IMPACT OF INDUCTION ON EMPLOYEES PERFORMANCE IN AN ORGANIZATION (A STUDY OF ABIA STATE POLYTECHNIC, ABA, ABIA STATE, NIGERIA)

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ABSTRACT
The study examined the Impact of Induction on Employees Performance in an Organization (A Study of Abia State Polytechnic, Aba). Data generated from the questionnaire were presented in frequency distribution tables and analyzed by the use of simple percentage techniques. Statistical Package for Social Sciences (SPSS) was used to perform these tests. The following objectives were tested; to establish the effect of induction programs on employees Productivity in Abia State Polytechnic Aba, and to examine the effect of induction programs on employees Effectiveness. The results of showed that induction programs had positive relationship with employee's profitability (r=0.662, p=.000) which was strong relationship and organizational profitability were significantly and positively related with each other with r= 0.144, P = 0.000. On the basis of these results null hypothesis was rejected and alternate hypothesis was accepted. We therefore recommended that Seminars and workshops should be organized for the human resource department on the importance of systematic approach of induction and proper procedure to follow in identifying skill gaps in the various departments. Heads of Department should be sensitized on the importance of sending the right employee on induction and training.
Keywords: Induction, Performance, Productivity and Organization

INTRODUCTION
Background to the Study
With the development of today's global market, organizations are continuously seeking ways to grow and remain competitive through training. At the same time, giving new employees' confidence in their decision-making process for the organization as well as improving their efficiency and effectiveness are key concerns for organizations. According to Klein and Weaver (2000), an induction program is a form of employee training designed to introduce new employees to their roles and responsibilities, coworkers and organizations. Well-designed induction programs provide a positive return for the employer in many ways, that is; employee productivity, loyalty, retention and contribution. Consequently, induction is of major importance to the organization and an important focus for most human resource departments, globally, regionally and nationally. Induction also called 'Orientation' is the planned introduction of new employees to their workplace and is part of training and development. Induction is the process of familiarizing new employees with the organization and the job. It is part of socialization process for new employees in organizations, Werner and Randy, (2009). Induction programs are intended to help new employees to settle into their new jobs. One of the reasons why people leave organizations is that they are not given proper induction, this is because commencing a new position with a new organization can be a daunting process, since there are new colleagues, supervisors and managers to meet, new processes to become familiar with, new offices and buildings to navigate, new software to master,

employment conditions to understand and new job to learn. Most employees start a new job feeling a bit uneasy about meeting their supervisor and co-workers and measuring up to their job duties and expectations. They are often anxious to prove themselves and to 'fit in' at the workplace. They also have many questions about their new work environment and wonder whether they can really do the job. Supervisors however, often expect new employees to know what to do or will learn very quickly. Therefore, it is very important for all new employees to participate in a solid induction program to ensure a good start, to avoid potential miscommunication and to make the job more manageable.

Induction is the first step in building a two-way relationship between the organization and the employee. The transition to the new workplace is made easier and more effective for both the new employee and the employer if there is an effective induction process. As Nyambegera (2005) states, a comprehensive induction program accomplishes the following: (1) provides the new employee with information that will ease the transition into the workplace, (2) paints a precise picture of the department and the institution as a whole, (3) introduces the new employee to departmental goals, policies and procedures, customs and traditions, (4) conveys the employer's expectations, (5) relieves the new employee's anxieties about starting a new job and (6) inspires the new employee to have a good attitude towards the organization and his or her new job. Nyambegera (2005) argues that induction program formats are unique to each organization. However, almost all emphasize the following areas: the employment situation (job, department and company), company policies and rules, compensation and benefits, corporate culture, team membership, employee development, and dealing with changes and socialization. Induction should be an integral part of an organization. This is especially so with respect to interpersonal communication skills. The attributes needed in an induction programs supervisor are a friendly approach, an informed attitude and an acceptable level of experience, in order to obtain the necessary respect and loyalty from the employees.

