ONBOARDING AND JOB SATISFACTION IN SELECTED DEPOSIT MONEY BANKS' IN BENIN CITY, EDO STATE NIGERIA

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Abstract

This study investigated the effects of onboarding on job satisfaction in selected Deposit money banks' in Benin City, Edo State, Nigeria. The specific objective was to ascertain the effect of mentoring, induction and coaching on employee job satisfaction. The population of this research comprised of new employees of three deposit money banks operating in Benin City, Edo State. The three banks are Guaranty Trust Bank, First Bank and United Bank for Africa. The study applied structured questionnaires to a sample size of 105 respondents drawn using Taro Yamane from the employees of the selected companies. The data generated were analyzed using both descriptive and inferential statistics. Descriptive statistics, such as frequencies, and means were used; inferential statistics such as Multiple Regression Analysis, was also used. The findings of the study showed that there is no statistically significant relationship between mentoring, and employee job satisfaction, but there is a statistically significant relationship between coaching and employee job satisfaction. Also, there is no statistically significant relationship between induction and employee job satisfaction. Based on the findings of this study, and in line with its specific objective, the companies have not put the necessary amount of emphasis and resources into the mentoring and induction of their new hires, they have only focused on coaching of their new employees. It is therefore recommended that there is need for an improvement in mentoring and the induction of their new employees. Also, the banks need to be consistent in their current coaching approach because of the benefits they stand to gain.
Key Words: Onboarding, Mentoring, Coaching, Induction, Job Satisfaction
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Introduction

Most employees are familiar with the experience of settling into a new job, simultaneously searching for so much information as they can while looking out for every indication that they have made the right choice. During this time, new workers are often given informal help from fellow workers, and are formally welcomed and guided into the organization, and provided with structured activities and informational resources. On some occasions, new employees must fend for themselves and figure things out entirely on their own. Irrespective of the level of support they get, most new employees eventually become, to one degree or another, functioning members of

the organization. The feelings they develop toward the organization and how well they are able to function in it have a lot to do with their experiences along the way.

As new employees develop from uninitiated organizational outsiders into capable insiders, they undergo the process of organizational socialization (Chao, Kelly, Wolf, Klein, & Gardner, 1994; Schein & Van Maanen, 1979).

More specifically, onboarding helps new employees get the necessary knowledge, skills, and behavior which would help them become effective organizational members. In addition, a well-organized, planned and executed onboarding program is very likely to increase the chances for a positive work experience and a long term relationship between the new employee and the organization.

Organizations that have effective onboarding programmes would be able to prevent failures and disappointments that might happen during employee's integration to the organizations, as well as enhance time-to-productivity, engagement, and job satisfaction of new employees.

On the other hand, sustainable competitive advantage of an organization requires the satisfaction of their human resources to provide innovative, advantageous and original solutions to problems the company may have. The human resources are deemed to be part of the tangible assets of an organization. They are a precious commodity that forms a significant part of an organization's value. Job satisfaction is supremely important in an organization because it is what productivity depends on. If they are satisfied they would produce superior quality performance in optimal time and lead to growing profits. Satisfied workers are more likely to be creative and innovative and come up with break-through that allows a company to grow and change positively with time and changing market conditions. Voluntary turnover is a huge problem for many organizations. The human resources in an organization have always been key assets as their departure could have significant effect on the implementation of the organization's business plans and may eventually cause a parallel decline in productivity. As such, their satisfaction is important in the long-term growth and success of a company (Meyer & Peng 2006).

(Bauer, 2010) argues that organizations which engage in employee onboarding programmes and provide new employees with the necessary support and information will result in roles and responsibilities clarity as well as social acceptance. This then results to a better job satisfaction of the human resources, organizational commitment, and intentions to work for the organization for a longer period of time. Moreover, (Bauer, Bodner, Erdogan, Truxillo, & Tucker, 2007) argues that this would also minimize the employee's turnover rates. Furthermore from the new employee's perspective, (Carr, Pearson, Vest, & Boya,r 2003) considered that, proper onboarding may not only reduce intentions to leave the organization and increase commitment, but also diminish employee's concerns about fitting in and performing well in the new work environment.

Statement of the Problem

When new people are employed by an organization they need to be properly integrated into the organization in order to do their jobs well. Lack of proper onboarding can lead to dissatisfied employees, high employee turnover, absenteeism and low employee job performance (Adeogun, Abioma, Alabi & Yila, 2017). All these can impact negatively on the achievement of the goals and objectives of the organization; (Carr, Pearson, Vest, & Boyar 2003). Although there have been discussions on the role of mentoring and coaching as key components of onboarding, but no similar discussion has been given to induction as another key component of onboarding. This therefore is the research gap that this study wants to fill.

Objectives of the Study

The main aim of this study is to determine the effect of onboarding on job satisfaction. Specifically, the objectives are to:

i.   Ascertain the effect of mentoring on employee job satisfaction in selected Deposit money banks' in Benin city, Edo State.

ii.   Examine the effect of coaching on employee job satisfaction in selected Deposit money banks' in Benin city, Edo State.

iii.   To investigate the effect of induction on employee job satisfaction in selected Deposit money banks' in Benin city, Edo State.

