

Effect Of Induction Training On Job Satisfaction In Corporate Sector Of India

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Abstract:

Purpose: The purpose of this study is to know the effect of induction training on job satisfaction of employees in Indian corporate sector. Induction training has many positive effects on new employees work performance. Job satisfaction also has positive commitments of employees towards organization. That's why it is interested to analyze the effect of induction training on job satisfaction of employees.

Motivation for the study: The viable nature of the corporate sector inspired the companies to endeavor to attract and retain talented employees. To retain and maintain talented employees, their high job satisfaction is precondition. Induction training is considered potential tools to enhance job satisfaction, but empirical evidence is needed to support this relationship.

Design/methodology/approach: To achieve the said objective, random sampling technique has been used to collect the data through self-structured questionnaire. The sample size for this study is 120. The collected data was analyzed using SPSS 21.0 software. The statistical techniques viz. descriptive analysis, reliability analysis, correlation and regression analysis was used to attain the objective.

Findings: Regression analysis concluded that induction training has positive and significant effect on job satisfaction of employees in Indian corporate sector.

Practical/managerial implications: Findings imply that organizations should prioritize the development of induction training initiatives that address the specific needs and aspirations of their employees. Induction training involvements can foster a positive work environment and enhance employees' commitment, ultimately improving job satisfaction of employees.

Originality/value: The authors profess that this is the fresh study that enhance some knowledge to the existing literature about how companies can boost job satisfaction of employees using induction training in Indian corporate sector.

Keywords: Induction training, Job satisfaction.

Paper Type: Research paper.

Introduction

Induction training is a methodical approach of acquainting the newly hired employees to the functioning of organization resulted into productivity of employees. Induction training is intended to introduce the new recruits to different facets of the organization. The preliminary phase of induction training has the potential to have never-ending effects, not solely on an individual's performance, but also on the overall changing aspects of the team success of the organization (Kammeyer-Muller & Wanberg, 2003). The motive of the induction training is to facilitate the new employees to smoothly adjustment into the work environment. It helps the new employees to get familiar with the workplace and to have a sense of belongingness that make an obligation to organization.

Job satisfaction of employees is the mixture of positive and negative feelings about work. Positive feelings leading to job satisfaction while negative feelings indicating job dissatisfaction (Armstrong, 2006).

Dissatisfied employees can cause high turnover and less productivity. Job satisfaction of employees is imperative as it can effect the quality of service provided to customer and can effect customer retention (Al-Shammari, 2021). Job satisfaction of employees can be increased by induction training. The organization facing high employee's attrition, having lower job satisfaction can organize induction training for employees.

Review of Literature

Kebenei (2014) showed that induction training helps an employee to know about what is expected from him regarding their job, this create a positive feeling about job. Induction training plays the crucial role in increasing employees' awareness about their rights and obligations (Patel et al., 2023). Byrne (2010) showed that induction training affects employees' feelings about job clarity, job satisfaction, motivation and commitment. In order to motivate the employees to actively participate in the organizational events, it is essential to have efficient induction training (Gurguri, 2024). Salau et al. (2014) concluded in their research that induction training can affect staff attitude and behavior towards retention and effectiveness. Agarwal (2019) showed that induction training helps the employees to understand and adopt organizational philosophies on quality management. Viljanen (2018) concluded that induction training effects the development and performance of new employees during and after the recruitment process. Job satisfaction plays crucial role in advancement of organization by improving employee's performance (Senger & Pandey, 2024). Jobsatisfaction can be effected by wide range of factors that can be complexly connected to one another. According to Milkovich et al. (2014) job satisfaction has direct correlation with an employee's opinion about the fairness of their pay and benefits. Work motivation and job training including induction training facilitates in improvising job satisfaction (Jumiati et al., 2023). From the study of Patel et al. (2023) it is concluded that induction training can play a vital role in augmenting role clarity, curtailing stress level, and enhancing confidence among employees. Sudhashini (2018) researched that induction training is a considerable predictor of job satisfaction. It is also believed that induction training have more noteworthy effect on job satisfaction of female employees because these programs have more focus on work-life balance concerns. According to Klein et al. (2008) employees having a tendency to feel more valued when they go through a formal induction training, which ultimately leads to job satisfaction. Induction training yields significant and positive effect on job satisfaction (Sensen & Ertan, 2022). Mampuru et al. (2024) suggested that induction training was helpful in boosting job satisfaction.

