



Induction as a Tool to Gain Employee Commitment with Special Reference to IT Industry

Usha.D¹, Teresa Sindhu Pious²

¹Asst Professor, Department of Management Studies Women's Christian College, Chennai, India

²Department of Management Studies, Women's Christian College Chennai, India)

Received 17 Mar, 2017; Accepted 31 Mar, 2017 © The author(s) 2017. Published with open access at www.questjournals.org

ABSTRACT : Induction or new employee orientation forms the basic foundation upon which further positive employee relationship is built. With the changing demographic and psychographic profile of employees especially in the knowledge industry, obtaining and maintaining employee commitment is an arduous task. This study purports to reiterate the positive effects of induction on employee morale .It also aims to explore and understand the extent of its impact on the three dimensions of commitment-affective ,normative, continuance.

Keywords: commitment, induction effectiveness, IT, new employee orientation, retention.

I. INTRODUCTION

Employee retention and knowledge management is increasingly becoming the watch word of HR professionals. The process towards successful implementation of a knowledge management process and retention policy starts right from the moment the employee enters an organization. An induction program is one of the first and primary components of the process. [1]Foot and Hook (1999) presents induction as an important aspect of employee retention as it is the first process that the new employee faces and the way it is managed often reflects the values of a company. Paying special attention to the first impression made by the company will make the new employee feel valued and expected. With employee turnover being high, especially in the knowledge industry the importance of induction cannot be felt more now than ever. [2]Ingersoll and Smith (2004) rightly put it as a support, guidance and orientation program for a new entrant. Many organizations though, consider it as just another formality and fail to understand the long term riches that it could yield. The effects of a good induction program needs to be analyzed not immediately but after a lapse of sufficient period.

1.1 Previous Work

An induction or a new employee orientation program has become the norm in today's world. As [3] Jose M. Acevedo and George B. Yancey, (2011) puts it rightly, given today's stressful demands on organizations and employees, organizations need to properly train and socialize their new employees through a properly formulated NEO program. The resultant commitment was delineated to three different dimensions by [4] Allen and Meyer, (1990). The affective component of organizational commitment refers to employees' emotional attachment to, identification with, and involvement in, the organization. The continuance component is the commitment because of being apprehensive about the costs that employees associate with leaving the organization. The normative component is the commitment derived because it is the norm or the employee feels obliged to be with the organization. [5] Klein, and Weaver, (2000), observed that the normative commitment was higher in employees who attended training program. The process of becoming aware of what the organization stands for, its policies procedures etc., is termed as socialization and such socialization has several benefits. Individuals who were more socialized in the organizations goals and values had a more positive identity resolution, career resolution, career involvement and job satisfaction , [6] Chao , O'Leary-Kelly, Wolf, Klein, and Gardner. Such socialization may also be with the organizational language, goals, values, history, people, politics, and performance proficiency. [7] Waung, (1995), brought in a radical thought about the effects of inputs on the negative aspects of the job. The negative aspects may be highlighted just for the purpose of providing awareness about coping mechanism such as cognitive restructuring. Though the purpose had been to be supportive the efforts are likely to backfire with a resultant higher turnover. It was only after the initial days of adjustments that the employee is able to comprehend the value of orientation about coping strategies.[8] Mestre, Stainer, and Stainer, (1997) highlights the components of Japanese orientation programs. The agenda

*Corresponding Author: Usha.D¹

¹Asst Professor, Department of Management Studies Women's Christian College, Chennai, India

aims to make the employee becoming aware of what the organization expects from him , orienting towards becoming a team player, and integrating with the organisation. It is also seen as an important means of bringing together new employees and existing employees, especially when the organization is to undergo a strategic change. [9] Wanous and Reichers, (2001) designed a framework called "ROPES," an acronym for Realistic Orientation Programs for new Employee Stress. He used different methods such as stress coping methods, attitude change methods, RJP methods .He also emphasized on the need to reorient orientation programs by using experimental designs and conducting it in field setting . Moving out of the realms of the process, methodology ,effects of induction [10] Anderson, Cunningham- Snell and Haigh, (1996),explored the methods of evaluation of the induction program. Various methods such as pre and post training, employee feedback, peer review ,supervisor feedback could be used.

The gap in the above literature is in viewing induction as a standalone tool and not as a part of a framework of intertwined tools such as HRD policies or retention policies.

