

Effects of Organization Induction Approaches On Employee Performance: A Case of KTDA Holding (H) Ltd, Kenya

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DOI: 10.29322/IJSRP.12.02.2022.p12255
<http://dx.doi.org/10.29322/IJSRP.12.02.2022.p12255>

Paper Received Date: 27th January 2022
Paper Acceptance Date: 07th February 2022
Paper Publication Date: 19th February 2022

Abstract- Employees are important resources for every organization that is intending to deliver on its mission. As new employees are recruited, while existing employees move to new positions, they are expected to attain their peak performance within the shortest time possible. Kenya Tea Development Agency Holding (KTDA) Ltd, like most of other newly formed companies in the liberalized tea sector, must ensure that every new employee has the ability to adapt to their new organization and position adequately. It must also ensure that these employees are able to deliver on their assigned roles and responsibilities in the shortest time possible. This has however not been met as expected in most companies and organizations. Therefore, this study sought to examine effects of organization induction approaches on employee performance: a case of KTDA (H) Ltd.

The study hypothesis was; there is no significant difference between formal induction approach and informal induction approach in boosting the level of employee performance.

Index Terms- organization, induction, approaches, employee

I. INTRODUCTION

Induction, which is also known as orientation, is an important process for every new employee and those moving to a new position within the organization. According to Gabcanova (2011), employees remain to be the most important resources for every organization that intends to achieve its goals. The competitiveness of any organization depends on the unique contributions from every individual employee into the collective efforts of the teams and units that make up the entire organization.

Induction has been defined by (Certo, 2008) as a deliberate initiation of new employees to their new jobs, co-workers, the

policies and culture of the organization. The central goal of the induction process is to give the new employee a clear and broad picture of the organization with a clear emphasis on its vision, mission, values, structure, culture, ethics and policies. Ahmed (2014) noted that most organizations in the traditional management setting, met the needs for orientation through a chaotic and haphazard method, leading to inadequacy in both content and relevance of the induction programs for their new employees. He further noted that employees in this context struggled to find their way around in their new organization or quit if they were not able to fit into their new roles.

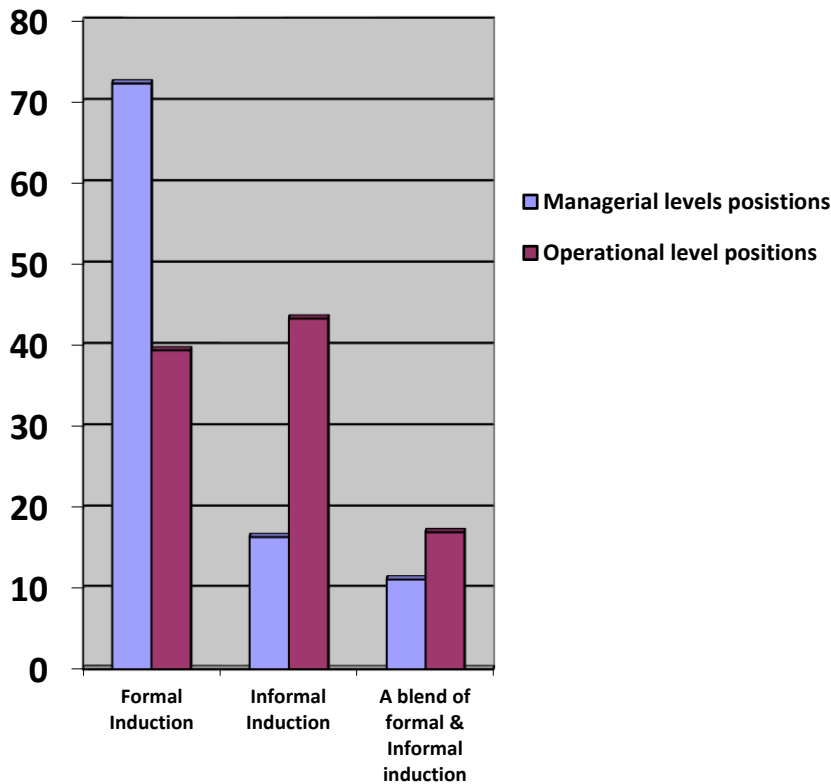
According to Debaawy (2010), despite the existence of many approaches to employee induction, the induction process may broadly be categorized into the formal process, an informal process or a blend of both formal and informal process, each with its unique merits and demerits. Organizations conduct induction programs so as to ensure new employees received clear and accurate information regarding what their work requirements.

