ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

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THE PRACTICES AND CHALLENGES OF EMPLOYEE ORIENTATION

PROGRAMS AT NIB INTERNATIONAL BANK S.C

BY

AMELEWORK BESIR

DECEMBER, 2020

ADDIS ABABA, ETHIOPIA

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BY

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ADVISOR

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A THESIS IS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRATUATE STUDIES IN PARTIAL FULFILLMENT OF AWARD OF DEGREE OF MASTERS OF BUSINESS ADMINISTRATION (MBA GENERAL)

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Declaration

I, hereby assert that this thesis entitled *"the Practice and Challenges of Employee Orientation Programs at Nib International Bank S.C"* is my own original work, Prepared under for the thesis have been dully acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institutions for the purpose of earning any degree.

Amelework Besir   _____

    Name   Signature

St. Mary's University, Addis Ababa   December, 2020

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate studies for examination with my approval as a university advisor.

Shoa Jemal (Asst. Prof)   _____

Advisor   Signature

St. Mary's University, Addis Ababa   December, 2020

DEDICATION

This study is wholeheartedly dedicated to my dearest Husband Ato Abeje Nigusse, who has been my source of inspiration and gave me strength when I thought of giving up, he continually provide his moral, spiritual, emotional and financial support. Thanks for always being there for me.

To W/ro Seble Lemma who shared her word of advice and encouragement to finish this thesis and the whole learning process. You have made me stronger, better and more fulfilled than I could ever imagined. Thank you for your precious support and for being such a wonderful role model.

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HRMP: Human Resource Management Procedures

OP: Orientation Program

S.C: Share Company

ABSTRACT

The objective of this study was to examine the practices and challenges of employee orientation programs at Nib International Bank S.C of Addis Ababa. Descriptive research method was applied to examine the current practices and challenges of employee orientation programs. Both quantitative and qualitative approaches are utilized to collect the required data. One hundred thirty eight questionnaires were distributed and collected from the induction participants. The data collected were carefully analyzed using SPSS Version 20. The research use major elements of orientation programs practice which are the co-workers , employee handbook, assign of mentor, Induction/orientation training, work place tour. The finding indicated that, 52.9% *of respondents replied that employee orientation programs welled plan in the Banks and only 33.6% employees' orientation programs are effectively carryout as a planned Bank. On the other hand 41.3% of the respondents are neutral on the adequacies finance for orientation program in the Bank. In addition 44.9% of the respondents disagreed about the involvement of Managements staffs in the orientation program & 25.4% of the respondents are neutral. The Bank doesn't have followed up system after the orientation program, 46.4 percent agreed (strongly agreed and agreed). Whereas 29.7% respondents are remains neutral. Further open-ended questionnaires and interviews participants list out changes were the existence of outdated and non-job specific orientation practice, poorly organized and less emphasize of orientation reduced the efficiency and effectiveness of orientation. Therefore, the bank should established job specific orientation, timely update and adequately organized the orientation program and provides centrality to effective.*

Keywords: Induction, Handbook, Training, Practice, Orientation, Challenge

CHAPTER ONE

INTRODUCTION

This chapter presents the background of the study, statement of the problem, research objectives and questions, significance of the study, limitation of the study, scope of the study, definitions of terms and finally organization of the research.

1.1 Background of the study

Modern conditions of dynamic competition, sophisticated information technologies, knowledge economy and market globalization have led to significant changes regarding the importance of human resources in an organization. These changes have led to placing a growing emphasis on human resources (new employees) available to the company. The differences between the organizations are increasing, indicating the differences between the human capital management methods and development (Dragomiroiu, Hurloiu and Mihai, 2014).

In relation to this, training and orientation is absolutely necessary for new employees in any organization. Without orientation and training organization and their new hired employees face many challenges/risks and have negative impact on the company performance. Training and orientation have different purpose and role in an organization. Specifically, orientation is the process of communicating to a new employee the duties of the job and how to accomplish them, whereas training is the process of building specific skills necessary to carry out the job duties explained in the orientation (Outlaw, 1998 and Slater and Narver, 1995). Orientation programs can provide employees with a proper introduction to your organization, what is expected, and where they fit into overall goals.

According to Mathias (1994), orientation is the planned introduction of new employees to their jobs, their co-workers, and culture of the organization. Most organizations offer an employee orientation programs coordinated by the human resource department (Blackwell, 1997). New employee orientations serve many purposes and have many meanings from both an organizational and an employee perspective

In Additions, an orientation program (OP) is a form of employee training designed to introduce new employees to their roles and responsibilities, co-workers, and organizations (Klein & Weaver, 2000). Well-designed orientation programs provide a positive return for the employer

in many ways: employee productivity, loyalty, retention, and contribution and also it help new employees become well-known or familiar with their organizational environment (business policy, mission, vision, strategy and plans) and help them understand and appreciate their responsibilities (Robinson, 1998). Requisite skills, knowledge, abilities, and competencies needed to work. As a result, many require extensive training to acquire the necessary be able to make substantive contributions towards the organization's growth (Laing, 2009).

Likewise, Orientation helps a great deal in the acquisition of knowledge and skills in the different aspects of banking or newly hired employee's needs to acquire new knowledge, skills, attitudes and perspectives on a continual basis until adapting workplace conditions or familiarizing key duties and responsibilities (Roger and Jim, 2009).

Along this, employee orientation implementations have many important such as,   organization orientation improved by using user feedback, all new hired employees should complete a new employment orientation program (depict the employees permanent or not), reduce organization turnover and save an organization thousands of dollars, convey new hired employee commitment to continuous improvement and continual learning during an orientation and new employees become comfortable with asking questions to obtain the information they need to learn, problem solve and make decisions. In other words, induction is the process of helping the new employee to become an efficient and productive member of the organization as soon as possible by minimizing errors and simultaneously avoiding the costs of employee turnover by giving them a good first impression of the company. A well conducted induction communicates to the employee that the company values and cares about him or her (KT Kuntatyönantajat, 2011).

On the other hand, organization faced challenges during orientation practices and implementations such as; lack of planning and clearly stated goals or objectives, absence of appropriate and accurate information to new hires, the occurrence of overwhelming, boring, and/or too simplistic orientation, employee needs and expectations variation and less emphasize by leaders and organizations (Scanlan, 1965 and Bourne, 1967).

Furthermore, there are a number of ways to conduct the orientations process but all the program achieve the following outcome; employees fells welcome, employee understand the

organizations in abroad sense (its past, present and its vision for the future) as well as specifies in key areas (its structure, culture, policies and procedures) and the employee is clear about what is expected of him or her in terms work and behaviors (Allison, & Kaye, 2011).

In relation to this, the overall effects of orientation and its implementation are increasing employee performance and productivity. As a result, employee development or employee orientation is one of the major tasks or functions for human resource practice on an organization. An effective employee orientation and development is shaping employee behaviors and attitudes toward organizational goals (Whitner, 2001). Further, employee orientation is crucial in maintaining and developing the capabilities of both individual employees and the organization as one, hence the organization must be willing to invest the amount of time, effort and resource to maximize employee performance through effective orientation program (Allison, & Kaye, 2011).

This come to effect the organization examine the current practice of orientation program or core elements and identifies major challenges that are faced during implementation and also established appropriate mechanisms to tackle the challenges. well-done orientation and realistic orientation programs, reduced the common anxiety of new employee by making them feel the parts of the organizations, promote in new employee positive attitude to work their job and organization and establish from the start of employment open communication between the organization and its employee. This also enhanced employee execution performance directly or indirectly (Allison, & Kaye, 2011).

Similarly, orientation and orientation program have various purposes in an organizations, among those proper orientation reduced employee anxiety and turnover, reducing the costs associated with learning the job (startup Costs), and also save time for the supervisor (Brown, 2007).

On the others had, the Bank industry have more sensitive workplace environment and needs to provide high quality and errors free services for their customers to attract and retain them and also protect banks image (Roza, 2017). According Human resource management procedures (HRMP) of Nib international bank 2019/20) to Induction/orientations shall mean an orientation given to new employees of the bank about HRM policy, work culture, departments and related information to make them familiar with bank and reduced confusions.

Accordingly, the following were the basic information related to the research under discussion with the research topic: the practice and challenges of employees' orientation programs at Nib International Banc S.C of Addis Ababa.

1.2 Definition of key terms

Orientation- This is the process by which a newcomer to an organization is introduced to his job and integrated into the work group to which he or she will belong in such a way that the newcomer settles down into a productive, efficient and satisfied employee (Aboka, 2013).

Orientation programs-These are activities which focus on introducing the new employees to the task, the work group and the superior leader (Aboka, 2013).

Employee performance: - Measurement of performance in terms of efficiency, effectiveness, productivity and timeliness and others related issues.

1.3 Statement of the Problem

 Our giant world is experiencing so many practices with the development of human capital and also impacts the overall achievements of the organizations. In relation to this, performing quality of human capital and their successfulness, positively impact on organization performance.

In addition, different organizations (government, non-government and private business) have different mission, goal and executing capacity. To meet their objective, organizations established various human capital development mechanisms. Among those employees orientation programs are common and it supports new employees to become familiar and adjust to the workplace. Orientation focuses on logistics and training to complete tasks and meet job expectations (Mestre, 1997).

Likewise, an Effective employee orientation enhanced employee productivity, accelerates delivery of results, and significantly improves talent retention and also employees gain a better understanding about how to perform their duties and adjust to an organization's work environment and culture (Chapman, 2009 and Bradt, 2009). Also, participants or actors (leaders, employees, departments) commitment are important for effective implementations.

However, orienting employees to their workplaces and their jobs is one of the most neglected functions in many organizations and also failed during implementations. This comes from,

absence of planning, newly hired employee was unaware for job requirements and welcoming, the occurrence of inconsistently and inefficiently practice, lack of employee handbook and piles of paperwork, short staffed discourage to process and absence of relevant and adequate information (Brown, 2007; Hooker, 2012 and Vernon, 2012).

Like others, Ethiopian organizations and institutions faced problems in relation with orientation programs and its practices. Some organizations as well as some leaders of institutions still consider orientation to be a waste of organizational resources. The main focused of this study Nib International Bank encompasses orientation program in their strategic plans and try to practice or carryout within the bank. However the practices and its effects does not clearly indicate in their reports and the practices of orientation are limited with the provisions of employee value proposition (EVP) and strategic human resource policy training and distributions of updates information through banks portal and published materials (Bank annual plan, 2019).

Also, Awareness problems or challenges are one of the challenges in many organizations. The existence of this problem at this organization reduced the productivity and the profitability of the organization. This is urgent task that need solution from the organization and also try depicted the practical reality of the Nib International Bank orientation program practices. In view of this, the researches anticipated or examined the practice and challenges of employee orientation programs at Nib international Bank S.C of Addis Ababa.

1.4 Research questions

The research looked into the research element, Nib International Bank to answer the following fundamental questions.

- What are current practices of orientation program in Nib International Bank?
- What are the challenges of orientation program practice in Nib International Bank?
- What are the mechanisms to improve orientation program of newly hired employee of the Nib International Bank?

