

Effects of Organization Induction Approaches on Employee Performance: A Case of Kenya Tea Development Agency Holding (KTDA) LTD, Kenya

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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 the 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 the 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.

Keywords: Organization, induction, approaches, employee

Introduction

1.1 Employee Induction Approaches used at KTDA (H) Ltd

The study sought to establish the employee induction approaches used at KTDA (H) Ltd.

The finding responses were given in dichotomous variables, that is 'Yes and No' as well as other categorical variables with respect to the induction approach that were used at KTDA (H) Ltd. Table 1.1 showed summarized results.

Table 1.1: Induction Approaches used at KTDA (H) Ltd

	Yes		No	
	F	%	F	%
Do you know of the existence of an induction program at KTDA (H) Ltd?	61	59.8	41	40.2
Were you inducted into your new position?	59	57.8	43	42.2
There is a clearly defined induction program that every new employee must be taken through a KTDA (H) Ltd	59	57.8	43	42.2
There is a clearly defined policy and procedure for employee induction which is mandatory and followed by every section or department at KTDA (H) Ltd	55	53.9	47	46.1
The induction approach used at KTDA (H) Ltd is fully structured and formal	63	61.8	39	38.2
The HR department has developed formal induction program and fully implements it to all new employees	61	59.8	41	40.2
Every employee whether new or taking up new positions must go through a formal induction program	58	56.9	44	43.1
The induction approach at KTDA (H) Ltd employs both formal and informal approaches	56	54.9	46	45.1

Source: (Asenath & Lusire, 2017)

The results indicate that the majority of respondents agreed that the induction approach that was commonly used at KTDA (H) Ltd was fully structured and formal (61.8%), and that they were aware of its existence (59.8%). They also acknowledged that they were inducted into their new position as they joined or were taking up new positions in the organization. Any form of induction conducted too, had a clearly defined policy which was a mandatory procedure and followed by every department. The respondents agreed that the Human Resource (HR) department has developed formal induction program and fully implements it to all new employees (59.8%); there was a clearly defined induction program that every new employee had to be taken through at KTDA (H) Ltd (57.8%); they were all inducted into their new position (57.8%); every employee whether new or taking up new positions had to go through a formal induction program (56.9%); induction approach at KTDA (H) Ltd employs both formal and informal approaches (54.9%) were informal was induction at work especially for those employees who were taking new positions due to promotion and transfers. Finally, there was a clearly defined policy and procedure for employee induction which was mandatory and followed by every section or department (53.9%). Respondents also indicated the approach that was used when they were posted to their current respective position as shown in the figure 1.1.

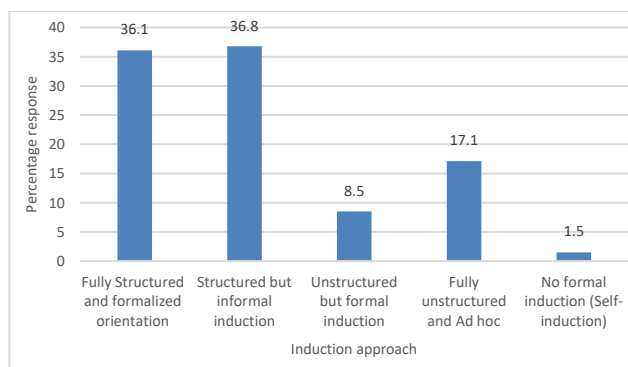


Figure 1.1: Form of Induction Approach
Source: Asenath & Lusire, 2017)

