Perception of the New Recruits on the Employee Induction and on boarding Process

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Abstract: *Induction, also known as organizational socialization refers to the mechanism through which new employees acquire the necessary knowledge, skills, and behaviours to become effective organizational members and insiders. Tactics used in this process include formal meetings, lectures, videos, printed materials, or computer-based orientations to introduce newcomers to their new jobs and organization. Induction is a process which aims to familiarize new employees with the organization and their job. A well planned induction program will include information about the organization, safety rules, general conditions of employment and the employees" duties in the section or department in which they are employed. The induction process also gives new employees a feeling for the culture and values of the company in which they will be working for. It is important for the organization to analyse the perception of the new joiners on these two processes and find ways to improve them in order to carry out the process smoothly. The objective of the study is to analyse the present Induction /on boarding process in the organization and to find the satisfaction level of new joiners towards the current on boarding process in the organization. The method adopted in the research was descriptive design. A quantitative research approach of data collection was utilized using questionnaire as the instrument for collecting and collating the data. The target respondents were 104 new joiners between the months of February – May at the organization. The data collected was analyzed with statistical tools such as frequency distribution, one-way ANOVA, T-test and chi square. The research concluded that though the overall Induction process was good, the satisfaction level of new employees was satisfactory only in the pre joining phase. Based on the findings, some suggestions like lengthening the period for induction program, increasing the quantity of training courses and trainer meetings for improving the quality of trainers were forwarded to the organization to make the induction process more effective.*
Keywords: *Induction, On boarding, Training, Recruits, Quantitative, Satisfaction Level*

I.   INTRODUCTION & BACKGROUND

Rahul Nidhi (2015) says that Employee Induction, which is one of the main ways of introducing employees to their organizations, is often the missing ingredient in most organizations. Orienting employees to their workplaces and their jobs is one of the most neglected functions in many organizations. A well thought out orientation program, whether it lasts one day or six months, will help not only in retention of employees, but also enhance performance. A well planned employee orientation program will help to get new employees off on the right foot immediately. Nikhita Kumar & Dr. Suruchi Pandey (2017), analyzed the present On boarding process in an organization and to find the most critical phase of the On boarding process. Not at all like the customary employee induction or orientation procedure. The main objective is to create a long haul relationship with the employee. John O'Brian (2013), has argued the researcher must look at all the available literature on the on boarding process that is employed in some of the leading companies in the world as well as in the financial services companies in Ireland. The researcher has reviewed the literature under a number of headings, including on boarding prevalence, success quantification and what is included in the on boarding process. Gary Dessler (2013) points out four main purposes of employee orientation to make the new employee feel welcomed provide one with basic information to function effectively, to understand the organization in its broad sense and to familiarize one with the organization's cultures and values. It is also pointed out that the latter two purposes distinguish On boarding from traditional orientation. Mollie Lombardi (2011), in his benchmark study looks at how organizations are using the tools and processes of On boarding to manage costs, improve workflows, and set the stage for individual, group and organizational performance with new hires. This study explores the technologies and practices put in place by Best-in-Class organizations to help achieve organizational goals while improving time-to-performance and productivity. It addresses best practices for accelerating the integration of new full time employees, individuals brought on board through merger or acquisition, and how organizations are extending the concepts and tools of On boarding to contingent labour, contractors and other workers. Conducted during January and February 2011, this report is based on analysis of 282 organizations and their On boarding

practices. Le Phuong Thao(2015), argued that Induction is the organizational supportive introductory stage for new employees to settle quickly into their job and soon become active and efficient workers. Most academic studies related to this topic focus on the perspectives of the employees and neglect the employers' point of view. Thus, the author of this thesis decided to look into the topic again on behalf of the employers. The theory deals with relevant literature in HRM and especially inductions programs. The empirical part includes a survey that was carried out in a large scale customer service based company.Moreover, the employers should improve their line manager's appraisals for the instructors' assignments, extra working hour, payment, and the check up on the trainees' backgrounds. Furthermore, regarding the instructors, the improvements in induction contents, materials, and interactions within the trainer and trainees are recommend. (Bauer, T. N., & Erdogan B, 2011), On-boarding is the process of learning, networking, resource allocating, goal setting and strategizing that ends with new hires quickly reaching maximum productivity. This formal process of on-boarding is what assimilates the new employees to rules, procedures, benefits, expectations and the goals of the organization. On-boarding is more than getting the paperwork completed and reading the long and boring employee manual. It is the integration of a new employee to become a highly productive member of the organization. On boarding engages the new employee into the world of the organization. Stimpson (2009) firstly states that the on boarding process is that of "acquiring, accommodating, assimilating and accelerating new team members, whether they come from outside or inside the organization. It is used to refer to the administrative work involved with setting an employee up in a new job or role". (Day & Fedele, 2012), Poor onboarding processes can have a negative effect on bottom line of the organization.

