

**FACTORS AFFECTING EMPLOYEE INDUCTION PROCESS AT
HEADQUARTERS OF EQUITY BANK LIMITED, KENYA**

LILIAN WANJIRU MARUHI

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DECLARATION

This research project is my original work and has never been submitted for an award of a degree in any other university.

LILIAN WANJIRU MARUHI

D64/89277/2016

Signed

Date

This research project has been submitted for examination with my approval as the university supervisor.

Signed

Date

DR. MEDINA H. TWALIB

Department of Business Administration

University of Nairobi

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DEDICATION

This work is dedicated to my family and friends for providing me a worry-free environment to study, and always there throughout the process of conducting this study. Especially my sisters Salome Mumbi, Teresa Wamuyu and Ann Muthoni for always sharing their knowledge and experiences. They were so supportive and encouraging me I could achieve my goal. May the almighty bless them all.

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LIST OF ABBREVIATIONS ND ACRONYMS

ATMs	Automated Teller Machine
EBS	Equity Building Society
POS	Points of Sale
SPSS	Statistical Package for Social Science
TPI	Theoretical Practical Induction
HR	Human Resource
HOD	Head of Department

ABSTRACT

At the beginning employees experience many challenges when transitioning to professional roles. As such, induction is a crucial part of the transition process, and should be effectively implemented, to help beginning employees settle down quickly, and start working. Understanding factors affecting induction process of employees will enable Equity Bank of Kenya Limited gain commitment of employees by giving them an effective induction. The main of this study was to establish factors affecting employee induction process at headquarters of Equity Bank of Kenya Limited. This study was anchored on The Zey's Mutual Benefit Theory and Theoretical Practical Induction theory of induction. The study adopted a descriptive cross-sectional survey. The target population (150 employees) was both the management and non-management employees at Equity Bank of Kenya Limited at their head office in Nairobi Upper Hill. Stratified random sampling was employed to obtain a sample of 100 employees. The study mainly collected primary data by use of a questionnaire. Descriptive statistics were used to analyse the data. Data was processed using SPSS version 23.0. Factors analysis sought to establish factors affecting employee induction process at Equity Bank of Kenya Limited. This data was presented in tables. It consisted of quantitative data. The study found that characteristics of employee's, induction period, buddy allocation ,top management support , induction policy , line manager characteristic, nature of work, induction content and induction programme design affects employee induction process at headquarters of Equity Bank of Kenya Limited .The study recommends that there is need for the management of Equity Bank of Kenya Limited to have prior knowledge of the new employee's characteristics before the beginning of induction process. The management of Equity Bank of Kenya Limited should allocate adequate time for the induction process to ensure that it is effective. The study recommends that mentors should be equipped with important skills such as observation skills, assessment skills, interpersonal skills, and ability to work with others; this will ensure that they are effective in performing their duties. There is need for the management to equip itself with latest developments in induction and also with skills that are effective in the management of the process. The management should make sure that they provide the required resources such as finances, induction policies and timely feedback to ensure effective induction process. The management should have regular sittings with the individuals conducting the induction process in order for them to significantly contribute to the process.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

At the beginning employees experience many challenges when transitioning to professional roles. As such, induction is a crucial part of the transition process, and should be effectively implemented, to help beginning employees settle down quickly, and start working (Armstrong, 2006). An effective induction process motivates employees, broadens knowledge and skills range making them more adaptable and less likely to waste resources (Ingersoll & Strong, 2011). Moreover, employee induction reduces start-up costs, anxiety, and staff turnover. In addition, it saves time and helps employees develop realistic job expectations, job satisfaction, and a positive attitude to their work. Induction of new employees should be comprehensive, systematic, continuously monitored and evaluated. Induction may take a day or two in some organizations where the new employees may have interviews, participate in short courses, and receive some literature about the organisation (Tyson, 2016).

This study is anchored on the Zey's Mutual Benefit Theory and TPI theory of induction. The Zey mutual benefit theory, which is based on the social exchange theory, applies various strategies used in employee induction, which includes mentoring, internships, workshops, handbooks and informal guidance. However, the most commonly used strategy for employee induction is mentoring. Mentorship is a relationship aimed at developing a person. In this relationship, a more experienced or knowledgeable person guides a less experienced or less knowledgeable person. The TPI-Theory of induction argues that induction training should, include development of theoretical and practical

skills. Skills requirements should meet other needs of the workers specifically interaction needs that exist among the new employees through the necessary socialization processes leading ultimately to employee integration.

Equity Bank of Kenya Limited comprises of many departments; among this is the human resource department whose main function and like in other companies deals in with the issues of managing people in the organisation. The human resources department is responsible for the process of recruiting suitable candidates for the organisation, identifying and meeting the training needs of existing staff. The human resource training and development division is tasked with the responsibility of ensuring that development of employees is key; which begins from induction of new joiners; a critical exercise that builds on the competency of staff needed to drive performance as one of the leading banks in the country.

1.1.1 Induction Process

Induction is defined as the effort to assist employees to adjust effectively to their environment with minimum disruption and as quickly as possible, so that the organization's functioning can proceed as effectively as possible (Steyn & Van Niekerk, 2012). It is during induction that a new recruit gets to know about the organization's employment philosophy, physical work environment, employee's rights, employee's responsibilities, organization, culture and values in the business process. On the point of values and philosophy, induction training offers a wonderful early opportunity to establish clear foundations and expectations in terms of ethics, integrity, corporate responsibility, and all the other converging concepts in this area (Wilson, 2011).

According to Peloyahae (2015) starting a new job is considered to be one of the most stressful life experiences and a proper induction process that is sensitive to the fears and uncertainties, as well as the needs of an employee, is therefore of the utmost importance. An induction programme helps newly appointed employees to integrate into the organization work processes with minimum difficulty (Grobler, Warnich, Carrell, Elbert & Hartfield, 2012). It also serves as a support system for those employees who have worked in the organization for a longer period. In this regard, Van Deventer and Kruger (2013) see induction as a continuous process that begins when an employee accepts an appointment to a post and continues throughout employment. Thus, the management of an induction programme is critical for effective organizations. Induction of employee is the first step towards gaining an employees' commitment. It is aimed at introducing the job and organization to the recruit and him or her to the organization (Abdullah, 2011). It involves orientation and training of the employee in the organizational culture, and showing how he or she is interconnected to (and interdependent on) everyone else in the organization.

1.1.2 Factors Affecting Employee Induction Process

An induction process provides an introduction to the working environment and the set-up of the employee within the organization. The process covers the employer and employee rights and the terms and conditions of employment (Mehay, 2011). As a priority the induction program must cover any legal and compliance requirements for working at the company and pay attention to the health and safety of the new employee. As assessed by McNamara (2012) an induction program is part of an organizations Knowledge Management process and is intended to enable the new starter to become a useful,

integrated member of the team, rather than being "thrown in at the deep end" without understanding how to do their job, or how their role fits in with the rest of the company.

Good induction programs can increase productivity and reduce short term turnover of staff. These programs can also play a critical role under the socialization to the organization in terms of performance, attitudes and organizational commitment (Mehay, 2011). In order to fully benefit the company and employee, the induction program should be planned in advance. As assessed by Mehay (2011) the plan should be circulated to everyone involved in the induction process, including the new starter. If possible it should be sent to the new starter in advance, if not co-created with the new starter. It is also considered best practice to assign a buddy to every new starter. If possible this should be a person who the new starter will not be working with directly, but who can undertake some of the tasks on the induction program as well as generally make the new employee feel welcome. According to Wilson (2011) characteristics of new employees, release time, mentorship, management support, culture, compliance, retention, cost, size of the company and nature of the work are some of the factors affecting employee induction process in the organization. This study seek to establish the how characteristics of employees, induction period, buddy allocation, top management support, induction policy, line manager characteristic, induction content, induction programme design and nature of work affect employee induction process at headquarters of Equity Bank of Kenya Limited.

1.1.3 Banking Industry in Kenya

The Kenya banking industry comprises 43 commercial banks, 2 mortgage finance companies, 2 deposit taking microfinance institutions and 48 Forex bureaus. Others include 2670 saving and Co-operative Credit Societies, (CBK, 2010). The banks have come together under the Kenya Bankers Association (KBA), which serves as a lobby for the banking sector's interests. KBA reinforces a reputable and professional banking sector in a bid to best support Kenyans, who entrust their ambitions and hard-earned resources with its member banks (CBK, 2010).

In the banking industry induction help 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. The induction process improves performance through influencing employees' attitudes. Committed employees are the ultimate goal of human resource management in banks because it results in high motivation and eventually committed employees which reduces employee turnover and absence costs. Due to the increased competition in the banking industry most of the banks offer profound induction program to its employees to gain competitive advantage by providing quality services. The main aim of proper induction is to create consistency and sense of community within the organization (Jones, 2010).

1.1.4 Equity Bank of Kenya Limited

Equity Bank of Kenya Limited was incorporated, registered under the Kenyan Companies Act Cap 486 and domiciled in Kenya. The Bank was licensed under the Kenya Banking Act (Chapter 488), and continues to offer retail banking, microfinance

and related services. The Bank has subsidiaries in Kenya, Uganda, South Sudan, DRC, Rwanda and Tanzania. Its shares were listed on the Nairobi Securities Exchange and Uganda Securities Exchange. Equity Bank of Kenya Limited had more than 15.1 million customers making it the largest bank in terms of customer base in Africa and having nearly half of bank accounts in Kenya.

