

JOB ONBOARDING PRACTICES AND EMPLOYEE PERFORMANCE OF CONSTRUCTION COMPANIES IN SOUTH-SOUTH, NIGERIA

¹OGAN Ibitoroko Solomon, ²Prof. EDWINAH Amah, ³Dr. NCHELEM Elenwo,

⁴MICHAEL Chile, & ⁵NOSAKHARE-AMUSA Laura

^{1, 2, 3, 4, & 5}Department of Management, Faculty of Administration and Management
Ignatius Ajuru University of Education, Port Harcourt, Nigeria

¹ibi4ogan@yahoo.com, ²edwinah.amah@iaue.edu.ng, ³nchelemelenwo@gmail.com,

⁴chilemichael56@gmail.com, & ⁵okhundede@yahoo.com

¹08130523222, ²08033413886, ⁴08130589184, & ⁵08037101064

ABSTRACT

The study aimed at examining the relationship between job onboarding and employee performance of construction companies in South-South Nigeria. The study has four specific objectives, four research questions and four hypotheses. It also examined the moderating influence of organizational policy. Correlational research design was adopted for the study. The primary population was 30 registered construction companies and the actual population was 150 managers. The study relied on the use of primary data, sourced using structured questionnaire. A total of 150 questionnaire were distributed to respondents, while 127 were successfully retrieved and used in the analysis. Hypotheses were tested using Spearman Rank Correlation Coefficient. The result obtained revealed that there is strong positive relationship between job onboarding practices and employee performance in construction companies in South-South Nigeria. The study concluded all dimensions of job onboarding—namely Job orientation, Job training, role clarity, and organizational policy—significantly influence employee performance. The rejection of all null hypotheses confirmed a strong positive relationship between effective onboarding practices and key performance indicators such as Job Efficiency, job quality, Team Performance, and innovation. Findings revealed that well-structured job orientation fosters creativity and quality output. It was recommended that Construction companies in South-South Nigeria should design comprehensive onboarding programs that go beyond administrative orientation to include mentorship, role clarity, and performance expectations; to maximize the benefits of onboarding, orientation, and training, management should maintain a work environment that values performance, learning, and support.

Keywords: *Job Onboarding Practices, Employee Performance, Job Orientation, Job Training, Job Efficiency, Job Quality*

Introduction

Background to the Study

Globalization, “changing customer expectations, and investor demands have compelled organizations to continually improve performance in order to remain competitive and sustainable. Performance has been conceptualized by scholars as behavior, results, organizational support, or process, but it generally encompasses both the actions and outcomes of employees influenced by individual behavior, teamwork, and organizational structures (Joshi, 2013). In this study, performance is viewed as a process and outcome shaped by employee efforts and collective cooperation within the organization.

Teamwork is emphasized as more advantageous than individual effort in achieving superior performance. Factors such as team spirit, trust, recognition, and rewards foster collaboration and enhance productivity (Fatma et al., 2016). Through effective teamwork, organizations can improve quality, increase output, and gain competitive advantage. Employee performance specifically refers to how well individuals carry out assigned tasks according to required standards. Mbiyet-Edisua (2024) identifies three key elements of performance: defining target values, establishing evaluation criteria, and implementing measurement systems to assess outcomes.

Organizations that clearly define goals and align employee roles with performance standards are better positioned to succeed in turbulent environments. Sustainable performance depends on continuous employee development, competency building, and effective management systems that integrate economic, social, and environmental objectives. Performance management systems ensure goal consistency, communication, motivation, and feedback, while performance evaluation supports administrative decisions such as promotions, compensation, and training (Byars & Rue, 2014). Human resources remain the most valuable asset, and improving employee competence enhances productivity, profitability, and competitiveness (Benard & Uwaimana, 2020).

In Nigeria's competitive and constantly changing business environment, effective employee performance is crucial for organizational survival. Poor performance has been linked to lack of experience and weak employee experience, which is influenced by organizational culture, technology, and physical environment (Sandamali et al., 2018). Research shows that onboarding plays a significant role in improving employee experience and retention (Parveen, 2015). Onboarding helps new employees adjust socially and professionally by familiarizing them with organizational policies, roles, expectations, and culture (Itam & Ghosh, 2020).

The effectiveness of onboarding programs determines how quickly employees become productive and committed members of the organization. Onboarding is a shared responsibility between human resources and immediate managers and also applies to employees transitioning into new roles (Durai & King, 2018). Although several international studies have examined the relationship between onboarding and performance, there is limited research on the effect of job onboarding practices on employee performance in construction companies, particularly in South-South Nigeria. This identified gap in literature forms the basis for the present study, which seeks to examine how onboarding influences employee performance using measures such as job quality, team performance, and" innovativeness.

Statement of the Problem

Employee "performance is a key driver of organizational productivity and competitiveness, especially in the construction industry where projects are complex, deadline-driven, and require strict adherence to safety and quality standards. In South-South Nigeria, many construction firms face persistent challenges such as low productivity, poor quality of work, employee turnover, low morale, and frequent project delays. These issues are often linked to inadequate onboarding practices that fail to properly integrate new employees into the organization's culture, job roles, and performance expectations.

In many construction companies in the region, onboarding is either poorly structured or completely absent, forcing new employees to rely on trial-and-error learning. As a result, recruits are not adequately familiarized with company policies, operational procedures, and safety regulations, leading to inefficiencies, costly mistakes, and reduced performance. The lack of mentorship and proper training further limits employees' ability to quickly adapt and perform effectively. Additionally, the temporary nature of construction jobs and weak human resource practices worsen the situation, creating persistent performance gaps and low employee engagement.

Although onboarding is widely recognized as important for improving employee performance, there is limited empirical research on its impact within the construction sector in South-South Nigeria. Most studies have focused on training, motivation, and leadership, with little attention given to onboarding as a determinant of early and long-term performance outcomes. This study therefore aims to bridge this gap by examining how job onboarding practices influence employee performance, particularly in areas such as skill development, role clarity, job satisfaction, and overall productivity in construction companies within the" region.

Conceptual Framework

Conceptual framework is the diagrammatical or schematic representation of the functional relationship between the two variables of the study (job onboarding and employee performance).

The diagram is like a road map showing the various links between the independent variable, their dimensions, and how they relate to measures of the dependent variable. Also, the indicators of the dimensions and measures are clearly shown in the diagram.

