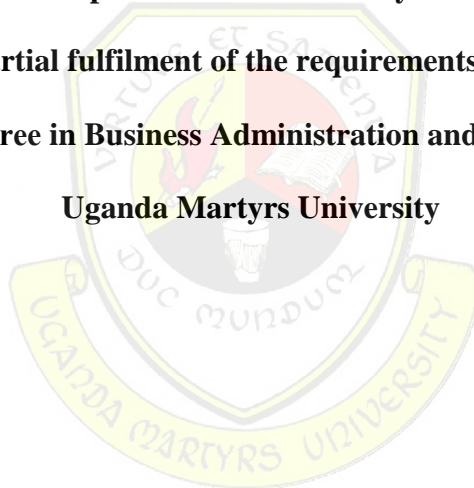


**TOPIC: ORIENTATION AND THE PERFORMANCE OF EMPLOYEES IN AN
ORGANIZATION**

CASE STUDY: IWAYAFRICA UGANDA LIMITED

**An Undergraduate dissertation presented to the faculty of business administration and
Management in partial fulfilment of the requirements For the award of A
Bachelors' Degree in Business Administration and Management of
Uganda Martyrs University**



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DEDICATIONS

I dedicate this work to my family in appreciation for their love, care and financial support. To my beloved parents mum Ms Ngamita Maria , Dr. Byarugaba Justus my uncle who has put in a lot of effort and sacrificed a lot for my education, My cousins Samali, Moses for their prayers and finally My grandfather Mr Bagamuhunda William for the encouragement he has given me. May the almighty lord bless them plentifully?

I further dedicate this paper to my grandmother Mrs Bagamuhunda J in the memory of the Late for her encouragement, care, prayers and support.

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This dissertation would not have been possible without the guidance and the help of several individuals who in one way or another contributed and extended their valuable assistance in the preparation and completion of this study.

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Finally I thank the management and all the employees of IWAYAFRICA UGANDA LTD who availed me with all the information in my research. May God bless you all!!

Last but not the least, my family and friends: my parents Ms. Ngamita Maria and Dr. Byarugaba Justus, my friends: Katungi tracy, Lwego Ann, Kayitesi Linda, Burungi Cynthia and Komujeru Benita and the one above all of us, the ever-present God, for answering my prayers for giving me the strength to plod on despite my constitution wanting to give up and throw in the towel, thank you so much Dear Lord.

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ABBREVIATIONS

LTD - Limited

UMU - Uganda Martyrs University

ICT - Information and Communication Technology

ABSTRACT

This paper examines the orientation methods used in organisations and the performance of employees in the organisation. The literature sources used in this paper are books, journals, and internet. Literature confirmed that training of manpower is a major prerequisite for any organization that wants to achieve maximum productivity through the efficient and effective performance of employee. An employee can only perform better through the acquisition of skills, knowledge and ability from training program. This study attempts to find out whether Informal Human Resource Training has any implication in job performance, behavior, attitudes, skills, knowledge and achievement of the goals of a business organization. The objectives of the study were to: to determine the role of orientation on the performance of employees, to examine the key policies, investigate the employee benefits offered at organisations, explain the specific expectations of the new employees which as a result leads to high performance of employees. This study will be a significant endeavor in promoting good work environment in the workplace and motivations of the employees. The sample size was determined on the basis of simple random sampling were employees who were grouped into three categories of staff namely: general staff, senior staff and management staff and the sample was of 30 respondents. The study dealt with a population of 100 employees and the researcher used both qualitative and quantitative methods to collect data.

The study shows that effective orientation leads to acquisition of skill and knowledge required for employee to perform effectively on the job. It was also revealed that orientation has a high positive impact on employee. Finally, the paper made recommendations, which aimed at improving the job performance of employees with regard to orientation.

DEFINITION OF TERMS AND CONCEPTS

The following is the definitions of the terms have been repeatedly used in the study:

Orientation is referred to as the introduction of a new employee to the job and the organization. (Stephen,1998)

Performance is referred to by Cascio (2010) as the record of outcomes produced on specified job functions or activities during a specified period of time.

CHAPTER ONE: GENERAL INTRODUCTION

1.0 Introduction

This chapter will explain the background of the study, statement of the problem, the general and specific objectives set, and the scope of the study, justification and signification of the study and finally the terms and concepts.

1.1 Background of the study

Internationally according to the University of Miami, employee orientation consists of a department orientation in which the supervisor has the opportunity to help acclimate to his or her new work environment and a mandatory new employee orientation involves computer-based learning modules and a live orientation session.

New employee orientation is the process you use for welcoming a new employee into your organization according to Heathfield. New employee orientation, often spearheaded by a meeting with the Human Resources department, generally contains information about safety, the work environment, the new job description, benefits and eligibility, company culture, company history, the organization chart and anything else relevant to working in the new company.

New employee orientation often includes an introduction to each department in the company and training on-the-job. New employee orientation frequently includes spending time doing the jobs in each department to understand the flow of the product or service through the organization.

Employee orientation programs ought to be less about the company and more about the employees according to new research by Daniel M. Cable, Francesca Gino and Bradley R. Staats, shifting the focus to an employee retention and customer satisfaction.

An orientation program is a form of employee training designed to introduce new employees to their different roles and responsibilities, co-workers, and organizations (Klein & Weaver, 2000). Well-designed orientation programs provide a positive return for the employer in many ways: employee productivity, loyalty, retention, and contribution.

Consequently, new employee orientation is of a major importance to the organization and an important focus for most human resource departments.

Regionally, for example, a South African researcher, Judith Brown says orienting employees to their workplaces and their jobs is one of the most neglected functions in many organizations. An employee handbook and piles of paperwork are not sufficient anymore when it comes to welcoming a new employee to your organization. Developing an effective employee orientation experience continues to be crucial.

It is critical that new hire programs are carefully planned to educate the employee about the values, history and who is who in the organization. A well thought out program whether it lasts one day or six months will help not only in retention of employees but also in productivity. Organizations that have good orientation programs get new people up to speed faster, have better alignment between what the employees do and what the organization needs them to do and have lower turnover rates. Orientation is, in fact, a training opportunity to promote organizational effectiveness from the start of a person's employment

In agreement with the above, (Doris., 2002) for many years employee orientation has “applied to the narrow range of corporate activities related to sign-up’s and providing basic information. The goals of traditional orientation are relatively narrow: to get new hires on the payroll, signed up for benefits, and to provide a brief overview of the company’s culture, products and values.”

In today’s world most companies are recognizing that this type of simple generic orientation is not enough, a more complex employee orientation or on boarding process is required. In

order to be the most effective this process must be started immediately on the first day, and continue over a period of months. 'I see the employee orientation process as a way to start employees off on the right foot'.

Nationally, companies like coca cola Company in Uganda, make the orientation program more customized and individual focused rather than standard. The program is conducted every two to four months since only about 10 to 12 people join the organization every quarter. Human resource waits for the availability of a group of new employees before it conducts the orientation program and the reason behind this is the leadership team who conduct the program.

1.2 Statement of the problem

Organisations such as IwayAfrica nowadays are facing a lot of challenges in terms of employee orientation due to the dynamic environment. These are changes in technology, products, processes and control techniques and the need for planned growth in competitiveness depends more on the continuous assessment of orientation needs and the provision of planned orientation to meet those needs. It is claimed that orientation can contribute to increased output, productivity, profitability, employee versatility, morale, improved quality, reduced costs and ability to cope with diversification. Despite the fact that orientation methods such as organisation, departmental orientation and job orientation, and employee orientation are provided by organisations the performance of employees is still low. However the low performance of employees is attributed to a number of factors that the researcher intends to find out in orientation and the effect on employee performance.

1.3.1 Major objectives

To determine the role of orientation on the performance of employees at 'IwayAfrica'.

1.3.2 Specific objectives

1. To examine the role of key policies and procedures on performance.
2. To investigate the role of employee benefits on performance.
3. To explain the role of expectations of the new employees on employee performance.

1.4 Research questions

1. What key policies and procedures must new employees know about the organization?
2. What are the benefits provided to employees?
3. What expectations are required from the employee?

1.5 Scope of the study

The study was carried out at IwayAfrica Uganda limited. Its emphasis was on effective orientation on the performance of employees at IwayAfrica Uganda limited. This study was carried out based on the period between 2008 to 2013. This period is necessary because it was helpful to the researcher in analyzing the prevailing situation in employee orientation and the performance of employee. The respondent in the study were the management and staff of IwayAfrica Uganda Limited.

1.6 Significance of the study

This study will draw attention to orientation of employee benefits, policies, employee expectations and their effect on employee performance and the key beneficiaries of this study.

This study will be a significant endeavor in promoting good work environment in the workplace and motivations of its employees. This study will also be beneficial to me as a student because it's one of the requirements I have to fulfill for the Ward of a Bachelors'

Degree in Business Administration and Management of Uganda Martyrs University. By understanding the needs of the students and benefits of quality education, these instructors and students are assured of a competitive advantage. Moreover, this research will provide recommendations on how to evaluate the performance of a certain institution in accordance with orientation.

1.7 Justification of the study

Given the current situation of the high employee orientation policies in the companies, this study drew attention to orientation of employees on employee benefits, policies and employee expectation and their effect on employee performance.

