

# CONTEMPORARY REVIEW ON EMPLOYEE ORIENTATION, PLACEMENT AND PRODUCTIVITY IN PUBLIC SECTOR

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**ABSTRACT:**

*THE CONTEMPORARY REVIEW ON EMPLOYEE ORIENTATION, PLACEMENT AND PRODUCTIVITY WAS BORN OUT OF THE DESIRE TO USE HISTORICAL LITERATURE TO EXAMINE ITS USEFULNESS IN NIGERIA. OUR REVIEW SUGGEST THAT THERE IS LACK OF RESEARCH ON EMPLOYEE ORIENTATION AND PLACEMENT IN NIGERIA PUBLIC SECTOR. THUS, A LOT NEED TO BE DONE IN TERM OF ORIENTATION AND PLACEMENT OF EMPLOYEES IN THE NIGERIA PUBLIC SECTOR. THE AUTHORS RECOMMENDED THAT ORIENTATION AND PLACEMENT OF EMPLOYEES IN PUBLIC SECTOR SHOULD BE CAREFULLY DONE BECAUSE IT AFFECTS THE MENTAL ABILITY OF EMPLOYEES. A STRATEGIC APPROACH TO ORIENTATION AND PLACEMENT OF EMPLOYEES IN NIGERIA PUBLIC SECTOR SHOULD BE ADOPTED. THE OFFICERS RESPONSIBLE FOR EMPLOYEE ORIENTATION SHOULD MONITOR THE INSTRUCTIONS, PROGRAMMES, POLICIES AND STRATEGIC PLAN TO ENSURE THAT THE RECEIVERS (EMPLOYEES) HAVE TOTAL UNDESTANDING OF WHAT IS EXPECTED FROM THEM.*

**KEY WORDS:** PUBLIC SECTOR, EMPLOYEE ORIENTATION, PRODUCTIVITY, PLACEMENT

## INTRODUCTION

To enhance productivity, it is important for both the private and public sector to adopt a strategic approach to employee orientation and placement. Orientation of staff is conducted when employees are employed to introduce them to the organization. Orientation is important because it lays a foundation for the new employee's entire career with the organization (Oregon state university 2019)<sup>1</sup>. The institution added that first impressions are important since they establish the basis for everything that follows. Employee orientation process introduces a new hire to the organization and how it operates and speed up the time it takes

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<sup>1</sup>Oregon state university 2019. "Office of Human Resource. Why Orientation is Important". Retrieved from <https://hr.oregonstate.edu/employees/administrators-supervisors/onboarding-process/why-orientation-important>

for a new hire to become productive. Orientation program can give new employees a sense of belonging and the feeling that they are a part of the team. Orientation programmes exposes new employees to an organizational culture and enables them to cope with their jobs and attached themselves to the organizations (Marijani, Nchimbi, & Omary, 2018)<sup>1</sup>. Orientation program varies depending on the industry, the management style and the overall company culture. On the other hand, the placement process is the last stage of staffing or hiring. Placement focus on carefully fitting new employees into responsibility. Once the candidates are selected for the required job, they must be placed according to their qualifications and competencies. In fact, placing the right person on the right job is an important matter. Placing the right employees on the right jobs/role increases enthusiasm and morale of employees which lead to optimal performance of every employee (Sarinah, Gultom, & Thabah, 2016)<sup>2</sup>. Besides, proper placement of employees reduces employee's turnover, absenteeism, accident, and dissatisfaction, on the one hand, and improve their moral. Placement is understood as assigning function or job to the selected candidate. Assigning jobs to employees may involve a new job or different job. Thus, placement may include initial assignment of job to new employees, on transfer, promotion or demotion of the present employees. Most employees in the Nigerian public sector, have a poor attitude to work. How they go about their jobs is so worrisome, and you can even doubt if they received orientation and are placed on the right job/role. It appears they are forced to do the job because of the lack of professionalism in the way they perform their jobs. Evidence shows that employees in Nigeria public sector delay clients, come late to work, waste human and material resources, abuse office times and privileges, and shoe high-level disregard to both colleagues and outsiders. It seems that proper orientation and placement are not done before employees are assigned job roles. This may be one of the reasons why the public sector is not effective and efficient in term of productivity. The objective of this study is to use the historical method by reviewing existing literature on the subject and propose recommendations to managers and policymakers in Nigeria Public sector. Specifically, this study attempts to assess the importance of orientation and placement as a tool for increased employee's productivity in the public sector.