Onboarding

According to (Bauer & Erdogan, 2011), Onboarding, is a process through which new employees move from being organizational outsiders to becoming organizational insiders. Onboarding refers to the process that helps new employees learn the knowledge, skills, and behaviors they need to succeed in their new organizations." The integration of newcomers in a company is very important, because the employees are the organization's most vital assets. Therefore it becomes important to provide new employees with the capabilities, tools, knowledge and information they need to become effectively integrated into the new working environment.

Also, (Cashman & Smye, 2007) underline the relevance of employee integration and view onboarding as the "process of learning, networking, resource allocating, goal-setting and strategizing that ends with new hires quickly reaching maximum productivity. "In addition, (Brenner, 2014) summarizes onboarding as getting to know the "ground rules" of an organization, to be able to make, as part of the system, a productive contribution. As stated by the author, this phase of integration is characterized by unknown conditions and the challenge to meet expectations the company has on its newcomers.

(Berthel & Becker, 2013) demonstrated that the integration of newcomers already begins during recruitment by specifying job requirements and ends with the employee being fully integrated in his or her area of responsibility and team. Subsequently, the introduction of new employees needs to be considered as starting point for ongoing personnel development. Since the success of an organization is dependent on the quality of its staff, (Bauer, 2010) concludes that effective onboarding can improve employee performance. Key onboarding activities, such as clearly communicating performance expectations, providing feedback, involving co-workers and peers and providing training, are integral to boosting performance.

Benefits of Onboarding

According to (Bauer, 2010) employees who are on-boarded effectively through an interactive process of integration into an organization will perform better in any organization. Effective onboarding process integration helps with employee retention as well as job attitudes and innovative performance. (Dessler, 2005; Kleynhans, Markharm, Meyer, Pilbeam, & Aswegen, 2006; Snell, 2006) agreed that the following are the main benefits of a successful onboarding program:

1. Reduced reality shock and cognitive dissonance which occurs when there is a difference between what the new-hire expects and what he or she actually find to be the reality of the environment.

2. Improved employee commitment and retention: Onboarding increases job satisfaction and reduces turnover and absenteeism. When employees are contented with their personal objectives, satisfaction tends to improve, and there is less absenteeism and dismissals.

3. Reduced time to employee competence and contribution: The faster the new-hire understands his or her role clearly, the quicker will his or her competence level rises and he or she can start to make valuable contribution to the organization.

4. Improved productivity and performance: Successful onboarding leads to positive work values and reduces the time it takes the new-hire to reach peak performance. Promotion of a sense of belonging in the organization allows the new-hire to become productive much more quickly.

5. Stronger bonds among colleagues: Onboarding improves relations between managers and subordinates. Improved relationships are the results of new-hires settling into the new environment as quickly as possible.

6. Enhanced job satisfaction and loyalty: Loyal employees also promote the brand of the organization.

Challenges and Impacts of Failed Onboarding

The newcomer struggles to get used to the new working environment, to meet new expectations and to understand the rules and processes taking place within the company (Bauer, 2010). (Krasman, 2015) emphasizes that the onboarding phase is even more demanding if the new employee is relocating. In that case, they are confronted with logistical issues such as securing new housing, with a new geography and, consequently, with family issues which puts an increased burden on the newcomer. Hence, new employees need special support to be able to start working efficiently.

Usually, the integration into an existing organization is a lengthy process that might result in the new employee being exposed to an elevated level of stress and psychological burden. This is because the newcomer is confronted with completely new circumstances including a new boss, colleagues, tasks and with new behavior patterns and "rules" in dealing with each other (Senator, 2004). Therefore, it is crucial to support and integrate the newcomer properly to ensure motivation and productivity (Dettmer, Gindhart, & Hausmann, 2005 as cited in Pürstinger, 2016).

In addition, over- or under challenging situations that may arise, unclear distribution of roles or the feeling of not being assimilated into the team could lead to uncertainties. Furthermore, disorientation in the first weeks might cause psychological burden and motivate newcomers to leave the organization at an early stage. Consequently, to avoid anxieties and unpleasant situations, it is significant to set activities much earlier.

On the other hand, the manager takes a key role, too. As supervisor, coach or advisor, he is confronted with a variety of new tasks. He is responsible for the newcomer in terms of setting goals and pursuing its accomplishment or in providing the new employee with tools and information required to successfully manage the first day. It is his duty to ensure stability, orientation, and with this, to reduce disorientation. The way newcomers are received greatly influences their attitude towards work, colleagues, motivation and commitment to the company over the long run (Senator, 2004). According to (Brenner, 2014), the ability to listen to the newcomer and considering his or her individual needs, expectations and fears, is vital during this phase of integration.

Mentoring.

(Armstrong, 2006) describe mentoring as the process of using individuals who are specifically selected and trained to give guidance and realistic advice as well as continued support which is beneficial in ensuring individuals grow and develop. Any institution that carries out

mentoring, will then discover that the skills knowledge needed for the employees to perform their roles are better passed on and learnt through this way. "Mentoring is a dyadic relationship in which an older, more experienced member of the organisation fosters the growth and development of a junior employee to a point where he or she becomes a competent professional. Mentoring is also viewed as a dynamic, developmental relationship between two individuals based on trust and reciprocity, leading toward the enhancement of the junior member's psychological growth and career advancement and toward achieving mutual benefits for the mentor, mentee and organization (Pinho, Coetsee, & Schreuder, 2005).