In April 2013, Equity Bank of Kenya Limited was named Best Bank in Kenya Tier 1 (banks with an asset base exceeding Ksh 150 billion) at the annual Banking Awards 2013. Equity Bank's focus on affordability and inclusivity was recognized with the Bank with Lowest Charges award at the Banking Awards 2013. Equity Bank of Kenya Limited is incorporated by many departments; among this is the human resource department which has three sections and a division. The human resource training and development division takes full responsibility to schedule and implement induction and socialization programs when new recruits join the company. As Equity Bank of Kenya Limited is one of the leading financial institutions in the market the company needs competent and well trained employees who can quickly adapt the dynamic environment.

Equity Bank of Kenya Limited being private organization designs its induction programmes by itself. Since it's a huge organization, recruitment is continuously done and candidates are taken into the organization at various departments, period and cadres. Hence the effectiveness of induction programmes becomes a great challenge for the organization to design in an appropriate program for different level of new employees. Equity Bank of Kenya Limited being in service sector dealing with public has to be very careful and proficient in designing and implementing the induction programmes. Even if

one factor is missed or not competently included and delivered it directly affects the new employee's performance and therefore affects the organization as well as the society as whole. This study seeks to establish factors affecting employee induction process at Equity Bank of Kenya Limited. The study will target 14 management employees and 136 non-management employees at Equity Bank of Kenya Limited, headquarters in Nairobi.

1.2 Research Problem

The main aim of induction is to reflect the values of a company to the new recruits; its delay causes goal incongruence and vague perception in the minds of the new employee. It can be suggested that a company can strengthen its competitive advantage and decrease the employee turnover by creating shared value and sense of belongingness through effectively organized induction program at the right time (Fullan, 2011). Understanding factors affecting induction process of employees will enable Equity Bank of Kenya Limited gain commitment of employees by giving them an effective induction (Runola, 2013), which in turn will give it a competitive advantage. As Equity Bank of Kenya Limited is one of the leading financial institutions in the market the company needs competent and well trained employees who can quickly adapt the dynamic environment.

Experiences and observations have shown a concern on the challenges experienced by new employees within Equity Bank of Kenya Limited, specifically the new graduate staff. Newly appointed employees joins Equity Bank of Kenya Limited, some of them are not aware of what is expected of them (Kimani, 2017). The challenges arise from the lack of an effective induction programme within Equity Bank of Kenya Limited or the induction process is not effective to the newly appointed employees (Fullan, 2011).

Induction process at Equity Bank of Kenya Limited needs to focus more on the strategic aims and personal growth of new employees and also address factors that affect the effectiveness of the induction process. Factors that negatively affect the induction process have resulted in poor productivity among new employees due to the fact that they are not properly inducted into Equity Bank of Kenya Limited (Kimani, 2017). This study aims at addressing factors affecting employee induction process at headquarters of Equity Bank of Kenya Limited.

Empirical studies done include; Jared and Emmanuel (2012) studied on induction and mentoring of beginner teachers in Ghana. The study found that beginning secondary school teachers reported many challenges including delayed payment of salaries, problems with classroom management and assessment, and inadequate learning materials. The study failed to determine factors affecting induction process. Yilma (2016) studied on induction and socialization process and its impact on newly recruited staffs in dashen bank. The results indicated that most of the new entrants were of the view that the induction and socialization training program is essential for both to the new entrants and the Bank's success. The study did not establish factors affecting induction process. Kunene (2009) studied on the effectiveness of the induction and orientation programme in the Nkangala Health District of Mpumalanga Province. The study found that the most important interventions and support that newly employed health professionals expected in their career development. The study failed to identify factors affecting induction process.

Mogusu and Atambo (2016) did a study factors affecting induction of new employees, a case of tea factories in Nyamira County, Kenya. The study established that there is a

relationship between induction of new employees and the factors affecting induction. The study was conducted among tea factories, which have different operating environment with Bank. Wachira and Waiganjo (2014) studied on factors affecting implementation of induction programmes in Kenya's public secondary schools: a survey of secondary schools in kamukunji district, Nairobi County. The study found that financial resources, inductors' and inductees' workload, transformational leadership style and induction methods affected implementation induction programmes in public schools to a great extent. The study dealt factors affecting implementation of induction rather than factors affecting induction process. Samosamo (2015) studied on the impact of induction on employee perceptions of health and safety at arcelormittal. The results indicated that the majority of employees perceive the health and safety induction they received to be effective. The study failed to establish factors affecting induction process, which is the gap this study seeks to fill. To the researcher knowledge there is limited empirical evidence on factors affecting employee induction process at headquarters of Equity Bank of Kenya Limited, which is the gaps this study sought to fill by answering the following research question: What are the factors affecting employee induction process at Equity Bank of Kenya Limited?

1.3 Research Objective

To establish factors affecting employee induction process at headquarters of Equity Bank of Kenya Limited.

1.4 Value of the Study

The findings of the study might be of great significance in offering greater understanding on the current challenges of employee induction process at Equity Bank of Kenya Limited and consequently offering practical solutions. The research might help the managers by expanding the literature on factors affecting employee induction process so as to maximize the positive outcomes and minimize the negative outcomes of the induction process. The findings of the study might be of great importance to the policy makers as they will understand how various factors affect employee induction process. This may enable them design appropriate policies that will enhance employee induction process in Kenya. To the scholars in the field, this study might serve as a blue print for further research to continually provide solutions to the employee induction process challenges and also enrich the limited body of knowledge on induction process. The study might form basis for future research and also provide literature to future studies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter discusses the most recent literature. In specific the chapter reviews the theoretical foundation of the study, factors affecting employee induction process.

2.2 Theoretical Foundation

This section reviews the theoretical foundation of the study, it reviews theories that the study is anchored on. This study will be anchored on The Zey's Mutual Benefit Theory and TPI theory of induction.

2.2.1 Zey's Mutual Benefit Theory

The theoretical framework for this study is Michael Zey's mutual benefits model (Zey, 1991). Zey's mutual benefits theory is the main theory on which employee induction is founded. The mutual benefits theory was developed from the social exchange theory (Blau, 1964). The social exchange theory has a central premise, which asserts that the exchange of material and social resources is the basic form of human interaction. Social exchange theory suggests that people weigh benefits against the costs of relationships. Moreover, the theory proposes that social behaviour is the outcome of an exchange process. This exchange process seeks to maximize benefits and minimize the associated costs. According to Zey, individuals get into a relationship and remain in the relationship as long as the individuals in the relationship continue to benefit. Moreover, the organisation where the mentor and the mentee interact, benefits from this relationship (Blau, 1964).

In Zey's mutual benefit model, there are three major beneficiaries of mentorship relationship. That is, the mentee, the mentor and the organisation as a whole. Zey's mutual benefit theory has been used by many researchers. According to this model, a successful mentorship relationship will create a sense of belonging to the organisation, loyalty, reduce anxiety, and support the new employee. Moreover, mentorship functions include teaching, psychological counselling and personal support, organisational intervention, and sponsoring (Zey, 1991), and that each function to some extent benefits the new employee and has some risks to the mentor. The mutual benefit theory, which is based on the social exchange theory, was found to be suitable for this study, as the study seeks to establish factors affecting employee induction process at headquarters of Equity Bank of Kenya Limited

2.2.2 TPI-Theory of Induction

This theory attempts to explain the way an organization structures its socialization which in other words can be referred to as on boarding or induction. This explains ways through which employees acquire knowledge, skills and behaviours that enable them to become effective members of the organization. The TPI theory therefore refers that new employees need to develop theoretical (T) and practical (P) skills to enable them to perform their new jobs. They also need to satisfy needs for interaction (I) which is also key to new employees so that they fit in the job (Adam, 2010). These three conditions must be fulfilled for one to fit in an organization and the theory is an important approach to understanding integration and socialization effects on new employees. Through the process of induction which may be delivered through training, formal meetings, or

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

This theory if fulfilled supports the induction process through which new employees are integrated into the organization (Bauer & Erdogan, 2011). In relation to this theory, employees will produce their best work and achieve the objectives of the organization once well inducted. They will have that feeling of belonging and valued hence own and embrace the organization. They will produce their best thus enhancing the success of the organization which is the ultimate purpose in all organization. Their feeling of belonging will give them job satisfaction, self-efficacy and hence low rate of attrition. The study will use the TPI-Theory of Induction to establish factors affecting employee induction process at headquarters of Equity Bank of Kenya Limited.

2.3 Factors Affecting Employee Induction Process

From the review of the literature the following are the factors affecting employee induction process;

2.3.1 Characteristics of Employees

Characteristics of employees are the intangible qualities of employees; they include gender, age, education level, marital status and social background among others. When beginning employees have mentors in the initial work period, they are likely to have a feeling of clarity of their jobs. Employees have individual differences. As such, an effective induction process is that which employs an individualized approach, which provides information in a more personalized way, and is adapted to the needs, and learning process characteristics of individual employees (Costache & Maas, 2011).

The success of employee induction to some extent depends on the traits of the beginning employee. The new employee's motivations, sources of support, attitudes, and expectations may result in getting support and more focused on the main task during their initial years (Odella, 2014). Employee's attitude affects the relationships they have with their co-workers and supervisors, the way employees feel about the tasks they are to accomplish, and satisfaction of the employment. The ability of employees to cooperation improves the induction process.

2.3.2 Induction Period

There is the discussion on how long an induction training program should be conducted. Most organizations try to squeeze an introduction within a day's period but several suggestions have been presented on the length that this type of program should be done in order to get the best out of the new employee. Torrington *et al.*, (2016) admits that there is no specific length for an induction program. They suggest that it all depends on the job, as for some it can be accomplished in a few days but for others it could last over a number of weeks.

