

HUMAN RESOURCE MANAGER'S NEW EMPLOYEES ORIENTATION AND ORGANIZATIONAL SUCCESS

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ABSTRACT

The study examined Human Resource Manager's New Employees Orientation and Organizational Success in Nigerian Organizations. The revealed that New Employees' Orientations are deliberate attempts by an organization to introduce a new employee to what working for the organization will be like. That New Employee Orientation teaches important knowledge, skills and abilities, also teaches a new employee about the organization's history, goals, values, people, politics and language. The specific objectives of study are: to investigate how reduction of anxiety and uncertainty affects communication effectiveness, how socializing new employees with supervisors and co-workers affects customer relationship, how favourable initial job experience affects employee competence and how compensation and culture of the organization affects employee satisfaction. The study concludes that orientation is the process of introducing new employees to the organization so that they can become effective contributors more quickly. Amongst others, the study recommend that the Human Resource Managers should always organize orientation for new employees that will reduce anxiety and uncertainty, build a structure that will facilitate socializing of new employees with supervisors and co-workers, ensures that content of the orientation contends favourable critical job experiences for the new employees, orient the new employees adequate compensation and culture that enhances the performance and success of the organization, etc.

Keywords: Human Resource Managers, New Employees, Orientation, Organization and Success.

INTRODUCTION

Employee orientation is important to both the new hire and the company itself. Not only does it acclimate new employees to the environment, it also provides valuable insights to the company that contributes to the continued growth and improvement of the program. While having a system in place for welcoming new employees is universally known to be helpful to the company and employees, many companies struggle to find the ideal mix of activities to make the employee feel welcome and give them a strong start to their new job.

Klein and Weaver, (2000) indicates that new employee orientation (NEO) programs have been shown to socialize newcomers and increase their knowledge, skills, and abilities upon completion. These types of programs are perhaps the most influential piece of an employee's development. Although many organizations include a new employee orientation as part of their new employee development tactics, few truly utilize its full scope. The authors examine the importance of new employee orientations, the quality of typical new employee orientations, and how to improve new employee orientation.

New employee orientations are deliberate attempts by an organization to introduce a new employee to what working for the organization will be like (Goldstein and Ford, 2002). Although new employee orientations can teach some important knowledge, skills, and abilities, they also teach new

employees about the organization's history, goals, values, people, politics, and language (Chao et al., 1994). New employee orientations start off the socialization process and help the new employee fit into his or her new surroundings (Barge and Schlueter, 2004; Wanous and Reichers, 2000). Formal training usually focuses on what and the how of a job, while NEOs also focus on the why of a job (Robbins, 2002). Wanous and Reichers (2000) identified three main differences between formal training and new employee orientations:

- (1) New employee orientations are primarily concerned with context performance.
- (2) New employee orientations typically occur early in the employment process,
- (3) New employee orientations occur during a period of high anxiety and stress

A great deal of time and money is spent every year socializing and technically training employees (Paradise, 2007).

NEOs are no different. Assessing the training needs of new employees consumes time and money, but it sends the message that the organization is committed to the development of its employees, to giving them the right tools to perform, and to putting them in a position where they can succeed (Hacker, 2004), all of which are recognized goals of NEO programs (Mestre et al., 1997).

Helping a new employee fit into his or her job and organization are important when considering job satisfaction, commitment, and retention (Kristof-Brown et al., 2005). Whether potential candidates accept the job or not is somewhat influenced by how well they believe they will fit into that company (Carless, 2005). Thus, developing a new employee orientation program that will not only properly train new hires, but successfully introduce them to their new organization is extremely important.

Statement of the problem

In any organization, to plan an effective orientation programme of new staff, the organizer need to be knowledgeable about the problems the new employees may encounter during their first year on their job. In organization, such problem areas have been identified by Ryan (1980) to know what is expected of them, planning and organizing for teaching, motivating and evaluating employees, controlling and discipline employees, establishing a co-operative relationship with other members of the staff, communicating with managers and the organization and achieving personal manager self-confidence.