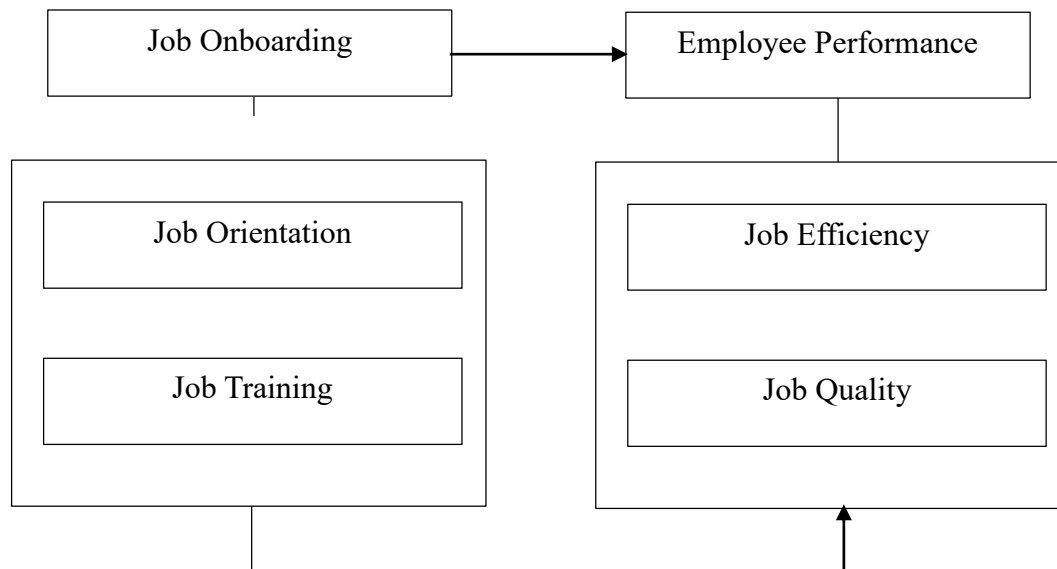


Figure 1: Conceptual Framework of the relationship between Job Onboarding Practices and Employee Performance of Construction Companies in South-South, Nigeria.

Source: Christensen's (1998), Kuvaas, (2006); by Smith and Kendall in 1963

Aim and Objectives of the Study

The study aimed at examining the relationship between job onboarding and employee performance of construction companies in South-South Nigeria. The specific objectives of the study are to determine:

- 1 the relationship between Job Orientation and Job Efficiency of construction companies in South-South Nigeria.
- 2 the relationship between Job Orientation and Job Quality of construction companies in South-South Nigeria.
- 3 the relationship between Training and Job Efficiency of construction companies in South-South Nigeria.
- 4 the relationship between training and Job Quality of construction companies in South-South Nigeria.

Research Questions

The following research questions are formulated to guide the study.

- 1 To what extent does job orientation correlate with and Job Efficiency of construction companies in South-South Nigeria.
- 2 What is the relationship between job orientation and job quality of construction companies in South-South Nigeria.
- 3 What is the relationship between training and Job Efficiency of construction companies in South-South Nigeria.
- 4 What is the correlation between training and job quality of construction companies in South-South Nigeria.

Research Hypotheses

Based on the above research question the following null hypotheses are drawn

1. Ho₁: There is no significant relationship between Job Orientation and Job Efficiency of construction companies in South-South Nigeria.
2. Ho₂: There is no significant relationship between Job Orientation and Job Quality of construction companies in South-South Nigeria.
3. Ho₄: There is no significant relationship between Job Training and Job Efficiency of construction companies in South-South Nigeria
4. Ho₅: There is no significant relationship between Job Training and Job Quality of construction companies in South-South Nigeria.

Review of Related Literature

Concept Job Onboarding

Employee "onboarding is a structured process that integrates new hires into an organization, helping them understand its culture, values, procedures, and performance expectations. According to Bauer (2010) and Bauer and Erdogan (2011), onboarding goes beyond simple orientation and paperwork; it involves learning, networking, goal setting, and resource allocation to enable new employees to reach maximum productivity quickly. Typically managed by the Human Resources Department, onboarding assimilates employees into organizational rules, benefits, and objectives. When organizations lack effective onboarding mechanisms, productivity and overall performance can suffer.

Onboarding is more comprehensive than traditional orientation. While orientation introduces employees to basic organizational information, onboarding includes structured steps such as employee orientation, cultural familiarization, and professional socialization (Dagar, 2014). It creates a constructive relationship between the employee and the organization by clarifying values, brand identity, work environment, and expectations. A well-designed onboarding process ensures that new hires feel welcomed, informed, and prepared to perform their roles effectively. Poor onboarding practices can negatively affect an organization's bottom line. Employees who experience ineffective onboarding are more likely to leave early, increasing turnover rates and associated costs. In contrast, structured onboarding programs enhance employee confidence, engagement, job satisfaction, and productivity (Day & Fedele, 2012). When employees feel aligned with organizational strategies and goals, they are more committed and contribute more effectively, leading to improved retention and organizational success.

Research shows that effective onboarding improves performance, loyalty, and long-term retention. It helps reduce anxiety, clarify roles, and accelerate adjustment to both social and performance aspects of the job. Onboarding may last from the job offer stage up to six to twelve months after entry. It can be formal—structured with specific assignments and training—or informal, involving mentoring, shadowing, and day-to-day guidance (Harter et al., 2022). Modern approaches also incorporate digital tools and blended learning methods to enhance engagement and accessibility.

In addition, onboarding plays a crucial role in attracting and retaining talent, fostering a sense of belonging, and aligning employees with organizational mission, culture, and performance expectations (Dowling et al., 2018). It reduces the learning curve, encourages socialization, and helps employees understand organizational priorities. Special attention is increasingly given to integrating Generation Z employees, who prefer real-time feedback and early involvement in meaningful tasks. Overall, onboarding is both a formal and informal developmental process that equips new hires with the knowledge, skills, and attitudes needed to function effectively and contribute successfully within the " organization.

