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**ADDIS ABABA UNIVERSITY  
SCHOOL OF COMMERCE  
MA PROGRAM IN HUMAN RESOURCE MANAGEMENT**

**INDUCTION AND EMPLOYEE EFFECTIVENESS IN THE CASE OF  
SELECTED PRIVATE COMMERCIAL BANKS IN ETHIOPIA**

**BY  
MENALE TEREFE**

**June 2020  
ADDIS ABABA**

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**INDUCTION AND EMPLOYEE EFFECTIVENESS IN THE CASE  
OF SELECTED PRIVATE COMMERCIAL BANKS IN ETHIOPIA**

**A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY COLLEGE OF  
BUSINESS AND ECONOMICS SCHOOL OF COMMERCE OFFICE OF  
GRADUATE STUDIES**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE  
DEGREE OF MA IN HUMAN RESOURCE MANAGEMENT**

**BY  
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**June 2020**

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## **CANDIDATE’S DECLARATION**

I, MENALE TEREFE, HEREBY DECLARE THAT THIS MASTER THESIS TITLED “INDUCTION AND EMPLOYEE EFFECTIVENESS IN THE CASE OF SELECTED PRIVATE COMMERCIAL BANKS IN ETHIOPIA” IS MY NOVEL WORK AND THIS STUDY HAS NOT SUBMITTED FOR THE AWARD OF ANY PROGRAM OR ANY OTHER INSTITUTION. I HAVE CARRIED OUT THE PRESENT STUDY INDEPENDENTLY WITH THE GUIDANCE AND SUPPORT OF THE RESEARCH ADVISOR, WORKU MEKONNEN (Ph.D) ANY OTHER RESEARCH OR ACADEMIC SOURCES USED HERE IN THIS STUDY HAVE DULY ACKNOWLEDGED.

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**SCHOOL OF COMMERCE GRADUATE PROGRAM  
INDUCTION AND EMPLOYEE EFFECTIVENESS IN THE CASE OF  
SELECTED PRIVATE COMMERCIAL BANKS IN ETHIOPIA  
DECLARED BY: MENALE TEREFE**

THIS IS TO CERTIFY THAT THE THESIS PREPARED BY MENALE TEREFE, TITLED: “INDUCTION AND EMPLOYEE EFFECTIVENESS IN THE CASE OF SELECTED PRIVATE COMMERCIAL BANKS IN ETHIOPIA” AND SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE DEGREE OF MA IN HUMAN RESOURCE MANAGEMENT COMPLIES WITH THE REGULATIONS OF THE ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS AND MEETS THE ACCEPTED STANDARDS WITH RESPECT TO ORIGINALITY AND QUALITY.

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## **ACKNOWLEDGEMENT**

First of all, I would like to thank almighty God, who strength me throughout the preparation of the research. My special gratitude also extended to Dr. Worku Mekonnen, for his unreserved guidance, invaluable comments and assistance on this study.

I would like to thank my wife W/y Hirut Awegechew, who contributed to wards my success and gladly share my responsibility unconditionally when I was busy on this research. Furthermore, my parent's W/y Aselefech Yimam and Terefe Sebsibe, relatives, colleagues and friends who are encouraged me throughout my research work.

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## **ACRONYMS AND ABBREVIATIONS**

HR	Human Resource
HRD	Human Resource Development
HRM	Human Resource Management
KPI	Key Performance Indicator
NBE	National Bank of Ethiopia
S.C	Share Company
SPSS	Statistical Packages for Social Science
TPI	Theoretical Practical Interaction Theory

## ABSTRACT

*This study examines induction and employee effectiveness in the case of selected private commercial banks in Ethiopia. Induction is crucial for employee's survival specially to cope with their working environment. However, selected private commercial banks in Ethiopia faced a challenge, which is unable to organized induction for all newly hired Professionals/Officers. On previous study showed that, as induction is mandatory and has positive impact on both employee effectiveness and organizational performance, however, it lacks the necessary attention by selected private commercial banks in Ethiopia. Therefore, the purpose of the study was to investigate how conducting induction training for new professional employees enable them to be effective or integrate with the Bank overall objective and work environment for mutual benefit. A descriptive and explanatory research design had employed to examine the accuracy and authenticity of data. The target population was 15,304 respondents while 353 sampled respondents from Addis Ababa were selected using a simple random sampling to ensure representativeness. The study used quantitative methods of data analysis to get a conclusion of the findings of the subject matter. The researcher used SPSS- version 23 software, the data analyzed through correlation and regression to measure the relationship between induction and employee effectiveness. Finally, after the study conducted, the researcher found that the independent variable induction has significant effect on employee's effectiveness of selected private commercial Banks in Ethiopia. As per the finding, the researcher recommended that selected private commercial Banks in Ethiopia to establish a system to incorporate professionals /Officers in to the induction program, to have strict action plan to conduct the induction program on time so as to minimize the unnecessary confusions of new employees, to design induction policy for mutual benefit and continuously to check the status of effectiveness of the induction in order to take corrective action on time.*

**Key words: Induction, Employee Effectiveness, Private Commercial Banks.**

# CHAPTER ONE

## 1. Introduction

This chapter contains the background of the study, Statement of the problem, research questions, hypothesis, objective of the study, definitions of terms, significance of the study, scope and organization of the study.

### 1.1 Back ground of the study

Induction is the process of receiving and welcoming employees when they first join accompany and giving them the basic information they need to settle down quickly and happily and start work (Armstrong, 2006, p471). On the other hand, induction also used to minimize turnover of new employees and to improvement operational excellence of the organization.

Many research shows that induction training program has an advantage for both new employees and organization. When new employees inducted properly before directly staring their job, it makes them to feel as respected, it minimizes fear and able them effectively integrate with organization. Here, employee effectiveness means through induction making new employees integrating successfully with the Bank objectives, polices, working culture and job process as a whole. According to (Lingham,2000) not able to apply KPI to the induction program. Therefore, no need of performance evaluation for them likewise, other existing staffs, rather their outcome will be measured via debriefing, written, verbal or online testing to be assure how much they understand the overall induction program.

Currently, the selected private Banks in Ethiopia have faced a challenge to inducting new employees, especially Professionals/Officers. Most of the time banking sectors working conditions is very sensitive, which exposed to corruption, theft and information security risk.

Accordingly, inducting new employees is very critical, in order to effectively integrating employees with the organization overall working environment. The employee forms a bond of loyalty with the company and thus will engage more effectively and efficiently resulting in a more productive employee (Gallup, 2006, cited in O'Brien, 2013, p.2). 'An effective induction process motivates employees, broadens knowledge and skills range making them more adaptable and less likely to waste resources'(Hierbert, Gallimore, &Stigles, 2002, cited in Mogusu& Atambo,2016, p.1251).

The research was premised Michael Zey's mutual benefits model (Zey, 1991) and TPI (Adam, 2010). According to Zey's mutual benefit model, there are three major beneficiaries of mentorship relationship. That is, the mentee, the mentor and the organization as a whole. It focused on the assignment of mentor to help the new employees to become familiarized with the organizational culture, job, policy, procedure and to develop knowledge how to work with other organization employees. On the other hand, TPI theory therefore refers that new employees need to develop theoretical (T), practical (P) skills to enable them to perform their new jobs and also need to satisfy needs for interaction (I) which is also key to new employees so that they fit in the job.

One of the main functions of Human Resource Development is induction. However, most private banks in Ethiopia do not give proper attention for induction likewise other human resource functions. When induction compared to other human resource functions, it is not very time-

consuming rather quite important, to enhance employee's effectiveness. Therefore, it is Bank's responsibility to deliver induction program to all new employees.

Consequently, the study helps to clarify the relationship between induction and employee effectiveness on the selected private commercial Banks in Ethiopia, improve communication of new employees and to ensure operational excellence of the Bank.

## **1.2 Statement of the Problem**

Induction is crucial for new employee's survival specially to cope with their working environment effectively. On the other hand, it used to improve the Banks performance through minimizing turnover and upgrading operational excellence to compete with the current stiff business world. The awareness of an environment helps them to adapt with ease, and to develop strategies for overcoming challenges within their working environment (Dube, 2008; Swanepoel, Erasmus, Van Wyk & Schenk, 2008; Compton, Nankervis & Morrissey, 2009, cited in Samosamo, Marais & Joubert, 2014, p.413). Most of the time when new employees are hired in the organization they are experience a lot of problem to know and internalize the organization norms, rule and procedures and to make communication with the supervisor and colleagues as expected.

However, due to limitation of time, lack of preparation, and urgency of a vacant post to fill, most new employees except trainee bankers engaged on the induction program in selected private commercial Banks in Ethiopia. Although it is a complex exercise to design and implement an effective induction programme, it is worth remembering that fundamentally such a programme is firmly based on policies, procedures and processes (Corbridge & Pilbeam, 2010, cited Maruhi, W. 2018, p.21).



Therefore, conducting adequate induction for all new professional employees enable them to be effective on their job and organizational performance. Accordingly, the research focuses on it, to make new hired employees effective.

### **1.3 Research Question**

The aim of the study is to examine the impact of induction on employee effectiveness at selected private commercial Banks in Ethiopia.

1. What major challenges faced to executing induction program to all new employees within selected private commercial Banks in Ethiopia?
2. To what extent the induction program linked with selected private commercial Banks' strategic business plan?
3. What is the significant relationship between induction and employee effectiveness of selected private commercial Banks in Ethiopia?

### **1.4 Objectives**

#### **1.4.1 General Objective**

The aim of the research examines the impact of induction towards enhancement of employee effectiveness of selected private commercial Banks in Ethiopia.

#### **1.4.2 Specific Objective**

1. To find out what the major challenges for execution of induction program to all new professional employees at selected private commercial Banks in Ethiopia.

2. To determine the linkages between the induction program and strategic business plan of the selected private commercial Banks in Ethiopia.
3. To examine the significant relationship of induction and employee effectiveness in selected private commercial Banks.

## **1.5 Hypotheses**

In hypothesis testing, the study use sample data to draw logical conclusions on the results of a research study and to make inferences on a population of interest. Hypothesis may be precisely defined as a tentative proposition suggested as a solution to a problem or as an explanation of some phenomenon. (Ary, Jacobs and Razavieh, 1984, cited in Mourougan and Sethuraman ,2017, p.34).

H<sub>O1</sub>. There is no challenge to executing induction program to all new employees within selected private commercial Banks in Ethiopia.

H<sub>O2</sub>.The induction program not linked within the selected private commercial Banks' strategic business plan.

H<sub>O3</sub>.There is no significant relationship between induction and employee effectiveness of selected private commercial Banks in Ethiopia.

## 1.6 Definition of terms

**Induction:** is familiarization of new employees to work unit, job and organization of working culture.

**Employee Effectiveness:** is the ability of successfully integration of new employee with the organization work environment and achieving the desired outcome within defined resources.

**Private commercial Banks:** Privately owned financial institution other than governmental owned Banks.

**Professional:** an employee who have working experience, assigned on clerical non-managerial position, beyond Trainee Bankers job grade.

**Trainee Banker:** an individual employed by the Bank after graduated from University or College on entry level, without having prier working experience.

**Human Resource Management:** is defined as a strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives.

**Human Resource Development:** is concerned with the provision of learning, development and training opportunities in order to improve individual, team and organizational performance.

## 1.7 Significance of the Study

The study has expected to present important input for selected private commercial Banks in Ethiopia, to arrange induction program for all new professional hires in order to improve employee effectiveness and organizational performance. On the other hand, the research would

benefit the management as an input to create appropriate decisions regarding employee induction.

Therefore, this study has important implications, for all kinds of organization to practice induction. Finally, the result of this study, also give light to future study as a source of literature.

## **1.8 Scope of the Study**

The study is particularly limited in the area of delivering induction and newly employed staffs' effectiveness in the premises of 5 (five) selected private commercial Banks in Ethiopia due to limitation of resources and time. The study has geographical, conceptual and methodological scopes.

- **Geographical**

The research experiment taken place only in Addis Ababa city Branches of the selected private commercial Banks and Head Office; because of time and resource limitation.

- **Conceptual**

The study has seen only vital variables induction (independent variable) and employee effectiveness (dependent variable), and it lefts other variables such us employee commitment, induction process, factor affecting employee and so on.

- **Methodological**

The study used quantitative research approach. The reason is, results achieved from this kind of research method are logical, statistical and unbiased.