Pilbeam and Corbridge (2002) believes that it is activated during the 'pre-engagement process' and should not be completed until the employer and the employee are reasonably satisfied with the employment relationship. In their view, induction should be viewed in a holistic manner which makes recognition that the transition from candidate to employee may commence several months prior to starting work and continue for 12 or even 24 months into the employment. In agreement that no induction period should be done all at once, the Advisory, Conciliation and Arbitration Services (ACAS) Guide entitled,

'Recruitment and Induction' states that an "induction programme may be spread over several days or weeks, and may incorporate specific job training, it should be span across a period of time to avoid providing too much too soon which would lead into the employee being overwhelmed. In an effort to avoid information overload the induction training should not be crammed into one day but should be spread over a period of a month (Pilbeam & Corbridge, 2002)

2.3.3 Buddy Allocation

An opportunity for the organisations to channel excitement and encourage the creativity of employees is through the induction programme. The key component of induction, especially for inexperienced employees in this regard, is a mentor or buddy (Villani, 2016). Some organisations use a buddy system, where an experienced worker is nominated to assist the new recruit in all the day-to-day questions that may arise. Sutherland and Canwell (2014) mention that it is often useful to have this person that can help with those everyday questions such as canteen facilities, introducing other coworkers, and explaining the layout of the building in the informal way that they occur. This process can also be a good way of providing a development opportunity to the person who acts as guide and mentor.

Buddy allocation represents the experienced employee offering professional advice to a younger employee, while serving as a teacher, advocate and counselor. The mentor helps employees to understand the corporate culture. The mentor form a junior/senior relationship where the senior assists the junior with advice on how to meet daily responsibilities; and help the junior create a plan to achieve short and long-range career

goals. Mentoring is a great way for senior employees to help the future leaders of tomorrow, and provides a way to give back to the organization (Villani, 2016).

2.3.4 Top Management Support

According to Heyns (2000), the management has the overall responsibility of successful induction programmes by carefully delegating these responsibilities to knowledgeable members of staff and officials, depending on the nature of the task. Management support is the assistance and guidance given to the employee with a view of helping the employees settle as quickly as possible and carry out their duties effectively and efficiently. Beginning employees need three forms of support (Directorate for General Education and Culture, 2010). The three forms of support are personal support, social support, and professional support. An effective comprehensive induction programme should provide all the three forms of support. In the United States, the most common activity beginner teachers engage in the induction programme is supportive communication with their principal, other administrators and HODs.

Moreover, a large percentage of beginning employees receive on-going guidance and feedback from their mentors (Ingersoll & Smith, 2014). An effective induction experience ensures that the new staff member feels welcomed, has a positive perception of the organization and their work area, and enables them to become effective in their role as quickly as possible. The organization management plays a crucial role in shaping a new starter's experience and enabling a smooth transition. Management support and central HR teams directs the induction processes and help new staff members to integrate into their role and work area.

2.3.5 Induction Policy

It is good practice for organisations to draw up an Induction Policy which can then be included in the staff handbook and made available on the staff intranet etc (Dessler, 2015). Typically, such a policy would outline the commitment of the organisation to induction, the right of new hires to a satisfactory and well-designed induction programme, the links between the organization's induction training and other learning and development opportunities, the part induction plays in the 'employment cycle' within the organisation, the processes for the training of those who actually deliver induction and the procedures and regulations regarding evaluation of the induction provided by the organisation.

Sound induction policies are an essential part of helping employees settle and become effective in their new posts. The policies are prepared to support the programme with appropriate resources. Employee induction programs differ from company to company and also depend on the type of industry. Some view induction programs as a chance to welcome and support new employees, while other companies view the induction programme as a waste of time and hope that their new employees (Dessler, 2013).

2.3.6 Line Manager Characteristic

In an article done by Daniels (2010) of the Chartered Institute for Personnel Development (CIPD) entitled 'Induction', stated that "the main responsibility of induction training lies with the line manager. However, the overall responsibility of establishing the company's induction policies, programs and courses is the responsibility of the Human Resource (HR) department and some parts of the actual training would have to be conducted by

HR. Robson (2013) states that the line manager should explain the departmental requirements of the job, the purpose and operation of any probationary period and the appraisal system. Induction approaches are comprehensive, highly structured and seriously monitored.

Line manager roles are well defined for staff developers, administrators, instructors, tutors or mentors among others. Induction programmes focus on professional learning and growth. They emphasize collaboration and a sense of group identity by fostering group work in which experience, practices, tools and languages are shared among colleagues as part of the teaching culture and as one of the functions of the induction phase (Britton, Paine, Pimm & Raizen, 2013).

2.3.7 Nature of Work

The nature of an employee's work is best defined as the type of work that he does. This refer to the basic daily tasks carried out as part of a job and can refer to other non-routine tasks that may be required (Ingersoll & Strong, 2011). Job descriptions and roles for new employee in an organization are blurred and there is a lack of understanding of who is in charge of each task. Induction process helps new employees in understanding their roles within the organization (Friedman, 2016). Kupias and Peltola (2010) argues that the induction processes provided by the organization, helps new employee to learn to know the new organization and its members as well as the expectations and tasks related to the nature of their wok .

Induction process help 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. A proper induction decreases the amount of mistakes and accidents at work and improves the quality of work as well as customer satisfaction. (Kuntatyönantajat, 2011)

2.3.8 Induction Content

Induction content refers to the deliverables. There two sections required in an induction programme: firstly, general information about employees' work routines and secondly, a review of the organization's history and mission and the way new employees would be expected to contribute to the latter (Mestre *et al.*, 2013). This is supported by Snell (2016) and Wanous and Reichers (2010), who view the covering of health and safety procedures, a brief history of the new organisation, a tour of the building and introduction to co-workers as some of the essential aspects for creating an ideal induction programme. It is also recommended that induction programmes include elements that communicate benefits to new employees (Butler, 2016).

According to Snell, (2016) an induction programme should contain an element relating to the organization's information technology. This will typically involve the allotment of computer hardware and software along with basic guidelines for acceptable use of these resources (Hacker, 2014). New employees need to be introduced to the organizational structure, culture, work standards and organizational expectations (Ragsdale & Mueller,

2005). It is recommended that new employees meet all the individuals who will aid them in performing their job adequately (D'Azurizio, 2014) and are informed of their role and its contribution within the department (Hamilton, 2014). Manager-facilitated training, in which the organizational culture, values and the employee's job expectations are communicated, was suggested by Sussman (2015). A reception, in the form of a lunch or outing attended by direct managers and executive leadership, is often included as a social event in the programme (Hamilton, 2014)

2.3.9 Induction Programme Design

Induction programme refers to the structure put in place. It is important to take a structured approach to induction, the best place to start is to ask 'what exactly should the new employee know?' and use the answers as the framework for an induction training course. It is advisable to use written checklists during the induction period this means that all concerned are aware of what exactly has been covered so far (Robson, 2013). These written checklists are usually drawn up by the HR action in consultation with line managers, training officers, health and safety officials etc within the organisation. Care must be taken when designing them so that new workers are not overwhelmed with information and in order to ensure that they are given adequate time to absorb everything presented to them.

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

levels of turnover (Ingersoll & Smith, 2014). Although it is a complex exercise to design and implement an effective induction programme, it is worth remembering that fundamentally such a programme is firmly based on policies, procedures and processes (Corbridge & Pilbeam, 2010).

2.4 Summary of Literature and Gaps

From the reviewed literature it is clear that a successful induction process sometimes depend on the characteristics of the new employees though it may be different in different organizations. Some organizations think that buddy allocation helps the new employees to understand their roles quickly. Good induction experiences help employees to feel part of their new organization and also assist them to understand their roles much faster. Further, sound induction policies are a vital part of assisting workers settle and become more effective in their new positions.

The study has reviewed the Zey's mutual benefit theory and TPI theory of induction which are important explaining the factors influencing induction process. The empirical literature reviewed also shows the various factors that might affect the induction process. From the empirical literature and to the researcher's knowledge there is minimal literature covering the factors influencing induction process, the study seeks to fill the research gap by establishing factors affecting employee induction process at headquarters of Equity Bank of Kenya Limited.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology which was used to carry out the study. It further describes the type and source of data, the target population and sampling methods and the techniques that were used to select the sample size. It also describes how data was collected and analysed.

3.2 Research Design

A research design is the plan for selecting the sources and types of information to be used to answer the research question (Kerlinger, 2007). The study adopted a descriptive cross-sectional survey. According to Cooper and Schindler (2003), cross sectional studies are carried out once. Descriptive cross sectional in nature is a technique of gathering information by questioning those individuals who are the object of the research and belonging to a representative sample, through a standardized questioning procedure with the aim of studying relationships between variables at a particular time. This design was appropriate because the study sought to establish factors affecting employee induction process at headquarters of Equity Bank of Kenya Limited

3.3 Target Population

The target population was both the management and non-management employees at Equity Bank of Kenya Limited at their head office in Nairobi. According to a report by Human Resource Department Equity Banks Kenya Limited (2017) the organization has 14 management employees and 136 non-management employees at their headquarters.

Thus the target population of the study was 150 employee working Equity Bank of Kenya Limited at their headquarters in Nairobi.

Table 3.1: Target Population

Department	Population
Human Capital and Administration Department	26
Finance Department	27
Operations and Customer Experience Department	29
Marketing Department	32
Credit Department	36
Total	150

Source (Human Resource Department, Equity Bank of Kenya Limited, 2017)

3.4 Sampling Design

Yin (2014) explains that sampling is the procedure of selecting a representative of the total population as much as possible in order to produce a miniature (small) cross section. Stratified random sampling was employed to obtain a sample of 100 employees. Out of the target population of 150, only the employees who have worked with Equity Bank of Kenya Limited over three (3) years were considered.