Conceptual Framework

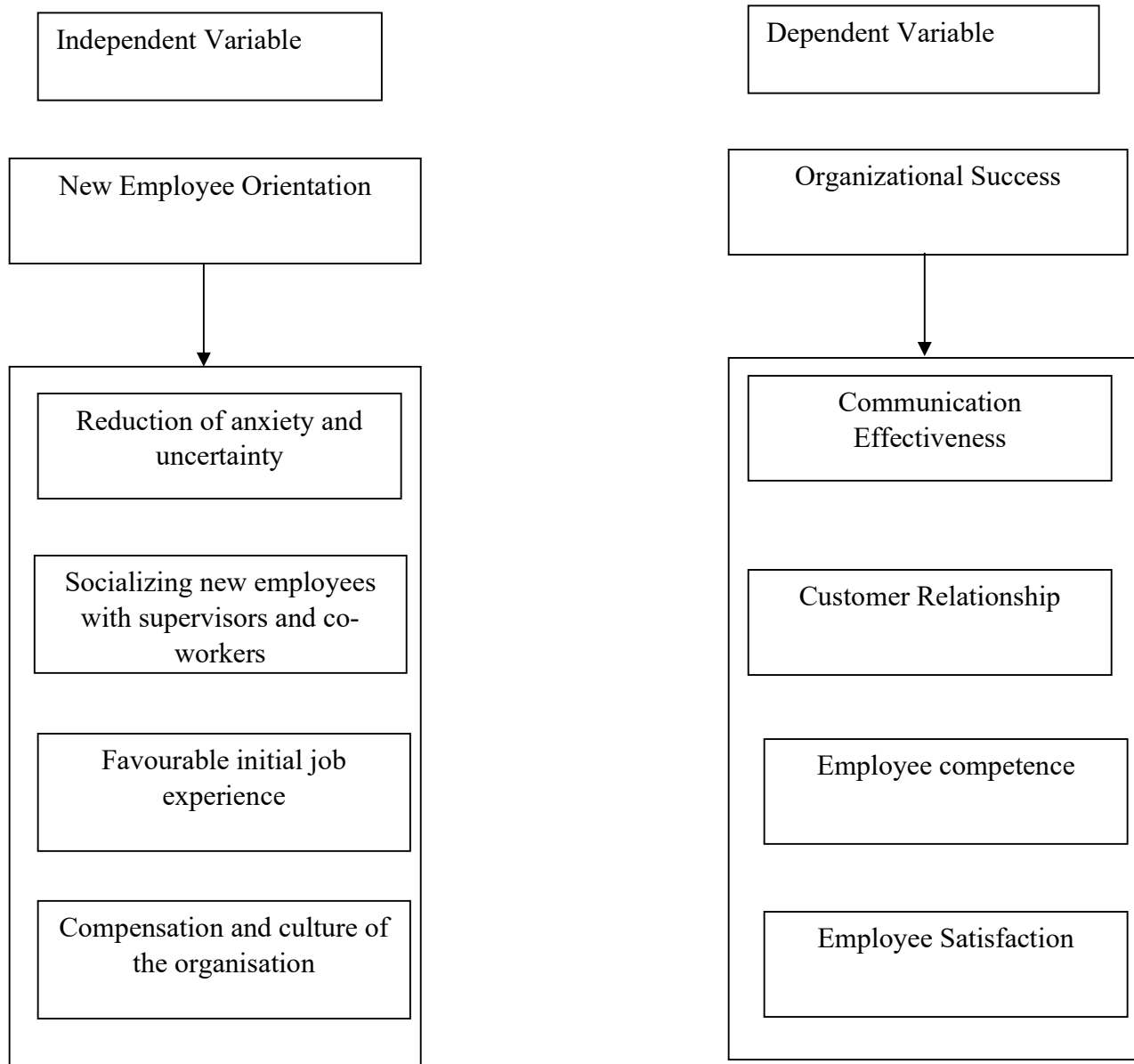


Fig. 1.1: A Conceptual Framework showing Independent and Dependent variables of Human Resource Manager's New Employees Orientation and Organizational Success and Dimensions, and Measures.

Source: Njoku, (2022), Eseitonghe (2022) & Denisi & Griffin, (2005).