## **1.9 Organization of the Study**

The study organized into five chapters. First chapter includes background of the study, statement of the problem, objective of the study, research questions, objectives, hypothesis, definition of terms, significance of the study, scope of the study and organization of the study. Second chapter is literature review on theoretical, empirical studies and conceptual framework regarding induction and employee effectiveness. Chapter three presents research design, research strategy, target population, sampling technique and sample size, research instrument, data collection, data analysis, validity, reliability and ethical considerations Then, chapter four presents the results and discussion of the study and finally, chapter five present summary of finding, conclusions and possible recommendations.

## **CHAPTER TWO**

### **2. LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter entails discussion of the theories and concepts, which linked to induction and employee effectiveness. During this literature review past researches, books and articles has been observed and synthesized with the existing empirical research in the area of employee induction.

Currently, study indicates that a good employee induction program will give new hires makes them feel welcome, ability to do their job easily and it makes them able to receive new responsibilities.

On the other hand, it will help them to know their responsibility and obligation in order to fit with the Bank overall structure. However, private commercial Banks in Ethiopia have not engaged delivering induction program to all new professional hires, except trainee bankers. Accordingly, the research objective is to examine the impact of induction towards enhancement of new professional employee effectiveness.

To realize these objectives, the study aims to answer vital questions, these are; what major challenges faced to executing induction program to all new professional employees within selected private commercial Banks in Ethiopia? To what extent the induction program linked with selected private commercial Banks' strategic business plan? What is the significant relationship between induction and employee effectiveness of selected private commercial Banks in Ethiopia? Answers to those questions shed light on how selected private commercial Banks conducting induction to all newly hired professionals, in order to get mutual benefits.

## **2.2 Theoretical Review**

### **2.2.1 Zey's mutual Benefit Theory**

The theoretical framework for this study is Michael Zey's mutual benefits model (Zey, 1991). Zey's mutual benefits theory is the main theory on which employee induction is founded. The mutual benefits theory was developed from the social exchange theory (Blau, 1964, cited in Mogusu, and Atambo 2016, p.1253).

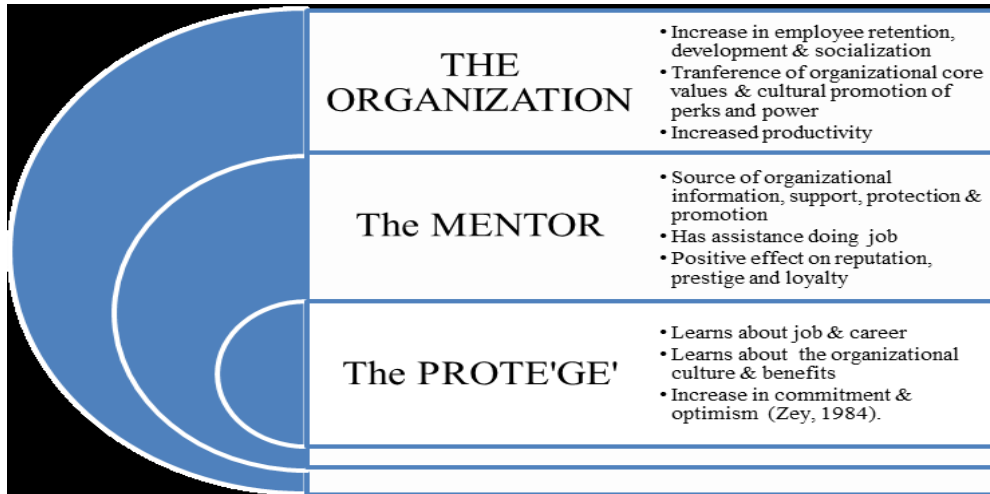
In Zey's mutual benefit model, there are three major beneficiaries of mentorship relationship. That is, the mentee, the mentor and the organization as a whole. Zey's mutual benefit theory has been used by many researchers.

Moreover, mentorship functions include teaching, psychological counseling and personal support, organizational intervention, and sponsoring (Zey, 1991, cited in Mogusu, and Atambo 2016, p.1253), and that each function to some extent benefits the new employee and has some risks to the mentor.

Zey's mutual benefit theory is postulated that as appropriate for this study because currently most company still use this method, when new employees hired mentor will be assigned to become the novice staffs familiarized with the organizational culture, job, policy, procedure and how to work with other organization employees.

However, it has also some drawbacks, Zey's mutual benefit model tries to show specifically how successful mentorship relationship will create a sense of belonging to the organization, loyalty, reduce anxiety, and support the new employee. On the other hand, it ignores the basic thing, as the induction is mandatory to all newly hired employees.

*The benefits are mutual for the organization, mentor, and protégé in Zey's (1984, cited in Ferdinand,2016, p.12) Mutual Benefits Model.*



**Figure 2.1** Mutual Benefits Model. Adopted from The Mentor Connection by M. G. Zey, 1984. Copyright 1984 by Dow Jones-Irwin.

### 2.2.2 TPI-Theory of Induction

The TPI theory attempts to explain the ways through which employees acquire knowledge, skills and behaviors that enable them to become effective members of the organization. The TPI theory therefore refers that new employees need to develop theoretical (T) and practical (P) skills to enable them to perform their new jobs. They also need to satisfy needs for interaction (I) which is also key to new employees so that they fit in the job (Adam, 2010, cited in Maruhi, 2018, p.12).

These three conditions fulfilled for one to fit in an organization and the theory is an important approach to understanding integration and socialization effects on new employees. Through the process of induction which may delivered through training, formal meetings, or lectures and



reading materials and so on new employees are able to fit in fast through learning theoretically, practically and interacting with others.

This theory if fulfilled supports the induction process through which new employees were integrated into the organization (Bauer & Erdogan, 2011, cited in Maruhi, 2018, p.13).

In relation to this theory, employees will produce their best work and achieve the objectives of the organization once well inducted. They will have that feeling of belonging and valued hence own and embrace the organization. They will produce their best thus enhancing the success of the organization, which is the ultimate purpose in all organization. Their feeling of belonging will give them job satisfaction, self-efficacy and hence low rate of attrition.

The TPI theory show us that a new employees need to develop theoretical (T) and practical (P) skills to enable them to perform their new jobs and interaction (I) which is also key to new employees so that they fit in the job. Therefore, the theory is appropriate to deliver induction for new employees, however, this theory also has shortcoming unable to identifying the target group for whom the induction should been given. However, on this research tried to focus professional employees of selected private commercial Banks.

According to (Hendricks and Louw-Potgieter 2012 cited in Mchete and Shayo ,2020, p.287), during the first few weeks of employment, new employees are most susceptible hence poor induction drastically elevates the possibility of poor performance.

From the reviewed literature it is clear that a successful induction will equip new employees with the necessary knowledge, skills and behaviors in order to become effective in their job. However, some organizations think that buddy allocation helps the new employees to understand their roles quickly. Good induction experiences help employees to feel part of their new

organization and assist them to understand their roles much faster. Further, sound induction policies are a vital part of assisting workers settle and become more effective in their new positions.

The study has reviewed the Zey's mutual benefit theory and TPI theory of induction both of them are very important, in general, the combination of the two theory will contribute a lot such as save time and money, reduce employee turnover and ensures efficiency and effectiveness. However, both theories have limitation, unable to show the induction is mandatory to all new employees; rather it focuses the purpose and the way how to deliver the induction.

### **2.2.3 Induction Training**

Induction (or on-boarding, as it is known in the United States of America [USA]), refers to the process of combining the people, processes and technology needed to optimize the effect that a new hire has on business outcomes (Snell, 2006, cited in Hendricks and Louw-Potgieter,2015, p.1).

Knowledgeable, integrated and well-performing employees are fundamental assets for the success of any organization of particular interest is the need to make new employees gain the required knowledge to achieve the status of valuable assets for the organization. This makes investment in new employee induction training an inevitable activity that requires proper planning and execution. (Noe, Hollenbeck, Gerhart& Wright 2017, cited in Mchete and Shayo ,2020, p.285).

#### **2.2.4 Benefits of an Induction Program**

According to Snell (2006), induction presents significant benefits to organizations such as a reduction in the amount of time it takes for new employees to adjust in an organization (Ragsdale & Mueller, 2005) and to reach full working capacity (Brodie, 2006; Derven, 2008, cited in Hendricks and Louw-Potgieter, 2015, p.2).

Induction facilitates unquantifiable benefits to several organizations like a reduction in time consumption for new inductees to adjust to organizational culture/core values (Ragsdale & Mueller, 2005) and to optimize effective working capabilities (Brodie, 2006; Derven, 2008).

These benefits are not only restricted to organizations, they also contribute significantly to employee's commitment and skill. According to Derven (2008, cited in Salau, Falola, & H. Akinbode, 2014, p.48), induction is a way of passing the feeling and sense of belonging to the new employees and also such an employee to be decisive in joining the organization with none sort of coercion.

#### **2.2.5 Induction Design**

It is important to take a structured approach to induction, the best place to start is to ask 'what exactly should the new employee know?' and use the answers as the framework for an induction training course. It is advisable to use written checklists during the induction period - this means that all concerned are aware of what exactly has been covered so far.

These written checklists are usually drawn up by the HR function in consultation with line managers, training officers, health and safety officials etc within the organization. Care must be

taken when designing them so that new workers are not overwhelmed with information and in order to ensure that they are given adequate time to absorb everything presented to them.

Poorly designed and implemented induction programmes can lead to confusion among new workers as to their actual role in an organization and also to a failure for them to 'gel' within the team. Such badly designed programmes can also lead to poor morale and low performance with resultant losses in productivity and commitment as well as higher levels of turnover.

Although it is a complex exercise to design and implement an effective induction programme, it is worth remembering that fundamentally such a programme is firmly based on policies, procedures and processes. Also, it is best practice not to view induction simply as a training course but rather as a systematic programme (Byrne, 2010, p.42).

### **2.2.6 Policy**

It is good practice for organizations to draw up an Induction Policy which can then be included in the staff handbook and made available on the staff intranet etc. Typically, such a policy would outline the commitment of the organization to induction, the right of new hires to a satisfactory and well-designed induction programme, the links between the organization's induction training and other learning and development opportunities, the part induction plays in the 'employment cycle' within the organization, the processes for the training of those who actually deliver induction and the procedures and regulations regarding evaluation of the induction provided by the organization (Byrne, 2010, p.49).

### **2.2.7 Procedure for Organizational Induction**

Each organization develops its own procedure as per its needs and requirements, which implies that there is no set model of induction (Kumar 2011a:129). Induction programmes may be structured formally or informally, or a combination of both, that take place whenever the employee is new or experiences changes in employment and work responsibilities. These programmes differ in the extent to which they provide information about the broader organization, in addition to information about the job and the immediate work environment. Both formal and informal induction procedures are important for effective employee integration (Klein & Weaver 2000:48; Ku & Kleiner 2002:45, cited in Samosamo, 2015, p.28).

### **2.2.8 Implementation of the Induction Programme**

De Cieri, Kramar, Noe, Hollenbeck, Gerhart and Wright (2003) state that an employee normally gets the specified information in videos, brochures and even in interviews. It's important for the employee to attend the induction sessions to satisfy some needs and to minimize turnover. Dessler (2005:268) argues that it's desirable for every employee to receive an induction kit, or packet of information, to supplement the verbal and visual induction programme. This kit can provide a good sort of materials. These can give the subtle information regarding the culture of the organization as well. Skeats (1991:28-56) highlight the subsequent steps to be taken when implementing the induction programme:

- **Pre-employment preparation** – The induction process begins during the recruitment and selection stage. First impressions of the organization are formed at this stage.
- **Pre-employment information** – Once selection process has been finalized, a formal letter of appointment is issued. The letter contains the following: a job description,

starting remuneration, salary progression and grade of the job, basic terms and conditions of employment, location of the job and probation period.

