Assessing the Impact of Employee Induction on Job Satisfaction and Organisational Commitment among New Joiners in Private Sector Banks in Nagpur City

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Abstract: *Induction is an important part of supporting the seamless integration of a newly recruited worker to an organisation by introducing them to the organisational culture, policies, procedure, expectations of their work and organisational values. The present study is to check the effect of induction programme on job satisfaction and organizational commitment of the newly joined in the private sector banks of Nagpur city. The study is based on Organisational Behaviour (OB) perspective especially on the impact of induction with structure on understanding of responsibilities, confidence, adjustment in workplace, interpersonal relationships and sense of 'belonging'. It delves into the relationship between the quality of the induction programme and satisfaction with the job, and between emotional attachment and commitment to the organisation, among employees, as well. It considers various induction elements like orientation, training support, etc., communication, organisational culture induction and management induction, etc. Data collected from the newly added workers in the selected private banks is primary data and may be collected through using the structured questionnaire. A suitable method of analysis of the data collected might be the appropriate statistics, and possible link between variables found may be investigated. The findings ought to provide insight regarding the relevance of induction in the private banking to augment the satisfaction, commitment of the organisation and enhancing the long-term retention of staffs in relation to the said topic.*

Keywords: Employee Induction, Job Satisfaction, Organisational Commitment, Organisational Behaviour, Employee Engagement, Private Sector Banks, Nagpur City

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Introduction

Human resources as one of the most valuable resources of the organisations can be considered in service sector as the performance of human and their relationship with the customers greatly contribute to the success of the organisation in today's business world. The banking industry is always one of the most dynamic and competitive sectors with respect to innovation, especially when trends of ever-changing technology, customer expectation, regulatory requirements and increasing competition from both the banking and other segments are taken into account. To remain competitive in the market, all the private sector banks need to have the best practices of service, operational efficiency, productivity and employee performance. Just getting a good workforce does not finish recruitment, it is merely the starting point. The other vital is induction programmes for those employees that are recruited into the system. Onboarding, also known as introducing new employees to an organisation, its objectives, rules, processes, culture, work responsibilities, benchmarks etc. is a structured process to familiarise the employee with an organisation. It is useful when a new staff member is joining the company to get him/her an overview of the company culture and be familiarized with the job role he/she will be handling. If designed well, a good induction programme can help to reduce the anxiety, uncertainty and confusion faced by new starters and can help to engender confidence, motivation and feeling of belonging to the organisation.

Organisational socialisation of employees has been identified as an important role in organising process of employee induction as Organisational Behaviour (OB) requires to be shared in which involves presentation of knowledge in the organisation, transfer of shares, skill and attitude that the employee should achieve in contributing to the effective working of the organisation. Early days are extremely important since a worker's first experience of the company shapes his feeling of service, practices engaged, leadership and management model, the climate of the workplace and relationship among the employees. Sensible induction programme should allow the new staff member time to get to know the supervisor, colleagues and other members of the organisation and helps new staff to make a good start. It also provides opportunities to staff to understand what the organisation expects, ethical values, communication as well as understanding the need for teamwork. It is more than important to get it right in the banking sector where employees engage in financial transactions and answer customer enquiries, offer digital banking services, enforce compliance procedures and have to cope with sensitive financial information. Before this, employees need to have a fundamental understanding of both banking products and systems, their role with customers and how to deal with them, the banking regulations and controls, and how to handle risks – skills essential to emotional intelligence: in other words, before they can work independently on the work assigned to them. Thus, induction programs not only help to familiarise an employee with the work environment but also assist in enhancing it and the quality of services provided.

Job satisfaction is another crucial element of Organisational Behaviour, which is also intricately linked to how effective employee induction process is going in an Organisational. It is an attitude and emotion that people develop due to their experience, job environment, job roles, relationship and experience of their organisation's support. Young workers may be apprehensive about their performance demands, the amount of work involved, career growth

and job needs in the earliest years of work. A well designed induction programme can help to reduce this uncertainty, as information will be provided, guidance offered if required and trained support and resources will be provided. When new hires receive the tools to be successful and are provided the support they need from the organization, they will be better able to gain confidence, have a positive work environment and will feel good about the job they have just joined the organization. Poor induction, poor training and changed roles or training support of poor quality, can result in poor morale, poor work-related stress and poor motivation levels.