1.5 Objectives of the study

1.5.1 General Objective

The general objective of this study was to examine the practices and challenges of employee orientation programs at Nib international Bank S.C of Addis Ababa.

1.5.2 Specific Objectives

- To investigate the current practices of orientation program in Nib International Bank
- To identify the challenges of orientation program practice in Nib International Bank
- To identify the mechanisms to improve orientation program of newly hired employee of the Nib International Bank

1.6 Significance of the Study

This study has the following significance:

- This research helps for orientation programs providers, planner and newly hired employees
- The study helps to alleviate orientation programs implementations problems.
- Newly hired employees and Banks   can get better information from this research finding
- Based on research finding, orientation programs providers, planner and banks can get an input to take appropriate measures.
- Finally, the study may be a base for other researchers to conduct further study in the study area.

1.7 Scope of the Study

The scope of the study limited with Nib International Bank, North West District of Addis Ababa branches and their employees only. The reasons were scatter banks, time taking to collect relevant data from those banks and transportation problems. Conceptually, the study focused with the practices and challenges of employee orientation programs in Nib International Bank. Furthermore, the target respondents of study are employees, they found Addis Ababa branches only. To this effect the study used descriptive research designed.

1.8 Limitation of the study

The major limitation of this research was difficult to find more information to indicate the current practices of the bank clearly. Also, as a result of COVID 19 pandemic difficult to filled questionnaires easily and did not answer the questionnaires on time. Besides of this, shortage of time and work burden hinders an in depth and broadly investigation of the issues. The researcher

was establishing a mechanism to solve the problems that are searching more respondents and minimizing the scope to conduct effectively.

1.9 Organization of the study

This study organized in five chapters. Chapter one is about introduction of the study which contains background of the study, statement of the problem, research questions, objective of the study, significance of the study, scope of the study, limitation of the study and organization of the paper along with definition terms sub-section; chapter two is about review of related literature; chapter three is about research design of the study comprising all methods and tools which are employ to achieve the stated objectives. Chapter four will focus on data presentation and analysis of the study, the fifth chapter contains conclusion and recommendation based on the research investigation.

CHAPTER TWO

LITERATURE REVIEW

This chapter is concerned with the theoretical review and the conceptual framework. The chapter also presents an empirical review

2.1 Theoretical Literature

2.2.1 Definition of Orientation

orientation is process by which a newcomer employee to an organization is introduced to his job and integrated into the work group to which he or she will belong in such a way that the newcomer settle down into a productive, efficient and satisfied employee (David, 2004). Kirkpatrick (1983), also defines orientation as the act of acquainting someone or oneself with the present position relative to known points or with details of the situation.

Orientation can be viewed as a special kind of training designed to help new employees to learn about their tasks, to be introduced to their co-workers and to settle in their work situation – a vital ingredient of internal corporate communication (Bennett, 2001).

Employee orientation can be broadly defined as the familiarization with, and adaptation to, a new work environment. It refers to the process by which a new employee is introduced to the organization, to the work group, and to the job. Traditionally, organizations approach orientation by describing to the new employee the organizations history, structure, fringe benefits, rules and regulations.

A more progressive approach is to view orientation as an opportunity to communicate the organization' vision and values, shape the new employee' values and integrate him/her into the organization' structure (Asare-Bediako, 2008). The first few months within any organization represent the critical period during which an employee will or will not learn how to become a high performer.

According to Mathias and Jackson (1991) it is this principle of learning that ensures that productivity potential is enhanced, while, simultaneously, both the company and employee expectations are integrated.

Employee orientation is the procedure of providing new employees with basic background information about the firm and the job. It is more or less, considered as one component of the employer's new-employee socialization process. The socialization process could be seen as an ongoing process of initialing in all employees the prevailing attitudes, standards, values, and patterns of behavior that are expected by the organization. Socialization is important for employee performance and for organizational stability. For new employees, work performance depends to a great extent on knowing what they should or should not do. Understanding the right way to do a job is a measure of effective socialization (Asare Bediako, 2008).

According to Armstrong (1996) induction/orientation is the process of receiving and welcoming employees when they first join a company and giving them the basic information they need to settle down quickly and happily and start work. In accordance to him, the aims of induction/orientation are; (1) smooth the preliminary stages when everything is likely to be strange and unfamiliar to the starter, (2) establish quickly a favorable attitude to the organization in the mind of new employees so that they are more likely to stay (3) obtain effective output from the new employee in the shortest possible time (4) and reduce the likelihood of the employee leaving quickly.

In the western world, for example United States of America, United Kingdom etc., a person is hired and reports to work. After completing the documentation required, he/she is expected to perform the role with minimal introduction. However, the process is different for a Ghanaian firm. The prevalent business environment is highly competitive and is influenced by globalization, the outcomes of which are privatization and deregulation of markets, aggressive competition and ever-rising expectations of customers. Years of research have concluded that employee oriented companies perform better than companies that are less employee oriented. To achieve employee focus, a firm with a high degree of employee orientation cultivates a set of shared values and beliefs about putting the employee first and reaps results in the form of a defendable competitive advantage, decreased costs and increased profits (Desphande, 1999).

It would appear, therefore, that the term 'orientation' should mean some reflection or representation of the total motivational state of an individual at a particular point in time.

This state will portray the effects of needs, values, attitudes, abilities and other behavioral aspects. It might thus be considered to represent what an individual wants from a situation and

the extent to which he believes he will be successful in achieving such wants. The operational definition of orientation could then be that it is an expression of how the individual views his situation in terms of what he desires from it and the extent to which he expects these desires to be achieved or not (Beatty, 1988).

Apart from being a means of defining the situation, orientation will also define the person. It therefore becomes the link between the individual and his situations - both of which are variables which may change and may then change the orientation (Bennett, 2001). The reasoning for orientation is, in the main, to alleviate fear or anxiety which can be experienced by newcomers in relation to how well they would fit into the organization and how well they would perform.

The components of an effective orientation system include preparing for new employees, determining what information is needed and when it is needed, presenting information about the workday, the organization itself, its policies, rules and benefits, all to be evaluated and followed up (Mathis and Jackson, 1991). Most importantly and to the fore, employees would be introduced to the channels of communication in the workplace and, thus, leading to effective coordination.

2.2.2 Orientation Programs

An often-overlooked initiative that can add value and create effective workforce educated in the organizational goals is a new employee orientation program (Westwood & Johnson, 2008). New employee orientation is traditionally called induction or organization socialization. Now it is also called 'on boarding' (Dessler & Varkkey, 2013)

According to Tauber (1981) definition systematically and comprehensively planned new employee orientation can set the stage for positive, long-lasting relationships between the organization and the employees. Similarly, Goldstein & Ford, (2002) defined new employee orientation as a planned and systematic attempt by the organization to introduce new employees to job duties, organizational expectations, polices, and procedures

On the other hand, new employee to your organization can be welcomed with an orientation program that makes them feel at ease and like they are a part of the team. Orientation programs vary depending on the industry, the management style and the overall organization culture. Your

orientation programs can provide employees with a proper introduction to your organization, what is expected and where they fit into overall goals.

Orientation programs range from extended sessions during which groups of new employees learn the rules and policies of their new employer to a basic get together with the department supervisor and an introduction to co-workers in one department. The time an employee invest in employee orientation can be directly correlated with lower turnover, job satisfaction and employee retention. Windsor place, a long term   care facility in coffeville, Kansas, for example experienced an 18 percent drop in turn over after it started an extensive new employee orientation program (Marden, 2008).

Orientation process is similar to what sociologists call socialization (Ivamevich, 1983). The style an organization to orient new employees is affected by the organization and its climate. The diagnostic manager adopts the orientation program to the individual and gives a different emphasis for persons with 20 years' experience in the industry than for a new employee who is just out of high school and from a disadvantaged background.

The nature of the employee and the task are critical factors with managers being given more detailed orientation programs than other employees. Orientation program focuses on introducing the new employees to the task, the work group, and the superior leader. During orientation, the work policies of the organization, the job conditions, and the people the employee will work with to get the job done are discusses (Ivamevich, 1983). Some of the orientation programs include: introduction of new employees to co-workers, employee handbook, assigning a mentor, tour of workplace, review goals, and job descriptions, set an evaluation period among others.

2.2.3 Purpose and important of orientation program

Orientation program have many purpose but the entire program achieve the following outcome or purpose. Firstly employees fells welcome, second employee understand the organizations in abroad sense (its past, present and its vision for the future) as well as specifies in key areas(its structure, culture, policies and procedures) and the employee is clear about what is expected of him or her in terms work and behaviors.

A complete list of orientation program objective varies firm to firm but certain basics are found almost ever where. Tailors the following basic lists need the organizations. Reduced the common

anxiety of new employee by making them feel the parts of the organizations, promote in new employee positive attitude to work their job and organization and establish from the start of employment open communication between the organization and its employee.

On the other hand, the organization orientations should be successful the following points are integrated. These are (1) All employees, existing and new must understand the importance of the orientations s. in other words, all level employee must be made the aware of the tie between the orientation practice and productivity and they must take orientations seriously (2) the organization must be willing to invest the amount of time, effort and resource necessary to develop and maintain an effective orientations program (3) The orientation program must be flexible enough to address the diverse needs of employees. The program developer must acknowledge the differences in employee positions; work hours, experience level, education level, age and background (4) To ensure ongoing effectiveness, one person or group within the organization must be ultimately responsible for the program. The orientation process must be owned by the entire organization. However the integration of new employees in to the workplace is a shared responsibility (5) The person or the group ultimately responsible orientation must devote the necessary time and effort to training; all others involved implementing the program (6) The orientation program must remain current. This means that those responsible must periodically assess the organization needs and how well the orientation program is meeting those needs (Allison and Kaye, 2011).

On the other hand, Orientation programs should be practical and meet the real needs of the company and their employees. Along this employee orientation implementations have many important such as, organization orientation improved by using user feedback, all new hired employees should complete a new employment orientation program (depict the employees permanent or not), reduce organization turnover and save an organization thousands of dollars, convey new hired employee commitment to continuous improvement and continual learning during an orientation and new employees become comfortable with asking questions to obtain the information they need to learn, problem solve and make decisions. In other words, induction is the process of helping the new employee to become an efficient and productive member of the organization as soon as possible by minimizing errors and simultaneously avoiding the costs of employee turnover by giving them a good first impression of the company. A well conducted

induction communicates to the employee that the company values and cares about him or her (KT Kuntatyönantajat, 2011)

2.2.4 Employee orientation program practice and important questions

Induction/orientation implementation and its practices are varies organization to organization. However, one the aim of proper induction is to create consistency and sense of community within the organization, hence appropriate originations implementation sends the first message about the values of the organization. Similarly, "Assessing the training needs of new employees consumes time and money, but it sends the message that the organization is committed to the development of its employees, to giving them the right tools to perform, and to putting them in a position where they can succeed"(Acevedo and Yancey 2011). According to Kjelin and Kuusisto (2010) and Acevedo and Yancey (2011) induction is carried out to complete the daily routines activities. To this effect enough information provided in order to not only complete the routines, but to understand the operational environment and thus be able to solve possible unexpected issues. When an employee has enough information, one is able to work actively towards the common goals and take on initiatives that direct the organization towards its vision (Lehtonen, 2013).