Statement of Problem

When induction is lacking or when it is done badly it could result in misinformation, frustration to the organization and high levels of employee turnover. Organizations invest a lot of money in recruiting and training of new employees so as to help them cope with the rapidly growing competition in the global market. With such a considerable investment, induction is very crucial in ensuring that new hires settle down quickly and become productive. More precisely induction is a form of training designed to introduce new employees to their roles and responsibilities, co-workers and organization. Well-designed induction programs provide a positive return to the employees in many ways; employee productivity, loyalty, retention and higher contribution. A survey of past studies on induction reveals that many employers after spending so much money on recruiting new employees, they treat them like barely welcome strangers. They fail to see that recruiting is only half of the task of hiring. Induction is the other often ignored element. Apart from the civil service and a few companies which are known to have formal induction programs, there is no clear evidence that many organizations in Nigeria practice and use induction programs as a way of helping new employees adjust to their

new work situation and role demands. Many studies conducted reveal that managers of organizations do not appreciate the weight that induction programs exert on organizational effectiveness. This study therefore sets out to assess the impact of induction programs on employees Performance in an organization.

Objectives of the Study
The main objective of this study was to assess the impact of induction on employees Performance in an organization (A Study of Abia State Polytechnic Aba, Abia State, Nigeria. Other Specific Objectives were to:
  i. establish the impact of induction programs on employees Productivity.
  ii. examine the impact of induction programs on employees Effectiveness.

Research Questions
The following Research Questions were formulated for the study.
i. What are the effects of induction programs on employees Productivity?
ii. What is the effect of induction programs on employees Effectiveness?

Research Hypotheses
The following hypotheses were formulated for the study.
Ho_1: There is no significant effect of induction on organizational profitability.
Ho_2: There is no significant effect of induction programs on employees Effectiveness.
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REVIEW OF RELATED LITERATURE
Conceptual Framework
Kupias and Peltola (2009) define induction as the processes and support provided by the organization in order to help a new employee to learn to know the new organization and its members as well as the expectations and tasks related to the job. In other words, induction is the process of helping the new employee to become an efficient and productive member of the organization as soon as possible by minimizing errors and simultaneously avoiding the costs of employee turnover by giving them a good first impression of the company. A well conducted induction communicates to the employee that the company values and cares about him or her. A proper induction decreases the number of mistakes and accidents at work and improves the quality of work as well as customer satisfaction Kuntatyönantajat, (2011). Kuntatyönantajat, (2011) induction as an important aspect of the employee retention as it is the first process the new employee faces and the way induction is managed often reflects the values of a company. Paying special attention to the first impression made by the company will make the new employee feel valued and expected (Great Place to Work, 2012). A well planned induction process also affects the public image of a company as the employees might discuss the success of an induction process with other people Foot and Hook (2008). Dessler (2013,) points out four main purposes of employee orientation: 1. to make the new employee feel welcomed, 2. provide one with basic information to function effectively, 3. to understand the organization in its broad sense and 4. to familiarize one with the organization's cultures and values. It is also

pointed out that the latter two purposes distinguish onboarding from traditional orientation.

There are many issues that can be affected through a proper induction, such as the quality and effectiveness of work, atmosphere, labor costs and employee turnover. Company's values, vision and strategy are the starting point of the induction as well as the objective of it. The process of induction starts from the recruiting phase of the new employee(s). The actual ending point of the induction is difficult to define because the process should be viewed as a continuous process which simultaneously develops the whole organization and its members. The drive for development and change is important, as very often the expertise and development ideas of a new employee are neglected and the organization is not taking full advantage of the possibility to develop its operations further. In addition to the induction process a company should continuously train all employees in order to keep up with the company development. (Kupias and Peltola 2009; Kjelin and Kuusisto 2003, 9; Armstrong 1999, 406; Foot and Hook 1999, 202). Sinikka Leino from Turku University of Applied Sciences claims that many organizations consider recruiting to be more important than induction and thus the induction process is often neglected. However, it should be acknowledged that investing in recruiting will not pay off if the employee will not be committed through the induction process. (Turun Sanomat 2008.) Induction is often carried out during the work routines and many organizations assert that "you learn the best by doing". It is also very common when hiring an already experienced employee the induction process is assumed to be less important. (Kupias and Peltola 2009; Kjelin and Kuusisto 2003, 9; Armstrong 1999; Foot and Hook (1999).

