



AN INVESTIGATION ON EMPLOYEE ORIENTATION FOR SEMI SKILLED LABOUR DURING PANDEMIC PERIOD

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Abstract

All levels of industry are constantly striving to improve training and human resource management. A business must be able to attract and retain employees who are eager to learn new skills and grow professionally if it hopes to sustain its level of performance and achieve a competitive edge. A new employee orientation exposes the organization's culture to the employee and is crucial for coordinating personal objectives with corporate objectives. This quantitative study's goal is to ascertain how effective employee orientation is inside an organization. Additionally, it briefly discusses a few methods that could be utilized to redesign employee orientation, training, and development programs as well as motivational strategies that are more effective and advantageous even in pandemic conditions. The data required for this study is gathered through structured questionnaire with totally 26 questions. Descriptive method for analysis of data was adopted while ANOVA, Chi-square and T-test were used to test the hypothesis with the help Statistical package for Social Sciences. Findings of the study reveals that there is significant difference in the job satisfaction level of the employees and there is significant relationship between employee opportunities for advancement and job security. It is also recommended to employees after every training and orientation programs to know the effectiveness and benefits of the programs and their trainer's engagement and supportive levels.

Keywords: Orientation, COVID-19, Human Resource Management, Training & Development, New Employee Orientation

INTRODUCTION

This paper provides a viewpoint of New employee orientation programs (NEOs), the quality of typical NEOs and ways to improve it. The motivation of this project is to create better understanding in redefining the orientation, motivation as well as training and development programs of an organization in effective manner, that benefits organization as well as individual development of the employees.

Evaluating and managing job performance of the semi-skilled labor became a critical process in any organization during CORONA pandemic period. Thus, the purpose of this paper is to review and redefine both the positive and negative factors which influenced their job performance, thereby eliminating the difficulties in managing and training the employees within an organization. Human resource available within the organization during pandemic period. Hopefully in the future requirement this work will make a significant contribution in new idea development process by defining the work culture of an organization that would increase the production level, lower the level of absenteeism as well as employee turnover, build team spirit and a healthy work environment that would promote personal growth as well as learning culture in an organization that would be effective even in pandemic situation.

LITERATURE REVIEW

Employee orientation is a method used to familiarize new hires with organizational policies, procedures, and the vision, mission, and goals of the organization. (*mckersie & Kaiser, 2006*). Despite the fact that it is crucial for both employees and employers, the majority of organizations do not set up proper orientation sessions. (*Anderson S.J., 2008*).

It is the central factor through which employees gain their perception over the culture and professionalism within organization (*Marjani, Nchimbi and Omari, 2018*). The foundation for future job satisfaction, expertise, and employee loyalty is a company's first impression, thereby the orientation programs must be planned, scheduled and executed with reasonable timetable (*Sarma 2008*).

According to *Deci and Ryan's self-determination theory (1985)*, motivation is more likely to occur when a person feels autonomous, competent, and related. *Pink's drive theory (2009)* also adds that people are motivated by three key factors: autonomy, mastery, and purpose. According to this theory, managers can motivate employees by providing opportunities for autonomy, mastery, and purpose in their work.

Employee orientation, according to *Feldman and Ng (2007)*, should be tailored to each individual employee's needs depending on their level of experience, the nature of their job, and their cultural background. They advise organizations to employ a variety of delivery techniques, including as online courses, live training events, and peer mentoring, to teach orientation content. Organizations may make new recruits feel more supported and engaged in their new responsibilities by customizing the orientation process for each employee.

The person frequently has no idea what to do, where to go, who to consult, or how to do particular duties. An effective orientation program enlightens new hires about their tasks as well as If, for instance, a new

hire is taken to meet the executive leadership team, he will feel more appreciated. In order to support new hires in continuing to learn and advance in their positions, *Bauer and Erdogan (2012)* also propose that orientation should be a continuous activity rather than a one-time event.

These programs should be designed to meet the unique needs and goals of each employee, while also ensuring that the employee's goals align with the organization's goals, *Allen and Shanock (2013)*. The significance of coordinating training initiatives with organizational goals and objectives is also emphasized by *Noe's training and development model, (2005)*.