Benefits of Mentoring to an Organization

It can be used to develop leaders, it can assist with the career development of employees, it promotes the transfer of skills, it promotes sound working relationships. it leads to more job satisfaction, it can build employee competence and proficiency, it promotes a strong learning culture within an organization, it can aid employees in reaching their full potential, finally it can assist the organisation in reaching organizational goals. (Meyer & Fourie, p 20 2004)

Coaching

The highly competitive business environment with clients' increasing expectations, push organizations leaders to hit greater levels of productivity and service regardless of their decreasing capital and staff resources. Managers nowadays empower their staff to help them to operate in more self-directed environments that at the end lead to greater levels of production. Since managers have moved from controlling to empowering their employees, coaching as a part of the technique methods became a fundamental managerial function (Alalteeg, 2017). (Peterson & Hicks, 2006), said that coaching is described as the "process of equipping people with the tools, knowledge, and opportunities they need to develop and become more effective". (Minor, 2004) said that coaching is a directive process conducted by a manger to train and orient an employee to the realities of the workplace and to help the employee remove barriers to optimum work performance. In addition, coaching is a way to discover and encourage the potential of employees. In conclusion, coaching for development is a process of building a working environment and relationship that enhance the development of skills and the performance of one or both parties.

Induction

Armstrong (2006) defined induction as a "process of receiving and welcoming employee's when they first join a company and to give them the basic information they need to settle down quickly and happily and to start work". (Kupias & Peltola, 2009) defined 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. A proper induction decreases the amount of mistakes and accidents at work and improves the quality of work as well as customer satisfaction. (Kuntatyönantajat, 2011).

Generally, both the employer and employee find the first few days in a new job exciting but they realize there are many factors contributing towards the uncertainty facing them. The work place is at present mostly filled with anxiety, excitement and curiosity from both parties. The employees should as soon as possible feel part of an organization; familiarize themselves with the goals and strategic aims of the organization and be prepared to socialize with their counterparts. Induction has the potential to make a positive contribution to integrate not only the employees with each other but with their employer to realize unity in the company. It is therefore of great importance for the employees to go through an induction program in order to prepare them and become valuable assets of an organization.

Importance of Induction

It has the ability to improve the new employee experience and communication between the employees and peers (Snell, 2006). (Chartered Institute of Personnel & Development CIPD, 2016) include improving the motivation among new employees, improve the overall job satisfaction in the work environment, decrease the rate of employee absenteeism, and save time for managers and supervisors. Ensuring that they are settled into their new roles and to verify that the new employees are receiving the appropriate knowledge and support from the company to successfully perform (CIPD, 2016). (CIPD, 2016) also stated that induction improve engagement, commitment and retention within the workforce. (Lashley & Best, 2002) mentioned that induction can lessen feelings of stress and anxiety related to starting a new job.

Job Satisfaction

The more the work environment takes care of its human resources needs and values, the more satisfied they become with their jobs. Hays & Lou (2015) have attributed job turnover, absenteeism, and job burnout to a lack of job satisfaction. The most referred definition of job satisfaction was offered by Locke (1978) who defined job satisfaction as a pleasing or positive emotional state resulting from the evaluation of a person's job. (Bateman & Organ, 1983) argued that job satisfaction as an intrinsic value can help the staff work for the company and themselves. This would create an atmosphere of success for the company and the individuals. It also can improve organizational commitment within the company. One important strategy to improve job satisfaction and performance is to ensure employees are properly on boarded and that the right people are selected for the right jobs (Bateman & Organ, 1983).

Importance of Job Satisfaction

Some importance of job satisfaction are as follows:

1. Employees who are satisfied have higher intentions to continue working in an organization, becoming more innovative, more responsible, and productive (Hays & Lou, 2015).

2. Employees who are satisfied with their work will tend to go extra miles to enforce a positive attitude and relationship toward the customers, and accordingly customers will be happy and continue to deal with the organization.

3. Employees who are satisfied with their jobs will have lower levels of absenteeism

4. (Singh, Saufi, Tasnim, & Hussin, 2017; Cheema, Akram, & Javed, 2015) indicated that higher employee job satisfaction increases service quality and this increases organizations' profit through future sales and customer positive goodwill.

Mentoring and Employee Job Satisfaction

Mentoring provides an important way to facilitate the transfer of knowledge, socialization, social support, communication, and access to networks that lead to success in organizations and employee job satisfaction. Mentors assist new and old individuals in setting and attaining their personal and career goals. Individuals can learn a considerable amount through interactions with diverse individuals in their company, by providing a support system such as providing guidance, and offering advice, criticism, and suggestions in an attempt to aid the employee's growth and development and job satisfaction. Mentoring provides employees an opportunity to experience better adjustment and professional advancement within the organization (Sizer, 2008). Mentors, protégés, and organizations reap rewards from the intense interpersonal exchange experienced through mentoring in both business and academia (Johnson, 2002).

New individuals within an organization often experience limited power, resulting in low levels of success within the organization. Mentoring increases power, enhances morale, and contributes to the drive for achievement and job satisfaction. Protégés also benefit from mentoring with career recognition and success, as well as increased compensation and career satisfaction. A protégés' involvement in mentoring relationships results in increased job satisfaction, higher salary, faster promotion, organizational career plans, and the increased probability that the protégés will also evolve as mentors. (Sizer, 2008) reported a wide array of outcomes that emerge from mentoring relationships, such as better education, better pay, career progress, and job satisfaction. Protégés in various industries with a mentoring focus, report an increased in job satisfaction compared with employees who do not participate in mentoring relationships organization (Sizer, 2008). Mentoring relationships can create meaning at work provide critical development both personally and professionally.