Kjelin and Kuusisto (2003) stress that a weak induction process affects the company's credibility not only externally but also internally. Well motivated employees have the energy to be productive and provide quality service. If the company management is not committed to deliver an effective induction process, the motivation levels of the employees can decrease. This might not occur straight after starting a new job, as the new employees usually are eager to prove themselves. Employees are usually highly motivated when starting a job and a poor induction might impair the motivation in early stages. The abovementioned issue is also observed in the case company; for the first few months the new employees have a high level of motivation, which then gradually decreases due to the several challenges in the organization. Based on the observations made during the research, the diminishing motivation of the employees occurs mostly because human resource management is to a large extent neglected in the case company and the company management is not aware of the practical challenges. If the employees consistently need to lower their own quality standards, it hinders their work commitment and thus decreases the quality of customer service. Most of the interviewees agreed that the company management should be more aware of the practical work done in the cafeteria in order to be able to manage it better. As the commitment of an employee is weak, there is a risk of high employee turn-over. This creates immediate costs as constant recruitments and training new employees consume a significant amount of a company's resources. Profound induction saves recruitment costs by increasing the employee commitment; the

employee turnover decreases and motivation towards delivering high quality service increases. In addition, the labor costs can be decreased, because well trained employees work more efficiently. (Kjelin and Kuusisto 2003, 20 – 22).

Employee Orientations in related to Attrition

Over 40% of the employees consider employee orientation program as an effective medium to convey good-work practices to the new joiners and beneficial in developing realistic job expectations, reveals a poll conducted by studies. As assessed by Reed (2012) nearly 30% of HR managers agreed that orientation programs help in controlling attrition rates by developing positive outlook towards work and organization An effective orientation program is not a one day affair but an ongoing process which could continue up to six months of a person joining the organization. Experts alleged that it is essential that employers should educate employees regarding their role, key result areas and organizations expectations in advance to curb attrition at the later stage, during a skills dialogue session. It will help employees to understand why they are hired and what their goals are for the coming 6-12 months (Wilson, 1981). The overall goal of orientation is to help new employees learn about the organization as soon as possible, so that they can begin contributing. From the perspective of employers, the orientation process has several specific purposes, some of them are:

a. **Productivity Enhancement:** Both employers and new employees want individuals starting jobs to become as productive as possible relatively quickly. Some of the best organizations found that orientation helps new employees reach full productivity levels at least two months sooner than those without effective orientation experience. First contacts may shape how they approach new jobs. Another fact of orientation that affects productivity is training new employees on the proper ways to perform their jobs. One construction company has found that emphasizing safety 11 and instructing new employees in safe work practices has significantly reduced the number of lost-time injuries experienced by new employees.

b. **Turnover Reduction:** some employers have experienced significant turnover of newly hired employees, and it is common for over half of all new hires in hourly jobs to leave within their first year of employment. But employers with effective orientation programs have found that new employees stay longer.

c. **Organizational Overview:** Another purpose of orientation is to inform new employees about the nature of the organization. A general organizational overview might include a brief review of the organization; the history, structure, key executives, purpose, products, and services of the organization; how the employee's job fits into the big picture; and other general information. If the employer prepares an annual report, a copy may be given to a new employee. Also, some organizations give new employees a list of terms that are used in the industry to help them learn regularly used vocabulary (Rothwell: 2001:42).