1.2 Purpose

This study intends to achieve the following objectives

- To observe the immediate effects of induction on the employee morale
- To establish the role of induction in combination with other HR tools such as HRD policies
- To decipher the valence and intensity of the effects of induction on commitment

1.3 Contribution of the paper

This study purports to contribute academically by reiterating the importance of induction. From the perspective of a HR strategist, it helped them to understand that since no process can be used as a standalone methodology, induction should be used as a combination tool .In other words it intends to add induction as one of the spokes in the wheels of employee relationship and retention.

II. METHODOLOGY

A descriptive research methodology which drew samples from IT industry in India was used. A convenience sampling technique helped in obtaining responses through a questionnaire from 120 respondents working in a reputed IT based organisation. Employees who belong to the Senior, Middle and Lower Management levels were respondents The questionnaire had items on induction expectations, actual induction feedback, organizational retention, HRD policies, employee normative, affective and continuance commitment.

III. ANALYSIS

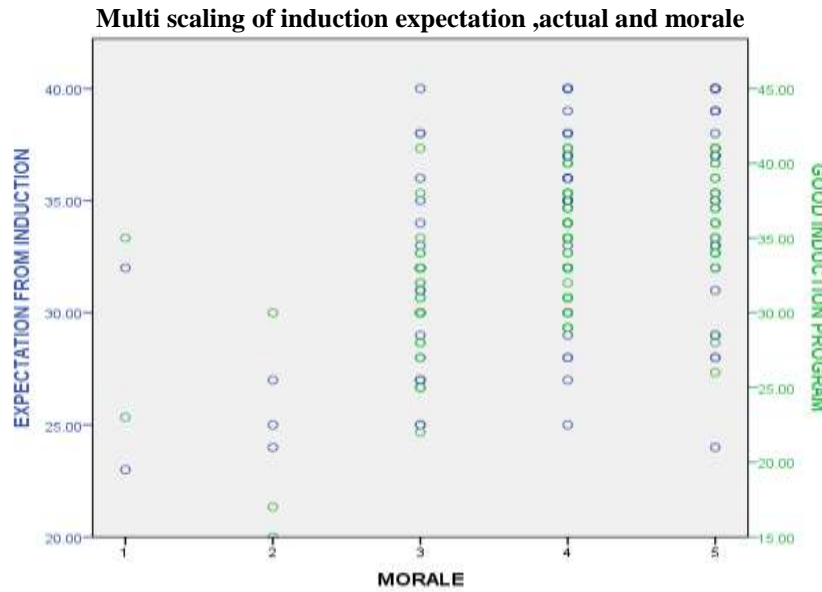
The profile of the respondents are evenly distributed based on gender, education .But given the nature of the industry it is skewed to a younger generation.

Demographic Profile

Criterion	Variables	Percentage Of Respondents
Gender	Male	42
	female	58
Age	20-25	44.2
	26-30	40.8
	31-35	10
	36-40	2.5
	41-45	2.5
Education	Under Graduation	56.7
	Masters	43.3
Management level	Lower	47.5
	Middle	40
	Senior	12.5

3.1 Induction program and employee morale

An average employee comes to an organization with a basic set of expectations, anticipation and inquisitiveness. If the induction program addresses all the above issues effectively then there is a huge boost and encouragement to the employee. The ideal point would be a match between expectations and actuals. *H1*: There is a significant relationship between an induction programme that meets employee expectations and employee morale. Employee expectations is measured through 8 items such as provision of job description, putting newcomer at ease, awareness of company policies and procedures etc., Induction effectiveness is measured through 10 items such as “ opportunity is provided for newcomers to learn comprehensively” , “opportunity is provided to ask questions and gain clarity”etc., Employee morale is measured through an item that asks about how he /she feels at his workplace.



The multi scaling method shows that when a good induction program matches the expectations of the employee there is corresponding increase in the resultant morale of the employee.

3.2 Effect of induction program along with good HRD policies on affective commitment

The induction program forms the basis for a favorable attitude and but it must be followed by good HRD policies that aid in cultivating the employee skills and talents which will ultimately lead to affective commitment of employees. *H2*: There is a significant relationship between a good induction program, favorable HRD policies, and affective commitment

Dependent variable: Affective commitment (Y)

Independent variables: 1. Good induction program (X_1)

2. Favorable HRD policies (X_2)

Multiple R value : 0.599

R Square value : 0.358

F value : 32.68

P value : <0.001

Multiple Regression Analysis

Variables	Unstandardized co-efficient	SE of B	Standardized co-efficient	t value	P value
Constant	.328	1.022	-	.321	.749
X_1	.131	.040	.327	3.294	0.001
X_2	.124	.038	.328	3.304	0.001