Coaching and Employee Job Satisfaction

The development of human resource is vital to ensure service quality, effectiveness and responsiveness in an organization in a complex and ever changing business atmosphere. It is highly accepted that companies cannot get long term existence without focusing on the practices and strategies for empowering their employees through provision of training and development. Nevertheless, the importance of training to the employees both new and old is not just obvious for organizations but also significant for their individual development and empowerment because it is known to improve personal strengths and skills that are necessary for job satisfaction and upcoming career development of the individuals (Adeogun, Abiona, Alabi & Yila, 2018).

There are different types of training, among these is coaching which is considered as the spectrum of 'talent management' due to the fact that it either emphasize on the development of special skills that benefit the company as well as the individuals, it assists people develop new process of thinking which facilitate people to conquer obstacles and develop their careers through enhancing relationships with more experienced individuals and greatly improves employee job satisfaction (CIPD, 2016).

Coaching of new staff can help organizations to enhance employees' performance, improve their strengths, employees' satisfaction, quality of customer service, supervision and overall cost for each employee. Armstrong (2009) posited that investment in coaching and mentoring in organizations can have high significance in improving employees' performance i.e job satisfaction since employees' performance is linked to knowledge and skills enhancement, positive attitudes, and improved confidence. The success of an organization is certainly influenced by the performance of the employees involved in it. Every organization or company must continue to strive to improve employee performance, with the expectation that organizational goals must be achieved. One of the ways that organizations take to improve employee performance is to ensure that employees have job satisfaction. There are many variables that have been recognized academically that can affect the level of job satisfaction of employees within the company. Among them are Managerial Coaching, Organizational Commitment and Employee psychological capital (Saumina, Musnadi & Putra, 2020).

Induction and Employee Job Satisfaction

(Butler, 2008; Wells, 2005; Wesson & Gogus, 2005) revealed that the level of turnover, absenteeism and satisfaction tends to increase during or after the first few months of the induction. This means that an inadequate and poor induction programme will adversely influence staff attitude. Therefore, it becomes imperative that organizations should put into cognizance different methods of integrating and engaging the new employees to the culture, processes, philosophies,

programmes and practices of the organization (Derven, 2008). Organizations are beginning to turn to effective induction programs in response to rising employee attrition rates. When an induction program is comprehensive and develops highly efficacious employees, it reports a decline in employee attrition and an increase in job satisfaction. Induction has benefits for all involved in the process. Employees who settle quickly into their new job will become productive and efficient at an early stage and in turn will subsequently experience feelings of worth and job satisfaction.

A well conducted induction programme helps to communicate to the employee that the company values and cares about him or her. Proper induction training has lots of benefits such as, if proper induction training has been done in the organization, it will minimize the repetition of mistakes, raises the quality of work and raises the satisfaction level of customer (Viljanen, 2018) and employees. (Kjelin & 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 delivering 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 and consequently their satisfaction level. 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 & Kuusisto, 2003) and have higher job satisfaction.

Theoretical Framework
Uncertainty Reduction Theory

This work was based on Uncertainty Reduction Theory (URT). Uncertainty Reduction Theory is one of the most known frameworks about onboarding (Saks & Asforth, 1997). The theory focuses on the uncertainty of the newcomer. It claims that the purpose of onboarding and socialization is to reduce the uncertainty of the employee (Jones, 1986).

All newcomers experience uncertainty in the beginning as they do not know everything about the organization's manners, ways of working, environment, and roles (Saks & Gruman, 2018). The employee, therefore, tries to make sense of the organization. The goal for the newcomer is to understand the environment and social interactions in a way that they became predictable and ultimately controllable (Kowtha, 2008).

The organization can also affect how the uncertainty is experienced as it can help the newcomer to make sense of the organization. This is done by creating an onboarding process and offering useful knowledge for the newcomer (Saks & Asforth,1997). The onboarding process can decrease the uncertainty and anxiety of the newcomer. This will cause the newcomer to become more professional in their work and eventually be satisfied with the organization (Saks & Asforth, 1997).

The foregoing has implication for this study in that a new hire is new to the organization he finds himself in, he does not know much about the organization, and so he has to be properly acquainted and integrated into this organization in order to enhance his performance, so the organization carries out onboarding activities like mentoring, coaching and induction programs to equip the new employee with the right skills to help the organization achieve its goals and objectives. These are the variables that my work want to measure.

Empirical Review

Ohr (2020) investigated if the current onboarding process influences the organizational socialization of new graduate nurses and midwives into the workforce, conducted a quantitative, descriptive, cross-sectional study in a large health district in Australia where 170 new nurses and midwives graduates across 21 acute and community healthcare settings were surveyed to understand the influence of their onboarding experience on organizational socialization. A four-component onboarding including organizational information, individualized orientation based on the perceived need of the nurse and midwife, floor induction, and several days of low patient load to allow for ramp-up period was offered. More than 30 percent of the participants did not attend the floor induction. Survey results showed that 82 percent of respondents agreed that the onboarding program was beneficial. Participants suggested the onboarding content be improved to tailor it to the new hire's practice environment. It was also suggested to clearly define the role of the preceptor to eliminate redundancy. There was strong agreement (93.75 percent) that having a clinical mentor/preceptor and regular meetings with a clinical educator would be beneficial. The study underpins the importance of knowledge development and the support of mentors/preceptors to successful onboarding.