Job Orientation

Job "orientation is the foundational stage of the onboarding process through which new employees are introduced to their roles, responsibilities, organisational policies, and workplace culture. It equips employees with essential knowledge needed to function effectively and adapt quickly to workplace expectations. In construction companies in South-South Nigeria, where projects are complex, time-

bound, and highly safety-sensitive, effective job orientation is particularly important for ensuring operational efficiency and minimizing performance-related risks. A well-structured orientation programme clarifies organisational goals, job expectations, and performance standards. By reducing uncertainty and providing early role clarity, orientation enables employees to understand their responsibilities and align their efforts with project objectives. In construction firms, this clarity directly supports meeting deadlines, improving teamwork, reducing work errors, and enhancing coordination across multiple worksites, thereby improving overall performance.

Job orientation also shapes employee attitudes, psychological adjustment, and organisational commitment. Through early inclusion and communication of behavioural expectations, new hires develop confidence and a sense of belonging. This is especially significant in the construction sector, where labour mobility is high and employment is often project-based. Effective orientation therefore promotes early engagement, accelerates learning, reduces the adjustment period, and lowers the likelihood of turnover.

Comprehensive job orientation improves productivity and strengthens compliance with safety protocols. By reducing the learning curve and enabling employees to perform tasks with minimal supervision, structured orientation enhances workflow continuity and job efficiency. In safety-sensitive environments such as Nigerian construction sites, introducing employees to organisational policies and safety standards helps reduce accidents and operational risks. Overall, job orientation is a critical predictor of employee performance, contributing to improved productivity, reduced risks, and stronger organisational outcomes.

Job Training

Training "is an organized process aimed at improving employees' knowledge, skills, attitudes, and behavior to enhance individual and organizational performance. It is a planned effort to develop employees so they become more competent and confident in their jobs and personal lives (Cascio, 2021; Memoria, 2020). Training is typically short-term and job-specific, especially for non-managerial staff, focusing on technical and mechanical operations (Huselid, 2015). It is a key tool of Human Resource Development (HRD), contributing to leadership growth, empowerment, entrepreneurship, and the effective use of modern technologies. Closely linked with education and development, training supports measurable improvements in productivity, morale, job satisfaction, and overall corporate performance (Dessler, 2018).

Training may be delivered through both formal and informal methods and is essential for both new and existing employees. New employees are trained to understand organizational goals and culture, while junior staff receive training to upgrade their skills and adapt to emerging technologies. Effective training increases employee loyalty, reduces supervision and workplace accidents, improves morale, and enhances promotion prospects. Development, in contrast, is more long-term and prepares employees for future roles through coaching, education, and broader learning experiences. Together, training and development (T&D) create a symbiotic relationship that strengthens human capital and organizational success.

In practice, large firms often have structured training systems, while Small and Medium Enterprises (SMEs) rely more on informal and on-the-job learning. SMEs typically prefer practical, experience-based learning such as problem-solving, feedback from customers and suppliers, and learning by doing. However, SMEs face constraints such as limited finance, time pressures, lack of information, and fear of losing trained employees to competitors. Despite these challenges, both formal and informal training approaches contribute to skill acquisition and improved organizational performance.

The training process follows systematic stages: needs assessment, design, implementation, and evaluation. Needs assessment identifies skill gaps through employee, organizational, and task analyses. Training design sets objectives aligned with organizational goals, while implementation ensures proper delivery with adequate resources and conducive environments. Evaluation—both formative and summative—measures effectiveness and impact. Training methods include on-the-

job training (learning by doing under supervision) and off-the-job training such as lectures, simulations, role playing, case studies, business games, and programmed instruction. When properly planned and executed, training enhances productivity, reduces costs, and ensures sustained organizational growth.

The Concept of Employee Performance

Employee performance refers to how well an employee fulfills assigned duties and achieves set goals. It encompasses the quality, quantity, and efficiency of work, and represents the overall contribution of employees to organizational success. Performance is a function of ability, motivation, and opportunity, while research in industrial-organizational psychology highlights its link with onboarding, job satisfaction, and rewards. The relationship between performance and satisfaction, often described as the "Holy Grail" of industrial psychology, suggests that effective reward systems and recognition enhance both productivity and employee morale.

Employee performance is typically assessed through systematic performance appraisal processes, involving structured evaluations conducted by supervisors, peers, or managers. These appraisals help identify strengths, weaknesses, and development needs, while serving as a feedback and control mechanism within organizations. Performance evaluation has gained strategic importance as a tool for improving organizational effectiveness, guiding decisions on promotion, demotion, retention, and training (Byars & Rue, 2014; Nurse, 2015). It is considered a formal interaction aimed at enhancing individual and organizational outcomes. Performance appraisal, as a component of the performance management system (PMS), is widely recognized as an essential managerial function. It not only evaluates past achievements but also facilitates communication between supervisors and subordinates to plan future improvements. Scholars emphasize its dual purpose: maintaining organizational control and measuring the efficiency of human resource utilization. Through systematic observation, identification, and measurement of job-related behaviors, managers can align employee performance with strategic organizational goals.

Ultimately, effective performance management contributes to organizational competitiveness, productivity, and employee development. It supports administrative decisions relating to compensation, promotion, recruitment, training, and job design. Beyond administrative functions, appraisal enhances motivation, clarifies expectations, improves communication, and provides recognition and feedback, which foster commitment and job satisfaction. By systematically identifying training needs and monitoring workforce quality, organizations can improve overall performance and ensure sustainable growth in competitive environments.

Measures of Employee Performance

Job Efficiency

Job efficiency refers to the extent to which employees complete tasks accurately, promptly, and with optimal use of resources. It reflects an employee's ability to produce quality results with minimal waste, delays, or supervision. In construction companies in South-South Nigeria, where meeting project deadlines, controlling costs, and managing resources are essential, job efficiency serves as a vital indicator of employee performance. Scholars such as Robbins and Judge (2019) and Mathis and Jackson (2020) emphasize that efficiency is closely linked to meeting performance standards, reducing errors, and improving overall organizational productivity.

Effective onboarding significantly influences job efficiency by providing employees with role clarity, organizational expectations, and necessary technical knowledge. Saks and Gruman (2018) note that structured onboarding reduces uncertainty and accelerates employee adjustment, while Bauer (2019) highlights its role in improving early performance outcomes. In construction firms, thorough orientation, safety training, and role familiarization enable employees to handle complex, time-bound, and interdependent tasks more efficiently, thereby enhancing project delivery and cost management.

