

A Conceptual study on the Impact of Induction on Generation-Y Commitment, Engagement and Retention in the Private Sector in Oman

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ABSTRACT - Induction phase is the most important aspect for the new employees as they not only get familiarize themselves to the organization but also eventually affects their adjustments in the organization and their long term plans. Employees are the most important assets of the organization in this competitive and innovative world as they are the propellers of success. Their commitment, engagement in work and retention should be one of the important goals of the organization and induction programmes may help to achieve this. Gearing them for the job, difficulties and demanding work help them to prepare them better for any unforeseeable situations and also develop them as independent employees. Private sectors are contributing to Oman's economy and are contributor of jobs in the market. The main aim of the sector is to generate profit and market share. It will be interesting to study that how these private sectors in Oman are taking induction programmes seriously and how far these induction programmes affect/impact employee commitment, engagement and retention. The paper will present review of literature on the main theme areas of study and show the outline themes which can be extended further in other researchers. Hence the main aim of the researchers are to contribute in this area as no other studies have been undertaken in Oman which have observed the relationship between induction with employee commitment, engagement and retention especially in the private sectors which should be the main jobs creator for young Omanis. The paper will present background on induction programs currently operated in private sectors. Rationale of the study, objectives and research questions will be presented and also highlighting the significance of the research and development of hypothesis from literature review. The study will eventually find out the gaps and areas which can be further undertaken to the importance of induction and its impact on employee commitment, engagement, and retention. The findings will provide basic foundation for the current debate of induction impact on the above mentioned aspects and provide new insight in these fields.

Key word: Induction, private sector, commitment, engagement, Retention, Oman

I. INTRODUCTION

The employment market has experienced the influx of large number of Generation-Y employees due to enhanced education levels and Ministry push for knowledge societies. This has eventually increased high turnover rates that have induced the necessity to review the employment policies and employee's welfare programs in Oman. According to the National Center for Statistics and Information the demographic characteristics of Oman's workforce population in 2017 shows that only 4% of the job seeker are of the aged category (40 and above) while the remaining percentage formed by the younger ages (NCSIOman, 2017). Furthermore, it is expected that by 2020 Generation-Y will form 58% of the total workforce in Oman (NCSIOman, 2015).

The importance of induction is felt today more than ever, as employee turnover is increasing in the private sector due to the unattractiveness for the younger generations e.g. Generation-Y. Literature have regarded the private sector employers concerns to integrate local employees due to lack of qualification, competence and experience as well as due to productivity concerns, payment and management difficulties (Ali, 2017) but it should be observed that whether the induction leads to proper adjustments towards the organization and the job requirements. It also enhances organizational commitment (Cornelius, 2001). Induction crisis can lead to high turnovers and expectation gap between employer and employee. Other reasons for turnover are not fitting into the organization, poor relation with supervisor and not fitting into the workgroup (Mabaso, 2012).

The Induction Process results in increasing the employee commitment towards the organization as it smooths the preliminary stages which is felt strange and unfamiliar to the starter as well as it creates swiftly positive attitude for the new employees so that they are comfortable and stay. Additionally, it increases the employee engagement in the work as it motivates the new employee to perform better. Overall the induction process will impact employment process by increasing the retention rate as it reduces the likelihood of the employee leaving quickly (Armstrong, 2014).

Hence, the present study is a maiden attempt to find out the impact between induction and employees' engagement, commitment and retention in private sector in Oman. The area of study is of paramount importance as Oman is gearing to manage the high unemployment rate and strongly pushing the Omanisation policy. The reason for not staying long in private jobs and preference for government jobs by Omani citizens is a big question in Oman. The researcher aims to find out whether induction programmes are also one of the factors of commitment and retention levels.

1.1. Purpose of Inquiry and Inquiry Questions

The main motive or aim is to find out the impact of induction programmes on employees and how far these effect commitment, engagement and retention in the company specifically for private sector in Oman.

The objectives of this research are:-

1. To find out the different induction programmes being offered in private sectors (manufacturing, tourism and logistics) in Oman.
2. To understand Generation Y Omani employees' perception for induction programmes.
3. To examine the challenges facing by private sectors related to induction programmes.
4. To understand the link between induction and employee commitment, engagement and retention of generation Y employees in Oman.
5. To know whether employee engagement affects retention levels of Generation Y Omani in private sector.
6. To compare and contrasts the three private sector (Manufacturing, tourism and logistics) based on their induction programmes.
7. To provide recommendations to different stakeholders for effective induction programmes.