Warshawsky, Caramanica & Cramer (2020) completed a cross-sectional study at the 2019 annual meeting of the American Organization of Nurse Leaders (AONL), on organizational support for nurse manager role transition and onboarding: strategies for success. A mixed-method approach was used to query participants to identify strategies to successfully onboard and transition nurse managers to their new roles. Four themes of structured onboarding with specialized processes, mentorship and coaching, knowledge development courses, and program evaluation emerged. From the results, didactic, self-paced transition programs with a duration ranging from 100 days to 12 months were recommended. It was further recommended that the programs include AONL nurse manager competencies and that they be regularly evaluated and updated. Participants supported the assignment of official mentors and preceptors to guide new managers through acquiring appropriate knowledge and gaining the confidence to apply it. The study concluded that the success of nurse managers depends on successful role transition through onboarding.

O'Connor (2017) this study expanded on several current onboarding best practices, such as the use of mentors, appropriate frameworks, and different modes of learning. The onboarding program design was based on several frameworks, including the (AONE) leadership competencies and the principles of Magnet. Magnet is a framework presented by the American Nurses' Credentialing Center (ANCC) to promote the excellence of nursing practice and patient outcomes. The program included one-on-one mentoring, networking with peers, and ongoing coaching. Results from post-implementation surveys demonstrated that the program increased the new leaders' confidence and competence. A conclusion from the evaluation of the program was that a year of onboarding was too long, even with respect to building relationships. A recommendation from the study was that nurse managers need comprehensive onboarding and ongoing individualized professional development as they have a critical role in creating engaged staff and leading delivery of "quadruple aim" care.

Hassan (2020) investigated the impacts of implementation of extensive onboarding process on employee retention using Transferwise in Talinn, Estonia. The research findings are derived from a mixed method approach, which includes both qualitative and quantitative empirical methods towards the investigation. The qualitative data has been gathered through face to face interviews whereas the quantitative data has been collected through questionnaire responses. The qualitative data has been analysed using RQDA, the R package of Qualitative Data Analysis.

Analysis of the qualitative and quantitative data has highlighted the important facets of effective onboarding strategies and outlined the established practices in the Estonian firm. Results articulate the on boarding program of the start-up organization to indicate that it is a fundamental requirement of fast paced organizations. The findings of the study prove that a dedicated and well-articulated onboarding process results in a significant boast in employee motivation, loyalty, and dedication which results in higher employee retention in successful start-up organizations of Estonia such as Transfer Wise. It further indicates how through more steps can be taken such as the introduction of post-boarding processes and mentor-meetings in order to increase the efficacy of pre-boarding. It should also be noted that making use of employee feedback, periodically, for the revision and improvement of such processes ensure improved employee retention.

Jahya, Alias, Othman & Romaiha, (2019) carried out a study that investigated the impact of three-factor model of organizational socialization tactics in predicting job satisfaction among engineers in Malaysia. Self-administered research questionnaires were distributed online, and the data were collected from 254 engineers in Malaysia. IBM SPSS version 24 was used to analyze Pearson's Correlation and Multiple Regression. The results from Pearson's Correlation reveals that the three factors of organizational socialization have significant relationship with job satisfaction. The standardized coefficient shows that content tactics have the greatest impact on the outcome variable. This is a cross-sectional study. Thus, it is recommended that future study can do a longitudinal study to examine the change of organizational socialization in different phases. Plus, gender plays a very important role as male and female react to socialization tactics differently. Thus, adding new evidence how female engineers adjust themselves in a male dominated workplace.

Huang & Tootmaa, 2017 carried out a study about two perspectives on onboarding. On one side the perspectives of managers/HR professionals who conduct onboarding, and on the other the perspectives of new employees. The study aims to discover what aspects of onboarding play a critical role. This study depended greatly upon primary data. 25 semi-structured interviews were conducted, including new employees, HR professionals, and managers of an automotive engineering company in Sweden. Despite that the company has an onboarding plan, it is not thoroughly carried out by managers and HR professionals. The lack of cooperation, motivation and resources to fully implement the onboarding plan, caused frustration between HR professionals and managers. Therefore, a number of new employees experienced the onboarding as insufficient. Yet, new employees valued interpersonal connections, such as having a mentor for guidance and supportive colleagues. The future studies can be focused on how to balance and satisfy both sides and thus improve the efficiency of onboarding process. In addition, how to improve the cooperation and interaction between managers and HR professionals, thus make both sides contribute to the onboarding.

Sharma & Stol (2020) conducted a cross sectional survey to explore the link between onboarding of new hires and intent to stay, and indicator of job satisfaction. The study population was 102 software professionals who were asked to respond to a 24-question survey administered online with the Survey Monkey tool. The survey questions addressed onboarding activities, onboarding success, organizational fit, and intent to stay. Survey responses (n=102) were analyzed using the Partial-Least Squares Structural Equation Modeling (PLS-SEM) software to examine correlations among the four variables. The results indicated that support from senior staff or a mentor was the most significant element associated with onboarding success (p=0.000; sd=0.068). Onboarding success had a positive influence on job satisfaction (p=0.000; sd=0.062) and the quality of workplace relationships (p=0.000; sd=0.079). Job satisfaction had a negative

relationship with turnover intent (p=0.010, sd=0.140). From the significant relationships between supervisor and mentor support and onboarding success and the positive association of onboarding success with job satisfaction, an indirect connection between onboarding success and turnover intention was suggested.

