

COMPARATIVE STUDY ON IMPACT OF INDUCTION TRAINING ON EMPLOYEE'S PERFORMANCE

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ABSTRACT:

This study examines the impact of induction training on employee performance. Induction training is a crucial part of the employee onboarding process, which aims to provide new hires with the necessary knowledge and skills to perform their job effectively. The study uses a quantitative research approach, collecting data from a sample of employees who have recently completed induction training. The results suggest that induction training has a positive impact on employee performance, as measured by key performance indicators such as productivity, quality of work, and job satisfaction. The study concludes that investing in induction training can lead to significant improvements in employee performance, which can ultimately benefit both the employee and the organization.

INTRODUCTION:

Employees are the one who makes the organization run successfully. Every employee makes an individual contribution to the performance of the organizational unit and thus employee performance results in organizational performance. In every organization employee must be trained based on the job requirements. Induction training plays an important role in employee performance. Training focuses on immediate improvements such as mastering a change in the organizational works in order to achieve long – term objectives. Employees training has a major impact on the employee performance. Companies follow different levels of training to enhance the employee performance based on the depending situation.

Investing in training can increase the profit margin by 24% or more because it makes the employees better at their job. It also increases employee retention and decreases attrition rate and employee turnover. The companies must provide seamless learning environment for the employees to foster their career advancement.

Induction training is the process of introducing new employees to an organization and its culture, policies, procedures, and operations. The main goal of induction training is to help new employees become familiar with their new workplace, job responsibilities, and colleagues. It can also help to reduce employee turnover, increase job satisfaction and

productivity, and promote a positive workplace culture. The induction process typically begins on the first day of the new employee's job and can last for a few days to several weeks, depending on the organization and complexity of the job. The training can be delivered in various formats, including face-to-face sessions, online training modules, or a combination of both.

INDUSTRY PROFILE - ACCOUNTING & PROFESSIONAL SERVICE INDUSTRY:

Professional services are one of the major service sectors which involves a range of different occupations that provide support to businesses in the form of advice, audit etc. These companies provide services to their clients by supporting, managing and covering wide array of areas. They include:

- Audit – examining and reviewing the accounts of companies to ensure legality of their financial records.
- Tax – advising clients on tax-savings and completing tax returns.
- Financial Advisory – advising businesses on major investments which are profitable and best to manage their money.
- Consulting – helping clients for their optimum performance and run at maximum efficiency with lower cost.

The top professional service firms are known as 'BIG FOUR'. The overwhelming majority Professional Services work is undertaken by four major firms which are Deloitte, EY, KPMG and PwC. Together they audit 99% of the companies in the FTSE 100 and 96% of the companies in the FTSE 250 index.

OBJECTIVES:

➤ **Primary Objective:**

- To identify the impact of induction training on employee's performance.

➤ **Secondary Objectives:**

- To examine the employee performance post induction training.
- To analyse whether employee potential is enhanced after training.
- To examine the noticeable changes with the employees.
- To analyse the satisfaction level of employees' post training.

NEED AND SCOPE

In the current organizational environment induction training programme is essential to withstand the performance of the newly joined employees. It serves the purpose of removing fear and making a good impression about the organization in the minds of employees. This study focuses on the impact of the training sessions during onboarding in the performance of the employees. Induction training is used as the retention equipment in many organizations. This study focuses on the induction programme whether it fulfils its objectives.

This is an attempt to evaluate whether all employees are benefited by the induction training provided by the organization. The scope is to determine the effectiveness of induction training and to improve the condition in the **Professional Services Industry**.

RESEARCH HYPOTHESIS

Hypothesis 1

H0: Impact of employee performance is not dependent on gender of the respondents.

H1: Impact of employee performance is dependent on gender of the respondents.

Hypothesis 2

H0: Employee potential enhancement does not impact change in employee performance post training.

H1: Employee potential enhancement does impact change in employee performance post training.