The multiple correlation coefficient is 0.599 measures the degree of relationship between the actual values and the predicted values . Because the predicted values are obtained as a linear combination of good induction program (X_1) and HRD policies (X_2), the coefficient value of 0.599 indicates that the relationship between commitment and the two independent variables is quite strong and positive. The Coefficient of Determination R-square measures the goodness-of-fit of the estimated Sample Regression Plane (SRP) in terms of the proportion of the variation in the dependent variables explained by the fitted sample regression equation. Thus, the value of R square is 0.358 means that about 35.8% of the variation in commitment is explained by the estimated SRP that uses effective induction and good HRD policies as the independent variables and R square value is significant at 1 % level. The multiple regression equation is (1) $Y = .328 + 0.131X_1 + 0.124X_2$

3.3 Commitment as a key result of induction program.

An induction program which is well planned and executed will definitely have a lasting effect on the minds of the employee. Prior studies have proved that it culminates in commitment by employees. But what component of commitment has the most enhanced effect? *H3*: There is a significant correlation between a good induction program, and higher affective commitment.

Correlation between commitment and favorable perception of induction

Variable		Continuance Commitment	Normative Commitment	Affective Commitment
Good Induction Program	Pearson Correlation	.361	.307	.546
	Sig. (2-tailed)	.000	.001	.000
	N	120	120	120

Favorable perception of an induction program is positively correlated with all types of commitment of an employee. They all indicate a significant relationship but the highest positive correlation is with affective commitment. Thus the employee is likely to feel more involved and identifies himself with his workplace since his expectations match with what the organization has to offer.

IV. CONCLUSION

The study was aimed at understanding the implications of a good induction program. It sends a strong message to the HR professionals to not consider induction as just another routine added to the employee onboarding process. Even after a painstakingly designed and implemented induction program being set in motion and a positive tempo being created, it needs to be sustained with the right mix of HRD, retention and positive culture building exercises.

4.1 Limitations

The study takes as its base of work only the IT industry, which has its own unique characteristics. Its application to other industries must be explored. Since only perceptions and attitudes are measured a longitudinal exploration of actual behavior with a study of turnover or the employee's organization exit stage will be ideal. Further studies could develop on the entire model starting from the entry point initiated with the induction program till the exit point, and the effect of various other coexisting HR tools.

4.2 Applications

The need to understand the expectations of the current generation of employees in terms of open communication and the freedom to question even at the induction stage is emphasized. The importance of HRD policies that carries forward the positive effects of an induction program must be understood by the HR personnel. The employees today understand and actively pursue self enhancement and expect periodic development activities to be provided. The younger generation are more likely to be committed only when they feel (affective) valued and their commitment cannot be extracted by terming it as a norm (normative) or as a cost beneficial (continuance) aspect. A well planned, structured and executed induction program interlaced with good HRD policies will go a long way towards making the employee valued and committed to the organization.

REFERENCES

- [1]. Foot, Margaret, *Introducing Human Resource Management*, (Essex, England, New York : Financial Times Prentice Hall, 2005)
- [2]. Smith, T. M. and Ingersoll, R.M., "What are the effects of induction and mentoring on beginning teacher turnover?" *American Educational Research Journal*, 41(3), 2004, 681-714.
- [3]. Acevedo M. Jose, Yancey B. George, "Assessing new employee orientation programs", *Journal of Workplace Learning*, 23(5), 349-354.
- [4]. Allen, N. and Meyer, J., "Organizational socialization tactics: a longitudinal analysis of links to newcomer's commitment and role orientation", *Academy of Management Journal*, (33), 1990, 847-58.
- [5]. Klein, H.J. and Weaver, N.A., "The effectiveness of an organizational level orientation training program in the socialization of new hires", *Personnel Psychology*, (53), 2000, 47-66.
- [6]. Chao, G.T., O'Leary-Kelly, A.M., Wolf, S., Klein, H.J. and Gardner, P.D., "Organizational socialization: its content and consequences", *Journal of Applied Psychology*, (79), 1994, 730-43.
- [7]. Waung, M., "The effects of self-regulatory coping orientation on newcomer adjustment and job survival", *Personnel Psychology*, 48(3), 1995, 633-650.
- [8]. Mestre, M., Stainer, A. and Stainer, L., "Employee orientation – the Japanese approach", *Human Relations*, 19(5), 1997, 443-56.
- [9]. Wanous, J.P. and Reichers, A.E., "New employee orientation programs", *Human Resource Management Review*, 10(4), 2000, 435-51.
- [10]. Anderson, N. R., Cunningham- Snell, N. A., & Haigh, J., "Induction training as socialization: Current practice and attitudes to evaluation in British organizations", *International Journal of Selection and Assessment*, 4(4), 1996, 169-183.