1.2. Significance of the Inquiry

The Oman Vision 2040 is sighting the development of three main sectors "Manufacturing, Tourism and Logistics" as the main economic future drivers of Oman. It is anticipated to increase these sectors by 2020 will reach to OMR 6.6

Billion from the total GDP of the country (Tanfeedh, 2017). According to the Oman Vision there two main drivers to accelerate the development of these sectors that is the financial and the Human Resource (Tanfeedh, 2017). However, the development of these sectors eventually requires committed and capable workforce either to develop and build the infrastructure in promotion stage or the expansion stage to meet the demand as a results from the intended / anticipated growth of these mentioned sectors.

Literatures classified the Oman's labor markets structure as similar to Saudi Arabia market, where. In Oman the Banking, Transport, Storage, and Communication records show high rate of Omanization, however these sectors are not labour intensive. On the other hand sectors such as trade, manufacturing, (Tourism), consulting and contracting which are labour intensive shows much lower Omanization rates (Hertog, 2012).

This study paper intend to approach the unemployment difficulties in Oman's market and the private sector through scientifically justified approach.

Through the review of the existing studies, the researcher could not find a published study which had analyses the employment issues in Oman from Generational aspect. Most studies had focused on the Omanization policy by analyzing its achievements and the factors influencing its implementation, although many literatures urged its ineffectiveness in the employment of Omanis in the targeted private sectors (Ali, 2017). Furthermore, many published studies focus on the induction process mostly in two sectors e.g. the medical and the education sectors, whereas this study can be considered as addition in the field as it focus on the induction of employees in other economic sectors.

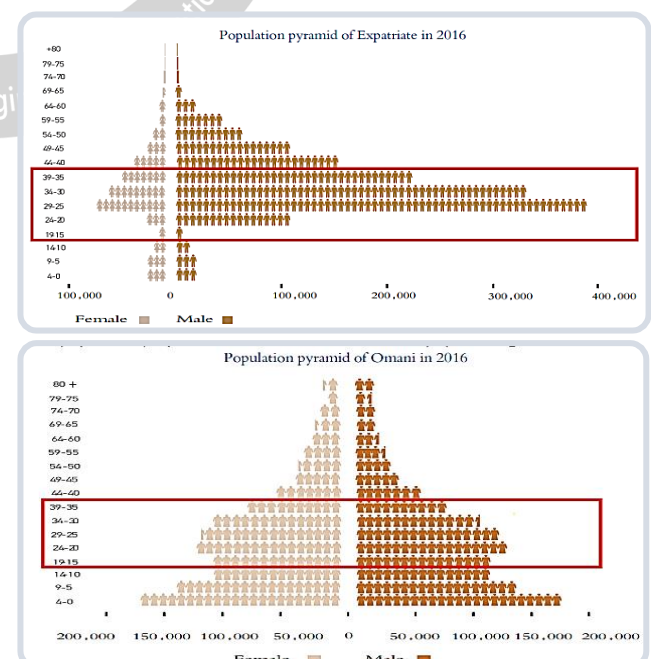


Figure 1 Oman's Population Distribution (NCSIoman, 2017)

This paper will examine / explore the impacts of the Induction process on the Commitment, Engagement and retention of the Genration-Y employees in Oman.

II. THEORETICAL FRAMEWORK

Induction is the critical part of the human resource management and it helps to smoothen the adjustments of new employees in their organization. There are numerous positive benefits for the induction programmes for employees and employers.

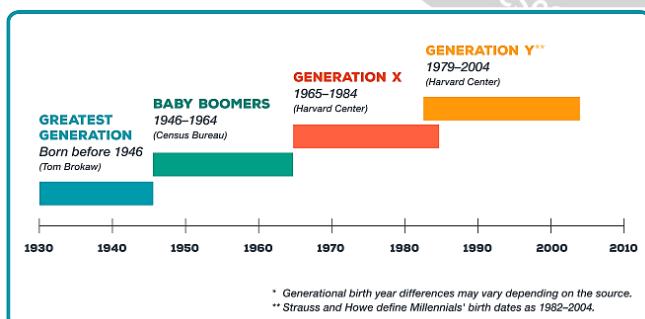
The new employees related to Generation-Y category are valuing their development, identifying new challenging opportunities, enquiring more knowledge and skills, and are keen to move into higher positions (Simmons, 2016). Researchers found that to maximize the impact of induction on employees it is always better as it saves costs, time and resources of the company (Shisaande, 2018) to meet the needs (Mcpie & Sapin, 2005) of the organization.

