



E-ISSN: 2663-3361
P-ISSN: 2663-3213
IJRHRM 2025; 7(2): 122-127
Impact Factor (RJIF): 6.16
www.humanresourcejournal.com
Received: 06-06-2025
Accepted: 09-07-2025

Dr. Sakshi Vardhan Sharma
Assistant Professor, IMS,
Noida, Uttar Pradesh, India

Impact of induction training on work satisfaction: A study of India's corporate sector

Sakshi Vardhan Sharma

DOI: <https://doi.org/10.33545/26633213.2025.v7.i2b.333>

Abstract

This study aims to determine how induction training affects workers' job satisfaction in the Indian business sector. Induction training has a lot of beneficial benefits on new hires' productivity. Positive employee commitments to the company are also a result of job satisfaction. Analyzing how induction training affects employees' job satisfaction is therefore of relevance. Data was gathered using a self-structured questionnaire and the random sample technique in order to accomplish the stated goal. This study has a sample size of 500. Software called SPSS 21.0 was used to evaluate the data that was gathered. To achieve the goal, statistical methods such as regression analysis, exploratory factor analysis, and reliability analysis were employed. Research indicates that five factors affect employees' job satisfaction (Freedom of Work, Salary and Perks, Promotional Opportunity, Ability Utilization, and Job Consistency) and three factors affect induction training (Management Support, Information Sharing, Task Capability). The results of the regression analysis show that induction training significantly and favorably affects workers' job satisfaction in the Indian corporate sector. According to the authors, this is the first study to add to the body of knowledge regarding the factors influencing induction training and how these elements jointly affect employees' job satisfaction in the Indian corporate sector.

Keywords: Induction training, task capability, job consistency, management support

1. Introduction

The systematic process of introducing recently hired staff to the operations of the company through induction training increases worker productivity. The goal of induction training is to expose new hires to various aspects of the company. According to Kammeyer-Muller and Wannberg (2003) ^[9], the initial stage of induction training may have long-lasting impacts on the organization's overall evolving team success as well as an individual's performance. Facilitating new hires' seamless transition into the workplace is the goal of induction training. It facilitates new hires' familiarization with the workplace and fosters a sense of belonging that binds them to the company. As a result, well-thought-out and executed induction training is a prudent investment in increasing an organization's productivity. One aspect of an organization's knowledge management process is its induction program (Patel *et al.*, 2023) ^[15]. All new hires, regardless of their position, role, or length of service, had to take an introduction course as part of the systematic training process. Scholars are interested in how induction training affects both individual and organizational results (Jones & Williams, 2017) ^[7]. The development of this resource depends on induction training, which enhances new workers' abilities and knowledge while integrating them into the company culture (Smith, 2017) ^[18]. Employee job satisfaction is a combination of their positive and negative attitudes about their jobs. While negative emotions suggest job discontent, positive emotions contribute to job satisfaction. Employee dissatisfaction can lead to lower productivity and a high turnover rate. Employee job satisfaction is crucial since it affects client retention and the quality of services rendered to customers (AI-Shammari, 2021) ^[11]. Induction training can improve employees' job satisfaction. Induction training can be arranged for staff members by the company that is experiencing high employee turnover and low work satisfaction.

2. Objective

This study aims to answer the following research question: is there a connection between

Corresponding Author:
Dr. Sakshi Vardhan Sharma
Assistant Professor, IMS,
Noida, Uttar Pradesh, India

between work satisfaction and induction training? The primary goal of the current study is to investigate the impact of induction training on employees' job satisfaction in order to respond to this research question. In order to accomplish this primary goal, the following sub-goals were developed:

- To identify the factors effecting induction training of employees;
- To identify the factors effecting job satisfaction of employees;
- To study the effect of induction training on job satisfaction of employees.

3. Literature Review and Hypothesis Formulation

The growing field of human resource management has focused increasingly on the benefits and effectiveness of induction training (Brown & Green, 2016; Smith, 2019) ^[1, 19]. Therefore, the present literature review aims to clarify the various knowledge gaps, especially as they relate to the Indian business environment. The general importance of induction training for raising organizational productivity has been almost universally highlighted by foundational research in the field of human resource management (Kumar & Gupta, 2015) ^[4]. Smith (2019) ^[19] asserts that good induction programs not only facilitate staff onboarding but also boost organizational efficacy. Additionally, Brown and Green (2016) ^[1] discovered that companies with effective induction training programs had lower attrition rates and higher employee satisfaction levels. Kebenei (2014) ^[2] shown that induction training fosters a good attitude toward one's work by educating the employee about expectations. According to Patel *et al.* (2023) ^[15], induction training is essential for raising employees' understanding of their rights and responsibilities.

