

INDUCTION, ORIENTATION AND PLACEMENT OF STAFF IN RELATION TO EDUCATION

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Abstract

The effectiveness of educational institutions is significantly influenced by the quality of their staff. This study explores the critical role of induction, orientation, and placement of staff in enhancing educational outcomes. It examines how structured induction programs, comprehensive orientation, and strategic staff placement contribute to teacher effectiveness, job satisfaction, and institutional performance. The findings highlight best practices and challenges in implementing these processes, providing insights for educational administrators and policymakers to improve staff development and educational quality.

Keywords: Staff Induction, Orientation, Staff Placement, Educational Effectiveness

Introduction

Usually, the first days at school are the most difficult for new teachers. There are so many things that the teacher does not know about the community around the school, the school itself, the students, fellow teachers, teaching materials and work procedures generally. After staff have been recruited and assigned to schools, it is still essential that those in leadership positions formally introduce them to the system so that adjustment problems confronting the new staff can be solved. There is however, the need to make new teachers gain the required knowledge through proper

planning and execution so as to achieve the status of valuable assets for the school. This activity is called “Induction”.

Edwin B. Flippo described “Induction as introducing or orienting a new employee to the organization. It is the welcoming process to make the new employee feel at home and generate in him a feeling of belongingness to the organization”. Armstrong (2017) views induction as the process of receiving and welcoming new employees when they first join the company and giving them the basic information they need to settle down quickly and happily and start work. Noe, Hollenbeck, Gerhart and Wright (2017) explained Induction as one of the forms of training conducted by organizations to its new, transferred, re-categorized and promoted employees to help them settle quickly in their new roles.

These definitions of induction and more all rely on its purpose. However, Induction may be defined as a welcoming process to a newcomer to make him feel at home and generate in him a feeling that his job is meaningful and has significance as a part of the total organization. It is designed in such a manner that it enables the staff to achieve job satisfaction and also to make use of his abilities to achieve the goals of the school.

In brief, induction is about familiarizing employees with the company's culture, policies, and procedures.

Objectives of the Induction Process

Information: One of the major expectations of induction is that newly appointed personnel will be furnished with whatever information is necessary to facilitate their adjustment like be fully informed about the community, duties, relationships and responsibilities of the position, about characteristics of the school system (purposes, policies, procedures, personnel, customs, history); and about the building unit to which the inductee will be assigned.

Need Satisfaction: Induction should result in a feeling on the part of the new appointee that he is an integral part of the school and the community it serves. The needs of new personnel for belonging, for security and for recognition should be anticipated.

Position Compatibility: Efforts should continue throughout the probationary period in order to determine the extent to which the man and the position are compatible, and to determine whether the school system should accept the individual as a permanent member of the school staff.

Assistance: The induction process should provide technical assistance to new personnel. Whether to help in understanding goals or in developing attitudes and skills, there should be plans to eliminate the possibility of individual failure or maladjustment because of the absence of supervision during the adjustment period.

Support: The induction process should be able to utilize fully all system resources, both human and material, in helping the inductee to reach a satisfactory level of performance.

Development: The induction process should contribute to position satisfaction and to increasing the ability of the inductee to perform at a level of efficiency which lessens the need for supervision.

Acceptance: Providing information about the inductee to his colleagues (his assignment, status, and title, for example) is one means of allaying the fear, suspicion, aversion, and insecurity members may have about newcomers.

Assimilation: This means the acceptance of the school system by the inductee. A carefully planned induction process should minimize difficulties individuals have in meeting the expectations of the organization.

Adjustment: The sooner the new employee can adapt his habits, attitudes, feelings and knowledge to the work which he is employed, the sooner he and the school system will benefit.

Retention: It is the development a positive attitude toward the system for every newly employed individual, one that will endure throughout a career period. That is, having the individual remain in the system and to become an effective operator in the position to which he is assigned; to work independently; to engage in self development; and to exceed role expectations through innovative and spontaneous behaviour. These are long term system objectives for which the foundations can be laid during the induction process.