- **First day instructions** – Once the job has been accepted in writing, the newcomer should be sent instructions for the first day. The instructions should include the following:
  - Office number and locality of the building where the employee must report for duty.
  - Name and job title of the person to whom the employee must report.
  - The date to report and the starting time.
  - What the new employee should bring when reporting for duty.
  - **Welcome pack** – The welcome pack, which contains more information on the organization, could be sent to the newcomer (cited in Mabaso,2012, pp.44-45)

### **2.2.9 Socialization**

Is broadly defined as “a process in which an individual acquires the attitudes, behaviors and knowledge needed to successfully participate as an organizational member (Robins, 2010:33, cited in Yilma ,2015, p.17). It’s an ongoing process that sometimes lasts for a year. It represents a sense-making process that helps new hires adapt, form work relationships and find their place in the organization. A typical socialization process includes three phases:

- A. Anticipatory socialization:** This stage occurs before new hires join the organization. Through interacting with representatives of the company (e.g., recruiters, managers), new hires develop expectations about the company and the job prior to organizational entry.
- B. Encounter:** When new employees begin a new job, they start to learn about job tasks and receive training. Managers can exert their influence by helping new employees understand

their roles and duties. Also, by understanding the stresses and issues that newcomers experience, managers can help cultivate a high-quality work relationship with newcomers.

- C. Settling in:** New employees begin to feel comfortable with their job demands and social relationships. They will be interested in the company's evaluation of their performance and in learning about potential career opportunities within the company.

### **2.2.10 Employee Effectiveness**

Employee effectiveness is the ability of successfully integration of new employee with the organization work environment. Furthermore, the new employee has expected to understand the mission, vision, policy and working culture of the organization and acclimatization of the assigned position.

Therefore, in order to measure the effectiveness of new employee, no need of employee performance appraisal like existing employee, rather to measure the outcome of new employees it is vital to use debriefing, written, verbal or online testing to assure how much the employees grasp the knowledge, skill and understand the overall process of the job.

According to (Georgopoulos&Tannenbaum,1957, cited in Leton Gold and Enobong Udoh,2019, pp.29-30) effectiveness (also referred to as success or worth) is used to refer to goal attainment. An employee is effective if he is able to achieve the given task of the organization.

Employee effectiveness has been a decisive factor that determines the success of any organization. The ability to run any successful organization is depending on employee effectiveness in the organization. Within the business world today, no organization can execute at peak levels unless each employee displays effectiveness so as to achieve organization's

objectives. Working effectively and efficiently are clear signs of a good employee. Therefore, good induction is necessary in order to equip and integrate new employees with the organization objectives.

### **2.2.11 Follow-up and Evaluation of the Induction Programme**

Dessler (2004:245) states that a lot of companies make the mistake of believing that once a new employee has attended the induction programme, nothing is more needed from the supervisor or manager. Instead, regular checks should be initiated and conducted by the line manager after the new employee has been on the job one day and again after one week by Human Resources representative, after one month. The Human Resources department can schedule a face-to-face meeting where the employee is asked to critique the weakness of the induction programme.

Kearns (2006:32) is of the opinion that uninformed employees will not be equipped to solve problems as easily they ought to. Part of informing employees is to induct them properly, but the longer serving or older employees must also not be neglected. Otherwise the organization can face a problem where the new employee knows more about the organization than the older employees. The employer must also be well up-to-date with employees' needs and requirements.

They might have valuable information that they can share with other newly appointed lecturers.

Kearns (2006:32, cited in Mabaso,2012, p.53) further states that the following methods can be employed to strengthen evaluation in relation to an effective induction programme:

- Unsigned questionnaires completed by all employees.
- In-depth interviews of randomly selected new employees.
- Group discussion sessions with new employees who have settled comfortably into their jobs.



- Arrange meetings with longer serving employees on a structured and scheduled basis, such as refresher courses when they return from leave each year. Give feedback on the organizations' progress and get feedback from the employee.

## **2.3 Empirical Review**

Several studies have indicated that many industrial organizations adopt different means of acclimatizing and introducing employees to their jobs and environment (Wesson & Gogus, 2005, cited in Salau, Falola, Akinbode, ,2014, p.47).

A well-organized induction programme will aid staff in dealing with anxiety by providing them with coping strategies like goal setting and planning during one of the most stressful times in their organizational life (Wanous & Reichers, 2000, cited in Hendricks and Louw-Potgieter, 2015, p.2).

The findings revealed that induction has a long run benefit to boost up effectiveness of employees. This means that well packaged induction programme which consists that the whole relevant information will positively influence employee effectiveness.

The whole atmosphere during the course of induction should help develop the feeling of warmth and the feedback received through informal channels of communication should be used to review the effectiveness of induction programme. It is certain that carefully developed and implemented induction programme would help the employee to understand the organization as a whole in a right perspective.

Some research shows that conflicting views in the literature, however, in general even if induction is mandatory and has positive impact on both employee effectiveness and

organizational performance, it lack the necessary attention by the organization, nevertheless, it is crucial part of human resource development and it requires special attention. Accordingly, to maximize the impact of induction and to comprehensive all employees, and also to meet the needs of the organization, it requires special attention of every organization management unreserved endeavors.

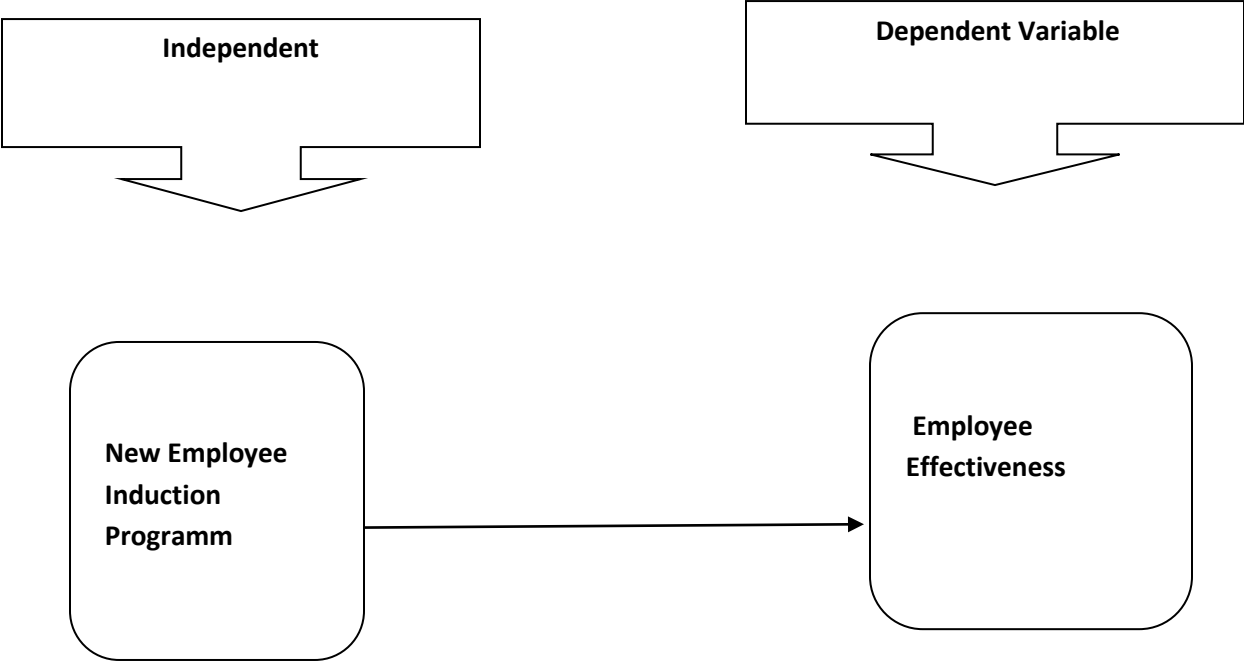
## **2.4 Conceptual Framework**

Most literature extensively covers indispensability of induction program to multiple human resource issues; however, there is a scarcity of studies linking induction to employee effectiveness of selected private commercial Banks in Ethiopia.

In Ethiopia many private commercial Banks not organized to conduct employee induction program to all new professional hires, rather, they try to incorporate new entrants (Trainee Bankers) on the induction program most of the time once in year as a result of this, the research pursues to fill this gap in the literature.

The conceptual schema of the relationship between the dependent variable (Employee effectiveness) and independent (Induction training) variables is depicted here below:

**Figure 2.2 Conceptual Framework**



## **CHAPTER THREE**

### **3. Research Methodology**

#### **3.1 Description of the Study Area**

This chapter presented the methodology, which used to carry out the research. It further describes the research approach, research design, research strategy, target population, sampling technique, sample size, research instrument, data collection, data analysis, reliability, validity and ethical considerations applied over the course of the research.

The study area is Addis Ababa, the capital city of Ethiopia. The study carried out on selected private commercial Banks in Ethiopia. Accordingly, study focus on induction and employee effectiveness.

#### **3.2 Research Approach**

In general, the data obtained analyzed by using quantitative analysis method to show the relationship between the dependent variable employee effectiveness and independent variable induction. SPSS software version 23 also helps to show the purpose of manipulating the analysis to show up the effect of induction and employee effectiveness.

#### **3.3 Research Design**

The design of this research is descriptive and explanatory, which can serve to identify the research's purpose, which used to analyze from gathered data through the structured questionnaire. The descriptive research portrays an accurate profile of people, events or situations (Robson, 1993). Explanatory research is deeper in the sense that it describes

phenomena and attempts to explain why behavior is the way it is (Creswell & Plano Clark, 2007). When the focus is on cause-effect relationships, the study can be explanatory explaining which causes produce which effects (Yin, 1994, cited in Jajoo, 2014, p.50).

Therefore, descriptive and explanatory in nature is a technique of gathering information by questioning those individual who are object of the research and belonging to representative sample, through standardized questioning procedure with the aim of studying relationship between variables and particular time.

### **3.4. Research Strategy**

The most vital condition for differentiating among various research strategies is enable to answer particular research question(s) and meet objectives. Each strategy used for exploratory, descriptive and explanatory research (Yin, 2003, cited in Saunders, Lewis, and Thornhill, 2007, p.135). The research in general aims to examine induction and employee effectiveness at selected private commercial Banks in Ethiopia. There are some research strategies in order to conduct research such as experiment, survey, case study, action research, grounded theory, ethnography and archival research.

The survey strategy is used that allows collecting quantitative data, which you can analyze quantitatively using descriptive and inferential statistics (Yin, 2003, cited in Saunders, Lewis, and Thornhill, 2007, p.138). Depending on the time horizon, cross-sectional observation used “snapshot” taken at a particular time.

## **3.5 Target population, Sampling Technique and Sample Size**

### **3.5.1 Target Population of the Study**

The full set of cases from which a sample taken is called the population (Saunders, Lewis, and Thornhill, 2007, p.205). The population of interest for this study is 15,304 employees of selected private commercial Banks in Ethiopia.

### **3.5.2 Sampling Technique**

In reality, for every research it is very difficult to collect data from the entire population, therefore, during these situations it is better to select sample.

Sampling is the process of selecting units (e.g., people, organizations) from a population of interest so that by studying the sample the researcher may fairly generalize the study results back to the population from which they were chosen (Trochim 2000, cited in Shiferaw, 2019, p.28).

There are two sampling technique probability sampling and non-probability sampling. Probability sampling, every item of the universe has an equal chance of inclusion in the sample. On the other hand, non-probability sampling, the researcher selects the samples deliberately. Each item the population has no equal chances (Lachisa, 2020, pp.18-30). Accordingly, on this study used probability sampling in order to ensure to give for every individual an equal chance to incorporate in the sample and to represent the whole population.

Simple random sampling (sometimes called just random sampling) involves you selecting the sample at random from the sampling frame using either random number tables or a computer (Saunders, Lewis, and Thornhill, 2007, p.215).

Currently, in Ethiopia sixteen private commercial banks have found, licensed and registered by the NBE. Accordingly, the study used out of sixteen banks, five private commercial Banks have selected by lottery method of sampling. Accordingly, Bank of Abyssinia, Addis International Bank S.C, Lion International Bank S.C, Bunna International Bank S.C and Wugagen Bank have selected respectively with random sampling method. In order to obtain a realistic and representative sample for the purpose of this study, simple random sampling was used (Babbie 2013:228). The basic principle of probability sampling is to ensure that the sample being studied is representative of the population of interest (Leedy&Ormrod2010:207, cited in Samosamo, 2015, p.5).

The total population has spread all over Ethiopia. Among this population for the purpose of convenience, the researcher was limited the sample size to the employees who works in Addis Ababa city Branches and Head Office.

### **List of private Banks in Ethiopia**

1. Awash International Banks
2. Dashen Bank
3. Wagagen Bank
4. Bank of Abyssinia
5. United Bank
6. Nib International Bank
7. Cooperative Bank of Oromia
8. Lion International Bank
9. Zemen Bank
10. Oromia International Bank

11. Buna International Bank
12. Berhan International Bank
13. Abay Bank S.C
14. Addis International Bank S.C
15. Dehub Global Bank S.C
16. Enat Bank

Source: National Bank of Ethiopia

During the time of administrating the questionnaire, the research ignores non-clerical and considers only clerical employees. The reason is in reality they were not considered on induction program. Furthermore, they can't easily understand the questionnaire as expected.