d. **Induction Training:** is a type of training given as an initial preparation upon taking up a post. To help new people get to work initially after joining a firm, a brief program of this training can be delivered to the new worker as a way to help integrate the new employee, both as a productive part of the business, and socially among other

employees. It often contains information dealing with the layout of the firm's operating facility, health and safety measures and security systems An attempt may also be made to introduce the individual to key employees and give an impression of the culture of the organization, it is a critical time for the employer to gain commitment from the employee, and the latter to understand the expectations, targets and so on (Armstrong, 1996). The induction provides a really good opportunity to socialize and brief the newcomer on the company's overall strategy, performance standards, etc. This training is done systematically and is often the responsibility of the immediate supervisor to make sure that it's done smoothly. If carefully done, it will save time and cost (in terms of faulty products or poor services, etc.). It is imperative that managers place their authority and power to make sure that the new employee is carefully helped to adjust to the new work surroundings and 12 culture. Just as in schools, sometimes the work place may have bullies, who may give the new employee the wrong impression of the company or organization at first. These programs can play a critical role under the socialization to the organization in terms of performance, attitudes and organizational commitment.

Benefits of an Induction Program

An induction program is an important process for bringing staff into an organization. It provides an introduction to the working environment and the set-up of the employee within the organization. The process will cover the employer and employee rights and the terms and conditions of employment. 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 Kenny (1992) 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, 2001).

A Typical Induction

Program an induction program consists primarily of three steps:

1) **General orientation by the staff:** It gives necessary general information about the history and the operations of the firm. The purpose is to help an employee to build up some pride and interest in the organization.

2) **Specific orientation by the job supervisor:** The employee is shown the department and his place of work; the location of facilities and is told about the organization's specific practices and customs. The purpose is to enable the employee to adjust with his work and environment.

3) **Follow-up orientation by either the personnel department or the supervisor:** This is conducted within one week to six months of the initial induction and by a foreman or a specialist. The purpose is to find out whether the employee is reasonably well satisfied

with him. Through personal talks, guidance and counseling efforts are made to remove the difficulties experienced by the newcomer. A typical induction program will include legal requirements (for example in the, some health and safety training is obligatory), Further, if there is any regulatory requirements (for example in the banking sector certain forms need to be completed), Moreover, Introduction to terms and conditions (for example holiday entitlement, how to make expense claims, etc.), A basic introduction to the company and how the particular department fits in the building, completion of government requirements, set-up of payroll details etc.

Purpose, Need and Practice of Induction

In order to fully benefit the company and employee, the induction program should be planned in advance. A timetable should be prepared, detailing the induction activities for a set period of time (ideally at least a week) for the new employee, including a named member of staff who will be responsible for each activity. As assessed by Mehay (2001) 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. (For example, by ensuring they are included in any lunchtime social activities). Induction of employee is the first step towards gaining an employees' commitment, it's 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. The new employee's first contact with his or her physical and human working environment is extremely important, since it will condition his or her relationship with the company. The employee must feel supported and important. The first person he or she will meet is the immediate supervisor, who should present the corporate profile in addition to providing information on the organization's background, values, clientele, services offered, staff, and expected behavior.

Theoretical Framework
Social learning Theory

This theory was propounded by B. F. SkinnerIn the 1940s, who delivered a series of lectures in Sunyani Fiapre, Ghana on verbal behavior, putting forth a more empirical approach to the subject than existed in psychology at the time. This theory opined that employees acquire new skills and knowledge by observing other members of staff whom they have confidence in and as well believe to be credible and more knowledgeable. The theory opined that training and learning is influenced by person's self-efficacy and his ability to successfully learn new skills which can be influenced by encouragement, oral persuasion, logical confirmation, observation of others.

