

Employees' Perception towards Effectiveness of Induction Program

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Abstract— *The induction program in an organization becomes effective only if it fulfills the objectives and minimizes the gap between employees' perception to that of organization's goals. Previous research studies conclude that, employees' effectiveness has a significant effect on job competence, which in turn emphasizes on the induction programs. Hence, there is a need to understand the synergy between employees' perception towards induction program and the effectiveness of the same. Keeping in view, the researcher conducted an empirical study in a renowned IT Enabled Services firm in Chennai, having branches in USA, UK and Australia. The primary aim of the study is to understand the perception of employees' towards the effectiveness of induction program conducted in their organization. The hypotheses have been formulated to find the existence of relationships between dependent variables. The study administered a structured questionnaire to collect primary data, comprising of 120 samples. The collected data has been analyzed using descriptive research method. The study concludes that the induction program is an integral part in building organization-employee relationship in accordance with job competence.*

Keywords: Induction, Organization, Value System

I. INTRODUCTION

The induction program for fresher needs to emphasize and ensure that they admire their significance to organization and also give them an understanding that the job fits into the greater whole. Training and development activities should be adequately stressed. The use of on-the-job trainer or mentor can be of particular benefit to this category of new employee. A fresher's confidence can easily be destroyed and such training will help so that they do not break any of the 'unwritten laws' of the workplace as well as helping the formal Induction process. For this process to be fully effective, it is important that the Induction program involves conclusion of specific jobs or tasks at all stages.

II. LITERATURE REVIEW

El-Shamy states that having a dynamic employee induction process is all about taking advantage of these opportunities to enable the new employee to become a positive, productive member of the organization as quickly as possible. A dynamic induction process is active and vibrant. It does not wait and watch and hope for the best. (El-Shamy 2003). It is important that induction program is designed for

everyone, and should not focus on the aspects that have no relevance to the fresher (CIPHR, 2016). According to CIPD, induction programs have many benefits and drawbacks, wherein the advantages identified includes improving motivation amongst the new employees, improve overall job satisfaction in the work environment and decrease in the rate of employee absenteeism saves time for managers and supervisors. A well planned employee on-boarding process takes energy, time and engagement. However, it pays-off for an individual fresher, department and institution (Brown, 2019). ICIMS outlines that duration of the training can be as little as one day or even few months. The process varies on the basis of size of the business and industry. Execution of the program also depends on the job function, industry, culture of the workforce and geographic demographics of the company.

Ndayisaba's research, concluded that the quality of work, retention rates and level of customer service are significantly influenced by the staffing decisions and it is the most significant responsibility for a manager. The induction program for fresher has a significant role in influencing productivity, employee retention, managing employee turnover and employee commitment. However, the fact is that many organizations find it tough to schedule orientations, and the new comers may struggle for several days or weeks before their official introduction to the institution. It is good to create time for an induction as and when desired and at the same time the new staff member actually starts working. The study also states that employees' participation positively influence organization's success when they undergo an effective induction program based on the industry standards. (Ndayisaba, 2017).

III. NEED & RELEVANCE

In today's competitive world day-to-day life has become a biggest struggle, wherein it operates on survival of the fittest. With growing manpower and increase in number of fresh ambitious graduates, the corporate houses have lots of opportunities to pick up employees and retaining them is a big challenge for organizations nowadays. The induction program is the first process where the employee gets to know about his/her company, the business and indeed the whole corporate world itself. To minimize attrition and maximize retention, the induction program plays a pivotal role in indoctrinating employees towards organization's culture and value system. This present study has been conducted to know the employees' perception towards current orientation program and design uniform orientation program for the

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entire organization, as currently different induction programs are carried differently in their respective departments.

IV. OBJECTIVES

- To study the employees' perception towards effectiveness of induction program
- To determine the relationship between induction program and fostering relationship between new and old employees
- To examine whether the induction program helped employees to familiarize with organization's policies and program
- To ascertain the extent of induction program, which helped employees to indoctrinate employees towards organization's culture and value system

V. METHODOLOGY

The entire study is descriptive in nature, wherein both primary and secondary data were used for the study. Primary data has been collected through a structured questionnaire. The study adopted simple random sampling technique to collect the information from respondents, which covered the executives of five departments with a sample size of 120.

Hypothesis 1

H₀: There is no significant relationship between employees being assertive in handling their job and fostering relationship between old and new employees.