### **3.5.3 Sample size**

For the purpose of sample size, determination the research used (Krejcie and Morgan, 1970) Population Sample Table. A total of 375 respondents out of the employees have been chosen randomly which is drawn from the population of 15304 employees.



Table 3.1: List of Population

No	Sample commercial private Banks	Total Number of Employees Population (N)	Percentage proportion	Sample S
1.	Bank of Abyssinia	6,534	43%	161
2.	Addis International Bank S.C	582	4%	15
3.	Lion International Bank S.C	1,824	12%	45
4.	Bunna International Bank S.C	1,698	11%	41
5.	Wugagen Bank	4,666	30%	113
<b>Grand Total</b>		<b>15,304</b>	<b>100%</b>	<b>375</b>

Source; Own Survey (2020)

### 3.6 Research Instrument

The four types of data collection forms in survey design are self-administered questionnaires; interviews; structured record reviews and structured observations Creswell (2009, cited in Shiferaw2019, pp.30-31).

In order to test the research question, the research instrument that the researcher used close-ended questionnaire to measure induction and employee effectiveness.

Questionnaires are particularly suitable for quantitative data and also they are convenient, the personal influence of the researcher is also eliminated and respondents will have time to check fact and think about their answers, which tends to lead to more accurate information and also it is cheap and quick to administer (Williman 2006,). Using a questionnaire enable researchers to organize the questions and receive replies without actually having to talk to every respondent (Williman 2006, cited in Shiferaw2019, p31).

The research questionnaire has consisted two sections. The first section gathers demographic information about respondent's profile like age, gender, education, service years and so on and the other section will collect data about the research variables using a five - point Likert scale,

ranging from “1 =strongly disagree” to “5 = strongly agree”. The questionnaire used for the data collection based on management standard indicator model developed by society of human resource management (cited in Yilma, 2015, p.22). However, the questions modified, and fit in a way that to answer the research questions mentioned on the literature.

### **3.7 Data Collection**

In order to conduct the research, both primary and secondary source of data used to answer the research questions. Primary data gathered through distribution of questionnaire. Structured close-ended questionnaires used to gather facts about employee’s beliefs, feelings, and experiences on induction training towards enhancement of employee effectiveness in selected private commercial Banks in Ethiopia. Furthermore, the questionnaire was also designed in such a way that participants to have freedom to express their views in response to the question asked without any influence or clues from the researcher.

Which contain critical questions organized and prepared by the researcher in order to obtain the relevant data out of 375 selected participant of selected private commercial Bank employees via survey research method, by structured questionnaire.

Secondary data sources also included from published and unpublished induction training researches, Banks previous report, published and unpublished articles.

### **3.8 Data Analysis**

After the data collection and coding, the appropriate data analytic techniques were included both the descriptive and inferential statistical method. The study was used quantitative data representations, like tables, graph, and charts and with detailed explanation of finding to ensure

easy and quick interpretation of data. The collected panel data are analyzed using the descriptive statistics, frequency distribution, mean, standard deviations, one-samples t-tests, Pearson correlation & linear regression using statistical package for social sciences (SPSS) version 23. It is chosen because of its popularity within both academic and business circles, making it the most widely used package of its type (Arkkelin, 2014, p.2).

It used to find out percentage, mean values, frequency, correlation, linear regression, etc. as a means for summarizing the data. Simple liner regression is a statistical tool for quantifying the relationship between just one independent variable and one dependent variable based on experience (observation).

Regression model that will be applied  $Y=\alpha+\beta x+\varepsilon$

Where: Y=Employee effectiveness    x=Induction Training

$\alpha$ = Constant     $\beta$ = Regression coefficient

$\varepsilon$ = Error term

### **3.9 Validity and Reliability**

#### **3.9.1 Validity**

Validity refers to the extent of accuracy of the results of the study. Validity of the results can be either internal or external. Internal validity refers to the analysis of the accuracy of the results obtained. External validity refers to the analysis of the findings with regards to whether they can be generalized (Ghauri& Grønhaug 2005, 65). Where measurements are used, there exist different types of validity; face validity, which describes the extent to which the measure used is reasonably capable of what is due to measure, convergent validity, which describes the extent to which the measurement used can bring similar results if used elsewhere and divergent validity

that describes the extent to which one construct is distinguished from another (Ghauri &Grønhaug 2005, 83 – 84).

Moreover, specifically four validity types for qualitative research exist, which are often emphasized. They are: descriptive, interpretative, theoretical and generalizable validity. Descriptive validity is associated with degree to which the actual description of the results is true. Interpretative validity is associated with the interpretation's goodness. Theoretical validity refers to how adequate the theory suggested is, such as whether the theory really supports the study subject. Generalizable validity is referred to what extent the results of the study can be generalized, for instance, are the results of this study true for other organization so in the same industry? (Ghauri &Grønhaug 2005, 216 – 218, cited in Nassazi, 2013, p.39).

### **3.9.2 Reliability**

Reliability concerns the extent to which a measurement of a phenomenon provides stable and consist result (Carmines and Zeller, 1979, cited in Taherdoost, 2016, p.33).

Testing for reliability is important as it refers to the consistency across the parts of a measuring instrument (Huck, 2007, cited in Taherdoost,2016, p.33). The most commonly used internal consistency measure is the Cronbach Alpha coefficient. The Alpha value is ranges from a maximum of 1.0 for a perfect score to minimum of zero, good measure of the alpha should be 0.70 or higher (Neuman, 2007). According to William and Barry (2010) scales exhibiting a coefficient alpha between 0.80 and 0.96 are considered to have very good reliability, between 0.70 and 0.80 are considered to have good reliability, and alpha value between 0.60 and 0.70 indicates fair reliability and when the coefficient alpha is below 0.60, the scale has poor reliability. cited in Shiferaw , 2019, p.33).

*Table 3. 2: Reliability Coefficients of Research Measures (Cronbach's Alpha)*

<b>Reliability Statistics</b>		
<b>Cronbach's Alpha</b>	<b>Cronbach's Alpha Based on Standardized Items</b>	<b>N of Items</b>
.734	.766	24

Therefore, as shown on the table Cronbach's Alpha values of the survey, the research shows good reliability, consistent result.

### **3.10 Ethical Considerations**

The ethical issues for this research related mainly to all the data collected from the Bank, official letter asking for a permission of access for data provided to the Bank. Participant's willingness to respond genuinely for provided questioners communicated and after data collection, participants' response confidentiality and anonymity guaranteed, confidentiality about the information obtained guaranteed according to the bank's policy.

As much as possible ethical language used in the questioners to constructed and distributed to the respondents.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS, INTERPRETATION**

#### **4.1 Introduction**

This chapter deals with presentations, discussion and interpretation of the data collected through questionnaire. The data analysis quantified and explained with the help of Statistical Package for Social Science 23. The findings presented in percentage and frequency distribution, mean and standard deviations, Pearson correlation & linear regression used to analyze the relationship between induction and employee effectiveness. Presentation of findings had organized in accordance with the study objectives.

#### **4.2. Response Rate**

To conduct the research among randomly selected five private commercial banks operating in Ethiopia, a total of 375 questionnaires were dispatched randomly to the participants, however, only 353 (94.13%) questionnaires has completed and properly returned, out of which 22 (5.87%) questionnaires were not completed and returned from respondent thus it makes the response rate 94.13%. Therefore, 353 useable questionnaires considered for the study.

**Table 4.1 Summary of Response Rate**

<b>Bank Name</b>	<b>Questionnaires Distributed</b>	<b>Returned Questionnaires</b>	<b>Questionnaires not returned</b>	<b>Cumulative Percent</b>
Valid Bank of Abyssinia	161	150	11	42.5
Wegagen Bank	113	102	11	71.4
Lion International Bank S.C	45	45	–	84.1
Bunna International Bank S.C	41	41	–	95.8
Addis International Bank S.C	15	15	–	100.0
<b>Total</b>	<b>375</b>	<b>353</b>	<b>22</b>	
<b>Percentage</b>	<b>100%</b>	<b>94.13%</b>	<b>5.87%</b>	

Source: Survey questionnaire, 2020

As shown on the table 4.1 below, the sample from Bank of Abyssinia took the highest percentage of respondent 42.5% (150) and second from Wegagen Bank 28.9 % (102) of respondent, while the third from Lion International Bank S.C 12.7%(45) of respondent, the remaining 11.6 (41) and 4.2% (15) of the respondent from Bunna International Bank S.C and Addis International Bank respectively.

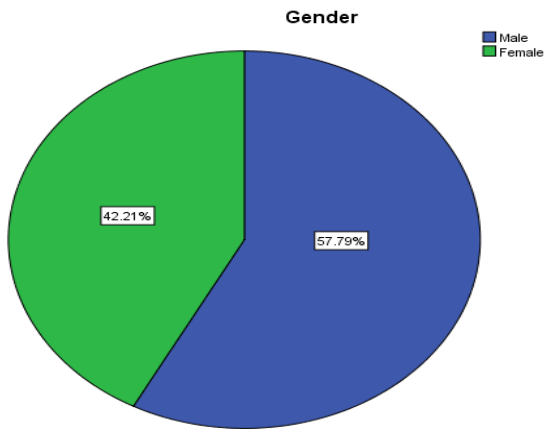
### **4.3. Descriptive Analysis**

#### **4.3.1. Demographic Characteristics of the Respondents**

In this section, descriptive statistics applied to summarize and discuss respondents' profile related to gender, age, educational level, year of service and current position.

As depicted on the figure 4.1, the demographic data for gender out of the total 353 respondents, the male respondents take majority of the target population, there were 204 (57.79) and the remaining 149(42.21%) female. On the other hand, it shown us out of the total participants of the induction training program, majority of them were male.

**Figure 4.1 Frequency distributions of respondents with respect of gender**

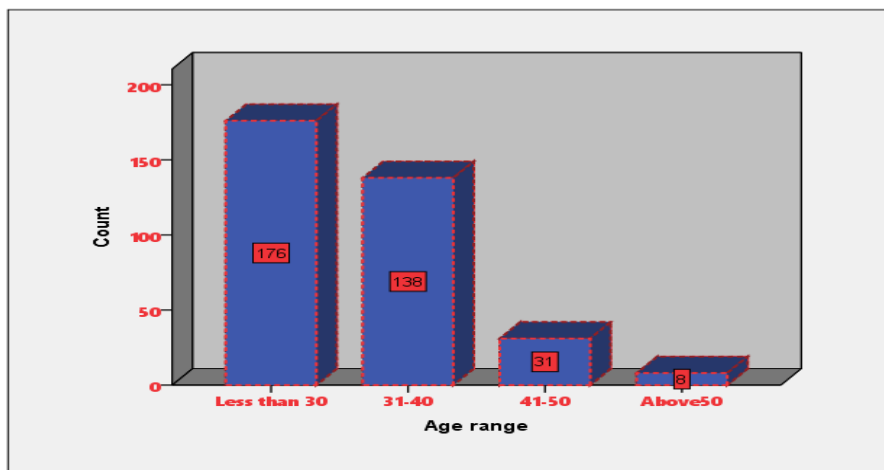


**Source: Survey Result (2020)**

According to the age of respondents as shown in the figure 4.2, sample population is largely dominated by respondents who are at the age of less than 30 covering 176 (49.9%) followed by age group of 31-40 covers 138(39.1%), while age group of 41-50 covers 31 (8.8) and the remaining respondents above 50 covers 8(2.3%).

This indicates that majority of the employees participated in the study were young and can be more productive if inducted properly via selected private commercial Banks in Ethiopia.

**Figure 4.2 Frequency distribution of respondents' age**



**Source: Survey Result (2020)**



As shown on the table 4.2 below that, the respondent's educational qualification was first degree and master's degree. The respondent holds with the majority of 286 (81%) of first degree in their respective field and the remaining 67 (19 %) of the respondents hold a masters' degree. Accordingly, since the majority of the respondents were educated, hence, concluded that majority of the employees participated in the study were capable of understanding and answering the questions in the questionnaires. Moreover, it depicted that, the selected private commercial banks in Ethiopia have a capacity to conduct induction easily in order to make employees effective on their job and to cope with change in the business world.