Table 3.2: Sample Size

Department	Population	Sample
Human Capital and Administration Department	26	19
Finance Department	27	16
Operations and Customer Experience Department	29	23
Marketing Department	32	21
Credit Department	36	21
Total	150	100

3.5 Data Collection Instruments

The study mainly collected primary data by use of a questionnaire. The questionnaire had 2-sections. The first section addressed the demographic information; the second section addressed factors affecting employee induction process. The questionnaire was semi structured questionnaire that consisted of close-ended and five Point Likert scale statements. Questionnaires were preferred because according to Cooper and Schindler (2003), they are effective data collection instruments that allow respondents to give much of their opinions in regard to the research problem (Cox, 2010). The researcher obtained a list of employees who have worked in the organization for over three years from the human resource manager of Equity Bank. The head of departments were issued with the questionnaires to administer to the respondents for data collection. The researcher also did a follow-up for those respondents who chose to fill the questionnaires at different times.

3.6 Data Analysis

Descriptive statistics such as frequencies, percentage, means and standard deviations were used to analyse the data. Data was processed using the Statistical Package for Social Science (SPSS) computer software version 23.0. Factors analysis sought to establish factors affecting employee induction process at Equity Bank of Kenya Limited. This data was presented in tables, bar graphs and pie charts. It consisted of quantitative data.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter covers data analysis, discussion and presentation of the findings. The main objective of the study was to establish factors affecting employee induction process at headquarters of Equity Bank of Kenya Limited. The results are presented in tables and figures.

4.2 Response Rate

The sample size was 100 respondents, out of which 82 filled in and returned the questionnaires, forming a response rate of 82.1%. Mugenda and Mugenda (2003) argued that a response rate below 40% is unreliable, a response rate of 40%-50% is poor, a response rate of 50%-60% is acceptable for analysis and reporting, a response rate of 60%-70% is good and a response rate of 70%-80% is very good while response of over 80% is excellent. This response rate of 82 out of 100 respondents was very good and representative to make conclusions for the study.

Table 4.1: Response Rate

Questionnaires	Frequency	Percent (%)
Response	82	82
Non-response	18	18
Total	100	100

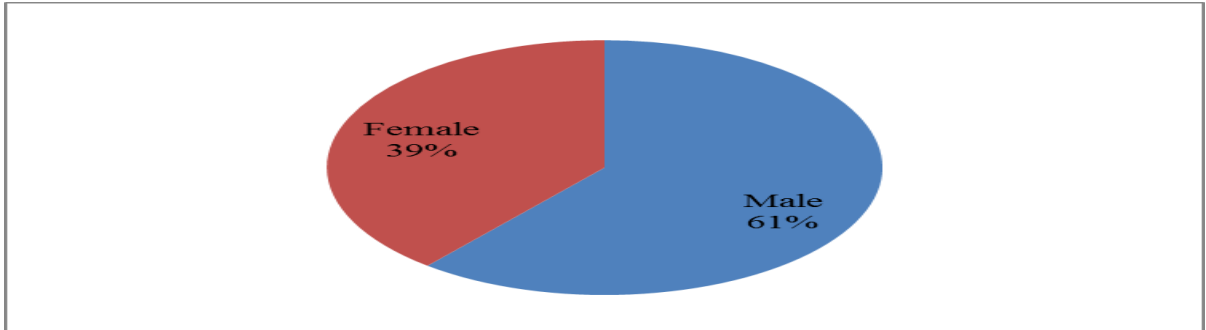
Source: Author (2018)

4.3 Demographic Information

4.3.1 Gender of the Respondents

The respondents were asked to indicate their gender. The results are shown in Figure 4.1.

Figure 4.1: Gender of the Respondents

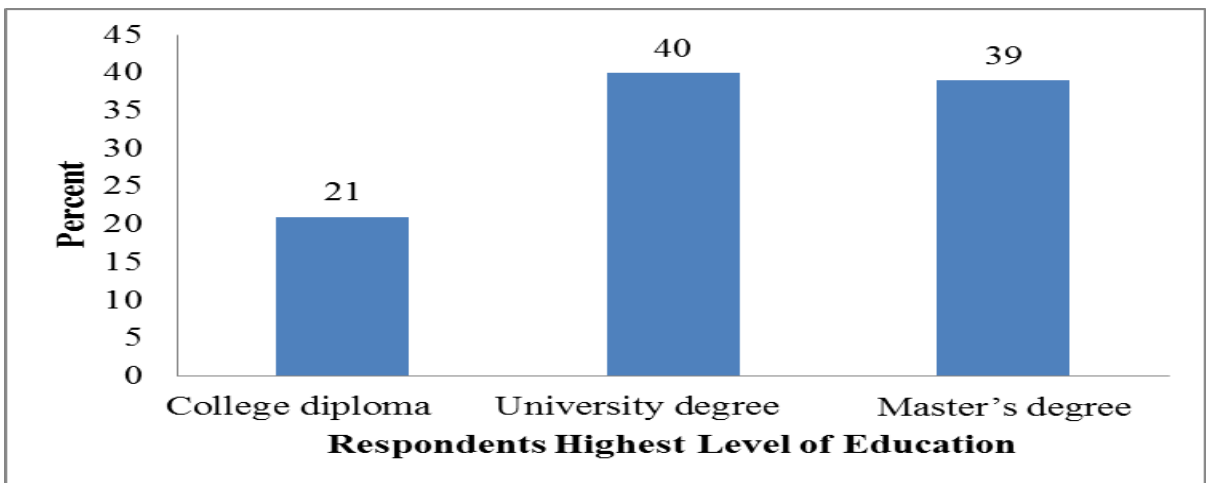


From the findings presented in figure 4.1, 61% of the respondents were male while 39% were female. This is an indication that the study used respondents from both genders; which shows that the study was not gender biased.

4.3.1 Respondents Highest Level of Education

The study sought to establish respondents' highest level of education. The results are shown in Figure 4.2.

Figure 4.2: Respondents Highest Level of Education



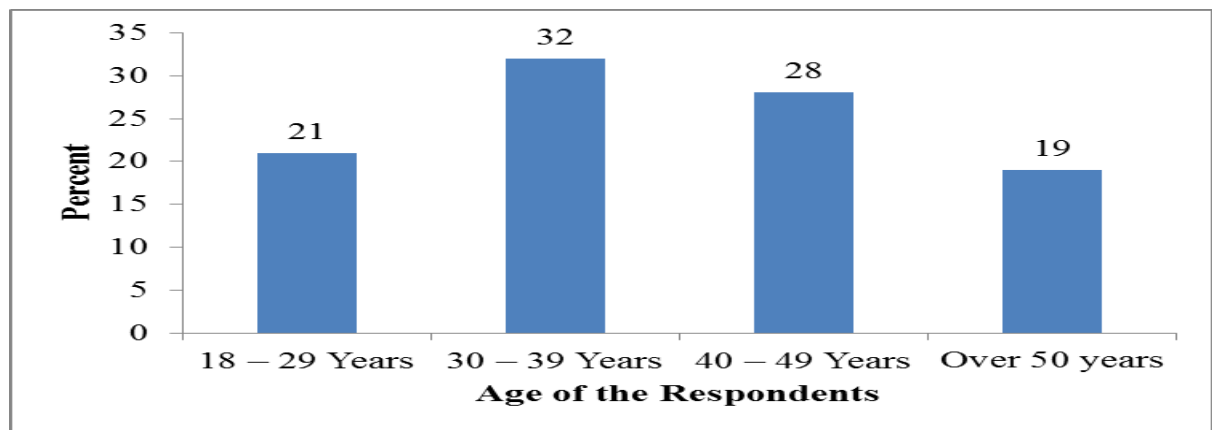
As shown in figure 4.2, 40% of the respondents had university degree, 39% had masters degree and 21% had college diploma. This is an indication that respondents had acquired

skills for the various positions they held in the organization. Majority of them (79%) have at least a University Degree.

4.3.3 Respondents' Age Bracket

The study sought to establish the age bracket of the respondents by requesting them to indicate their age bracket. The results are shown in Figure 4.3.

Figure 4.3: Respondents' Age Bracket



From the findings in figure 4.3, 32% of the respondents indicated that they were aged from 30 to 39 years, 28% of the respondent were aged 40 to 49 years, 21% were aged from 18 to 29 years, and 19% were aged over 50 years. This is an indication that the study used respondents of different age brackets with most of them aged from 30 to 39 years. It also indicates that the bank employees were diverse in age.

4.3.4 Respondents' Work Department

Respondents were asked to indicate the departments in which they work. The results are shown in Table 4.2.