Table 1: Correlation between Employees being Assertive in Job and Fostering Relationship between Old and New Employees

Correlation Analysis	Assertive in Job Handling	Foster Relationship between Old and New Employees
Assertive Job Handling	1	0.919**
Fostering Relationship between Old and New Employees	0.919**	1

N=120; **-0.01 Significant Level (p)

Interpretation

The 'p' value is less than 0.05 indicates a significant relationship exists between employees being assertive in handling their job and fostering relationship between old and new employees. The Pearson's coefficient 'r' value (0.919) exhibits a perfect positive correlation, which provides an understanding that employees being assertive in handling their job and fostering relationship between new and old employees are directly proportional to each other. Hence, null hypothesis (H₀) is rejected.

Hypothesis 2

H₀: There is no significant relationship between employees being familiarized with organization's policies and that provides an excellent opportunity to learn.

Table 2 Correlation between Employees being familiarized with Organization's Policies and that provides an Excellent Opportunity to Learn

Correlation Analysis	Familiarized with Organization's Policies	Provides an Excellent Opportunity to Learn
Familiarized with Organization's Policies	1	0.844**
Provides an Excellent Opportunity to Learn	0.844**	1

N=120; **-0.01 Significant Level (p)

Interpretation

The 'p' value is less than 0.05 indicates a significant relationship exists between employees being familiarized with the organization's policies and provides an excellent opportunity to learn. The Pearson's coefficient 'r' value (0.844) exhibits a perfect positive correlation, which exhibits that employees are familiarized with the organization's policies, and provides an excellent opportunity to learn are directly proportional to each other. Hence, null hypothesis (H₀) is rejected.

VI. RESULTS & DISCUSSION

The demographic profiles of the respondents are, majority of the respondents are males and nearly half of them belong to the age group of twenty five to twenty seven years. Also, nearly half of the respondents have experience between two to five 5 years. Around two third of the respondents agreed that the induction program has given adequate importance to make employees feel secured and around three fourth of the respondents agreed that the norms and values of organization have been clearly explained during the induction program. Moreover, eighty percent of the respondents agreed that the newly recruited employees found induction very useful in aligning themselves with other members of the organization. Furthermore, eighty percent of the respondents disagreed that induction is periodically evaluated and improved. Interestingly, only forty five percent of the respondents agreed that the duration of induction program has been sufficient. In furtherance, sixty seven percent of the respondents agreed that they are contended with the welcome ceremony offered by their respective departments. In addition to that, sixty two percent of the respondents agreed that the induction program helped them to feel comfortable in their job while sixty four percent agreed that the program made them very assertive and confident in handling their jobs. A vast majority (seventy one percent) of the respondents stated that the induction helped them to foster relationship between old and new employees and fifty seven percent agreed that it familiarized them with organization's policies. Fifty eight percent of the respondents agreed that the

orientation program reduced their ambiguity and helped them to transform and indoctrinate themselves to adopt organizational culture and value system. Also, fifty seven percent of the respondents agreed that the induction provides an opportunity to learn about their organization and forty eight percent of them agreed that the senior management spends time with the new staff during induction. Fifty nine percent of the respondents agreed that they are enabled with job-specific training opportunities during their induction program while sixty four percent of them strongly agree that dress code, office hours, sick leave, payroll and other policies were covered during the induction. Majority (seventy four percent) of the respondents agreed that at the end of the week they felt like a member of the team and very much part of an organization. In addition to this finding, fifty four percent of the respondents agree that the induction managed to infuse proper knowledge and skills into them.

VII. CONCLUSION

The present study revealed that the induction process seems to be effective. It has been observed that through orientation program, employees are able to transform and indoctrinate themselves towards organization's culture and value system. Most of the employees are very much contented with the way it has been handled. Also, it emphasizes that employees' induction programs should be implemented in a structured manner and uniform induction program can be designed for the entire organization. The study also found that employees desire for 5 days induction program. They opine that this duration, will facilitates the employees to foster relationship with older employees and can work comfortably with all the organizational members. The best practice involves a very structured approach to the induction process. Thus, it can be concluded that induction program is an integral part in building organization-employee relationship in accordance with job competence. Hence, to make an induction program more effective the duration of induction program can be lengthier (3 to 5 days) so as to develop sense of belongingness towards their organization and meet its time-centric goals.

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