To internalized vision and goals of the company and also understand operational environment of the company. In order to execute a proper orientation for the new employees the induction should be well planned and the responsibility areas should be clearly defined. Ideally there is a mutual feeling of a shared responsibility in the organization and the whole working community participates in the induction process. Also the stages of the orientation should be planned; which issues are taught first and which can be postponed? The methods of the training should be chosen based on the individual since people are different as learners. Some people prefer reading materials while others learn best by doing. How do you follow the progress of the induction? (Kjelin and Kuusisto 2010).

Importantly, the proposed outcomes of the orientation should be also assessed. In order to evaluate the new employee's performance, the desired goals of the induction process should be communicated. (Monster 2013) The nature of work and organization pose a challenge for the induction process; the employees work in shifts and several activities occur simultaneously and thus it is difficult to train the employees step-by-step. Shift work also creates a challenge in

assessing the roles and responsibility of the orientation. As a result an orientation provider gives clear assignment and roles to be effectives (Koskinen and Peiponen, 2010).

In additions, several issues that affect the success, content and length of the induction process depend on the new employee. For instance previous job experiences and the expectations affect induction process; hence the organization must ensure that the induction is customized for each new employee (Great Place to Work, 2012). Also, younger employees require more guidance compared to an older employee who already has more job experience. The organization must identify those employee characteristics the firm will require to execute its strategy (Dessler, 2013, 272). The induction process should include an orientation discussion regarding the contents of the induction, the past experiences of the employee and defining the strengths and weaknesses of the employee (Kjelin and Kuusisto 2010). It is essential to identify the employees current skills and compare those to the skills that the job requires. Thus the training needs of each individual can be assessed so that the required need of skills for working are met Viljanen, K. (2018). The evaluation of the training period is essential. There are several ways to evaluate training. Employees can be asked to evaluate the training or they can be tested after the training is completed.

The training can be also evaluated from the customer's point of view; for example if the amount of reclaims has reduced. The follow-up of the induction after a few months cannot be stressed enough. The manager and the new employee should discuss if the induction succeeded and whether some areas still require more training. It is not only important for the new employee' training, but also for the development of the organization. Feedback regarding possible improvements on the induction process should be asked for. This way it is a continuous learning process for both parties. (Dessler, 2013, 298) In the end of the orientation period, one should be able to understand the operational environment of the company and its values and the mutual goals. It is important that the newcomer understands how the processes and relationship between customers, employees and the company owners work. One of the cornerstones of the whole induction process is to communicate the company values and vision to the employee and interpret those into practice. The values should be present during the whole induction process. As the competitive advantage today is difficult to obtain, values become important as they affect people' attitudes. A company does not have existing values and vision unless the employees know them (Davidson, 2002)

On the other hand, a well-thought-out orientation process takes energy, time, and commitment; however it usually pays off for the individual employee, the department, and the organization. Human Resource professionals and line managers first need to consider key new employee orientation planning questions before implementing or revamping a current program. These are the key questions to ask.

- What things do new employees need to know about this work environment that would make them more comfortable?
- What impression and impact do you want to have on a new employee's first day? What key policies and procedures must employees be aware of on the first day to avoid mistakes on the second day? Concentrate on vital issues.
- What special things (desk, work area, equipment, and special instructions) can you provide to
  make new employees feel comfortable, welcome, and secure?
- What positive experience can you provide for the new employee that she could discuss with her family at the end of the first day of work? The experience should be something to make the new employee feel valued by the organization.
- How can you help the new employee's supervisor be available to the new employee on the first day to provide personal attention and to convey a clear message that the new employee is an important addition to the work team?

2.3 Elements of orientations program

There are several approaches that a supervisor can use in departmental orientation of new employees. The supervisor may choose personally to escort the new employee around the department, showing them equipment and facilities and introducing them to other employees. In other words, supervisor may prefer to assign new employees to an experienced, capable employee and have this person do all of the orienting perhaps including instructing new employees on how to perform their jobs (Hilgert and Leonard 2001).

In some companies, the personnel department will provide booklets or pamphlets which provide much information about the company, including policies and regulations. There may even be formal class or conference in which new employees are provided with this type of information, and perhaps they are conducted on a tour of the entire company's premise and facilities (Hilgert

and Leonard 2001). To conduct this study the researcher used five commonly practiced elements of orientations program. These are discussed below in detail.

2.3.1 Co-workers for new employee

A co-worker is a person who a worker works with, in their role as worker. Co-workers can share their knowledge and expertise when others are faced with problems or novel situations; this can be especially useful when alternative solutions are not readily accessible. The co-worker relationship can also have effects on workplace dynamics, individual stress level, and relationships. Positive relationships between co-workers can be seen as supportive and beneficial in dealing with day-to-day problems and strains arising from employment (Deery, Iverson, & Walsh, 2010). This supportive relationship may be more likely to occur in interactional intense and high stress settings and can help one cope with high job demands

In addition, the introduces of new employees to fellow co-workers, schedule a formal meeting with the members of the direct team or department the employee will work in for more in-depth introductions.

New starters will be concerned about who they are going to work for (their immediate manager or team leaders who they are going to work with, what work they are going to do on their first day, and the geographical layout of their place of work (location of entrance, exists, lavatories, restrooms and the canteen (Armstrong 2005).

The necessary information may be provided by a member of the personnel department, or an assistant in the new employee's place of work. But the most important source of information is the immediate manager, supervisor, or team leader. The departmental orientation program should, whenever possible, start with the departmental manager, not the immediate team leader; the manager may give only a general welcome and a brief description of the work of the department before handling new employee over to their team leaders for the more detailed orientation. But it is important for the manager to be involved at this stage so that he or she is not seen as a remote figure by the new employee. And at least this means that the starter will not be simply a name or a number to the manager (Armstrong 2005).

Mostly, the detailed orientation carried out by the immediate team leader. The orientation have five main objective, these are (1) to put the new employee at ease; (2) to interest the employee in

the   job and the organization; (3) to provide basic information about working arrangements (4) to indicate the standards of performance and behavior expected from the employees; and (5) to tell the employee about training arrangements and how he or she can progress in the company (Armstrong 2005). The team leaders should introduce new starters to their fellow team members. It is best to get one member of the team to act as a guide or starters friend. As relative newcomers they are likely to remember all the small points that were a source of worry to them when they started work, and so help new employees to settle in quickly.

2.3.2 Employee handbook

An employee handbook contains a company's rules and regulation. This handbook should be clear and simple what new staff needs to know under the following headings. An employee handbook should provide information including an organizational chart, various committees' goals and responsibilities, policies and procedures, values and ethics, legislation and policies affecting employment, formal rules, and training and development opportunities (Brown, 2012). Also, the handbook contains a brief description of the company – its history, product, organization and management; basic conditions of employment – hours of work, holiday pension scheme, insurance; pay – pay scales, when paid and how deduction, queries; sickness – notification of absence, certificate, pay; leave of absence; company rules; disciplinary procedure; capability procedures; grievance procedure; promotion procedure; union and joint consultation arrangement; Education and training facilities; health and safety arrangements; medical and first aid facilities, restaurant and canteen facilities; social and welfare arrangements; telephone calls and correspondence Rules and using e-mails; travelling and subsistence expenses (Armstrong 2005).

This is to be effective the analysis of   current status of an organization is important. If the organization is not large enough to justify a printed handbook, the least that can be done is to prepare a types summary of this information. Newcomer employee read each page and understood what is outlined in the handbook.

This firm seemed to have higher than average rate of turnover. Examination of the problem identified a lack of proper socialization of new employees as one contributing factor.

The company developed and implemented a detailed employee orientation program that includes an initial orientation day in which information about the company policies, procedures, benefits

e.t.c is communicated to all new employees increased socialization of new employees and reduced turnover rate. Each employee is given a" developmental book "during orientation to be used in conjunction with the supervisor to track the development of key task and performance objectives. The supervisor and the newly hired employee meet regularly each week during the first month to evaluate the employee's development and address any concerns. In addition, detail and relevant hand book and its proper utilizations benefited for workers as well as the company.

Further employee hand book have many advantages these are (1) Outlines employer and employee rights and responsibilities (2) Minimizes time spent answering general questions that can be easily addressed in the employee handbook (3) Clearly defines and communicates policies applicable to all employees, which promotes a sense of fairness, if enforced uniformly(4) Identifies key performance expectations (5) Promotes consistent treatment throughout the company, which may reduce employee lawsuits and (6) Facilitates discipline by providing a document that management and HR personnel can point to when a policy has been violated (Smith and Harris, 2014).

2.3.3 Assigning a mentor

Mentoring is the process of having a more experienced person provides guidance, coaching or counseling to a less experienced person. Anderson (1988) believes "that mentoring can best be defined as: a nurturing process in which a more skilled or more experienced person, serving as a role model, teaches, sponsors, encourages, counsels, and befriends a less skilled or less experienced person for the purpose of promoting the latter's professional and/or personal development". Similarly, mentoring can be effective during the implementation of new employees' orientation, as it is an engaging process meant to support their integration and understanding of formal and informal rules, along with other important components of the on boarding process. An organization should take the first step and assign new employee a mentor they can go to with questions or for encouragement.

According to Hilgert and Leonard (2001) mentoring should be looked upon as one way to smooth the transition of new employees into the organization and develop them into productive employees.

In the middle ages, guild masters were responsible for their protégés social, religious and personal as well as professional skills. Broadly defined, the mentor teaches "the tricks of the

trade", gives the protégé all the responsibility he or she can handle, thrust the protégé into new areas, directs and shapes the protégé' performance, suggests how things are to be done, and provides protection.

2.3.4 Workplace Tour

New employees need to be acquitted with their new workplace immediately. Take them on a tour of the office, point out essential locations such as human resource, their manager's office, bathrooms, break rooms, the printing area, technology support and the company eatery. This is crucial effect for the initiation of employee and performance.

In addition, his research in the orientation program of Thompson Ramo Wooldridge Inc. Company, the employment department offers and explains to the individual the company sponsored insurance and hospitalization plans, as well as other items of mutual benefit. Member of the employment department takes the individual out into the timekeeper department. The timekeeper explains the time card system and takes the man to the foreman of the department in which the individual will work.

The foreman explains the location of locker rooms, dispensary, cafeteria etc and discusses the operation to be performed by the new worker. The foreman then introduces the individual to the personnel manager or supervisor in his division. The personnel supervisor further discuss company policies and practices and encourages the individual to see him whenever any question arises.

Armstrong did research focused on employee orientations(co-workers of new employees, employee handbook, work place tour and assigning of mentors) to employees as an orientation program According to them, these programs proved to be of benefit to the workers as well as the organization.

