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Effect of Employee Orientation on Employee Performance in Commercial Banks in Nigeria

Nosike, Chukwunonso J.*

Department of Business Administration, Nnamdi Azikiwe University, Awka, Nigeria

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ABSTRACT

This study examined the effect of employee orientation and employee performance. Survey research design was employed. A sampled of three selected commercial banks in Enugu State, Nigeria. Data for the study were collected through questionnaire administered to the respondents. Using regression analysis, the result shows that employee orientation has a positive significant effect on employee performance of commercial banks in Enugu state, Nigeria. Based on the findings, the study recommended that bank management be able to properly plan and get ready for new hire orientation training in order to satisfy their expectations and create a basis for long-term employee happiness.

1. Introduction

A crucial component of training is employee orientation, during which a new hire is introduced to his or her new workplace, coworkers, and company policies, processes, laws, and regulations^[1]. This orientation process aids new hires in familiarizing themselves with their roles, responsibilities, and other areas of the workplace, which improves their performance^[2].

A new approach to orientation aims to mold employ-

ees' attitudes, habits, and expectations for achieving the organization's goals^[3]. Because it improves new hires' integration and interactions with the workplace, organizational procedures, and other employees, this orientation process is also viewed as a socialization process. The act of promoting relationships between employees and their complete work processes is thus referred to as socialization. It should be noted once more that orientation is the cornerstone of good performance and productivity because when staff members are aware of what is expected

*Corresponding Author:

Nosike, Chukwunonso J.,

Department of Business Administration, Nnamdi Azikiwe University, Awka, Nigeria;

Email: cj.nosike@unizik.edu.ng

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of them, they can tailor their expectations and behaviors accordingly. They can also set goals to conform to the organization's rules, which will help them achieve their goals ^[4].

Although a company can gain a lot from employee orientation, there are still several gaps that must be filled to guarantee effectiveness. In some firms, there is insufficient orientation for new hires, making it difficult for them to completely comprehend their task and satisfy expectations. According to Osunde (2015), staff contentment or dissatisfaction with their jobs might have an impact on an organization's quality. This trait manifests itself as soon as a new worker joins a company. As a result, the degree to which new hires are orientated affects their job happiness, which in turn affects the caliber of their contribution to the firm.

The difficulties large organizations in Nigeria are having with orientation programs raise alarm. Orientation is still viewed as a waste of organizational resources by some organizations and some executives. The supply of insufficient orientation for employees to enable them to perform at their best continues to be a big issue for our firms in Nigeria. Most of the time, certain organizational characteristics have an impact on or influence new hires. This comprises the organization's goal, vision, and values as well as its institutional culture and organizational structure. This study therefore, examines the effect of employee orientation on employee performance in commercial banks in Nigeria.

2. Review of Related Literature

2.1 Employee Orientation

Traditionally, organizations conduct orientation by outlining the organization's history, structure, perks, and policies to the new hire. A more forward-thinking strategy is to use orientation as a chance to share the organization's mission and values with new hires, help mold their values, and integrate them into the organization's structure ^[3]. According to Klein and Weaver ^[5], new hires who participated in orientation training adapted to the company more so than those who did not. The result was that those that attended were more satisfied with their jobs than the others. After their orientation procedure, newcomers are known to have a very high level of socializing and an initial favorable attitude on the work. This causes their rate of job satisfaction to peak at the time they join an organization ^[6].

One aspect of socialization is orientation training, which helps new hires develop interpersonal relationships, clarify their goals, and become aware of the politics within an organization. Through orientation, new hires are ful-

ly assimilated into an organization or work group, making it more enjoyable to learn and work in a new setting ^[7]. It improves task and work clarity and establishes realistic expectations for the job. As a result, it is understood that job happiness is positively correlated with how well an employee understands his or her objectives, standards, and work group (social interactions), as well as how well the individual can promote harmony in these areas ^[8].

The crucial time when an employee will either learn how to become a top performance or not is the first few months with any firm. This principle of learning, according to Mathias and Jackson ^[9], ensures that production potential is increased while integrating both the company and employee expectations. Employee orientation is the process of giving new hires a general overview of the company and their position. It is essentially regarded as a part of the employer's socialization process for new hires. It is possible to think of socialization as a continuous process of instilling in each employee the dominant attitudes, norms, values, and behavioral patterns anticipated by the company. Socialization is crucial for both organizational stability and worker performance. Knowing what they should and shouldn't do is a major factor in how well new hires perform at work. Being able to perform tasks correctly is a sign of effective socialization ^[3]. Therefore, it would seem that the term "orientation" should refer to some reflection or representation of an individual's overall motivational state at a specific time. The influence of needs, values, attitudes, abilities, and other behavioral factors will be depicted in this state. It could therefore be interpreted as a reflection of what a person wants from a circumstance and the degree to which he believes he will be successful in fulfilling those wants.

