courses, especially unprompted "self-directed" learning, was both common and effective. The 70:20:10 model is a pointer to the weight given to each area.

The purpose of the model is to encourage leaders, managers and their team members to see learning and development as a core part of their everyday roles, not an optional add-on. At the same time, it does not mean that organizations should abandon their formal training programs. Rather, they can redesign them so that employees reach their development goals through a blend of methods with the help of their managers and co-workers (Mind Tools, n.d.).

3.4 Self-Paced Orientation vs. Lecture Discussions

Onboarding combines classroom and virtual delivery, eLearning, and other tools and resources that cover a broad spectrum of topics to assist employees with their orientation into an organization. It provides key information needed immediately regarding topics such as standards of conduct, policies, occupational health and safety, pay, pensions and benefits and learning and development opportunities. According to (May, 2018) self-paced and classroom training methodologies both empower employees with knowledge and skills.

The self-paced method allows employees to study at their own pace according to their interests and learning styles using a variety of media. Self-paced training does not follow a scheduled timetable. It allows employees to finish at their own pace either at work or at home in their convenient time. The self-paced method is flexible, cost-effective. Classroom training follows a predefined schedule and requires an investment of effort and time, however, the benefits are outstanding. The environment expels from the diversions of daily work so employees can focus on enhancing their skills, with a qualified and certified instructor present to help solve your queries. It is cooperative, practical and there is hands-on use of the tools and technologies.

Table 3: Difference between classroom and self-paced training

Parameters	Self-paced	Classroom
Learn at your own pace	✓	✗
Cost-effective	✓	✗
Flexible	✓	✗
Learn from instructors worldwide	✓	✗
Adaptive mode of delivery	✗	✓
Clearly defined end goal	✗	✓

Both are proven methods to increase one's knowledge and develop learning as each has its own pros and cons. Organizations should choose 'which one works better for them as What matters, in the end, is imbibing knowledge in a way that is low on effort and high on impact. Although a blended learning with a combination of both online and traditional classroom methods could be a great fit for some organizations. Having a formative program evaluation is useful to assess the effectiveness of changes in a program overtime. This process will document the effectiveness of changing an orientation program from traditional lecture-discussion to self-learning modules (SLMs). Results from the formative program evaluation confirms that SLMs were the method of choice for most learners as SLMs focus on adult learning principles more than the traditional methods, i.e. lecture-discussion. However, the program evaluation results also indicate that staff development educators need to vary teaching methods along with the use of SLMs (Grant, 1993).

According to Bauer (2010), regardless of the socialization tactics used, formal orientation programs can facilitate understanding of company culture, and introduces new employees to their work roles and the organizational social environment. More recent approaches, such as computer-based orientations and Internets, have been used by organizations to standardize training programs across branch locations. A review of the literature indicates that orientation programs are successful in communicating the company's goals, history, and power structure.

Mentorship

According to Chatman (1991), mentorship has demonstrated importance in the socialization of new employees. Ostroff and Kozlowski (1993) discovered that new hires with mentors become more knowledgeable about the organization compared to new hires without mentors. Mentors help new hires feel comfortable and manage their expectations by giving advice and social support. Chatman (1991) found that new hires are more likely to have internalized the key values of their organization's culture if they had spent time with an assigned mentor and attended company social events. According to Rollag, et al. (2005) what often separates rapid onboarding programs from their slower counterparts is not the availability of a mentor, but the presence of a "buddy", someone the newcomer can comfortably ask politically sensitive or trivial questions. Buddies can help establish relationships with co-workers in ways that can't always be facilitated by a new employee's manager.

3.5 Motivation & Recognition

With unemployment at near historic lows in the United States, employers report that their single greatest challenge is recruiting and retaining talent (Gerdeman, 2019). Many companies would think to throw money at the problem. However, according to new research by Harvard Business School Assistant Professor Ashley V. Whillans, more than 80% of American employees say they do not feel recognized, despite the fact that companies are spending more than a fifth of their budgets on wages. What employees crave even more is to feel that their managers appreciate them and aren't afraid to show it. In most organizations there are no recognition programs for employees. Companies with strong recognition programs enjoy increased productivity, lower job turnover, and greater returns on investment than other companies in the same industries. (Landy, et al., 2018) suggests that when recruiting, the benefits should be emphasized. Talking about a job's perks, such as skill training, flexible work schedules etc. can give companies a recruiting edge.

A 2018 study that Whillans and her team conducted of more than 92,000 job ads found that the more benefits an employer described, the higher the application rates. Plus, when employers described benefits in detail, such as generous family leave policies, they pulled in more applications than firms that paid significantly more. Candidates said the "softer" rewards described in the job ads gave them the impression the company cared about its employees and was more considerate with helping workers find a healthy work-life balance and that mattered more to them than the extra money.