I am now doing research in Ethiopia and my concern is effect of orientation on employee's performance in Nib International Bank. Despite the fact that it is profitable in the market, its performance needs to be enhanced so that it performs even better. One way in which it can be improved is through emphasis on orientation programs for employees which will help in winning employees commitment to the organization and keep them motivated so that the organization can achieve higher performance.

2.3.5 Induction/orientations Training

Induction/orientation training is a type of training given as an initial preparation upon taking up a post. According to Armstrong (2010), orientation training should emphasize on the company' mission, the key members of the organization, the departments, and how the department helps fulfill the mission of the company. This training helping for new employee to get brief information about the firm, ways of delivery, productive part of the business and integration/socialization of the new employee among other employees.

This involves getting new employees familiarized and trained on the new job within an organization. During this process, they are exposed to different undertakings for example, the nature of their new work, how to take on their identified tasks and responsibilities, and what is generally expected of the employees by the organization. They are further given a general overview of the organizational working environment including for example, working systems, technology, and office layout, briefed about the existing organizational culture, health and safety issues, working conditions, processes and procedures (Aidah, 2013).

The training program for new employees is defined by the direct manager or assigned mentor. Application training program begins immediately after hiring new employees and, depending on company size and the number of employees may include conferences, seminars, meetings, discussions and most important learning experience (Dragomiroiu, Hurloiu, and Mihai, 2014). The purpose of training employees is not that they gain knowledge for the sake of knowledge itself it must be given the opportunity to acquire knowledge according to their real need, applicable knowledge that will help them in their daily work. Acquiring knowledge, learning, education and training have real effects on the employees work only in situations that are consistent with the needs of the company and employee Dragomiroiu, Hurloiu, and Mihai, 2014).

The provision of induction for new employees is creating good opportunity to socialize and brief the newcomer on the company's overall strategy, performance standards, etc. This training is done systematically and is often the responsibility of the immediate supervisor to make sure that it's done smoothly. If carefully done, it will save time and cost (in terms of faulty products or poor services, etc.). It is imperative that managers place their authority and power to make sure that the new employee is carefully helped to adjust to the new work surroundings and culture.

2.4 Employee and organization Performance association with orientation

The orientation program of an organizations includes activities to familiarize the employee with the company and its business policy (mission, vision, strategy, plans), with expectations that the company has with the human resources, rules of conduct and work environment (Dragomiroiu, Hurloiu, and Mihai, 2014). This activity overall effects linked with employee performance. Performance is the achievement of specified tasks against predetermined or identified standards of accuracy, completeness, cost and speed (Sultana et al., 2012). High performance is a step towards the achievement of organizational goals and tasks. Individual performance is highly important for an organization as a whole and the individuals working in it Frese and Sonnentag (2001)

According to, Platt and Sobotka (2010) employee performance is the combined result of effort, ability, and perception of tasks. The factors that affect the level of individual performance are motivation, ability and opportunity to participate (Armstrong, 2009). Employee performance would be considered as backbone of the organization when it leads to its development effectively. The loyalty of an employee relies upon knowledge and awareness of culture that improves behavior of organization (Brooks, 2006).

In relation to this, Orientation programs and its carefully planning are important to educate the employee about the values, history and who is who in the organization. Organizations that have good orientation programs get new people up to speed faster, have better alignment between what the employees do and what the organization needs them to do, and have lower turnover rates. Also, individual performance is viewed as a strategy for enhancing company efficiency and productivity; hence provide appropriate orientation to enhanced employee execution capacity (Heath, 2006). This over all effects improved organizational performance.

Organizational performance comprises the actual output of results of an organization as measured against its intended output (or goals and objectives). According to Richard et al (2009), organization performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investments, etc); product market performance (sales, market shares etc); and shareholder return (total shareholder return, economic value added etc)

Dyer and reeves (1995) proposed four possible types of measurement for organizational performance namely: HR-related outcomes (turnover, absenteeism, and job satisfaction), organizational-related outcomes (productivity, quality, service, and efficiency), financial accounting outcomes, and capital market outcomes.

2.5 Challenges of orientation programs

New employee orientation is important for all companies. This should be effective the company, systematically and compressively planned employees orientation programs can set the stage for positive, long-lasting relationship between the organization and employees (Tauber, 1981). It is an effective tool for improving employees' satisfaction and contributing to organization goals (kanouse and warihay, 1980).

It is not an easy task because creating an effective workforce is one of the major challenges of human resource management function. An often overlooked initiative that can add value and create effective workforce education in the organizational goals is a new employees orientation programs (Westwood and Johnson, 2008).

In relation to this, orientation programs faced challenges. The major challenges are. First is the lack of clearly stated goals and objectives. Many companies did not state specific objectives for their orientation programs (Scanlan, 1965). This comes from lack of planning, disillusionment about the new employees, and the feelings of new employees that they simply did not fit into the company. The second challenge was the delivery of appropriate and accurate information to new hires. Some companies offer only one or two days for orientation training. Too often, employees felt that they did not get enough information or the amount of data overwhelmed them. This orientation was overwhelming, boring, and/or too simplistic. The third challenge dealt with balancing the variety of needs of individuals and those of the company. Each employee had their own needs and expectations. Companies and departments also had expectations for the new employees. Balancing the different needs and maximizing satisfaction for both sides is a problem for orientation training.

The last challenge was how to lessen new hires' anxiety and make them feel welcomed into the company. The emotion investment associate with orientation training was often neglected. Typical orientation training sessions focus on imparting information. However, previous research showed new hires also required help in setting up new relationships and in lessening the anxiety

and stress that accompanied the newcomer experience (Bourne, 1967). According to Richard and Linn (1999), "emotional investment was a pivotal dimension of group effectiveness"

On the other hand, proper induction decreases the amount of mistakes and accidents at work and improves the quality of work as well as customer satisfaction (KT Kuntatyönantajat, 2011). According to Kjelin and Kuusisto (2003) the implementation of weak induction process affects the company' credibility not only externally but also internally. Well motivated employees have the energy to be productive and provide quality service. If the company management is not committed to deliver an effective induction process, the motivation levels of the employees can decrease. This might not occur straight after starting a new job, as the new employees usually are eager to prove themselves. Employees are usually highly motivated when starting a job and a poor induction might impair the motivation in early stages.

2.6 Nib International Bank orientations program and its practice

According Human resource management procedures (HRMP) of Nib international bank 2019/20) to Induction/orientations shall mean an orientation given to new employees of the bank about HRM policy, work culture, departments and related information to make them familiar with bank and reduced confusions. To this effect Human resource management department communicates learning and development department to facilitate inductions program.

The inductions program of Nib international Banks have probation period, all newly hired employees shall be on Probation for a maximum periods of sixty (60) consecutives working days to determine whether they are capable of performing the duties and responsibility attached to the position to which that person have been appointed.

The performance appraisals evaluations result of an employee is conducted by supervisors twice during the probation period (every 25 working days) and reported to human resource management department 10 days before the end of probation period. If performance evaluation result of an employees, who undergone necessary induction, on job training, support and follow up during probation period is less than 50%, termination letter will be issued three days before the probation period elapsed. However, the performance evaluations result of an employee is 50% and above permanent employment letter issued and complete probation period.

The bank develop a training course, based on it communicate and provide induction training for all new hired employees. The inductions includes the Employee value Proposition (EVP) and strategic human resource Policy training and take 4 hours. Moreover, the bank provide for new hired employees through training, counseling, mentoring, coaching to transition successfully into their new roles. Along this the bank policy is available and published on the HR portal and also hard copy of the policy is available where employees do not have access to the portal. Similarly, All HR employees should be trained during a half day training course on the key elements of the policy; the policy is available and published on the HR portal. Code of conduct and rewards policy Communicate the updated to all employees. They are available to all employees freely (HRMP, 2019/20 and Nib international bank report, 2019).

2.8 Conceptual framework

Conceptual framework is a scheme of concept (variables) which the researcher applies in order to achieve the set objective (Mugenda &Mugenda, 2003). The conceptual framework below illustrates the practice/implementation of employee orientations program (co-workers for new employees, assigning a mentor, provision of employee handbook, inductions training, and work place tour) and also depict the challenges of employees' orientations program (neglected function, poor planning, non-organized implementation, poor awareness) and its implication.
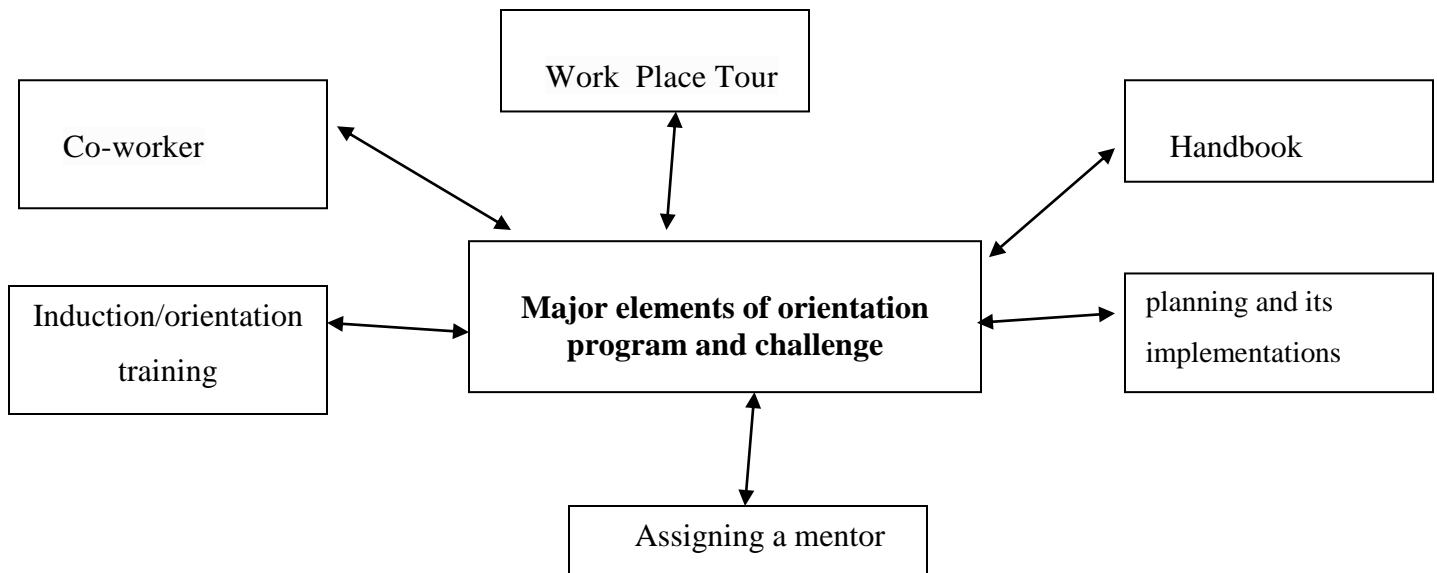
Source: Adapted by researcher based on review literature

Figure 2. 1 Conceptual frame work of study

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

In this section discusses the academic or practical applicability of research methodology and It contains research design and approaches of the study, the covered population of the study, the sampling technique deploy and its size, source of information and its data gathering instruments, methods data analysis and ethical considerations are included. .