## LITERATURE REVIEW

### Conceptual review

The support new employees get when they join an organisation is central to their perception of the culture and professionalism of the organization (Marijani, Nchimbi and Omary, 2018)<sup>3</sup>. This support enables them to acquire the knowledge, skills and attitudes required for the job. Orientation program communicates the basic philosophy, objectives, rules, politics and procedures of an organization (Sarma 2008)<sup>4</sup>. The first impression of an organisation is the basis for future job satisfaction, competence, and employee loyalty. Hence, the orientation programme must be carefully planned and executed with a reasonable timetable. (Sarma 2008)<sup>5</sup>. Bogatova (2017)<sup>1</sup> opine that new employees should evaluate and

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<sup>1</sup> Marijani, R., Nchimbi, A. and Omary, D. 2018. "Theory Evaluation of Tanzania Public Service Induction Programme". *Journal of African Interdisciplinary Studies*, 2(11), 115-135.

<sup>2</sup> Sarinah., Gultom, R. S. & Thabah, A. A. 2016. "The effect of recruitment and employee selection on employee placement and its impacts towards employee performance at PT Sriwijaya Air". *Jurnal Manajemen Transportasi & Logistik (JMTranslog)*, 3(1), 1-10.

<sup>3</sup> Marijani, R., Nchimbi, A. and Omary, D. 2018. "Theory Evaluation of Tanzania Public Service Induction Programme". *Journal of African Interdisciplinary Studies*, 2(11): 115-135.

<sup>4</sup> Sarma, A. M. 2008. "Personnel and Human Resource Management". New Delhi: Himalaya Publishing House.

<sup>5</sup> Sarma, A. M. 2008. "Personnel and Human Resource Management". New Delhi: Himalaya Publishing House.

provide feedback on the impact of the orientation program and their perception of the organisational culture. This will provide information on the areas to improve on to enhance employer-employee relations. According to Madhav, Anjaneyulu, Gopi, Reddy and Podder (2015)<sup>2</sup>, “Placement is the determination of the job to which an accepted candidate is to be assigned and his assignment to that job.” Placement is a contract between the organisation and the staff which cannot be cancelled, except in the case of a specific breach of the terms and conditions (Altaea, Hageem, & Fouze, 2006)<sup>3</sup>. Placement is said to be the process of fitting the selected person at the right job or place, i.e. “fixing square pegs in square holes and round pegs in round holes”. Employee understanding of assigned tasks is very essential to achieve productivity. Poulter and Smith (2006)<sup>4</sup> note that placement is dynamic and challenging in terms of work and interaction with people. The public sector needs to provide some support to new employees to boost employee productivity and get them familiar not only with their job but with the organization and co-workers. (Hewitt, Larson, O’Neill & Sauer, 2005)<sup>5</sup>. New employees need to understand how things work at the organisation, how to perform their specific job roles and whom to go to for assistance and support. Ajalie (2017)<sup>6</sup> opine that productivity occurs when output exceeds input. Productivity is the surplus of that organization regarded to be a success when little input resulted in surplus output. According to Amaradasa (2012)<sup>7</sup> productivity is usually defined as output per unit of resource input. Public sector productivity focuses on the efficiency and effectiveness of government agencies and their sub-units. Productivity is the driving force behind an organization’s growth and profitability (Anyadike, 2013)<sup>8</sup>. Productivity is the connection between the output of goods and services of workers of the organization and input of resources, human and non-human, used in the production process. In other words, productivity is the relationship between output and input. The greater the numerical value of this ratio, the higher the productivity (Onah, 2010)<sup>9</sup>. Different strategies and approaches are required to achieve organisational productivity (Inegbenebor, 2012)<sup>10</sup>. Therefore, it is vital to employ a strategic approach to orientation and placement of workers to enhance productivity in our ministries, agencies or parastatals. If employees receive special attention like

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<sup>1</sup> Bogatova, M. 2017. "Improving recruitment, selection and retention of employees: case Dpointgroup Ltd". Bachelor’s Thesis Business, South Eastern Finland University of Applied Sciences.

<sup>2</sup> Madhav, V. V., Anjaneyulu, K., Gopi, T., Reddy, P. M., & Podder, K. S. 2015. "Human Resource Management". (5<sup>th</sup> ed.), Mumbai: Himalaya.

<sup>3</sup> Altaea, Hageem, Y. and Fouze, H. 2006. "The HR Department - An Integrated Strategic Entrance". Amman: Warrag for Publishing and Distribution.