Reinforcement Theory

This theory was propounded by Edward Thorndike in 1938, this theory is a limited effects media model applicable within the realm of communication. The theory generally states that people seek out and remember information that provides cognitive support for their pre-existing attitudes and beliefs. The main assumption that guides this theory is that people do not like to be wrong and often feel uncomfortable when their beliefs are challenged. Additionally, this theory focuses on the behavior to consequence connection within the ABC model. This theory, in management, can also be referred to as operant conditioning or the law of effect. Quite simply, this theory notes that a behavior will continue with a certain level of frequency based on pleasant or unpleasant results. This theory believed that training is a strategic tool to make job interesting to the workers and as the avenue for the employees to improve themselves for optimal performance which can culminating to promoting employees for outstanding performance, innovation, creativity as a result of training attended.

Empirical Framework

Dearden and Van Reenen (2000) conducted a study on the impact of induction on performance of manufacturing organization in Britain. They found connections between more training and higher labour productivity across a number of sectors. Collier *et al.* (2002) have found that increasing investment in induction reduces the chance of firm closure. For small firms it was the training of craft and manual workers that made the difference, for larger firms it was training of professional, clerical and secretarial employees. Others have found evidence on benefits from induction in terms of motivation and attitude. Howard (2012) carried out a research on the Effect of Employee Training on the Perceived Organizational Performance of a Print-Media Industry in Ghana using descriptive analysis indicated that, although some employees are not aware of and are not involved in the training programmes, majority of the employees reported that, they are aware of and are involved in various training programmes. The results also showed that, training programmes in the print-media industry is not frequent. Results from the correlation analysis suggested that, there is strong relationship between employee training and organizational performance that employee training has a huge effect on organizational performance. He recommended that current change in employees' skills sets requires constant and frequent employee training in the print-media industry in Ghana. Shahazadi and Naveed (2016) conducted a research on Impact of trainings on organizational employee performance where five organizations were selected from corporate sector of Pakistan in order to collect and analyze the data. Sample size of 201were selected and questionnaires were distributed through convenient sampling technique to the respondents. SPSS 16.0 was used for regression analysis in order to find the relational impact of training with employee performance. In findings, trainings showed the positive relationship impact on performance of those employees who were engaged in training activities in the selected sectors in Pakistan. Ndibe (2014) studied the effect of employees training on organizational performance his study aimed at identifying the effects of employee training on organizational performance with special emphasis on the process and procedure of selecting employee for training. The survey research was carried out in Enugu State, Nigeria. The population used for the study was 694 staff of

Nigerian Bottling Company and 7UP Bottling Company. Sample size was determined using Yamane (1964) formula. A sample size of 254 was drawn. The study made use of primary and secondary data which were collected using questionnaire administered to the 254 staff of the selected Organization, Personnel records and annual reports of the selected Organizations were used for secondary data. Statistical Package for the Social Sciences (SPSS), was used to analyze the data and person product moment correlation coefficient and the one-sample test were used to test the hypotheses formulated in the study.

Findings from the study reveal that the extent to which unsystematic approach of employee training affected organizational productivity and there is a very strong positive relationship between employee perception of training and organizational performance. He also found that the extent to which employee training alone affects organizational performance was low, however, when other variables like training design, training delivery style were considered, its effect became significant. Ndibe (2014) concludes that if the right employees are sent on training through the systematic training procedure of identifying and selecting employees for training, there would be a significant improvement on the organizational performance. He recommends that a mechanism should be created for proper assessment and evaluation of employee performance after training as this will ensure that only employees who require training are sent on training Aigbepue and Mammud (2012) conducted research on training, development and organizational performance using survey/descriptive research conducted among one hundred (100) employees of selected business organizations in Oredo local government area of Edo state, Five Likert point structured questionnaires were used as instruments for data collection. Results from the study showed that organizational performance depends largely on manpower training and development. The researchers recommend that business organizations should have regular and well-though out training programmes for their employees. Kun,Cowden and Karodia (2014) studied the impact of training and development on employee performance in South Africa using a random sampling method to select participants for this study, the study adopted a quantitative approach the findings revealed that working conditions and a lack of resources affect the training and development of employees. It wss recommended that certain areas be improved, that is, management support, the provision of feedback to employees and the conducting of employee training on a continuous basis.