Productivity levels form a core component of job efficiency, representing the ability to maximize output with minimal time, effort, and resources. Gupta and Sharma (2020) describe productivity as the ratio of outputs to inputs, serving as a benchmark for efficient resource utilization. Research by Ali and Anwar (2021) and Rahman and Karim (2019) indicates that employee competence, motivation, supportive work systems, and continuous training significantly enhance productivity. Thus, productivity reflects both individual capability and organizational support systems. The effective use of tools, resources, materials, and technology further strengthens job efficiency. Robbins and Judge (2019), stress that proper resource utilization reduces waste, minimizes downtime, and improves workflow. Access to appropriate tools, timely supply of materials, and technological competence enable employees to perform tasks more quickly and accurately. Overall, job efficiency is achieved through a combination of employee skills, structured onboarding, productivity enhancement, and effective resource management, all of which contribute to improved organizational performance.

Job Quality

Job Quality is a central indicator of Employee Performance because it reflects the degree to which tasks are executed accurately, efficiently, and in accordance with organizational standards. Job Quality refers to the standard of output produced by an employee in terms of accuracy, completeness, reliability, and adherence to specified guidelines. It goes beyond mere task completion to emphasize how well the work is done. According to Armstrong (2020), employee performance encompasses both behaviors and results, and job quality represents a critical dimension of those results. High-quality performance reduces errors, enhances customer satisfaction, and strengthens organizational credibility.

From a theoretical standpoint, Job Quality aligns with the goal-setting theory of Locke and Latham (2002), which posits that specific and challenging goals improve performance outcomes. When employees clearly understand performance standards and quality benchmarks, they are more likely to produce superior outputs. Furthermore, the expectancy theory proposed by Victor Vroom suggests that employees exert greater effort when they believe their performance will lead to valued rewards (Vroom, 1964). If organizations reward high-quality work through recognition, promotion, or incentives, employees are motivated to maintain superior job quality.

Job Quality also serves as a measurable indicator of overall Employee Performance through metrics such as error rates, compliance with procedures, customer feedback, and productivity ratios. As noted by Aguinis (2019), performance measurement systems must incorporate both quantitative and qualitative indicators to provide a comprehensive assessment. Poor job quality, manifested in frequent mistakes, rework, or customer complaints, often results in increased operational costs and reduced efficiency. Conversely, consistent high-quality performance enhances organizational competitiveness and fosters long-term sustainability.

Job Quality is closely linked to employee competence, training, and organizational support systems. Human capital theory suggests that investments in training and development improve employees' skills and capabilities, thereby enhancing the quality of their outputs. When organizations provide adequate tools, supervision, and feedback mechanisms, employees are better positioned to meet established quality standards. Effective leadership and supportive organizational culture also reinforce quality expectations, making Job Quality a shared responsibility rather than an individual burden.

Job Quality is a vital indicator of Employee Performance because it reflects the standard and effectiveness of work delivered within an organization. It is influenced by motivational theories, competency development, organizational systems, and performance management practices. High Job Quality not only improves operational efficiency but also strengthens organizational reputation and stakeholder trust. Therefore, organizations seeking sustainable performance must prioritize policies and practices that enhance and consistently monitor job quality.

Theoretical Review

Expectancy Theory (Vroom, 1964)

This theory is also called valence, instrumentality, and expectancy theory; it was introduced in 1964 by Vroom. According to this theory, performance of employees is anchored on personal level factors such as skills, know-how, personality, abilities, and experiences. The theory proposes that though employees might have differing goals, they may be motivated when they believe there exist a positive association amid performance and effort in which favourable performance may lead in a desirable incentive. The incentive will consequently meet the desire and the need to satisfy the desires is strong in enough to put the effort worthwhile.

This theory is grounded on three assumptions, namely: instrumentality, valence and expectancy. Valence implies the emotional perspective individuals have in respect to results. It also implies the extent of the desires of an individual for external incentives such as monetary gains, benefits, time off, promotion or internal rewards such as satisfaction of work. Managers must acknowledge that workforce worth is. Expectancy implies that workforce have various expectations and levels of confidence concerning what they can do, and managers must acknowledge what training, supervision and resources workforce require. Whereas instrumentality refers to the perception of labour force as to if they will receive what they desire even when the manager has promised. Managers should ensure that promises of incentives are honored, and that labor force was aware of it.

In view of Miner (2015) there exist an association between the actions of the workforce and the outcomes from the activities of each individual at work and this leads to valence. The word valence implies to effective and efficient orientation towards specific results. Instrumentality shows a relationship and connection between results of carried out actions and results emanating from performance of the actions. Consequently, expectancy means quantitative belief as to the possibility that a specific action may be preceded by certain results. This theory is of the perspective that the extent in which the manager views the efforts employees put in place in the process of appraising performance is associated to the motivation forcing the manager to correctly complete the process of appraising performance. This is going to lead into correct info rating within the firm. This theory assumes that employee at place of work need some results over other results and that employees are in position to select their actions.

This theory relates to the study based on the hypothesis that persons modify their behavior in the firm on the grounds of anticipated satisfaction of valued objectives formulated by them. The individuals adjust their behavior in such a manner that leads them to achieve their goals. This theory emphasis the aspect of management of performance as it is known performance is affected by the expectations regarding future events. It entails that staff will put more effort if they perceive a link exists amid effort and performance, performance and incentives, rewards and satisfaction of their own objectives and all this links are influenced by certain factors. For effort to become better performance, the employees should have the required skills to perform, and the appraisal of performance used to calculate the worker's performance should be viewed as being fair and objective. When the employee perceives that the performance-reward link is based on performance (rather than seniority, personal favorites) the link becomes" stronger.

Empirical Review

Mbiet-Edisua, and Amah (2024) "carried out a study on Onboarding Practices and Employee Commitment of Aviation Agencies in Rivers State.: The study examined the nexus between onboarding practices and employee commitment of aviation agencies in Rivers State, Nigeria. The proxies of Onboarding Practices include Communication; while the proxies of Employee Commitment are: Affective Commitment and Continuance Commitment. The theory that underpins the study is relational view theory. The target population was 168 middles to top-level managers of aviation agencies in Rivers State, Nigeria. The Krejcie and Morgan's formular was utilised to determine a sample size of 128 respondents, and the stratified random sampling was adopted with the aid of

random numbers. The hypotheses were tested at 0.05 significance level, by deploying a statistical model. The study revealed the following: a strong positive and significant relationship between communication and affective commitment, also on communication and continuance commitment; It is therefore recommended that: Managers of Aviation Agencies in Rivers State, Nigeria should foster Communication by ensuring employees are provided with the initial information, resources, tools and contacts to assist staff to be successful in their new role, as this can significantly improve Affective Commitment and Managers of Aviation Agencies in Rivers State. Moreso, Managers of Aviation Agencies in Rivers State, Nigeria should enhance Communication Culture by ensuring people have access to timely and accurate information about what's really happening in the organization.