<sup>4</sup> Poulter, E and Smith, B. 2006. "A work placement review from an undergraduate’s perspective". *Planet*, 16(1): 43-45.

<sup>5</sup> Hewitt, A. S., Larson, S. A., O’Neill, S. N. and Sauer, J. K. 2005. "Orientation, socialization, networking, and professionalization". Retrived from [https://ici.umn.edu/products/docs/Staff\\_Recruitment\\_book/Ch\\_5.pdf](https://ici.umn.edu/products/docs/Staff_Recruitment_book/Ch_5.pdf)

<sup>6</sup> Ajalie, S. N. 2017. "Effect of employee motivation on organizational productivity: case study of May & Baker Plc, Ota, Ogun State, Nigeria". The Department of Business Management, College of Development Studies, Covenant University, Ota.

<sup>7</sup> Amaradasa, J. 2012. *Associated Newspapers of Ceylon Limited* Retrieved 10 14, 2012, from Daily news: <http://archives.dailynews.lk/2012/10/09/bus23.asp>

<sup>8</sup> Anyadike, N. O. 2013. "Human resource planning and employee productivity in Nigeria public organisation". European Centre for Research Training and Development UK.

<sup>9</sup> Onah, F. O. 2010. "Human resource management. (2<sup>nd</sup> ed) ". Enugu: John Jacob’s Classic Publishers Ltd.

<sup>10</sup> Inegbenebor, A. U. 2012. "The evolutionary history of management: Management a Nigerian perspective". (2<sup>nd</sup> ed.), Benin City, Nigeria: Mindex Publishing co. Ltd.

orientation and placement and are encouraged to participate, they see their work as important, and they are motivated to be more productive, resulting in high-quality work.

#### Theoretical Framework

The employers (public sector) have the responsibility to channel the knowledge, pattern, rules and regulations of the organization to employees to enhanced productivity. Employees and employers behaviour is one of the cardinal issues that make or mar productivity in Nigerian public sector.. The theory of planned behaviour emanated from information integration theory (Anderson, 1971)<sup>1</sup> and the theory of reasoned action (Ajzen and Fishbein, 1980<sup>2</sup>; Fishbein and Ajzen, 1975<sup>3</sup>). use theory of planned behaviour to explain the attitude of both employer and employees in giving information, receiving and practicalizing such information's to increased performance of workers. According to Fishbein, Anderson's tried to describe how the mixing or combination (integration) of new information with existing thoughts or cognitions results in the formation and/or changes in one's attitudes. Individuals need to go through a process of combining information derived from various sources to make a final judgement. The theory focusses on two the major concept; value and weight. Value focus on favourable and non-favourable information that can produce better productivity in an organisation. In employee orientation and placement contexts, effective communication can increase productivity in organisations, especially the Nigerian public sector. weight emphasizes the perceived importance of information that goes in and out of employees which enable them to understand their tasks in the organization. The theory of planned behaviour (TPB) address some of the important issues faced by employees in various organization. The theory main assumption is on the behaviour of an employee and how they understand orientation and placement and other decisions related to the job and the resultant effect of the employee behaviour. The theory of reasoned action (TRA) extends Anderson's Information Integration Theory. TRA suggests that behavioural intention is shaped by three elements or factors:

- The individual's attitude: opinion concerning if specific behaviour is good or bad, positive or negative, favourable or otherwise. The attitude must be specific since this specificity will allow the prediction in the resulting behaviour.
- The prevailing subjective norms: The social pressure arising from other people's expectations, as seen from the individual's point of view. This, in turn, has two components:
  - The individual's normative beliefs, or what he perceives to be what other people want or expect; and
  - The individual's motivation, or need, to comply with what other people want or expect.
- The perceived behavioural control of the individual: His perception of his ability to perform a specific behaviour.

TRA, focus on personal attitudes, perception and cognitive beliefs about an act. As such, employee orientation is not just given out instructions by employers but how do employees feel about the job in the public sector. Do they understand the job through orientation and

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<sup>1</sup> Anderson, N. H. 1971. "Integration theory and attitude change". *Psychological Review*, 78:171-206.

<sup>2</sup> Ajzen, I. and Fishbein, M. 1980. *Understanding attitudes and predicting social behavior*. Englewood Cliffs, NJ: Prentice-Hall.

<sup>3</sup> Fishbein, M. and Ajzen, I. 1975. "Belief, attitude, intention and behavior: An introduction to theory and research". Reading, MA: Addison-Wesley.

placement? Do they believe it will help the employees to put in their best and increase productivity in the public sector? Employees must believe, understand the department routines before they can take up the task and perform well.

