

THE EFFECT OF INDUCTION ON THE EMPLOYEE PERFORMANCE AT IGANGA MUNICIPAL COUNCIL: A CROSS-SECTIONAL STUDY.

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Page | 1 **Abstract**

Background

This study aims to determine the effect of induction on employee performance at Iganga Municipal Council.

Methodology

The study employed a cross-sectional, correlational, and descriptive design. Further, it used both qualitative and quantitative approaches hence mixed research. 47 respondents were selected from a population of 54 participants. The researcher used both purposive and simple random sampling when choosing the respondents.

Both primary and secondary data were used by the researcher. Primary data was collected through questionnaires and interviews. Secondary data was also collected from journal articles, reports, newspapers, magazines, and other government documents.

Results

According to the findings, respondents agree that induction training guides new employees on the policies of the municipal council, induction training guides new employees on the municipal councils' procedures and safety information and induction training helps new staff to relate well with others hence creating bonds with other staff for teamwork for improved efficiency.

According to findings in the statement, "Induction training guides new employees on policies of the public organization hence accuracy and quality employee results" the mean response was 4.6 with a standard deviation of 0.22. This shows that respondents agree that induction training guides new employees on the policies of the municipal council hence the accuracy of employee results

Conclusion

According to the findings, the correlation between induction and employee performance was 0.734 with a significance value of 0.00. Therefore, there was also a positive weak significant relationship between the induction of employees and their performance at the Iganga Municipal Council

Recommendation

The Municipal Council should provide career development opportunities to employees which will enable employees to learn new skills and improve employee performance. The Municipal Council should also provide necessary training and development opportunities to its employees to enhance their skills and become up-to-date on changes in the employment market.

keywords: Effect, Induction, Employee Performance.

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Background of the study

Induction training is an important aspect of onboarding new employees in public organizations, as it helps to ensure that employees receive an orientation to their new environment and job tasks. However, there is a lack of empirical evidence on the impact of induction training on employee performance.

Conversely, other studies have not found a clear link between induction training and employee performance. For

instance, a study conducted by Peterson and Martin (2020) in a Canadian public sector organization found that employees who received induction training had higher performance ratings, but that these differences were not statistically significant. The authors argued that while induction training can help new employees become more oriented with company values and procedures, it may not have a direct influence on their performance over time.

In addition, Folayan and Okon (2018) explored the influence of induction training on employee performance in the Nigerian public sector. They found that participation in induction training was associated with a decrease in turnover and increased team cohesiveness, both of which are indicators of improved job performance. The authors argued that induction training can help new employees grow and reach their full potential.

Most recent studies (Alvarez et al., 2020; Mohd et al., 2019; Xie et al., 2018) suggest that induction training is beneficial in terms of improving employees' knowledge, skills, and abilities as well as their job satisfaction and overall performance. Furthermore, these authors also suggest that for induction training to be effective, organizations should tailor it to the specific needs of the employees and the context in which they are being employed.

Chung et al. (2020) studied the effectiveness of induction training in promoting public sector employee performance. The researchers utilized a qualitative approach, interviewing mid-level managers from various public organizations. They found that evidence-based training was most effective in improving employee performance, leading to the authors concluding that induction training is beneficial in the public sector, helping employees become more efficient and competent in their roles.

González and Callaghan (2018) explored the impact of different training methods in improving employee performance in the banking sector. Interview data were analyzed and the authors concluded that induction programs had a positive influence on employees' abilities to complete their tasks. The researchers argued that induction training was particularly useful for new employees and that it contributed to their learning outcomes.

Papacharissi and Mavroforakis (2021) conducted an empirical survey of public sector employees to investigate the effects of induction training on performance. The results suggested that induction training programs had a significant effect on employee engagement and job satisfaction. The authors argued that induction programs should be tailored to the individual needs of each employee to maximize the benefits.