1.3. Generational Theory

According to literatures, the collective generational thinking can drive consumer and worker behavior and the values and ideals of each generation is being effected by numerous influences (McCrindle, 2018). Therefore the careful consideration of these differences will reflect on the benefits of the both the organization and the employee.

The term Generation is defined biologically as “a period of about 25 to 30 years”, in which human start have their own children (dictionary.cambridge.org). The generations today are defined sociologically rather than biologically (McCrindle, 2018) as a group of people who are experience and have late childhood, adolescence and early adulthood” (Marais, 2013).

Understanding the generations is gaining more importance today in the process of understanding each other as the generational diversity today is more than ever before (McCrindle, 2018).



2 - Generations Birth Dates According to Strauss and Howe

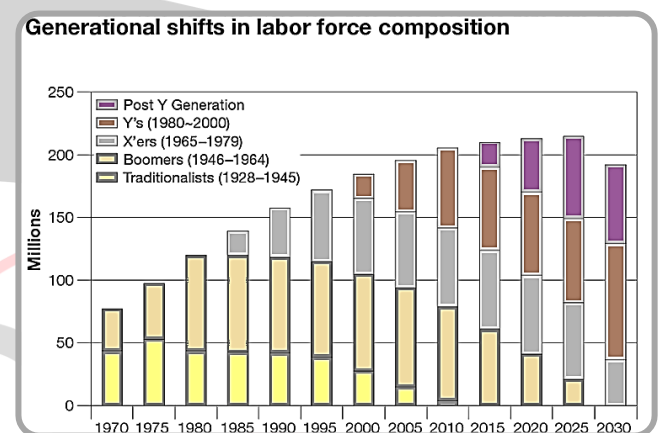
Generation-Y

In literature, Generation-Y are defined individuals born between 1977 and 1981 and ending between 1994 and 2004 (Brown, Carter, Collins, & Gallerson, 2009). The

generations limits which were set in theories shall not be ignored, however they shall be carefully consider as each generation limit is influenced by the previous or subsequent generation (Edgar & Marco E, 2018). In this research the Generation-Y are taken to be between 1979 to 2004 as defined by Howe and William (World Council of Credit Unions, 2014).

Generation-Y and Older Generations

Organizations are changing dynamically as older generations approach retirement and Generation-Y enter the market. According to Reisenwitz (2009), they explained that members of Generation-Y are more exposed and have sheer knowledge about historical, economic and social events than older generations and hence they have different approach and characteristics in the market (Özçelik, 2015).



3 - Generational Shifts in Labour Force Composition (Erickson, 2008)

Shaw (2008) noted that, it is argued that Generation-Y members are different from preceding groups both as employees and consumers. As generation-y possesses unique characteristics when it comes to what they expect from the employment experience with respect to learning requirements, attitudes toward profession and self-development, commitment, engagement and work orientation. It has been noticed that employee turnover rates have noticeably increase with entrance of Generation-Y into the workforce, (Özçelik, 2015).

Studies showed that a typical Generation-Y employee is valuing work-life balance, training and development. They expect immediate feedback and prefers direct communication. They like to work in team and be collaborative. Furthermore, the level of commitment of Generation-Y in organization matches of both boomers and Generation-X (Edgar & Marco E, 2018).

According to Forbes, 2015 (Edgar & Marco E, 2018) Generation-Y are highly influenced by the media. They are carful in handling money and like owning goods. They thrive to show their brands by developing themselves and physically contribute in society. Before making a decision,

they seek opinions, references and other's experiences especially by social networks.

1.4. Induction

Definition of Induction

1.1.1. Definition of Induction

Induction is a process wherein the new employees are welcomed and given basic information about the company and also to ensure that they settle down properly in their respective jobs. (Armstrong, 2014).