Table 4.2: Respondents' Work Department

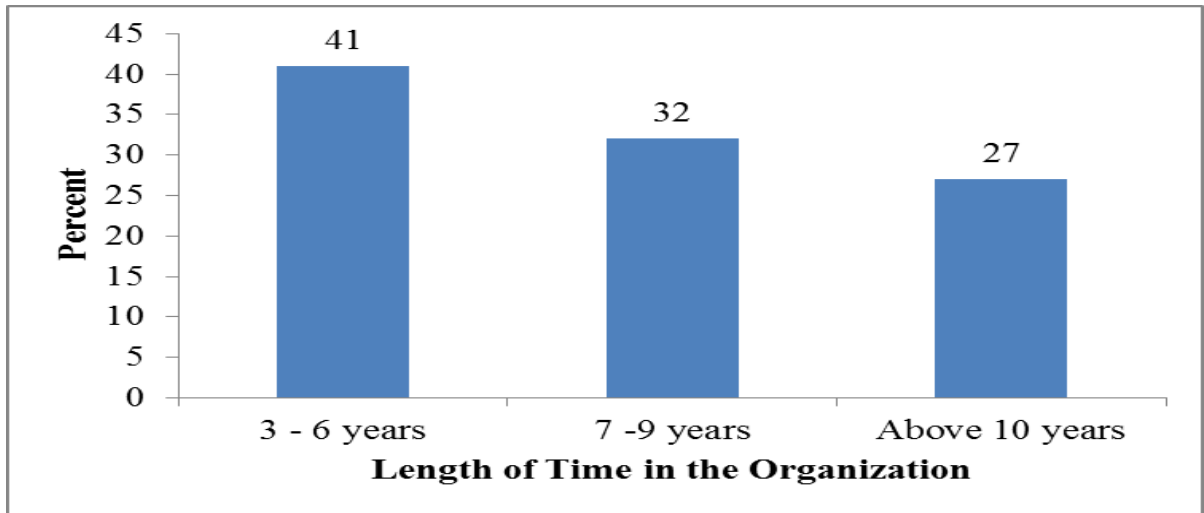
Department	Frequency	Percentage
Human Capital and Administration Department	16	19.5
Finance Department	14	17.1
Operations and Customer Experience Department	16	19.5
Marketing Department	17	20.7
Credit Department	19	23.2
Total	82	100.0

From the findings in table 4.2, 19(23.2%) of the respondents worked in credit department, 17(20.7%) worked in marketing department, 16(19.5%) worked in Operations and Customer Experience Department, another 16(19.5%) worked in Human Capital and Administration Department, and 14(17.1%) worked in the finance department. This is an indication that the study used respondents working in various departments in the organization.

4.3.5 Respondents Length of Time in the Organization

Respondents were asked to indicate the number of years they have been in the Organization. The results were as shown in Figure 4.4.

Figure 4.4: Respondents Length of Time in the Organization



From the findings in figure 4.4, 41% of the respondents had worked in the organization for 3 to 6 years, 32% had worked in the organization for 7 to 9 years and 27% for above 10 years. This is an indication that the respondents had been in the organization for long enough to provide the needed information for this study. Most (41%) of the respondents had been in the organization for a period of 3 to 6 years.

4.4 Factors Affecting Employee Induction Process

Data from each factor was collected using a Five-point Likert scale ranging from 1-5. 5 represents to a very large extent, 4 to a large extent, 3 to a moderate extent, 2 to a less extent, and 1 represents to a very less extent.

4.4.1 Characteristics of Employees

Respondents were asked to indicate on a scale of 1-5 their level of agreement with statements on Characteristics of employees as a factor affecting employee induction process. The results are shown in Table 4.3.

Table 4.3: Characteristics of Employees

Statement	Mean	Std. Dev.
At Equity Bank of Kenya Limited, employees with prior banking background easily undergo induction	4.67	.63
At Equity Bank of Kenya Limited, Gender has an influence on induction process	4.66	.57
At Equity Bank of Kenya Limited, age is a determining factor on induction process	4.72	.48
At Equity Bank of Kenya Limited, employees with positive attitudes towards induction process affects the outcome of the induction process	4.66	.63

From the findings shown in table 4.3, the respondents were in agreement to a very large extent that at Equity Bank of Kenya Limited, age is a determining factor on induction process as shown by a mean of 4.72, employees with prior banking background easily undergo induction as shown by a mean of 4.67, employees with positive attitudes towards induction process affects the outcome of the induction process as shown by a mean 4.66 and gender has an influence on induction process as shown by a mean of 4.66 respectively. Odella (2014) indicated that the success of employee induction to some extent depends on the traits of the beginning employee. The new employee's motivations, sources of support, attitudes, and expectations may result in getting support and more focused on the main task during their initial years.

4.4.2 Induction Period

Respondents were asked to indicate on a scale of 1-5 their level of agreement with statements on induction period as a factor affecting employee induction process. The results are shown in Table 4.4.

Table 4.4: Induction Period

	Mean	Std. Dev.
Equity Bank of Kenya Limited, has set policies on how long the induction process should take	4.72	.53
Equity Bank of Kenya Limited, ensures that the set induction time is enough for new employees to understand their roles	4.66	.67
Equity Bank of Kenya Limited, ensures that during the induction period the employees understand the organization at large	4.66	.57
At Equity Bank of Kenya Limited, during the induction process new employees consult in areas where they don't understand.	4.68	.61

From the findings shown in table 4.4, the respondents were in agreement to a very large extent that Equity Bank of Kenya Limited, has set policies on how long the induction process should take as shown by a mean of 4.72, ensures that the set induction time is enough for new employees to understand their roles as shown by a mean of 4.68, ensures that the set induction time is enough for new employees to understand their roles as shown by a mean of 4.66 and ensures that during the induction period the employees understand the organization at large as shown by a mean of 4.66. Pilbeam and Corbridge (2002) indicated that induction' states that an "induction programme may be spread over several days or weeks, and may incorporate specific job training, it should be span across a period of time to avoid providing too much too soon which would lead into the employee being overwhelmed. In an effort to avoid information overload the induction training should not be crammed into one day but should be spread over a period of a month.

4.4.3 Buddy Allocation

Respondents were asked to indicate on a scale of 1-5 their level of agreement with statements on buddy allocation as a factor affecting employee induction process. The results are shown in Table 4.5.

Table 4.5: Buddy Allocation

	Mean	Std. Dev.
Equity Bank of Kenya Limited, use a buddy system where an experienced worker is nominated to assist the new recruit in all the day-to-day questions that may arise	4.63	.71
At Equity Bank of Kenya Limited, mentoring during the induction process helps to boost employee morale	4.56	.76
Mentoring during the induction process help new employees adjust to the Equity Bank of Kenya Limited structure	4.55	.72

From the findings shown in Table 4.5, respondents agreed to a very large extent that Equity Bank of Kenya Limited, use a buddy system where an experienced worker is nominated to assist the new recruit in all the day-to-day questions that may arise as shown by a mean of 4.63, mentoring during the induction process helps to boost employee morale as shown by a mean of 4.56 and mentoring during the induction process help new employees adjust to the Equity Bank of Kenya Limited structure as shown by a mean of 4.55. Sutherland and Canwell (2014) mention that it is often useful to have this person that can help with those everyday questions such as canteen facilities, introducing other coworkers, and explaining the layout of the building in the informal way that they occur; this process can also be a good way of providing a development opportunity to the person who acts as guide and mentor.

4.4.4 Top Management Support

Respondents were asked to indicate on a scale of 1-5 their level of agreement with statements on top management support as a factor affecting employee induction process.

The results are shown in Table 4.6.

Table 4.6: Top Management Support

	Mean	Std. Dev.
At Equity Bank of Kenya Limited, employees receive top management support during induction process	4.37	1.19
Equity Bank of Kenya Limited, ensures proper communication during the induction process so as to boost employees understanding	4.16	1.04
At Equity Bank of Kenya Limited, trainers are continuously trained to sharpen their skills	4.24	1.08
Equity Bank of Kenya Limited, management provides personal support for employees on their duties during the induction process	4.11	0.99

From the findings shown in table 4.6, the respondents agreed to a large extent that at Equity Bank of Kenya Limited, employees receive top management support during induction process as shown by a mean of 4.366, at Equity Bank of Kenya Limited, trainers are continuously trained to sharpen their skills as shown by a mean of 4.244, Equity Bank of Kenya Limited, ensures proper communication during the induction process so as to boost employees understanding as shown by a mean of 4.159, and Equity Bank of Kenya Limited, management provides personal support for employees on their duties during the induction process as shown by a mean of 4.110. Ingersoll and Smit (2014) indicated that an effective induction experience ensures that the new staff member

feels welcomed, has a positive perception of the organization and their work area, and enables them to become effective in their role as quickly as possible.

4.4.5 Induction Policy

Respondents were asked to indicate on a scale of 1-5 their level of agreement with statements on induction policy as a factor affecting employee induction process. The results are shown in Table 4.7.

Table 4.7: Induction Policy

	Mean	Std. Dev.
At Equity Bank of Kenya Limited, there's induction policy	4.34	1.21
At Equity Bank of Kenya Limited, induction policy is well communicated to the employees	4.24	1.08
At Equity Bank of Kenya Limited, induction policy is easily accessible by employees	4.17	1.00
At Equity Bank of Kenya Limited, induction policy is adhered too	4.21	1.04

From the findings shown in table 4.7, respondents were in agreement to a large extent that at Equity Bank of Kenya Limited, there's induction policy as shown by a mean of 4.341, at Equity Bank of Kenya Limited, induction policy is well communicated to the employees as shown by a mean of 4.244, at Equity Bank of Kenya Limited, induction policy is adhered to as shown by a mean of 4.207, and at Equity Bank of Kenya Limited, induction policy is easily accessible by employees as shown by a mean of 4.171. Dessler (2013) indicated that sound induction policies are an essential part of helping employees settle and become effective in their new posts.

4.4.6 Line Manager Characteristics

Respondents were asked to indicate on a scale of 1-5 their level of agreement with statements on line manager characteristics as a factor affecting employee induction process. The results are shown in Table 4.8.