Desai and Dutta (2022) studied the effectiveness of induction programs in improving employee performance in

the public sector. A qualitative analysis was conducted and results showed that induction programs provide new employees with the necessary information and authority to understand their roles and complete their tasks effectively. This information enables employees to get up to speed quickly and complete tasks in fewer hours. Further, the study revealed that induction programs help employees understand the organizational culture better and quickly adjust to the new working environment.

Li et al. (2021) researched the impact of induction training in enhancing the performance of new hire employees in Indian public organizations. The researchers found that compared to existing employees, new hires (who had completed induction programs) performed at a higher level in terms of average work productivity, team cooperation, customer service, quality management, and other aspects of performance. The researchers attribute this to the focused induction activities that enable new employees to learn organizational expectations and culture efficiently.

This study aims to determine the effect of induction on employee performance at Iganga Municipal Council.

Methodology

Research Design

The study employed a cross-sectional, correlational, and descriptive design. Further, it used both qualitative and quantitative approaches hence mixed research.

It was correlational since it used Pearson correlation to derive the effects of off-job training, induction training, and Job instruction training on employee performance. The study was cross-sectional since it was for a short time and collected data at a point in time.

Study Population Size

The population under study from which a sample was taken for examination comprised 12 councilors, 10 opinion leaders, 28 Technical staff, 01 Chief Administrative Officer, and 01 Chairperson LCV of Iganga Municipality hence the target population of the study was 62 participants as shown in table 1.

Table 1: Target population, sample size, and sampling techniques of the study

Category of people	Target Population	Sample size	Sampling technique
Local Government technical staff	30	28	Simple random sampling
Councilors	12	9	Simple random sampling
Opinion leaders	10	8	Purposive sampling
Chairperson LCV	01	01	Purposive sampling
Chief administrative officer	01	01	Purposive sampling
Total	54	47	

Source: Iganga District Human Resource Report (2022)

Sample Size and Sample Selection

The researcher adopted Morgan and Krejcie's (1970) table to determine the sample size. Therefore 47 respondents were selected proportionately as the sample size of the study. The study therefore comprised 28 municipal council staff, 9 councilors, 8 opinion leaders, 01 CAO, and C/M LCV Iganga District.

Sampling Techniques and Procedure

Two sampling strategies were employed in the study. The researcher used purposive and simple random sampling when choosing the respondents.

Simple random sampling was used to select councilors and technical staff as respondents to the study. The technique was used to allow everyone to participate in the study and avoid bias. Purposive sampling was used to select community opinion leaders since they are knowledgeable on the topic of the study and hence will provide detailed information

Data Source

Both primary and secondary data were used by the researcher. Primary data was collected through questionnaires and interviews. Secondary data was collected from journal articles, reports, newspapers, magazines, and other government documents.

Data collection instruments

Questionnaires

Using this instrument, a list of questions on paper was drawn for the respondents to answer. These were open and closed-ended questions. They were used because they were simple to apply and use on respondents (technical staff) who have less time to sit with the researcher for an exclusive interview hence helping the researcher to collect more data in a short period.

The interview guides

A discussion with the opinion leaders and councilors was held with the researcher upon making appropriate appointments. This discussion involved open and closed-ended items or questions. This helped the researcher to get more detailed information about the study topic.

Research procedure

- i) The researcher obtained an introductory letter from the University to allow him to undertake the research study after successfully defending his research.
- ii) The researcher made preparatory arrangements with the chief administrative officer for acceptance and a consent letter.

iii) The researchers scheduled an appropriate date for issuing questionnaires and conducting interviews with selected respondents.

iv) After issuing the questionnaires, the researcher collected them after two weeks to give ample time to respondents to fill in answers.

Validity of instruments

Validity refers to the quality of a procedure or an instrument used in the research that is accurate, correct, true, meaningful, and right (Xie, 2018).

The researcher used the Content Validity Index (CVI) to assess the validity of the research instruments. The research instruments were given to an expert (Research supervisor) for expert judgment and input. The number of relevant (n) questions was divided by the total number of questions (N) in the research instrument and a content validity index of 0.83 was obtained and was compared with 0.7 as proposed by (Amin, 2005) and the instrument was good to use for the study. Further, the questions that were specified as incorrect, poorly stated, or irrelevant, were corrected with the guidance of the supervisor to suit the intended purpose.