Perfectly design and execution of Induction programme will lead to benefits to both the organization and the employee. Further Armstrong (2014) stated that induction programme smoothen the initial stages of the employees as everything for them is strange. It also help to create a promising assertiveness about the organization so that their retention rates is higher and also get the required output in shortest period of time. Hence, ensuring that the results is reduced turnover rate.

The overall responsibility for ensuring that an effective induction programme lies with the HR Department, however the responsibility for ensuring that new employees are properly inducted lies with the immediate manager, supervisor or team leader (Armstrong, 2014).

Types of Induction

The induction programmes shall consider employees generations, educational background, experience, types of job and skills (Mabaso, 2012).

Introduction to the organization, by the direct manager, supervisor or team leader (Armstrong, 2014).

Departmental induction starts by departmental manager for brief description of the work then the team leaders for the more detailed induction (Armstrong, 2014).

Induction to the workplace should be given to someone who can aid the new employees with all the critical information so as to settle down effectively (Armstrong, 2014).

On-the-job induction training, these shall be with a planned, systematic approach, including determination what the new starter needs to learn, to introduce a colleague to act as guide and mentor (Armstrong, 2014).

1.5. Retention

The rate of turnover among Generation-Y employees is much higher than older generations as found by Becton, Walker, and Jones-Farmer's (2014), as Generation-Y worked in more occupations within 5 years compared to all older generations. According to Lyons and Kuron (2013), it is important that in the developmental years, the personality traits should be properly developed as it impacts their lifetime decisions (Simmons, 2016). Traditional

employees have been seen to be with one organization for long term or life time so retention was not an issue, but the younger generation always looks for better opportunities and doesn't bother to leave ones place/country. Now the time has also changed due to economic, social, political, and technological issues and improvements (Baruch, Szucs, & Gunz, 2015).

Induction and retention

According to Lyons et al. (2015) Generation-Y are changing occupations to find advancement in profession (Simmons, 2016). Ruys (2013) showed that Generation-Y tended to leave an organization if the organization was inflexible and that they expect compensation leading to job satisfaction, which may lead to retention (Simmons, 2016). Experiencing a recession and lack of employment after completing their educational requirements resulted in Generation-Y thinking being different than other generations. They are more demanding.

Generation-Y employees demand good work/life balance, working in teams, interact with colleague, wants new tasks to feel the challenge, and enjoy quick advancement (Gilbert, 2011). The work environment that provides them chances for taking an active role in the development of their professions and skills increase their retention ratio (Özçelik, 2015).

1.6. Employee Commitment

Commitment has been an important variable in organizational research, since Becker (1960) introduced the side-bet theory of commitment, due to its direct influence on various work related outcomes like job performance, productivity, absenteeism rate, turnover, and loyalty to organization (Dude, 2012).

The three characteristics of employee commitment to the organization according to Armstrong (2014) are strong desire so as to be in the organization for longer period of time, strong desire for accepting the vision, mission, goals and values of the organization and also their acceptance readiness to put effort for each work in organization. Purcell et al (2003) discussed factors that affect commitment levels like:-

1. Received training.
2. Satisfactory opportunities received in organisation.
3. Performance appraisal system and satisfaction.
4. Positive feeling about managers.
5. Experience challenging work.
6. Feel their organization are helping them to balance their work and life
7. Organization's communication and performance is good

Employee commitment and induction

Employees who experience effective induction are considered to be more likely to be commitment to their

organization. Although tangibles are considered as the most motivating for employees, however many intangibles are also motivate employees and particularly Generation-Y, like the working environment, leadership and recognition and challenges assignment (Simmons, 2016) .

1.7. Engagement

Today the employees' engagement is more important than before. The employees who are engaged are considered to be motivated and are emotionally attracted and linked to the organization with great passion for the success of their organizations (Özçelik, 2015). William Kahn (1990) strongly stated that it is workplace identity and as employees believe in their work, they are to contribute towards organization success. Thus, they will do more than what is expected from them and in their contract/job roles (Kompaso & Sridevi, 2010).