#### Empirical review

The literature shows that scholars had examined orientation and placement of employees after pre-recruitment, recruitment and selection process in different contexts. Past studies link the poor performance of employees to inadequate orientation programmes (e.g. Hendricks and Lou-Potgieter, 2012<sup>1</sup>; Hendricks, 2009<sup>2</sup>). In Tanzania, Ngirwa (2000)<sup>3</sup> reported that the poor performance of many public servants is as a result of inadequate induction training. Brown (2005)<sup>4</sup> submitted that orientation of employees to their workplace and jobs receive less attention in many organizations, which lead to perpetual deterioration in performance and exit of new employees in the public sector (Kakolaki, 2013)<sup>5</sup>. Using a qualitative research approach, Loveless (2010)<sup>6</sup> investigated the experiences and perceptions of new elementary school counsellors concerning mentoring and induction programmes. The results suggest that the induction programme was very effective for the mentee and enhanced networking opportunities with other counsellors. In India, Chidambaram, et al (2013)<sup>7</sup> found that orientation/induction is very important for new hires and reduces the cost and time it takes for employees to learn the organization and improve their performance. In South Africa, Kunene (2009)<sup>8</sup> employed qualitative methods to evaluate induction and orientation programme for health workers at the Nkangala Health District of Mpumalanga. The study identified the most important interventions and support that health official expected in their career development. Kakolaki (2013)<sup>9</sup> concluded that orientation/induction programmes are very important to sharpen the mind of new employees at all levels in Kinondoni Municipal Council. In the same direction, Kavura (2002)<sup>10</sup> found that the Regional secretariats in Tanga, Dodoma and Mwanza were not effective because of lack of employee orientation. In the study of Rukwa regional secretariat, Chonya (2010)<sup>11</sup> reported that high employee turnover and absenteeism is attributed to lack of orientation/induction for new employees. Contrary to

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<sup>1</sup> Hendricks, K. and Louw-Potgieter, J. 2012. "A theory evaluation of an induction programme". South African Journal of Human Resource Management. 10(3):1-9.

<sup>2</sup> Hendricks, K. 2009. "Theory Evaluation of the Touchline Media Employee Induction Programme". Masters of Commerce Dissertation, University of Cape Town.

<sup>3</sup> Ngirwa, A. 2000. "Human Resource Management in Africa Work Organization". Dar es Salaam: National Printing Co. Ltd

<sup>4</sup> Brown, J. 2005. "Guides to Orientation of New Employees". London: Prentice Hall.

<sup>5</sup> Kakolaki, J. J. 2013. "The effects of induction training to employee's performance on public service: A case of Kinondoni Municipality ". MA (HRM), The Open University of Tanzania.

<sup>6</sup> Loveless, C.P. 2010. "New counselor perceptions of their mentoring and induction program ". *Georgia School Counselor Association Journal*, 17(1):26 -33.

<sup>7</sup> Chidambaram, V., Amudha, R. and Surulively, S. T. 2013. "A study on efficacy of induction training programme in Indian Railways using factor analysis ". *Business: Theory and Practice*, 14(2):140-146.

<sup>8</sup> Kunene, P. M. 2009. "The Effectiveness of the Induction and orientation programme in the Nkangala Health District of Mpumalanga Province, 2006 to 2007 ". MPH Thesis, University of Kwazul Natal-Durban, South Africa.

<sup>9</sup> Kakolaki, J. J. 2013. "The effects of induction training to employee's performance on public service: A case of Kinondoni Municipality ". MA (HRM), The Open University of Tanzania.

<sup>10</sup> Kavura, R. 2002. "Induction Training Manual ". Tanzania Public Service College Dar es Salaam (unpublished).

<sup>11</sup> Chonya, F. 2010. "The Practice and Role of Induction Training in Rukwa Regional Secretariat ".

the above findings, Chacha (2005)<sup>1</sup> found a positive connection between work performance and employees orientation/induction training in Musoma District Council. Empirically, Sarina et al. (2016)<sup>2</sup> reported that employee placement significantly influence the performance of employees of PT Sriwijaya Air Jakarta. In a study conducted in Yorkshire and Humber region, Poulter and Smith (2006)<sup>3</sup> recognise the benefits that work placements provide for both the organization and the individual. They concluded that placement encourages and supports involvement with and participation in work placements. Arguably, orientation and placement of employees are crucial to employee productivity and the whole input (finance, training program, compensation packages, and recruitment processes) injected into the departments, ministries, parastatals agencies, etc. Previous knowledge and job experience need to be considered to ascertain the efficiency and effectiveness of orientation and job placement. Though, the outcome of orientation and placement of employees in Nigerian public sector output is still not satisfactory to the populace. Previous studies focused on the use of financial and non-financial incentives to increase employee's productivity in the Nigerian public sector. Base on literature review, research on orientation and placement of employee and productivity in Nigeria public sector is lacking. We reason that the following propositions should be examined and validated in Nigeria Public sector.