Table-4.2 Educational Background of Respondents

<b>Educational Qualification</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid Master Degree	67	19.0	19.0	19.0
First Degree	286	81.0	81.0	100.0
Total	353	100.0	100.0	

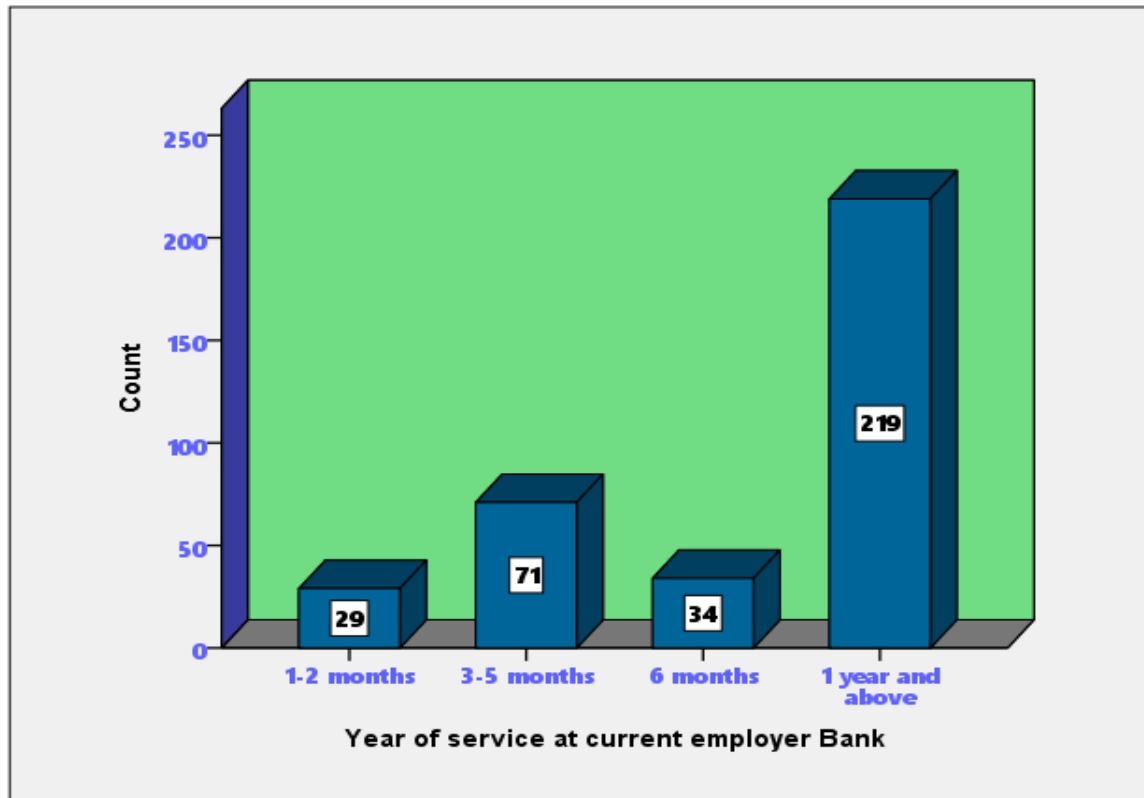
Source: Own Survey, 2020

Among the total 353 respondents, 62% (219) of the respondents spend 1 year and above in the current employer Bank. While 20.1 % (71) respondents reveal that, their service length within the Bank was three months up to five months. 9.6% (34) of the respondents spend six months at the current employer Bank. Whereas, the remaining 8.2% (29) of the total respondents revealed that their year of service with in the current employer bank were one month up to two months.

Accordingly, figure 4.3depicted that at selected private commercial banks in Ethiopia most of the employee's service year was 1 year and above which indicates that most employee participated on the induction program at the entry level and it increases employee effectiveness. On the other hand, the remaining respondents in general covered 1month up to six months of experience, who

are fresh graduates from different higher institutes, therefore, selected private commercial banks should take in to account to conduct the induction program right after the recruitment in order to produce effective employees.

Figure 4.3 Frequency distribution of respondents' year of service

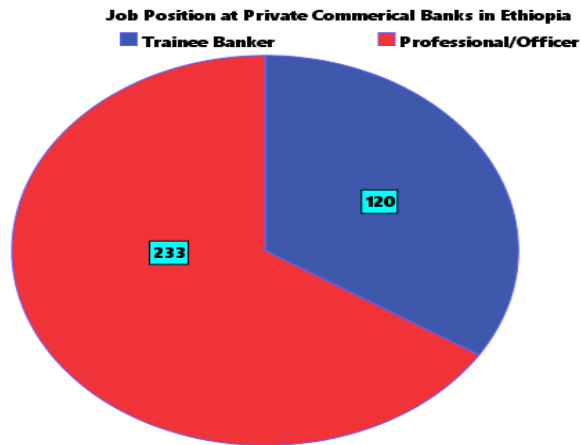


Source: Own Survey, 2020

As shown on the figure 4.4 below that, the respondent's job position was Trainee Bankers and Professional/Officers. The respondent holds with the majority of 233 (66%) of respondents were professional/Officers and the remaining 120 (34 %) of the respondents were Trainee Banks. Accordingly, the majority of the respondents were professional/Officers; therefore, selected private commercial Banks in Ethiopia need to give special attention on professional /Officer's

induction program, plus to newly graduated and entered trainees, in order to have competent and effective employees as a whole.

Figure 4.4 Frequency distributions of respondents with respect to job position



Source: Own Survey, 2020

#### 4.3.2 Descriptive Statistics of Study Variables

This part of study deals with the findings of data collected about the induction perspective and employee effectiveness towards in selected private commercial Banks in Ethiopia, through structured questionnaires.

### 4.3.3 Perception of Respondent's about the Induction-Training Program's uses to Justify Questions Related to Vision, Mission and Organizational Culture and Values of the Bank.

Table-4.3 Perception on related to culture and Information Obtained prior to the induction

Descriptive Statistics				
Dependent Variable: Employee effectiveness				
1. The induction program helps me to clarify the Vision, Mission, culture and values of the Bank.	Mean	Std. Deviation	%	N
Strongly Disagree	3.1556	.69921	2.8	10
Disagree	3.3660	.53108	4.8	17
Neutral	3.6954	.48166	16.4	58
Agree	3.7435	.34816	56.1	198
Strongly Agree	3.8794	.40028	19.8	70
Total	3.7277	.42736	100	353

Source: Own Survey, 2020

Descriptive Statistics				
Dependent Variable: Employee effectiveness				
2. It was hard for me to cope up and align with the culture of the Bank before this induction-training program.	Mean	Std. Deviation	%	N
Strongly Disagree	3.7569	.39172	4.5	16
Disagree	3.6928	.54324	14.4	51
Neutral	3.6816	.46848	25.2	89
Agree	3.7152	.35802	38.2	135
Strongly Agree	3.8423	.39760	17.6	62
Total	3.7277	.42736	100	353
Descriptive Statistics				
Dependent Variable: Employee effectiveness				
3) I have heard distorted information about my job title and the organization before the induction program.	Mean	Std. Deviation	%	N
Strongly Disagree	3.6616	.39018	6.2	22
Disagree	3.6782	.53760	21.8	77
Neutral	3.6866	.39730	25.2	89
Agree	3.7463	.37219	36.0	127
Strongly Agree	3.9006	.40828	10.8	38
Total	3.7277	.42736	100	353

Source: Own Survey, 2020

On table 4.3 shown that out of the total 353 respondents, highest number of respondents 198(56.1%) agreed and 70 (%) of the respondent strongly agreed on induction program helps me to clarify the Vision, Mission, culture and values of the Bank. While, 58(16.4%) were undecided and 17(4.8%) and 10(2.8%) disagree and strongly disagree respectively. From this, understand that employees have very good understanding of their Bank vision, mission and culture, with mean value of 3.73, which has very good value with standard deviation of .42736.

The interpretation was made based on the following measurement scale intervals or range. Mean scores 4.51-5.00 excellent or very good, 3.51- 4.50 good, 2.51-3.50 average or moderate, 1.51-2.50 fair and 1.00-1.50 is poor (poonlar Btawee,1987, cited in Shiferaw 2019, p.40).

Concerning question number 2, shown that out of the 353 respondents, majority of respondents 135(38.2%) agreed and 89 (25.2%) of the respondent neutral, While, 62(17.6%) were strongly agree and 51(14.4%) and 16(4.5%) disagree and strongly disagree respectively. Thus, employee in order to cope up and align with the culture of the Bank, induction-training program is a very vital thing. It has a very good value, with mean value of 3.73 and standard deviation of .42736.

Regarding question number 3, depicted that out of 353 total respondents, majority of respondents 127(36.0%) agreed and 89 (25.2%) of the respondent neutral, While, 77(21.8%) were disagree and 38(10.8%) and 22(6.2%) strongly agree and strongly disagree respectively. It has a very good value, with mean value of 3.73 and standard deviation of .42736. However, the employers should focus on delivering the induction right after recruitment process has completed, in order to keep their newly hired employees not to hear distorted information prior the induction program about their job and the working environment of the organization.

#### 4.3.4 Perception of Respondents about the Induction-Training Program mainly the Bank Arranged for which Categorical Job Position

**Table-4.4 Perception of respondents about the induction-training program arrangement**

Descriptive Statistics				
Dependent Variable: Employee effectiveness				
1) Most of the time induction-training program arranged for Trainee Bankers	Mean	Std. Deviation	%	N
Strongly Disagree	3.1481	1.33488	0.8	3
Disagree	3.5503	.56490	5.9	21
Neutral	3.6123	.36987	13.3	47
Agree	3.7203	.39207	56.9	201
Strongly Agree	3.8807	.40475	22.9	81
Total	3.7277	.42736	100	353
Descriptive Statistics				
Dependent Variable: Employee effectiveness				
2)The Bank invites all new employees on the induction training program	Mean	Std. Deviation	%	N
Strongly Disagree	3.6749	.51467	7.6	27
Disagree	3.6422	.42227	19.3	68
Neutral	3.6469	.37032	28.6	101
Agree	3.7968	.34226	31.4	111
Strongly Agree	3.8961	.59232	13	46
Total	3.7277	.42736	100	353

**Source: Own Survey, 2020**

On table 4.4 depicted that out of the total 353 respondents, majority of respondents 201(56.9%) agreed and 81 (22.9%) of the respondent Strongly Agree. Whereas, 47(13.3%) were neutral and 21(5.9%) and 3 (0.8%) disagree and strongly disagree respectively. From this, we can understand that the selected private commercial Banks in Ethiopia have given attention to induct for Trainee Bankers, with mean value of 3.73, which has very good value with standard deviation of .42736.

On the other hand, regarding question number 2 shown out of 353 total respondents, majority of respondents 111 (31.4%) agreed and 101 (28.6%) of the respondent neutral. While, 68(19.3%) were disagree and 46(13%) and 27 (7.6%) strongly agree and strongly disagree respectively. Here, we observe that mean value of 3.73, which has very good value with standard deviation of

.42736. However, disagree 68 (19.3%) higher than strongly agree 46 (13%), therefore, the selected private commercial Banks need to give attention for all clerical Professional /Officers to arrange the induction program likewise Trainee Banks, in order to make employees effective and also to boost the Bank performance.

#### 4.3.5 Perception of respondents about induction and employee effectiveness

Table 4.5

Descriptive Statistics			
	N	Mean	Std. Deviation
Employee effectiveness	353	3.7277	.42736
Induction	353	3.5123	.46382
Valid N (listwise)	353		

Source: Own Survey, 2020

As shown on the table 4.5 above, observed that employee effectiveness has mean value of 3.73, which has very good value with standard deviation of .42736. On the other hand, the induction has mean value of 3.5 and which is very good value as well with standard deviation of .46382.

#### 4.3.6 Perception of respondents on training content delivered on the induction program

Table 4.6

Descriptive Statistics				
Dependent Variable: Employee effectiveness				
I satisfied by the overall training content delivered on the induction program.	Mean	Std. Deviation	%	N
Strongly Disagree	3.3111	.89374	1.4	5
Disagree	3.4889	.54911	9.9	35
Neutral	3.6703	.36002	25.8	91
Agree	3.7792	.38593	44.2	156
Strongly Agree	3.8434	.42298	18.7	66
Total	3.7277	.42736	100.0	353

Source: Own Survey, 2020

As depicted on table 4.6 that out of 353 total respondents, majority of respondents 156 (44.2%) agreed and 91 (25.8%) of the respondent neutral, While, 66(18.2%) were strongly agree and 35(9.9%) and 5 (1.4%) disagree and strongly disagree respectively. It has a very good value, with mean value of 3.73 and standard deviation of .42736. This shows that the Banks prepare well organized documents related to induction.