Security: It is focused upon minimizing the difficulties that a change in membership poses, for both the existing personnel and for the individuals about to enter the system.

Continuity: An important aim in the induction process is to provide information that was not fully covered during the recruitment and selection processes. The administrator to whom a newcomer is assigned will need to do whatever remains to be done in order for the latter to make a full adjustment to system life (Castetter, 1976).

Contents of Induction Programme in Education

Topics to be covered in induction

School's history, mission, vision and philosophy.

Services of the school.

School system structure.

Location of departments and employee services.

Staff policies and procedures.

Standing orders.

Rules and Regulations.

Grievance procedures.

Safety measures.

Benefits and services for staff.

Training, promotions and transfer facility.

Career advancement schemes.

Counseling facility.

Induction Process

The following are the steps in induction process:

Welcoming the New Employees: The first fundamental step in induction is welcoming the new employees as soon as he/she joins the organizations and is duly placed on the job and gives basic instruction.

Induction with Immediate Superior: After welcoming the new employees, the next step is to introduce him/her with his immediate superior or with his colleagues and briefly explains his duties, responsibilities authorities, work procedure and practices.

To Impart Detail Instructions: The third and last important step in induction is to give detail information about the School such as School policies, plans, targets objectives, goals, services, future prospects, working environment, future facilities, salary structure promotional opportunities, transfer facilities etc. At this stage a new comer knows his/her job and forms opinion about it, of course which is positive and starts integrating him/herself with the School, job and the environment.

Induction is generally conducted either by foreman or a specialist with the main purpose of finding out whether the employee is reasonably satisfied or not.

Advantages of Induction:

Faster on-boarding process: Induction programs allow new employees to quickly familiarize themselves with the company's culture, policies, and procedures, reducing the time it takes for them to become productive members of the team.

Increased retention rates: Induction programs can help new employees feel more comfortable and confident in their new roles, which can lead to increased job satisfaction and reduced turnover rates.

Improved communication and collaboration: Induction programs can help new employees understand how they fit into the company's overall strategy and how they can best work with their colleagues, which can lead to better communication and collaboration among team members.

Better understanding of company culture: Induction programs can help new employees understand the company's values, mission, and culture, which can help them feel more connected to the company and more invested in its success.

Increased productivity: Induction programs can help new employees understand their roles and responsibilities, which can lead to increased productivity as they are able to start working on meaningful tasks sooner.

Cost-effective: Induction programs can be cost-effective as they can be delivered in a variety of formats such as online training, group sessions, or one-on-one meetings, which allows the company to choose the most cost-effective option for them (Testbook.com, 2025).

Disadvantages of Induction:

Time-consuming: Induction programs can be time-consuming for both the new employee and the company, as it requires a significant amount of time to develop and deliver the program.

One-size-fits-all approach: Induction programs may not be tailored to the specific needs of the new employee, which can lead to a lack of engagement and a lack of understanding of the company's culture and procedures.

Limited interaction with colleagues: Induction programs may not provide enough opportunities for new employees to interact with their colleagues and build relationships, which can lead to a lack of engagement and a lack of understanding of the company's culture and procedures.

Limited exposure to the company: Induction programs may not provide enough exposure to the company's operations, which can lead to a lack of understanding of the company's overall strategy and how the new employee fits into it.

Limited feedback: Induction programs may not provide enough opportunities for feedback and evaluation, which can make it difficult for the company to assess the effectiveness of the program and make necessary improvements.

Limited follow-up: Induction programs may not provide enough follow-up and support, which can lead to a lack of engagement and a lack of understanding of the company's culture and procedures (Testbook.com, 2025).

Orientation

It is the process of familiarizing new employees with the physical layout of the campus and the location of various departments and facilities. The orientation of new staff involves familiarizing newly appointed employees to the work environment of the school. This process is incredibly important to help employees become immediately effective, to build an understanding of how the school works and to manage expectations. It have been proven to be a critical instrument that allows newly recruited employees to take an active participation in their campus and departments, face their new environment, feel welcomed and at ease and make understand his/her role and how he/she fits into the total organization (Bansal, Singh & Verma, 2022).