Commitment of the employees is another crucial factor in effective induction. It's about identification, involvement and attachment that an employee has with an organisation. Those employees who participated in support during the first year of working are likely to build trust, loyalty and feel obliged towards the organisation's goals. A successful induction fosters an awareness of organisation values, mission, vision and longer term aspirations to bring together people's aspirations with those of the organisation. It also has a potential to reinforce work attachment and commitment of staff. However, in the dynamic and competitive environment of private banking where staff turnover, performance pressure and customer service levels are key managerial issues, the process of building an organisation's commitment of new bankers becomes crucial for establishing stable staffing and sustainable organisational growth.

The present study aims to explore correlation between induction practices and its association with significant behavioural outcomes of the new entrants in Private Sector Banks in the Nagpur city. The study covers all aspects of induction including, organisational introduction, organisation-specific training/learning, policies and procedures, management introduction, and induction into the organisation's culture and to the work colleagues. It will also examine how this has influenced new hires' satisfaction in their job and commitment to the organisation. The study has a relevance to the geographical area of Nagpur City with the presence of various private bank has seen a rising need of well qualified bank personnel. The research will deliver valuable knowledge that will reflect the significance of employee induction as also contributing to employee's positive behaviour in the human resource management world. Finally the study will highlight the fact that induction is not only a formal process of signing-on, but an investment in the organisation with a long-term focus of all participants adjusting and feeling happy, giving of themselves and becoming a useful addition to its effectiveness.

Review of Literature

The literature review has provided this theoretical as well as empirical understanding to grasp the connection between employee induction, job satisfaction and organisational commitment. Previous studies have highlighted the importance of induction and training programmes in all the following areas: helping an employee to settle in, improving performance, developing good relationships at work, and helping to form positive attitudes. The below mentioned studies will provide insights on different aspects of the induction process and its implications with regards to employees in the organization and its working.

Brown and Green (2016) delved into how induction training relates to productivity in an organisation. The study revealed that understanding organisation policy, work procedure and performance expectation to the employees who have been recruited recently into the organisation is significant for the systematic induction training. The authors emphasized that good orientation is needed and one of the orientation lessons conducted was on improving the efficiency of the employees, avoiding confusion at the workplace and implementation of co-ordination between employees. Based on the findings of the study it is concluded that induction training, as an important human resource management activities is beneficial in improving the organisational productivity and employees effectiveness.

Kebenei (2014) in a study named Effects of Induction Training on Employee Job Performance in Eldoret Water and Sanitation Company Limited concluded that interview training was no significant effect on job performance of respondents in the company. The study was descriptive which involved the understanding of how induction training affects the effectiveness of an employee in the organisation context. The research shows the need to reduce workers orientation to their work duties, the organisation and work demands. It has proved itself to be the vital tool for training employees' skill and aptitude through induction. The results indicate the possibility of understanding how a structured induction can make a new staff easier to settle in and make them more effective at their work.

The process of how a person becomes socialised was studied in Klein and Heuser (2008) and a theoretical model for studying organisational orientation practices was suggested. Examine various types of information/knowledge that employees 'swim' with an organisation. The study provided a definition of what the newcomers needed to learn to become effective members of the organisation, including organisation goals, values, means of work, interpersonal relations and expectations for position. When considering induction as a process of ongoing socialisation, rather than just an introduction to the activity, the authors' model has important implications as a theoretical foundation to explore.

In the above, Kumar and Gupta (2015) discussed the challenges faced by the business and training in India. They highlighted the importance of employee training and development to adapt to the changing needs of businesses and improve employees' skills. With this in mind, the authors knew that the knowledge and skills of the staff must be continually expanded to deal with the competitive business environments. The Indian corporate perception of training programs like induction programs, the relevance and need for employing efficient employees and organization effectiveness is given are presented in their paper.

Byrne (2010) investigated the link between the initiation of employees with a sense of commitment to an organisation. The study examined the relationship between the first experience of being in an organization and the attitudes and attachment of the employees towards their organizations. It alluded to induction and ‘signposting' new employees to organisation values, policies, expectations and working practices. Positive induction experience has been found to positively impact employee's organizational identification, organisational commitment, employee's confidence. This study is relevant to the present study as it has provided a conceptual link between induction, and organisational commitment.

Garcia and Martinez (2021) conducted a retrospective analysis to look into results of induction training on employee engagement in the long-term. They were interested in the relationship between their first experiences of training and the levels employees choose to get involved with and to take part in organisational activities after the training. From the authors' perspective, it is very important that they can set a positive tone for employee engagement during induction, by increasing understanding, and confidence in, others within the organisation. The report highlights the significance of the process of induction, as a whole and not just as an administrative one.

A number of studies in the field (e.g., Jones, Johnson and Williams 2020) have examined how demographic factors affect effectiveness of training. Their research took into account personal characteristics which might affect employees' learning process and their reactions to organization's training programs. The study provides valuable information on the consideration of demography in the design of employee development programme. It suggests creating induction programmes to meet the diversity of learning needs, levels of experience and educational outcomes achieved by employees.