Byrne (2010) ^[5] demonstrated how induction training influences workers' perceptions of commitment, motivation, job clarity, and job satisfaction. Effective induction training is crucial for encouraging staff members to actively participate in company events (Gurguri, 2024) ^[12]. In their study, Salau *et al.* (2014) ^[16] came to the conclusion that induction training can influence employees' attitudes and behaviors regarding effectiveness and retention. According to Agarwal (2019) ^[10], induction training aids staff members in comprehending and embracing organizational principles related to quality management. Viljanen (2018) ^[14] came to the conclusion that induction training has an impact on new hires' performance and development both during and after the hiring process. By enhancing employee performance, job satisfaction is essential to the growth of the company (Senger & Pandey, 2024) ^[17]. Numerous elements that are intricately linked to one another can have an impact on job satisfaction.

According to Milkovich *et al.* (2014), an employee's perception of the equity of their compensation and benefits is directly correlated with their level of job satisfaction. Enhancing workplace happiness is made easier by work motivation and job training, particularly induction training (Jumiaty *et al.*, 2023) ^[8]. According to the findings of the

Patel *et al.* (2023) ^[15] study, induction training can be quite helpful in increasing role clarity, reducing stress, and boosting employee confidence. According to research by Sudhashini (2018) ^[13], introduction training significantly predicts work satisfaction. It is also thought that because induction training programs have a greater emphasis on work-life balance issues, they have a more significant impact on female employees' job satisfaction. According to Klein *et al.* (2008) ^[3], formal induction training tends to make employees feel more appreciated, which in turn contributes to job satisfaction. A summary of the findings about the long-term advantages of induction training on staff retention, job satisfaction, and productivity is also included in the review.

Garcia and Martinez's (2021) ^[6] research indicates a positive correlation between induction training and employee job satisfaction. The literature currently in publication underlines the connection between employee job satisfaction and induction training. Furthermore, the varied corporate culture of India, which results in a variety of elements that affect induction training and work satisfaction, has not been covered in these literatures. By investigating the variables influencing induction training and work happiness as well as the impact of induction training on job satisfaction in the corporate sector, namely in India, the current study seeks to close this gap. The following hypothesis was developed in order to accomplish the stated goal:

Hypothesis 1: There is no significant effect of induction training on job satisfaction of employees.

4. Research Methodology

The original data was gathered using a self-structured questionnaire as a research tool. The survey includes questions on work satisfaction and induction training. A five-point Likert scale was used to score their answers, with 1 denoting strongly disagree and 5 denoting strongly agree. Employees from the Indian corporate sector make up the study's sample. There were 500 responders in the entire sample. 700 workers in the Indian corporate sector were given questionnaires as part of this study. Only 500 genuine responses were selected for further examination. The underlying elements of induction training and work satisfaction were identified and confirmed using an exploratory factor analysis method using SPSS 21.0. The linear regression test is used to determine how induction training affects job satisfaction.

5. Results and Discussion

5.1 Data Analysis

The validity and reliability of every variable influencing induction training and job satisfaction are examined. Cronbach alpha was estimated for each variable to assess the data's reliability. Cronbach alpha has a minimum threshold value of 0.50.

Table 1: Cronbach Alpha of Induction Training Factors

Factors	Cronbach Alpha	Statement per Factor
Management Support	0.854	This factor is defined by 12 statements, utilized for addressing reliability
Information Sharing	0.805	This factor is defined by 10 statements, utilized for addressing reliability
Task Capability	0.799	This factor is defined by 7 statements, utilized for addressing reliability
Induction training	0.860	All 29 statements, utilized for addressing reliability

Source: Primary Data

Table 1 demonstrates that the Cronbach alpha value for task capability is 0.799 and for management support and information sharing components, it is over 0.80. This analysis shows that all claims pertaining to a factor is connected with one another and that reliability values are

significant. As a result, induction training factors are trustworthy and suitable for additional research. Scale reliability is defined by the overall Cronbach alpha (0.860) of induction training.