1.8 The terms and concepts

Orientation is referred to as the introduction of a new employee to the job and the organization. (Ribbins.,1998)

Performance is defined as the record of outcomes produced on specified job functions or activities during a specified period of time. (Cascio.,2010)

1.9Conceptual Framework

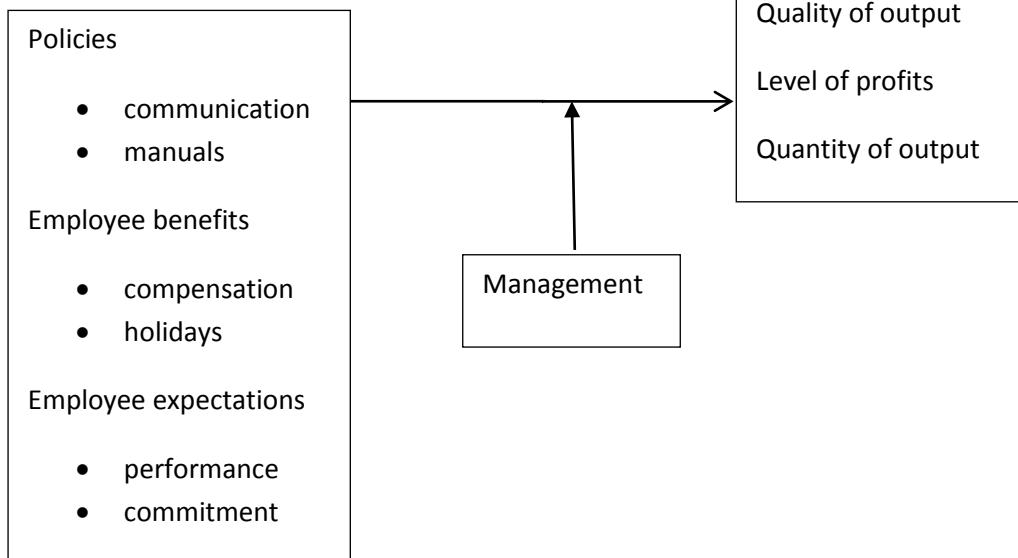
This shows the relationship between the two variables; employee performance is the dependent and orientation as the independent. It also shows the intervening variables.

Independent

dependent variable

Orientation

performance



Source: Raymond A.N., et al., 2009. Fundamentals of human Resource management.3rd ed. McGraw-Hill. New York.

Independent variable

Independent variables are items under the orientation levels and they have a positive impact on the performance of employees. These items are demonstrated in the conceptual frame work above.

3 Dependent variables

These variables arise as a result of the orientation levels used in an organisation. The dependent variables have presented a great impact on the performance of employees as illustrated.

1.1.4 Intervening variables

Intervening variables as shown above have influence positively on the performance of employees in many organisations in Uganda.

The orientation of employee benefits policies, and employee expectation should be well explained by the trainer to the new employees so as to ensure that the employees have knowledge and skills about the organisation and in return the level of performance and productivity will be high.

The political climate of the area where the orientation takes place affects the performance of employees. For instance in situations where there are riots in the area, workers would be distracted by what was going on instead of understanding what is being said thus poor performance of the employee.

The skills used when orienting employees should be excellent attain good performance of the employee.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter shows the existing literature on the topic of employee orientation that have been studied and published. Most of the research work and studies were conducted in the setting of more developed countries from which a number of conclusions can be drawn that relevant to the circumstances prevailing in less developed countries.

According Ribbins, (1998) Orientation is referred to as the introduction of a new employee to the job and the organization. The orientation is similar to what sociologists call socialization which is the process by which people adapt to an organization that is new employees learn the norms, values, work procedures and patterns of behaviour and dress that are expected in that organization. . Orientation is important and cannot be ignored because it involves familiarizing new employees with company rules, policies and procedures thus leading to quality performance of employees. Orientation provides an opportunity for new employees to become acclimated to their new company, department, colleagues and work expectations. Effective orientations provide many benefits for employers and employees, and can ensure a smooth transition into the new workplace for all involved.

Characteristics of effective orientation

According to Raymond et al., 2010 the following are characteristics of effective orientation

1. Peers, managers and senior co-workers are actively involved in helping new employees adjust to the work group the join.
2. Employees are encouraged to ask questions when they have not understood or are lagging behind for clarifications.
3. The program includes information on technical and social aspects of the job.

4. Orientation is the responsibility of the new employee's manager.
5. Debasing or embarrassing of new employees is avoided.
6. The program involves relocation assistance such as house hunting and information sessions on the community for employees and their spouses.
7. Formal and informal interactions with managers and peers occur.
8. Employees learn about the company's products, services and customers.

2.0.1 Levels at which orientation is conducted

Lloyd and Leslie (2000) says after hiring the employees, the organization begins a formal orientation program. Orientation is usually conducted at two distinct levels.

1. Organizational orientation
2. Departmental orientation

Organizational orientation

It should be based on the needs of both the organization and the employee. The organization is interested in making a profit, providing good service to customers and clients satisfying employee needs and well-being socially. New employees are generally more interested in pay, benefits and specific terms and conditions of employment. A good balance between the company's and the new employee's needs are essential if the orientation program is to have positive results.

Departmental and job orientation

The content of departmental and job orientation depends on the specific needs of the department and the skills and experiences. Experienced employees are likely to need less job orientation. Both experienced and inexperienced employees should receive a thorough orientation concerning departmental matters.

The contents of an orientation program

<ul style="list-style-type: none">• Company level information (company overview history, mission and values)• Key policies and procedures• Compensation• Employee benefits and services• Safety and accident prevention• Employee and union relation• Physical facilities• Economic factors• Customer relations
<ul style="list-style-type: none">• Department level information• Department function and philosophy• Job duties and responsibilities• Policies, procedures, rules and regulations• Performance expectations• Tour of department• Introduction to department employees
<ul style="list-style-type: none">• job orientation• Miscellaneous• Community• Housing• Family adjustment

Source: Schwarz. J.K, and Weslowski .M.A.,199 M.A 5. Employee Orientation: What employers should know,” Journal of contemporary Business Issues, p48.

Corporate employee orientation policy

Policy statement

An organization is committed to welcoming, supporting and recognizing employees when they start a new job in an organisation. Effective employee orientation provides corporate,

department and job specific information to help employees understand their role in the organisation preparing them for success in their in their new role.

Policy directive

Every new employee and existing employee within the organization will receive an employee orientation. Employee orientation must be delivered in a timely manner, ideally starting on the employees first day.

Employee orientation programs must reflect three components, corporate, department and job related information.

The managers will develop and periodically review the corporate employee orientation the corporate employee's orientation program is to ensure that the information is relevant and current.

As part of employee orientation and consistent with the performance management process, managers jointly establish a performance plan with employees to ensure a clear understanding of performance goals and expected results as it relates to the departments and organization business goals.

The cost related to department specific and job specific employees orientation programs and job-specific employee orientation programs and authorize all expenditures related to employee orientation activities.

Participating in employee orientation is part of an employees work responsibility. Hence employees will not be deducted for time taken to attend or travel to, an orientation event held during their regularly scheduled hours of work. Time taken from regular work hours to attend or travel to an orientation event is treated as time worked in straight time hours. Employees who travel to attend an orientation event will be reimbursed for travel expenses.

2.1 Policies and procedures

According to Bartridge policies and procedures are the strategic link between the company vision and its day to day operations. It's important because it enables employees to understand their roles and responsibilities well in predefined limits. Basically, policies and procedures allow management to guide operations without constant management intervention. In order to understand why policies and procedures are so important we need to know what they are and differences between them.

A policy is a predetermined course of action which is established to provide a guide toward accepted business strategies and objectives. In other words, it is direct link between an organizations vision and their day to day operations. Policies identify the key activities and provide a general strategy to decision makers on how to handle issues as they arise. This is accomplished by providing the reader with limits and a choice of alternatives that can be used to guide their decision making process as they attempt to overcome problems. I like to think of policies as a globe where natural boundaries, oceans, mountain ranges and other major features are easily identified.

Procedure is the ultimate goal of every procedure is to provide the reader with a clear and easily understood plan of action required to carry out or implementation policy. A well written procedure will also help eliminate common misunderstandings by identifying job responsibilities and establishing boundaries for the holders. Good procedures actually allow managers to control events in advance and prevent the organization from making costly mistakes. One can think of a procedure as a roadmap where the trip details are highlighted in order to prevent a person from getting lost or wandering off an acceptable path identified by the company management team.

A Policy is a statement of agreed intent that clearly and unequivocally sets out an organization's views with respect to a particular matter.

- It is a set of principles or rules that provide a definite direction for an Organization
- Policies assist in defining what must be done

A Procedure/Practice is a clear step by step method for implementing an organization's policy or responsibility.

Procedures describe a logical sequence of activities or processes that are to be followed to complete a task or function in a correct and consistent manner

Procedures can be produced in the form of:

- flowcharts
- checklists
- written
- steps of the process

A Policy & Procedures Manual is a written record of the agreed policies and practices of an organization. It should be readily available to all people involved in the management or work of an organization. The Manual should be kept in a loose leaf file so that it can be updated and added to as policies and practices are reviewed and amended.

Policies

- Are general in nature
- Identify company rules
- Explain why they exist
- Tell when the rule applies
- Describes who it covers

- Shows how the rule is enforcement
- Describes the consequences
- Are normally described using simple sentences

Procedure

- Identify specific actions
- Explain when to take action
- Describe alternatives
- Shows emergency procedures
- Includes warning and caution
- Gives examples
- Shows how to complete forms
- Are normally written using an outline format.

Policies and procedures are required when there is a need for consistency in your day to day operational activities. Policies and procedures also provide clarity to the reader when dealing with accountability issues or activities that are of critical importance to the company to the company such as health and safety, Legal liabilities, regulatory requirements or issues that have serious consequences.

Definition of Policies and procedures program

A policies and procedures program refers to the context in which an organization formally plans, designs, implements, manages, and uses Policies and procedures communication in support of performance-based learning and on-going reference.

Five essential components

The five essential components that ensure an effective Policy and Procedures program include the

- organizational documentation process
- information plan or architecture
- documentation approach
- Policy and Procedure expertise, and
- Technologies (tools).