3.1 Research Design

As indicated in Kothari (2004), designing a research is making a road map to a study, which leads all activities, and steps that would be undertaken. As the conceptual structure, research design depicts which research is conducted.

In relation to this, the aim of this study was assessed the practice and challenges of employee orientation programs at Nib International Banc S.C. This study will be designed based on descriptive research design. The primacy aim of descriptive research design is to assess the practice and challenges of employees orientation programs in Nib International Banc S.C. The advantages of descriptive studies is that it is a scientific method of investigation where data is collected and analyzed to describe the current conditions, terms or relationships concerning a problem.

3.2 Research Approach

The study was used the mixed approach. That means both quantitative and qualitative approaches will be used. The rationale for using quantitative approach is to use numeric explanation, so it helps to breadth research findings and also use questionnaire as a method of data collection instrument. The questionnaires were administrated in the form of closed ended questions and open ended questions. This approach is beneficial because it enables the researcher to collect objective and numerical data. On the other hand, the researcher will use the qualitative approach. The main reason using this approach is just to find out a depth investigation of the study. To this effect interview and open ended questionnaire was applied. These both approaches help to substantiate the breadth and depth of the finding. According to Creswell, (2013) mixed

research strategy is more useful to triangulate results so as to ensure the validity and reliability of the findings and to control possible data bias.

3.3 Description of the study

Nib international bank is one of the private Banks that was established in 1999 with the licensing and supervision of banking business proclamation number of 84/19994. The bank had an initial capital of paid up 27.6 million and authorized capital of Birr 150 million in 1999. According to June 2019 Bank report the Bank has registered a steady growth and achievement in all aspects of its operations since its establishment. The total deposits and loans and advances stood at about Birr 27.7 billion and Birr 19.4 billion respectively. Total assets also grew to about Birr 33.7 billion and paid-up capital to Birr 2.5 billion. The level of net profit before tax reached Birr 928.4 million. The Banks shareholders are close to 4,585 and the total number of customers exceeds 812,627. The Banks employees reached more than 4,972.

Now, according to the human resource directorate the bank has a total of 5,274 permanent employees which 1, 422 are female and the rest 3,852 are male. Also the Bank has 295 branches.

Now the bank is engaged in the provision of commercial banking services, mobilization deposit, varieties of credit facilities, letter of credit facilities, foreign exchange facilities, local and international money transfer. Also the bank rendering fulfilled Domestic and International Banking services the Bank implemented Mobile and Internet Banking through which it is issues NIB cards and has placed its ATMs at various locations throughout the Country to provide its diversified products in convenient ways to our esteemed customers. Moreover, to enhance the application of modern banking technologies and provide competitive service via a wide range of card banking services, the Bank has established a strategic partnership with Master Card, VISA, and Union Pay branded cards which is one of the breakthroughs to provide international payment service. A full-scale preparation to upgrade the Bank's T24 application to the latest and robust release is completed (June, 2019 Bank report).

Vision, Mission and Core values of Nib International Bank
Vision "To be an icon of service excellence and a leading commercial bank in Ethiopia"

Mission "To provide customer focused and innovative banking services through motivated staff and state of the art technology"

 Core values

- Transparent
- Accessible
- Teamwork
- Accountable
- Results oriented
- Innovative

3.4 Target population and Sampling Design

The researcher determined, the study population, the sample frame, sampling technique and then selecting the sample to examine the practice and challenges of employees' orientation programs in Nib International Banc S.C.

3.4.1 Study population/ universe

This study examined the practice and challenges of employees' orientation programs in Nib International Banc S.C. currently the Banks have 5,274 permanent employees to meet intended objective.   Also, the Banks had four districts and all over the country provide Bank service by using different branches.   From those districts the study focused only North West districts, branches, which are found Addis Ababa only. North West distract have 28 branches in In Addis Ababa only. In order to confirm generalization and validity of the study taking sufficient sample size and utilizing sampling techniques were given special concern, hence the researcher specify questionnaires respondents The targets of this study is employee of International Banc S.C those are found 28, North West branches. This branches and the main focus of the study have 239 employees (HR office, May 2019).

3.4.2 Methods of sampling and Sampling Technique

The researcher used both probability and non-probability sampling techniques to conduct this study. By using non probability sampling (purposive sampling techniques) the researcher specify north West distract branches only. From those branches the researcher selects 28 branches which are found in Addis Ababa only. To conduct this study the researcher used 28 Nib International Bank S.C., branches and their employee.

Furthermore the researcher applied probability (simple random) sampling technique to get information from these 28 selected banks and their employee. In addition, the researcher employed three key informative interviews purposively. There researcher used one Banks managers, one senior experts and one human resource manager.

3.4.3 Sample Size Determination

The optimum sample size is one of fulfilling the requirements of efficiency, representativeness, flexibility, and reliability while taking into consideration the constraints of time and cost (Kumar 2002), As a result of this, to determine the sample size take in to account the acceptable confidence level and true representation of sample. According to the information received from Nib international Bank S.C HR office, the target group of 239 North West Addis Ababa district branch staff under consideration. Due to COVID 19 pandemic and difficulties to found all employees in work place during data gathering the researcher forced to use sampling. As a result, Yamane (1967), formula was employed to conduct this study.

$$n = \frac{N}{1 + N(e)^2}$$

Where N = Population of study = 239
e = degree of error expected = 0.05
n = sample size

$$= \frac{239}{1 + 239(0.05)^2} = 149 \text{ participant respondents.}$$

3.5 Data Sources

There are two data sources used to explore the necessary information to answer the research questions: the primary data source –data directly collected from the study samples /respondents and the second one is from secondary source-where we get information from reference materials of different sources, and expertise on the subject matter under discussion. Hence to achieve the objectives of the study the data was collected by using both primary and secondary sources of data.

3.5.1 Primary data sources

The primary data was collected through a self-administered structured questionnaire and interviews. Structured survey questionnaires were administered and disseminated to the selected sample employees to obtain information regarding with the practice and challenges of employee orientation programs at Nib International Bank.

3.5.2 Secondary data source

In addition to primary data, secondary data was collected from different sources like books, research materials, organizations' document, websites, journals etc, on one hand and expertise on the subject matter on the other.

3.6 Data gathering Instruments

To meet research objective the researcher applied both primary and secondary data source by using various data gathering tools and techniques. The primary data was collected through questionnaire and interview whereas the secondary data collect through document review.

3.6.1 Questionnaire

To get required information the researcher apply semi-structured (both an open-ended and closed end) type of questionnaire. This questionnaire has two parts; the first part focuses on demographic information of respondents, while the second part will prepare to get information about the practice and challenges of employee orientation program in Nib International Bank. The closed-ended type of questionnaires were based on a five point Likert scale response format ranging from '1'= strongly disagree to '5'= strongly agree. Also, the questionnaire will collect North West district, Addis Ababa branches employee only. In addition, the prepared questionnaires distributes for 10 banks employee as a pilots test to improve the answerability of the questionnaires and use the feedback properly. Finally, the researcher distributes 149 questionnaires for sampled respondents to get relevant data.

3.6.2 Key informative interview

The Interview questions involve a series of open ended types of questions and emphasizing on the practice and challenges orientation program. The open-ended natures of the questions help to get deep information and also provide opportunities for interviewer and interviewee to discuss some topics in more detail. To get relevant information the researchers was used 3 key informative interviews and took from North West district Banks and human resources managers

and senior experts with the help guideline. During interview the interviewer used sound recorder to collect information accurately

3.7 Method of Data Analysis and Presentation

After all the information was collected, the data was summarized, analyzed and presented through different methods. The data analysis method chose based on the type of data used and the nature of the research questions and objectives of the study. In this study, a blend of quantitative and qualitative data analysis methods is employ. Also this research use 5 point Likert scale and its choices from "strongly disagree" to "strongly agree. Likert Scales are appropriate to calculate answers as Likert scales provides superior answers as compare to any other method (Aaker et al, 2000).

3.7.1 Data Analysis

The questionnaires raw data is obtained from the sample, the researcher was organized, categorized and entered the raw data into the computer than editing; coding was done for qualitatively analyzing. Moreover, the researcher collects interview and open ended questionnaires systematically interprets qualitatively. Therefore, the descriptive (descriptive statistics) analysis was used to analyze the data.

3.7.2 Data Presentation

The data presentation carryout based on nature of the data that are used in the study; hence the qualitative data was presented through descriptive ways. Particularly, it presents by using tables, charts, graphs, and percentages by the help of statistical package for social science (SPSS version 21).

3.8 Reliability and validity of instruments

To improve the clarity and responsiveness of the questionnaire, before the actual data collection the researcher will distribute questionnaire for non-sample staff as a pilot test. Then, after actual data collection Cronbach Alpha reliability statistics is used to check reliability of the instruments. On the other hand, the full scale survey will be done by ensuring the issue of validity and the researcher follows scientific research procedures, the data collect from appropriate information providers and the collected data measured by appropriate data analysis tools.

Table 3. 1 *Reliability test*

Types of questionnaire	Cronbach's Alpha	N of Items
Introduction to co-workers	**3**	.989
Assigning a mentor	**3**	.989
Work place Tour	**2**	.990
Provision of employee handbook	**5**	.986
Induction training (connect with job)	**3**	.986
Employees orientation programs current status	**7**	.989
Challenge of employees orientation program	**6**	.989
All items	**29**	.990

3.9 Ethical consideration

The researcher followed scientific and professional ethical parameters of research. With this regard, the researcher use appropriate citation, followed systematic gathering and analysis of data techniques, maintain data confidentiality, obtain the consent of the case organizations and staffs, and based on their consent to meet the ethical commitment of research.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This chapter encompasses data analysis and presentation gained from questionnaire and interview. Furthermore, the researcher used table, figures, and statically analysis to present the collected data. As it has been stated before, the study focused on the practice and challenges of employee orientation programs at Nib international Bank S.C of Addis Ababa. The main purpose of the study examined the practice and challenges of employee orientation programs regarding with the study area.

4. 1 Response rate

To conduct this study the researcher prepared a total of 149 questionnaires and distributed all of them to collect the necessary information from research participants.

Table 4. 1 *Response rates*

Description	Number of Responses	Response Rate
Distributed	149	100%
Returned and used	138	92.6%
Non return & incomplete	11	7.4%

Tables 4.1 indicate that, the researchers distributed 149 questionnaires to collect necessary data, from those 138 of them returned and used properly to conduct the study. This is representing 92.6% of expected respondents

4.2 Back ground information about respondents

To discuss the general information of the respondents, descriptive statistics was used. The general information included such as position of respondents, sex, age, marital status, educational qualification, work experience and work position of respondents encompassed in the study. The next table (table 4.2) summarizes all general information of respondents. 84 of the respondents were male which represent 60.9% of the total respondents, while the 54 were females which are 39.1% of the total respondents. This shows that out of the total participants of the survey, majority of them were male. About 84.8 % of the respondents have BA degree whereas about 15.2% of the respondents had a postgraduate qualification. This study indicated

that the educational statuses of all participants are degree and above. Considering the age groups of the respondents, the higher number of respondents was in the rage of 26-35 years, which represent 47.1%, followed by age groups of 15-25 years, and above 36 years, which represent 35.5% and 17.4% respectively. This survey shows that 82.6 % of respondents are below 36 years. Therefore the participants are young & active working group who have a little experiences.