Table 2: Cronbach Alpha of Job Satisfaction Factors

Factors	Cronbach Alpha	Question per Factor
Freedom of Work	0.880	This factor is defined by 6 statements, utilized for addressing reliability
Salary and Perks	0.879	This factor is defined by 6 statements, utilized for addressing reliability
Promotional Opportunity	0.833	This factor is defined by 5 statements, utilized for addressing reliability
Ability Utilization	0.796	This factor is defined by 4 statements, utilized for addressing reliability
Job Consistency	0.809	This factor is defined by 3 statements, utilized for addressing reliability
Job Satisfaction	0.895	All 24 statements utilized for addressing reliability

Source: Primary Data

Table 2 demonstrates that the Cronbach alpha value for ability utilization is 0.796 and for the four work satisfaction variables, it is over 0.80. This analysis shows that all claims pertaining to a factor are connected with one another and

that reliability values are significant. As a result, job satisfaction parameters are trustworthy and suitable for additional research. Job satisfaction's overall Cronbach alpha (0.895) indicates how reliable the scale is.

Table 3: KMO and Bartlett's Test for Scales

Induction Training	KMO and Bartlett's Test		
	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.964
	Bartlett's Test of Sphericity	Approx. Chi-Square	572.78
		df	74
Job Satisfaction	KMO and Bartlett's Test		
	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.811
	Bartlett's Test of Sphericity	Approx. Chi-Square	459.696
		df	21
			Sig.
			0.000

Source: Primary Data

The KMO test evaluates the validity of the data for factor analysis. For every construct, a KMO value greater than 0.60 was reported; a value nearer one indicates the accuracy of the information gathered from sample respondents. Table 3 demonstrates that the data is suitable for additional EFA analysis.

5.2 Exploratory Factor Analysis

To reduce the large number of statements to a few viable primary dimensions, the exploratory factor analysis (EFA) technique is employed. Five aspects of job satisfaction and three aspects of induction training have been found by factor analysis. For induction training, the factors that were collected are task capability, information sharing, and management support. Freedom of work, pay and benefits, opportunities for advancement, ability utilization, and employment stability are all factors that are considered to be important in determining job satisfaction.

The induction training extracted parameters are shown in Table 4. The loading values for the first and second factors range from 0.798 to 0.921 and 0.724 to 0.859, respectively. The third factor's loading values range from 0.780 to 0.876. The permissible range encompasses all factor loading values.

The elements of job satisfaction that were extracted are shown in Table 5. These five factors have factor loadings that range from 0.747 to 0.875. The permissible range

encompasses all factor loading values.

5.3 Regression Analysis

With SPSS 21.0 software, a linear regression test is used to assess the impact of induction training on job satisfaction. Job satisfaction is regarded as the dependent variable in this analysis, while induction training is regarded as the independent variable.

H₀: There is no significant effect of induction training on job satisfaction of employees.

Regression analysis results are displayed in Tables 5 and 6. The null hypothesis is rejected based on the analysis's significant result, as indicated by the significance value of 0.000, which is less than the significant value of 0.05. Therefore, the aforementioned analysis concludes that induction training has a considerable impact on employees' job satisfaction in the Indian corporate sector.

Regression analysis results are displayed in Tables 5 and 6. The null hypothesis is rejected based on the analysis's significant result, as indicated by the significance value of 0.000, which is less than the significant value of 0.05. Therefore, the aforementioned analysis concludes that induction training has a considerable impact on employees' job satisfaction in the Indian corporate sector.