This methodology has four phases: needs assessment (determining the organization's and employees' training needs), design (creating a training programme to meet those needs), delivery (putting the training programme into practice), and evaluation (determining the training program's efficacy). A systematic approach to training and development is provided by this model, which can assist organizations in ensuring that their training programs are in line with their strategic aims. The learning transfer system inventory (LTSI) developed by *Goldstein and Ford, (2002)* can be used as a technique for evaluating how well training participants apply what they have learned to their job performance.

RESEARCH METHODOLOGY

Purpose of study: The attributes and data relationships between the cause and effect are best described using descriptive studies.

Data collection method: Due to the fact that this study was conducted by survey

using questionnaires for sample elements (working employees) from diverse population (business industry), the research framework used was quantitative, which is the most appropriate for this sort of research.

Type of Investigation: A co-relational investigative approach was considered to be appropriate and provides best answers measuring variables and their relationship using SPSS software in which various analyzing techniques like T test, ANOVA and chi-square are adopted in order to give the effective outputs of the collected data, the data are represented as frequency distribution and also bar chart for visualization of data for easy understanding of the problems and results.

Research Instrument: All of the information provided by respondents was obtained with their consent, and a questionnaire was created to solicit answers directly. The questionnaire totally consists of 25 questions open ended, close ended and likert 5 scale model questions to the respondents.

Sample: Here the research follows the simple random sampling for conducting survey and in detail sampling procedure is convenience sampling.

The research has proceeded in particular divisions in the organization. The study is limited to only that particular divisions

SAMPLE SIZE:250

Keeping in view of the above objectives of the study an objective type questionnaire is prepared and distributed to the 250 persons for the samples and collected opinions

DATA INTERPRETATION

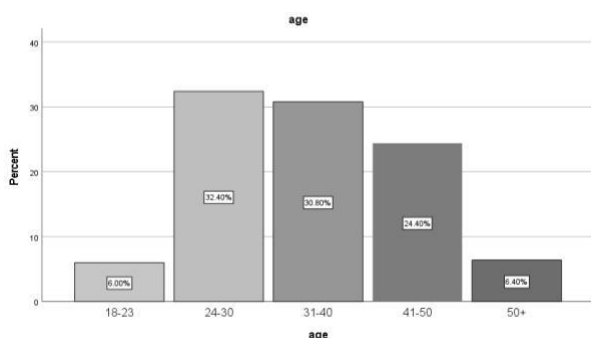
In this section, the collected the survey are analyzed using descriptive statistics. The results are shown in the following tables.

1) Age group of the employees

TABLE.1: showing employees age category

Age groups	percentage
18-23	6
24-30	32
31-40	30
41-50	24
>50	6
total	100

CHART 1: showing employees age category



INTERPRETATION:

From the above chart we find that 32.40% of the employees who responded to the

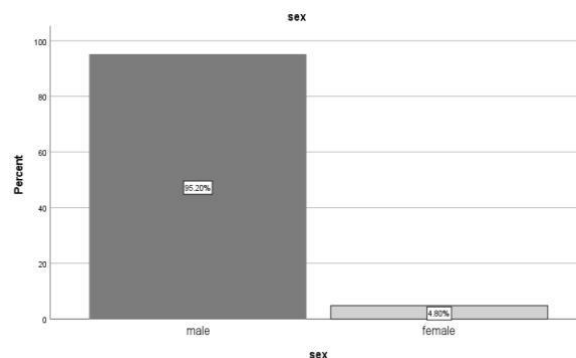
survey are between the age of 24-30 and 30.30% employees are between the age of 31-40 , 24.40% of employees are between the age of 41-50, 6.40% are above the age of 50+ and 6.00% of employees are between the age of 18-23.