Hypothesis 3

H0: There is no significant mean difference between employee enthusiasm post training and age of the respondents.

H1: There is significant mean difference between employee enthusiasm post training and age of the respondents.

RESEARCH METHODOLOGY

Research methodology refers to the systematic and structured approach that is used to gather, analyse, and interpret data in order to answer research questions or test hypothesis. An analytical and descriptive study was made based on primary data. Hypothesis testing is also done. At the same time, the aim is to find out whether there is positive impact of induction training on employee performance and employee job satisfaction.

SAMPLE DESIGN

A **quasi-experimental design** is used to compare the performance of employees who received induction training from the organization during on-boarding.

SAMPLING METHOD

Convenient sampling method is used in this study. The sample is selected randomly from this list to ensure that it is representative of the population of all new employees who have completed the induction program.

SAMPLE SIZE

The sampling size for this study relies on the new employees who have completed their induction training program. The employees would be selected from the population of all employees who have joined the Big Four accounting firms. The data was collected from **120** respondents through a structured questionnaire.

DATA COLLECTION

It is an analytical study, based on the details collected from the employees from the Big Four accounting firms. The study was based on two types of data.

- Primary data
- Secondary data

PERIOD OF STUDY

This research is undertaken for a period between January and March (2023).

STATISTICAL TOOLS USED

The statistical tools are being selected based on the nature of research question. For this study the following tools are used:

Descriptive statistics:

- Percentage analysis

Inferential statistics:

- Chi – Square
- ANOVA
- CORRELATION

ANALYSIS AND INTERPRETATION

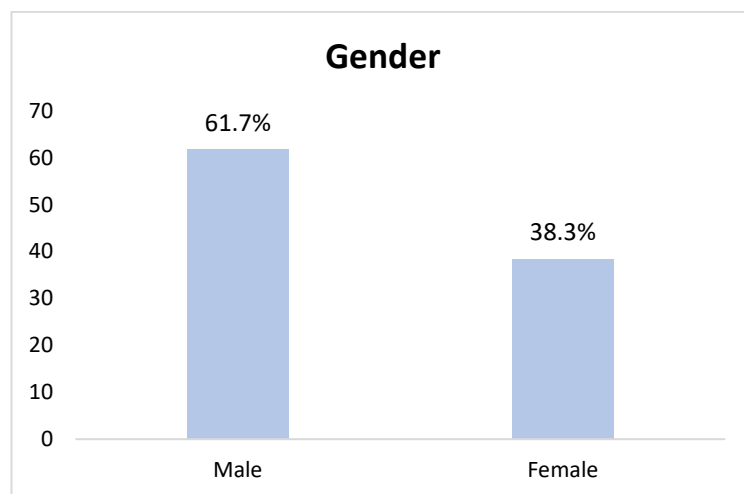
1. Gender of the respondents

Gender	Frequency	Percentage
Male	74	61.7%
Female	46	38.3%
Total	120	100%

Source: Primary data

Inference:

The above table shows that 61.7% of the respondents are Male and 38.3% of the respondents are female. Thus, majority are Male.