Organizational politics have been suggested by Vigoda ^[10] to have a detrimental impact on or contribute to job satisfaction in a similar vein. New hires can learn about the politics that are present in an organization during orientation training. This educates them about politics and shows them how to steer clear of it in order to accomplish their necessary objectives. As a result, orientation training has a beneficial impact on an employee's job happiness since it instills in the new hire specific behaviors and job traits that increase their pleasure with their new position and environment. According to Joo and Mclean ^[11], orientation programs are frequently used to forecast workers' (new hires') job satisfaction in a business. This is so because orientation training paves the way for the growth of anticipated attitudes and views that may favorably impact how an employee approaches his or her task, productivity, and job satisfaction. Compared to other forms or types of training, orientation training is known to have a stron-

ger direct relationship with job satisfaction. As a result, businesses are urged to invest more money in a carefully thought out and executed orientation training program.

According to Georgellis, Lange, and Tabvuma ^[12], job satisfaction contributes to an organization’s high level of production, minimal turnover, and growth. It has long been understood that content employees are more effective employees. Additionally, a productive employee will always drive an organization’s growth to new heights, giving it a competitive edge over competitors while simultaneously progressing staff members and bringing them to a state of accomplishment and self-fulfillment. This explains why both employees and employers place a high value on job happiness. Therefore, in order to establish expectations and favorable attitudes at an early stage of work, employers will need to devote all the resources necessary to ensure that they can achieve a better orientation training program. An effective orientation program decreases future bad behaviors including absenteeism, demotivation, a lack of commitment, intents to resign, and even other uncertainties that cannot be foreseen right away ^[12].

2.2 Employee Performance

Performance provided evidence of an employee’s productivity inside the company. Performance in an organization is measured at all organizational, person, process, and relationship levels ^[13]. Employees can learn how to conduct their current and future tasks through training.

An annual performance review that is often given by a supervisor to a subordinate is described as a procedure that helps employees understand their responsibilities, goals, and accomplishments in the workplace. Performance management is the process of establishing an environment at work where employees may give their best effort ^[14]. Appraisals frequently serve as the foundation for identifying shortcomings in employee performance and formulating plans for improvement. However, traditional performance evaluation hasn’t been able to produce the expected human resource results of morale, motivation, attitudes, and performance, claims ^[3]. The narrow focus on performance evaluation is being replaced by a focus on complete performance management in today’s enterprises ^[15].

3. Methodology

3.1 Research Design

Because the study will entail the distribution of questionnaires to the intended respondents, it will use a survey research design. This supports Nwogu’s (2009) assertion that correlational survey research design is appropriate for

examining relationships or associations between two or more variables or sets of scores. Primary data collection was used by the research to achieve the aims of the research via structure questionnaires.

3.2 Population and Determination of Sample Size

The study population consists of branches of commercial banks in Enugu State, Nigeria. Obviously, the researcher could not account for all the persons in the population that has many clusters or units. Therefore, purposely sampling was used to select three banks, and the elements of the population include the managers, head of operations, internal control officers and tellers. The total population was one hundred and twenty eight (128).

The respondents are promised in a cover letter to the questionnaire that all information submitted will be treated with the highest confidentiality and used for the purpose of the research. Closed-ended questions about the research study are included in the questionnaire, which are organized on a scale of Strongly Agree (SA); Agree (A); Undecided (UN); Disagree (D); and Strongly Disagree (SD) to allow respondents the option of ticking the most perceived alternative.

3.3 Model Specification

The model for the study is stated below:

$$Y = X$$

where:

Y = Employee performance

X = Employee orientation

The Model took the following form:

$$Y = \beta_0 + \beta_1 X_1 + \mu$$

where:

Y = Employee performance (dependent variable)

X = Employee orientation (independent Variable)

β_0 = Constant term (intercept)

β_1 = Coefficients of job performance

μ = Error term (stochastic term)

Explicitly, the equation can be defined as:

$$\text{Employee orientation} = f(\text{Employee Performance}) + \mu$$

Representing the equations with the variables of the construct, hence the equation below is formulated:

$$EMP_{it} = \beta_0 + \beta_1 EMO_{it} + \mu_{it}$$

where:

β_0 = Constant term (intercept)

β_{it} = Coefficients to be estimated for firm i in period t

μ_{it} = Error term/Stochastic term for firm i in period t

EMP_{it} = Employee performance i in period t

EMO_{it} = Employee orientation i in period t

3.4 Method of Data Analysis

To test the significant effect and the relationship between the dependent variable and independent variables, regression analysis will be used to test the formulated hypotheses with the aid of SPSS version 20.0. at 5% level of significance.