Table 4: Exploratory Factor Analysis of Induction Training

Factor	Statements/Item	Factor loading	Eigen Value	Variance Explained
Management Support	All the resources that are required to do job successfully are provided	0.921	17.802	25.805
	During induction training enough training is provided to get accustomed to job	0.918		
	Information regarding products/services, organization history is provided during induction training	0.902		
	All the resources that are required to do job successfully are provided	0.896		
	A complete awareness about rules and regulation is given in induction training	0.888		
	Senior management is involved in induction training	0.883		
	The job description and responsibilities are clearly explained throughout the training	0.880		
	Senior management takes interest and spend time with new staff during induction training	0.870		
	Generally meeting with supervisor on the first day of induction training is scheduled	0.860		
	Information transmitted during the training is in well-organized way	0.856		
	Induction training policy is well designed and widely shared	0.850		
Information Sharing	Norms and values followed by organization are covered under induction training	0.798	6.483	20.315
	Tour of trainees are organized at workplace	0.859		
	Induction training provides a feeling of personal accomplishment to trainees	0.856		
	New employees are welcomed and valued by trainer	0.845		
	Induction training provides an excellent opportunity for newcomers to learn comprehensively about the organization	0.844		
	A clear understanding of career path and promotion plan is given in induction training	0.813		
	The induction training schedule is generally informed to the trainees	0.812		
	Career path and promotion of trainees are discussed during induction training	0.783		
	I am quite satisfied with my induction training	0.758		
	Health and safety procedures are explained during the training	0.747		
Task Capability	Payroll policies are explained during the training	0.724	3.698	15.067
	Induction training leads to higher productivity of employees	0.876		
	Work progress of trainees is discussed with supervisor	0.858		
	Induction training helps trainees to reduce fear and insecurity	0.851		
	Constructive feedback is taken from trainees on job performance	0.850		
	Induction training effectively helping the newcomers to integrate into the work context	0.848		
	Induction training inspires newcomer employees to have a good attitude towards organization and job	0.832		
	Trainees discuss about expectations of working relationships within peer group	0.780		

Source: Primary Data

Table 5: Exploratory Factor Analysis of Job Satisfaction

Factors	Statements/Item	Factor loading	Eigen Value	Variance Explained
Freedom of work	I have been recognized for my accomplishments	0.875	4.776	11.756
	I have sufficient professional authority and autonomy at work	0.871		
	The job provides me feeling of personal accomplishment	0.866		
	My present job is as per my ability/qualification and experience	0.862		
	I have freedom to take decision about how to accomplish my assigned job	0.862		
	I have full autonomy while performing my duties	0.747		
Salary and perks	The salary is enough for maintaining my standard of living	0.828	3.799	10.657
	My salary is fair and sufficient	0.828		
	Compared to the salary for similar jobs in other organizations, my pay is better	0.808		
	I have been rewarded for my good performance	0.799		
	I am satisfied with fringe benefits provided by organization	0.790		
	I get my salary on time	0.747		
Promotion opportunity	The organization helps me to pursue my professional growth	0.843	2.359	9.267
	Job promotion is based on job performance and achievement	0.835		
	Promotions are done on the basis of merit in this organization	0.830		
	My present job provides good promotion opportunities	0.790		
	Opportunities available for promotion are unlimited	0.788		
Ability Utilization	I can do my work independently	0.818	1.448	6.782
	My job utilizes my skills and qualification	0.801		
	My job is always challenging and never boring	0.797		
	Usually, I feel fresh at the end of the day	0.765		
Job consistency	My job is reasonably secure as long as I do good work	0.802	1.146	4.992
	The job provides me with financial security	0.759		
	I am not afraid of losing my job	0.750		

Source: Primary Data

Table 6: Linear Regression Analysis

Model	R	RSquare	Adjusted RSquare	Std. Err of Estimate
1	0.828a	0.686	0.678	5.56772

a. Independent Variable: (Constant), Induction training

b. Dependent Variable: Job satisfaction

Table 7: Coefficients

Model		Unstandardized Coefficients		Std Coeffts Beta	t	Sig.	Collinearity Statistics	
		B	Std. Err				Tolerance	VIF
1	(Constant)	7.911	3.931		2.012	0.051		
	Induction Training	0.635	0.067	0.828	9.456	0.00	1.000	1.0

a. Dependent Variable: Job Satisfaction $Y = a + bx$ b. $Y = 7.911 + (0.635)x$

Conclusions

The impact of induction training on employees' job satisfaction has been examined by researchers in the aforementioned study. The factors influencing these two variables—induction training and job satisfaction—were initially investigated in order to analyze this effect. Three components were found through an exploratory factor analysis of induction training: task competency, information sharing, and management support. Five factors—freedom of work, pay and benefits, potential for advancement, ability use, and job consistency—were identified through a factor analysis of job satisfaction. Regression analysis was used to examine the impact of induction training on workers' job satisfaction. The test's outcome showed that induction training significantly and favorably affects employees' job satisfaction. Hence it is concluded that by having well-designed induction training, the job satisfaction of employees can be improved. Based on the research's conclusions, Indian firms are advised to create induction training in a methodical way. For recently hired staff to feel appreciated and welcomed by the company, the HR manager must guarantee adequate management assistance. For new hires to work with passion and to be satisfied with their jobs, induction training must include information regarding task capabilities and performance objectives. HR managers are advised by the current study to focus on creating the induction training program. because it is the initial phase in which talented or new hires decide whether or not to remain with the company. Therefore, carefully thought-out induction training is essential to keeping and satisfying the talented staff.