METHODOLOGY
Research Design
The study adopted survey method.
Sources of Data
Primary Source: Primary data are firsthand or raw data, original records and materials created by participants or witnesses of the event(s) under study. In collecting primary data for the study questionnaire were used.
Secondary Source of Data: The secondary data were sourced through text books, journals etc.

Population of the Study

The target population of the study was 100 employees of Abia State Polytechnic, Aba. The employees comprised of teaching and non-teaching staff..

Sample Technique

The researchers adopted purposive sampling technique.

Sample size Determination

To determine sample size, the use of the Taro-Yamane's formular was used:

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

Where:

n = sample size

N = Total population

e = margin of error distribution

Hence; given that N=39, and

e is assumed to be 5%.

Then the sample size becomes,

$$n = \frac{100}{1 + 100 \, (0.05^2)}$$

n = 80

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Reliability of the Instrument

In the study, researchers used Test-Retest reliability to test the consistency of different administrations and also to determine the coefficient reliability of this research. The same test was administered to different groups on at least two separate occasions. Through this, the researchers achieved some level of reliability and validity through the various methods and techniques that were employed in collecting and analyzing data. The Test-Retest reliability was used and computed through Statistical Package for Social Science (SPSS) version 2.0.

Method of Data Analysis

Data generated from the questionnaire were presented in frequency distribution tables and analyzed by the use of simple percentage techniques. Statistical Package for Social Sciences (SPSS) was used to perform these tests. The objectives were tested with simple percentages and correlation.

Data Presentation and Analysis

The researcher adopted the simple random sampling technique. Using this technique, eighty questionnaire which were correctly filled and returned.

Table 4.1: Distribution of questionnaires

Distribution	Frequency	Percentage (%)
Number completed and returned	62	77.5

Number returned but not completed	11	13.75
Number not returned	7	8.75
Total	80	100.00

Source: Field Survey, 2020

Table 4.1.1 above, showed the distribution of questionnaire to respondents. From the table it can be seen that out of the total eighty (80) questionnaire distributed only 62 were actually completed and returned constituting 77.5%, while a total of eleven (11) and seven (7) were either returned not completed or not returned at all constituting 13.75% and 8.75% respectively. The researchers based their analysis from the sixty two questionnaire correctly filled and returned which formed about 77.5 percent of respondents.

Table 4.1.2 Distribution of respondents by sex

Sex of respondents	No of respondents	Percentage
Male	43	69.35
Female	19	30.65
Total	62	100

Source: Field Survey, 2020

From table 4.1.2, it was revealed that out of sixty two (62) respondents, forty three were male representing 69.35 percent while nineteen (19) were female representing 30.65 percent. This however, depicts that Abia State Polytechnic Aba has more male workers than female.

Table 4.1.3 Distribution of respondents by status in the Organization.

Status	No of respondents	Percentage
Top management	14	22.58
Senior staff	19	30.65
Junior staff	29	44.77
Total	62	100

Source: Field survey, 2020

Table 4.1.3 above, revealed that out of sixty two (62) employees randomly drawn from the various sections, 14 representing 22.58 percent were top management, 19 representing 30.65 percent were senior staff while 29 representing 44.77 percent were junior staff.