Also table 4.2 shows that, respondent characteristics in terms of their marital status, as it is indicated below, the majority of the respondents 79 (57.2%) were married and the rest 59(42.8%) were single. From this we easily assume that the presence of a large portion of married employees decreases the turnover of employee and help to stay permanently. The table shown below indicated that most of the respondents 57(41.3%) have a work experience of below 4 years and less, 27.5% of the respondents have served the bank for 3 to 6 Years, 13.8% have been serving the bank from 7 to 10 years, and 17.4% of the respondents served the bank for more than 10 Years. Generally, respondents" current job position is categorized in three i.e. Managerial, experts/officers and others. As revealed in the table 4.2 below, respondents under experts/officers position constitute about 72.5% of the total respondents. Employees with Managerial position and others constitute 8.0% & 19.6% of the respondents respectively.

Table 4. 2 Respondents Characteristics in Sample Survey

Description	Category	Frequency	(%)
Sex	Male	84	60.9%
	Female	54	39.1%
	Total	138	100%
Age	15-25 years	49	35.5%
	26-35 years	65	47.1%
	36-45 years	24	17.4%
	46-55 years	0	0
	Above 55 years	0	0
	Total	138	100%
Marital Status	Married	79	57.2%
	Single	59	42.8%
	Widowed	0	0
	Divorce	0	0
	Total	138	100%
Educational background	Certificate		
	Diploma/equivalent	17	15.2%

	First degree	95	84.8%
	Second degree	0	0
	Ph.D. and above	0	0
	Total	138	100%
Work experience	Less than three years	57	41.3%
	3-6 years	38	27.5%
	7-10 years	19	13.8%
	Above 10 Years	24	17.4%
	Total	138	100%
Respondents work position:	Manager	11	8.0%
	Expert/officer	100	72.5%
	Others	27	19.6%
	Total	138	100%

Source: Own Survey, 2020

4.4 Practices of Orientation Program Elements in Nib International Bank

One of the major objective of this study was investigated the current status/ practices of orientation program elements (co-workers, employee handbook, assigning a mentor, induction training and employee workplace tour) in Nib International Bank. To this effect, the research result discussed below.

4.4.1 The Practices of the Bank on Co-workers

Co-workers result of the study and their current status/ practices of orientation program of Bank were disused below.

Table 4. 3 Co-workers practices of the Bank

Variables	Response	Frequency	%
Bank culture on introducing the new hired employees with a co-workers	Strongly disagree	8	5.8%
	Disagree	14	10.1%
	Neither agree nor disagree	12	8.7%
	Agree	60	43.5%
	Strongly agree	44	31.9%
The role of introducing hired employees to the co-workers for their moral	Strongly disagree	8	5.8%
	Disagree	16	11.6%
	Neither agree nor disagree	24	17.4%
	Agree	60	43.5%
	Strongly agree	30	21.7%
Co-worker practice & socialization of new hired employees	Strongly disagree	8	5.8%
	Disagree	5	3.6%
	Neither agree nor disagree	16	11.6%
	Agree	65	47.1%
	Strongly agree	44	31.9%

The above table 4.3 illustrates the respondent response about the practice of Orientation Program Elements. As it was shown in the table there is the culture of introducing the new hired employees with a co-workers in the Bank, from the 138 participants the large portion 104(75.4%) of them agreed and strongly agreed as the Bank have a culture of introducing the new hired employees with a co-workers. According to this finding, the culture of introducing the new hired employees with co-workers is very good and this overall culture of the bank will increase the efficiency of employee. The rest 24.60% of them were strongly disagreed, Disagreed, Neutral on the Bank culture in introducing the new hired employees with co-workers. According to the data, introducing hired employees to the co-workers enhances their moral 65.20%, Co-workers practices increases socialization of new hired employees 79%, Introducing new hired employees to co-workers were agreed & strongly agreed by respondents. However, introducing hired employees to the co-workers enhances their moral and Co-workers practices increases socialization of new hired employees 34.80% & 21% respondents are strongly disagreed, Disagreed & Neutral respectively.

4.4.2 The Co-workers Practices of the Bank

Table 4. 4 mentors assigned practices of the Bank

Variables	Response	Frequency	%
The culture of assigning mentors to the new hired employees	Strongly disagree	14	10.1%
	Disagree	16	11.6%
	Neither agree nor disagree	32	23.2%
	Agree	60	43.5%
	Strongly agree	16	11.6%
Mentor helped to perform the duties well	Strongly disagree	8	5.8%
	Disagree	8	5.8%
	Neither agree nor disagree	16	11.6%
	Agree	81	58.7%
	Strongly agree	25	18.1%
Assigned mentor gave adequate information for job positions	Strongly disagree	11	8.0%
	Disagree	11	8.0%
	Neither agree nor disagree	22	15.9%
	Agree	70	50.7%
	Strongly agree	24	17.4%

Among the total 138 respondents 60 and 16 (55.1%) of them revealed (strongly agree and agree) that, the Bank have the culture of assigning mentors to the new hired employees. But, 32 (23.2%) remain neutral. Whereas, 14 and 16 (21.7%) of the respondents responded the Bank haven't the culture of assigning mentors to the new hired employees by choosing strongly disagree and disagree respectively. As indicated on Table 4.4, majority (76.80%) of the respondents indicated that assigning Mentor to new hired employees is helpful to perform the duties very well. But 16(11.6%) remains neutral, whereas, 16 (11.6%) of the respondents revealed that Mentor isn't helpful to perform the duties very well. On the other hand, the larger majority (68.1%) of the respondents revealed that Assigning mentor to new hired employees can gave adequate information for job positions. But, 22 (15.9%) remains neutral. Whereas, (16%) of them revealed that, Assigning mentor to new hired employees isn't adequate for job positions.

4.4.3 Work place tour Practices of the Bank
**Table 4. 5 Work place tour   practices of the Bank**

Variables	Response	Frequency	%
The Bank has a culture of arranging work place tour for new hired employees	Strongly disagree	19	13.8%
	Disagree	32	23.2%
	Neither agree nor disagree	19	13.8%
	Agree	65	47.1%
	Strongly agree	3	2.2%
The bank work place tour enhanced the familiarization of new hired employees	Strongly disagree	16	11.6%
	Disagree	32	23.2%
	Neither agree nor disagree	27	19.6%
	Agree	47	34.1%
	Strongly agree	16	11.6%

Source: Own Survey, 2020

As shown in table 4.5 above for the question, does Bank has a culture of arranging work place tour for new hired employees; out of 138 participants 68 (49.30%) of them are agreed & strongly agreed, while 19(13.8%) of respondents are remains neutral. additionally 47 (34.1%) participants agreed with the statement work place tour in bank enhanced the familiarization of new hired employees, 16 (11.6%) of respondents are strongly agreed that work place tour in bank enhanced the familiarization of new hired employees whereas 27(19.6%) of participants are neutral about this issue.

4.4.4   Provision of employee handbook

One of the elements of this study focuses was to indicate Bank Culture on the provision handbook to employees. The pie chart below show that the response of participants for the question "Is the bank has a culture of delivering handbook for new hired employees?" regarding this large portion of participants 37.7% replied that the bank has a culture of delivering handbook for new hired employees. Also, 25.36% of them are neutral. The remaining 17.39% and 19.57% of the participants responded that, they are strongly disagreed & disagreed on this issue respectively.
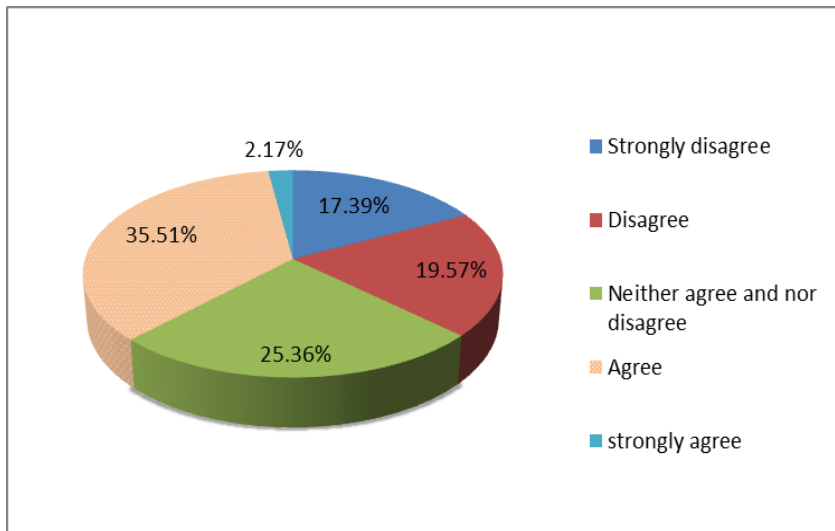
Figure 4. 1   Bank handbook delivering culture   for new hired employees

Source: Own Survey, 2020

Table 4. 6 The Culture of Bank in Provision Handbook to Employee

Variables	Response	Frequency	%
Employees handbook helped to understand workplace policies	Strongly disagree	11	8.0%
	Disagree	19	13.8%
	Neither agree nor disagree	19	13.8%
	Agree	68	49.3%
	Strongly agree	21	15.2%
Employees orientation programs hand book timely updated	Strongly disagree	19	13.8%
	Disagree	30	21.7%
	Neither agree nor disagree	38	27.5%
	Agree	35	25.4%
	Strongly agree	16	11.6%
Orientation programs goals and	Strongly disagree	14	10.1%

objectives are clearly stated.	Disagree	19	13.8%
	Neither agree nor disagree	30	21.7%
	Agree	51	37.0%
	Strongly agree	24	17.4%
Unfold about employees orientation programs practice	Strongly disagree	3	2.2%
	Disagree	27	19.6%
	Neither agree nor disagree	54	39.1%
	Agree	49	35.5%
	Strongly agree	5	3.6%

Source: Own Survey, 2020

The above table 4.6 shows that 89(64.50%) of the respondents are Agree and Strongly agree that provision of handbook to Employees helps to understand workplace policies and 19(13.8%) were Neither agree nor disagree . whereas 21.8% of respondents responded that they were dis agreed and Strongly dis agreed. Regarding timely updating of handbook the Employees orientation programs handbook, majority of the respondents (37%) are Agree and strongly agree that Employees orientation programs handbooks are updated on time. Almost the same numbers of respondents are responded that (35.5%) employees' orientation programs handbooks aren't updated on time. Least number (27.5%) of participants is neutral.