Tane (2023), carried out a study on Relationship between Onboarding Process and Employee Engagement in the Pharmaceutical Industry in North Macedonia. The research examines the relationship between the onboarding process and employee engagement. It investigates the factors influencing employee engagement within drug manufacturing companies, such as age, job category, and work experience. The research utilized an online questionnaire disseminated to employees working in pharmaceutical manufacturing companies. The study employed a 5-point Likert scale derived from the Intellectual, Social, and Affective (ISA) engagement scale, which specifically assessed levels of engagement across intellectual, social, and affective dimensions. Two hundred twenty-eight responses were gathered within one month and subsequently subjected to analysis utilizing the Statistical Package for the Social Sciences (SPSS). The results of this study contribute to the growing body of academic literature on employee engagement and onboarding by offering practical implications for human resource managers and organizational leaders. The result revealed a noteworthy association between the efficacy of the onboarding process and heightened levels of employee engagement. Significantly, the identification of intellectual engagement emerged as the paramount factor during the onboarding process. The research additionally discovered variations at engagement levels across different generations, indicating the necessity for customized.

Joshua, and Olla, (2023) carried out a study Effect of training on employees' performance at forestry research institute of Nigeria, the study assessed and tested the impact of training on employees' performance at the Forestry Research Institute of Nigeria, Ibadan, Oyo State, Nigeria. The data collected was primary and cross-sectional. A multi-stage sampling technique was used in selecting 226 respondents in the study organization. The results revealed that the mean age of the employees was 40 years while their average annual income was ₦ 1,272,600 and years of work experience was 9.16 years. The descriptive results showed that the perceived benefits of employees' training in the Forestry Research Institute of Nigeria are high (5.28). The perceived enhanced employees' competency levels through the training in the Forestry Research Institute of Nigeria are high (5.09). The employees perceived contributions of training to their job performance in the Forestry Research Institute of Nigeria is high (5.44) while the employees are high job performers (6.03). The regression results indicated that there was a significant relationship between employees' job performance and the benefits of employees' training ($\beta = 0.59$; $p < 0.05$).

Benard, and Mubehamwe (2022) carried out a study on Establishing the Effects of Employee Job Orientation on Job Performance in the Banking Sector in Uganda. The study established the effects employee job orientation on job performance in the banking sector in Uganda. The study adopted a cross sectional – case study design on a sample of 82 respondents. Data was collected by use of questionnaire and interviews and analysed quantitatively and qualitatively. Quantitative data was analysed using the Statistical Package for Social Scientists version 22.0 (SPSS). At univariate level, data was analysed basing on the frequencies, percentages, mean and standard deviation. At bivariate level, data was analysed basing on correlational analysis and at multivariate level data analysis was carried out using multiple linear regression. Qualitative data was analysed by content analysis basing on study themes. The findings of the study revealed that employee job orientation had a positive and significant effect on employee job performance. Therefore, it was concluded that employee job orientation is a prerequisite for job performance in the banking sector; hence, it was

recommended that managers of organisations should implement employee job orientation programmes for their employees such that all those who deserve have the” opportunity.

Methodology

This “study adopted a census-based correlational survey design to investigate the relationship between job onboarding and employee performance of road construction companies in South-South Nigeria. A cross-sectional approach was employed to capture diverse demographic characteristics of respondents at a single point in time. The study population comprised thirty (30) registered road construction companies that met specific eligibility criteria, including having operated in the region for over ten years, maintaining a workforce of more than 500 employees, employing at least twenty COREN-certified engineers as permanent staff, offering diversified construction services, and possessing registered offices within the South-South states. Five top management staff were drawn from each company—namely Human Resource Managers, Community Liaison Officers, Health and Safety Managers, Operational Managers, and Project Managers—yielding a total population of one hundred and fifty (150) respondents. Given the manageable size of the population, the census sampling technique was adopted, making the sample size equal to the population to ensure comprehensive coverage and improved accuracy. Primary data were collected through a structured questionnaire divided into two sections: demographic information and responses to research questions. The instrument was administered through direct hand delivery and supplemented, where necessary, with electronic distribution via WhatsApp to respondents who were not physically accessible. To ensure validity, the instrument underwent face, content, and construct validity assessments. Face and content validity were established through expert review by supervisors and professionals in the field, whose recommendations were incorporated before final administration. Construct validity was tested using correlation analysis. Reliability was assessed using Cronbach’s Alpha through a test–retest approach, which produced a high coefficient of stability, indicating strong internal consistency and reliability of the instrument. Data obtained were cleaned, coded, and entered into the Statistical Package for the Social Sciences (SPSS) for analysis. Data analysis was conducted in three phases. First, descriptive statistics such as frequencies and percentages were used to analyze demographic characteristics. Second, univariate analysis was performed using mean scores and standard deviations to describe central tendencies and dispersion of variables. Third, bivariate analysis was carried out using Spearman’s Rank Order Correlation Coefficient to test the hypothesized relationships, given the ordinal nature of the five-point Likert scale data ranging from Strongly Agree to Strongly Disagree. This systematic analytical procedure ensured logical interpretation of findings and supported valid inferences in line with established research methodology” principles.