TABLE 4.1.4 Regression results between of induction and organizational profitability in Abia State Polytechnic Aba.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.922[a]	.913	.907	3.231

a. Predictors: (Constant), Organizational profitability

Dependent variable: Organizational Profitability

Variable	Estimated Coefficients	Standard Error	T-Statistic	P- Value

Constant	5.124	3.231	7.117	.000
Organizational Profitability	2.111	.539	2.121	.003

R = 0.922
R-Square = 0.913
Adjusted R-Square = 0.907
T – Statistic = 4.113

Source: Researcher's Estimation 2018 (See SPSS –Appendix III)

From table 4.1.4 the coefficient of determination R-square of 0.913 implied that 91.3% of the sample variation in the dependent variable was explained or caused by the explanatory variable while 8.7% was unexplained. The remaining 8.7% could be caused by other factors or variables not built into the model. The high value of R-square was an indication of a very good relationship between the dependent variable. The value of the adjusted R^2 was 0.907 this showed that the regression line which captures 90.7 percent of the total variation in the dependent variable is caused by variation in the explanatory variable specified in the model with 9.3 percent accounting for the stochastic error term.

Table 4.1.5 Regression results between induction programs and employees Effectiveness in Abia State Polytechnic Aba

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.818ᵃ	.810	.804	.456

a. Predictors: (Constant), Employee Effectiveness

Dependent variable: Employees Effectiveness

Variable	Estimated Coefficients	Standard Error	T-Statistic	P- Value
Constant	3.235	.456	3.257	.000
Employee Effectiveness	.642	.031	4.211	.002

R = 0.818
R-Square = 0.810
Adjusted R-Square = 0.804
T – Statistic = 2.762

Source: Researcher's Estimation 2020 (See SPSS –Appendix IV)

From table 4.1.5 the coefficient of determination R-square of 0.810 implied that 81.0% of the sample variation in the dependent variable was explained or caused by the explanatory variable while 19.0% was unexplained. The remaining 19.0% could be caused by other factors or variables not built into the model. The high value of R-square was an indication of a very good relationship between the dependent variable. The value of the adjusted R^2 was 0.804 this showed that the regression line which captures 80.4 percent of the total

variation in the dependent variable was caused by variation in the explanatory variable specified in the model with 19.0 percent accounting for the stochastic error term.

Test of Hypotheses
Hypothesis one
H_o: There is no significant effect of induction on organizational profitability in Abia State Polytechnic Aba.

With reference to Table 4.1.4, the computed T-value was 7.117 while the table value at 5% level of significance with degree of freedom $df_1= 1$ and $df_2=60$ was 1.88. Therefore, since the computed value was greater than the table value the null hypothesis was rejected and the alternate accepted, meaning that there was a significant effect of induction on organizational profitability in Abia State Polytechnic Aba.

Hypothesis Two
H_o: There is no significant effect of induction programs on employees Performance in Abia State Polytechnic Aba

With reference to Table 4.1.5, the computed f-value was 2.762 while the table value at 5% level of significance with degree of freedom $df_1= 1$ and $df_2=60$ was 1.88. Therefore, since the computed value was greater than the table value the null hypothesis was rejected and the alternative accepted, meaning that there was a significant effect of induction programs on employees Performance in Abia State Polytechnic Aba

Summary of findings
The findings of the study were summarized as follows:
1. There was a significant impact of induction on organizational profitability in Abia State Polytechnic Aba.
2. There was a significant impact of induction programs on employees Effectiveness in Abia State Polytechnic Aba

CONCLUSION
Based on the empirical analysis, the regression results showed that the estimated coefficients of the regression parameter all had positive signs. The implication of these signs was that there was a strong and positive relationship between induction programs and organizational performance.

There were many issues that can be affected through a proper induction, such as the quality and effectiveness of work, atmosphere, labor costs and employee turnover.

RECOMMENDATION
Based on the summary of findings, the following were recommended;
1. Management should make adequate provisions for employees to be encouraged to embrace other developmental courses that could impact on their general performance.
2. A mechanism should be created for proper assessment and evaluation of employee performance after induction.

3. Finally, Seminars and workshops should be organized for the human resource department on the importance of systematic approach of induction and proper procedure to follow in identifying skill gaps in the various departments.

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