2) Gender of the employees

TABLE:2 showing the gender of the employees

Gender	Percentage
male	95
female	4
transgender	0
Total	100

CHART 2: showing the gender of the employees



INTERPRETATION:

From the above chart we observe that 95.20% of the employees who responded to the survey are male and 4.80% of the

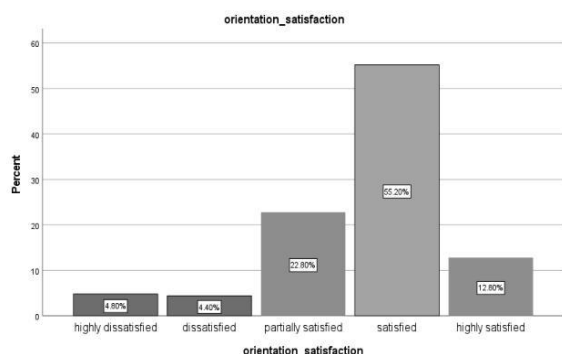
employees who responded to the survey are female.

3) Rate the satisfactory level of the orientation

TABLE 3: showing the satisfactory level of the employees during the orientation programs

Level of satisfaction	Percentage
Highly satisfied	12.80
Satisfied	55.20
Partially satisfied	22.80
dissatisfied	4.40
Highly dissatisfied	4.80
Total	100

CHART 3 : showing the satisfactory level of the employees during the orientation programs



INTERPRETATION:

From the above chart we find that 55.20% employees are satisfied with program

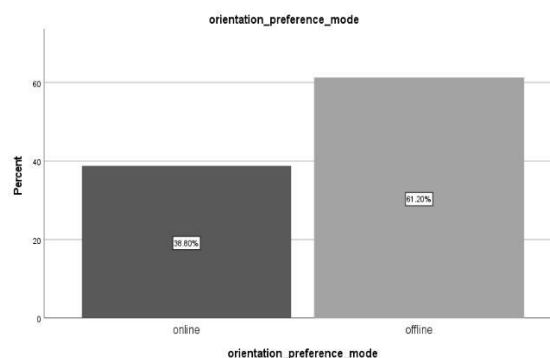
12.80 % are highly satisfied, 22.80% are partially satisfied, 4.40% are dissatisfied and 4.80% are highly dissatisfied with the orientation program

4) Which mode of orientation you prefer

TABLE 4: showing the mode of orientation preferred by the employees

Mode	Percentage
offline	61.20
online	38.80
Total	100

CHART 4: showing the mode of orientation preferred by the employees



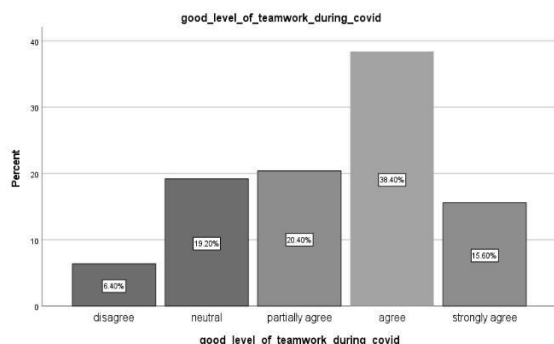
INTERPRETATION: from the above chart we find that 61.20% of employees suggest offline mode of orientation programs and 38.80% of the employees choose online mode than offline mode.

5) My company has a good level of teamwork during covid pandemic

TABLE 5: showing the level of teamwork during pandemic

Level of agreement	percentage
Strongly agree	15.60
agree	38.40
Partially agree	20.40
neutral	19.20
disagree	6.40
Total	100

CHART 5: showing the level of teamwork during pandemic



INTERPRETATION: from the above chart we observe that 38.40% of the employees agree that there was a good level of team work, 15.60% of employees strongly agree, 20.40% partially agree, 19.20% react neutral and 6.40% disagree with statement

6) What is the duration of your training period

TABLE 6: showing the duration of training and development programs

Duraton	Percentage
6 months	76.00

3 months	24.00
Total	100

CHART 6: showing the duration of training and development programs



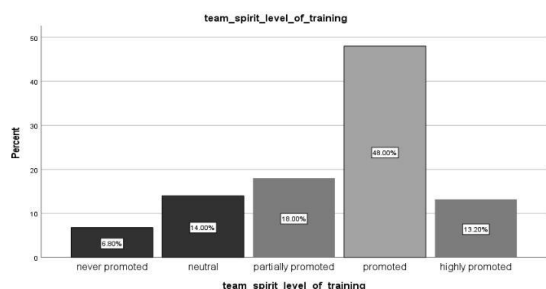
INTERPRETATION:

The above chart shows that the 76.00% of the employees have attended 6 months of training and 24.00% of employees have attended 3 months of training program.