Description of components

The five components of a formal Policy and Procedure program are described below:

- An organizational documentation process which describes how members of the organization interact in the development and maintenance of the life span of Policy and Procedure content
- The information plan or architecture which identifies the coverage and organization of subject matter and related topics to be included
- The documentation approach which designates how programs content will be designed and presented, including the documentation methods, techniques, formats, and styles
- The Policy and Procedure expertise necessary for planning, designing, developing, coordinating, implementing, and publishing Policy and Procedure content, as well as the expertise needed for managing the program and the content development projects
- The designated technologies for developing, publishing, storing, accessing, and managing content, as well as for monitoring content usage.

Implementing components

Every organization is usually at a different maturity stage for their Policy and Procedure investment. Therefore, before establishing or enhancing a current Policy and Procedure program, it is important to obtain an objective assessment of the organizational maturity, including where the program is now and where it needs to be in the future. Once the maturity level is established, it is then necessary to develop a strategic Policy and Procedure program plan. The strategic plan will enable the organization to achieve the necessary level of maturity for each component and ensure that the organization will maximize the value of its Policy and Procedure investment.

2.2.1 Employee handbook

An employee handbook is the primary resource in defining the conditions and terms of employment, and the benefits available to employees. Devon (2006) stated that an employee handbook is the company's communication tool for information and policies to employees.

A well-planned new employee orientation program is important for both employees and the company when supplemented with an employee handbook. Berkeley

(2006) explained that a good employee handbook sets clear ground rules for employees.

Also, the handbook protects an organization from lawsuits if an employee claims to have been unfairly disciplined or fired. Weiss (2007) suggested it was best if the employer sent the new hires a welcome letter, an employee handbook, and a written job description before their first day on the company. Gavin and Jawahar (2002) suggested the following contents be placed in an employee handbook:

1. Company information: included at the beginning of the employee handbook with a welcome letter, a brief description and a discussion of the company's mission and values.

2. Rules and expectations: addressed by policies, which include prohibited conduct, right to intellectual material, privacy right, arbitration, solicitation, and dress code.

3. Procedures: followed steps or actions if any of the policies or rules is not followed. Procedures included a broad definition of harassment, authority when complaints happen, and an indication of what will follow after a complaint solved.

4. Benefits: required to be included in employee handbooks by US law.

Benefits may include social security, unemployment insurance, and workers compensation, whom each benefit applies and what criteria will be used to, and who to contact with questions

DEPARTMENT ACTIONS

The employee's first interactions with you should create a positive impression of your department and the organization. The time you spend planning for the new persons first days and weeks on the job will greatly increase the chance for a successful start.

Prior to Employee's Arrival

- Inform staff of the employee's arrival
- Set up and clean the new employee's office space
- Obtain office supplies
- Establish an office mailbox
- Establish a first day schedule
- Establish a training schedule

Employee's First Week

- Introduce the new employee to staff
- Review the dress code and office protocol
- Accompany him or her on a tour of building/office/facilities, including lunchroom, emergency exits, and restrooms
- Discuss the location of the T stop or parking lot closest to the office
- Provide keys (e.g., office, building, desk, file cabinets)
- Provide security codes, if necessary
- Show him or her the location of fax machines, copiers, printers, etc. and provide instructions and any access information
- Ensure employee has access to the BU works Central portal and confirm your employee has entered their Personal Data and provided Emergency Contact Information. Use Online Employee Tools as a reference.
- Establish access to appropriate computing resources and electronic files
- Establish phone extension, activate voicemail, provide long distance access code
- Add employee's name to any email group lists, distribution lists, internal/office phone lists and/or website
- Explain completion of timesheet for exempt employees
- Explain time entry via ESS for non-exempt employees
- Review the pay schedule
- Confirm the work schedule
- Complete Patent Policy Form
- Complete Conflict of Interest policy statement

- Order and distribute relevant work related items, i.e.: Business cards, Nameplates, Name badge, P-card, Cell phone, Beeper, Laptop, Uniforms, Manuals/handbooks, Tools
- Review the position description

Introduction of employee to departments

1. Department organization and department activities
2. Guided tour around the department, introduction to the head of department, deputy head, Head of division, computer support, economics administrator, safety officer, janitor, lab Manager, rearing manager
3. Information of the importance of laboratory notes and rules for the ownership of research results.
4. Book time for other introductions
5. Presentation of the newcomer at a department meeting and by mail
6. Alarm routines
7. Working hours, lunch break, coffee breaks

Employee services

A broad group of benefits falls into the employee services category. Employees qualify for them purely by virtue of their membership in the organization and not because of merit. They include food services, legal services, counseling, child care, auto insurance, credit unions, tuition aid, referral awards, and family leaves.

2.3 Benefits

The greatest benefit of effective orientation, says Lin Grensing-Pophal, author of "Human Resource Essentials", is the ability for the organization to acclimate the new employee to the

organization. Many organisation norms are subtle and unstated. Employee orientation can offer an opportunity for new employees to meet and interact with role models who can serve as coaches and mentors during the orientation process.

Employee orientation benefits the organization by providing an opportunity to introduce employees to the fundamentals of the company and their jobs from an administrative standpoint (Doris.,2002). Employees benefit from learning the important rules and details of the job and position. During orientation employers will verify any licenses or certifications required for the job--driver's license, teaching credential, broker's license. Employees will complete necessary paperwork, receive and review the employee handbook, learn about and sign up for benefits and learn about some very fundamental elements of the new position parking arrangements, where the cafeteria and restrooms are.

There is a fixed benefit package for a job and it is offered as such to all offer receiver's examples include insurance and retirement and work/ life plans (Herbert and Timothy, 2003). When a fixed benefits package is offered, the offer letter should not spell out all of the specific benefit provisions. Rather, it should state that the employee will be eligible to participate in the benefit plans maintained by the organizations. Sometimes the offer may provide not additional custom-made benefits but also additional custom-made benefits known as perks. These deal sweeteners may be offered to all potential new hires in job category. Perks are mostly provided to top executives, managers and professionals who include a family clothing allowance, paying children's tuition at private schools and reimbursing for financial counseling services.

(Elaine and Paul, 1992) An organization relate to the definition of highly compensated employees as it applies to the determination of a qualified separate line of business. To satisfy the requirement that a qualified separate line of business have at least fifty employees, there

must be excluded employees who: have not completed six months of service, normally work less than seventeen and one-half hours a week, normally work less than six months during a year, have not attained age twenty-one, or are nonresident aliens with the country in question. Employees who are covered by a collective bargaining agreement, however, may not be excluded unless otherwise.

A company will offer an outstanding total compensation package which includes a benefit and competitive pay. Department and staff benefits depend on job classification, the nature of employment and the number of hours worked. Organisation offer a wide array of high quality benefit plans from to choose health and welfare, insurance, pension plan, retirement savings.

Fringe benefits are generally included in an employee's gross income (there are some exceptions). The benefits are subject to income tax withholding and employment taxes. Fringe benefits include cars and flights on aircraft that the employer provides, free or discounted commercial flights, vacations, discounts on property or services, memberships in country clubs or other social clubs, and tickets to entertainment or sporting events.

In general, Lawrence (1985) says the amount the employer must include is the amount by which the fair market value of the benefits is more than the sum of what the employee paid for it plus any amount that the law excludes. There are other special rules that employers and employees may use to value certain fringe benefits.

The benefits of orientation are clear and visible to both the new employee and the organization. The organization benefits from such factors as reduced turnover or improved productivity as a few of the benefits of a systematic orientation.

Employees benefit from feeling valued and "fitting in" to the new job more easily and quickly. And, she says, fewer mistakes are made by the new employees who are more relaxed.

Your employees have expectations for their careers and the company for which they work. Engaged, committed, high-performing teams are created by matching company expectations and opportunities with employee skills, talents, and expectations.

2.4 General Expectations of All Employees

There are two levels of employee expectations in an organisation (Kinicki and Kreitner, 2009). The first level is set out in the employee contract, rules, procedures and job descriptions. The second level of employee expectations is less concrete. These are the implicit expectations that are part of the psychological contract between employer and employee. Examples are loyalty, respect and job security. It is these often unspoken expectations that when breached can cause an employee to be demotivated and, even worse, go work for the competitor.

Unspoken employee expectations can cause havoc in organizations because they create fuzzy expectations. So it's the job of the organization to let its employees know what is expected of them.

According to Hermann, Hari and Terry (1985), employees are expected to be high-performing, innovative, responsible, contributing team players who don't let a road block or failure get in the way. Make a positive contribution to the company through a combination of know-how, technical research (if you are a researcher), servant leadership, and impeccable customer service. Here are some behavioural expectations to be successful at an organization:

Taking Initiative

Taking the initiative to learn. Many things about the organization can easily be found on internet with increasing technology. Actively learning about the corporate culture, technologies, and specific projects through asking questions and reading helps the employee in doing his or her job well.

Asking Questions

Actively asking questions since an organization is an active learning environment. Being assertive and speaking up when one does not know or does not understand something helps employees learn about an organisation.

Communicating

Proactive communication and being responsive during the orientation process. Continuous communication with project leader(s) and/or team members about ideas, successes, failures, and issues improves on the level of performance.

No Assumptions

Delivering high quality products, data, results, and services on time. Employees are expected to explicitly ask for expectations, quality, due dates (both internal and external), and hours allocated for a specific task other than making assumptions. Work is done efficiently and effectively.

Networking and Building Relationships

Building good relationships and network with other employees. For instance, technical employees, network with other technical staff members to become part of upcoming projects and fund your future work. Good relationships among employees encourage teamwork.

Getting the Job Done Right

Acting as a professional, consciously think about what you are doing by making informed decisions and anticipate/mitigate the impact of those decisions. Thereby being able to generate quality results and getting the job done right.