Employees who have had a negative experience going through the on boarding process are very likely to leave the company's employment after a very short period of time. A more structured onboarding process makes for happier, more confident and stronger employees. The employee believes that they fit both the job and the company and feel more engaged with the company strategy and objectives. This feeling of increased engagement by the employee leads to better employee productivity and a reduction in the turnover rate for the company. In short, companies that want to have quicker and enhanced engagement and productivity from their new employees, coupled with the associated cost reductions, should have effective onboarding higher up on their strategic agendas.

(Lester and Kickul, 2001),"Psychological contract" refers to the relationship of the employee and employer and mutual expectations of inputs and outcomes. The onboarding process, if it is done well, should result in a "psychological contract" where the employee knows what is expected of them that will make them successful in their position and how they contribute to the company's success. Since the psychological contract is dynamic and evolving, organizations need to invest effort into understanding the changes and at various times and when needed renegotiate the contract. Lester shows that a "pro active approach to the psychological contract is likely to reduce an employee's intention to leave" since their needs are more likely to be met by the organization. On boarding does not stop at the completion of paperwork and brief organizational history, as does orientation. Instead, onboarding should include coaching, 360 feedback, mentoring, introduction to the organization and team, managers, and subordinates. (Gilmore & Turner, 2010), says that the tasks of orientation should be paired with cultural and organizational training in order for the employees to have a good grasp on where they fit into the organization . (Graham & Callahan, 2011), feels that it can be very helpful to create a checklist to ensure all topics are covered. Having the new employee sign the sheet and storing it in his/her file can generate accountability. These best practices enhance the on boarding process and propel it toward success. In order to establish the most effective on boarding program possible, these best practices should be implemented during the proposed research and measured for the strength of their contribution.

The initial impression of an organization on an employee usually stays with them, and it is therefore important to make this experience a positive one. The new members of staff need to have basic information about their working environment, terms and condition of employment, People whatever their industry or profession, and want to know how they fit into the organization as a whole and how their work relates to that of other people and other departments. Naturally they also want to meet their colleagues and line managers. This aspect is accomplished by the On boarding and induction process. The following diagram provides a snapshot on the generic HR process adopted in organization activities of the on boarding and induction process is further detailed.

INDUCTION and ONBOARDING PROCESS
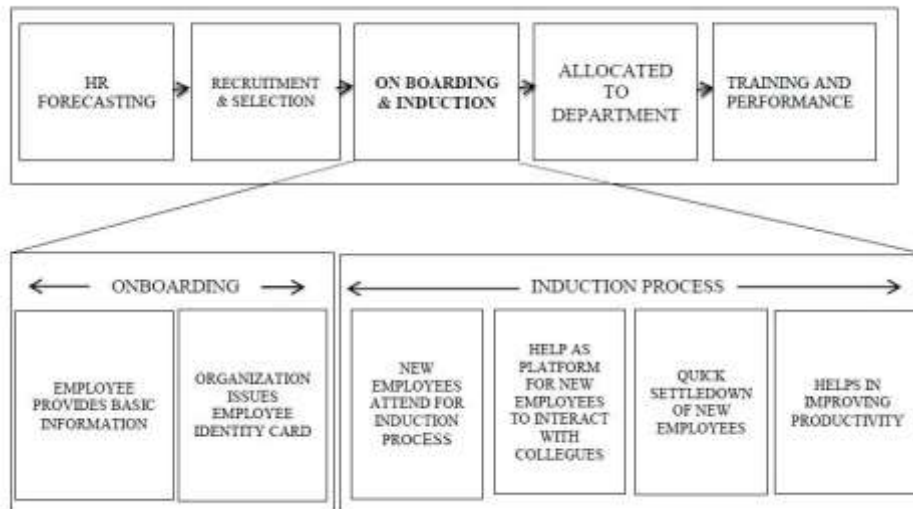
Onboarding Process