Kurnat, Ganger, Peterson & Channell, (2017) carried out a study to create and implement a 10 element program intervention focusing heavily on the support of new-hire employees to reduce annual hospital staff turnover. The facility had experienced high levels of voluntary and involuntary turnover, which were attributed to poor quality orientation and minimal onboarding training. Following the implementation of the 10-factor onboarding program, of unspecified duration, the overall annual turnover between 2013 and 2014 decreased from 18.2 to 11.9 percent. Turnover for new hires decreased from 39.1 to 18.4 percent (p = 0.04). Survey and interview data showed that onboarding increased role clarity for new employees and presented them with an opportunity to address key concerns about their work early on. The improvements were largely attributed to the implementation of an onboarding program designed to provide support for new staff by promoting frequent interaction between leaders and peers, quality and safety indicators. The authors concluded that mentorship benefits both the mentee and the mentor; successful mentees are likely to increase the mentor's job satisfaction and confidence. The findings support the study's alternate hypothesis that mentoring correlates to retention intent.

Gap in Knowledge

Based on the findings of the literature reviewed, it is observed that there have been discussions on the role of mentoring and coaching as key components of onboarding, but no similar discussions has been given to the role of induction which is another important component of onboarding. This therefore is the research gap that this study wants to fill.

Methodology

The study employed descriptive survey research design. Descriptive survey is a method of collecting information by interviewing or administering a questionnaire to a sample of people. This design is to assist the researcher to obtain important information concerning the status of phenomena and where possible draw general conclusions from the facts discovered. The population of this study was made up of 142 new hires of the three selected Deposit money banks'; Guaranty Trust Bank; First Bank of Nigeria; and United Bank for Africa in all the branches in Benin City between the years 2020 to 2022.

Table 1 Population of the Deposit money banks

S/N	Banking Institutions	Population of new hirers
1	Guaranty Trust Bank	41
2	First Bank of Nigeria	53
3	United Bank for Africa	48
	Total	**142**

Source: cbn.gov.ng

Sampling size and Sampling Techniques

The sample size was obtained through Taro Yamane's (2016) formula which is given as;

n =   N

$$\overline{1 + N\,(e)^2}$$

Where: n = Sample size
 N = Total Population
e = sampling error (0.05) or 5%

Where N = 142
Substituting in the formula, we have

$$n = \frac{142}{1 + 142\,(0.05)^2}$$

$$n = \frac{142}{1 + 142\,(0.0025)}$$

$$n = \frac{142}{1.355}$$

$$n = 105$$

Hence, the sample size of the study is 105. Shows that the stratified random sampling that was used as the sampling technique resulted to the banks constituting the strata.
The individual financial institution sample size were derived through the following below:

Guaranty Trust Bank	=	28.8% of 142	= 30
First Bank of Nigeria	=	37.3% of 142	= 39
United Bank for Africa	=	33.8% of 142	= 36
		Total = 142	

Table 2 Sample Size of the Institutions Used for the Study

S/N	Deposit money banks'	Population of new hirers	Sample
1	Guaranty Trust Bank	41	30
2	First Bank of Nigeria	53	39
3	United Bank for Africa	48	36
	Total	**142**	**105**

(Source: Author, 2023)

Sources of Data

Both primary and secondary sources of data were explored in extracting useful information for the study. The primary source of data consisted of the questionnaire while the secondary sources of data consisted of data generated from textbooks, theses, journals and websites.

Methods of Data Collection

A structured questionnaire was developed and administered to the respondents. The instrument adopted a four-point Likert scale. Each item on the Likert scale was rated. The scale was anchored as follows: 1= strongly disagree, 2 = disagree, 3= agree, 4 = strongly agree. The questionnaire was designed according to the objectives of the research study. Part A incorporated personal data, part B asked questions relating to mentoring, part C asked questions relating to coaching, part D asked questions relating to induction, and part E asked questions relating to employee job satisfaction.

Methods of Data Analysis

The data collected were verified for completeness and correctness then coded, analyzed and interpreted. Statistical Package for Social Sciences (SPSS) program was used in the analysis of data. The study used both descriptive and inferential statistics for data analysis. Descriptive statistics, such as frequencies, and means, were used for data analysis.

Inferential statistics such as Multiple Regression Analysis was used in analyzing the relationship between the dependent and independent variables of the hypotheses at 5% level of significance. The reasons for using Multiple Regression Analysis is because it has a high level of familiarity as one of the most commonly used statistical techniques and is especially useful in inferencing social behaviour.

The decision for the hypotheses was to reject the null hypotheses if the p-value of the test statistic is less or equal to the alpha at 5% and to accept the null hypotheses if the p-value of the test statistic is greater than alpha at 5% significance level.

Measurement of Variables

$Y = f(X)$ - - - - - - - - - - (i)

Where

Y = Job Satisfaction

X = Onboarding

Onboarding was measured in terms of mentoring, coaching and induction.

We now have;

$Y = X_1, X_2, X_3$ - - - - - - - - - - (ii)

By introducing error term

$Y = a_1 + b_1 X_1 + b_1 X_2 + b_1 X_3 + U$ - - - - - - - - - - (iv)

Where:

Y = Job satisfaction

a_1 = Constant term

b_1 = Coefficient of independent variables

X_1 = Mentoring

X_2 = Coaching

X_3 = Induction

U= Error term - Captures all relevant variables not included in the model because they are not observed in the data set

Validity/Reliability of Instrument

Validity of Instrument

The instrument was validated through content validity. Draft copies of the questionnaire together with the objectives of the study, research questions and hypothesis were submitted to the researcher's supervisor; the supervisor examined the items to determine if they were related to the objectives of the study. He offered useful suggestions and corrections after examining the instruments which were affected by the researcher.