1.1. Preferred Induction Approaches for Managerial and Operational Levels at KTDA (H) Ltd

The study sought to establish the preferred choice of employee induction approaches for managerial and operational levels at KTDA (H) Ltd. The findings showed that the responses were given in dichotomous variables, that is 'Yes and No', as well as other categorical variables in respect to the induction approach used at KTDA (H) Ltd.

The first step was to establish the induction approaches used at KTDA (H) at operational and managerial levels and the results were illustrated as shown in figure 1. below.

Figure 1: Form of Induction Approach for Management and Operation



Source: Asenath (2017)

As presented above, formal induction processes was the main approach used at managerial level. The operational level had both formal and informal induction processes. Both managerial and operational levels in KTDA (H) Ltd prove that there was an induction approach used for all employees regardless of their level in the organization.

Most of the respondents indicated that, all new staffs entering managerial positions were inducted through formal induction processes while only (16.5%) and (11.2%) of the respondents were inducted through informal and a mix of both formal and informal induction approaches respectively. On the

contrary, a majority of respondents (43.4%) indicated that new staff entering operational level positions were inducted informally, followed by (39.5%) affirming to formal induction while only (17.1%) affirmed to a mix of both. Employees who are in operational levels have diverse level of job specifications mostly leading to the possibility for most employees not to be inducted formally unlike in managerial level.

Respondents as well responded to key statements that were related to the induction approaches used for the different levels of the organizational structure. The results were stipulated in table 1 below.

Table 1: Preferred Induction Approaches

	Yes		No	
	F	%	F	%
Are there clearly defined induction approaches for both operational and managerial level positions	63	61.8	39	38.2
All employees irrespective of their position are taken through the same induction program	40	39.2	62	60.8
Managerial positions have a unique induction program suited for managers only	68	66.7	34	33.3
Operational staff positions have a clear and a formal induction program that is different from managerial position	51	50.0	51	50.0
The induction approaches used in managerial more structured than those of the operational level	69	67.6	33	32.4
There is a preference for structured and formal induction approach to both managerial and operational positions than unstructured and informal induction approaches	65	63.7	37	36.3

Source: Asenath (2017)

As tabulated, the majority of respondents agreed that there was a preference for structured and formal induction approach to both managerial and operational positions than unstructured and informal induction approaches (63.7); induction approaches used in managerial more structured than those of the operational level (67.6%); managerial positions had a unique induction program suited for managers only (66.7); and that there was clearly defined induction approaches for both managerial and operational level positions (61.8%). Respondents were however split on operational staff positions having a clear and a formal induction program that is different from managerial position (50.0%). A majority further disagreed that all employees irrespective of their position were taken through the same induction program (60.8%).

Thus, it was said that to some extent, the induction approaches employed in the study area had to be dependent on the job group. This was a situation whereby, new staffs entering managerial positions were most likely to be inducted formally while new staff entering operational level position undergoes informal induction approaches. Regardless of the formality used to introduce the new employees, induction program and practice allowed all new employees and those moving into new positions to know their job specifications, job expectations and organizational culture. A well taught induction program, not only retained key employees, but also enhanced performance from the first day in their new organization or position. The study findings here then was skewed, with inductions for managerial job positions being more structured and formal as compared to inductions for operational job positions.