### 4.3.7 Perception of respondents about induction program and its benefit

Table 4.7

Descriptive Statistics				
Dependent Variable: Employee effectiveness				
1)The induction-training program helps me to be effective and efficient to attain the Bank's Goal.	Mean	Std. Deviation	%	N
Strongly Disagree	2.8889	.96225	.8	3
Disagree	3.3302	.52772	9.9	35
Neutral	3.6154	.35468	18.4	65
Agree	3.7335	.32991	47.6	168
Strongly Agree	4.0054	.38407	23.2	82
Total	3.7277	.42736	100.0	353
Descriptive Statistics				
Dependent Variable: Employee effectiveness				
2)I have new technical skill from the induction program to increase my efficiency.	Mean	Std. Deviation		N
Strongly Disagree	3.2000	.38809	1.4	5
Disagree	3.3453	.57484	10.5	37
Neutral	3.5845	.39011	26.1	92
Agree	3.8072	.30434	42.8	151
Strongly Agree	3.9918	.37975	19.3	68
Total	3.7277	.42736	100.0	353
Descriptive Statistics				
Dependent Variable: Employee effectiveness				
3) I have new theoretical knowledge, perception methods to do my job in a better way from the induction-training program.	Mean	Std. Deviation	%	N
Strongly Disagree	2.8333	.86424	.6	2
Disagree	3.3848	.43892	11.6	41
Neutral	3.5594	.39031	24.4	86
Agree	3.8146	.35778	47.0	166
Strongly Agree	4.0019	.35777	16.4	58
Total	3.7277	.42736	100.0	353

Source: Own Survey, 2020



On table 4.7 shown that among the total of 353 respondents, highest number of respondents 168(47.6%) agreed and 82 (23.2%) of the respondent strongly agreed on the induction-training program helps me to be effective and efficient to attain the Bank's Goal. While, 65(18.4%) were undecided and 35(9.9%) and 3(0.8%) disagree and strongly disagree respectively. From this, we can understand that employees have got benefit from induction to be effective and efficient in order to attain the bank goal with mean value of 3.73, which has very good value with standard deviation of .42736.

Concerning question number 2, shown that out of the 353 respondents, majority of respondents 151(42.8%) agreed and 92 (26.1%) of the respondent neutral, While, 68(19.3%) were strongly agree and 37(10.5%) and 5(1.4%) disagree and strongly disagree respectively. It has a very good value, with mean value of 3.73 and standard deviation of .42736. Therefore, the induction helped new employees to get new technical skill so as to improve their efficiency.

Regarding question number 3, depicted that out of 353 total respondents, majority of respondents 166(47%) agreed and 86 (24.4%) of the respondent neutral, While, 58(16.4%) were strongly agree and 41(11.6%) and 2(0.6%) disagree and strongly disagree respectively. It has a very good value, with mean value of 3.73 and standard deviation of .42736. Hence, majority of respondents due to the induction program; they could get new theoretical knowledge, which helps them to do their job in a better way than before.

### 4.3.8 Perception of Respondent's having own Training Premise to Conduct the Induction- Training Program

Table 4.8:

Descriptive Statistics				
Dependent Variable: Employee effectiveness				
The Bank own its training premise to conduct the induction training program	Mean	Std. Deviation	%	N
Strongly Disagree	3.2361	.82174	2.3	8
Disagree	3.6190	.44694	7.9	28
Neutral	3.5823	.40346	23.5	83
Agree	3.7597	.38367	45.3	160
Strongly Agree	3.9159	.38129	21.0	74
Total	3.7277	.42736	100.0	353

As depicted on table 4.8 depicted that out of 353 total respondents, majority of respondents 160(45.3%) agreed and 83 (23.5%) of the respondent neutral, While, 74(21%) were strongly agree and 28(7.9%) and 2.3(8%) disagree and strongly disagree respectively. It has a very good value, with mean value of 3.73 and standard deviation of .42736. Hence, selected private commercial banks have a capacity to conduct the induction as per their interest and it minimizes cost rather than rent.

## **4.4. Tests and Analysis to Examine Employee Effectiveness**

The research also used inferential analysis; however, it is necessary to do assessment on normality of data because normal data is an underlying assumption in parametric testing. Hence, it used for determine whether the data is normal or not. Furthermore, the study applies different statistical tests, such as correlation, simple liner regression analysis and hypotheses test in order to making quantitative decisions whether to reject or accept the hypothesis.

### **4.4.1 Normality Test**

A normal distribution Special form of the symmetric distribution in which the quantifiable data for a variable can be plotted as a bell-shaped curve (Saunders, Lewis, and Thornhill, 2007, p.604). Accordingly, the research to test normality used scatter plot, normal P-P plot and Durbin–Watson test as shown below on the appendix.

From the Histogram figure (see Appendix 3), dependent variable (employee effectiveness) on the histogram also depicted that the approximate satisfactorily normally distributed. On the other hand, as shown on the figure (Appendix 2), the scatter plot the data looks linearly related and positive, therefore, as induction goes up employee effectiveness similarly goes up. Furthermore, the spread of the data similarly all along the regression line do not cone shape or curve. Therefore, the research present homoscedasticity (for each value of the predictors the variance of the error terms should be constant) and linearity.

On figure (Appendix 4) normal P-P plot the dotes general line up along a 45°line so the research has normality residual. Finally, on figure (Appendix 5), see the scattered plot standardized residual versus the predicted value is elliptical and there is no pattern. Therefore, all of the assumptions have met and the data looks great.

Durbin-Watson used to test for serial correlation between errors. The test statistic value d can vary between 0 and 4, with a value of 2 meaning the residuals are uncorrelated. A value greater than 2 indicates a negative correlation between adjacent residuals, whereas a value below 2 indicates a positive correlation (Field, 2006, cited in Shiferaw 2019, p.44).

Accordingly, the study on table 4.10 depicted the model summary the value of the test is 1.954, close to 2, here not less than 1 or greater than 3, therefore it could be assuming that there is no problem of autocorrelation.

**Table 4.9 Auto-correlation Assumption /Durbin–Watson test/**

**Model Summary<sup>b</sup>**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>	<b>Durbin-Watson</b>
1	.382 <sup>a</sup>	.146	.143	.39554	1.954

a. Predictors: (Constant),

Induction

b. Dependent Variable:

Employee effectiveness

**Source: Own Survey, 2020**

**4.4.2. Correlation Analysis**

On the research, Pearson correlation analysis was used, in order to verify the relationship of dependent variable (employee effectiveness) and the independent variable (induction). A correlation coefficient enables you to quantify the strength of the linear relationship between two

ranked or quantifiable variables. This coefficient (usually represented by the letter  $r$ ) can take on any value between -1 and +1. A value of +1 denotes a perfect direct correlation. This suggests that the two variables are precisely related and that, as values of one variable increase, values of the other variable will increase. By contrast, a value of -1 represents a perfect negative correlation. Again this suggests that the two variables are precisely related; nevertheless, as the values of one variable increase those of the other decrease.

Correlation coefficients between -1 and +1 represent weaker positive and negative correlations, a value of 0 meaning the variables are perfectly independent. Within business research it's extremely unusual to get perfect correlations. As outlined earlier, if this probability is extremely low (usually less than 0.05) then it's considered statistically significant. If the probability is greater than 0.05 then your relationship isn't statistically significant (Saunders, Lewis, and Thornhill, 2007, p.451).

Table 4.10: Correlation table for independent and dependent variables

<b>Correlations</b>			
		<b>Employee effectiveness</b>	<b>Induction</b>
Employee effectiveness	Pearson Correlation	1	.382**
	Sig. (2-tailed)		.000
	N	353	353
Induction	Pearson Correlation	.382**	1
	Sig. (2-tailed)	.000	
	N	353	353
**. Correlation is significant at the 0.01 level (2-tailed).			

**Source: Own Survey, 2020**

The result of correlation is presented on following the tables and interpreted by the guide line suggested by Field (2006); he mentioned that the Pearson correlation coefficient is shown the relationship between the predictor and outcome variable. The relationship is measured in the

range of 0.1 to 0.29 is weak relationship, 0.30 to 0.49 is moderate, above 0.50 shows strong relationship; while the positive and negative sign is for the direction of their relationship (Field, 2006, cited in Shiferaw 2019, p.44).

As depicted on table 4.11 Pearson correlation was conducted to examine the relationship between employee effectiveness and induction on selected private commercial Bank in Ethiopia. Accordingly, employee effectiveness was positively related with induction,  $r = 0.38$ ,  $p$  is significant at 0.01 levels. This value of correlation indicates positive moderate and significant at  $p$  value 0.01.

Thus, the Pearson correlation above shown us employee effectiveness and induction have positive moderate association which indicated 0.38. This result indicates that induction explains the variability in employee effectiveness. Therefore, when the banks properly conduct the induction program, employee effectiveness similarly increases.

#### **4.5 Simple Linear Regression Analysis**

According to Zikmund, et al. (2009, cited in Lencho, 2018, p.57), regression analysis is an additional technique for measuring the linear association between a dependent and a set of independent variables. Regression is a confidence technique that makes a difference between dependent and independent variables. On this research, there are only two variables, dependent variable employee effectiveness and independent variable induction. Therefore, induction used to predict the dependent variable employee effectiveness. Hence, simple linear regression used to answer the research question.

Table 4.11: Induction and employee effectiveness

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.382 <sup>a</sup>	.146	.143	.39554
a. Predictors: (Constant), Induction				

Source: Own Survey, 2020

The model summary shown on table 4.12, R is the degree of association (correlation) between induction and employee effectiveness has a value of 0.382, the value of R<sup>2</sup> is 0.146 and adjusted R<sup>2</sup> an estimate of R<sup>2</sup> adjusted for degree of freedom, it has a value of 0.143. The R Square used multiple predictor values to predict the outcome. It tells us the proportion of variance on employee effectiveness accounted for by induction. On this study, the Adjusted R Square 14.3% of the variance on employee effectiveness predicted from level of induction and the remaining 85.7 % of variation explained by other variables.

Table 4.12: Analysis of Variance /ANOVA/ Test

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.374	1	9.374	59.916	.000 <sup>b</sup>
	Residual	54.915	35	.156		
	Total	64.289	35			
a. Dependent Variable: Employee effectiveness						
b. Predictors: (Constant), Induction						

Source: Own Survey, 2020

ANOVA analyses the variance, that is, the spread of data values, within and between groups of data by comparing means. The *F* ratio or *F* statistic represents these differences. If the likelihood of any difference between groups occurring by chance alone is low, this represented by a large *F* ratio with a probability of less than 0.05. This is termed statistically significant (Saunders, Lewis, and Thornhill, 2007, p.448).

On table 4.13 depicted that the analysis of variance (ANOVA) for these data, the *F* ratio value of 59.916 with 1 and 351 degrees of freedom (df) has a probability of occurrence by chance alone of less than 0.001 or 0.1%.

Therefore, it is significant at  $p < 0.05$ . This result indicates that there is less than a 0.5% chance that an *F*-ratio this large would happen, if the null hypothesis proposed about *F*-ratio were true. Therefore, it can be concluded that the regression model overall predicts employee effectiveness significantly well.

**Table 4.13: Coefficients<sup>a</sup>**

Coefficients <sup>a</sup>						
Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.492	.161		15.475	.000
	Induction	.352	.045	.382	7.741	.000

a. Dependent Variable: Employee effectiveness

**Source: Own Survey, 2020**

The coefficient of determination used as a measure of how good a predictor your regression equation is likely to be. If your equation is a perfect predictor, then the coefficient of determination will be 1. If the equation can predict only 50 per cent of the variation then the coefficient of determination will be 0.5, and if the equation predicts none of the variation the coefficient will be 0 (Saunders, Lewis, and Thornhill, 2007, p.454).



Accordingly, on table 4.14, depicted that  $b_0$  is 2.492 the constant and when there is extremely low (close to zero) induction level (when  $X=0$ ), the model predicts that employee effectiveness level will be 2.492. Whereas, value of  $b_1$  which represents the slope of the regression line, which is 0.352. Therefore, if the predictor variable (induction) increased by one unit, then this model predicts that employee effectiveness will be increased by 0.352.