Research Objective

To study the effect of induction training on job satisfaction of employees in corporate sector of India.

Conceptual framework and Hypothesis Development

Job satisfaction is crucial not only for employees but also for organizations for achieving overall success and sustainability and induction training is defined as a precursor to job satisfaction in the research held by Rebecca et al. (2016). When employees get quality induction training they will help to better understand their job roles and responsibility, which will lead to satisfaction among employees and good performance. Based on literature reviewed and aforesaid theories, the conceptual framework for this study proposes that induction training significantly effect the job satisfaction of employees in Indian corporate sector. This study empirically test this proposition on the basis of primary data collected from employees of corporate sector of India on the basis of the hypothesis that:

H1: Induction training positively effects job satisfaction of employees in corporate sector of India.

Research Methodology

To test the proposed hypothesis, the self-structured questionnaire was utilized as a research instrument for collecting the primary data. The questionnaire consisting statements related to induction training and job satisfaction. Additionally, it included questions relating to the demographic profile and employment

related data of the respondents. Their responses were measured using five point likert scale viz. strongly disagree (coded as= 1) to strongly agree (coded as= 5). The sample selected for this study is employees from Indian corporate sector. The whole sample consisted of 120 respondents. For this study, 200 questionnaires were distributed to the employees of Indian corporate sector. Out of which only 120 valid responses were taken for final analysis. Remaining 80 questionnaires were rejected due to incomplete and identical responses. Reliability of the data is analyzed using cronbach alpha through SPSS 21.0. To know the effect of induction training on job satisfaction linear regression test was applied.

Result and Discussion

Sample profile

Table I displays the demographic profile of the respondents. According to individuals' gender, 34% of respondents are male, while 66% are female. In case of age in years, 52.5% of respondents have up to 30 years of age, 27.5% of respondents are 41-50 years, 12.5% of respondents have 41-50 years and 7.5% of respondents have more than 50 years of age. Out of total sample employees, 12% of respondents are under graduate (who are pursuing graduate), 35% of respondents are graduate and 53% of respondents are post graduated. 67.5% respondents are working in private sector. 21.7% of respondents are working in public sector and only 10.8% of respondents are working with MNC organization.

Table I: Demographic Profile of Sample

Sr. No.	Variables	Group	Frequency	Percentage (%)
1	Gender	Male	41	34
		Female	79	66
		Total	120	100
2	Age	upto 30	63	52.5
		31-40	33	27.5
		41-50	15	12.5
		More than 50	9	7.5
		Total	120	100
3	Qualification	Under graduate	14	12
		Graduate	42	35
		Post graduate	64	53
		Total	120	100
4	Sector	Private	81	67.5
		Public	26	21.7
		MNC	13	10.8
		Total	120	100

Source: Primary Data

Data Analysis

Induction training and job satisfaction scales are tested for reliability and validity. Reliability of the data was tested by estimating cronbach alpha for all variables. The minimum threshold value of cronbach alpha is 0.50 (Nunnally, 1967).

Table II: Cronbach Alpha of Induction Training & Job Satisfaction Scale

Factors	Cronbach Alpha	Statement per Factor
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Induction training	0.854	This scale is defined by 39 statements, utilized for addressing reliability
Job satisfaction	0.805	This factor is defined by 48 statements, utilized for addressing reliability

Source: Primary Data

Table II shows that value of cronbach alpha is above 0.80 for both of the scales i.e. induction training and job satisfaction. This analysis demonstrates that reliability values are significant, and all statements related to scales are correlated with each other. Hence scales of induction training job satisfaction are reliable and appropriate for further analysis.

