



INDUCTION AND ORIENTATION- RESOURCE FOR NEW STARTER

Ms. V. Gayathri

Assistant Professor, Dept. Of Management Studies, Adhiparasakthi Engineering College, Melmaruvathur, India.

Abstract

This study is an outcome of the topic called "To study the effectiveness of induction and orientation programme followed in IT industry". Modern managers and personnel administrators are greatly interested in fathoming and influencing the induction training programme of the employees in such a way that it will contribute to the maximum effectiveness, growth and progress of the organization. Simply induction and orientation is welcoming the new employees in the organization. The main objectives of this study is to study the effectiveness of the induction and orientation programme followed to make the new employees to feel good at their work place and to identify the induction and orientation methods followed in the organization which helps the new joinees to understand the organization policies and goals in a better way. The secondary objective of this study is to suggest the remedial measures based on the findings.

In this study 120 samples were taken to study the effectiveness of induction and orientation programme followed in the organization. Primary data is collected through Questionnaire and Survey has been conducted to collect the data from the employees. Generally statistical tools such as Percentage method, Chi-square method, Correlation method, weighted average method and ANOVA have been used for analysis and interpretation purpose. Hence, the researcher concludes that employees are satisfied with the current induction and orientation provided by company. But in order to make them highly satisfied the company must concentrate on various factors like department orientation and scheduling of the programme.

Key Words: *Induction, Orientation, New Joinees, Rehabilitation, Analysis of Variance, Correlation- Relation between the Factors.*

INTRODUCTION

Induction and orientation Training is absolutely vital for new starters. Good induction and orientation training ensures new starters are retained, and then settled in quickly and happily to a productive role. Induction training is more than skills training.

New employees also need to understand the organization's mission, goals, values and philosophy; personnel practices, health and safety rules, and of course the job they're required to do, with clear methods, timescales and expectations. To understand the effectiveness of the organization's induction and orientation practices and to suggest the organization to improve the induction and orientation programme in case of deviations. Professionally organized and delivered induction training is your new employees' first proper impression of you and your organization, so it's also an excellent opportunity to reinforce their decision to come and work for you.

Proper induction training is increasingly a legal requirement. Employers have a formal duty to provide new employees with all relevant information and training.

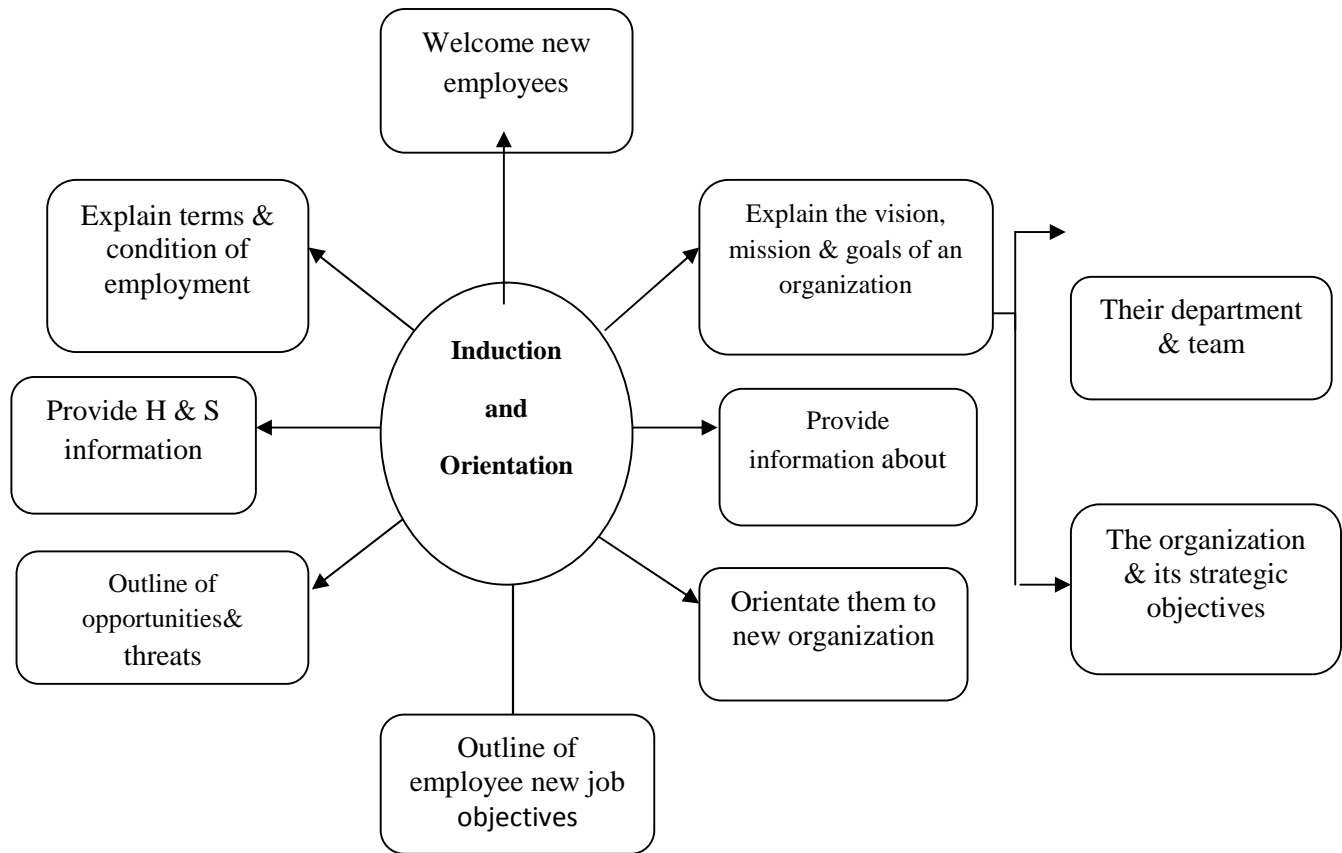
Induction^[1] tends to cover the initial period of learning and adjustment that applies to new appointees (including external recruits and internal transfers and promotions). It ends when the individual has become fully integrated into the organization.