7) Did your training promoted team spirit

Team spirit	Percentage
Highly promoted	13.20
promoted	48.00
Partially promoted	18.00
neutral	14.00
Never promoted	6.80
Total	100

CHART 7: showing the promotion of team spirit during the training period



INTERPRETATION:

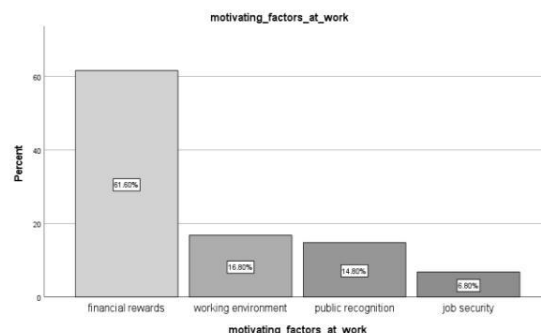
From the above chart we can find that 13.20% of employees found that the training period has highly promoted the team spirit 48.00% finds promoted, 18.00% finds partially promoted, 14.00% finds neutral and 6.80% finds that training program has never promoted team spirit.

8) Which factors influence your level of motivation towards work

TABLE 8: showing the factors which influence the motivational level of the employees towards work

Factors	Percentage
Financial rewards	29.20
Working environment	46.40
Public recognition	20.00
Job security	3.60
Total	100

CHART 8: showing the factors which influence the motivational level of the employees towards work



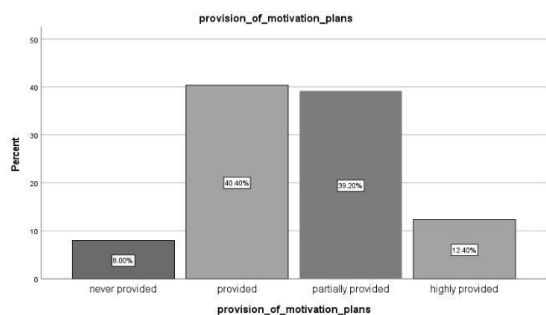
INTERPRETATION:

From the above chart it is found that 61.60% of the employees find that the financial rewards motivates them towards work and 16.80% finds working environment, 14.80% find public recognition and 6.80% finds job security as their motivation towards work.

9) Did your company provided motivational plans and procedures during corona pandemic TABLE 9: showing the provision of motivational plans from the management during pandemic.

Motivational plans	Percentage
Highly provided	12.40
provided	40.40
Partially provided	39.20
never provided	8.00
Highly Never promoted	0
Total	100

CHART 9: showing the provision of motivational plans from the management during pandemic.



INTERPRETATION:

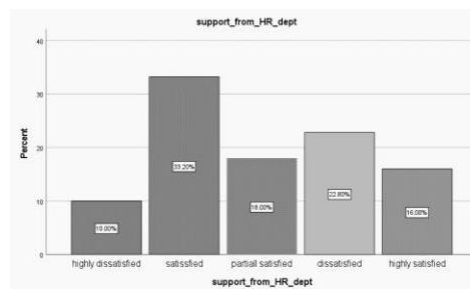
From the above chart we find that 12.40% of the employees find that their management has highly provided the motivational plans and 40.40% finds provided, 39.20% finds partially provided and 8.00% finds never provided.