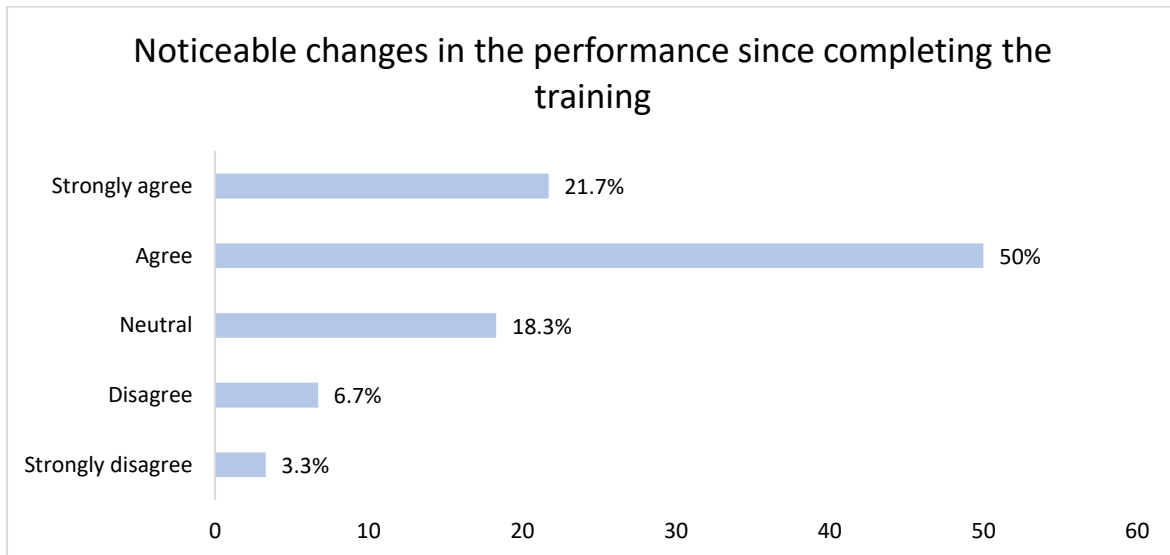
2. Noticeable changes in the performance since completing the training:

Noticeable changes in the performance since completing the training	Frequency	Percentage
Strongly disagree	4	3.3%
Disagree	8	6.7%
Neutral	22	18.3%
Agree	60	50%
Strongly Agree	26	21.7%
Total	120	100%

Source: Primary data

Inference:

The above table shows that 3.3% of the respondents strongly disagree, 6.7% of them disagree, 18.3% of them neither agree nor disagree, 50% of them agree, and 21.7% of them strongly agree that induction training made noticeable changes in the performance since completing the training. The majority of the respondents were **agreed** that induction training helped them to made noticeable changes in the performance since completing the training.



3. CHI-SQUARE ANALYSIS

RELATIONSHIP BETWEEN EMPLOYEE PERFORMANCE POST INDUCTION TRAINING AND GENDER OF THE RESPONDENTS

Hypothesis testing:

Null Hypothesis H0: Impact of employee performance is not dependent on gender of the respondents.

Alternate Hypothesis H1: Impact of employee performance is dependent on gender of the respondents.

CROSS PROCESSING SUMMARY

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Gender of the respondents * Performance is not influenced by induction training	120	100.0%	0	0.0%	120	100.0%

		Performance is not influenced by induction training					Total
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Gender of the respondents	Male	32	14	9	16	3	74
	Female	15	9	13	5	4	46
Total		47	23	22	21	7	120

CHI-SQUARE TEST

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.757 ^a	4	0.101
Likelihood Ratio	7.726	4	0.102
Linear-by-Linear Association	0.607	1	0.436
N of Valid Cases	120		

a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is 2.00.

Interpretation:

The calculated value of Chi-square statistics is $X^2 = 7.757$. The p-value (0.101) is greater than standard alpha value (0.05), thus the Null hypothesis (H_0) is accepted. There is no significance difference between Gender of the respondents and employee performance (post induction training).

4. CORRELATION ANALYSIS

RELATIONSHIP BETWEEN ENHANCEMENT OF EMPLOYEE’S POTENTIAL AND IMPACT CHANGE IN EMPLOYEE PERFORMANCE POST TRAINING

		Potential is enhanced through training	Noticeable changes in the performance
Potential is enhanced through training	Pearson Correlation	1	.630**
	Sig. (2-tailed)		0.000
	N	120	120
Noticeable changes in the performance	Pearson Correlation	.630**	1
	Sig. (2-tailed)	0.000	
	N	120	120

** . Correlation is significant at the 0.01 level (2-tailed).

Interpretation:

Since the p value $0.000 < 0.05$, Null hypothesis is rejected. Correlation coefficient is 0.630. Hence, there is a positive corelation between enhancement of employee’s potential and impact change in employee performance post training.