Orientation^[1] often includes an introduction to each department in the company and training on-the-job. New employee orientation frequently includes spending time doing the jobs in each department to understand the flow of the product or service through the organization.

Benefits of induction and orientation programmes^[1] as follows:

- Build confidence about self and the organization
- Familiarize the new employee with the jobs and the job environment
- Generate favorable attitudes within the new employee about peers, superiors, subordinates and the organization
- Assist the new employee to contribute to organizational success more quickly
- Act as a valuable source of information

INDUCTION AND ORIENTATION MODEL for new employee acclimate more quickly to their new organization



OBJECTIVES OF THE STUDY

- To analyze, the effectiveness of the Induction and Orientation process provided to the Employees of IT industry.
- To ascertain the level of satisfaction concerning the various methods and techniques followed in the IT industry.
- To identify the attitude of the new employee towards peers, superiors, subordinates in IT industry.
- To provide valuable suggestions to improve the effectiveness of induction and orientation programme.

SCOPE OF THE STUDY

- In this study, induction and orientation consists of planned programs undertaken to enhance employee knowledge about the organisation, such that the employee performs well in order to achieve goal of the organisations.
- This Study will help the IT industry in organizing the new employee’s induction and orientation programme in a more effective manner so that the new joinees work towards the organization goal.
- The recommendations and suggestions of the study can also be applied to similar project.

RESEARCH METHODOLOGY

Research is a process in which the researcher wishes to find out the end result for a given problem and thus the solution helps in future course of action. The procedure using, which researchers go about their work of describing, explaining and predicting phenomena, is called Methodology. Methods compromise the procedures used for generating, collecting, and evaluating data. Methods are the ways of obtaining information useful for assessing explanation.

Research Design

Research design ^[3] is the specification of the method and procedure for acquiring the information needed to solve the problem. The research design followed for this research study is descriptive research design where we find a solution to an existing problem. The problem of this study is to find the effectiveness of induction and orientation Employees of IT industry.

Design of Descriptive Studies

Descriptive studies aim at portraying accurately the characteristics of a particular group or solution. One may undertake a descriptive study about the work in the factory, health and welfare. A descriptive study may be concerned with the right to strike, capital punishment, prohibition etc.

A descriptive study involves the following steps^[3]:

1. Formulating the objectives of the study.
2. Defining the population and selecting the sample.
3. Designing the method of data collection.
4. Analysis of the data.
5. Conclusion and recommendation for further improvement in the practices.