Decision Rule

The decision for the hypotheses is to accept the alternative hypotheses if the p-value of the test statistic is less or equal to the alpha at 5% and to reject the alternative hypotheses if the p-value of the test statistic is greater than alpha at 5% significance level.

4. Data Analysis

Out of 128 copies of questionnaires distributed 101 were completed and returned. This represents 86%.

Test of Hypotheses (Null)

H_{01} : Employee orientation has no positive significant impact on employee performance of commercial banks in Nigeria.

This hypothesis was tested using the data in Tables 1 and 2 above.

Table 3 shows a regression analysis was used to investigate the association between employee performance and employee orientation. The adjusted R squared shows us how much variation in the dependent variable is caused

Table 1. Analysis of Data Collected for Employee Orientation

S/N	Statements	Response Options				
		(SA)	(A)	(N)	(D)	(SD)
	Employee Orientation					
1.	It enables the new employee to become familiar with the organizational structure, perks, and laws.	36	56	0	9	0
2.	One aspect of socialization is orientation training, which promotes communication between people and goal clarification.	33	57	2	8	1
3.	Training has become more organizationally flexible, giving new hires a foundational understanding of the company and their position.	29	60	0	10	2
4.	Expectations from the company and the employees are intertwined.	36	49	2	14	0
5.	It enables the new employee to become familiar with the organizational structure, perks, and laws.	28	58	0	15	0

Source: Field Survey, 2022

Table 2: Analysis of Data Collected for Employee Performance

S/N	Statements	Response Options				
		(SA)	(A)	(N)	(D)	(SD)
	Employee Performance					
6	Due to the employees' adequate orientation, which enables them to perform at their highest level, I am giving it my all.	28	62	1	10	0
7	Employee chooses to work for the company due to the welcoming environment and orientation	34	51	0	16	0
8	Employee work effectiveness in the organization	44	47	0	8	2
9	The working environment, perks, and organizational structure all inspired employees.	37	53	0	11	0
10	The goal was to create a workplace where employees could work to the best of their ability.	28	60	1	12	0

Source: Field Survey, 2022

by changes in the independent variable. The value of adjusted R squared was 0.997, indicating that there was an 100% fluctuation in employee performance attributable to variations in employee orientation.

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.999 ^a	0.998	0.997	6.64136

a. Predictors: (Constant), EMO

In Tables 4 and 5, it reveals that the probability of the slope coefficients indicates that $P(0.00 < 0.05)$. The coefficient = 0.999, and t-statistics of = 35.597 for employee performance, implies that employee orientation is positively related to employee performance and this is statistically significant at 5%. Hence the p-value is less than the 5%.

A positive link between pay and employee performance is shown in Table 5 with a correlation coefficient of 0.999. The coefficient of determination (R) is used to determine how much variance the two variables share. The value of R is $0.999 \times 0.999 = 0.998$. It means that employee orientation can account for about 100 percent of the variation in employee performance in banks. The study concludes that there is a high level of confidence between employee orientation and performance, and the correlation coefficient is significant at the 0.05 level.

Table 4. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55889.677	1	55889.677	1267.119	0.000 ^b
	Residual	132.323	3	44.108		
	Total	56022.000	4			

a. Dependent Variable: EMP

b. Predictors: (Constant), EMO

Table 5. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.813	4.092		0.199	0.855
	EMO	0.992	0.028	0.999	35.597	0.000

a. Dependent Variable: EMP

Decision

Since p-value of the test statistic is less or equal to alpha, we therefore, reject null hypotheses and uphold alternative hypothesis which state that employee orientation has positive significant impact on employee performance of commercial banks in Nigeria.

5. Conclusions

The relationship between employee orientation and performance is investigated in this study. One hundred and one (101) respondents filled out a questionnaire, and the results were collected (banks staff). Regression analysis was used to determine the impact of employee orientation on staff performance at commercial banks in Nigeria’s Enugu state. Additionally, it demonstrates that the company sees orientation as a crucial component to keep workers motivated, let them know it is willing to collaborate with them, and foster better employee loyalty. Therefore, underperforming employees may not be aware of what is necessary for them to perform better, necessitating a lot of orientations. Based on the findings, the study advised bank management to be able to properly plan and get ready for new hire orientation training in order to satisfy their expectations and create a solid foundation for their contentment within the banks.

Conflict of Interest

There is no conflict of interest.

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