Furthermore, the data on table 4.9 also provides the exact probability that the observed value of that would occur if the value of  $b$  in the population were 0.

At 5% level of significance and 95% level of confidence, therefore, as the  $b$  are different from 0 it is possible to conclude that induction makes a significant contribution ( $p < .05$ ) to predicting employee effectiveness.

Thus, Regression model

**Where:**  $Y = b_0 + b_1X$

$Y$ =The dependent variable (employee effectiveness)

$b_0$ = the Y intercept

$b_1$ =the slope

$X$ = Independent variable (Induction)

Therefore, Employee effectiveness =  $2.492 + 0.352$  (Induction)

## 4.6 Hypothesis Testing and Interpretation of Results

Table 4.14: Hypotheses

Hypotheses	Result	Reason
H <sub>01</sub> . There is no challenge to executing induction program to all new professional employee within selected private commercial Banks in Ethiopia.	Rejected	0.001, p<0.05
H <sub>02</sub> . The induction program not linked within selected private commercial Banks' strategic business plan.	Rejected	0.001, p<0.05
H <sub>03</sub> . There is no significant relationship between induction and employee effectiveness of selected private commercial Banks in Ethiopia.	Rejected	0.001, p<0.05

Source: Own Survey, 2020

**H<sub>02</sub>. The induction program not linked with in selected private commercial Banks' strategic business plan.**

As shown on table 4.15 the one simple t- test result indicates that the induction program is linked with selected private commercial Banks' strategic business plan with p value of 0.000 which is < 0.05, hence, the proposed hypothesis is rejected.

Table 4.15: One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
The induction training program is link with strategic business plan of the Bank.	353	3.6119	.99406	.05291

**Table 4.16 One-Sample Test**

	Test Value = 4					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The induction training program is link with strategic business plan of the Bank..	-7.335	352	.000	-.38810	-.4922	-.2840

**H<sub>01</sub>. There is no challenge to executing induction program to all new professional employee within selected private commercial Banks in Ethiopia.**

As depicted on table 4.17 the one simple t- test result indicates that there is challenge to executing induction program to all new professional employee within selected private commercial Banks in Ethiopia with p value of 0.000 which is <0.05, Hence, the proposed hypothesis is rejected.

**Table 4.17: One-Sample Statistics**

	N	Mean	Std. Deviation	Std. Error Mean
The Bank invites all new employees on the induction training program	353	3.2295	1.13370	.06034

**Table 4.18: One-Sample Test**

	Test Value = 4					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The Bank invites all new employees on the induction training program	-12.770	352	.000	-.77054	-.8892	-.6519

**H<sub>03</sub>. There is no significant relationship between induction and employee effectiveness of selected private commercial Banks in Ethiopia.**

On the other hand, as shown on the table 4.19 the regression coefficients, the t- test result indicates that at selected private commercial Banks in Ethiopia there is significant relationship between induction and employee effectiveness with p value of 0.000 which is < 0.05, Hence, the proposed hypothesis is rejected.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1. Introduction

Under this chapter, the study summarizes the finding and results emerged from the data analysis presented in chapter four. Moreover, conclusions and recommendations will also discuss with respect to the research questions.

#### 5.2. Summary of Major Findings

The general objective of this study was to vet the impact of induction towards enhancement of employee effectiveness at selected private commercial Banks in Ethiopia. Accordingly, the main purpose of the study was to answer the following three research questions: -

1. What major challenges faced to executing induction program to all new employees within selected private commercial Banks in Ethiopia?
2. To what extent the induction program linked within selected private commercial Banks' strategic business plan?
3. What is the significant relationship between induction and employee effectiveness of selected private commercial Banks in Ethiopia?

Accordingly, the research observed the following findings:

- Out of the total selected sample of 375 only 353(94.13%) has completed and properly returned, out of which 22 (5.87%) questionnaires were not completed and returned from respondent, thus making the response rate 94.13%. Accordingly, the demographic data for

current position at the Bank shown that majority of 233 (66%) of respondents were Professional/Officers and the remaining 120 (34 %) of the respondents were Trainee Banks. For that reason, the majority of the respondents professional/Officers; therefore, selected private commercial Banks in Ethiopia need to give special attention on professional /Officer's induction program, plus to newly graduated and entered trainees, in order to have competent and effective employees as a whole.

- More than half of 56.1% of respondents believed that the induction-training program helped them to clarify the Vision, Mission, culture and values of the Bank. Therefore, neglecting induction will lead to incurred high cost, confusion and wasted time to individuals and employer.
- Before the induction training program out of the total respondent's majority of 36%, heard that distorted information about their job title and the organization.
- From the total of respondents, 38.2% of respondents have faced a challenge in order to cope with the Bank culture before the induction program.
- More than half of 56.9% of respondents agreed that as the induction-training program arranged for trainee bankers, therefore, the lion share of induction training program given for trainee bankers rather than other professionals/Officers.
- Highest number of respondents 31.4% out of the total are agreed that the Bank invites all new employees on the induction training program, however, this proportion as compare with trainee banks 56.9% which is very low.
- Majority of respondents 44.2% out of a total are agreed and satisfied by the overall training content delivered on the induction program at selected private commercial Banks.

- The study observed majority of respondents agreed that as the induction-training program helps them to be effective and efficient to attain the Bank's goal, to add new technical skill and theoretical knowledge to do their job in a better way.
- On the research majority of respondents 45.3 % out of the total agreed that selected private banks in Ethiopia have conducted the induction program on their own premise. Therefore, they can conduct the induction as per their need, convenience, and minimized cost rather than rent.
- The respondents have a very good perception on both variables (employee effectiveness and induction) with mean value of 3.73 and 3.5 respectively. Therefore, having an employee who knows about the induction and employee effectiveness will lead to implement the induction program easily, to achieve employee effectiveness at the selected private commercial banks.
- Employee effectiveness was positively related with induction, with Pearson correlation coefficient of  $r = 0.38$ ,  $P < 0.01$ , hence, induction has positive relationship with employee effectiveness.
- From the regression model, a unit increase in induction will lead to a 0.352 increases in employee effectiveness at selected private commercial banks in Ethiopia. This implies that induction accounts for 35% % of variations in employee effectiveness at the bank.
- The first hypothesis rejected, which states that there is no challenge to executing induction program to all new professional employees within selected private commercial Banks in Ethiopia.
- The second hypothesis was rejected, that stated the induction program not linked with selected private commercial Banks' strategic business plan,

- Finally, the third hypothesis also rejected which states there is no significant relationship between induction and employee effectiveness of selected private commercial Banks' was also rejected similarly.

### **5.3. Conclusion**

The main objective of the study was to look at the induction and employee effectiveness in selected private commercial Banks. Following this, the research tested the relationship of the two variable namely, induction and employee effectiveness.

Accordingly, the study finding leads and verifies that there is a significant relationship between induction and employee effectiveness.

However, the study shows that the selected private commercial Banks in Ethiopia have faced a challenge, which is unable to organized induction for all newly hired Professionals/Officers.

In Ethiopia, the selected private commercial Banks not well organized to deliver the induction program on time, due to this majority of the participants forced to have distorted or unwanted information about the employer and their job also. Moreover, new employees have failed to internalize the organization norms, rule and procedures and to make communication with the supervisor and colleagues as expected. Therefore, neglecting professional's /Officers induction will lead to high cost, confusion and wasted time.

Concerning training content delivered on the induction program the finding show that the availability of well-crafted working documents related to induction program and collaboration of different units for the success of induction program in the selected private commercial banks.

Furthermore, the study shows us also majority of the selected private commercial banks in



Ethiopia have their own premises in order to deliver the induction program. Which is very critical and important, in order to implement well-organized induction training program and other training as the intent of the Banks for talent development purpose as a whole. The study further concludes that selected private commercial Banks in Ethiopia linked the induction-training program with strategic business plan of the Bank in order to improve employee effectiveness and Bank performance.

#### **5.4. Recommendations**

Based on the findings of the study, the following recommendations forwarded to the selected private commercial banks in Ethiopia.

- The finding revealed that Professionals /Officers higher in number than Trainee Bankers; however, they did not get proper attention in order to attend the induction program. Even though, their contribution is high to the Banks. Therefore, the selected private commercial Banks in Ethiopia highly recommend to emphasize establish a system so as to incorporate professionals /Officers in to the induction program, in order to make newly hired employees familiarized with the Bank working environment, to ensure operational excellence of the Banks and to get competitive advantage.
- This study recommends that, the Banks to have strict action plan in order to conduct the induction program on time as per the schedule to clarify the Vision, Mission, culture and values of the Bank, to minimize unnecessary confusion and wasted time to individuals and employer.
- The selected private commercial Banks have good potential regarding fixed asset and human resource capital to implement successfully the induction program, therefore, Banks

should design induction policy and procedure in order to start two-way communication between new employee and the Bank for mutual benefit.

- The selected private commercial banks in Ethiopia should follow-up the status of effectiveness of the induction program during the induction time and after completion of the induction program, to measure the effectiveness, in other words, the integration of new employees with overall working culture of the Bank and to take a corrective action on time.

### **5.5 Limitations and Directions for Future Studies**

There are a number of limitations faced the researcher during the study time, to begin with, the research sample includes only clerical employees, and ignores the non-clerical employees deliberately, because, in reality, there is no developed trend to give induction for non-clerical staffs in the selected private commercial Banks in Ethiopia. In addition to this, the study was geographically limited to Addis Ababa at Head Office and Branches due to time and resource limitation.

Despite the fact that there existed limitations in the research, the researcher believes that this study will pave the way for future studies, which related to induction and employee effectiveness to do research on different sector and also to study about non-clerical employees on the future.

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# Appendices

**Appendix1: Questionnaire**  
**Addis Ababa University School of Commerce**

**Department of Human Resource Management (MA)**

**Questionnaire to be filled by the selected Private Commercial Bank Employees**

This questionnaire designed to collect information in order to conduct research on “Induction and Employee Effectiveness” at selected private commercial Banks in Ethiopia. The questionnaire will be distributing randomly to the selected private commercial banks employee in Ethiopia. Since the aim of the questionnaire only for research purpose, your genuine responses have great importance for the successful completion of the study.

**Confidentiality**

This questionnaire is for academic purpose. Accordingly, the response generated from this research kept confidential. Thus, your valuable response is highly helpful in the preparation and understanding of the title under the study.

**Researcher Address**

Please use the following Address:

**Menale Terefe** : Mobile =0911-96-79-37

**Email: [menale2020@gmail.com](mailto:menale2020@gmail.com)**

Thank you in advance for your time and kindly cooperation.

**Menale Terefe Sebsibe: Candidate of Human Resource Management (MA)**



**General Direction:**

- It is not necessary to write your name in the questionnaire. Please, select your best choice for part - I questions requiring optional response by putting ‘X’ mark on each box and for part –II questions rating scale (choice) please rate your response by circling the appropriate number.