Sampling Technique

This study was restricted to the employees. A sample of 120 respondents was selected by Convenience sampling which is a random sampling method. All the opinions expressed herein are the contribution by the respondents only.

Data Collection Method

Survey method is considered the best method for data collection and the tool used for data collection are Questionnaire. Private individuals, research workers, private and public organizations and even government are adopting it. In this method a questionnaire is collected through personal interview. A questionnaire consists of a number of question involves both specific and general question related to Employees performance.

Sources of Data

The two sources of data collection are namely Primary & Secondary.

- **Primary data**
Primary data are fresh data collected through survey from the employees using questionnaire.
- **Secondary data**
Secondary data are collected from books, internet and various journals, magazines etc.

Statistical Tools Used

Questionnaire was used as a tool for data collection as it provided the advantages of allowing the respondents to answer at their convenience and faster data collection. The questionnaire explicitly stated the purpose of study as academic and assured confidentiality of information solicited from the respondent. The tools used as follows^[6]

1. Percentage method
2. Chi- square test
3. Weighted average
4. Correlation
5. ANOVA (Analysis of Variance)

DATA ANALYSIS AND INTERPRETATION

PERCENTAGE ANALYSIS

Table -1: Effects after Attending the Induction Programme

S.No	Effects After Attending The Induction Programme	No of Respondents	Percentage (%)
1	Removes Fear	31	26
2	Creates good impression with the Managers	47	39
3	Acts as a some of valuable information	12	10
4	Reduced Supervision	24	2
5	Improves Morale	6	5
	TOTAL	120	100

Inference

From the table it is inferred that 26% of the respondents feels that induction helps to remove fear, 39% of the respondents and 10% of the respondents reveals that induction programme creates a good impression with the managers and acts as a some of valuable information, 2% feels that induction reduces supervision and 5% reveals that induction programme helps to improve morale. After induction the respondents came to know about the organisation which helps to create good impression with the managers.

Table No-2: Type of Orientation Programme Carried out in Your Organisation

S.No	Type of Orientation	No. of Respondents	Percentage (%)
1	Company Orientation	24	20
2	Department Orientation	35	29
3	HR Orientation	61	51
	TOTAL	120	100

Source: Primary Data

Inference

It is inferred from the above table that 20% of the respondents accepts the organization follows a company type of orientation programme, 29% of the respondents accepts that the organization follows a department orientation, whereas maximum (51%) of respondents accepts that the organization follows a HR orientation programme. HR orientation programme is followed because the organisational policy and procedures, career growth details, performance appraisal and other details are discussed in depth when compared to department and company orientation.

Table - 3: Induction and Orientation Helps in Familiarizing with the Organisational Policy

S.No	Induction and Orientation Helps in Familiarizing With the Organisational Policy	No .of Respondents	Percentage (%)
1	Strongly Agree	66	55
2	Agree	46	38
3	Neutral	6	5
4	Disagree	2	2
5	Strongly Disagree	0	0
	TOTAL	120	100

Source: Primary Data

Inference

From the table it is observed that 55% of the respondents strongly agrees to organizational policy are familiarized through induction and orientation, 38% agrees to the above mentioned statement and 5% of the respondents neither agree nor disagree to the statement. The employees know about the company policies and they could contribute accordingly which leads to profit for the organisation. Thus induction and orientation helps in familiarizing the organizational policy.

Table - 4: Induction and Orientation Provides Opportunity for Learning

S.No	Induction and Orientation Provides Opportunity for Learning	No. of Respondents	Percentage (%)
1	Strongly Agree	37	31
2	Agree	58	48
3	Neutral	12	10
4	Disagree	13	11
5	Strongly Disagree	0	0
	TOTAL	120	100

Source: Primary Data

Inference

It is found from the table that 31% of the respondents strongly feels that induction and orientation provides an opportunity for learning, 48% of the respondents agrees, 10% of the respondents feel Neutral to the question and remaining 11% of the respondents are disagreed. Induction and orientation provides opportunity for learning because the new joinees learn about the important factors of the organisation before they start their work.

Table- 5: Important to Introduce Key Contacts at the Time of Induction

S.No	Important to Introduce Key Contacts at the Time of Induction	No. of Respondents	Percentage (%)
1	Very Important	78	65
2	Important	30	25
3	Neutral	8	7
4	Slightly Important	4	3
5	Unimportant	0	0
	TOTAL	120	100

Source: Primary Data.