On-boarding, also known as organizational socialization refers to the mechanism through which new employees acquire the necessary knowledge, skills, and behaviours to become effective organizational members and insiders. Tactics used in this process include formal meetings, lectures, videos, printed materials, or computer-based orientations to introduce newcomers to their new jobs and organization.
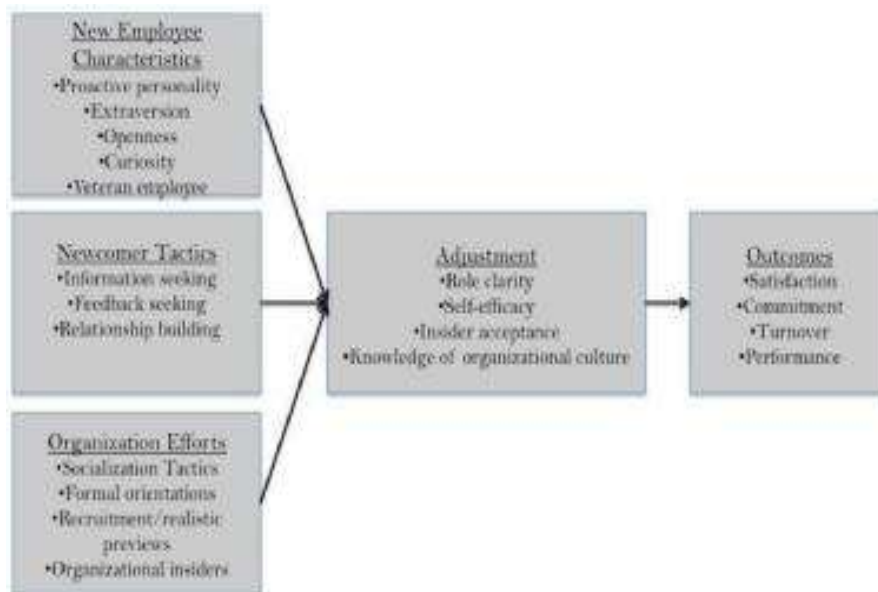
The framework includes new ways to add value, connect and build relationships, navigate unwritten rules to get things done, and review performance and progress. On-boarding is a major tool in successful talent management and is critical for successful employee integration. On-boarding creates an understanding of the organizational culture that helps the newly hired employee feel better connected to the organization's business strategy and creates a sense of belonging. Implementing a well-managed on-boarding process can have a significant and measurable impact on employee productivity, retention, employment brand, services, workplace safety, and future hiring. On boarding is the process of integrating employees into their new work environment. It is the final, yet crucial stage of the recruitment process. It is an extension of the first day orientation and one of the most important steps in retention. It is a process by which new employees are received into an organization. On boarding deals with the joining formalities in an organization. Before the candidates join in their job, On boarding process takes place for one day where the candidates are received and asked to enter their details including academic, back ground check and till previous employment in the organization website. Successively, document verification and agreements sign from the candidates. These formalities are been done

to increase candidates integration and to know the level of commitment employees have towards the organisation. ID card access and welcome kit are handed over to the candidates at the end of the day.

II. INDUCTION PROCESS

Induction is a process which aims to familiarize new employees with the organization and their job. A well planned induction program will include information about the organization, safety rules, general conditions of employment and the employees" duties in the section or department in which they are employed. The induction process also gives new employees a feeling for the culture and values of the company in which they will be working for.The Induction process can be used for all new recruits, irrespective of their level of job or whether they are full-time, part-time or a casual worker. It can welcome new employees the company as well as give refresher training to employees within the organization so that they are aware of any "health and well being" policies and the procedures of the organization. Induction programs vary in length, scope and flexibility. Planning is integral to ensuring a new employee is made to feel welcome to the company and understands their role within the company. To provide guidance to trainers please refer to the below induction program template which presents the three typical components that constitute an effective induction program; namely content, support, follow-up and process. The company conducts induction and on boarding practices to reduce turnover, increase job efficiency of newly recruited employees and also to make sure that the employees understand the company's culture, policies and procedures. This research is being conducted to assist the company to ascertain whether their objective of making the On boarding and Induction process more effective is achieved.