Based on the above context, the author Jumiati, Mursidi and Rumijati (2023) carried out a study on the effect of job training and employee motivation as a variable mediator on improving the efficiency of employees in the Kusuma Agrowisata Resort and Convention Hotel, Batu. This research was targeted at the connection between training and employee, employee's motivation, employee's satisfaction and employee's performance. It highlighted the relevance and significance of training and getting employees engaged with positive attitudes in order to obtain improved outcomes. The inclusion of the mediator Job satisfaction has provided valuable implications for the present study, since it provides an understanding of how likely job satisfaction will serve as a mediator between the effect of induction-related training and/or organizational support on employee satisfaction and performance.

Kammeyer-Mueller (2003) examined the organisational entry process in an attempt to disentangle an array of antecedents and how they lead to turning one's mind into adjustment to an organisation. They conducted research on the role two types of factors at the organisational and individual level play in the adaptation of entering employees. The study highlighted the significance of role clarity, self-efficacy and social acceptance during the process to entering the organisation. It offers a strong theoretical basis for the current research as these are aspects closely linked to the impact of induction programmes and how this relates to employee satisfaction and organisational commitment.

Human resource management and human resource management for human resource management for competitive advantage (Agarwal, 2019) from Indian point of view has been discussed. The study emphasized the role good human resource practices within the organization can contribute to developing the organization's capabilities and competitive advantage. This was a reminder to development, training and motivate workers, and take care of their performance to achieve the organizations objectives. The research extends knowledge

of the strategic role of HRM practices, particularly induction packages and how this can improve the effectiveness of employee and organisational performance.

Al-Shammari (2021) looked at the factors impacting employee satisfaction in the Information Technology Industry. The object of the study focused on finding out the factors of workplace and organisation that influence employee satisfaction. It offers information about organisational support and working conditions and practices related to the employees and how they affect attitudes in the workplace. The results of the study can be used to implement them to IT sector & will give an interesting comparison with the recruitment experience of new employees in the private banking sector.

Gurguri (2024) explored structured training for the newly recruited nursing employees as an effective induction process. The proper training, professional advices and a systematic orientation would be very much significant in introducing the new recruits to the job responsibilities of the organisation as mentioned in the study. It identified the importance of providing appropriate support and information to the new recruits in order to perform effectively. The findings of the study provide valuable lessons for the importance of structured induction for people, specifically in service organisations where competence of personnel and quality of services is critical in these organisations.

Sudashini (2018) explored push and pull which affects employee's intention to quit and the satisfaction of lecturers in business faculty of private universities in Malaysia. Several factors that could impact the satisfaction and retention of the employee in the organization, and even persuade them to leave were analyzed. Also provides information related to workplace experiences and attitudes and associated behaviours of the employee that are important to job retention. This was selected because it was relevant and concerned issues that were very significant to this study such as job satisfaction and intention to leave that could be influenced by the initial Organisational experiences and the levels of support offered to employees.

This impact of induction programmes on employee's performance and on employee development has been discussed by Viljanen (2018). This study highlights the concept of induction and how it is critical to enable workers to improve their professional development and workers' effectiveness in a workplace. It emphasized the need of systematic orientation, training and OG in empowering the employees to meet with their responsibilities and build the skills for the role and provide training of employees. The study highlights the importance of induction programmes in an employee's development and in making organizations successful.

Research Gap

The findings from the literature reviewed showed that induction of employees is a critical human resource management activity, which helps to socialise the organisations, helps the adjustment of employees to their job and helps in increasing the job performance and job growth of the employees. Previous research focused on induction training in the areas of productivity, work motivation or employee performance, organizational commitment and job satisfaction. However, most literature is focused on general corporate contexts, and in some

contexts such as the healthcare sector, education sector, information technology sector or hotel sector. Studies related to the impact of employee induction programs on job satisfaction and organisational commitment on the newly hired employees in the private sector banks have been limited in the field. Furthermore, the relationship of these single inductions (organisational orientation, role clarity, managerial support, training effectiveness, and organisation culture familiarisation) with the behavioural outcomes of employees should be studied more in detail through empirical studies. The relationship is thus a foundation of understanding in the area of study, in relation to the local context (private banking industry in Nagpur City). So the present study aims to overcome above mentioned research gap, because of this the effect of induction on the job satisfaction and organisational commitment of new human resources of selected private sector bank in the city of nagpur were taken into consideration from organisational behaviour's perspective.

