

Quality of Employee Induction and Its Impact on Satisfaction Level Towards Employee Induction At Taj West – An Empirical Study

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ABSTRACT

Organization with good and planned Induction program will help the new employee to get the enough information about the work to be done and they will actively participate in achieving the goal and take initiative toward company's vision. The quality of induction employee receives from the company is analyzed in order to know the satisfaction level of the employee associated with Induction Program. This research is useful in finding out the relation between quality of induction and satisfaction of the employee's at Taj west. The quality of Induction includes Duration, Time, Location, Information provided and Methodology adopted. The study mainly focuses on the induction program of the company which helps the new employee to understand their roles, responsibility and benefits which the employee will be receiving from the company. Effective employee Induction/orientation is said to be the precursor to good performance. The results show that the employees are satisfied with the duration of the Induction Program and Information provided during Employee Induction but the time, location, Methodology adopted need to be considered as the result shows that the employees are not satisfied with the time, location, Methodology.

Keywords: Employee Induction, Satisfaction, Quality and Age.

I. INTRODUCTION

Employee Induction is done by the company to give sufficient knowledge to the new employee about the culture and values of the company so they can work effectively and efficiently in the organization. In other words it is a planned way to hire, introduce and settle the new employee in the organization. When a new employee joins an organization, they are complete stranger to the people, value, culture and standard. They feel unsecured, nervous and shy. The induction helps to reduce the nervousness, doubt, anxiety, and rational fear of present employee from the mind of new employee. The induction process helps to minimize sudden shock. The reason for the sudden shock is incompatibility between the employee expectation from their new job and the reality that they face at workplace.

II. INDUCTION PROCESS AT TAJ WEST END

The on boarding process of employee is followed by Taj West End for the past few years. They consider it as a very important part of company. The induction process is carried out by learning and development manager. In order to improve the induction process of Taj they have the new concept which is followed in every Taj hotels known as “TAJ SWAGAT”.

Earlier, the Taj has induction process but there is no specific name. The new employees are welcome by the human resource manager and then the new employee was taken for morning meeting where they will meet the HOD of each department and general manager. The meeting will be regarding the brief introduction about the company and department. Then the learning and development manager will give the company

brochure with induction schedule and the new joinee have to visit each department of the hotel in order to meet other employee and understand the work for 3-4 days before going to their own department. On the completion of induction of each department, learning assessment will be conducted by learning and development manager in order to know the knowledge they gain each department. If the employee does not pass the test the employee have to continue for the induction process. At last the employee will meet his/her HOD. The HOD will assign work and shift in which the new employees are going to work.

III. TAJ SWAGAT

Taj Swagat is the process of on boarding the employee in the company shown in Fig1.1 This process is implemented from 1st April 2016. The objective of the Taj Swagat is to acculturate new team new joinee's in key skills before they undertake independent charge of their responsibility in their department. The process is taken by the learning and development manager and director of human resource. The process start when the human resource send appointment letter to the employee and acceptance has been made by the employee.

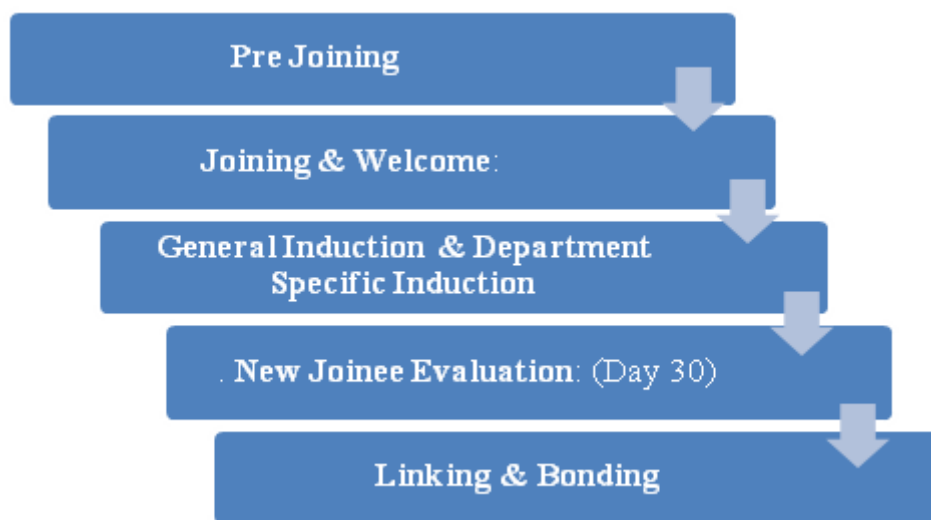


Fig 1.1: Taj Swagat

IV. LITERATURE SURVEY

Orientation is the planned process of introducing new employees to their jobs, their co-workers, and culture of the organization (Cook, 1992). Effective induction for employee's performance and satisfaction, explains that the Induction is the only missing aspect in many organizations, many fails to implement right induction program which leads to poor performance and fails to retain the competent employees. The result shows that there is a strong relationship between induction program and employee performance. It means that if the induction program is effective it will results in improved performance (Rahul Nandi, 2015). Socialization is important for the company as well as for the employee. For the new employee, the work performance is depending upon what they have to do in the organization which will be explained in the orientation program (Matthias and Jackson, 1991).