Purpose of Orientation

To give importance to each and every employee joining the organization

To receive the person to the organization, familiarize with place of work, and the job position

Defining and clarifying work assignments, roles, and responsibilities

Highlight organizational structure, values, legislation, and attitudes

Construct positive linkages between the employee, co-workers, and the organization

Think the social and teambuilding facets of employee development

Make workplace resources readily available to the individual recently hired

Ensure the adoption of a "safety first" approach

Exhibit commitment to a diverse and inclusive workplace (Bansal, Singh & Verma, 2022).

Advantages of Orientation

1. Helps new employees acclimate to the company culture and expectations.
2. Provides information about company policies, procedures, and benefits.
3. Introduces new employees to their colleagues and team members.
4. Helps new employees understand their role and responsibilities within the company.

5. Offers training and development opportunities to help new employees perform their job effectively.
6. Can help new employees feel more comfortable and confident in their new job (Testbook.com, 2025).

Disadvantages of Orientation:

Can be time-consuming and costly for the company.

May not be tailored to the specific needs and backgrounds of individual employees.

New employees may feel overwhelmed by the amount of information presented during orientation.

Some employees may be hesitant to ask questions or speak up during orientation.

Orientation may not provide hands-on training for specific job tasks.

May not address all the concerns or questions that new employees may have about their job or the company (Testbook.com, 2025).

Key differences between Induction and Orientation

S/N	Variable	Induction	Orientation
1.	Meaning	It is the initial process of welcoming and introducing a new employee to the organization.	It is a broader term encompassing the entire process of integrating a new employee into the organization.
2.	Purpose	Introduces new employees to the company, its culture, policies, and procedures.	Provides new employees with information about the company, its products, services, the specific job they will be performing and its requirements.
3.	Timing	happens at the beginning of an employee's tenure with a company	may happen at any point during an employee's tenure.

4.	Length/Duration	lasts for a shorter duration, typically a few hours to a day.	Generally a longer process as it covers more topics and may involve multiple meetings or sessions.
5.	Audience	typically intended for new employees and occurs first	May be intended for new employees, as well as existing employees who are transitioning to a new role or department and occurs after induction
6.	Delivery	delivered through a combination of in-person and online training,	May be delivered through a variety of methods such as in-person training, online training, and self-paced training.
7.	Content	covers a wide range of topics, such as company culture, policies, and procedures,	Typically focuses on job-specific information such as job duties, company products and services, and job expectations.
8.	Formality	generally a formal process, with structured training sessions and evaluations	may be more informal, with employees receiving information in a less structured way
9.	Goals	Ensure that new employees feel welcome, informed, and prepared to contribute to the company's success.	Provide new employees with the information they need to be successful in their new role.
10.	Evaluation	may involve formal evaluations of the employee's understanding and retention of the information presented during the induction process	may not include formal evaluations

11.	Activities	Involves completing paperwork, signing contracts, and attending introductory presentations.	Involves interactive sessions, team-building activities, introductions to colleagues, and cultural immersion experiences.
12.	Process	One way,	Two ways

Source: Adapted from Testbook.com (2025) and *Geeksforgeeks* (2024).

Placement

This is a process of assigning a specific job to each of the selected candidates. It involves assigning a specific rank and responsibility to an individual. It implies matching the requirements of a job with the qualifications of the candidate. Placement is understood assigning jobs to the selected candidates. Assigning jobs to employees may involve a new job or different jobs. Thus, placement may include initial assignment of job to new employee, on transfer, promotion or demotion of the present employees. “Placement is the determination of the job to which an accepted candidate is to be assigned and his assignment to that job. It is a matching of what the supervisor has reason to think he can do with the job demands (job requirements) and it is matching of what he imposes (in strain, working conditions etc.) and what he offers (in the form of payroll companionship with others, promotional possibilities etc.)” (Pigors & Myers, 1969). They further state that it is not easy to match all these factors for a new worker who is still in many ways an unknown quantity.