Talking with Your Supervisor

Communicating with your supervisor about your goals, frustrations, and what is important to you. To match employee needs with company expectations, one must first know the different motivations, strengths, and preferences of each employee. By conducting confidential, individual Employee Work Expectations assessments, it is possible to gauge where to begin individually, and collectively as an organization. These assessments will identify a clear starting point that will provide a springboard to decision-making for the various programs and workshops

From there, a program option will unfold as shown below, or you can build one from scratch Based on the outcome of your Employee Work Expectations assessment or through an analysis one can determine which Program is right for an organization.

The Connecting for Success, based communication course, is a prerequisite for any of the four programs. And all programs incorporate follow-up tools and structured means of

reinforcement, such as personal action plans, bite sized refresher courses, or individual and group coaching, to ensure greater integration of newly learned skills.

Leveraging Employee Strengths Series

The diversity of employee strengths and expectations impacts the bottom line results. Providing the employees with the tools they need to understand and leverage their unique personalities, talents, and motivations which can be accomplished as follows:

- Making Communication Work
- Employee Engagement - Identifying Key Expectations
- Understanding Workplace Motivation
- Personalized Time Management - Developing Strategies that Work
- Coping with Stress in Today's Workplace

Strategic relationships series

Ineffective communication leads to misunderstandings, missed deadlines, and non-productivity. Giving the employees the tools they need to move beyond their expectations, interact more effectively with others, and reach peak performance. This is done through the following steps

- Making Communication Work
- Listen Up! The Other Side of Communication
- Preventing Conflict - Shifting from Confrontation to Communication
- Discovering Team Talents - Leverage the Strengths of Your Team

Emerging Leader Series

The best employees often make great managers with the right tools. Set the best employees up for success by providing them with the solutions that make good employees great leaders.

Customized the Program

Based on the outcome of the Employee Work Expectations assessment, or by determine the organisations own needs, it's important to create a customized program for the employees.

Conclusion

There is no accurate format of orientation for all individuals because of the many variables caused by personal and situational differences. However, it is possible to optimize the effects of orientation by considering the scientific evidence related to the specific physiological demands of associated employees and applying this to orient where possible.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter introduces the techniques and methods that were applied in conducting the study. This section presents an over view of the methods used in the study. The covered areas include research design, population of the study, sample size, compiling techniques, data collection methods and instrument, validity, reliability, research procedure data analyses and study limitation for the study that's going to be done.

3.1 Research design

The researcher used qualitative research design, through the use of descriptive research methods in trying to understand the nature of orientation of the case study. The qualitative design suits the chosen study since the researcher got a deeper understanding of the respondent's world. It also showed orientation from a more realistic point of view, and it as well allowed higher flexibility.

3.2 Area of Study

The study was carried out from IWAYAFRICA UGANDA LTD which is a telecommunication company that provides corporate data services, a hybrid of access solutions and specializes on both satellite and terrestrial access services to keep different businesses connected to the world. It provides a range of world class ICT products to its customers with a mission statement which is to provide connectivity, wide area network, data centre, premise base and application solutions to maintain enterprises online and enabled. The area of study was at communication house which is located at Colville Street in Kampala district.

3.3 Study population

The study population included the employees of IwayAfrica Uganda limited who provided the information on the basis of the phenomenon. The population also included the management of IwayAfrica Uganda ltd. The staff at the organisation consists of 100 members. They are divided into ten managers, seventy employees and twenty casual workers.

3.4 Sampling Procedures

The researcher first got a letter of introduction from the dean of Uganda Martyrs University which I presented to the head of human resource at IwayAfrica who in turn gave me a go ahead to interview the employees and management.

3.4.1 Sample size

The respondents were selected using the simple random sampling method that was presented using a tabular format from krejcie and Morgan.

Department	Population	Sample size	Method
Human resource	100	30	Simple random

Source: krejcie and Morgan, 1974.

3.4.2 Sampling Technique

The study employed the probability sampling technique which included the simple random sampling to select the sample. The simple random sampling refers to selecting a sample without bias from the target population. It is mainly used to select a random sample. It was preferred for this study because it ensured that each member of the target population had an equal and independent chance of being included in the sample.

3.5 Data collection methods and instruments

The researcher conducted the study using primary and secondary sources of data collection.

Primary source

The primary sources to be conducted under this research were in form of an interview with the management and the employees of IwayAfrica Uganda limited. The researcher will also use questionnaires for the case study.

Secondary source

The researcher also endeavored to use documents, reports and other forms of literature such as journals, and internet sources on the subject under study.

The researcher also used instruments like pens and note books where he would write down additional information from the respondents.

Instruments

For the primary method the instrument that will be used will include a questionnaire for questioning the respondents like the one attached to this proposal.

Questionnaire

The questionnaire is made of closed ended questions. These questions allow the respondents to express their opinions and views about job. The questionnaire helps the researcher to generate data about the job. The questionnaire has questions which were determined with pre-determined responses like yes/no or agree/disagree. This helped the researcher collect information in a short time since the target population is literate.

Interviewing

This method involves questioning or discussing issues with people. Interviews were carried out on the employees on a face to face basis. It can be a very useful technique for collecting data which could probably not be accessible using techniques such as observations or questionnaires. Many variations on an interview are possible. The researcher used the unstructured type of interview because it goes in-depth, narrative and non-directive it enables an individual disclose more information about themselves and about the conditions they are facing for the company they are working for.

3.6 Quality control methods

They consist of reliability and validity. Punch (2009) explains that reliability refers to the consistency of the instrument overtime. So reliability calls for testing and retesting the data collection instrument to ensure it gives exactly the same results each time it is being used under the same conditions with the same subjects. Therefore pilot testing has been used to determine the reliability of the questionnaire. In addition Punch (2009) says that validity is the extent an instrument measures what is intended to measure. Pilot testing assesses the validity of the questionnaire.

3.7 Data Management

After gathering the data, the researcher continuously examined and processed the data in order to check for its accuracy and this was done by cautiously editing, analyzing and presenting the data in an informative manner or in a table system for easy interpretations. The data was analyzed both qualitatively and quantitatively; quantitatively where the data was analyzed using statistical formula and descriptive statistics was used as well.

Validity

Validity refers to the extent to which the data collection instruments employed (to measure variables) in the study actually measures what they are intended to measure. In this regard, attention was paid to the contents validity of the data collection instruments which dealt with the degree to which the instrument(s) relevantly explore(s) the variable(s) under investigation and how well the constituent elements of the instruments are arranged for the purpose accurately eliciting the data required for the study respectively (Siegel, 2004).

This was ascertained through expert judgment of its relevance to the study and its subsections, of the various items in the various data collection instruments. For content validity, the expert judgment will be used form the basis for the computation of content validity indices for the instrument.

Reliability

Reliability is the description of precision, consistency, repeatability with which the instruments elicited the data that was required for the study says Amin, 2005.

It was established through a pilot test of the questionnaire and the results were subjected to an internal consistency tests using Conbach's alpha internal consistency form of the Kuder-Richardson formula.(K-R20). This method was chosen because it was a highly regarded method of assessing reliability, considered by most researchers as the most satisfactory method in determining reliability (Amin, 2005)

That is

αalpha

Sd2i.....squared standard deviation within each item

K.....number of items

Sd2t.....total standard deviation within each item

E.....standards for summation

3.8 Data analysis

Qualitative analysis

The researcher used qualitative analysis through the use of an open ended questionnaire as well as interviews and group discussions and then categorizes his finding into major themes.

Quantitative analysis

Under this part, the researcher used the correlation analyses in trying to explain how the independent variable (orientation) affects the dependent variable (performance of employees).

3.9 Ethical considerations

The researcher did not pay money in order to obtain any kind of information while conducting his research. The researcher also kept the information from the respondent confidential. The researcher was honest about the information he or she wrote in the report. The researcher had to introduce himself to the staff and Management of IWAYAFRICA UGANDA LTD in a respectful manner that was to be interviewed. Then the researcher circulated questionnaires to the staff and Management were had put all his personal details

that were needed as evidence of what was being said. The researcher had to further explain the reasons for his research as indicated in the questionnaires presented to the Staff and Management of IWAYAFRICA UGANDA LTD.

3.10 Study limitations

Although the research has reached its aims, the researcher was challenged by various constraints in the course of the study. The researcher was limited by the scarcity of funds especially in transportation charges and printing charges of the questionnaires, which rendered her unable to make all the necessary to do research. This also had a negative effect on the researcher's ability to meet and fulfill all the appointments made with the respondents. The officials of IwayAfrica Uganda limited were often too busy in the field to attend to the researcher's interests. The researcher encountered the problem of the questionnaires being misinterpreted by the respondents however the researcher guided the respondents through interpretation of complex terms used in the questionnaires.

Some respondents did not fully provide the required answers, thus left some questions unanswered. However the researcher managed to conduct some interviews with a few respondents and through that additional information was obtained.

Conclusion

This chapter provided information on how data was collected, the advantages of the data collection techniques used by the researcher and the various methods that were being used, how the sample size was selected of the 30 respondents and showed how data was to be interpreted, analyzed and its reliability and its validity.

CHAPTER FOUR: PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter provides an analysis and interpretation of the findings of the research about orientation and employee performance. The study intended to understand how orientation of employee benefits, policies and employee expectation influence employee performance. The study also aimed at discovering whether better employee performance has actually been realized through orientation. Thus this chapter provides the analysis and interpretation of data which was obtained from the questionnaires that were distributed to the various employees of IwayAfrica LTD Uganda. The discussion of this chapter begins with the introduction of information as presented below;

4.2 Biographical data

Data was collected from the IwayAfrica Uganda Ltd which is located along Jinja Road in Kampala district through random sampling and the distribution of questionnaires to the management and employees of IwayAfrica Uganda Ltd under the supervision of the Human Resource Manager.