Accordingly, Evans and Lindsay (2011) emphasized that an effective induction program is a major influence to the greater realization of high performance work (HPW). This high performance work is coupled with high flexibility, innovation, knowledge and skill sharing. Therefore, effective employee orientation program design was a key determinant of an effective business performance. Induction is an essential process which was aimed at enabling the new employee to become a more valuable, integrated member of the team, rather than being in confusing state that may lead to more errors at their job station, not get to know how to do their job, or how their role fits in with the rest of the

organization. This supported the need to induct all new employees in an organization in order to achieve optimum performance for both the employees and of the organizations.

1.2. Hypotheses Testing

The study sought to test the null hypothesis that: There is no significant difference between formal induction approach and informal induction approach in boosting the level of employee performance measured through task efficiency, time taken to settle on a job and ability to meet goals and objectives at KTDA (H) Ltd. To this end, a paired sample t test was conducted at a confidence interval of 0.05. Table 2. below illustrated the findings.

Table 2: Paired Sample Test

Pair 1	Performance before and after formal induction - Employee Performance	Paired Differences				t	df	Sig. (2-tailed)	
		Mean	Std. Dev	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower				Upper
		88.919	9.50	.5319	89.9650	87.871	167.17	102	.000

Source: Asenath (2017)

The study established a statistically significant difference between effectiveness of formal and informal induction approaches in boosting employee performance at KTDA (H) Ltd. The study thereby rejected the null hypothesis. The study instead established that the task efficiency, ability to meet goals and objectives and the time taken to settle at a job was more positive when a formal inductive approach was used. Additionally, the study established that employees were more receptive towards

formal structured inductive approach than to informal approaches at KTDA (H) Ltd. The study thus failed to reject the alternative hypothesis.

The primary data findings and results was presented by the use of tables and figures for analysis. The findings showed that KTDA (H) Ltd had an induction program that introduces new employees, transferred employees, and those who are promoted to their new work roles. The responses by employee respondents revealed that they are assisted through induction to adapt and adjust to the management or operation of the organization. Although, the induction approaches vary, ranging from structured and formal to unstructured and informal, the majority of the employees agree that the program significantly improved their performance. However, it was not conclusively established whether the induction program at KTDA (H) Ltd is able to retain and maintain key employees. It does appear that a significant number of employees get into their positions on promotion and transfer terms. The study established a statistically significant difference between the effectiveness of formal and informal induction approaches in boosting employee performance at KTDA (H) Ltd. The study instead established that the task efficiency, ability to meet goals and objectives and the time taken to settle at a job was more positive when a formal inductive approach was used thus rejecting the null hypothesis. Additionally, the study established that employees were more receptive towards formal structured inductive approach as opposed to informal approaches at KTDA (H) Ltd and failed to reject the alternative hypothesis.

1.3. Summary

This study provided data analysis which was based on a descriptive analysis. Therefore, the study findings, in response to this objective showed that there was a preferred choice of employee induction approaches for the operational and the managerial levels at KTDA (H) Ltd. The HR tended to emphasize formal induction for the employees at the managerial level. The majority of the employees at the managerial level underwent a structured formal induction as compared to those at the operational level who even though they underwent structured induction, they have a low percentage of formal induction despite the fact that they may be handling very essential organizational machineries. Even though at some point and to a large extent, the formality of induction approaches employed in the study area was dependent on the job category of the inducted employee, the new staff entering the managerial positions were more likely to be inducted formally while new staff entering the operational level position in most cases underwent informal induction approaches. This was evident from the fact that, the findings of the study proved that the formality of induction approaches in the study area was skewed, with inductions for the managerial positions being more structured and formal as compared to the inductions for the operational positions.

In general, it was summarized that, induction approaches employed in the KTDA (H) Ltd led to significant improvements in various aspects of job and employee performance among the participant employees. This was majorly supported by the majority of respondents who acknowledged that, induction practices had a possibility to determine the performance of employees in their respective work stations.