Inference

It is observed from the table that 65% of the respondents feels it is very important of the key contact introduction at the time of induction, 25% of the respondents feels important and 7% of the respondents feels Neutral with the importance of introducing the key contacts at the time of induction. The respondents feel it is mandatory to introduce key contacts of the organisation during induction to maintain the hierarchy for communication purpose.

Table -6: Manager's Ability to Lead and Provide Direction to You

S.No	Manager's Ability To Lead And Provide Direction To You	No. of Respondents	Percentage (%)
1	Highly Satisfied	27	23
2	Satisfied	56	47
3	Neutral	26	21
4	Dissatisfied	9	7
5	Highly Dissatisfied	2	2
	TOTAL	120	100

Source: Primary Data.

Inference

It is observed from the above table that 23% of the respondents are highly satisfied with the manager's ability to guide the employees, 47% of the respondents are satisfied with the managers ability in guidance, 21% of the respondents and 7% of the respondents feels Neutral and dissatisfied with their managers ability to guide the employees. The respondents are with the encouragement and contribution from the managers for completing the assigned task.

Table -7 : Satisfaction Level with Your Superiors and Subordinate (Before Attending Induction)

S.No	Satisfaction Level With Your Superiors and Subordinates (Before Attending Induction)	No. of Respondents	Percentage (%)
1	Highly Satisfied	11	9
2	Satisfied	19	16
3	Neutral	31	26
4	Dissatisfied	42	35
5	Highly Dissatisfied	17	14
	TOTAL	120	100

Source: Primary Data.

Inference

From the above table it is concluded that 9% of the respondents are highly satisfied with the superior and subordinates before induction, 16% of the respondents are satisfied with the above statement, 35% of the respondents are dissatisfied and remaining 14% of the respondents are highly dissatisfied. Most of the respondents are dissatisfied, as they are not aware of the organisation structure, work culture before attending induction programme.

Table - 8: Satisfaction Level with Your Superiors and Subordinate (After Attending Induction)

S.No	Satisfaction Level With Your Superiors and Subordinates (After Attending Induction)	No. of Respondents	Percentage (%)
1	Highly Satisfied	33	28
2	Satisfied	52	43
3	Neutral	20	17
4	Dissatisfied	11	9
5	Highly Dissatisfied	4	3
	TOTAL	120	100

Source: Primary Data

Inference

From the above table it is concluded that 28% of the respondents are highly satisfied with the superior and subordinates after induction, 43% of the respondents are satisfied, 17% of the respondents feels neutral, 9% of the respondents are dissatisfied and remaining 3% of the respondents are highly dissatisfied. Most of the respondents are satisfied, as they are aware of the organisation structure, work culture and other things after attending induction programme.

RANK CORRELATION^[2]

NEED FOR THE TEST

To identify the relationship between the gender and the respondents opinion about building a good rapport with the team at the time of induction programme.

Table - 9: Cross Tabulation of genders and building good rapport with team

PARTICULARS	MALE (X)	FEMALE (Y)
Strongly Agree	36	12
Agree	27	14
Neutral	15	5
Dissatisfied	8	3
Strongly Dissatisfied	0	0

Table 10: Rank Correlation for gender and building good rapport with team

RANK (X)	RANK (Y)	D=RANK (X-Y)	D ²
1	2	-1	1
2	1	1	1
3	3	0	0
4	4	0	0
5	5	0	0
n=5		D ²	2

RANK CORRELATION

$$(R) = 1 - \frac{6 \sum d^2}{n^3 - n}$$

$$R = 0.9$$

Inference

Hence we have (R) value= 0.9, this indicates a strong positive relationship between the gender and the respondents opinion about building a good rapport with the team at the time of induction programme.

CHI-SQUARE TEST^[2]

NEED FOR THE TEST

To test whether there is a significant relationship between experience and respondents opinion about their manager's ability to guide the employees.