The success of new employee depends on orientation programs which help the new employee to get familiar with the organization environment (Robinson, 1998). To understand the issues that affects the induction process toward the employees. Previous job experience and expectation toward the induction will modify the induction process (Dessler, 2008). If the company wants to achieve the employee focuses with high degree of return, then the orientation should be effective which plays a vital role in setting the competitive advantage, decrease the cost and increased profit (Bayfield, 1995).

Induction program significantly influences the staff attitude and behaviour towards organizational effectiveness. It means the well organized effective Induction program will positively influences the attitude of the staff and recommended that the induction program should be reviewed and improved to get employees loyalty and positive attitude towards work and organization (Odunayo Paul Salau, 2014). First few months after orientation/induction are important because it will help to identify, assess, and evaluate the capabilities of the employee, whether new joinees will help in achieving the organizational objectives or not (Fritz & Vonderfecht,

2007). Proper planning for the well packed induction program is required in order to minimize the stress, fear, inferiority complex and anxiety among the new employee (Wanous&Reichers, 2000). Orientation process give some idea to the new employee in order to handle the customer or maintain the customer relationship, this will increase the customer satisfaction (D’aurizio, 2007)

The researcher revealed the customer satisfaction is raised up to 80% after introducing the induction programme to the new employee. The induction programmes give the emotional benefit to the company which will retain the employee in the organization with positive attitude (Pollitt, 2007). Induction helps the employee to get enough information so that they can work actively in the organization toward the common goal and take initiative toward its vision (Kjelin and Kuusisto, 2010). The research find out that younger people require more guidance. So proper induction should be conducted in order to give good experience and information. Proper strategy should be used in the company to conduct induction process induction process is to make everyone use to the operational environment of the company and values. It is important that new comer should understand the process and relationship between the customer and the company. (Dessler, 2013).

V. STATEMENT OF PROBLEM

Most of the organization consider induction as waste exercise but in reality it the very necessary for the organization. A well planned Inductionprogramme will help not only in retaining the employee but also enhancing the performance. The employee should feel supported and important because the employee has to work with fellow employee and supervisor. In order to avoid confusion, wastage of time and other expenditure the induction process should be conducted properly so that the employee should know the roles, responsibility and policies of the company. If the employees know about the company they will feel satisfied and it will help to reduce the confusion and fear.

VI. OBJECTIVES AND RESEARCH METHODOLOGY

OBJECTIVES OF THE STUDY:

1. To assess the quality of Induction at Taj West.
2. To analyze the relationship between Employee Induction and Satisfaction associated towards Induction Program.
3. To understand the relationship between rating of Induction program and age

RESEARCH METHODOLOGY:

A Quantitative research design was used to accomplish the objectives of the research and Questionnaire was designed using 5 point Likert Scale (Strongly agree to Strongly disagree) and used to gather the primary data from the sample of 50employees selected who are having less than one year of experience Taj west using simple random sampling method. The data gathered was analyzed using SPSS in order to interpret and conclude on the data gathered through questionnaire which includes demographic questions such as age and gender. Cronbach’s Alpha was found to be 0.835 ($\alpha = 0.835$) which is reliable with 19 item scales which is reflected in Table1.1.

Table 1.1: Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .835 | 19 |

VI. RESULTS AND DISCUSSION

DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS:

Table 1.2: Demographic factors

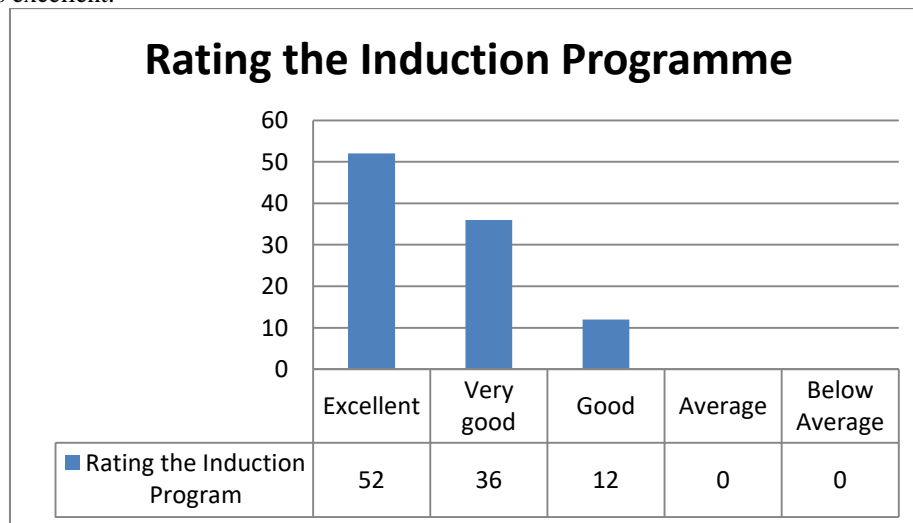
| CHARACTERISTICS | | Frequency | Percent |
|-----------------|--------|-----------|---------|
| Gender | Male | 34 | 68 |
| | Female | 16 | 32 |

| | | | |
|-----|-------|----|----|
| Age | 20-25 | 22 | 44 |
| | 25-30 | 16 | 32 |
| | 30-35 | 12 | 24 |
| | 35-40 | 0 | 0 |