P1. Strategic approach to employee orientation will enhance productivity.

P2. Strategic approach to employee placement will enhance productivity.

### **METHODOLOGY**

This research design adopted the historical method which involves using secondary data. Secondary data is already in existence in journals, articles, textbooks, internet unpublished projects and personal observations. The authors used past, present research results to explore employee orientation, placement and productivity in the public sector. Peer-reviewed Journals, books, and other relevant publications on the subject were retrieved from various databases including Google Scholar, ProQuest, and Scopus databases. Our review was based on editorial, opinion, theoretical, qualitative and quantitative studies.

### **CONCLUSION**

Innovative human resource management practices ensure employees are flexible and have the right skills to do their job (Nwachukwu & Chladková, 2017)<sup>4</sup>. In this context, innovative approach to employee orientation can provide such skills to new employees. Employee orientation and placement are important to drive employee productivity and public sector performance. New employees need knowledge, skills and information about an organisation to help them adapt and perform their job. Despite the huge financial and non-financial resource injected into the system, employee orientation and placement have not yielded much result in Nigeria public sector. More so, employee orientation and placement

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<sup>1</sup> Chacha, M. 2005. "An Implementation of Employee Orientation in the Public Service Organization: The Case of Musoma District ". MBA Dissertation University of Dar es Salaam. Council

<sup>2</sup> Sarinah., Gultom, R. S. and Thabah, A. A. 2016. "The Effect of Recruitment and Employee Selection on Employee Placement and Its Impacts Towards Employee Performance at PT Sriwijaya Air ". *Jurnal Manajemen Transportasi & Logistik (JMTranslog)*, 3(1), 1-10.

<sup>3</sup> Poulter, E and Smith, B. 2006. "A work placement review from an undergraduate's perspective ". *Planet*, 16,1, 43-45

<sup>4</sup> Nwachukwu, C. and Chladková, H. 2017. "Human resource management practices and employee satisfaction in microfinance banks in Nigeria ". *Trends Economics and Management*, 28(1), 23-35.

have received less attention from both practitioners and the academia in Nigeria public sector. The conventional approach to orientation and placement needs to be fully examined. Adopting a strategic approach to employee orientation and placement is key for organisations, especially the Nigeria public sector. Ineffective orientation and placement have led to economic losses and wastage in the Nigeria public sector. Furthermore, skills and job role mismatch has rendered many public sector organisations ineffective and inefficient. It has been argued that most employees in public sector are just there as government employees but cannot distinguish their jobs (i.e description and specification of jobs) from others as specified in the civil service rules and regulations. Existing employees should as a matter of urgent try to get new employees nurtured for easy and fast adaptation to the organizational practices. Also, the first impression that anyone gets from job matters a lot, and that would determine the willingness of such an individual to contribute the organisational goals. In this context, well-articulated orientation can leave a good first impression in the minds of new employees. The orientation and placement process of manpower planning test the ability of the employees to handle the tasks and responsibilities of the public sector. The behaviour of an employee is very important to the success of any organisation. Hence, manpower planners must treat orientation and placement with a high sense of commitment. The following recommendations are proposed.

#### Recommendation

- Public sector should treat employee orientation and placement with utmost care and diligence because it affects the mental ability of employees.
- The Nigerian public sector should adopt a strategic approach to employee orientation and placement. That is, experienced hire orientation programme should be different from that of in-experienced employees.
- Good orientation programme should elicit feedback from the participant. The public sector can achieve this, by monitoring the instructions, programmes, policies and strategic plan if any.
- Merit and new employees’ qualifications, skills and competency should be considered when assigning them to job role/tasks. This will enhance their productivity and the overall public sector performance.

#### Limitations and suggestion for future studies

The current study is a review paper which used historical data. Further studies should be done by empirically testing the propositions proposed in the study in Nigeria public sector. This study adds to the scanty literature on employee orientation and placement in the public sector in Nigeria by reviewing past studies and developing propositions to be validated.

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