**Part I – Demographic Information**

**1. Name of your Bank**

Bank of Abyssinia	<input type="checkbox"/>	Bunna International Bank S. C	<input type="checkbox"/>
Wegagen Bank	<input type="checkbox"/>	Addis International Bank S.C	<input type="checkbox"/>
Lion International Bank S. C	<input type="checkbox"/>		

**2. Gender**

Male  Female

**2. Age range**

Less than 30	<input type="checkbox"/>	41-50	<input type="checkbox"/>
31-40	<input type="checkbox"/>	Above 50	<input type="checkbox"/>

**3. Highest Level of Education**

PhD	<input type="checkbox"/>	College diploma	<input type="checkbox"/>
Master degree	<input type="checkbox"/>	Certificate	<input type="checkbox"/>
First Degree	<input type="checkbox"/>	Others, Specify _____	

**4. Year of service at your current employer Bank**

1-2 Months	<input type="checkbox"/>	6 months	<input type="checkbox"/>
3-5 months	<input type="checkbox"/>	1 year and above	<input type="checkbox"/>

## 5. Do you have previous experience?

Yes  No

## 6. Your current position

Professional /Officer

Trainee Banker

## Part -II Research related

Please rate your response by circling the appropriate number. **Where, 1= Strongly Disagree, 2=Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree.**

S.No	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The induction program helps me to clarify the Vision, Mission, culture and values of the Bank.	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
2	It was hard for me to cope up and align with the culture of the Bank before this induction-training program.	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
3	I have heard distorted information about my job title and the organization before the induction program.	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
4	The induction-training program helps me to be effective and efficient to attain the Bank's Goal.	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
5	I have new technical skill from the induction program to increase my efficiency.	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
6	I have new theoretical knowledge, perception methods to do my job in a better way from the induction-training program.	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree

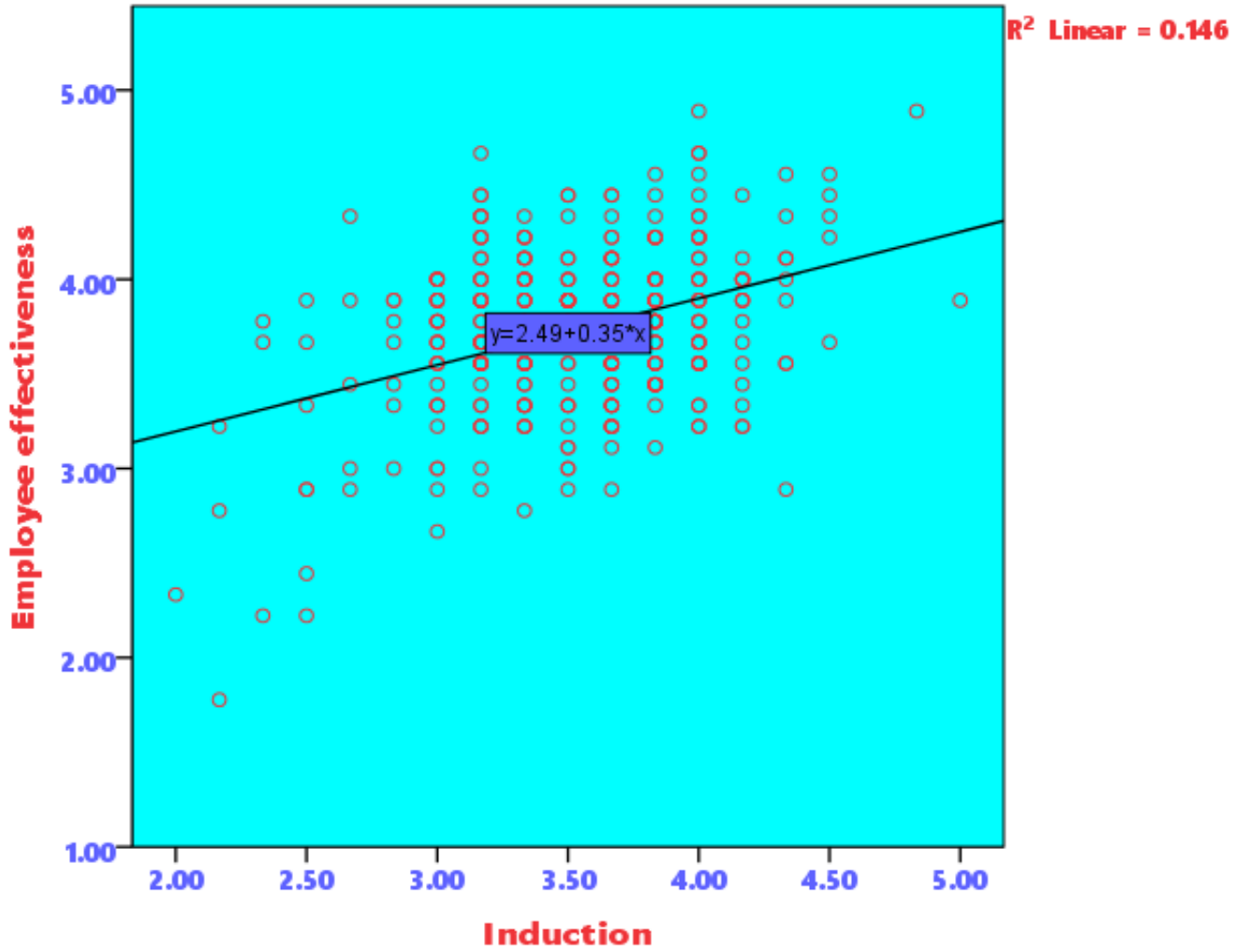
7	I have encountered a problem in my performance because of the delay of the induction program.	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
8	I satisfied by the training premise/venue where the induction-training program has been delivered.	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
9	The induction training program is link with strategic business plan of the Bank.	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
10	The induction-training program allows new employees to proactively identify future challenges and opportunities.	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
11	The induction-training program clarified me legal and other benefits within the Bank.	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
12	I satisfied by the overall training content delivered on the induction program.	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
13	I satisfied by the duration allocated for each training course.	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
14	The induction-training program gave me the opportunity to socialize with other staff members and trainers.	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
15	The induction-training program has increased to feel more organizational belonging.	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
16	The induction program being done right after recruitment.	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
17	Most of the time induction-training program arranged for Trainee Bankers.	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
18	I am satisfied with the induction training practice of the bank.	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree

19	The Bank invites all new employees on the induction training program	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
20	The Bank own its training premise to conduct the induction training program	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
21	I am equipped with policies and procedures related to my job after the induction program.	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
22	Human Resource Development Directorate evaluate the effectiveness of the induction training program	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree

***Thank you for your participation!!!***

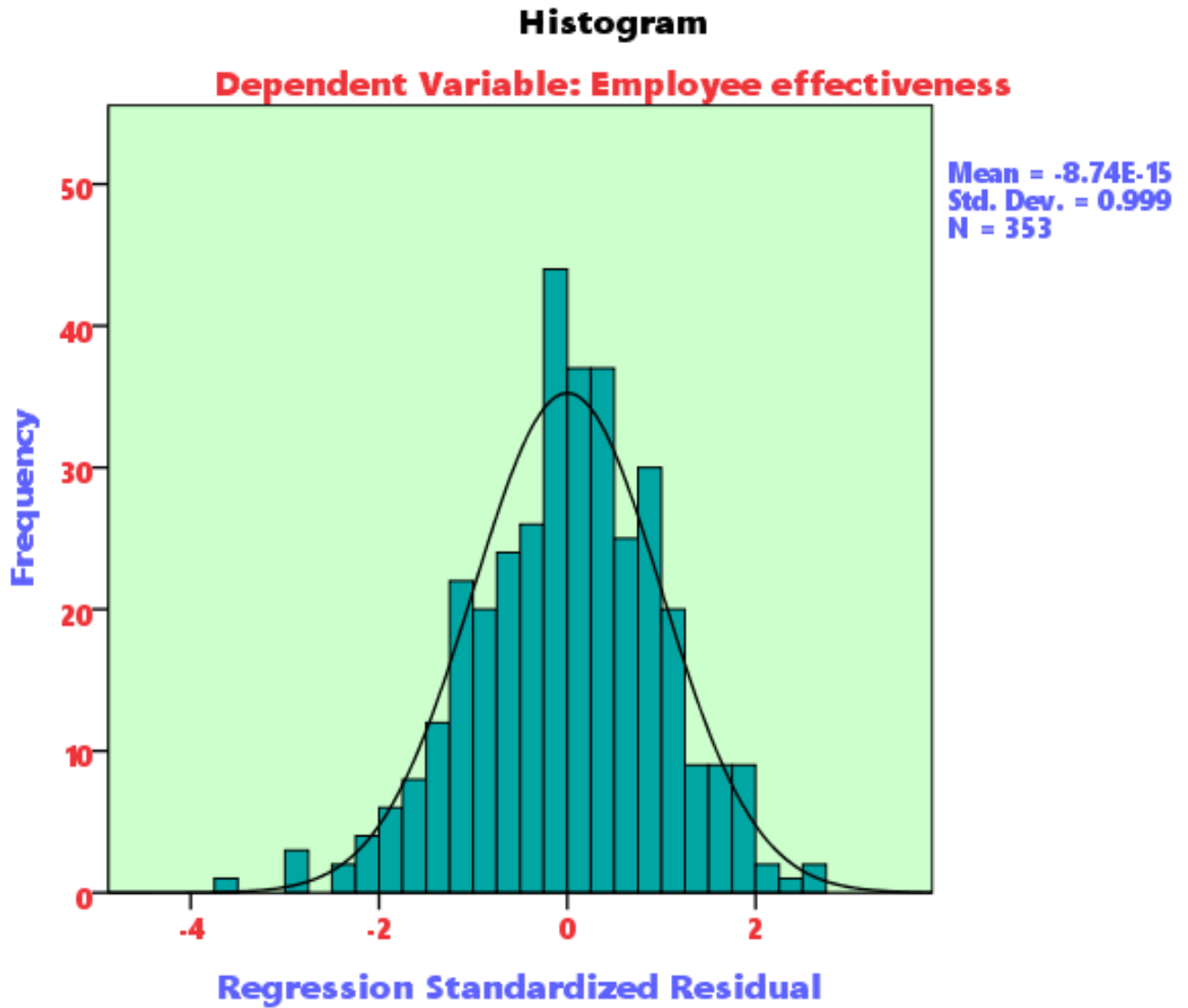
## Appendix 2:

### GGraph to test normality of the data



### Appendix 3:

### Histogram for normality test of the data

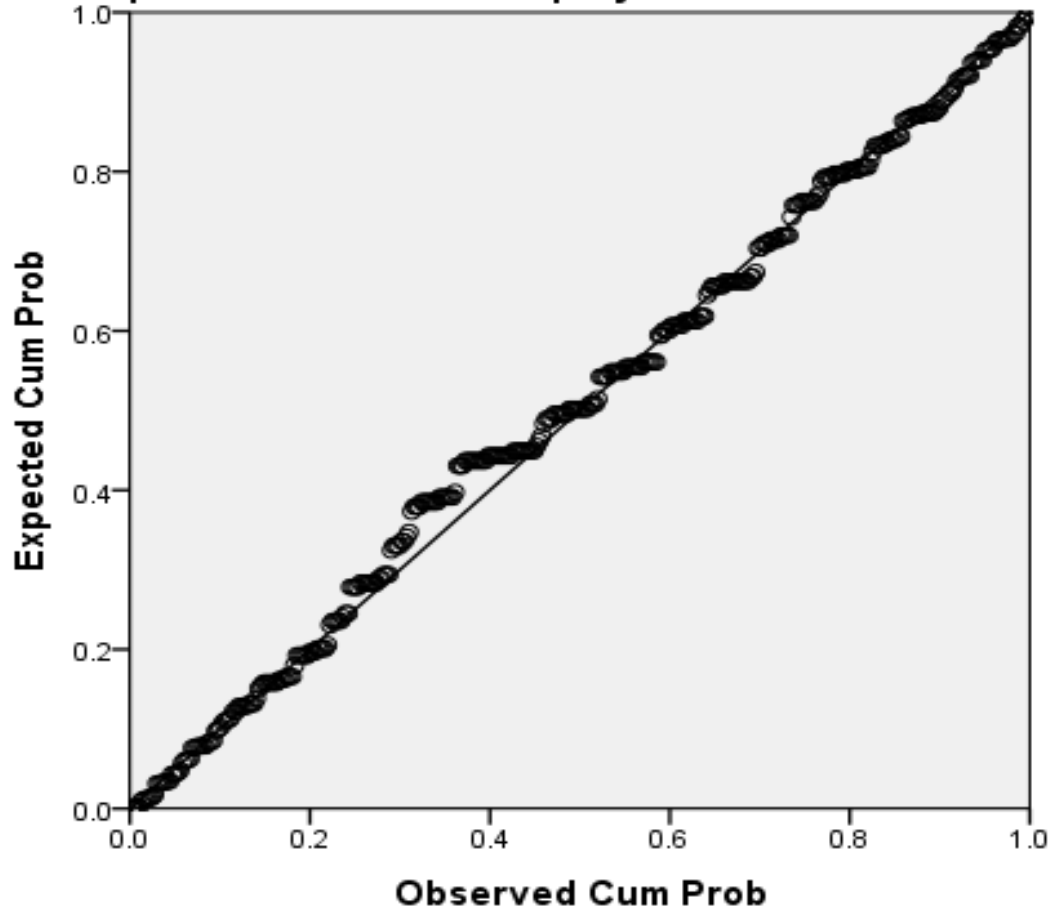


## Appendix 4:

### Normal P- P Plot to test normality of the data

#### Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Employeeeffectiveness



## Appendix 5:

### Scatter Plot to Test Normality of the Data

#### Scatterplot

Dependent Variable: Employeeeffectiveness