Most 75 (54.4%) of respondents strongly agreed & agreed that, the Orientation programs goals and objectives are clearly stated for Employees in Bank. But, around 21.7% remain neutral. Whereas, 5 and 2 (6.6%) of the respondents responded that the Orientation programs goals and objectives aren't clearly stated for Employees in Bank. Additionally, 49(35.5%) and 53.6% of the respondents are Agreed and strongly agreed on the Bank Unfolds about employees orientation programs practice respectively.

4.4.3 The Bank Culture on Induction Training to Employee

According to the data collected and analyzed, 70(50.7%) and 29 (21%) of the respondents Agreed & Strongly agreed that, The Bank provide an induction training to enhanced newly hired employees job performance. But, 14 (10.1%) remains indifferent, whereas, 11 and 14 (18.1%) of them Strongly disagreed & Disagreed that of the respondents Agreed & Strongly agreed that, The Bank provide an induction training to enhanced newly hired employees job performance. As indicated in table 4.7 below, most of the respondents 98(71%) of the questionnaire revealed that the Induction training has brief information about work conditions,

but only 28 (16.4%) percent of the respondents responded that, the Induction training has no brief information about work conditions. The remaining 11.6% of the respondents are neutral.

Table 4. 7 The Bank Culture on Provision Handbook to Employee

Variables	Response	Frequency	%
The Bank provide an induction training to enhanced newly hired employees job performance	Strongly disagree	11	8.0%
	Disagree	14	10.1%
	Neither agree nor disagree	14	10.1%
	Agree	70	50.7%
	Strongly agree	29	21.0%
Induction training has brief information about work conditions	Strongly disagree	8	5.8%
	Disagree	16	11.6%
	Neither agree nor disagree	16	11.6%
	Agree	70	50.7%
	Strongly agree	28	20.3%
The induction training helps to understand bank policies and its duties	Strongly disagree	8	5.8%
	Disagree	11	8.0%
	Neither agree nor disagree	14	10.1%
	Agree	57	41.3%
	Strongly agree	48	34.8%

Source: Own Survey, 2020

As show in table 4.7 above 76.2% of the respondents indicated that, the induction training helps to understand bank policies and its duties, while 13.8% of them replied that the induction training don't help to understand bank policies and its duties. On the other hand, 10.1% of respondents reported that are neutral whether the induction training helps to understand bank policies and its duties or not.

4.4.4. Employees Orientation Programs Nib International Bank S.C

The data in Table 4.8 below indicated that, out of 138 participants 52.9% of respondents replied that, employee orientation programs welled plan in the Banks. On the contrary, 25.3% of respondents do not agreed the orientation programs wellness of the plan in the Banks. The rest 21.7% of them were neutral about the issues. Similarly,   43 (31.2%) and 5 (3.6%) respondents chose both strongly agree and agree respectively that the employees' orientation programs are effectively carryout as a planned Bank. On the other hand 38 (27.5%) remain neutral, whereas, 52 (37.7%) responded that the Employees' orientation programs aren't effectively carryout as a planned Bank. 41.3%

and 10.1 (51.4%) of the respondents revealed that, they are Satisfied   with the overall implementation of employees orientation programs, (33.6 %) remain neutral, whereas, 5.8 and 10.1(15.9%) of the respondents respond that, they aren't Satisfied   with the overall implementation of employees orientation programs. Responses obtained from study participants on Employees orientation programs implementation maximized the execution ability shows that 23.2 and 15.9 (39.1%) of them Agreed and strongly agreed that Employees orientation programs implementation maximized the execution ability. On the other hand 54 (39.1%) remain neutral. Whereas, 10.1 and 11.6 (22.7%) responded they haven't strongly agree and agree On Employees orientation programs implementation maximized the execution ability.

Table 4. 8 Employees orientation programs current statues

| Variables	Response	Frequency	%
Employee orientation programs welled plan.	Strongly disagree	5	3.6%
	Disagree	30	21.7%
	Neither agree nor disagree	30	21.7%
	Agree	62	44.9%
	Strongly agree	11	8.0%
Employees' orientation programs are effectively carryout as a planned.	Strongly disagree	11	8.0%
	Disagree	41	29.7%
	Neither agree nor disagree	38	27.5%
	Agree	43	31.2%
	Strongly agree	5	3.6%
Satisfied with the overall implementation of employees orientation programs	Strongly disagree	8	5.8%
	Disagree	14	10.1%
	Neither agree nor disagree	45	32.6%
	Agree	57	41.3%
	Strongly agree	14	10.1%
Employees orientation programs implementation maximized the execution ability	Strongly disagree	16	11.6%
	Disagree	14	10.1%
	Neither agree nor disagree	54	39.1%
	Agree	32	23.2%
	Strongly agree	22	15.9%
The Bank try to implemented employee orientation programs	Strongly disagree	14	10.1%
	Disagree	11	8.0%
	Neither agree nor disagree	30	21.7%
	Agree	51	37.0%
	Strongly agree	32	23.2%
The bank arranging welcome program	Strongly disagree	5	3.6%

for new hired employee	Disagree	11	8.0%
	Neither agree nor disagree	22	15.9%
	Agree	73	52.9%
	Strongly agree	27	19.6%

Source: Own Survey, 2020

As indicated on Table 4.8, the larger majority of respondents 51 and 32(60.2%) agreed & strongly agreed that The Bank tries to implemented employee' orientation programs. But 30 (21.7%) remain neutral; whereas, 14 and 11 (18.1%) respondents chose both disagree and strongly disagree that the Bank tries to implemented employee' orientation programs. As shown in table 4.5 above for the question The bank arranging welcome program for new hired employee; out of 138 participants 3 (52.9%) of them agree with while 11 (8%) disagree somehow. Only 27 (19.6%) participants strongly agreed and strongly disagree 5(3.6%). But 30 22(15.9%) remain neutral.

4.4.5 Challenges of employee' on the Orientation Program

As shown in Figure 4.3 (Bar graph) that most 41.3% of the respondents are neutral On the Adequacies of Finance for Orientation Program in the Bank. On the other hand 17.39% and10.14% of the respondents agreed & strongly agreed respectively. Whereas, 25.36% of the respondents responded that finance for orientation program is adequate.
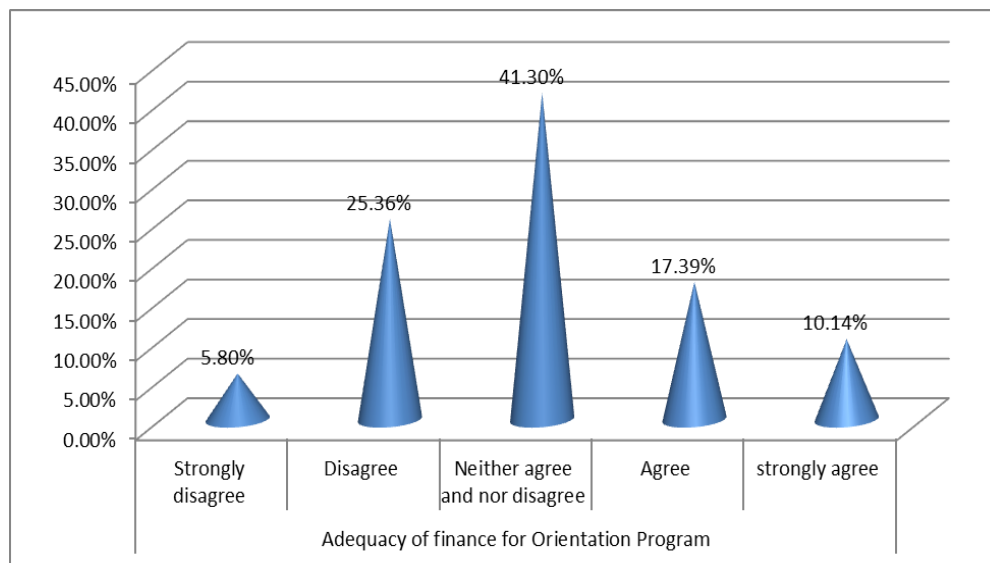
Figure 4. 2 Adequacies of Finance for Orientation Program.

As shown in Figure 4.4 below, almost half 46.37% of the respondents agreed that, the time given for Orientation Program of the Bank was inadequate. 29.71% of the respondents are neutral about the issues.   On the other hand, 23.91% of the respondents replied that, time for Orientation Program in the Bank was adequate. This indicates that, the Banks should increase time for orientation program to meet intended goals.
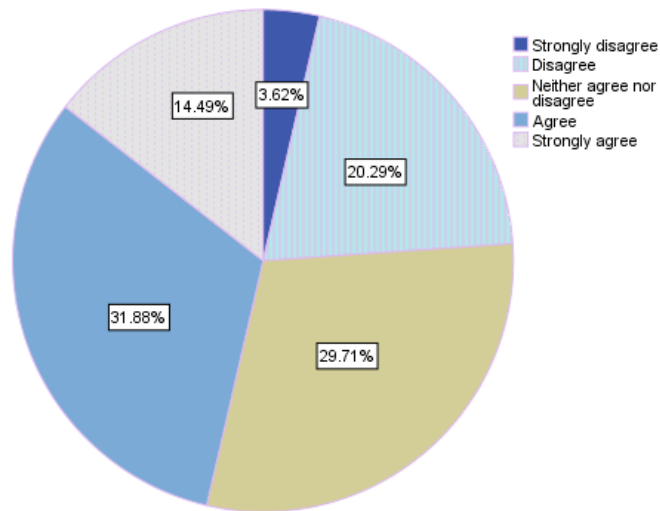

Figure 4. 3. Adequacies of time for Orientation Program.

Source: Own Survey, 2020

As it is shown on table below out of the total respondents 15.9% strongly agreed that The Bank is not planned in advance for orientation program 21.7% responded by agreeing The Bank is not planned in advance for orientation program. Most of 11.6% & 33.3% the respondents dis agreed & strongly agreed that The Bank is not planned in advance for orientation program. When asked if they agree that orientation program isn't properly organized, 26.8.0% of the respondents is strongly agreed and 54.1% of are participants disagreed on the above issue. While 21.7% % were neutral.

In addition they were further asked if they are agreed or not about the involvement of Managements staffs in the orientation program, 62(44.9%) of the respondents disagreed. only 29.7% participants agreed that Managements staffs are involvement in the orientation program. 25.4% of the respondents are neutral. The Bank doesn't have follow up system after the orientation program, 14.5 percent strongly agreed, and 31.9 percent agreed. The respondents

were Strongly disagreed and Disagreed with others, they said The Bank have follow up system after the orientation program, 3.6 percent and 20.3 percent respectively. Whereas 29.7% respondents are remains neutral.