The study established that induction affected the attainment of set targets, minimizes errors in task execution, and ensures job competency. It also affected the time taken to integrate into the job. According to the findings, the induction program produced better workers in any organization. The induction approaches in the study area led to a significant improvement in different aspects of job performance at KTDA (H) Ltd.

The study established a statistically significant difference between effectiveness of formal and informal induction approaches in boosting employee performance at KTDA (H) Ltd. The study thereby rejected the null hypothesis. The study instead established that the task efficiency, ability to meet goals and objectives and time taken to settle at a job was more positive when a formal inductive approach was used. Additionally, the study established that employees were more receptive towards formal structured inductive approach as opposed to informal at KTDA (H) Ltd. The study thus failed to reject the alternative hypothesis.

The study appreciated the fact that KTDA (H) Ltd had an induction program which provided room for competitive recruitment for all deserving and potential employees. In this way, there was a greater opportunity at KTDA (H) Ltd to learn, work and grow because of their induction approaches for all new employees since KTDA (H) Ltd offers them an entry into efficient job performance. The findings of the study showed that employees were inspired to actualize their dreams as long as they were committed to using their knowledge, practically attained skills and interpersonal skills. Through the proper induction approaches, the employees were able to settle faster in their work environment and positions. This also enabled them to accomplish given tasks within the required time in a more reduced and minimized errors and supervision respectively.

1.4. Conclusion

The study sought to establish the preferred choice of employee induction approaches for managerial and operational levels at KTDA (H) Ltd. A majority of respondents indicated that new staff entering managerial positions were inducted through formal induction processes whereas quite a good number of respondents acknowledged that the new staff entering operational level positions are inducted informally. However, there were those employees who felt like there was a preference for structured and formal induction approach to both managerial and operational positions than unstructured and informal induction approaches. This was true but on limited occasions especially if an employee from operational level had a responsibility of handling very essential technical and mechanical equipment or machineries. From the findings, it was seen that there was a preference for more formal and structured induction approach at KTDA (H) Ltd.

1.5. Recommendations

1. KTDA (H) Ltd should employ comparable approaches to induction for all new employees at all levels. The fact that induction at KTDA (H) Ltd was at both levels i.e the management and the operational level, was important and most valuable activity since new employees and those taking up new roles in terms of transfer, promotion or part-time responsibility benefited from it. However, the organization needed to close in on the discrepancies of approaches to induction at different levels of

employment. This was to ensure that all employees were able to settle faster and find their way around the work environment more easily and in appropriate manner because different people have different needs and aspirations to be addressed and met too. Differences may disrupt the work progress hence hinder performance to both the employee and the organization. Based on this fact, KTDA (H) Ltd should not only concentrate on the quality services alone especially on managerial level but also realize that, employees' top performance is dependent on the competence, flexibility and interaction of all employees. Close follow-ups was recommended to help those people with special abilities like the physically challenged, learning difficulties and hearing impairment. This aspect was meant to help the organization be able to accommodate people of all class and make it a world-wide class of diversity.

2. In following up on this, the organization should design specific training and development programs that can target all groups of employees with the aim of enhancing their capabilities and competences while working and executing their expected tasks. On and off job training will be essential for skill building and employee development at all levels of the organization. Trained employees are able to commit themselves the same employer and be motivated to work to achieve the desired results.

1.6. Suggestions for Future Studies

In the course of this research study, it was noted that they seemed to be a relationship between the retention of employees and induction programs. However, the research could not conclusively establish this. This was because the research was limited to a period of five years. It also targeted new employees who were only employed within that time frame. Therefore, there is need for further research to establish the effect of induction on retention and performance of the workforce not only to KTDA (H) Ltd but also to other organizations or sectors that are subject to liberation.

However, with enough time, adequate resources and organizational support, the researcher would have hoped that in future, a comprehensive research to be undertaken so that it captures the entire national tea growing zones and gather

information from the grass-root too. There are different groups of people that can be met along the way who will also give diverse views that will raise a discussion to unveil the red flags which may have been a bother to them and to the tea industry.

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