Table 4.8: Line Manager Characteristics

	Mean	Std. Dev.
At Equity Bank of Kenya Limited, during induction line manager explain the departmental requirements of the job	4.13	1.02
At Equity Bank of Kenya Limited, during induction line manager explain the purpose and operation of any probationary period	3.99	0.89
At Equity Bank of Kenya Limited, during induction line managers helps employees to understand their roles hence minimize their mistakes	4.26	1.11
At Equity Bank of Kenya Limited, line managers experience influences induction process	4.43	1.20

From the findings shown in table 4.8, respondents agreed to a large extent that at Equity Bank of Kenya Limited, line managers experience influences induction process as shown by a mean of 4.427, at Equity Bank of Kenya Limited, during induction line managers helps employees to understand their roles hence minimize their mistakes as shown by a mean of 4.256, at Equity Bank of Kenya Limited, during induction line manager explain the departmental requirements of the job as shown by a mean of 4.134, and at Equity Bank of Kenya Limited, during induction line manager explain the purpose and operation of any probationary period as shown by a mean of 3.988. Britton, Paine, Pimm and Raizen (2013) indicated that the role of line manager is to emphasize collaboration and a sense of group identity by fostering group work in which experience, practices, tools and

languages are shared among colleagues as part of the teaching culture and as one of the functions of the induction phase.

4.4.7 Nature of Work

Respondents were asked to indicate on a scale of 1-5 their level of agreement with statements on nature of work as a factor affecting employee induction process. The results are shown in Table 4.9.

Table 4.9: Nature of Work

	Mean	Std. Dev.
At Equity Bank of Kenya Limited, different roles require different induction process	4.22	1.08
At Equity Bank of Kenya Limited, the role determine the induction period	4.20	1.04
At Equity Bank of Kenya Limited, different roles require different training content	4.22	1.06
At Equity Bank of Kenya Limited, the induction program is limited to the nature of work	4.10	1.03

From the findings shown in table 4.9, respondents agreed to a large extent that at Equity Bank of Kenya Limited, different roles require different induction process as shown by a mean of 4.220, at Equity Bank of Kenya Limited, different roles require different training content as shown by a mean of 4.220, at Equity Bank of Kenya Limited, the role determine the induction period as shown by a mean of 4.195, and at Equity Bank of Kenya Limited, the induction program is limited to the nature of work as shown by a mean of 4.098. Friedman (2016) indicated that job descriptions and roles for new employee in an organization are blurred and there is a lack of understanding of who is in

charge of each task; induction process helps new employees in understanding their roles within the organization.

4.4.8 Induction Content

Respondents were asked to indicate on a scale of 1-5 their level of agreement with statements on induction content as a factor affecting employee induction process. The results are shown in Table 4.10.

Table 4.10: Induction Content

	Mean	Std.Dev.
At Equity Bank of Kenya Limited, induction helps in spelling out employee work routine	4.18	1.08
At Equity Bank of Kenya Limited, induction content include elements that communicate benefits to new employees	4.23	1.07
At Equity Bank of Kenya Limited, induction involves the allotment of resource along with basic guidelines for acceptable use of the resources	4.16	1.13
At Equity Bank of Kenya Limited induction involves participants	4.16	1.12

From the findings shown in table 4.10, respondents were in agreement to a large extent that at Equity Bank of Kenya Limited, induction content include elements that communicate benefits to new employees as shown by a mean of 4.232, at Equity Bank of Kenya Limited, induction involves the allotment of resource along with basic guidelines for acceptable use of the resources as shown by a mean of 4.159, at Equity Bank of Kenya Limited induction involves participants as shown by a mean of 4.159, and at Equity Bank of Kenya Limited, induction helps in spelling out employee work routine as shown by a mean of 4.183. According to Snell, (2016) an induction programme should contain an element relating to the organization’s information technology. This will

typically involve the allotment of computer hardware and software along with basic guidelines for acceptable use of these resources (Hacker, 2014). Ragsdale and Mueller (2005) indicated that new employees need to be introduced to the organisational structure, culture, work standards and organisational expectations.

4.4.9 Induction Programme Design

Respondents were asked to indicate on a scale of 1-5 their level of agreement with statements on induction programme design as a factor affecting employee induction process. The results are shown in Table 4.11.

Table 4.11: Induction Programme Design

	Mean	Std. Dev.
At Equity Bank of Kenya Limited, induction is a structured approach to know exactly what new employee need to know	4.12	1.11
At Equity Bank of Kenya Limited, we have a written checklists during the induction period	4.18	1.09
At Equity Bank of Kenya Limited, the induction checklist can be easily understood	4.13	1.18
At Equity Bank of Kenya Limited, induction program is flexible to accommodate emerging issues	4.29	1.16

The findings shown in table 4.11, the respondents agreed to a large extent that at Equity Bank of Kenya Limited, induction program is flexible to accommodate emerging issues as shown by a mean of 4.293, at Equity Bank of Kenya Limited, we have written checklists during the induction period as shown by a mean of 4.183, at Equity Bank of Kenya Limited, the induction checklist can be easily understood as shown by a mean of 4.134, and at Equity Bank of Kenya Limited, induction is a structured approach to know exactly what new employee need to know as shown by a mean of 4.122. Ingersoll and Smith (2014) indicated that poorly designed and implemented induction programmes can

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

4.5 Factor Analysis

Factor analysis is a technique that is used to reduce a large number of variables into fewer numbers of factors. This technique extracts maximum common variance from all variables and puts them into a common score.

The study conducted factors analysis in order to establish the factors affecting employee induction process at Equity Bank of Kenya Limited. The results are shown in Table 4.12, Table 4.13 and Table 4.14.

Table 4.12: Communalities

	Initial Extraction	
1. Employees with prior banking background easily undergo induction	1.000	.947
2. Gender has an influence on induction process	1.000	.953
3. Age is a determining factor on induction process	1.000	.908
4. Employees with positive attitudes towards induction process affects the outcome of the induction process	1.000	.691
5. Equity Bank of Kenya Limited, has set policies on how long the induction process should take	1.000	.891
6. Equity Bank of Kenya Limited, ensures that the set induction time is enough for new employees to understand their roles	1.000	.932
7. Equity Bank of Kenya Limited, ensures that during the induction period the employees understand the organization at large	1.000	.671
8. During the induction process new employees consult in areas where they don't understand.	1.000	.877
9. Equity Bank of Kenya Limited, use a buddy system where an experienced worker is nominated to assist the new recruit in all the day-to-day questions that may arise	1.000	.873
10. Mentoring during the induction process helps to boost employee morale	1.000	.888

11. Mentoring during the induction process help new employees adjust to the Equity Bank of Kenya Limited structure	1.000	.839
12. Employees receive top management support during induction process	1.000	.943
13. Equity Bank of Kenya Limited, ensures proper communication during the induction process so as to boost employees understanding	1.000	.941
14. Trainers are continuously trained to sharpen their skills	1.000	.876
15. Equity Bank of Kenya Limited, management provides personal support for employees on their duties during the induction process	1.000	.890
16. At Equity Bank of Kenya Limited, there's induction policy	1.000	.933
17. Induction policy is well communicated to the employees	1.000	.950
18. Induction policy is easily accessible by employees	1.000	.854
19. Induction policy is adhered to	1.000	.951
20. During induction line manager explain the departmental requirements of the job	1.000	.766
21. During induction line manager explain the purpose and operation of any probationary period	1.000	.707
22. During induction line managers helps employees to understand their roles hence minimize their mistakes	1.000	.755
23. Line managers experience influences induction process	1.000	.920
24. Different roles require different induction process	1.000	.801
25. The role determine the induction period	1.000	.797
26. At Equity Bank of Kenya Limited, different roles require different training content	1.000	.900
27. The induction program is limited to the nature of work	1.000	.744
28. Induction helps in spelling out employee work routine	1.000	.874
29. Induction content include elements that communicate benefits to new employees	1.000	.808
30. Induction involves the allotment of resource along with basic guidelines for acceptable use of the resources	1.000	.926
31. At Equity Bank of Kenya Limited induction involves participants	1.000	.757
32. Induction is a structured approach to know exactly what new employee need to know	1.000	.912
33. We have a written checklists during the induction period	1.000	.924
34. The induction checklist can be easily understood	1.000	.775
35. Induction program is flexible to accommodate emerging issues	1.000	.886

The above table helps the researcher to estimate the communalities for each variance.

This is the proportion of variance that each item has in common with other factors.

Communalities indicate the common variance shared by factors with given variables.

Higher communality indicated that larger amount of the variance in the variable has been extracted by the factor solution. For example ‘Gender has an influence on induction process’ has 95.3% communality or shared relationship with other factors. This value has the greatest communality with others, while ‘Equity Bank of Kenya Limited ensures that during the induction period the employees understand the organization at large’ has the least communality with others of 67.1%.

Table 4.13: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	15.648	44.709	44.709	15.648	44.709	44.709
2	6.563	18.752	63.461	6.563	18.752	63.461
3	3.036	8.673	72.134	3.036	8.673	72.134
4	2.176	6.217	78.351	2.176	6.217	78.351
5	1.452	4.150	82.501	1.452	4.150	82.501
6	1.184	3.384	85.885	1.184	3.384	85.885
7	.777	2.220	88.104			
8	.708	2.023	90.128			
9	.475	1.359	91.486			
10	.429	1.226	92.712			
11	.356	1.018	93.730			
12	.323	.922	94.651			
13	.306	.874	95.525			
14	.249	.711	96.236			
15	.222	.634	96.871			
16	.184	.526	97.397			
17	.162	.462	97.859			
18	.126	.361	98.220			
19	.101	.290	98.510			
20	.088	.251	98.761			
21	.080	.230	98.991			
22	.067	.190	99.181			
23	.053	.152	99.333			
24	.045	.129	99.462			
25	.041	.118	99.579			
26	.037	.107	99.686			
27	.027	.076	99.762			
28	.020	.057	99.819			
29	.018	.051	99.870			

30	.016	.046	99.916
31	.011	.031	99.947
32	.009	.026	99.973
33	.005	.015	99.988
34	.002	.007	99.995
35	.002	.005	100.000

In the above table, the researcher used Kaiser Normalization Criterion, which allows for the extraction of components that have an Eigen value greater than 1. The principal component analysis was used and six factors were extracted. From thirty five (35) measures of variables, using principal component analysis, six factors were extracted explaining 85.885% influence on the induction process at Equity Bank Of Kenya Limited. The thirty five measures of variables were grouped in the six factors extracted depending on their level of influence on the induction process at Equity Bank Of Kenya Limited. Their contributions decrease as one move from factor one to the other up to factor six.