Table 4. 9 Challenges of employee orientation program

Variables	Response	Frequency	%
The Bank is not planned in advance for orientation program	Strongly disagree	16	11.6%
	Disagree	46	33.3%
	Neither agree nor disagree	24	17.4%
	Agree	30	21.7%
	Strongly agree	22	15.9%
The orientation program isn't properly organized	Strongly disagree	14	10.1%
	Disagree	57	41.3%
	Neither agree nor disagree	30	21.7%
	Agree	32	23.2%
	Strongly agree	5	3.6%
Managements staffs not involved the orientation program	Strongly disagree	16	11.6%
	Disagree	46	33.3%
	Neither agree nor disagree	35	25.4%
	Agree	30	21.7%
	Strongly agree	11	8.0%
The Bank don't have follow up system after the orientation program	Strongly disagree	5	3.6%
	Disagree	28	20.3%
	Neither agree nor disagree	41	29.7%
	Agree	44	31.9%
	Strongly agree	20	14.5%

Source: Own Survey, 2020

On the other hand, the open-ended questionnaires and interviews participants support the above findings. According to them, orientation program implementation of Nib international Bank S.C was relatively good. However, the open-ended questionnaires participants suggest that, the existence of outdated and non-job specific orientation practice and also poorly organized orientation reduced its importance. Moreover, the interview participants added others challenges; includes, the orientation program implemented as usual and less emphasize as compared to others activities. Sometime the provisions of orientation delayed to increase newly hired employees.

To improve the implementation of orientation program the open-ended questionnaires and interviews participants recommended the following points. Nib international Bank established job specific orientation and timely update the program and information. Also, the bank

adequately organized the orientation program to depict the picture of an organization and also they prepared and provide centralized orientation to increase the efficiency and effectiveness of it.

As it can be seen scholars literature, orientation was poorly practiced. According to, Kjelin and Kuusisto (2003) weak induction process affects the company's credibility not only externally but also internally. Well motivated employees have the energy to be productive and provide quality service. If the company management is not committed to deliver an effective induction process, the motivation levels of the employees can decrease. Also, Kjelin and Kuusisto (2003) suggest that a company can strengthen its competitive advantage by offering a profound induction program to its employees.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Major Finding

The objective of this study was to examine the practice and challenges of employee orientation programs at Nib International Bank S.C of Addis Ababa. The summary of findings of this study presented as follows;

➢ The outcome from the study revealed the Bank has a culture of introducing the new hired employees with co-workers. Therefore there good culture of introducing the new hired employees with co-workers. Introducing hired employees to the co-workers, work place tour, & Co-workers practices enhances their moral.

➢ The bank has a culture of delivering handbook for new hired employees, provision of handbook to Employees helps to understand workplace policies & orientation programs handbooks are updated on time respectively.

➢ According to the data collected and analyzed, 71.7%, 71% and 76.2% of the respondents Agreed & Strongly agreed that, The Bank provide an induction training to enhanced newly hired employees job performance with brief information about work conditions and the induction training helps to understand bank policies and its duties.

➢ Employee orientation programs welled plan in the Banks. likewise, only 33.6%, and 39.1% respondents chose agree (strongly agree and agree) that the Employees' orientation programs are effectively carryout as a planned Bank & Employees orientation programs implementation maximized the execution ability respectively. On the other hand 27.5% & 39.1% remain neutral, whereas, 37.7% and 22.7% responded that the Employees' orientation programs aren't effectively carryout as a planned.

➢ The larger majority of respondents 60.2% Agreed & strongly agreed that the Bank tries to implemented employees orientation programs.

➢ Most 41.3% of the respondents are neutral On the Adequacies of Finance for Orientation Program in the Bank. Most 44.9% of the respondents disagreed (disagreed & strongly agreed) that The Bank didn't plan in advance for orientation program. In addition 44.9% of the respondents disagreed about the involvement of Managements staffs in the orientation program & 25.4% of the respondents are neutral. The Bank doesn't have

followed up system after the orientation program, 46.4 percent agreed (strongly agreed and agreed). Whereas 29.7% respondents are remains neutral.

➢ According to open-ended questionnaires and interviews participants, orientation program implementation of Nib International Bank S.C was relatively good. However, the open-ended questionnaires participants suggest that, the existence of outdated and non-job specific orientation practice and also poorly organized orientation reduced its importance. Moreover, the interview participants added others challenges; includes, the orientation program implemented as usual and less emphasize as compared to others activities. Sometime the provisions of orientation delayed to increase newly hired employees.

➢ To improve the implementation of orientation program the open-ended questionnaires and interviews participants suggest that Nib International Bank established job specific orientation, timely update the orientation program, adequately organized the orientation program and   provide centrality to increase the efficiency and effectiveness of orientation.

5.2. Conclusions

From the research findings presented in chapter four the following are major recommendations are made:

➢ There is a good practices employee orientation programs at Nib International Bank S.C major good practices of employee orientation programs elements are the culture of Bank in introducing the new hired employees with a co-workers, assignment of mentors to the new hired employees, a culture of delivering handbook for new hired employees, & orientation programs handbooks are updated on time, provision of an induction training to enhanced newly hired employees job performance with brief information about work conditions..

➢ There are some challenges facing the bank in orientation programs of newly hire employees. The main challenges are Inability to plan & carryout Employees' orientation programs are effectively, poor implementation of Employees orientation programs, in adequacies of Time and Finance for Orientation Program in the Bank, limitations of the

involvement of Managements staffs in the orientation program & followed up system after the orientation program was least challenges.

➢ Further outdated and non-job specific orientation practice, poorly organized orientation, as usual orientation program implemented and less emphasize of it reduced the efficiency and effectiveness of orientation. Therefore, the bank should established job specific orientation, timely update the orientation program, adequately organized the orientation program and provide centrality to increase the efficiency and effectiveness of orientation

5.3 Recommendations

Based on the research findings, the following recommendations are forwarded for Nib Bank and their management considerations:

➢ Induction or employee orientation programs implementation relatively good but needs more efforts to ensured intended goal. Therefore, the bank should deliver the orientation program timely by analyzing the effects of the delay on new entrants.

➢ The Bank should have well planned and organized that involves Management staffs, orientation programs; it should also improve time & finance availability.

➢ The Bank can grow and address its customers only when new employees' capabilities are continuously acquired, sharpened, and retained in comprehensive training programs. It should be clear that inducting is not only the responsibility of the training development division; it's also the responsibility of all subordinates and managers to coach and mentor the new employee. Besides, the Banks executive management should be committed for employee training programs by allocating sufficient budget, support and ultimately follow up the impacts on new employees.

➢ The banks should established job specific orientation, timely update the orientation program, adequately organized the orientation program, and provide centrality to increase the efficiency and effectiveness of orientation.

➢ The Bank should possess its own training premise to conduct induction and mentoring programs to effectively undertake bank like simulations with comfortable training rooms for both trainers and trainee. Besides, it would minimize rental cost and avoids the risk of hall reservation on accustomed halls.

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APPENDEX I questionnaires that are used in the study

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

SCHOOL OF BUSINESS

Dear Respondents;

The main objective of this questionnaire is to collect data for researcher entitled "the practices and challenges employee orientation program at Nib International Bank S.C. Your genuine and complete responses have great impact on the outcomes of the research. The provided information will remain confidential and in no way affects the respondent's personality. You are, therefore, kindly requested to extend your honest cooperation in providing relevant information. No need to write your name on the paper.

   Thank you in advance for your cooperation!

Part one: General Information about the Respondents

Instruction: Choose the appropriate alternative and tick mark (✓) on the space provided

1.) Gender: - 1.) Male ☐   2.) Female ☐
- Age: 1) 15 -25, ☐ 2) 26-35, ☐ 3) 36-45, ☐ 4) 46-55 ☐ 5) above 55 ☐
- Marital status**:** Married ☐ Single ☐ Widowed ☐ Divorced ☐
- Education Level:
   1) Certificate ☐ 2) Diploma or equivalent ☐ 3) First Degree ☐
   3) Second degree ☐ 4) Ph.D and above ☐
5.) Work experience (in years):-
   1.) Less than three years   2.) 3-6 years
   3.) 7-10 years   4.) Above 10 Years
6.) Respondents work position:

1) Manager   2) expert/officer   3) others

Part Two: Opinion serves on Employee orientation program.

Instruction: Using the scale below rate your agreement and disagreement for each of the statement in the table by putting tick mark (✓).

Rating Scale **1= strongly disagree 2= disagree 3 = neither agree nor disagree 4 = agree 5=strongly agree**

	1	2	3	4	5
1,Introduction to co-workers					
Statement					
The bank have a culture of introducing the new hired employees with a co-workers					
The moral of new hired employees enhanced as they are introduced to the co-workers					
Co-worker practice of the bank increased the socialization of new hired employees					

	1	2	3	4	5
2, Assigning a mentor					
Statement					
The Bank had a culture of assigning					

mentors to the new hired employees					
Mentor helped to perform the duties well					
Assigned mentor gave adequate information for job positions					

	1	2	3	4	5
3,Work place Tour					
Statement					
The Bank has a culture of arranging work place tour for new hired employees					
The bank work place tour enhanced the familiarization of new hired employees					

	1	2	3	4	5
4, Provision of employee handbook					
Statement					
The bank has a culture of delivering handbook for new hired employees					
Employees handbook helped to understand workplace policies					
Employees orientation programs hand book timely updated					
Orientation programs goals and objectives are clearly stated.					
Unfold about employees orientation					

	programs practice					

	1	**2**	**3**	**4**	**5**
5, Induction training (connect with job)					
Statement					
The Bank provide an induction training to enhanced newly hired employees job performance					
Induction training has brief information about work conditions					
The induction training helps to understand bank policies and its duties					

	1	**2**	**3**	**4**	**5**
6, Employees orientation programs current status					
Statement					
Employees orientation programs welled plan.					
Employees orientation programs are effectively carryout as a planned.					
Satisfied with the overall implementation of employees orientation programs					
Job performance enhanced due to					

	1	2	3	4	5
Employee's orientation programs implementation					
The Bank employee's orientation programs are effective					
The practice of Employee's orientation had positive impact on job performance					
Employee's orientation implementation reduced employee's errors or mistakes in workplaces					

	1	2	3	4	5
7, Challenge of employee's orientation program					
Statement					
The Bank is not planned in advance for orientation program					
Finance allocation for orientation program isn't adequate					
The orientation program isn't properly organized					
Management staffs not involved the orientation program					
The Bank don't have follow up system after the orientation program					
Provision of time for orientation program isn't adequate					

❖ If you have additional suggestion on major challenges that are faced   employee's orientation program implementations and the mechanism/ possible measure to improved employees orientation effectiveness.

Do you have any important additional suggestion?

Thank you for taking your time to complete this questionnaire.

APPENDEX II interview questionnaires

Interview Questions for Manager, Talent Management Division

Date………………. Time …………………

Position ……………….……………

- How do you see the Nib International Bank S.C employee orientation programs, plans, budget adequacy, over all practices and its implementation status?

- What are the benefits of employee orientation programs implementations in the Bank? Discussed briefly?

- How do you rate the current practice of employee orientation programs of Nib International Bank S.C?

- What are the factors that determine effective implementation of employee's orientation program? Please discussed in detail?

- What are the major challenges that are faced the overall implementation of employee's orientation programs in the Bank?

- What are the possible mechanisms to improved Banks orientation programs effectiveness? Please discuss in details?

- How do you see the employee performance after orientation program?

Thank you for taking your time to complete this interview.