From the above findings, it was concluded that the HR department at KTDA (H) Ltd had developed a fully structured and formal induction program for all employees whether new starters or taking up new positions in the company. There was also a clearly defined policy and procedure for employee induction. This policy and procedure was mandatory. It had to be followed by every section or department at KTDA (H) Ltd. The presentation analysis above was as follows (figure 8); a majority of respondents (36.8%) affirmed to fully structured and non-formalized orientation, closely followed by (36.1%) having been inducted through a fully structured and formalized orientation. The other (17.1%) were inducted through a

fully unstructured and Ad hoc process. Only (8.5%) and (1.5%) of the respondents were inducted through an unstructured but formal induction and an informal induction (Self-induction) approaches respectively. Effective employee orientation program design is a key determinant of a meaningful employee performance. This supported the need to induct all new employees in an organization in order to achieve optimum performance both of employees and of the organizations as supported by Kenyan Laws under Industrial Training Act (Cap.237). There are two main structured induction approaches at KTDA Ltd, fully structured and formal orientation and structured but informal orientation. In the structured and formalized orientation, the new employee or the one taking up a new assignment is assigned a trainer who takes the employee through specific position responsibilities for a specific period of time. In the structured but informal, the employee is provided with a guiding program that will help him take up the responsibilities. However, the employee does not work under a trainer instead the employee is required to refer any questions to the supervisor.

In the findings, it was also generalized that, KTDA (H) Ltd preferred a fully structured and formalized orientation, and as well the structured but informal induction approaches for new and moving into new position employees. These approaches were most effective as new employees were taken through structured and procedural programs within a set time framework to be able formally understand their new work environment and feel welcome by various staff members. As a result, the new employees attained a sense of belonging to their respective work stations.

Accordingly, Falola, et al., (2014) noted that top management should be systematic in training/inducting their staff to develop new ideas that will enable them do better and ensure the retention of key employees for high organizational performance. Kebenei's further recommendation centered on the top management to adopt processes that trained workers to be able to use their skills and competences well, hence improve their performance as a result organizational performance (Kebenei, 2014).

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 1.2 illustrated the findings.

Table 1.2: 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 & Lusire, 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

In general, it was deduced from the finding that the study area employed a variety of induction approaches. The most prevalent among the other approaches was the fully structured and formalized orientation. It was true also that from the findings, the HR department in the study area had developed a fully structured and formal induction program for all new employees whether new or taking up new positions. There was also a clearly defined policy and procedure for employee induction which was mandatory and followed by every section or department at KTDA (H) Ltd.

The study established the types of employee induction approaches ranging from structured and formal, unstructured and informal to a mix of both formal and informal employee’s induction approaches. Majority of the responses showed that a structured approach was used to induct employees into work positions. The structured induction approach was predominantly used for those taking up roles in both the managerial level positions and the operational level positions. In the findings, only 13.2% were inducted through an unstructured approach.

The study also found out that although KTDA (H) Ltd had a formal induction program, to some extent KTDA (H) Ltd use informal and a mix of formal and informal induction approaches too as part of new employee training. Even though, the HR has established structured employee induction program that it uses to assist employees to adjust to their new work and work environment. Although the structured induction was predominant in both the managerial and operational level positions, the formal approach does not apply consistently to all employees. There was a predominant use of the formal induction for managerial levels when compared to its use in the operational levels. 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. There was a greater opportunity at KTDA (H) Ltd to learn, work and grow because of their induction approach for all new employees. KTDA (H) Ltd offers 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

KTDA (H) Ltd, the HR have got full knowledge on the need to induct all the new employees as well as those moving into new positions within the organization. The induction program which was then taken up on the first days as the new employees reported to their work gave these employees a notion that they were needed in the organization and as they worked, they presented themselves as part of the team. Regardless of whether individual or group induction, the induction program was ever structured and time bound. Therefore, the study established a statistically significant difference between effectiveness of formal and informal induction approaches used at KTDA (H) Ltd in boosting employee performance. The study thereby rejected the null hypothesis and 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 than to informal approaches at KTDA (H).

1.5 Recommendations

KTDA (H) Ltd should put more effort on the use of the structured induction program by being keen on the relevance of the induction program as compared to the employees who will benefit from it and the contemporary environmental demands. KTDA (H) Ltd should employ comparable approaches to induction for all new employees at all level positions. 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. New employees and those taking up new roles in terms of transfer, promotion or part-time responsibility benefited from induction program. However, the Company 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 which needs to be addressed and attained.

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