The research was generally carried out on the employees of IwayAfrica Ltd Uganda to find out how orientation and employee performance has been realized in relation to employee performance and development. The respondents were both men and women.

During the research process, the researcher was also concerned with knowing the gender of the employees at IwayAfrica Uganda Ltd. The results obtained are shown below;

Table 1 Shows Gender of employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	19	63.3	63.3	63.3
	Female	11	36.7	36.7	100.0
	Total	30	100.0	100.0	

Source: primary data

The results were formulated into percentages for easy analysis and interpretations. According to the results of the diagram and table above, majority of the employees were male with a percentage of 63.3%. The male dominated the gender category reason being that most of the tasks and the nature of jobs at IwayAfrica Uganda Ltd require physical manpower in terms of strength and physique which makes the male the most suitable for most the existing types of jobs at IwayAfrica. The research results also indicate that 36.7% are female. The female employees said that they normally perform jobs that do not require a lot of physical strength. Most of them were seen as receptionists, accountants, supervisors and cleaners.

The researcher wanted to know the education status of the respondents in iwayafrica.

Table 2: Shows Educational status of the respondents

Educational status	Frequency	Percentage
Under graduate	10	33.33
Postgraduate	9	30.00
Others	11	36.67
Total	30	100.00

Source: primary data

From table above many of the respondents 33% fell under the other category through explanations many said that they had acquired certificates and diplomas from business institutions and technical institutions since most of the work required technical skills and knowledge. 30% of the respondents had reached the undergraduate level. Through

interactions with some respondents the researcher found out that those who acquired the undergraduate level were seen performing work that required soft skills such as sales supervisors, accountants, store keepers, receptionists, cleaners etc. The 37 % were those respondents that had at least achieved the postgraduate and these are managers like the Human resource manager, departmental manager, Finance manager, Procurement offices. The respondents also said that for one to be raised to such level he or she needed to have at least acquired the Post graduate level of education.

The researcher was similarly interested in knowing the number of years the respondents have spent working in IwayAfrica Uganda Ltd.

Table 3: Numbers of year’s respondents have spent working at iwayafrica.

Period	Frequency	Percentage
0-5years	13	43.3
6-10years	9	30
11-15years	8	26.67
Total	30	100

Source: primary data

The researcher found out that most the respondents (43.3%) were those that had worked at IwayAfrica for less than five year because there were recruited after Africa Online changed to IwayAfrica Uganda ltd. 30% of the respondents had worked for IwayAfrica for over 5 years through explanations some respondents said that they have worked in the company for long. The rest 26.6% were the foreign nationals that the company came with from other branches worldwide to establish a branch in Uganda.

These represent the figures below

1	2	3	4	5
Strongly agree	Agree	Neutral	Disagree	Strongly disagree

The table bellow shows what the researcher wanted to find out about employee benefits.

1. Objective one: Employee benefits and employee performance

Table 4: Showing Employee benefits and Orientation

No		1	2	3	4	5
1	My organization gives employee holidays every year	20%	13.3%	6.7%	6.7%	53.3%
2	Giving employee retirement packages	6.7%	0%	13.3%	13.3%	66.7%
3	My organization has a consistent and equitable system of reward for good performance	6.7%	13.3%	13.3%	26.7%	40%
4	I understand my benefits options	60%	20%	13.3%	0%	6.7%
5	I know where to find information about my benefits	60%	20%	6.7%	0%	6.7%
6	I know whom to call if I have questions about my benefits	46.7%	53.3%	0%	0%	0%
7	I am satisfied with my benefits	0%	6.7%	33.3%	20%	40%
	Average	28.6%	18.1%	12.4%	9.5%	30.5%

Source: primary data

The above outcomes indicated that majority of the respondents 60% disagreed, 6.7% neutral and 33.3% agreed to the organisation giving employees holidays every year. through the explanation that the IwayAfrica give public holidays such as Christmas breaks, Easter break, independence day labor day within the year but not leaves every year. This is because the employee numbers are few and the workload would be a lot if the holiday leaves were granted every year.

The majority of respondents were 80% who disagreed with IwayAfrica giving retirement packages to employees and the rest of the respondents 6.7% agreed and 13.3% were neutral.

The explanation was employees often misunderstand their retirement packages and plan their golden years using inaccurate assumptions. Interview responses indicated that the retirement eligible employees in IwayAfrica had a rather low level of knowledge, a lack of confidence in their ability to make optimal retirement choices, and a strong desire for their employers to provide more formal preretirement planning programs. In the survey that asked employees about details of company and national retirement programs, workers got 50% of the answers correct on average. It is interesting, therefore, to note that even within this population there is still significant confusion about retirement plans and a general lack of financial literacy. According to Lawrence (1985) Pension plans have also expanded steadily over the last 30 years. Among nongovernmental employees, the percentage covered has steadily increased, although at a slower rate.

66.7 respondents disagreed with the organization having a consistent and equitable reward system. The researcher found out that in this organization people are rewarded in proportion to the excellence of their job performance. The researcher noticed during the interviews that different individuals have different perceptions of rewards. For instance, some individuals may consider cash as a sufficient and adequate reward for their efforts at work, while others may consider holidays and material incentives (such as a car) as more rewarding in exchange for their work. Others still, may consider a shift in the treatment that they get from their leaders to be a more rewarding experience. For instance, some employees consider being recognized by their leader as more rewarding than financial incentive. The key respondent of the interview the sales manager of IwayAfrica said that rewarding of employees motivates them to work harder hence an increase in productivity and quality.

According to the research 80% agreed to understanding their benefit package. The manager of IwayAfrica during the interview said that the investment made in providing a strong benefits package is lost if employees do not understand and appreciate what they are offered.

This research showed that orientation clearly enhances understanding, which is good news for employers and employees. The orientation period is typically the time when employees can gain a more in depth understanding of the employer's fringe benefit program, as opposed to the brief overview they received during the interview process which is in agreement with (Herbert and Timothy, 2003). The few benefit packages provided by IwayAfrica are thoroughly explained to help the employee make a more informed selection when starting to work for the company. Employees also learn when benefits become available, as some may require a waiting period before enrollment. The research showed the strong connection between the quality of the benefits education employees received and their perception of their employee. As the benefits landscape is shifting, it is more important than ever to give employees the right tools to understand their benefits choices and to communicate what's available to them. Though employers spend a lot of money providing benefits for their employees, research showed the vast majority of them do not think their employees really understand their benefits packages. In fact, less than 19% of employers thought their employees had a very good understanding of their benefits.

80% of the employees know where to get information about the benefits provided by IwayAfrica since every employee is given a manual which has all the information needed by the employee. All the respondents were aware of the people to whom they could consult such as mentors, supervisors and the human resource managers. The majority of the respondents 80% were not satisfied by the benefit packages given by IwayAfrica.

In conclusion the key respondents of the interview of IwayAfrica said that they are told about employee benefits during orientation and this gives them a good understanding of benefit packages hence improving on the performance of employees.

2. Objective two: Employee Expectations and Employee performance

Table 5 Employee Expectations and employee performance

NO		1	2	3	4	5
1	Performance in the organization depends greatly on orientation	0%	13.3%	13.3%	26.7%	46.7%
2	Employees are highly committed	26.7%	46.7%	13.3%	13.3%	0%
3	Employees are well disciplined	20%	60%	13.3%	6.7%	0%
4	Employees have good teamwork	26.7%	66.7%	6.7%	0%	0%
5	Employees are punctuality	20%	53.3%	13.3%	13.3%	0%
6	Employees have professional ethics	20%	60%	6.7%	13.3%	0%
7	I am satisfied with my supervisors and mentors contribution to my orientation	20%	66.7%	13.3%	0%	0%
8	The orientation process best meets the needs of my job	20%	53.3%	13.3%	6.7%	6.7%
9	The orientation process prepares me to understand the parameters of my position	33.3%	40%	13.3%	6.7%	6.7%
10	The overall impact of the orientation program is good	33.3%	53.3%	6.7%	6.7%	0%
11	I understand the purpose of my position	40%	46.7%	13.3%	0%	0%
12	I am satisfied with the method of orientation used by the organization	13.3%	46.7%	13.3%	0%	6.7%
	Average Percentage	22.8%	46.1%	11.7%	7.2%	5.7%

Source: primary data

The above results indicate that 73.3 % disagree that employee performance greatly depends on orientation. Research showed that performance depends on a combination of many factors like job satisfaction, human resource management, production, payments such as salary hence it does not greatly depend on orientation. Orientation is another avenue through which employee performance can be improved.

73.4 agreed that employees are committed to the work in IwayAfrica. The researcher witnessed during the interviews a deep rooted sense of loyalty and commitment to the organization by the employees. The research showed that for employees to be committed to the work, they must have ownership of the work. To have ownership of the work, one must be able to influence what goes on in the workplace associated with that work. Ogba (2008) says that to influence the workplace, one must be heard and reasonably answered by bosses. When managers take sufficient time to share with employees all knowledge about the company which might be of interest to employees, employees are suddenly released to their own motivations and start using 100 percent of their brainpower on the work. The employees of IwayAfrica agreed that employees are likely to reciprocate with greater commitment and more willingness to act in the best interest of the organisation. Mowday, Porter, and Steers (1982) conceptualized commitment by including three characteristics: First, the employee holds a strong belief in the goals of the organization. Second, the employee invests in the organization by expending effort. Finally, the employee desires maintaining a position within the organization. When carried out in a competent manner, orientation undoubtedly contributes to employee commitment to total quality management.