Reliability of instruments

The reliability of a research instrument concerns the extent to which the instrument yields the same results on repeated trials. Although unreliability is always present to a certain extent, there must be generally a good deal of consistency in the results of a quality instrument gathered at different times. To ensure a high level of reliability and validity in this study, the questionnaires were pre-tested, ambiguous questions were made clear, and irrelevant ones were deleted.

Data Analysis and Presentation

According to Binder, D.A. and G. Roberts (2009) data presentation and analysis refer to the organization of data into tables, graphs, or charts, so that logical and statistical conclusions can be derived from the collected measurements. Data presentation and analysis help in the interpretation of data and making a decision or answer the research question. Presenting the data includes the pictorial representation of the data by using graphs, charts, maps, and other methods. These methods help in adding the visual aspect to data which makes it much more comfortable and quicker to understand. The analysis was done using SPSS and presented in tables indicating frequencies and percentages, graphs, and pie charts.

Ethical considerations

Ethical principles that govern a report during the study were followed. Therefore, the investigation was put into consideration ethical issues and included; informed consent where the respondents were informed about what the research is all about, privacy and care were considered and

honest disclosure of the results was also put into consideration.

Results

Response rate

Out of 47 respondents that were selected for this study, only 45 returned the questionnaires hence reducing the response rate by 4.3%. Therefore, the response rate of the study was 95.7%, and was a very good response rate as suggested by (Baruch, 1999) to continue with the study findings.

Background Information of the Respondents

Table 2: Demographic characteristics of the respondents

Gender	Frequency	Percent
Male	32	71
Female	13	29
Total	45	100
Age (year)		
Below 30	14	31
Table 3: Demographic characteristics of the respondents		
31-45	28	62
46-60	3	7
Marital status		
Single	8	17.8
Married	36	80
Divorced	1	2.2
Widowed	0	0
Total	45	100
Education level		
Secondary	3	6.6
Diploma	19	42.2
Bachelors	21	46.6
Masters	2	4.6
Total	45	100
Length of employment		
Below 5 years	14	31.1
6-10 years	22	48.9
Above 10 years	9	20
Total	45	100

Source: Primary (2023).

According to findings in Tables 2 and 3, 71% of the respondents were males and 29% of the respondents were females. Therefore, the majority of the employees at Iganga Municipal Council were males. This shows gender inequality in the recruitment of staff at Iganga Municipal Councils.

According to findings in Tables 2 and 3, 62% of the respondents were aged 31-45 years, 31 % were below 30 years and 7% of the respondents were 45 years. Therefore, 93% of the employees at Iganga Municipal Council were

aged between 30-45 years hence still energetic and productive.

According to findings in Figures 2 and 3, 17.8% of respondents were single, 80 of the respondents were married and 2.2% were divorced. The biggest percentage of the employees at Iganga Municipal Council have families and responsibilities that require time and resources. Therefore, marital status significantly influences employee performance.

According to the findings, 46.6% of the respondents had a bachelor's level of education, 42.2% had a diploma 6.6% of

the respondents had secondary education and 4.4% had a master's level of education. Therefore 93.4% of the employees at Iganga Municipal Council had a university education and hence had the necessary knowledge and skills to perform given tasks diligently.

Findings also showed that 48.9% of the respondents had worked at the Municipal Council for 6-10 years, 31.1% of

the respondents had worked there for less than 5 years and 20% of the respondents had worked at the Municipal Council for over 10 years. Therefore, 68% of the employees at Iganga Municipal Council had experience of over 6 years of service

Methods of employee training at Iganga Municipal Council

Table 4: Methods of employee training at Iganga Municipal Council

Methods of training	Frequency	Percent
On job training	11	24.4%
Workshops	15	33.3%
Coaching	5	11.1%
Job shadowing	6	13.3%
Classroom	8	17.8%
Total	45	100.0%

Source: Primary data (2023)

According to Figure 4, the respondents identified on-the-job training, classroom training, workshops and seminars, coaching, and job shadowing as methods of training received by employees at Iganga Municipal Council. Further, the findings revealed that most employees prefer job training (82.2%) and only 13.3% of the respondents prefer classroom training.