Aim and Objectives of the study

The main objective of this study is to examine human resource manager's new employee orientation and organizational success in Nigeria organizations. Specifically, the objectives of the study are:

1. to investigate how reduction of anxiety and uncertainty affects communication effectiveness in Nigerian organizations.
2. to examine how socializing new employees with supervisors and co-worker affects communication effectiveness in Nigerian organizations.
3. to determine how favourable initial job experience affects employee competence in Nigerian organizations.
4. to ascertain how compensation and culture of the organization affects employee satisfaction in Nigerian organizations.

Significance of the study

The result of this study will be of immense importance to the Nigeria organizations, managers, directors, employees and student/researchers.

Organization: It is a social unit of people that is structured and managed to achieve effective communication.

Managers: This study will serve as an eye opener to managers of the various organizations who have ignored the importance of new employee orientation for organizational success in high esteem organization.

Directors: The directors will be equipped on the importance of encouraging new employees' orientation in their organization.

Students: Students will learn about ways and importance of new employees orientation in organizations based on variables and dimensions used in this study in order to achieve organizational success.

Researchers: It will also serve as a point of reference for researchers who are willing to investigate the importance of managing new employees orientation and organizational success in Nigerian organization.

REVIEW OF RELATED LITERATURE

This chapter reviewed relevant literature on the subject matter under investigation. The review centered on relevant newspaper publications, textbooks as well as professional journals. The review was done under the following subheadings:

Concept of New Employee Orientation

New employee orientation is a great opportunity for a company to make a positive first impression on newly hired employees. Employee orientation is important to both the new hire and the company itself. Not only does it acclimate new employees to the environment, it also provides valuable insights to the company that contributes to the continued growth and improvement of the program. While having a system in place for welcoming new employees is universally known to be helpful to the company and employees, many companies struggle to find the ideal mix of activities to make the employee feel welcome and give them a strong start to their new job (Klein and Weaver, 2000). New employee orientation (NEO) programs have been shown to socialize newcomers and increase their knowledge, skills, and abilities upon completion. These types of programs are perhaps the most influential piece of an employee's development. Although many organizations include a new employee orientation as part of their new employee development tactics, few truly utilize its full scope. The authors examine the importance of NEOs, the quality of typical NEOs, and how to improve new employee orientation (Goldstein and Ford, 2002).

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- (1) Training is more concerned with task performance while NEOs are primarily concerned with context performance.
- (2) NEOs typically occur early in the employment process, while training can be a continuous course of action that occurs throughout an employee's career, and, therefore.
- (3) NEOs occur during a period of high anxiety and stress while training takes place when these potentially harmful feelings have most likely been resolved.

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Purpose of New Employee Orientation

New employee orientation is a great opportunity for a company to make a positive first impression on newly hired employees. New employees are often nervous about their first day, and orientation can help them feel welcome and informed on the positive aspects of their new company (Goldstein and Ford, 2002). Good reasons for implementing an effective orientation plan include that it can:

Reduce anxiety: Depending on the person, anxiety can impede the ability to effectively learn new job routines and responsibilities. Orientation helps to ease the new employee into the workplace while guiding them through the first awkward days on the job.

Reduce costs: The benefits of a proper orientation far outweigh the costs, as they can help the employee get acclimated to the job and workplace culture much more quickly, reducing the time and costs associated with learning the job.

Reduce turnover: Employee turnover often increases when employees do not feel valued or are essentially set up to fail at their jobs. An orientation serves to show the employee that they are valued by the organization and support their success by providing the tools they need to do the job.

Save time: When human resources present an initial orientation that covers all the topics, supervisors and coworkers are less likely to have to take time out of their days to teach the employee about company policies, where everything is and how to work the necessary equipment. When these items have already been covered, management and coworkers need only to help reinforce the concepts.

How to design an effective orientation program

Klein and Weaver (2000), argued that most companies begin their employee orientation programs by:

1. welcoming the employees to the team
2. an outline of the company's basic policies and procedures
3. expectations are clearly set and new employees are excited about becoming productive members of the team.