80% of the respondents agree that employees are disciplined at the workplace. The findings were that workplace discipline, when consistently and fairly applied, reinforces the rules the managers established for workplace conduct and promotes employee morale. The manager IwayAfrica during the interview said when workplace rules are clear, when they apply to everyone and when they are consistently enforced, employees know where they stand and how they are expected to behave. They are more likely to respect workplace rules when they know those rules will be enforced, thus reducing the likelihood that disciplinary action will be needed in the future. However, the rest of the respondents 6.7 disagreed with the explanation that some people are indisciplined at work despite the orientation sessions

provided by the organisation. An employee who's causing serious workplace disruptions, such as threatening other employees or bringing weapons to the office, must be dealt with immediately. Ignoring an employee who is exhibiting erratic or dangerous behavior can result in tragedy; ignoring one who is sowing discord will lower employee morale and may reduce productivity over time.

93.4% agree to employee teamwork at the workplace. The research showed good understanding among team members yields better results for the company. No team can be called a team if there is not proper flow of thought and ideas among its members. Orientation is a good option where team building programs can help improve teamwork in the workplace. The characteristics of a team are members getting along well and enjoying each other's company. They cooperate and get the work done. The findings show that employees are expected to work as a team. According to Mestre, Stainer, Stainer (1997) Orientation encourages employees to understand how organizations function and change, produce a shared diagnosis of problems and develop teamwork and positive support. The challenge for organization is to make every individual a productive team member, emphasizing the importance of the two components of business success: membership and productivity. As an organization is an aggregation of individuals, relationships must be facilitated and developed, especially considering the large numbers involved. Therefore, new employees stay as a team, work through assignments as a team and perform physical activities as a team. With teamwork employees develop a sense of belonging, encourage each other to excel and develop long term relations thus easing communication.

73.3% of the respondents agree with employees being punctual at work. Through the interviews employees said having punctual employees are incredibly important for any business, especially IwayAfrica. Punctuality directly relates to the profitability and

productivity of the company, so it is critical that a business takes time and attendance seriously. Whichever way employers choose to motivate their employees, know that in the long run having employees who are on time will improve your business so having a strict attendance policy may be necessary. IwayAfrica requires all employees to report to work as scheduled and on time. An employee's absence or failure to report to work on time not only impacts the level of service and quality they provide to their clients, but it also disrupts the work environment, imposes added work on co-workers, and negatively affects the morale of co-workers who are on-time and available. Consistent attendance and punctuality is imperative.

80% of the respondents agreed that employees have professional ethics. Respondents of the interview such as managers said that they expect their employees to do what is right, not just what is profitable to the business and themselves. Business or professional ethics are standards or codes of conduct set by people in a specific profession. A code of ethics is a part of the expectations of those involved in many different types of professions. People in a profession do not want to condone bad, dishonest or irresponsible behaviour if it does occur by someone in their field. By setting out expected behaviours in the form of professional ethics, professionals work together to try to uphold a good reputation. Respect and honesty are the two main components of professional ethics. All employees of IwayAfrica are expected to represent the business ethically as they are a part of it. An important element clearly left shown in the research is that orientation governs employee behavior at work.

86.7% Of the respondents agreed that they were satisfied with their supervisors and mentors contributions to their orientation. Research shows that assigning a mentor to a new employee creates a connection to the organization from the start. Mentors know how things should be done in the workplace and are willing to help a new employee become successful,

challenging them along the way. While most managers might think it will be difficult to choose a mentor in their organization, there is usually an obvious choice. Mentors at IwayAfrica are employees who are already helpful to other employees and do their job well. They should be patient and encourage new employees to do their best. The Human Resource manager of IwayAfrica during the interview said there is a set schedule for a mentor to follow or mentors could have the new employee job shadow them, depending on the needs of the organization. Mentoring programs, when they follow formal orientation, tend to provide new employees with the level of guidance necessary to become long-term employees.

73.3% Of the respondents agree that the orientation process best meets the needs of their respective jobs. The orientation program is modified to ensure that it best meets the orientation needs of new employees. Research has demonstrated that the employee orientation is related to their job satisfaction. During the orientation process employees get to know the tasks they are to perform and how they are to be to do the job so the process best meets the needs of the employees. However 13.4% disagreed because they felt the orientation process is a waste of time. They believed they had enough experience from other jobs hence being able to perform their tasks adequately without orientation.

73.3% of the respondents agreed that the orientation process prepares them to understand the parameters of their jobs. The results show that an employee is given a review of his or her job description during orientation. This is an opportunity to explain to the new employee the importance of their position and how it works to the support of the goals of the company. the organisation orient the employee about their work area and make sure they have all needed supplies, materials, documents and manuals that may be necessary for them to do their job. However, 13.4% of the respondents disagreed with the question because they think the orientation process provided at IwayAfrica is short to understand the parameters of their jobs.

The trainers give them an overview of the kind of work they are to do. In my few a minimum of a week of intensive employee orientation upon the commencement of employment or work in a new organization can make a great difference.

The majority of the respondents 86.6% were in agreement with the overall impact of the orientation program being good. IwayAfrica ensures that their employees benefit from the value that they place on developing their skills and assisting their transition from their very first day of employment. In addition, the program helps to foster a supportive, team-oriented work environment within the organization. Most importantly, the program rapidly develops a new employee's ability to respond effectively to the needs and inquiries of the community they serve.

86.7% of the response was in agreement with the employees understanding the purpose of orientation to their positions. The research shows that orientation of employees is to mold their attitudes to what the employer wants though currently, orientation programmes have been reduced to introducing new employees to staff and shown around areas of the organization. If orientation continues to be seen as a guided tour in and around the organization, the opportunity to shape the mindset or attitude of the new employees will be lost.

60% of the respondents agreed that they are satisfied with the method of orientation used by the organisation. During the interview the human resource manager of IwayAfrica informed the researcher that the organisation uses organizational and individual orientation. The method of orientation provides the employees with the necessary information they need. Orientation program brings employees on board with the company and encourages them to embrace the company's philosophy, mission and values. In turn, the employees and the company are on the same page when it comes to performance expectations, the manner in

which workplace commitments are upheld and the commitment to producing quality products and services. A focus on employee well-being provides a healthy environment for employees, which reduces their stress and enhances their satisfaction and commitment.

In conclusion the key respondent of the interview the manager in IwayAfrica said that employees were informed about what is expected of them by the organisation and in turn what they expect of the organisation thus the resulting in increased performance at the workplace.

3. Objective three: Policies and Employee performance

Table 6: Showing policies and Employee performance

NO		1	2	3	4	5
1	Policies in the organization are communicated to employees during orientation	26.7%	40%	26.7%	6.7%	0%
2	Employees are given policy manuals	46.7%	13.3%	26.7%	13.3%	0%
3	Employees are given guidelines on how to abide to the policies	40%	33.3%	20%	6.7%	0%
4	All employees are required to read the polices applicable to their position	40%	40%	13.3%	6.7%	0%
5	Documentation signed by the employee is maintained to reflect that each employee has read and understood the policies and procedures	40%	53.3%	6.7%	0%	0%
6	The policy manual includes the rights of employees	33.3%	40%	13.3%	13.3%	0%
7	The information provided during orientation is useful	33.3%	46.7%	6.7%	13.3%	0%
	Average Percentage	31.4%	38.1%	16.3%	8.6%	0%

Source: primary data

The researcher found that 66.7% agreed that the policies in the organisation are communicated to employees during orientation. The respondents reported that the policies are communicated to them by the trainer whom the organization has chosen since IwayAfrica orients its own employees. IwayAfrica has a written document or booklet on company policy that they give to their new employees upon orientation. Information on pay schedules, holidays, shift times, absenteeism and vacations is commonly included. Safety precautions and procedures are usually outlined. The company also instructs employees where to park personal cars and which department and supervisor to report to for work.

60% of the respondents were in agreement that they are given policy manuals. The research findings showed that the Employee Policy Manual defines the corporate philosophy, rules, regulations, policies and procedures. It explains what the company expects out of its employees and vice versa. The employee policy manual can either help the organization or be used against it, depending on the content. According to Gavin and Jawahar (2002) without it, the company is more susceptible to law suits, internal problems and misunderstanding. The respondents of the interview said the company employee handbook is one of the most important communication tools between the company and employees. Not only does it set forth your expectations for your employees, but it also describes what they can expect from the company. It is essential that the company has one and that it is clear and as unambiguous as possible. Misunderstandings or misstatements can create legal liabilities for your business. In legal disputes courts have considered an employee manual to be a contractual obligation, so word it carefully. During the orientation period, research shows that new employees receive several well produced and richly illustrated booklets, outlining the new relationships. These bring a sense of identity, aid integration as part of a team and convey the corporate management philosophy which describes such elements as principles, facilities and structure.

They also provide, in a clear and straightforward manner, an overall understanding of the size, and direction and core values of the organization they have joined.

73.3% of the respondents agreed that they are given guidelines to abide to the policies. Research shows that the trainer responsible for orienting commonly reviews all policies to explain them to new workers. These guidelines help employees know how and where the different company policies are applied. Research shows that most of the employees are overwhelmed with the company policies so with the help of guidelines the work is made easier for them.

The majority of the respondents 80% agreed that they are all required to read the policies applicable to their positions. Findings showed that employees in IwayAfrica usually read the policy manual and sign it, indicating that they read and understood the information. Employees also keep the handbook stored at their desk to refer to later in case there are questions about company policies or procedures. Key policies and procedures should be reviewed and discussed. Devon, M. L. (2006) says it is not enough to hand the new employees the policy manuals but the information should be read at his or her leisure

93.3% of the respondents agreed that the Documentation signed by them is maintained to reflect that each employee has read and understood the policies and procedures. Research shows that new employees typically have to sign a number of documents before starting work such as papers to verify receipt of company policy information as well as understanding the information and agreeing to follow rules and procedures. The reading and signing paperwork is to make the employee official and document the hiring and launch of the employee's career with the company. Documents to sign usually include the offer letter so the salary and benefits laid out in the job offer are official, tax documents so the employee is legally

employed and any company policy notices or letters for new employees. the finding indicate that signing paperwork is usually overseen by a Human Resource representative.