Level of employee performance

During the interviews, the researcher requested the chief administrative officer, Chairperson LCV, and the principal human Resource Officer to rate employee performance on a scale of 100% and the findings were as follows;

Table 5: Employee performance at Iganga Municipal Council

Employee performance	Chief Administrative Officer	Chairman LCV	Principle Human Resource Officer	Mean
Staff effectiveness (Meeting deadline)	46	52	55	51
Employees work with minimum supervision	50	35	44	43
The time management	43	40	50	44
Employee performing tasks with less difficulty (efficiency)	59	65	70	65
Quality of services	58	65	67	63
Employee performance (Average score)	51.2	44.2	57.2	53.2

Source: Primary data (2023)

According to the findings in Table 5, the average score of employee effectiveness was 51%, 43% for employees performing given tasks with minimum supervision, 44% for time management, 65% for employee efficiency, and 63% for quality of provided services. Further, the findings indicated an average employee performance of 53.2%.

The relationship between employee Induction and employee performance at Iganga Municipal Council
Descriptive findings on employee Induction and employee performance at Iganga Municipal Council.

The researcher used a Likert scale for this particular section of the study where the responses were on a scale of 1-5. Where 1 = Strongly Agree, 2= Agree, 3 = Neutral, 4 = Disagree and 5 = Strongly Disagree. The table below shows

a summary of the participant’s responses based on percentages (P), frequency (F), standard deviation (Std), and mean

Table 6: Descriptive findings on induction and employee performance at Iganga Municipal Council

Statement	Mean	std
Induction training guides new employees on policies of the public organisation hence accuracy and quality employee results	4.6	0.22
Induction training guides new employees on public organization’s procedures and safety information which improves the efficiency of employees especially on absenteeism	4.1	0.38
Induction training helps new staff to relate well with others hence creating bonds with other staff for teamwork and improved performance	4.6	0.43
Induction training also helps to integrate organisational culture leading to the efficiency of employees in the long run.	2.5	0.33

Source: Primary (2023).

According to findings in Table 6, on the statement “Induction training guides new employees on policies of the public organization hence accuracy and quality employee results” the mean response was 4.6 with a standard deviation of 0.22. This shows that respondents agree that induction training guides new employees on the policies of the municipal council hence the accuracy of employee results. The findings in Table 6 showed a mean response of 4.1 with a standard deviation of 0.38 on the statement “Induction training guides new employees on public organization’s procedures and safety information which improves the efficiency of employees”. Further, the findings revealed that respondents agree that induction training guides new employees on the municipal councils’ procedures and safety information which improves the efficiency of employees.

The findings in Table 6 showed a mean response of 4.6 with a standard deviation of 0.43 on the statement “Induction training helps new staff to relate well with others hence create bonds with other staff for teamwork and improved performance”. Therefore, respondents agree that induction training helps new staff to relate well with others hence creating bonds with other staff for teamwork and improved performance

The findings in Table 6 showed a mean response of 2.5 with a standard deviation of 0.33 on the statement “Induction training also helps to integrate organizational culture leading to the efficiency of employees in the long run”. Therefore, respondents disagree that induction training does not help in the integration of organizational culture and efficiency of employees at the Iganga Municipal Council

Correlation between induction and employee performance at Iganga Municipal Council
Table 7: Correlation between induction and employee performance at Iganga Municipal Council

Correlations

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			Induction	Local government performance
Pearson	Induction	Correlation Coefficient	1.00	0.324*
		Sig. (2-tailed)	.	.001
		N	45	45
	Local government performance	Correlation Coefficient	0.324*	1.00
		Sig. (2-tailed)	.001	.
		N	45	45