To map out the orientation process to get the maximum payoff, try following the steps below to get started:

1. **Welcome the employee:** From the time the new employee walks in the door, the focus should be on easing their anxiety. Having an agenda outlined for the first few days will help the employee know what to expect. They should be escorted around the office to be introduced to everyone on their team, and their direct supervisors should have some one-on-one time with them, preferably an off-site lunch, where both parties can feel more at ease.
2. **Provide the employee handbook:** The handbook should cover compensation/benefits, details about pay periods, direct deposit, payroll deductions, health insurance, attendance/leave and safety/security policies and any rules of conduct, including anti-harassment, dress code, drug and alcohol policy, computer, social media and phone use and fraternizing with co-workers.
3. **Go over policies:** New employees should be made aware of rules and policies right away to help them avoid the blunder of accidentally doing something embarrassing. Basic topics to cover should include parking, signing in (if applicable), breaks, etiquette and any other policies that are super important for every employee to follow.
4. **Thoroughly explain the details of the job:** Within the first few days, it's important to touch on and reinforce what you spoke about during the interviewing process to allow the employee to form a sense of connection with the company. This process helps new employees understand the company's expectations, values and mission so they can connect their specific job to the pursuit of fulfilling these goals.
5. **Set goals and action steps:** During their first week on the job, new employees should meet with their supervisor to have an in-depth discussion about job responsibilities and objectives. The employee should be prepared to ask questions to gain a clear understanding of their expectations, tasks and priorities.
6. **Clearly define overarching expectations:** Management must instill in new employees a full understanding of the company's strategic goals and how the employee's goals are properly aligned with supporting this overall vision. Knowing what they'll be evaluated on will empower them to do a better job, and when they're encouraged to attain goals that are in line with a larger purpose, the employee will feel their purpose and importance within the organization and pursue company goals as their own.

Orientation process for new employees

Wanous and Reichers (2000) Starting a new job can be exciting. When you start, you will likely be guided through an orientation process, during which you will meet your colleagues, find out where your office is, learn about benefits and sign a lot of paperwork. Here are a few steps to make the process as anxiety-free as possible:

1. **Arrive on time: or, better yet, early.** The first impression is the lasting impression. To ensure your timely arrival, plan accordingly. Do a dry run a couple of days before you start, driving to the office in morning traffic to gauge how much time you'll need to leave yourself. Note any available secondary routes in case of a road blockage.
2. **Dress code:** Speaking of first impressions, make sure you have dressed appropriately. You will want to be comfortable and adhere to the dress code, which you should have been informed of during the orientation scheduling. If you were not, play it safe by wearing

something similar to what you wore to the interview. A good rule to follow for the first couple of weeks on the job is to match the style of what the other employees are wearing, but go more formal. This will set the tone for your time at this job.

3. **Be prepared:** The first day on a new job is often overwhelming as you are deluged with an immense amount of information. Make sure you bring a pen and a small notepad to take notes. You will be filling out a lot of basic paperwork, so make sure you bring what you need to ensure you have all the necessary information at your fingertips. It's smart to carry a bit of cash, in case you need to get coffee, lunch or anything else that may come up.
4. **Do your research:** Since you have already been hired, it should be safe to assume that you know a thing or two about the company. It's recommended that you do a little more digging the night before your orientation begins. If they provided you with an employee handbook before the orientation, make sure you thoroughly read everything and have your questions ready.
5. **Get enough sleep:** It's understandable to be anxious and maybe restless right before you start a new job, but make sure you are getting the recommended amount of sleep, as you will awake more energized, with better skin and a sharper mind to help you digest the copious information you will be receiving. You will need the extra energy, for sure.
6. **Ask questions:** The purpose of the orientation is to give you all the information you need to succeed from day one. Keep this in mind if you become nervous about asking questions. Listen carefully and pay attention, but ask if you don't understand something, as it could prove very important later. You are expected to ask questions—just make sure they are necessary and intelligent.

A. Reduction of anxiety and uncertainty

Jacqueline, Coyle-Shapiro and Shore (2007) states that an orientation program generally has a clear and specific set of goals. One important goal is to reduce anxiety and uncertainty for new employees. When newly hired individuals come to work for the first time, they are likely to experience considerable anxiety and uncertainty. For example, they may be unfamiliar with basic issues such as

1. how often they get paid
2. where the human resource department office is located
3. where the company cafeteria is located
4. where they are supposed to park
5. normal work hours
6. who will provide their job-related training, and so forth.

An effective orientation program provides answers to these questions efficiently and effectively for new employees. In many organizations, new employees are briefed on their benefit options and choices and they enroll in various benefit programs during orientation. This refers the ability to effectively learn new job routines and responsibilities.