III. RESEARCH METHODOLOGY

The company conducts induction and On boarding practices to reduce turnover, increase job efficiency of newly recruited employees and also to make sure that the employees understand the company's culture, policies and procedures. This research is being conducted to assist the company to ascertain whether their objective of making the On boarding and Induction process more effective is achieved. The scope of the project is confined to the new joiners at an IT Services Company,(Chennai) between the months of February-May, 2017. Research Statistics show that one in four people recruited will leave within the first six months, highlighting the need for organisations to have a robust On boarding process in place. Contrary to what most organisations may believe and practice, On boarding does not last a day, a week or even a month. The On boarding process starts before the employee's first day 'on the job' and should last for six months. The main objective of the research is to analyze the perception of New Joiners on the on boarding and Induction process. It also aims to ascertain the effectiveness of on boarding process in the organization and to identify the factor that influences the new joiners more on the On boarding and induction process. The study also focuses on identifying the influence of demographic variables on the On-boarding and Induction process. The research design adopted for the study is descriptive research. It is the study which is designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study. The population in this study consisted of all the new joiners between the months of February – May 2017. The population size in this case is one hundred and eighty. Sampling method used for this study was convenience sampling. Convenience sampling (also known as availability sampling) relies on data collection from population members who are conveniently available to participate in the study. It is a type of sampling where the first available primary data source will be used for research without any additional requirements. The sample size considered for the research is 104 New Joiners. Primary data-A questionnaire was developed to extract the relevant information from the new employees to meet the objectives of research. The questionnaire was developed in consultation with the domain expert in the organization. The questionnaire for the study was distributed to the candidates who attended the On boarding process in order to analyze the perception of the joiners on the overall On boarding and Induction process. The statistical tools used for analyzing the data included One Way ANOVA, Chi-Square Test, T Test and Percentage analysis.

IV. RESULTS & DISCUSSION

The reliability of the questionnaire was estimated with a pilot study and Cronbach's alpha was calculated. Cronbach's Alpha is a commonly used as measure of the internal consistency or reliability for a sample.

Table 1 Reliability Statistics

Cronbach's Alpha	Factor
0.80	Factor 1
0.80	Factor 2
0.84	Factor 3

0.93	Factor 4
0.82	Factor 5

As the Cronbach alpha values for constructs are above 0.6, it is inferred that the questionnaire is reliable.

Mean Ranking Of The Dimensions Of Perception

Table 2 Mean Ranking

Factor	Min	Max	Mean
Communication	2	5	3.91
Hospitality	2	5	3.84
Components	2	5	3.82
Timeliness	2	5	3.75
Presentation	2	5	3.85

It is observed from the table 2 the factor communication has the highest mean value of 3.91. Hence it is inferred that communication has more influence on the On boarding and Induction process compared to the other dimensions of Perception.

One-Way Anova – Designation & Induction Process :

Null Hypothesis: There is no significant difference between the various factors of On boarding and Induction process and the designation of the respondents. Alternate Hypothesis: There is significant difference between the various factors of On boarding   and Induction process and the designation of the respondents.

Table 3 One-Way Anova

Factors	Df	Mean Square	F	Significance value(p)
Communication	4	7.861	.885	.476
	99	8.878		
	103			
Hospitality	4	4.678	1.035	.393
	99	4.522		
	103			
Components	4	10.012	2.186	.076
	99	4.581		
	103			
Presentation	4	47.003	2.155	.080
	99	21.807		
	103			
Timeliness	4	17.111	1.995	.101
	99	8.579		
	103			
Overall Impression	4	1.122	1.679	.161
	103			

From table no.3, the following p - values were observed: Communication - 0.476, hospitality – 0.393, Components of Onboarding – 0.076, Induction Presentation – 0.080, Timeliness – 0.101 and overall impression – 0.161. As none of the p-value is less than the alpha value (0.05), the null hypothesis is accepted. Thus it is

inferred that designation does not have any significant influence on the perception of respondents in the On boarding and induction process.