The term ‘placement’ is nothing but posting of people to jobs matching their abilities. It implies matching the requirements of a job with the qualifications of the candidate. It involves assigning a specific rank and responsibility to an individual. Matching the requirements of the job with the qualifications of a candidate is the essence of placement.

Characteristics of Placement

It is an important human resource activity for an organization.

It is the actual posting of an employee to a specific job, in other words it is assigning particular job (specific rank and responsibility) to employee for which they have been identified suitable.

It involves the task to understand and capitalize on each person’s individuality. Once the manager establishes a unique profile for each individual, people and jobs can be matched optimally within the constraints set by available jobs and available people.

It involves striking a fit between the requirements of a job and the qualifications of a candidate.

Placement should be made with as minimum disruption to the employee and organization as possible.

Effective placement is a good match of employee's competence, knowledge, skill and job interest (<https://ebooks.inflibnet.ac.in/mgmt01/chapter/placement-and-induction-i/>).

Principles of a Good Placement

The following consideration or principles must be kept in mind:

Suitable Qualifications: The job should be offered to the selected candidate according to his qualifications. The placement should neither be higher nor lower than the qualifications as it might create problems for the organization in the long run.

Job Requirements: Employee should be placed on the job according to the job requirements and not adjusted according to the requirements of the employee such as physical and mental ability, eyesight, hearing, stress etc. this can be done using Job placement profile charts because it displays an evaluation of both job requirements and worker abilities for key features of the job so that the management can easily determine how well worker fits a job. If a candidate adjusts himself to the job and continues to perform as per expectations, it might mean that the candidate is properly placed. Job first, employee next, should be the principle of placement.

Adequate Information to the Job Incumbent: The employee should be provided with the complete information and facts relating to the job including the working conditions prevailing in the firm. He should also be made known to the rewards associated with the performance levels.

Commitment and Loyalty: The employee should be made familiar to the working conditions prevailing in the organization and an effort should be made to develop a sense of commitment, loyalty and cooperation in newly selected employee, so that he may realize his responsibilities better towards the job, the organization and his associates.

Flexibility: Initially the placement period may be temporary as changes are likely after the completion of training. The employee may be later transferred to the job where he can do better justice (<https://ebooks.inflibnet.ac.in/mgmt01/chapter/placement-and-induction-i/>).

Proper placement helps to improve employee morale. Right placement also helps to reduce labour turnover, absenteeism and accident rates.

Process of Placement

The process of employee placement involves the following steps:

Collection of Data: Gathering employee data to identify the skills, qualifications, and abilities of the existing workforce.

Evaluation of Data: Weighing employee competencies to define what kind of job every employee fits best.

Allocation of Data: Assigning employees to relevant and best-finding Jobs.

Controlling of Data: Monitoring and measuring the performance of employees at their workplaces is done (Arya, 2023).

Benefits of Placement

The benefits of placement may be summarized as follows:

Benefits to New Employee

Make him suitable for the job

Increase the satisfaction level

Increase the productivity

Continuous learning and high morale (<https://ebooks.inflibnet.ac.in/mgmt01/chapter/placement-and-induction-i/>).

Benefits to the recruiting organization

Reduction in cost and save the productive time involve in hiring process

Improve the quality of new employee

Enhancement in retention

Improvement in efficiency

Achievement of Organizational goals (<https://ebooks.inflibnet.ac.in/mgmt01/chapter/placement-and-induction-i/>).

If placement is neglected, it may increase employee absenteeism, turnover, accidents, poor performance, etc. The employee may quit the organization in frustration, complaining about and criticizing everything.

Summary

Induction is the provision of relevant and basic information on institutional culture, rules and procedures to a new staff needed to function comfortably and effectively in the institution; Staff

orientation provides access to new tasks, managers, work groups and services, makes intelligible and allows newly recruited staff to take an active participation in their institution, while placement implies matching the requirements of a job with the qualifications of the candidate.

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