B. Socializing new employees with supervisors and co-workers

Rachel, Yee, Yeung, and Edwin (2008) outlined that a related goal of orientation is to ease the burden of socializing newcomers for supervisors and coworkers. In the absence of orientation, an organizational newcomer has little choice but to direct his or her questions to a supervisor or coworkers, and those individuals thus spend considerable time answering questions and providing information to new employees. Some of this informal indoctrination is inevitable, of our and may serve the beneficial purpose of helping new people get better acquainted and integrated into their work group. This refers to reflect the employee's views about the organization in long-term.

C. Favourable initial job experience

Rachel, Yee, Yeung, and Edwin (2008) also include that another goal of orientation is to provide favourable initial job experiences for new employees. Affective orientation program can complement and reinforce this process by making use that a new initial job experiences are positive and effective. The orientation program, for example,

1. helps newcomers feel like part of a team
2. allows them to become introduced to their coworkers
3. their supervisor
4. other new employees; and in various ways eases the transition of a person from outsider to insider.

D. Compensation and culture of organization

Compensation is a substitute word of wages and salaries and it has recently originated. The literature of wages and salaries are enormous but it considers the issues from a legal viewpoint (Bhattacharya, 2014). Furthermore, compensation is the remuneration received by an employee in returns of their contribution to the organization. Khan, Aslan, Hodlhi (2001) they argued that one of the key functions of compensation management of any company is to create a hearty competition among the employees in order to attain more efficiently and provide growth opportunities to its employees.

Organizational success: Corporations have become a powerful and dominant institution. They have reached to every corner of the globe in various sizes, capabilities and influenced societal growth. Their success has influenced economics and various aspect of social landscape. However, organizational success depends on it human capital development, which is the employee and other resources both tangible and intangible. There is a large and growing body of evidence that demonstrates a positive linkage between the development of human capital and organizational success. The emphasis human capital in organizations reflects the view that market value depends less on tangible resources, but rather on intangible ones, particularly human resources. The organization also has to leverage the skills and capabilities of its employees by encouraging individual and organizational learning and creating a supportive environment where knowledge can be created, shared and applied and this can be done through the organization management where decision can be reached concerning the future of the organization as well as the individual that drive the success of the organization.

Measures of Organisational success

Effective communication

Barrett, (2002) states that meaningful communication informs and educates employees at all levels and motivates them to support the strategy. Communication is viewed by (Haiemann, 2011) as the imparting of ideas and making oneself understood by others. In simple it is a process of sharing information between people and organizations. In this one person or group is sender (|who transmits message) and other is receiver. It is a continuous process between the two parties involved and it occurs in many levels, such as intra-individual communication level (Keith, 2014) Communication can also occur within or between an individual or group. Effective communication is a process by which sender of message, received feedback from receiver in intended (Peter, 2015). The communication is said to be ineffective when receiver is unable to decode the message. It is through feedback that information achieves its desired results. Berrels (2010), ascertain that effective communication takes place when the person to whom it is intended, subsequently, the receiver understand the meaning intended and reacts accordingly. Therefore between human resource managers and new employee during orientation is a transaction of ideas, directory command or guide into oral or written words, or actions on the path of the human resource

managers in such a way that the new employees gets the same message and reacts in manner envisaged by the human resource managers (Victor, 2011).

Customer relationship

Customer relationship is very famous business management application in-order to manage customers in a good way that leads to organizational success. Companies have improved their customer's satisfaction through implementation of Customer relationship. Customer relation management is a process of acquiring, growing and retaining profitable and loyal customers to the company. Through Customer relationship methodology, we can identify and learn more about the needs and behavior of the customers and to build stronger relation with them. Customer relationship integrates sales, marketing and customer service strategies, which are base on the aim to optimize the customer benefit and relationship.

Kordalipoor et al. (2015) indicated that the primary goal of Customer relationship is to develop customer's loyalty and improve business performance. Some advantages of Customer relationship are such as,

1. better customer service, increase company's revenue
2. attract and win new customers in the market
3. increase the sales volume,
4. help with the sales staff to close deal with customer easily and in a short time,
5. make call centers services more efficient, reduce the advertising and marketing costs. The concept of Customer relationship could be explained in following few lines. From the viewpoint of the management, Customer relationship can be defined as an organized approach of developing, managing, and maintaining a profitable relationship with customers.