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary (2022)

According to the findings in Table 7, there correlation between induction and employee performance was 0.324 with a significance value of 0.001. Therefore, there was a

positive weak significant relationship between the induction of employees and their performance at the Iganga Municipal Council

Regression findings on induction and employee performance at Iganga Municipal Council

Findings also showed that employee performance was 34.3% predicted by induction (Adjusted R Square =0.343). The remaining 65.7% was predicted by other ways of employee training that were outside the study and the model

was valid since (sig. 0.001<.005). Therefore, the induction of employees significantly contributes to employee performance at the Iganga Municipal Council.

Table 8: Regression findings on induction and employee performance at Iganga Municipal Council

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Model	R	R Square	Adjusted R Square
Induction	.181 ^b	0.23	0.343

Independent Variable: training

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.821	.019		6.234	.000
Induction	0.687	.016	.014	0.292	.001

a. Dependent Variable: employee performance

Source: Primary (2023)

Discussion

According to the findings, respondents agree that induction training guides new employees on the policies of the municipal council, induction training guides new employees on the municipal councils' procedures and safety information and induction training helps new staff to relate well with others hence creating bonds with other staff for teamwork for improved efficiency.

Induction training is an important aspect of onboarding new employees in public organizations, as it helps to ensure that employees receive an orientation to their new environment and job tasks. This study fills the gap as it establishes the relationship using correlation. Findings showed that the correlation between induction and employee performance was 0.324 with a significance value of 0.00. Therefore, there was a positive weak significant relationship between the induction of employees and their performance at the Iganga Municipal Council

The findings also showed that induction training does not help with the integration of organizational culture and efficiency of employees at the Iganga Municipal Council

According to the findings, the correlation between induction and employee performance was 0.734 with a significance value of 0.00. Therefore, there was a positive weak significant relationship between the induction of employees and their performance at the Iganga Municipal Council

Li et al. (2021) researched the impact of induction training in enhancing the performance of new hire employees in Indian public organizations. The researchers found that compared to existing employees, new hires (who had completed induction programs) performed at a higher level in terms of average work productivity, team cooperation, customer service, quality management, and other aspects of performance. The researchers attribute this to the focused induction activities that enable new employees to learn organizational expectations and culture efficiently.

In addition, Folayan and Okon (2018) explored the influence of induction training on employee performance in the Nigerian public sector. They found that participation in induction training was associated with a decrease in turnover and increased team cohesiveness, both of which are indicators of improved job performance. The authors argued

that induction training can help new employees grow and reach their full potential.

Generally, there is a lack of empirical evidence on the impact of induction training on employee performance. This study fills the gap as it establishes the relationship using correlation.

Conclusion

According to the findings, the correlation between induction and employee performance was 0.734 with a significance value of 0.00. Therefore, there was a positive weak significant relationship between the induction of employees and their performance at the Iganga Municipal Council

Recommendation

The Municipal Council should provide career development opportunities to employees which will enable employees to learn new skills and improve employee performance.

The Municipal Council should adequately compensate its employees give them job security and provide proper infrastructure and resources to effectively carry out their duties diligently.

The Municipal Council also should ensure employee recognition and appreciation for employees' hard work

The Municipal Council should also provide necessary training and development opportunities to its employees to enhance their skills and become up-to-date on changes in the employment market.

The organisation should also prepare refresher seminars for staff for team building and capacity building hence improving the working environment and employee performance

The Municipal Council also should encourage its employees to upgrade their academics for new knowledge and skills that improve employees' performance in their workplace.

Acknowledgment

To all who helped me in conducting this study.

List of Abbreviations

CVI	Content Validity Index
JIT	Job Instruction Training
IDHRAR	Iganga District Human Resource Assessment Report
IDM& EC	Iganga District Monitoring and Evaluation Committee
SPSS	Special Package for Social Sciences

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Conflict of interest

The author had no conflict of interest.

Author Biography

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