Continuous and frequent feedback is what Generation-Y expect on their performance from the superiors, compared to previous generations, which helps them assess their own progress (Kompaso & Sridevi, 2010). Generation-Y employees can be engaged with technological innovations when it comes to delivering the processes as they are technological savvy (Özçelik, 2015). Training, career management, career opportunities and challenging roles are more important for them. They expect freedom and flexibility in their job (Martin, 2005) and they value flexibility in working arrangements and care about work-life balance and hence they expect the same from their organization. HR professionals should consider when designing the performance management systems its ability to give feedback, coaching and also goal setting objectives (Cascio, 2014).

III. RESEARCH GAP

Above discussions clearly mentions the importance of induction programmes and how it is critical for Generation Y employees. The impact can be observed on commitment, engagement and retention of the employees. Oman is strongly emphasizing on Omanisation and is struggling with the high employment rate. The researcher would like to understand the Oman market, induction programmes offered in three chosen sectors and how much effective they are in ensuring that young Omani employees are absorbed in challenging jobs. The broader perspective is to analyse whether the effectiveness of these induction programmes have any role in ensuring Omani workforce can adjust, deliver and are competitive as their other nationality counterparts. There is no such research in this area in Oman pertaining to induction impact on the private sectors Generation-Y employees leading to their commitment, engagement and retention.

IV. METHODS FOR COLLECTING AND ANALYZING LITERATURE

1.1. Research Design

The purpose of this research is to evaluate the induction programmes currently practiced in three private sectors and how it impacts the employee commitment, engagement and retention of employees. This research falls under the descriptive research, which corresponds to identifying the characteristics of an observed phenomenon, or exploring correlations between two or more entities and describe a situation, subject, behavior, or phenomenon (CIRT, 2019). The research attempts to gather quantifiable information and analyse it so that a conclusion can be set on the research subject of Induction to Generation-Y employee in Oman's private sector organizations.

1.2. Research method

The data for this research will be collected using quantitative method. Quantitative research method uses measurable variables to present statistical results which is used to investigate phenomenon and relationships with the intention to explain, predict and control these phenomena and relationships (Williams, 2007).

This method was selected for the research because the targeted population is wide and it is important to get as much participant as possible to gather enough reliable data to analyze. These data will provide the researcher better understanding of the nature of induction programmes and its effect on the Generation-Y employees Commitment, Engagement and Retention.

1.3. Sampling method

Convenience sampling method will be conducted for getting responses from the employees of companies in three private sectors.

1.4. Sample size

Around 250 employees' data will be conducted from three sectors which are chosen from Vision 2040 because of cost consideration and other administrative concerns.

1.5. Sample

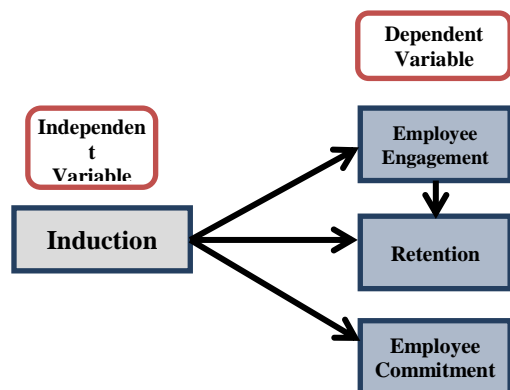
Sectors	No. of Targeted Companies	No. of Participants
Manufacturing	10	80
Tourism	10	80
Logistics	10	80

1.6. Data Collection Method

Secondary data will be collected through official publication such as the National Center of Statistics and Information, Oman Chamber of Commerce and Industries.

Primary data is collected through survey method. Questionnaires will be developed it provides easy access for research questions and the purposes of the study. The questionnaire will be distributed for three sectors. Validity and reliability of the instrument will be maintained.

1.7. Conceptual Frame Work



1.8. Strategies for Minimizing Bias and Error

There are limitations that may affect the result of this research as specified below: Including:-

- Expected barriers in getting permission from the employers to access the targeted sample.
- Bias – validity and reliability of scale and collected data will be ensured.
- Response from Respondents - The researcher will seek prior permission from the companies so that employees are more willing to participate. All the objectives and aim will be explicitly mentioned to them.
- Time and resource limitation –The researcher will maintain log sheets and also meet the supervisor each week as planned so as to ensure time management and other resources.
- Scope of the study - Due to time limitations, the study will be limited to Muscat Governorate.

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