Independant Sample T-Test
Between Gender And Various Dimensions Of Perception:
Null Hypothesis: There is no significance difference between the gender and perception of respondents on the On boarding process.

Alternate Hypothesis:There is significance   difference between gender and perception of respondents on the On boarding process.

Table 4 Gender*Dimensions Of Perception

Factors	F	Significance value (p)	Df
Communication	.008	.930	102
			94.8
Hospitality	.575	.450	102
			101.
Components	.438	.510	102
			97.9
			72
Presentation	.001	.979	102
			87
Timeliness	.800	.373	102
			53
Overall impression	.944	.334	102
			83

From table no. 4, the following p-values were observed: Communication – 0.930, hospitality – 0.45, components of Onboarding – 0.510, Induction presentation - 0.979, timeliness - 0.373, overall impression- 0.334. As none of the p – values are less than the alpha value (0.05), the null hypothesis is accepted. Thus it is inferred that gender has no influence on the perception of respondents on the On boarding and Induction process.

Between Method Of Onboarding And Various Dimensions Of Perception
Null Hypothesis: There is no significance difference between method of Onboarding and Perception of respondents on the Onboarding process. Alternate Hypothesis: There is significance difference between method of Onboarding and Perception of respondents on the Onboarding process

Table 6 Method Of Onboarding*Dimensions Of Perception

Factors	F	Significance value(p)	Df
Communication	.166	**.019**	102
			98.1
			52
Hospitality	.146	**.020**	102
			99.7
			28
Components	.045	.833	102
			91.5
			38
Presentation	1.27	.261	102
			88.1
			65
Timeliness	.100	.753	102
			53
Overall Impression	.592	.444	102
			470

From table no. 6, the p-values for communication (0.019) and hospitality (0.020) are lesser than alpha value (0.05), the null hypothesis is rejected. Thus it is inferred that the factors communication and hospitality has an influence on the choice of method of On boarding and Induction process.

CHI-SQUARE

Null Hypothesis: There is no association between gender and the method of On boarding and Induction process Alternate Hypothesis: There is association between gender and the method of On boarding and Induction process.

Table 7 Gender*Method Cross Tabulation

		Method		Total
		Online	face to face	
Gender	Female	22	23	45
	Male	37	22	59
Total		59	45	104

Table no. 8 chi- square

	Df		Exact Sig.	Exact Sig.
			(2-sided)	(1-sided)
Pearson Chi-Square		1		
Continuity Correction		1		
Likelihood Ratio		1		
Fisher's Exact Test			.169	.113
Linear-by-Linear		1		
Association				
N of Valid Cases				

From table no. 8, the p-value (0.169) was found to be greater than the alpha value (0.05). Hence it is inferred that there is no association between gender and the method of preference for On boarding and Induction process.

Suggestions

Based on the results and Discussion following suggestions were forwarded to the institution to make an improvement in the overall induction process:

- Communication should be done through emails and all queries regarding the joining formalities should be dealt with promptly before the date of joining.
- Personal calls should be made to new joiners to confirm their presence on the day of joining.
- The new joiners' recruiter should be available on the day on Onboarding to guide them on the process for the day and make sure that no verification is missed out.
- A common drive can be shared between the recruitment and the Onboarding team to share the joiners' documents prior to the day of Onboarding.
- This saves time on the day of joining since the joiner is only required to bring the originals for verification.
- Background verification of the new joiners should be approved prior to their joining in order to speed up the ID generation process

V. CONCLUSION

On boarding and Induction process is very essential for new joiners as it motivates and increases the awareness of the employee about the organisation. The research focused on analysing the Perception of the new joiners on the On boarding and the Induction process and suggests ways to improve its effectiveness. The population of the study consisted of candidates who joined during the month of February to May, 2017. The data collected was analyzed with statistical tools such as frequency distribution, one-way ANOVA, T-test and chi square. The finding revealed that at the overall level On boarding process was good and the induction program was moderate. Based on the findings few suggestions were made in certain areas to improve the overall On boarding and Induction process.

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