Reliability of Instrument

The reliability test of the questionnaire was done using Cronbach's Alpha at 0.05 level of significance.

The results of the reliability test are shown in table 3.2 below:

Table 3 Cronbach Alpha

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
.845	.847	20

Computation: SPSS ver.22

A correlation coefficient of 0.845 was obtained with the aid of Statistical Package for Social Science (SPSS) ver. 22. The result revealed that the instrument is reliable.

Data Presentation and Analysis
Analysis of Questionnaire
Analysis of the Responses in the Questionnaire.
Table 4   Mentoring

S/N		SD	D	A	SA	N	Mean	Decision
1	The programs are designed to create risk taking abilities and try new professional activities by mentees	3	18	38	46	105	3.1	Accepted
2	The mentor's abilities fits the mentee's job needs	0	18	59	28	105	3	Accepted
3	Employees handle work activities using the approaches learnt from their mentors	0	25	54	26	105	3	Accepted
4	Mentoring has enhanced my job decision making skills	0	25	60	20	105	2.75	Accepted
5	Mentoring helps me to meet my set target on time	0	24	40	41	105	2.5	Accepted

Source: Researcher's field survey, 2023

Table 5   Coaching
Source: Researcher's field survey, 2023

S/N		SD	D	A	SA	N	Mean	Decision
1	I handle job activities using the ideas learnt from coaching	2	20	32	51	105	3	Accepted
2	Coaching in this organization has enhanced my skills	0	15	62	28	105	2.75	Accepted
3	Coaching has given me a clearer direction of things	0	30	61	14	105	2.67	Accepted

S/N		SD	D	A	SA	Total	Mean	Decision
4	Coaching has helped me identify my strengths and weaknesses	0	3 1	5 7	17	105	3	Accepted
5	Coaching provided me with growth opportunities within the organization thus boosting my morale	0	2 9	5 0	26	105	3	Accepted

Table 6   Induction

S/N		SD	D	A	SA	Total	Mean	Decision
1	I became more productive in my job after participating in an induction program	0	44	31	30	105	3.2	Accepted
2	The induction program helped me understood my roles and responsibilities	2	18	55	30	105	3.25	Accepted
3	The work space provided for me during the induction process made successive implementation of my job possible	0	25	63	17	105	3.33	Accepted
4	The induction program provided me with the right skills to do my job	0	34	54	17	105	3.5	Accepted
5	I was provided with the necessary equipment to do my job on arrival	0	30	55	20	105	3	Accepted

Source: Researcher's field survey, 2023

Table 7: Job Satisfaction

S/N		SD	D	A	SA	Total	Mean	Decision
1	My pay/salary and benefits are in comparison to my work assignments	1	20	39	45	105	3	Accepted

2	When i do a good job, i receive the recognition for it that i should receive	0	18	50	37	105	3	Accepted
3	The amount of work expected of me is reasonable	0	23	63	19	105	3	Accepted
4	I feel that the work i do is appreciated	0	33	55	17	105	3.5	Accepted
5	My organization offers the chance for promotion and advancement within this job	1	29	51	24	105	4	Accepted

Source: Researcher's field survey, 2023

Results and Discussion
Summary of the Regression Analysis Result of the Hypothesis.
8 (i) Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	.754	.176		4.279	.000
	Mentoring	.065	.120	.053	.544	.587
	Coaching	.233	.102	.221	2.289	.024
	Induction	-.099	.093	-.104	-1.063	.290

a. Dependent Variable: Job_Satisfaction

(ii) Regression Model Summary of Mentoring, Coaching, and Induction on Employee Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.254[a]	.065	.037	.054082

a. Predictors: (Constant), Induction, Coaching, Mentoring

Table 8 (i) above shows the results of the coefficients estimates. The coefficient gives the magnitude of a unit change of the independent variables (Mentoring, Coaching and Induction) on Job Satisfaction which is the dependent variable. Mentoring and Job Satisfaction have a coefficient of 0.065, with a t-test of 0.544 and a p-value of 0.587, this indicates a positive relationship and it is not statistically significant at 5% level. Coaching and Job Satisfaction have a coefficient of 0.233, with a t-test of 2.289 and a p-value of 0.024, this indicates a positive relationship and it is statistically significant at 5% level. Induction and Job Satisfaction have a coefficient of -0.099, with a t-test of -1.063 and a p-value of 0.290, this indicates a negative relationship and it is not statistically significant at 5% level. The respective coefficients of Mentoring and Job Satisfaction 0.065, Coaching and Job Satisfaction 0.233, Induction and Job Satisfaction -0.099 all indicate that a unit increase in the level of Mentoring, Coaching, and Induction will each result to an increase in Job Satisfaction by 6.5%, 23.3% and a fall in Job Satisfaction by 9.9% respectively.

The regression equation is:

$$Y_1 = 0.754 + 0.065X_1 + 0.233X_2 + (-0.099X_3)$$

From the regression model summary of **Table 8(ii)** above, the R-Square value is the coefficient of determination, indicating a predictive power of 6.5%, implying that Mentoring, Coaching and Induction have the ability to determine Job Satisfaction at the rate of 6.5%. However, these findings indicate that there are other variables affecting the variances in Job Satisfaction aside Mentoring, Coaching and Induction.