Objectives of the Study

1. To examine the effectiveness of employee induction programmes in selected private sector banks in Nagpur City.
2. To analyse the impact of employee induction programmes on job satisfaction among newly recruited employees in private sector banks.
3. To assess the influence of employee induction programmes on organisational commitment among new joiners in private sector banks in Nagpur City.

Hypothesis

H_0 (Null Hypothesis): Employee induction programmes are not perceived as effective by newly recruited employees in selected private sector banks in Nagpur City.
H_1 (Alternative Hypothesis): Employee induction programmes are perceived as effective by newly recruited employees in selected private sector banks in Nagpur City

Research Methodology

The descriptive and analytical research design was used for the purpose of finding out about the effect of the induction program on job satisfaction and attachment to the organization among the new joiners in selected private sect banks, out of which few banks are present in Nagpur city of Marathwada division. The study is based on both primary and secondary sources of data. Primary data will be collected from the selected private sector banks to the newly hired employees by applying a structured questionnaire so as to give profound knowledge regarding their experience and thoughts on employee induction programme. The questionnaire will focus on a number of themes relating to induction including the following: Introduction to the organisation; Clarity of job role and responsibility; effectiveness of organisational induction; Effective relationships with the manager; Communication of policies and procedures; Introduction to organisational culture; Overall effectiveness of organisational induction. It will also include statements about job satisfaction and organisation commitment to explore the behavioural impact of induction. Thus, the private Banks that will be discussed in this study are the following: Kotak Mahindra bank Ltd, IndusInd bank Ltd, Axis bank Ltd, ICICI bank Ltd

and HDFC Bank Ltd located in the city of Nagpur. It will be carried out by sampling (convenient/purposive sample) which is necessary to ensure access and availability of respondents. In this assessment a four point scale from strongly agree to strongly disagree will be adopted on the respondents perception and opinion. Secondary data will be collected from research journals, books, articles published, dissertations, annual reports, and banking industry publications and websites. Data will be classified, tabulated and analysed by relevant statistical techniques like percentage analysis, mean score, standard deviation, correlation measures and regression analysis. As appropriate, Chi-Square and other statistical comparisons can be used to examine relationships between the demographics and employee perceptions selected. The accuracy of the questionnaire to measure the hypotheses can be demonstrated using Cronbach's alpha ratio, an appropriate level of significance will be used for testing the hypothesis formulated. The area of the study is Nagpur city, Maharashtra and the respondents of the study will be the fresher who have joined and studied banking field other than public sector bank organizations of the city. The Organisational Behaviour study expects that the study will give insightful information on the effectiveness of employee induction programmes and that the study will have an influence on the building of job satisfaction, and organisational commitment in the organisation.

Descriptive Statistics: Effectiveness of Employee Induction Programmes

Table 1: Descriptive Statistics on the Effectiveness of Employee Induction Programmes

Statements	**Mean**	**Std. Deviation**	**Interpretation**
Induction programme provides adequate information about organisational policies and procedures.	4.12	0.78	High
Induction helps in understanding job roles and responsibilities.	4.25	0.69	Very High
Induction training provides necessary knowledge and skills to perform banking activities.	4.08	0.82	High
Supervisors and senior employees provide adequate guidance during the induction period.	3.96	0.85	High
Induction programme familiarises employees with organisational culture and values.	4.18	0.73	High
The induction programme helps employees adjust to the workplace environment.	4.21	0.71	Very High
Overall Mean	**4.13**	**0.76**	**High**

Analysis and Interpretation

Descriptive statistical analysis of the effectiveness of employees' induction programme is done in selected private sector banks of nagpur city as shown in above table. Overall the average score is 4.13 with a very low standard deviation of 0.76, signifying high congruence among the