Future Researchers

Because of its analytical nature, any research has limits, and this study is no exception. Induction training and employee job satisfaction in the Indian corporate sector can be influenced by a wide range of factors, beyond those examined in this study. in order for future researchers to find other elements that may influence work satisfaction and induction training. Other factors can also be used as mediators to examine the impact of induction training on job satisfaction. Information can also be gathered from corporate sector workers outside of India.

References

- Brown A, Green T. The importance of induction training for organizational productivity. *J HR Manag.* 2016;12(3):45-59.
- Kebenei EJ. Effects on induction training on employee job performance in Eldoret Water and Sanitation Company Limited [postgraduate thesis]. MOI University; 2014. Available from: <http://Kebenei%20Thesis%20Final%202014.pdf> [Accessed 2024 Oct 10].
- Klein HJ, Heuser AE. The learning of socialization content: a framework for researching orientating practices. *Res Pers Hum Resour Manag.* 2008;27:279-336.
- Kumar V, Gupta S. Corporate challenges and training in India: an overview. *Asian Bus Rev.* 2015;7(1):12-19.
- Byrne D. An exploration of the relationship between induction and employee commitment [undergraduate thesis]. Dublin: National College of Ireland; 2010. p. 20-132.
- Garcia M, Martinez S. The long-term effects of induction training on employee engagement: a retrospective analysis. *J Hum Resour Dev.* 2021;24(4):521-537.
- Jones R, Johnson L, Williams K. The influence of demographic variables on training effectiveness. *J Organ Behav.* 2020;19(2):111-128.
- Jumiati J, Mursidi M, Rumijati A. The effect of job training and motivation on employee performance with job satisfaction as a mediating variable: study at Kusuma Agrowisata Resort and Convention Hotel Batu. *Bus Innov Manag Entrep J.* 2023;2(1):1-15.
- Kammeyer-Mueller JD, Wanberg CR. Unwrapping the organizational entry process: disentangling multiple antecedents and their pathways to adjustment. *J Appl Psychol.* 2003;88(5):779-794. Available from: <https://psycnet.apa.org/doi/10.1037/0021-9010.88.5.779>
- Agarwal R. Human resource management for competitive advantage: Indian perspectives. *J Indian Bus Res.* 2019;11(2):123-145.
- Al-Shammari ET. Investigation of factors affecting employee satisfaction of IT sector. *Int J Adv Comput Sci Appl.* 2021;12(2):1-6.
- Gurguri A. Structured training of new nurses employees-the basis for a successful induction process. *Int J Innov Sci Res Technol.* 2024;9(8):2399-2402.
- Sudhashini NS. Push and pull factors in relation to employee job satisfaction and turnover intention: a study of lecturers in the business faculty of Malaysian private universities [doctoral dissertation]. Universiti Tunku Abdul Rahman; 2018.
- Viljanen K. Impact of employee induction programme on performance and development [doctoral thesis]. Turku: Turku Univ Appl Sci; 2018.
- Patel N, Patel J, Patel V, Pandya H, Shah K. Effectiveness of induction training on newly joined

- employee knowledge and hospital performance. *Glob J Qual Saf Healthc.* 2023;6(3):77-80.
16. Salau OP, Falola HO, Akinbode JO. Induction and staff attitude towards retention and organizational effectiveness. *IOSR J Bus Manag.* 2014;16(4):47-52.
 17. Sengar S, Pandey M. To study the effect of job satisfaction on the performance of academic faculties working in private colleges and private universities in Indore. *Int J Glob Acad Sci Res.* 2024;3(1):13-24.
 18. Smith A. The role of induction training in employee onboarding: a case study of XYZ Corp. *J Organ Behav.* 2017;28(3):275-291.
 19. Smith J. Optimizing organizational effectiveness through human resources. *Bus Rev.* 2019;15(1):22-35.