Acceptance/Rejection of Research Hypotheses
Hypothesis One:
H_0: Mentoring does not have significant effect on employee job satisfaction in selected Deposit money banks' in Benin City, Edo State.
Remark: Based on the above data analysis, it is reported that Mentoring has no significant positive effect on employee job satisfaction. Therefore the null hypothesis is accepted

Hypothesis Two:
H_0: There is no significant effect between coaching and employee job satisfaction in selected Deposit money banks' in Benin City, Edo State.
Remark: Based on the above data analysis, it is reported that Coaching has a significant positive effect on employee job satisfaction. Therefore the null hypothesis is rejected.

Hypothesis Three:
H_0: Induction has no significant effect on employee job satisfaction in selected Deposit money banks' in Benin City, Edo State.
Remark: Based on the above data analysis, it is reported that Induction has no significant negative effect on employee job satisfaction. Therefore the null hypothesis is accepted

Discussion of Findings
Mentoring and Employee Job Satisfaction
The findings above depicts that there was no significant positive relationship between Mentoring and Employee Job Satisfaction, this result is inconsistent with the previous findings of Ohr, (2020), Warshawsky , Caramanica, and Cramer (2020), and some others cited in the empirical review of this study who postulated that mentoring has a significant positive relationship with employee job satisfaction.

This inconsistency stems from the fact that these organizations did not give all the necessary attention to mentoring their new employees which is supposed to equip them with the necessary skills and knowledge that can make them productive and boost their job satisfaction level.

Coaching and Employee Job Satisfaction
The findings above depicts that there was a significant positive relationship between coaching and Employee Job Satisfaction, this means that when employees are coached by their various organizations their Job Satisfaction level will increase. This result is consistent with previous findings of Warshawsky, Caramanica, and Cramer, (2020), as cited in the empirical review of this study who postulated that coaching can facilitate successful role transition in an organization and hence greatly enhance employee job satisfaction. This consistency is as a result of the organizations putting the needed efforts and resources into coaching their new employees who then performed better at assigned tasks thereby having greater job satisfaction.

Induction and Employee Job Satisfaction
The above findings depicts a no significant negative relationship between Induction and Employee Job Satisfaction.

This is as a result of ineffective formal induction programs by the institutions for the new employees that did not make them to understand many aspects of their jobs and organizations, including their company's culture and values, their goals and history, their power structure and their co-workers and consequently did not help in boosting their job satisfaction level.

Conclusion

Successful onboarding is a key part of any talent management strategy. With the high cost of recruiting, business leaders must understand that effectively integrating new hires into the organization is an important step to ensure their success. Onboarding is the key to getting new employees up and running both quickly and smoothly and it is vital for high levels of job satisfaction.

The study concludes that mentoring has no significant positive effect on employee job satisfaction. This means that the organizations did not give all the necessary attention to mentoring their new hires and consequently did not have any significant positive effect on their job satisfaction level. A mentor can guide new employees concerning the organization, offer advice, guide with tasks, and provide support when needed. It is more convenient for new hires to turn to mentors when questions arise. New employees may go to mentors with questions that they are hesitant to ask their managers for fear of seeming incompetent. New employees who receive mentoring become more knowledgeable about their organizations than new employees who do not receive any form of mentoring. Having an assigned mentor is an important aspect of onboarding in order to ease into the new work quicker.

The study concluded that coaching has a significant positive effect on employee job satisfaction. This means that all the efforts and resources that the organizations put in coaching new employees significantly boosted their job satisfaction level. Coaching of employees regarding various work related issues make the employees deal with challenging situation and problems in a better way, because after so many works related issues and discussion on positives and negatives of various alternative options they know the implications and effectiveness of the given course of action. Coaching is a form of organizational support as the coach performs various activities such as giving clear communication to the new employees, provide frequent feedback, facilitate development for success, acknowledge their achievement, provide useful instructions, role modeling, and provide learning opportunities to enhance their knowledge and skills all these help in boosting employee job satisfaction.

The study also concludes that induction has no significant negative effect on employee job satisfaction. This means that the organizations did not put all the necessary efforts and resources in inducting new employees into their organizations and consequently it did not have a significant negative effect on their job satisfaction. Formal induction programs help new employees understand many aspects of their jobs and organizations, including the company's culture and values, its goals and history, and its power structure. Induction programs also serve a social role, helping new comers feel welcomed by introducing them to their co-workers and other individuals within the organization. A proper induction program decreases the amount of mistakes and accidents at work and improves the quality of work of the employees.

Recommendations

The institutions as can be interpreted from the findings have not put the necessary amount of emphasis and resources into the mentoring of their new employees. It is recommended that this attitude towards mentoring new hires need serious improvement owing to its benefits to employee job satisfaction.

As regards coaching, the institutions as can be interpreted from the findings have put the necessary amount of emphasis and resources into ensuring their new employees have the right coaching. It is recommended that this emphasis should be consistent owing to the benefits to employee job satisfaction.

The institutions as can be interpreted from the findings have not put the necessary amount of emphasis and resources into the proper induction of their new employees. It is recommended that this attitude towards induction of new hires need serious improvement   owing to its benefits to employee job satisfaction.

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