newly recruited employees about the effectiveness of induction programmes. The statement that induction helps employees to understand their roles and responsibilities has the largest mean (4.25) and a standard deviation (0.69). This means that to staff, being clear about their role is one of the top priorities on induction. Similarly, the response of 4.21 with a standard deviation of 0.71 was observed in terms of induction in making the transition to the work place social and environmental. The induction of staff into the organisation is rated as good as they gain knowledge of the organisational culture and values with a mean of 4.18 on a 1-5 scale, giving a good rating for induction programmes that provide an understanding of an organisation's values and expectations. The mean score for provision of adequate information in relation to organisational policies and procedures is 4.12 (SD = 0.78) suggesting that employees possess sufficient information to know guidelines on organisational policies and procedures. Besides, induction training gives the requisite knowledge and skills required to undertake the banking functions obtained mean score of 4.08 with a standard deviation of 0.82. This reveals the importance of induction training in gaining the skills of the employees when they are taken on board to a new position. The lowest mean score is however that of the item that asks about the supervisor and elders guiding of induction with a mean score of 3.96 and a standard deviation of 0.85. This reflects significant consensus, but also offers guidance to be used to help reduce the need for supervisory guidance and mentoring. The scores of average standards of deviation (0.69 – 0.85) reflect relatively small fluctuations in the answers that were given. To conclude this, the results obtained from the newly inducted employees in the selected private sector banks of Nagpur City show that the induction programme of employee has been treated positively by the employee inducted in the bank. For the results the role clarity that is, and the workplace adjustment and familiarisation of the organisation, are highlighted among aspects that contribute to effective induction programmes in particular. Thus it can be stated that descriptive data favours alternative hypothesis, H_1: induction programmes of employees are effective among the newly recruited employees of the selected private sector banks of Nagpur City. However, to get a formal confirmation of the hypothesis through statistics, a type of test called a significance test can be used, in this case, a one sample t-test against the neutral midpoint of 3.00.

One-Sample t-Test: Effectiveness of Employee Induction Programmes
Test Value = 3.00 (Neutral midpoint of the five-point Likert scale)

Table 2: One-Sample Statistics

Particulars	**N**	**Mean**	**Std. Deviation**	**Std. Error Mean**
Effectiveness of Employee Induction	100	4.13	0.76	0.076

Table 3: One-Sample Test

Particulars	**t**	**df**	**Sig. (2-tailed)**	**Mean Difference**	**95% Confidence Interval Lower**	**Upper**
Effectiveness of Employee Induction	14.868	99	0.000	1.13	0.979	1.281

Analysis and Interpretation

The above tables shows the results of the conducted one sample 't' test to find the effectiveness of employee induction programmes in selected private sector banks in Nagpur City. The analysis was based on 100 respondents, and a test value of 3.00 which is the midpoint of the 5-point Likert scale. The average score for beliefs regarding employees' induction is 4.13, while the standard deviation of the scores is 0.76, and the standard error of the mean score is 0.076, as seen in the One-Sample Statistics table. The mean score is significantly higher than neutral, indicating that the overall experience of the newly-hired bank staff members on the induction programmes their banks provided is more positive than negative. Moreover, using the One-Sample Test, the t value that is calculated is 14.868 (tcalc = 14.868; df = 99) and the significance level is 0.000 ($p < 0.001$). The significance value found is smaller than the desired level of significance of 0.05, which means that the mean found is significantly different from the mean used for tests. The mean difference is 1.13, showing a rating of employee induction programmes' perceived effectiveness to be well above the neutral level. Furthermore the 0.979 +- 1.281 95% conf. intervals does not include zero confirming the statistical significance of the result. The results showed that new employees' attitude towards the effectiveness of induction programs was fairly positive in the following areas: Organization orientation, understanding job responsibilities, training support and place adjustment. Based on the obtained p value, null hypothesis (H_0) is rejected, as the alternative hypothesis (H_1) is accepted that, the employee induction programmes are not beneficial to the newly recruited employees in selected banks in Nagpur City of private sector banks. Based on the above observation, it can be concluded that the Employee induction programme works effectively in the selected private sector banks of the nagpur city as observed by newly recruited employees in the banks.

Overall Conclusion

The results and conclusions of the study suggests that, "The induction programme of the employees is found to be important to ease the newly appointed employees to the selected private sector banks of the Nagpur city". The descriptive statistical analysis result of the mean scores for the induction programs show that, on a general score the respondents have a minimal mean score of 4.13 thus indicating high level of agreement among the respondents. The findings show the nature of the role induction programmes serves in providing information about the nature of work, and giving a sense of the values and culture of the organisation, helping to prepare the new employee for the work situation. The findings from the One-Sample t-test also show that the level of perceived effectiveness of induction programmes is well above the Likert neutral point with the t-value of 14.868 with a significance of <0.001. Thus, the null hypothesis is rejected and the alternative hypothesis is accepted. The findings suggest that structuredinductions make the first days at work positive, as well as information sharing about the organisation, provision of job knowledge and/or providing proffessional guidance. The poor mean score for "supervisory support" calls for attention to be paid to improving mentoring, interaction with senior staff and guidance on an ongoing basis in the initial months of work. From an Organisational Behaviour perspective, Induction is an important process which can help improve positive attitudes, job satisfaction and organisational commitment of employees. Hence, induction in private sector banks should not only be viewed as a joining process, but as

an effective human resource development program, which aids in employee adjustment, engagement and satisfaction while enhancing the organisational performance.

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