Therefore, when new employees people socializing with supervisors and coworkers orientation are inculcated it enhances their performance which leads to better customer service, increase companies revenue attract and new customers, increase sales volume etc.

Over the passage of time, various organizations understood that customer relationship capability is highly influences the organizational success.

Employee competence

Employee competencies are a list of skills and behaviour that are specific and well defined and are used to layout an organisation's performance expectations for a job or the organisation's culture as a whole (Employee-performance.com.blog. retrieved on 12th Sept. 2022.

www.ispatguru.com 12/9/2022 asserts that human asserts critical resources for an organization and the organization to be successful in its functional requires the organizational employees to be competent and effective employee. The performance of the employees as well as the organsiational performance and success depend on the employees' competencies. Competencies enable the employees of the organstion to have a clear understanding of the behaviours to be shown at the workplace and the levels of performance expected in order to achieve organsiational results. They provide the employees with an indication of the behaviours and actions which are required of the workplace and which are valued, recognized and rewarded.

Employee competency is deemed important among employees in order to perform their job well as well as to achieve organizational success. Thus, developing professional competencies is a critical activity in an organization. However, the term competency has no single definition

Employees' satisfaction

Rachel, Yee, Andy, Yeung, & Edwin, (2008). It is factual that employee satisfaction is an innermost concern in service industry. It is a multi-factorial construct. Employee satisfaction contains basic

factors, excitement factors and performance factors. Basic factors are the minimum requirements that cause dissatisfaction. Excitement factors increase customer satisfaction and performance factors result in satisfaction only when performance is high. Employee satisfaction is closely related to service quality and customer satisfaction which is then related to firm profitability. Service quality has a positive persuade on customer satisfaction. Besides this, firm profitability has a reasonable non-recursive effect on employee satisfaction.

Employee satisfaction plays a considerable role in enhancing the firm profitability and improving operational performance of organizations and quality of goods and services. There is no doubt in it that employee satisfaction is critical to attain quality and profitability in service industry especially. Employee satisfaction impacts quality at industry through satisfaction-quality-profit cycle. In service industry, to achieve quality and profitability at organization, employee satisfaction is fundamental and without it, service industry cannot think of being successful (Rachel, Yee, Andy, Yeung, & Edwin, (2008). Employee loyalty is the important factor to improve service quality which is interconnected to customer satisfaction and customer loyalty and it gives progress to make firm profitability in industries (Rachel, Yee, Andy, Yeung & Edwin (2009).

An imperative relationship exists between employee and organization. This employee organization relationship plays an important role in success of any organization. Managers are believed to develop a role relationship in which actions and decisions should promote the interest of organization. Employee involvement and contributions in organization is outcome of the interest. The quality of employee organization relationship requires fulfillment of needs, quality of interaction, adaptability and identification Jacqueline A-M. (Coyle-Shapiro, Lynn, & Shore (2007). Employee satisfaction is in fact job satisfaction. Job satisfaction is an important job organization factor. Both of them are significantly related. Therefore, it is necessary to maintain job satisfaction so that employees can be motivated.

CONCLUSION

The study concludes that one important part of an organization's training and development program is new employee orientation. Orientation is the process of introducing new employees to the organisation so that they can become effective contributors more quickly. And that effective orientation can play a very important role in employee job satisfaction, performance, retention, and similar areas. On the other hand, poor orientation results in disenchantment, dissatisfaction, anxiety, turnover and other employee problems.

RECOMMENDATIONS

1. The human resource managers should always organize orientation for new employees that will reduce anxiety and uncertainty, brief them on their benefit options and choices which enables them lean the new job routines and responsibilities.
2. The organsiation should have an orientation structure that will facilitate socializing of new employees with supervisors and co-workers that enables new people get better acquainted and integrated into their work group.
3. The human resource managers of the organizations should ensure that content of the orientation contends favourable critical job experiences for the new employees that helps new comers feel like part of a team, become introduced to their co-workers, that supervisors and other new employees.
4. The human resource managers should orient the new employees adequate compensation and culture that will enhance the performance and success of the organization as well crate

a hearty competition among the new employees in order to achieve the organizational success.

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