Table 4.14: Component Matrix

	Component					
	1	2	3	4	5	6
1. Employees with prior banking background easily undergo induction	.832	.333	-.033	-.094	.357	.082
2. Gender has an influence on induction process	.856	.272	-.161	-.075	.326	.092
3. Age is a determining factor on induction process	-.635	.659	.014	-.145	.102	-.199
4. Employees with positive attitudes towards induction process affects the outcome of the induction process	.397	.412	-.287	.269	.246	.386
5. Equity Bank of Kenya Limited, has set policies on how long the induction process should take	.811	.299	-.092	-.075	.342	.115
6. Equity Bank of Kenya Limited, ensures that the set induction time is enough for new employees to understand their roles	.836	.343	-.001	-.097	.316	.079

7. Equity Bank of Kenya Limited, ensures that during the induction period the employees understand the organization at large	.661	.059	-.418	-.009	.214	.101
8. During the induction process new employees consult in areas where they don't understand.	-.167	.230	.257	-.254	.350	-.253
9. Equity Bank of Kenya Limited, use a buddy system where an experienced worker is nominated to assist the new recruit in all the day-to-day questions that may arise	.224	.777	.391	-.176	.062	-.178
10. Mentoring during the induction process helps to boost employee morale	-.627	.656	-.005	-.010	-.024	.253
11. Mentoring during the induction process help new employees adjust to the Equity Bank of Kenya Limited structure	-.646	.601	.021	-.082	-.053	.224
12. Employees receive top management support during induction process	.922	.247	.010	-.046	-.158	-.072
13. Equity Bank of Kenya Limited, ensures proper communication during the induction process so as to boost employees understanding	.936	.191	-.066	.017	-.156	-.018
14. Trainers are continuously trained to sharpen their skills	-.466	-.240	.660	.213	.326	.122
15. Equity Bank of Kenya Limited, management provides personal support for employees on their duties during the induction process	.918	.162	-.079	.040	-.114	.002
16. At Equity Bank of Kenya Limited, there's induction policy	.915	.263	-.001	-.061	-.151	-.018
17. Induction policy is well communicated to the employees	.934	.202	-.012	.013	-.183	-.052
18. Induction policy is easily accessible by employees	-.494	.694	-.067	.340	-.046	-.073
19. Induction policy is adhered to	.938	.193	-.014	.025	-.177	-.040
20. During induction line manager explain the departmental requirements of the job	-.052	.603	-.331	.491	-.153	-.162
21. During induction line manager explain the purpose and operation of any probationary period	.276	-.530	.282	.488	-.064	-.168
22. During induction line managers helps employees to understand their roles hence minimize their mistakes	-.479	.373	.406	.284	.188	.325
23. Line managers experience influences induction process	.924	.195	-.086	-.023	-.059	-.131

24. Different roles require different induction process	.085	.492	-.347	.639	-.147	.031
25. The role determine the induction period	-.702	.401	.246	.251	-.109	-.086
26. At Equity Bank of Kenya Limited, different roles require different training content	.915	.073	.162	.128	-.115	-.049
27. The induction program is limited to the nature of work	.266	-.584	.348	.381	.257	-.012
28. Induction helps in spelling out employee work routine	.274	.426	.715	-.116	-.277	.125
29. Induction content include elements that communicate benefits to new employees	.389	-.534	.263	.468	.268	-.102
30. Induction involves the allotment of resource along with basic guidelines for acceptable use of the resources	.904	-.050	.295	.085	-.091	.066
31. At Equity Bank of Kenya Limited induction involves participants	-.352	.594	-.065	.503	-.057	.141
32. Induction is a structured approach to know exactly what new employee need to know	.878	-.050	.269	.089	-.211	.112
33. We have a written checklists during the induction period	.242	.459	.779	-.137	-.166	.052
34. The induction checklist can be easily understood	.255	-.452	.009	-.125	-.235	.659
35. Induction program is flexible to accommodate emerging issues	.854	-.130	.180	.229	.174	-.153

The initial component matrix was rotated using Varimax (Variance Maximization) with Kaiser Normalization. The results in table 4.14 allowed the researcher to identify which measures of variable fall under each of the six major extracted factors. Each of the 35 measures of variables was looked at and placed to one of the six factors depending on the percentage of variability.

Each individual measure of the variable was group into the factors where it explained maximum variation, a measure of variable is said to belong to a factor to which it explains more variation than any other factor. These factors combine individual measure of the variable based on their importance to induction process.

From table 4.14, the individual measure of variable constituting the six factors extracted are summarized and identified below:-

4.5.1 Characteristic of Employees

Characteristic of employee was found to have great influence on employee induction process at headquarters of Equity Bank of Kenya Limited. From the finding the study revealed that the induction process is determined by the age and gender of the employee. Employees who have a prior knowledge of the banking industry will go through the induction process with ease. The attitude of an individual was found to affect the induction process in that; those individuals with positive attitude positively influence the results of the induction process.

4.5.2 Buddy Allocation

Another factor found to influence employee induction process at headquarters of Equity Bank of Kenya Limited was buddy allocation. The study established that the uses a buddy system where an experienced employee is nominated to assist the new recruit in all the day-to-day questions that may arise. During the induction process the employees are mentors this is important in order to boost their morale and help them to adjust to the structure of the organization.

4.5.3 Line Manager Support

The study further established that line manager support influenced employee induction process at headquarters of Equity Bank of Kenya Limited. The study found that it was the role of line managers to help employees understand their role which helps in minimizing their mistakes; they also explain to them what the department requires of them. Therefore, the experience of line managers influences the process of induction.

4.5.4 Induction Content

It was established that Induction Content had influence on employee induction process at headquarters of Equity Bank of Kenya Limited. The study established that the induction process involves participants where they are helped in understanding their work routine. The process includes elements that communicate benefits to new employees and also the allotment of resource along with basic guidelines for acceptable use of the resources.

4.5.5 Induction Policy

From the finding it was found that the measures of induction policy greatly explain variability of factor one and two this implies that the variable has a great influence on employee induction process at headquarters of Equity Bank of Kenya Limited.

4.5.6 Induction Program Design

The study also found that the induction program design has a great influence on employee induction process at headquarters of Equity Bank of Kenya Limited.

4.6 Discussion of Findings

At Equity Bank of Kenya Limited the induction process is determined by the age and gender of the employee. Those employees who have a prior knowledge of the banking industry will go through the induction process with ease. The attitude of an individual also affect the induction process in that, those individuals with positive attitude positively influence the results of the induction process. The variable explained more variation on factor one and two implying it has a great influence on employee induction process at headquarters of Equity Bank of Kenya Limited.

There are policies that have been set by Equity Bank of Kenya Limited on the duration to be used for induction process. When the bank is setting up the duration they do so making sure that the time set is enough to ensure that the new staff clearly understand their roles and also understand the entire organization. Induction period explained more variation in factor one and five implying that it has a great influence on employee induction process at headquarters of Equity Bank of Kenya Limited.

Equity Bank of Kenya Limited uses a buddy system where an experienced employee is nominated to assist the new recruit in all the day-to-day questions that may arise. During the induction process the employees are mentors this is important in order to boost their morale and help them to adjust to the structure of the organization. Buddy allocation explain variability in factor two this suggests that the variable has a great influence on employee induction process at headquarters of Equity Bank of Kenya Limited.

Top management of Equity Bank of Kenya Limited offer their support during the process of induction by ensuring that they train trainers in order to sharpen their skills. As the induction process continues, the management of the banks offers their personal support to employees in performing their duties and also they encourage proper communication which boosts the understanding of the employees. The measures of top management support explain greatly the variability of factor one and two which is an indication that the variable has a great influence on employee induction process at headquarters of Equity Bank of Kenya Limited.

Equity Bank of Kenya Limited has induction policies which are communicated effectively and efficiently to all employees. The policies can be accessed by any employee with ease and this ensures that the employees are well conversant with them and adhere to them. The measures of induction policy greatly explain variability of factor one and two this implies that the variable has a great influence on employee induction process at headquarters of Equity Bank of Kenya Limited.

At Equity Bank of Kenya Limited, it is the role of line managers to help employees understand their role which helps in minimizing their mistakes; they also explain to them what the department requires of them. Therefore, the experience of line managers influences the process of induction. The measures of line manager characteristics explain greatly the variability of factor four, three and one and therefore the variable has a great influence on employee induction process at headquarters of Equity Bank of Kenya Limited.

The various roles to be performed at the bank require different induction process as well as training. Because of the various requirements they take various periods of time. The measures of the variable explain variability in factor four. Two and one and therefore nature of work has great influence on employee induction process at headquarters of Equity Bank of Kenya Limited.

At Equity Bank the induction process involves participants where they are helped in understanding their work routine. The process includes elements that communicate

benefits to new employees and also the allotment of resource along with basic guidelines for acceptable use of the resources. The measures of induction content explain the variability of factor one and two implies that the variable has a great influence on employee induction process at headquarters of Equity Bank of Kenya Limited.