73.3% of the respondents agreed that the policy manual includes the rights of the employees. The research shows that the employee rights included in the policy manuals of IwayAfrica include

- Right to be free from discrimination and harassment of all types
- Right to a safe workplace free of dangerous conditions, toxic substances, and other potential safety hazards
- Right to be free from retaliation for filing a claim or complaint against an employer also known as "whistleblower" rights
- Right to fair wages for work performed.

The researcher found out that this is essential to ensure the employees that their rights are protected when working for the company.

The finding above show that 80% of the respondents agreed that the information provided during orientation is useful. The researcher found that sharing the information of the organization and program is necessary for the new employee to understand the organisations operations and his/her place within the overall activities of the organization. A new employee arrives at the job usually wanting to know what is expected from them and what the corporate objectives are. An orientation program is the perfect place and times to lay out these principles hence the usefulness of the information provided.

In conclusion the respondents during the interview of the management in IwayAfrica said the organizational policies are well explained to the employees through the issue of handbooks or

manuals which gives employees a better understanding of the company therefore there is better performance from employees.

The researcher wanted to know the impact orientation has on the performance of employees.

Orientation and employee performance

Table 7: Showing employee performance

NO		1	2	3	4	5
1	orientation increases employees' productivity	13.3%	46.7%	40%	0%	0%
2	Orientation increases the quality of output	0%	73.3%	13.3%	0%	13.3%
3	Employee performance is better after the orientation process	0%	73.3%	13.3%	0%	13.3%
4	There is an increase in the level of profits	0%	26.7%	60%	6.7%	13.3%
5	The quality of services depend on the employee orientation	13.3%	33.3%	20%	33.3%	0%
6	orientation increases the level of team work among employees	13.3%	53.3%	20%	13.3%	0%
7	The organisations current performance appraisal process is good	13.3%	60%	13.3%	13.3%	0%
8	The quality of orientation and training received for your current position in the company	0%	40%	33.3%	26.7%	0%
	Average percentage	4.9%	50.8%	24.2%	10%	4.9%

Source: primary data

The above results indicated that the respondents agreed that orientation increases employees' productivity. Findings showed that employee performance management begins or should begin as soon as new employees enter the organization. Employee behavior and employee conduct are other performance indicators that can be managed and improved to make employees more productive in the workplace. Both employers and new employees want to

become as productive as possible relatively quickly. IwayAfrica found that orientation helps new employees reach full productivity levels at least two months sooner than those without effective orientation experiences. Orientation programs must be designed to accelerate employee productivity quickly on the job.

73.3% agreed that Orientation increases the quality of output and service. The findings show that with orientation the employees are equipped with job description and there will be fewer mistakes during production hence an increase in quality products. Orientations aim may be to develop a quality workforce. According to Kinicki and Kreitner, 2009 employees are expected to take responsibility for quality in two important respects. They are expected to call attention to quality problems as they do their normal work. Perhaps more important, they are expected to accept the continuous improvement culture and look for ways that they can do their work better. They are also expected to look for ways in which the overall operation of the organization can be improved. To do this, of course, they need skills and information that allows them to produce better quality output. Time spent on a quality orientation will reduce the headaches and problems that will undoubtedly arise if employees are uncertain about their responsibilities at the workplace.

73.3% agreed that employee performance is better after the orientation process. The findings show the positive outcomes of employee orientation are widely acknowledged by IwayAfrica. Proposed positive outcomes include improved service quality, increased employee satisfaction and strong, long-lasting relationships with employers. The Sales manager during the interview said the quality and efficiency of business processes help to boost the performance of employees and provide better service to customers. Company orientation is the opportunity to lay a solid foundation for a productive, loyal, and healthy relationship with the employees said the human resource manager of IwayAfrica. When workers understand and implement correct and efficient operating procedures, productivity is

much higher, workplace accidents are fewer, and the quality of the product will be better. However the research discovered that Output expectations from new employees are very low in the first year as the emphasis is more on adaptation and learning. In the area of personal development and planning, employees are taught and encouraged to establish and achieve their own career goals and needs, consistent with their skills and talents.

66.6% of the respondents were in agreement with orientation increases the level of team work among employees. The finding found that when employees are connected in supportive teams, they may be able to exchange and utilize important aspects about their work which leads to improved performance. With orientation, employees are able to get to know other employees and feel comfortable with each other and most of the assignments given need to be performed as a group hence encouraging team work. According to Sims and Julie., 2010 working adults spend a major portion of their time at work. With that said, it is essential work environments that support and provide opportunities for employees exist to form strong and positive relationships with coworkers. Beyond job satisfaction, retention, and effective teamwork, this is also critical for their personal happiness on the job. Long term employees reported that the friendships they have at work was one of the main reasons they choose to stay. Employers must understand this and include activities in the orientation program that foster employee relationships.

73.3% agreed that the organisations current performance appraisal process is good. Performance appraisal has different objectives for management and for the employees. Employees are interested in having an assessment of their work from the viewpoint of personal development, work satisfaction and involvement in the organization. Management assesses the performance of employees to maintain organizational control and disburse rewards and punishments to further organizational goals. For employees, it can impart a better understanding of their job, skills and limitations, and provides an opportunity for self-

reflection. It can help identify development needs. It can increase mutuality and strengthen communication between employees and management.

In conclusion the key respondents from the interview of the human resource manager in IwayAfrica said that orientation of employees has a great impact on their performance at the workplace.

Furthermore the researcher found that IwayAfrica orientation program consists of four distinct elements as shown bellow;

Table 8: Showing a schedule of orientation

Phase	Location	Content	Purpose
Corporate orientation week 1	Corporate training centre		General corporate values and policies Overall exposure
departmental orientation week 2	On location in each Department	Department rotation	Understanding the inner workings of each department
Personal assessment day 1 of week 3	As appropriate	Personal ability and interest	Personal awareness and insight
Permanent job assignment day 2 of week 3	Assigned department	Learn by doing on job training through mentors	Progress work by learning

Source: primary data

According to the interview the Human Resource manager of Iwayafrica believes that each new employee is to be welcomed as a part of the team from the first day. They seek to do everything to make the new employee’s adjustment to the job and to the work environment as rapid and pleasant as possible. For these reasons, they:

1. Let each person who is hired know that we are happy to have him or her as an employee and colleague.
2. Provide all new employees with all the information they need.

3. Keep all employees fully informed on all matters of company policy and company action that might involve or affect them in any way.

4. Maintain open communication so employees can obtain information, get answers, and discuss concerns openly with supervisors, Human Resources associates, and officers of the company.

The researcher wanted to know whether employees are being informed about employee benefits, policies and employee expectations in IwayAfrica which concurs with Lloyd and Leslie (2000). The corporate orientation includes the basic information an employee will need to understand the broader organization of the company. The human resources department or administrative staff often conducts this phase since much of the content is general. It covers the following areas

- General company information; history, philosophy, market niche, departments and branches.
- Important policies and general procedures.
- Information about compensation and benefits.
- Safety and accident prevention issues.
- Employee rights and responsibilities.
- Overall discussion and tour of physical facilities

The departmental employee orientation includes what the department is responsible for, what the department structure is and the department culture. The interrelationship between the employee's department and other departments is explained in regards to the flow of information and or work, as well as key contacts in other departments. The direct and indirect reporting relationships between departments is also be defined.

The supervisor provides the employee with a copy of their job description. The job

Description includes details about the employee's position: their responsibilities, daily duties, the qualifications required, their decision making levels and the judgment required. The supervisor goes over this job description in detail with the new employee and explains what it really means, and makes sure the new employee fully understands what is involved. The employee signs a copy of his/her job description to verify it has been explained and understood. IwayAfrica chose these methods because they help the employees understand the function of the organization.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of the findings, conclusions drawn from the findings and the corresponding recommendations of the study basing on each objective. The objectives of the study include; examine how employee benefits, employee expectation and organizational policies leads to high performance of employees. The study used simple random sampling. In the quantitative section, from the sample units chosen in each homogeneous group of employees' management based and not ordinary employees, values for the three aspects were obtained. In the qualitative section, on the other hand, interviews with top managers and employees were conducted.

This work aimed at analyzing how orientation affects employee performance in an organization. The results of the test were based on the validated survey and interview questions were recorded, tallied, and categorized. The summary, conclusions, and recommendations are presented below.

5.1 Summary of Findings

The first objective of the study was to examine employee benefits and the findings were that the majority of the respondents said that they had received employee benefits and that they understood the benefit packages given by the organization. According to the employee expectation most of the respondents said a new employee wants to know what is expected of them and in turn what the organisation expects of the employer. Furthermore when the respondents were asked whether they received, read, understood and signed the organisational policies manual provided during the orientation process most of them agreed. The respondents also agreed that the performance of employees increases due to orientation.

5.2 Conclusions

The conclusion of employee benefits is; respondents at IwayAfrica Uganda Ltd go through orientation of three weeks during which they are informed about the employee benefits that has created opportunities to learn about the organisation benefit packages available to them hence this has increased the productive of the employees.

The conclusion of policies is that the employees of IwayAfrica are well informed about the organisation policies which enable them to know how the company operates thus improving on the performance levels.

The conclusion of the employee expectation is; that this study was with regard to the role of employee expectation on employee performance. Based on the interview, respondents said that employee expectations have a direct impact on employee performance but a few respondents were inconsistent, due perhaps to the different circumstances of the firms and people, a majority of the interviewees believed that employee expectation have or are going to have an impact on various organizational performances.