10) Rate your satisfactory level of support provided from the HR department

TABLE 10: showing the satisfaction level of the support provided from the HR side

Level of satisfaction	Percentage
Highly satisfied	16.00
Satisfied	33.00
Partially satisfied	18.00
dissatisfied	22.80
Highly dissatisfied	10.00
Total	100

CHART 10: showing the satisfaction level of the support provided from the HR side



INTERPRETATION:

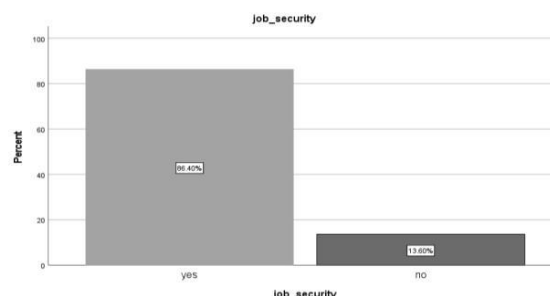
From the above chart we can find that 33.20% of the employees are satisfied with support from HR DEPT and 16.00% finds highly satisfied, 18.00% finds partially satisfied and 22.80% finds dissatisfied and 10.00% are highly dissatisfied.

11) Do you feel secured in your job

TABLE 11: showing whether or not employees feel secured in their job

Job security	Percentage
yes	48.80
no	51.20
Total	100

CHART 11: showing whether or not employees feel secured in their job



INTERPRETATION:

From the above chart it is found that 96.40% feel secured in their job and 13.60% feel that they are not secured in their job.

INFERENCE

ONE SAMPLE T TEST:

1)Null hypothesis H0: there is no significance difference in the job satisfaction level of the employees.

2)Alternative hypothesis H1: there is a significant difference in the job satisfaction level of the employees.

One-Sample Statistics

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
job_satisfaction_level	250	3.8760	.70328	.04448

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job_satisfaction_level	250	3.8760	.70328	.04448

One-Sample Effect Sizes					
		Standardizer ^a	Point Estimate	95% Confidence Interval	
				Lower	Upper
job_satisfaction_level	Cohen's d	.70328	-.887	-1.033	-.740
	Hedges' correction	.70541	-.885	-1.030	-.738

INTERPRETATION:

Since the p value is **0.325** which is greater than 0.05 so the alternative hypothesis is rejected and **null hypothesis** is accepted

ANOVA TEST: 2

1)Null hypothesis H0: there is no significant relationship between orientation preference mode and orientation satisfaction of the employees.

2)Alternative hypothesis H1: there is a significant relationship between orientation preference mode and the orientation satisfaction of the employees.

ANOVA

orientation_preference_mode					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.459	4	.115	.478	.752
Within Groups	58.905	245	.240		
Total	59.364	249			

INTERPRETATION: Since the p value is **0.752** which is greater than 0.05 so the alternative hypothesis is rejected and **null hypothesis** is accepted

ANOVA TEST:3

1)Null hypothesis H0: there is no significant relationship between engagement and supportive level of trainers and training met expectations of the employees

2)Alternative hypothesis H1: there is a significant relationship between engagement and supportive level of trainers and training met expectations of the employees.

ANOVA					
training_meet_your_expectation					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.322	4	.081	.436	.783
Within Groups	45.278	245	.185		
Total	45.600	249			

INTERPRETATION:

Since the p value is **0.783** which is greater than 0.05 so the alternative hypothesis is rejected and **null hypothesis** is accepted

ANOVA TEST: 4

1)Null hypothesis H0: there is no relationship between overall training experience of the employees and the stress of the employees

2)Alternative hypothesis H1: there is relationship between overall training experience of the employees and the stress of the employees

overall_training_experience					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.070	1	.070	.076	.782
Within Groups	228.174	248	.920		
Total	228.244	249			

INTERPRETATION:

Since the p value is **0.782** which is greater than 0.05 so the alternative hypothesis is rejected and **null hypothesis** is accepted

ANOVA TEST:5

1)Null hypothesis H0: there is no relationship between supportive level of trainers and the team spirit of the employees

2)Alternative hypothesis H1: there is a relationship between supportive level of trainers and the team spirit of the employees.

team_spirit_level_of_training					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.479	4	1.620	1.351	.252
Within Groups	293.765	245	1.199		
Total	300.244	249			

INTERPRETATION:

Since the p value is **0.252** which is greater than 0.05 so the alternative hypothesis is rejected and **null hypothesis** is accepted

CHI SQUARE TEST:1

1) Null hypothesis H0: there is no significant difference between the motivational plans provided and the satisfaction of the support level from HR dept.