3.6 Why Rewarding Works

These types of rewards work because they tap into three strong psychological needs: Employees long for *autonomy*, with the freedom to choose how to do their work; they want to appear *competent*, armed with the skills needed to perform; and they want to feel a sense of *belonging* by socially connecting with colleagues in a meaningful way. When these needs are satisfied, employees feel more motivated, engaged, and committed to their workplace and mention fewer intentions of leaving their jobs, Whillans says. Managers should be trained in how to regularly show appreciation. "Many managers feel awkward showing gratitude and shy away from it," she says. "That's why organizations need to make a push to help managers with this. It can make all the difference in whether a talented worker stays or goes."

3.7 THE 80-20 RULE

According to (Austin, 2019) there should be a strategy for humans. Hiring is difficult, and even when you get really good at it, you are adding human beings who have unique needs, past-job learnings to unlearn, and career aspirations. Their added productivity and how they add to your culture is only part of the hiring consideration. Your hiring strategy needs to consider their human needs including benefits, HR support, a strong onboarding experience, training and mentorship, and acclimation with their new manager and colleagues. A great product leader will tell you that if you invest 80% of your effort in understanding the problem, it should result in spending 20% of your effort in building the right solution. The same applies to hiring. If you allocate 80% of your effort toward developing a great hiring strategy and program, you should only need to spend 20% of your effort on bringing great people on board and retaining them. A severe opportunity cost comes with bringing on the wrong people or the right people at the wrong time, so it's important to make sure you are careful to hire people who are a good fit for the organization and also provide adequate support for new workers to retain talent. Even for a tiny early-stage company, having to let someone go, or having them quit, not only stresses out the manager and team, but creates a productivity hit while you go through another hiring process. Even though it may feel like moving slowly through the process of building a team, a strategic approach will pay off.

4. CONCLUSION

This study has established that New Employee Orientation is a vital part in retaining employees, it is the preamble to every employment and it is a key. This is central to any sector or any industry in The Gambia to ensure that workers are integrated well and fully grasp the extent of their jobs and the organization they work for. New Employee Orientation is one of the things that will drive employees' performance as it is known in the human resource field that employees make the organization. Findings show that new hire orientation tends to be overlooked and not conducted at all in some organizations in The Gambia. For those respondents that received orientation with over 63% were not satisfied with the orientation. This leaves employees not feeling prepared for their jobs which breathes anxiety if time and care was not taken to integrate these new hires. This suggests that the HR departments have limited involvement in the Orientation of New Employees in The Gambia and do not fully capitalize on their responsibilities as a means of achieving organizational goals. Findings show that Employees are unlikely to stay in the same organization for over 10 years. It broaden the fact that employees need to grow their careers by exploring other paths. This kind of turnover is desirable. More importantly, within that statistic, people will leave their organizations if they are not motivated from the organization. Therefore, management are required to be checking on their new hires rather than assuming they already know the job.

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Full Research Paper

Real-Time Nitrogen Dioxide Pollutant Monitoring In Lagos State, Nigeria Using Wireless Sensor Networks

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ABSTRACT

Wireless Sensor Networks (WSNs) find its application in various facets of life. Atmospheric contamination in the various elements of air leading to hazardous effects of global warming and acid rains can affect the well-being of a population. An air pollution monitoring system is therefore important to keep away from such adverse imbalance in nature. In the proposed paper, an attempt is made to develop a real time pollution monitoring using wireless sensor networks (WSN). This WSN will monitor the profile concentration of nitrogen dioxide (NO2) in a chosen location. With the rapid growth in the industries, which are the main sources of air pollutants, the problem of air pollution is becoming a serious concern for the health of the population. The concentration of one major air pollutant gases Nitrogen dioxide (NO2) from the air is sensed by the gas sensors. The sensor is properly calibrated as per the standard methods and the gas sensor is then incorporated with the wireless sensor motes using hierarchical cluster-based architecture.The node is expected to sense pollutants, convert, and process the magnitude of pollution to equivalent data output which is transmitted to the remote base station. The expected results would show data of the Nitrogen dioxide sensor for each location and graphical results. Research and suggestions have been offered by researchers for two decades and more on the increasing dangers of industrialization, population growth, influx of used vehicles popularly called ‘tokunbos’ as they pertain to the public health and adverse effects if not properly managed. The test findings of this work still show if the concentration of gaseous air pollutant like NO2 in a chosen location and at a particular time poses a problem to humans and the environment.

Keywords— Air pollution, Wireless sensor networks, Nitrogen dioxide, Environmental risk, public health, Hierarchical cluster-based architecture

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