Data Presentation and Analysis

Table 1: Showing “the Distribution and Retrieval of Questionnaire from the construction companies in south-South Nigeria

S/N	Name of road construction company	Number of questionnaires distributed	Number of questionnaires retrieved	Number of questionnaires not retrieved	Number retrieved in percentage
1	Set-Traco	5	5	0	100
2	Julius Birger	5	5	0	100
3	Straberge	5	3	2	60
4	Icon Com.	5	4	1	80
5	Arab Contractors Nigeria Ltd	5	5	0	100
6	Teto Con.	5	4	1	80
7	Teggha Assoc.	5	4	1	80
8	Ehirance	5	3	2	60

9	Tapeema	5	3	2	60
10	Paulson Steel and Construction	5	4	1	80
11	Gadiel Liwet invention	5	3	2	60
12	Cappa & D'Alberto Plc	5	4	1	80
13	Speckdec Constructions	5	3	2	80
14	Lubrik Construction	5	4	1	80
15	Radniz Integ. Service	5	3	2	60
16	Danebi Nig Ltd	5	5	0	100
17	Big 5 Construction Ltd	5	5	0	100
18	Brick Alliance	5	3	2	60
19	McMatthy Nig. Ltd	5	4	1	80
20	PW Nigeria Ltd	5	3	2	60
21	Niger Delta Development	5	5	0	100
22	Dutum Group	5	5	0	100
23	Hitech Construction Company Ltd	5	5	0	100
24	Reynolds Construction Company (RCC)	5	5	0	100
25	PW Nigeria Ltd.,	5	5	0	100
26	Monier Construction Company (MCC),	5	5	0	100
27	China Civil Engineering Construction Corporation (CCECC),	5	3	2	60
28	JECCL	5	4	1	80
29	Haytozed Integrated Services	5	5	0	100
30	Nejole Construction Nigeria Ltd	5	3	2	60
	Total	150	127	23	

Survey Data 2026

Table 1 above shows the distribution and retrieval of questionnaire administered to respondents. The table shows that of the 150 questionnaires were administered to respondents, 127 or 84.67% were successfully retrieved and properly completed while 23 or 15.33% of the questionnaire were rejected on the ground that they were either not properly completed or missing.

Demographic Analysis

Table 2: Showing the Respondents Sex

Item	Title	Frequency	Percentage%
Gender	Male	88	69
	Female	39	31
	Total	127	100%

Source: Survey Data, 2026

Table 2 above show the sex distribution of respondents. The table shows that there are 88 males representing 88 percent of the respondents, as against 39 or 31 percent female. Implying that there are more male than female employees in construction companies in South-South Nigeria.

Table 3: Showing Respondents Number of Years in the Organization

Years in Service	Total of No. of Respondents	Percentage%
5 years and below	52	41
6-10 years	38	30
11-15 years	25	20
16 and above	12	9

Total	127	100
-------	-----	-----

Source: Survey Data, 2026

Table 3 above shows the respondents number of years in the organization once again, it was divided into four categories. The first category shows that 52 or 41% of our respondent have on the job experience of five (5) years and below. 38 or 30% of our respondents have on the job experience of between 6-10 years. Similarly, 25 or 20 % of our correspondents have on the job experience in the organization of between 11-15 years. Finally, 12 or 9 % of our Respondents have on the job experience of 16 years and above. Once again, the implication of respondents on the job experience in the present study is that our respondents are well experienced and know the type of onboarding practiced by the organization.

Bivariate Analysis**Hypothesis 1**

Ho₁: there is no significant relationship between Job Orientation and Job Efficiency of construction companies in South-South Nigeria.

Table 4: Correlational Result on the Relationship Between Job Orientation and Job Efficiency

		Job Orientation		
			Job Orientation	Job Efficiency
Spearman's rho	Job Orientation	Correlation Coefficient	1.000	.788**
		Sig. (2-tailed)	.	.000
	N		127	127
	Job Efficiency	Correlation Coefficient	.788**	1.000
Sig. (2-tailed)		.000	.	
N		127	127	

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data, 2026 via SPSS version 23 output.

The relationship between Job Orientation and Job Efficiency is revealed to be significant given the observed correlation: .0.788** and a p-value of .000 which is less than 0.05 (Table 4 above). The correlation value shows a strong and significant relationship between both variables at a 95% confidence interval. The positive sign value of $r = .788$ reveals a direct relationship between Job Orientation and Job Efficiency, the significance value is less than 0.05, which means that the variation explained by the model is not due to chance. This indicates that the more construction companies orientate their employees', the more successful their Job Efficiency. Therefore, the hypothesis that there is no significant relationship between job orientation and goal setting of construction companies in South-South Nigeria. The hypothesis is rejected based on the decision rule of $P < 0.05$. We therefore accept the alternative hypothesis and restate the null that there is significant relationship between job orientation and goal setting of construction companies in South-South Nigeria.

Hypothesis 2

Ho₂: there is no significant relationship between Job Orientation and Job Quality of Construction companies in South-South Nigeria.

Table 5: Correlation Result on the Relationship between Job Orientation and Job Quality

		Job Orientation		
			Job Orientation	Job Quality
Spearman's rho	Job Orientation	Correlation Coefficient	1.000	.798**
		N		100

	Sig. (2-tailed)	.	.000
	N	127	127
Job quality	Correlation Coefficient	.798**	1.000
	Sig. (2-tailed)	.000	.
	N	127	127

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data, 2026 via SPSS version 23 output.

The relationship between Job Orientation and Job Quality is revealed to be significant given the observed correlation: .0.798** and a p-value of .000 which is less than 0.05 (Table 5 above). The correlation value shows a strong and significant relationship between both variables at a 95% confidence interval. The positive sign value of $r = .798$ reveals a direct relationship between Job Orientation and Job Quality, the significance value is less than 0.05, which means that the variation explained by the model is not due to chance. This indicates that the more construction companies orientate their employees', the higher the quality of job they likely to churn out. Therefore, the hypothesis that there is no significant relationship between job orientation and job quality of construction companies in South-South Nigeria is rejected based on the decision rule of $P < 0.05$. We therefore accept the alternative hypothesis and restate the null that there is significant relationship between Job Orientation and Job Quality of construction companies in South-South Nigeria.