KMO test assessing the data validity for further analysis. KMO value higher than 0.60 was reported for each construct, value closer to one implies the reliability of the data collected from sample respondents (Hair et al., 2013). Table III shows that data is valid for further analysis through correlation and regression analysis.

Table III: KMO and Bartlett's Test for Scales

	KMO and Bartlett's Test		
	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	Approx. Chi-Square Sphericity	
Induction Training		df	0.964
		Sig.	572.7874 0.000
	KMO and Bartlett's Test		
	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	Approx. Chi-Square Sphericity	
Job Satisfaction		df	0.811
		Sig.	459.69621 0.000

Source: Primary Data

Correlation Analysis of Induction training and Job Satisfaction

The correlation analysis of induction training and job satisfaction scale is shown in Table IV. From the analysis, it is depicted that induction training is positively and significantly related with job satisfaction ($r=0.82$) at 1% significance level. Hence it is concluded that induction training is positively and significantly correlated with job satisfaction.

Table IV: Correlation of Factors of Job Satisfaction and Job Satisfaction Scale

	Induction training	Job Satisfaction
Induction training	1	
Job Satisfaction	0.82**	1
Notes: **: Correlation is significant at 0.01 level (2-tailed)		

Source: Primary Data

As the correlation matrix depicted that induction training and job satisfaction are highly correlated. Now further

analysis measures the effect of induction training on job satisfaction, which is ultimate objective of this study. In order to achieve this objective, regression technique is used for both scales.

Regression Analysis

The effect of induction training on job satisfaction is evaluated through linear regression test using SPSS 21.0 software. In this analysis induction training is considered as independent variable and job satisfaction is considered as dependent variable.

H1: Induction training positively effect job satisfaction of employees in corporate sector of India.

Table V: Linear Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.828a	0.686	0.678	5.56772

a. Independent Variable: (Constant), Induction training

b. Dependent Variable: Job satisfaction

Table VI: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	7.911	3.931		2.012	0.051		
	Induction Training	0.635	0.067	0.828	9.456	0.000	1.000	1.000

a. Dependent Variable: Job Satisfaction $Y = a + bx$

b. $Y = 7.911 + (0.635)x$

Table V and Table VI shows the result of regression analysis. The significance value of 0.000 (which is less than the significant value of 0.05), demonstrates that the analysis has significant result and on the basis of this analysis, hypothesis is accepted. Hence, it is concluded from the above analysis that there is significant effect of induction training on job satisfaction of employees in Indian corporate sector.

Conclusion and Recommendations

In the above study researcher has analyzed the effect of induction training on job satisfaction of employees. To analyze this effect, regression test was applied. The result of this test indicated that there is significant and positive effect of induction training on job satisfaction of employees. Hence it is concluded that by having well-designed induction training, the job satisfaction of employees can be improved.

On the basis of findings of the research, it is suggested to Indian organizations to develop the induction training in well-planned manner. Sufficient management support must be ensured by HR manager so that newly recruited employees feel welcomed and valued to the organization. Induction training must provide the information about task capability, their performance expectations so the new employees work with that enthusiasm and it will result into job satisfaction of employees. The present study proposes to HR managers that they must pay attention on designing the induction training program. Because it is the first stage where new or talented employees make their decision to stay with organization or not. Hence, to retain and satisfy the talented employees, well planned induction training is imperative.

Every research has some limitations due to its analytical nature, that's why this research has also some downsides. There can be many factors, other than identified factors under this research that can effect induction training and job satisfaction of employees in Indian corporate sector. So the future researcher can identify other factors that can effect induction training and job satisfaction. Effect of induction training on job satisfaction can also be analyzed using other variables as mediators. Data can also be collect from the employees of corporate sector outside India.

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