5. ONE-WAY ANOVA

RELATIONSHIP BETWEEN EMPLOYEE ENTHUSIASM POST TRAINING AND AGE OF THE RESPONDENTS

Hypothesis testing:

Null Hypothesis: H0: There is no significant mean difference between employee enthusiasm post training and age of the respondents.

Alternate Hypothesis: H1: There is significant mean difference between employee enthusiasm post training and age of the respondents.

Descriptives								
Training creates more enthusiasm								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Below 20 years	2	4.5000	0.70711	0.50000	-1.8531	10.8531	4.00	5.00
21 - 30 years	81	3.5432	0.92262	0.10251	3.3392	3.7472	1.00	5.00
31 - 40 years	21	3.3810	1.16087	0.25332	2.8525	3.9094	1.00	5.00
41 - 50 years	12	3.8333	1.40346	0.40514	2.9416	4.7250	1.00	5.00
Above 50 years	4	3.2500	1.50000	0.75000	0.8632	5.6368	1.00	4.00
Total	120	3.5500	1.03591	0.09457	3.3628	3.7372	1.00	5.00

ANOVA					
Training creates more enthusiasm					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.732	4	0.933	0.866	0.487
Within Groups	123.968	115	1.078		
Total	127.700	119			

Interpretation:

The calculated value of One-way ANOVA statistics is 0.866. The p-value (0.487) is greater than standard alpha value (0.05), thus the Null hypothesis is accepted. And the alternate hypothesis is rejected. It concludes that, there is no significant mean difference between employee enthusiasm post training and age of the respondents.

FINDINGS:

- ✓ 67.5% of the respondents were between the age group of **21 – 30 years**.
- ✓ 61.7% of the respondents were **male**.
- ✓ 50% of the respondents **agreed** that there are noticeable changes in the performance since completing the induction training.
- ✓ 39.2% of the respondents **strongly disagreed** that performance is not influenced by induction training. Thus, induction training impacts the performance.
- ✓ 45% of the respondents were **agreed** that induction training creates more enthusiasm to the job efficiently.
- ✓ 45.8% of the respondents **agreed** that the induction training helped them to understand the roles and responsibilities.
- ✓ 42.5% of the respondents **agreed** that induction training made them more committed towards the job.

SPECIFIC FINDINGS:

CHI-SQUARE ANALYSIS:

There is no significance difference between Gender of the respondents and employee performance (post induction training).

CORRELATION:

There is a positive correlation between enhancement of employee's potential and impact change in employee performance post training.

ANOVA:

There is no significant mean difference between employee enthusiasm post training and age of the respondents.

SUGGESTIONS:

Most of the employees were satisfied with the current induction training practices. The following recommendations were made to the management to improve the positive impact of induction training on employee performance.

- The management can compare the performance metrics of employees who have received induction training versus those who have not. This helps in identifying significant differences in productivity, efficiency, quality of work, and job satisfaction.
- Can conduct follow-up surveys with employees who have undergone induction training several months after completion, to determine whether the training has had a lasting **impact** on their performance.
- Since some of the respondents were neutral towards **retention** of employee policy, the management may concentrate on new employees to have a positive view on the organization during induction training which retains them in the organization.

CONCLUSION:

Based on the study conducted on the impact of induction training on employee performance, it can be concluded that induction training has a positive effect on employee performance. The study found that employees who received induction training were more confident and competent in their roles, had a better understanding of their company's goals and values, and were able to work more efficiently.

Furthermore, the study revealed that induction had a positive impact on employee retention and job satisfaction, as employees felt supported and valued by the organization. This can lead to improved morale, productivity, and overall performance.

Therefore, it is recommended that organizations invest in effective induction training programs to ensure that employees are well-equipped to perform their roles, and to ultimately improve overall organizational performance.

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