Hypothesis 3

H₀₃: there is no significant relationship between Job Training and Job Efficiency of construction companies in South-South Nigeria

Table 6: Correlation Result on the Relationship between Job Training and Job Efficiency

		Job Training	Job Efficiency
Spearman's rho	Job Training	Correlation Coefficient	1.000
		Correlation Coefficient	.775**
	Job Efficiency	Sig. (2-tailed)	.
		Sig. (2-tailed)	.000
	N	127	
	N	127	

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data, 2026 via SPSS version 23

The relationship between Job Training and Job Efficiency is revealed to be significant given the observed correlation: .0.775** and a p-value of .000 which is less than 0.05 (Table 6 above). The correlation value shows a strong and significant relationship between both variables at a 95% confidence interval. The positive sign value of $r = .775$ reveals a direct relationship between training and Job Efficiency, the significance value is less than 0.05, which means that the variation explained by the model is not due to chance. This indicates that the more construction companies train their employees' the more they deliver their job promptly. Therefore, the hypothesis that there is no significant relationship between training and Job Efficiency of construction companies in South-South Nigeria is rejected based on the decision rule of $P < 0.05$. We therefore accept the alternative hypothesis and restate the null that there is significant relationship between training and Job Efficiency construction companies in South-South Nigeria.

Hypothesis 4

Ho₄: there is no significant relationship between training and job quality of construction companies in South-South Nigeria.

Table 7: Correlation Result on the Relationship between Job Training and Job Quality

			Job Training	Job Quality
Spearman's rho	Job Training	Correlation Coefficient	1.000	.815**
		Sig. (2-tailed)	.	.000
		N	127	127
	Job quality	Correlation Coefficient	.815**	1.000
		Sig. (2-tailed)	.000	.
		N	127	127

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data 2026 Via SPSS version 23.

The relationship between Job Training and Job Quality is revealed to be significant given the observed correlation: .0.815** and a p-value of .000 which is less than 0.05 (Table 7 above). The correlation value shows a strong and significant relationship between both variables at a 95% confidence interval. The positive sign value of $r = .815$ reveals a direct relationship between training and job quality, the significance value is less than 0.05, which means that the variation explained by the model is not due to chance. This indicates that the more construction companies train their employees' the more the employees are able to perform better and deliver better job quality. Therefore, the hypothesis that there is no significant relationship between training and job quality of construction companies in South-South Nigeria is rejected based on the decision rule of $P < 0.05$. We therefore accept the alternative hypothesis and restate the null that there is significant relationship between training and job quality of construction companies in South-South" Nigeria.

Discussion of Findings

The "findings made in the various tested hypotheses revealed a significant relationship between Job Onboarding and Employee Performance of construction companies in South-South, Nigeria.

The first hypothesis established a significant positive relationship between Job Orientation and Job Efficiency, showing that structured orientation programs enhance employees' performance and ability to meet organizational standards. By providing clear information on goals, policies, procedures, role expectations, and performance standards, orientation reduces ambiguity and accelerates adaptation. Employees familiar with organizational culture, reporting lines, and operational processes perform tasks more accurately and timely, leading to improved coordination, fewer errors, and faster role adjustment. This aligns with human capital and socialization theories, emphasizing that onboarding develops both technical skills and contextual understanding, boosting confidence, motivation, and commitment. Additionally, orientation minimizes role conflict, fosters teamwork, and enhances communication, all contributing to efficiency. Empirical studies, including Bauer and Erdogan (2011) confirm that comprehensive job orientation significantly improves employee productivity and organizational commitment, demonstrating its strategic value beyond procedural formality.

The second hypothesis confirmed a significant positive relationship between Job Orientation and Job Quality, indicating that effective orientation programs enhance employees' understanding of roles, responsibilities, and organizational expectations, thereby improving work output. Job orientation—including structured onboarding, mentoring, policy familiarization, and task-specific

training—provides employees with the knowledge, confidence, and clarity needed to perform efficiently, reducing errors, role ambiguity, and low commitment. Empirical evidence supports this finding: Bauer (2010) noted that structured onboarding improves performance and work quality, while Saks and Gruman (2012) highlighted that effective socialization increases engagement and task proficiency. This aligns with human capital theory, which emphasizes that investment in employee development boosts productivity. The study underscores that orientation is not merely administrative but a strategic tool for fostering competence, commitment, and adherence to organizational standards. Organizations should therefore implement comprehensive orientation frameworks, integrating mentoring, continuous feedback, and skill-based training, to achieve sustained high job quality and operational excellence.

The third hypothesis affirmed positive relationship between Job Training and Job Efficiency. The result obtained showed that training impact positive on employee performance. Job Training acts as a facilitator for enhanced employee performance. Trained workers according to Otoo, et al., (2019) the objective of training is to achieve a change in the behaviour of the trainee. Employee training is a necessary activity in all organization which plays a great role in determining the efficiency and effectiveness of organizations. The hypothesis was to ascertain the extent of the correlation between Job Training and Job Efficiency. The result affirmed a strong relationship between the two variables (Job Training and Job Efficiency). The result obtained in this study is consistent with the work of Wiley, and Gunaratne, (2018) they assert that training boost worker' moral to perform better and if appraised on a scale will rate higher than a worker not trained.

The fourth hypothesis established a significant positive relationship between Job Training and Job Quality, showing that structured, continuous training enhances employees' ability to deliver high-quality work. Training equips staff with technical skills, problem-solving abilities, and procedural knowledge, reducing errors, increasing productivity, and ensuring consistent adherence to quality standards. Organizations that implement systematic training—such as orientation programs, skill workshops, and on-the-job coaching—experience measurable improvements in service delivery, product quality, and operational efficiency. This aligns with human capital theory, which emphasizes that investment in employee development drives performance and competitiveness. Empirical studies, including Arthur et al. (2003) and Aguinis & Kraiger (2009), confirm that training improves knowledge, skills, and behavior, positively affecting job performance and quality outcomes. The study highlights that competence development and employee confidence mediate this relationship. Effectiveness depends on aligning training with organizational goals and job relevance. Continuous professional development, supervisory support, and a learning-oriented culture are therefore critical for sustaining long-term improvements in job" quality.

Conclusion

The "study established that the dimensions of Job Onboarding—namely Job Orientation, Job Training—significantly influence employee performance. The rejection of all null hypotheses confirmed a strong positive relationship between effective onboarding practices and key performance indicators such as Job Efficiency and Job Quality. Findings revealed that well-structured job orientation fosters creativity and quality output, aligning with the assertions of Punia and Punita (2011) that properly oriented employees perform better and innovate faster. Furthermore, organizational policies were found to play a moderating role by establishing a consistent framework that supports new employees' integration and performance. Overall, the study concludes that a comprehensive and well-implemented onboarding program, supported by clear policies and adequate resources, significantly enhances employee performance, satisfaction, and organizational effectiveness.