Table - 11: Cross Tabulation for Experience and Manager's Ability to Guide the Employees

PARTICULARS	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	Total
Less Than 5 Yrs	14	32	14	2	0	62
5 - 10 Yrs	7	11	8	2	0	28
10 - 15 Yrs	4	8	2	4	0	18
15 - 20 Yrs	2	2	0	1	2	7
Greater Than 20 Yrs	0	3	2	0	0	5
TOTAL	27	56	26	9	2	120

Table value:For degree of freedom (r-1) (c-1) i.e.; 16 @ 5% significance level is 26.3

Inference

- Since the table value is greater than the calculated value
- Null hypothesis (H0) is accepted @ 5% of significance level.
- Alternative hypothesis (H1) is Rejected @ 5% significance level.

Conclusion

There is no significant relationship between experience and respondents opinion about their manager's ability to guide the employees.

WEIGHTED AVERAGE ANALYSIS

Table 12: Cross Tabulation of Induction And Orientation Factors

FACTORS	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Induction Training	34	46	31	9	0
Builds Relationship With The Team	48	41	20	11	0
Induction Objective	39	56	15	10	0
Organizational Policy	66	46	6	2	0
Opportunity For Learning	37	58	12	13	0

Table - 13: Weighted Average for Induction And Orientation Factors

Factors	weight	SA	A	N	DA	SDA	WX	X	X ₀	Rank
		5	4	3	2	1				
Induction Training is a pivotal stage	X ₁	34	46	31	9	0	465	120	3.875	5
	X ₁ W	170	184	93	18	0				
Builds Relationship With The Team	X ₂	48	41	20	11	0	486	120	4.05	2
	X ₂ W	240	164	60	22	0				
Induction Objective	X ₃	39	56	15	10	0	484	120	4.03	3
	X ₃ W	195	224	45	20	0				
Organizational Policy	X ₄	66	46	6	2	0	536	120	4.46	1
	X ₄ W	330	184	18	4	0				
Opportunity For Learning	X ₅	37	58	12	13	0	479	120	4	4
	X ₅ W	185	232	36	26	0				

Inference

From the above table it is inferred that the respondents are familiarized with the organizational policy through induction and orientation programme conducted in the organization and the remaining factors helps the respondents to maintain the smooth relationship with their colleagues.

ANALYSIS OF VARIANCE (ANOVA)^[6] NEED FOR THE TEST

To test whether there is a significant difference between overall satisfaction levels of induction and orientation with different factors positioned in IT industry.

Table 14: Cross Tabulation of different factors of induction and orientation(ANOVA)

S.no	FACTORS	HS	S	N	DS	HDS
1	Presentation Quality of The Trainer	50	39	28	3	0
2	Manager's Ability to Guide The Employees	27	56	26	9	2
3	Satisfaction Level of Department Orientation	32	47	34	7	0
4	Satisfaction Level With Superior Before Induction	11	19	31	42	17
5	Satisfaction Level With Superior After Induction	33	52	20	11	4

Table Name: ANOVA test for different factors of induction and orientation

Source of variable	Sum of square	Degree of freedom	Mean Square	F Ratio
Between factors	4246.4	5-1=4	MSC= 1061.6	F _C = MSC / MSE = 5.97
Within factors	3533.6	25-5=20	MSE= 177.68	

Table value: Variance within factor table value $F=2.87$ [for degree $v_1=4, v_2=20$] (F table)

$F_T = 2.87, F_C = 5.97$

Interpretation

- Since the calculated value is greater than the table value.
- Null hypothesis (H₀) is rejected @ 5% of significance level.
- Alternative hypothesis (H₁) is accepted @ 5% significance level.

Conclusion

There is a significant difference between overall satisfaction levels with different factors related to induction and orientation programme positioned in IT industry.

SUMMARY OF FINDINGS, SUGGESTION AND CONCLUSION FINDINGS OF THE STUDY

- Most of the respondents are Male
- Majority of the respondents are 26-30 years of age.
- Most of the respondents are finished their Engineering.
- Maximum of the respondents are Software Engineers.
- High number of the respondents earns between 30,000-40,000 rupees per month.
- Most of the respondents holds the experience of less than five year.
- From the study, researcher has found that majority of the respondents are said that they have attended only one induction programme.
- The researcher identifies that induction programme helps to create good impression with the managers.
- The study has revealed that, most of the respondents felt that the induction programme conducted by the organization was very interactive.
- Majority of the respondents are quite comfortable with the time duration of an induction programme.
- The study reveals that induction programme is a pivotal stage of the new employees
- The researcher identifies that the induction is a major source for establishing good rapport among the employees.
- The researcher found that the induction and orientation helps the new joinees in familiarizing with the organizational policy and it also acts as an opportunity for learning.
- It is understood that introducing key contacts during the induction is very important and good ambiance, technical support avoids improper understanding of the messages.
- Majority of the respondents agreed to managers ability to guide the team and the presentation quality of the trainer has been appreciated.
- The respondents are highly satisfied with the superiors and subordinates understanding after the induction programme when compared to the status of before attending the induction.