2) Alternative hypothesis H1: there is no significant difference between the

motivational plans provided and the satisfaction of the support level from HR dept.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.491 ^a	12	.824
Likelihood Ratio	7.877	12	.795
Linear-by-Linear Association	1.033	1	.309
N of Valid Cases	250		

a. 4 cells (20.0%) have expected count less than 5. The minimum expected count is 2.80.

INTERPRETATION:

Since p value is **0.824** is higher than 0.05 the alternative hypothesis is rejected and **null hypothesis is accepted**

CHI SQUARE TEST:2

1)Null hypothesis H0: there is no significant difference between de motivating factors of the job and the job security of the employees.

2)Alternative hypothesis H1: there is a significant difference between de motivating factors of the job and the job security of the employees.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	282 ^a	3	.963
Likelihood Ratio	279	3	.964
Linear-by-Linear Association	232	1	.630
N of Valid Cases	250		

a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 1.90.

INTERPRETATION:

since the p value is **0.963** is higher than 0.05 the alternative hypothesis is rejected and **null hypothesis is accepted.**

CHI SQUARE TEST: 3

1) Null hypothesis H0: there is no significant relationship between support level from HR dept and the job satisfaction of the employees.

2) Alternative hypothesis H1: there is a significant relationship between support level from HR dept and the job satisfaction of the employees

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	16.842 ^a	12	.164
Likelihood Ratio	18.447	12	.103
Linear-by-Linear Association	3.551	1	.060
N of Valid Cases	250		

a. 6 cells (30.0%) have expected count less than 5. The minimum expected count is .40.

INTERPRETATION:

since the p value is **0.164** is higher than 0.05 the alternative hypothesis is rejected and **null hypothesis is accepted.**

CHI SQUARE TEST:4

1) NULL HYPOTHESIS H0: there is no significant relationship between the employee opportunities for advancement and their job security.

2) ALTERNATIVE HYPOTHESIS H1: there is no significant relationship between the employee opportunities for advancement and their job security.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	21.798 ^a	4	.000
Likelihood Ratio	28.836	4	.000
Linear-by-Linear Association	11.545	1	.001
N of Valid Cases	250		

a. 3 cells (30.0%) have expected count less than 5. The minimum expected count is 1.50.

INTERPRETATION:

since the p value is **0.000** is lesser than 0.05 the null hypothesis is rejected and **alternative hypothesis is accepted.**

CHI SQUARE TEST:5

1) NULL HYPOTHESIS H0: there is no significant relationship between satisfactory support level from HR dept and the medical and allowances schemes.

2) ALTERNATIVE HYPOTHESIS H1: there is no significant relationship between satisfactory support level from HR dept and the medical and allowances schemes.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.575 ^a	12	.817
Likelihood Ratio	8.312	12	.760
Linear-by-Linear Association	.069	1	.793
N of Valid Cases	250		

a. 7 cells (35.0%) have expected count less than 5. The minimum expected count is .80.

INTERPRETATION:

since the p value is **0.817** is greater than 0.05 the alternative hypothesis is rejected and **null hypothesis is accepted.**

CONCLUSION:

On the basis of the data interpretation and analysis the research comes to know the following points:

the respondents are satisfied with the orientation, training and development programmes and motivational plans conducted and provided during the corona pandemic.

the employees find the financial rewards are highly motivating towards their work.

□ the employees get opportunities to express their views and there is a co-operative relationship between workers and the management.

□ The physical working conditions of the organizations are highly favourable.

With respect to the aforementioned conclusions the following points are suggested:

□ The decision made regarding employee policies can be discussed with the employees and their suggestion can also be considered for the beneficiary of both management and the employees.

□ The remarks and reviews should be collected from the employees after every training and orientation programs to know the effectiveness and benefits of the programs and their trainer's engagement and supportive levels.

□ More financial incentives, medical and insurance schemes shall be provided to the employees.

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