The induction program that is used in the bank is flexible such that it can accommodate emerging issues and also it has all the things that the employees need to know. To facilitate efficient induction process, the bank has a checklist that is written and easily understood. The measures of the variable explains variability of factor one, two and six which implies that induction program design has a great influence on employee induction process at headquarters of Equity Bank of Kenya Limited.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the key findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn were focused on addressing the objective of the study.

5.2 Summary of Findings

The study sought to establish factors affecting employee induction process at headquarters of Equity Bank of Kenya Limited. It was established that age is a determining factor on induction process, employees with prior banking background easily undergo induction, employees with positive attitudes towards induction process affects the outcome of the induction process and gender has an influence on induction process. These findings agree with Odella (2014) who indicated that the success of employee induction to some extent depends on the traits of the beginning employee.

The study established that Equity Bank of Kenya Limited has set policies on how long the induction process should take and the induction time is enough for new employees to understand their roles. The study also found that during the induction process new employees consult in areas where they don't understand and employees understand the organization at large. These findings agree with Pilbeam and Corbridge (2002) that an "induction programme may be spread over several days or weeks, and may incorporate

specific job training, it should be span across a period of time to avoid providing too much too soon which would lead into the employee being overwhelmed.

The study found that use a buddy system where an experienced worker is nominated to assist the new recruit in all the day-to-day questions that may arise, mentoring during the induction process helps to boost employee morale, mentoring during the induction process help new employees adjust to the structure. These findings agree with Sutherland and Canwell (2014) who mention that it is often useful to have this person that can help with those everyday questions such as canteen facilities, introducing other coworkers, and explaining the layout of the building in the informal way that they occur; this process can also be a good way of providing a development opportunity to the person who acts as guide and mentor.

The study revealed that employees receive top management support during induction process, there is proper communication during the induction process so as to boost employees understanding and management provides personal support for employees on their duties during the induction process. The findings of the study agrees with Ingersoll and Smit (2014) who indicated that an effective induction experience ensures that the new staff member feels welcomed, has a positive perception of the organization and their work area, and enables them to become effective in their role as quickly as possible. The study found that there's induction policy, which is well communicated to the employees, induction policy is adhered to and the induction policy is easily accessible by employees. The findings are in agreement with Dessler (2013) who indicated that sound induction policies are an essential part of helping employees settle and become effective in their new posts.

The study revealed that line managers experience influences induction process; during induction line managers helps employees to understand their roles hence minimize their mistakes; during induction line manager explain the departmental requirements of the job; during induction line manager explain the purpose and operation of any probationary period. The study established that different roles require different induction process; different roles require different training content; the role determines the induction period; and the induction program is limited to the nature of work. These findings agree with Britton, Paine, Pimm and Raizen (2013) that the role of line manager is to emphasize collaboration and a sense of group identity by fostering group work in which experience.

The study found that induction content includes elements that communicate benefits to new employees; induction involves the allotment of resource along with basic guidelines for acceptable use of the resources; induction involves participants; and induction helps in spelling out employee work routine. These findings agree with Snell, (2016) that an induction programme should contain an element relating to the organization's information technology. The study found that induction program is flexible to accommodate emerging issues; they have written checklists during the induction period; the induction checklist can be easily understood and induction is a structured approach to know exactly what new employee need to know. These findings agree with Ingersoll and Smith (2014) that poorly designed and implemented induction programmes can lead to confusion among new workers as to their actual role in an organisation and also to a failure for them to 'gel' within the team.

5.3 Conclusion

From the factor analysis, the study established that characteristics of employee's affect employee induction process. The study revealed that time taken for the induction process affects employee induction process. The study found that buddy allocation affects employee induction process. Top management support was found to affects employee induction process. The study found that induction policy affects employee induction process. The study found that line manager characteristic was found to affects employee induction process. The study found that various aspect of nature of work affects employee induction process. The study revealed that induction content and induction programme design affects employee induction process.

The study therefore concludes that employee induction process at headquarters of Equity Bank of Kenya Limited is affected by; characteristics of employee's, induction period, buddy allocation, top management support, induction policy, line manager characteristic, nature of work, induction content and induction programme design affects employee induction process at headquarters of Equity Bank of Kenya Limited .

5.4 Study Recommendations

The study recommends that there is need for the management of Equity Bank of Kenya Limited to have prior knowledge of the new employee's before the beginning of induction process; this will help in improving the induction process since the organization will be able to understand what suits the employee best. The study recommends that

management of Equity Bank of Kenya Limited should allocate adequate time for the induction process to ensure that it is effective.

The study recommends that these mentors should be equipped with important skills such as observation skills, assessment skills, interpersonal skills, and ability to work with others; this will ensure that they are effective in performing their duties. The study recommends that the management should equip itself with latest developments in induction and also with skills that are effective in the management of the process.

The study also recommends that the management should make sure that they provide the required resources such as finances, induction policies and timely feedback to ensure effective induction process. Additionally, the management should have regular sittings with the individuals conducting the induction process in order for them to significantly contribute to the process.

5.5 Areas for Further Research

This study sought to establish factors affecting employee induction process at headquarters of Equity Bank of Kenya Limited. The study recommends a study should be done on the challenges facing employee induction process at headquarters of Equity Bank of Kenya Limited. The study also recommends that a similar study should be carried out in other banks to enhance generalization of study findings to the entire banking industry.

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APPENDICES

Appendix I: Questionnaire

The objective of the study is to establish factors affecting employee induction process at Equity Bank Kenya Limited. Please tick in the blanks appropriately;

PART A: DEMOGRAPHIC INFORMATION

1. Gender of the respondent

Male Female

2. What is your highest level of education?

College diploma Others

University degree Master's degree

3. What is your age bracket?

18 – 29 Years

30 – 39 Years

40 – 49 Years

Over 50 years

4. Which department do you work in the organization?

Human Capital and Administration Department

Finance Department

Operations and Customer Experience Department

Marketing Department

Credit Department

5. Number of years you have been in the organization?

3 - 6 years

7 - 9 years

Above 10 years

Part B: Factors Affecting Employee Induction Process

Indicate the extent to which you agree with the following statements where;

5 - To a very large extent

4 - To a large extent

3- To a moderate extent

2 - To a less extent

1 - To a very less extent

6. What is your level of agreement with the following statements that relate to factors affecting employee induction process?

Statement	1	2	3	4	5
Characteristics of Employees					
At Equity Bank of Kenya Limited, employees with prior banking background easily undergo induction					
At Equity Bank of Kenya Limited, Gender has an influence on induction process					
At Equity Bank of Kenya Limited, age is a determining factor on induction process					
At Equity Bank of Kenya Limited, employees with positive attitudes towards induction process affects the outcome of the induction process					
Induction Period					
Equity Bank of Kenya Limited, has set policies on how long the induction process should take					
Equity Bank of Kenya Limited, ensures that the set induction time is enough for new employees to understand their roles					
Equity Bank of Kenya Limited, ensures that during the induction period the employees understand the organization at large					
At Equity Bank of Kenya Limited, during the induction process new employees consult in areas where they don't understand.					
Buddy Allocation					
Equity Bank of Kenya Limited, use a buddy system where an					

experienced worker is nominated to assist the new recruit in all the day-to-day questions that may arise					
At Equity Bank of Kenya Limited, mentoring during the induction process helps to boost employee morale					
Mentoring during the induction process help new employees adjust to the Equity Bank of Kenya Limited structure					
Top Management Support					
At Equity Bank of Kenya Limited, employees receive top management support during induction process					
Equity Bank of Kenya Limited, ensures proper communication during the induction process so as to boost employees understanding					
At Equity Bank of Kenya Limited, trainers are continuously trained to sharpen their skills					
Equity Bank of Kenya Limited, management provides personal support for employees on their duties during the induction process					
Induction Policy					
At Equity Bank of Kenya Limited, there's induction policy					
At Equity Bank of Kenya Limited, induction policy is well communicated to the employees					
At Equity Bank of Kenya Limited, induction policy is easily accessible by employees					
At Equity Bank of Kenya Limited, induction policy is adhered too					
Line Manager Characteristics					
At Equity Bank of Kenya Limited, during induction line manager explain the departmental requirements of the job					
At Equity Bank of Kenya Limited, during induction line manager explain the purpose and operation of any probationary period					
At Equity Bank of Kenya Limited, during induction line managers helps employees to understand their roles hence minimize their mistakes					

At Equity Bank of Kenya Limited, line managers experience influences induction process					
Nature of Work					
At Equity Bank of Kenya Limited, different roles require different induction process					
At Equity Bank of Kenya Limited, the role determine the induction period					
At Equity Bank of Kenya Limited, different roles require different training content					
At Equity Bank of Kenya Limited, the induction program is limited to the nature of work					
Induction Content					
At Equity Bank of Kenya Limited, induction helps in spelling out employee work routine					
At Equity Bank of Kenya Limited, induction content include elements that communicate benefits to new employees					
At Equity Bank of Kenya Limited, induction involves the allotment of resource along with basic guidelines for acceptable use of the resources					
At Equity Bank of Kenya Limited induction involves participants					
Induction Programme Design					
At Equity Bank of Kenya Limited, induction is a structured approach to know exactly what new employee need to know					
At Equity Bank of Kenya Limited, we have a written checklists during the induction period					
At Equity Bank of Kenya Limited, the induction checklist can be easily understood					
At Equity Bank of Kenya Limited, induction program is flexible to accommodate emerging issues					

THANK YOU