Recommendation

based on the findings made in this study, the following recommendations were made

1. **Strengthen Employee Onboarding Programs:** Construction companies in South-South Nigeria should design comprehensive onboarding programs that go beyond administrative orientation to include mentorship, role clarity, and performance expectations. This will help new employees understand their roles early, minimize work-related waste, and enhance their productivity.
2. **Align Job Orientation with Job Quality Standards:** Orientation programs should be linked to specific job quality indicators and organizational performance benchmarks. Doing so ensures that employees internalize quality expectations from the onset, thereby improving the consistency and standard of work output across projects.
3. **Institutionalize Regular and Structured Training Programs:** Companies should provide continuous training opportunities tailored to employee skill gaps and job demands. The findings confirmed that training significantly enhances employee goal setting and performance, making it a critical investment for improving efficiency and organizational competitiveness.
4. **Link Training Outcomes to Employee Retention Strategies:** Since training enhances confidence, competence, and commitment, it should be positioned as a retention strategy. Employees who perceive that their organization invests in their development are more likely to stay and contribute positively to organizational goals.

References

- Aguinis, H. (2019). *Performance management* (4th ed.). Chicago Business Press.
- Aguinis, H., & Kraiger, K. (2009). Benefits of training and development for individuals and teams, organizations, and society. *Annual Review of Psychology*, 60(1), 451–474.
- Armstrong, M. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.
- Arthur, W., Bennett, W., Edens, P. S., & Bell, S. T. (2003). Effectiveness of training in organizations: A meta-analysis of design and evaluation features. *Journal of Applied Psychology*, 88(2), 234–245.
- Bauer, T. N. (2010). Onboarding new employees: Maximizing success. *SHRM Foundation's Effective Practice Guideline Series*.
- Bauer, T. N., & Erdogan, B. (2011). Organizational socialization: The effective onboarding of new employees. *Journal of management technology* 13(5), 125-178.
- Benard N. And Uwimana N., I., (2020). Establishing the Relationship Between Job Orientation and Employee Performance in Rwanda, Nyagatare District Local Government, *International Journal of Research and Innovation in Social Science (IJRISS)* 4(3) 34-65
- Byars, L., & Rue, L. (2014). *Human resource management*. Boston: McGraw-Hill
- Cascio W. F (2021). Managing Human Resources. *New York journal of Human Resource Management* 55(34), 245-367

- Christensen's (1998). Measuring employee job onboarding practices in Aviation company China. *Asia journal of management technology*, 23(10), 678-772.
- Dagar, A. (2014), The Review of Employee performance Techniques. *International Research Journal of Commerce Arts and Science (IRJCAS)*. 5(10). PP 16 – 23
- Day, K., Fedele, L., (2012). Learning at the Speed of Life. *T + D Magazine*. 66 (6) 61.
- Dessler, G. (2018) Human Resource Management 9th e.d Upper Saddle River, N.J.: *Prentice Hall*,
- Dowling, P. J., Festing, M., & Engle, A.D., 2018. International Human Resource Management. Managing People in a Multinational Context. *5th ed. London: Thomson*.
- Durai & King, (2018). Beyond Onboarding. *Journal Of International management*,13(9), Pp 85-92.
- Fatma Abed, Sahar Hassan Aly EL Banan. (2016). The relationship between quality of employee performance process and nurses job satisfaction as perceived by staff nurses at selected hospitals. *International Journal of Nursing Didactics* 9(4), 567-597.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2022). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268–279.
- Huselid,,M. (2015). The impact of Human Resource Management in Turnover, Productivity and Corporate Financial Performance, *Academy of Management Journal*, 13(8), 68-72
- Itam & Ghosh, (2020). Onboarding and Performance at Work Place, *journal of management science*, 6(5), Pp 234-245.
- Joshi, M.P., Kathuria R. & Porth, S.J. (2013) Alignment of strategic priorities and performance: an integration of operations and strategic management perspectives. *Journal of Operations Management*, 21(3), 353-369
- Kuvaas, 2006). The antecedences of job onboarding, *journal of human resource management*, 13(6), Pp 102-121.
- Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation. *American Psychologist*, 57(9), 705–717.
- Mbiet-Edisua, I., and, Amah, E., (2024). Onboarding Practices and Employee Commitment of Aviation Agencies in Rivers State, Nigeria. *International Journal of Management & Marketing Systems*. 14(11) 85.
- Memoria C. (2020). Personnel Management. *Himalaya Publishing journal* 32(29), .307-348.
- Nurse, L. (2015). Employee performance, employee development and organizational justice: exploring the linkages. *The International Journal of Human Resource Management*, 16(7)
- Otoo, F., Otoo, E., Abledu, G. and Bhardwaj, A. (2019). Impact of human resource development practices on pharmaceutical industry's performance: The mediating role of employee performance. *European Journal of Training*, 43 (2),188- 210. doi.org/10.1108.

- Parveen P, (2015), Employee performance: An Empirical Study to understand Job Satisfaction and Motivation of personnel through the system. *International Journal of Engineering and Applied Sciences (IJEAS)* 2(4), 2394-3661,
- Punia Punita (2011). Relationship between Role Clarity, Job Perception and Performance of Employees in a Scientific Research Organization. *Journal of Psychosocial Research*, 6(2)
- Saks, A. M., & Gruman, J. A. (2012). Getting newcomers engaged: The role of socialization tactics. *Journal of Managerial Psychology*, 27(7), 749–768.
- Sandamali, M.K. Dinithi Padmasiri, W.G.S. Mahalekamge, M.V.S. & Mendis,J.G.P., (2018). The relationship between training and employee performance of executive level employees in apparel organizations. *International Invention of Scientific Journal*, 2(01), 12-17.
- Smith & Kendall, (1963), Job quality a better option in employee performance evaluation. *International journal of management*, 54(26), Pp 78-98.
- Tane Murgoski (2023), Relationship between Onboarding Process and Employee Engagement in the Pharmaceutical Industry in North Macedonia, *Universal Journal of Management* 11(3): 76-85, 2023
- Vroom, V. H. (1964). *Work and motivation*. Wiley.
- Wiley, N. J. & Gunaratne, S. A. (2018). Understanding systems theory: transition from equilibrium to entropy. *Asian Journal of Communication*, 18(3),175-192.