SUGGESTIONS

- The induction programme conducted by the trainer can be more interactive such that the new employees can get to know more about the organization by raising queries and getting clarified immediately.
- The induction programme can be scheduled properly to attain the attention of the new joinees.
- More topics can be covered and included at the time of induction programme which makes the new employees to have clear picture of the organization.
- The organization can also concentrate on department orientation and company orientation.
- The organization should not make delay in organizing the induction and orientation programme to new employees which may decrease their interest and loyalty towards the organization.
- Feedbacks can be received from the new employees after the induction and orientation programme which helps the HR team to organize the upcoming programmes in good manner.
- Induction programme helps the employees to maintain good rapport with the co-workers.



- Introduction of key contacts at the time of induction is very important thereby the new employees get to know their superior and hierarchy of communication.
- Ambiance and technical support plays a vital role while organizing the induction programme so the organization needs to concentrate on these factors to make the programme more effective.
- The manager's need to be given frequent training in order to create the awareness about the work and recent technologies so that he/ she can provide better guidance to the new employees.
- The new employees are feels free to move with the superiors and subordinates only after the induction and orientation programme.

LIMITATIONS OF THE STUDY

Though the project was done in designed and organized manner, we could not able to overcome with some constraints, the limitation which we met while doing the study are as follows.

- Indirect questions are framed to collect the data from employees for identifying the effectiveness of induction and orientation programme. So we could not able to get the accurate response.
- The Questionnaires have been circulated to the limited number of employees.
- The respondents would have given biased answers for the questionnaire, so we found some difficulty in producing the accurate result.
- The respondents are very busy employees, they are in hurry and unable to spare time to the researchers at times.

CONCLUSION

The study deals with the effectiveness of induction and orientation programme followed by IT industries. The term Induction is a technique by which a new employee is rehabilitated into the changed surroundings and introduced to the purposes, policies and practices of the organization, employee's job and working conditions, salary, perks, etc. In other words, it is the process of introducing the employee to the organization and vice versa.

After a candidate is selected for employment, he is placed on the job. Initially, the placement may be on probation, the period of which may range from six months to two years. After successful completion of the probation period, the candidate may be offered permanent employment. Now we know why after the initial placement of the candidate on the job, his induction is necessary. From the study, the researcher has found that the company has satisfied its employees in terms of good working condition or environment, health insurance and educational assistance.

Hence, the researcher concludes that employees are satisfied with the current induction and orientation provided by company. But in order to make them highly satisfied the company must concentrate on various factors like department orientation, scheduling of the programme and different methods of induction and orientation can be implemented effectively.

REFERENCES

1. L.M PRASAD "Human Resource Management", New A.S Offset Press, Publishers-Sultan Chand & sons, New Delhi, Second Edition, 2005.
2. S.P.GUPTA "Statistical Methods",New A.S Offset Press ,Publishers Sultan Chand & Sons, New Delhi, Thirty Eight Editions, 2009.
3. 3.C.R.KOTHARI " Research Methodology-Methods &Techniques", Repro India Limited,Delhi, Publishers-New Age International(P) Ltd.,, New Delhi, Second Edition,2004.
4. Covert, Stephen P., "Creating a Web-Based Employee Orientation and Induction Program", School Business Affairs, v77 n1 p8-10 Jan 2011
5. Acevedo, Jose M, Yancey, George B, "Assessing new employee orientation programs",The journal of Workplace Learning, Volume 23, number 5,2011,pp.349-354(6)
6. Ajai S. Gaur, Sanjaya S. Gaur "Statistical methods for practice and research", Sage publication, second edition.

WEBSITES

- [www. managementparadise. Com.](http://www.managementparadise.Com)
- [www. Scribd. Com.](http://www. Scribd. Com)