The conclusion of the study is that orientation is considered to have a high impact on level of productivity and performance though there are a few employees who believe otherwise.

The conclusion of the study orientation programs are faced with four major challenges. The first is the lack of clearly stated goals and objectives. IwayAfrica did not state specific objectives for their orientation programs. Research gave three basic reasons why orientation programs missed their goals due to lack of planning, disillusionment about the new employees, and the feelings of new employees that they simply did not fit into the company.

The second challenge was the delivery of appropriate and accurate information to new hires. Some companies offer only one or two days for orientation training. Too often, employees felt that they did not get enough information or the amount of data overwhelmed them. Research reported that many new hires thought that orientation was overwhelming, boring, and/or too simplistic.

The third challenge dealt with balancing the variety of needs of individuals and those of the company. Each employee had their own needs and expectations. Companies and departments also had expectations for the new employees. Balancing the different needs and maximizing satisfaction for both sides is a problem for orientation training.

Knowing these results, in general, it can be concluded that orientation is effective in bringing up the performance of employees.

5.3 Recommendations

1. Organizations should begin orientation with the most important information first. More detailed information should be provided in a timely manner, yet at a pace that the new employee can fully understand and absorb it.
2. Emphasize should not just be on policies and procedures. Employees should have a chance to get to know the people around them (supervisors and co-workers). They should have a clear idea of what role other people play in the company and the overall chain of command.
3. Employers should buddy a new employee with an experienced co-worker. This provides on-going support during the first few days or weeks of employment. Make sure the experienced employee a) wants to buddy-up, b) is highly competent technically and follows proper safety procedures, and c) has sufficient interpersonal and communication skills needed to be an efficient tutor.

4. Management should utilize multiple sessions or meetings during the orientation process. Ideally these sessions should be spread out over a 2 to 5 day period. This way, the new employee will retain much more of the information presented, experience less anxiety, and more efficiently adapt to their new work environment and responsibilities.
5. An orientation program should be well-planned, and comprehensive in nature. An effective development process can improve employee orientation training.
6. Supervisors should continue to monitor the employee orientation program on a regular basis to ensure that it is working properly and continuing to be an effective training tool for the organization.
7. Employers should train a group of mentors who are well equipped to shepherd new employees through the first few months of employment. Consider assigning mentors in a cross-departmental fashion to facilitate the breaking down of work and to encourage communication and networking across department lines.
8. IwayAfrica Uganda Ltd should invest more in orientation programs especially employee benefit education because it gives employees a better understanding of how to it can improve employee performance. They should also increase their benefit packages so that their employees are satisfied and motivated to work hard.
9. There should be an agreed upon plan between the new employees and their supervisors should be prepared to measure the new employee's performance and expectations within the first 12 months.
10. It is recommended that a complete orientation be done in two sections or phases, an overview phase and the job-specific phase.

Implications of the Study

Reduces Startup-Costs; Proper orientation can help the employee get “up-to-speed” much more quickly, thereby reducing the costs associated with learning the job such as mistakes and downtime caused by uncertainty, confusion and a lack of information.

Reduces Anxiety. An employee, when put into a strange, new situation, will experience anxiety that can impede their ability to learn the job. Proper orientation helps to reduce anxiety that results from entering into an unknown situation and helps provide guidelines for behavior and conduct, so the employee doesn’t have to experience the stress of guessing. Additionally, supervisors spend far less time correcting undesired activities and actions.

Reduces Employee Turnover Employee turnover increases as employees feel they are not valued or are put into positions where they can’t possibly do their jobs because they don’t know what is expected of them. Orientation shows that the organization values the employee by giving them the tools and information that will help them to succeed on the job.

Saves Time by Simply putting, the better the initial orientation, lessens the production time supervisors and co-workers will have to spend showing, telling, and answering questions.

Develops Realistic Job Expectations, Positive Attitudes and Job Satisfaction

It is important that employees learn early what is expected of them, what to expect from others, as well as learning about the values and philosophies of the organization. While people can and do learn from experience, many unnecessary, costly, and often dangerous mistakes can be avoided with a thorough orientation.

Practical Experience orientation helps an employee become skilled at using equipment, technology and procedures particular to his workplace. While an employee may have experience and education before entering the job, on-the-job training allows an employee to

ask workplace-specific questions and get leading-edge guidance. Job training also upgrades employees' skills as technology changes or new standards and practices emerge.

Morale and Growth orientation can improve employee satisfaction and loyalty, increase the quality and quantity of work, and empower employees to need less supervision. With job training, you may be less likely to leave your job, opting instead to challenge yourself by pursuing advancement opportunities within your current company. An employer benefits from keeping employees trained as well as challenged, according to a 2001 "Inc." article. Too much training without enough challenge leads employees to boredom, as they eventually feel overqualified and under stimulated by the job. Too much challenge without training overwhelms employees and creates low.

Thus, orientation is proven to be an effective way to boost employees' work performance.

5.4 Suggestions for further research

The researcher further suggests that for future studies based on this research, the future researchers may work on improving the methods of orientation. The researcher also recommends that further research should be undertaken in order to identify the relationship between orientation methods to the operational performance improvements, measured in productivity and total quality terms.

General conclusion

The main objective of this research was to assess the contribution of orientation on employee performance at IwayAfrica Uganda Ltd and the findings presented showed that orientation has played a significant role in improving employee performance in the organization. This has been as a result of both the organisation and individual orientation methods used by IwayAfrica Uganda Ltd.

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APPENDICES

Appendix I: Questions for employees.

Dear respondent,

I am Kamugisha Daisy a third year student pursuing a bachelor's degree in Business Administration and management at Uganda Martyrs University. I am undertaking a study in the area orientation and employee performance in an organization at IwayAfrica Uganda limited.

I kindly request for your time and cooperation in order to answer the following questions in this questionnaire. All the information provided is strictly confidential and will only be for the developmental purposes for the organization. Thank you.

SECTION

General information

Name (Optional).....

Gender.....

Education status.....

Number of years of service in the organization.....

Please tick in the most appropriate box provided

1	2	3	4	5
Strongly agree	Agree	Neutral	Disagree	Strongly disagree

	1	2	3	4	5
Employee benefit					
1.My organization gives employee holidays every year	1	2	3	4	5
2.Giving employee retirement packages	1	2	3	4	5
3.My organization has a consistent and equitable system of reward for good	1	2	3	4	5
4.I understand my benefits options	1	2	3	4	5
5.I know where to find information about my benefits	1	2	3	4	5
6.I know whom to call if I have questions about my benefits	1	2	3	4	5
7.I am satisfied with my benefits	1	2	3	4	5
Employee expectation					
1.Performance in the organization depends greatly on orientation	1	2	3	4	5
2.Employees are highly committed	1	2	3	4	5
3.Employees are well disciplined	1	2	3	4	5
4.Employees have good teamwork	1	2	3	4	5
5.Employees are punctuality	1	2	3	4	5
6.Employees have professional ethics	1	2	3	4	5
7.I am satisfied with my supervisors and mentors contribution to my	1	2	3	4	5
8.The orientation process best meets the needs of my job	1	2	3	4	5
9.The orientation process prepares me to understand the parameters of my	1	2	3	4	5
10.The overall impact of the orientation program is good	1	2	3	4	5
11.I understand the purpose of my position	1	2	3	4	5
12.I am satisfied with the method of orientation used by the organization	1	2	3	4	5
Employee policies					
1. Policies in the organization are communicated to employees during orientation	1	2	3	4	5
2.Employees are given policy manuals	1	2	3	4	5
3.Employees are given guidelines on how to abide to the policies	1	2	3	4	5
4.All employees are required to read the polices applicable to their position	1	2	3	4	5
5.Documentation signed by the employee is maintained to reflect that each employee has read and understood the policies and procedures	1	2	3	4	5
6.The policy manual includes the rights of employees	1	2	3	4	5
7.The information provided during orientation is useful	1	2	3	4	5
Performance					
1.orientation increases employees productivity	1	2	3	4	5
2.Orientation increases the quality of output	1	2	3	4	5
3.Employee performance is better after the orientation process	1	2	3	4	5
4.There is an increase in the level of profits	1	2	3	4	5
5.The quality of services depend on the employee orientation	1	2	3	4	5
6.Orientation increases the level of team work among employees	1	2	3	4	5
7.The organisations current performance appraisal process is good	1	2	3	4	5

8.The quality of orientation and training received for your current position in the company	1	2	3	4	5
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Thank you for the time spent on answering this questionnaire

Appendix II: Interview Guide

(Managers)

1. Do you offer orientation programs to your employees in this organization?
2. What orientation levels do you use?
3. Does the organization orient its own employees or at times it gets trainers from outside?
4. Why do you prefer those orientation levels
5. How is the general performance of the employees after orientation?
6. What impact is training having on the employees' level of profits quality and quantity of outputs?
7. How long are your orientation programs?
8. Briefly explain the orientation procedure used by your organization?

Appendix III: Proposed Budget

NO	ITEMS	AMOUNT
1	Food, allowances, communication	400,000
2	Data collection	20,000
3	Transport	100,000
4	Stationary(binding, printing)	50,000
	Total	570,000

Appendix IV: Work Plan

Activities	Date	Person	Place
Writing a proposal	October-November 2012	Researcher	UMU
Developing of instruments for the research	November- December 2012	Researcher	UMU
Pre-testing of instruments	December- January 2012	Researcher	UMU
Data collection	May- august 2013	Researcher	IWAYAFRICA Uganda
Data organization and analyses	August- September 2013	Researcher	UMU
Consultation with supervisor	September- December 2013	Researcher/supervisor	UMU
Writing of the report	March and April 2014	Researcher/supervisor	UMU
Submission of the report	April 2014	Researcher/supervisor	UMU