As shown in the Table 1.2 that there are 50 respondents, it can be interpreted that there are 68 percent of men and 32 percent of women respondents. It can be interpreted that most of the respondents belong to 20-25 age group. This means that most of the new employees are young and join as a fresher. 44 percent of respondents belong to 20-25 age groups. 32 percent of the respondents belong to 25-30 age groups. 24 percent of the respondents belong to 30-35 age groups; interestingly there is no employee above 35, according to demographic data mentioned in the above table.

Rating the Induction Program:

From the graph 1.1, study says that 32 percent respondents say that the Induction program is Excellent and 56 percent of Employees says that the Induction program is very good and 12 percent of respondents says that induction program is good. It can be interpreted that the induction program conducted for the new employees is excellent.



Graph 1.1: Rating the Induction Programme

Descriptive Analysis:

The percentage analysis is shown in the Table 1.3. The duration of induction process is sufficient for employee to understand the culture and value of Taj west End. 44 percent of the respondents say that the duration of program is excellent. 36 percent says that the duration is very good. 12 percent of the respondents agreed that the duration of the program is good. It can be interpreted that 40 percent of the respondent feels that the quality of presentation during the induction program is very good. Along with 36 percent of the respondent believe that the presentation is excellent as they are able to understand the information given during Induction program. 44 percent of respondents say that the venue and the facilities that are provided at the time of induction are excellent. According to the study, quality of Information shared during Induction program is appropriate and excellent. Job tasks, roles and responsibilities and even company policies are explained and are according to the expectation of the new employees and excellent. The employees say that the methodology adopted in the Induction program to provide the information is excellent.

Table 1.3: Descriptive Statistics: Quality of Induction Program

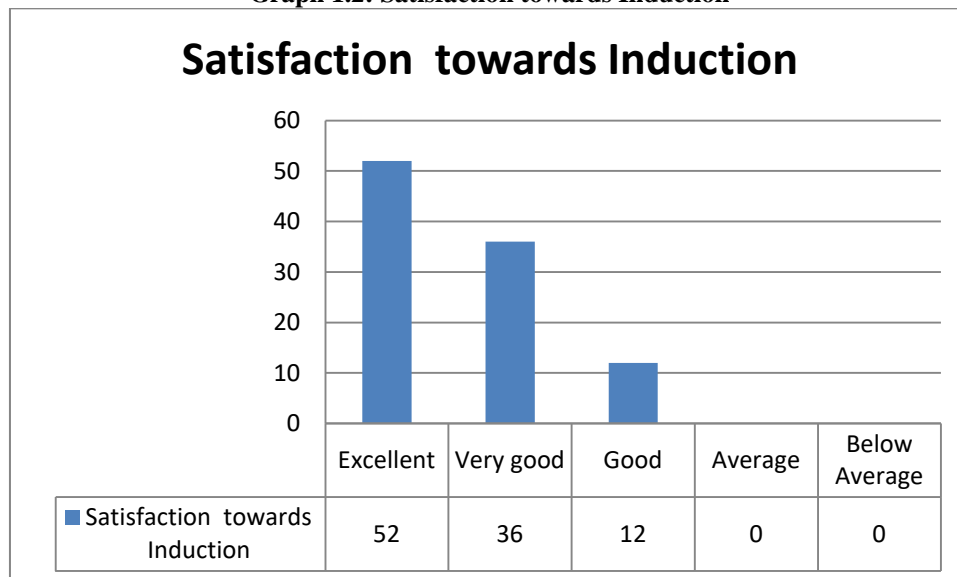
| SL NO. | Questions | Excellent | Very Good | Good | Average | Below Average |
|--------|-------------------------------|-----------|-----------|------|---------|---------------|
| 1 | Duration of Induction Program | 44 | 36 | 12 | 8 | 0 |
| 2 | Presentation during Induction | 36 | 40 | 20 | 4 | 0 |

| | Program | | | | | |
|---|---------------------------------|----|----|----|---|---|
| 3 | Venue and facilities | 44 | 40 | 12 | 4 | 0 |
| 4 | Quality of Information | 64 | 20 | 16 | 0 | 0 |
| 5 | Tasks, roles and responsibility | 40 | 40 | 20 | 0 | 0 |
| 6 | Company Policies | 40 | 36 | 16 | 8 | 0 |
| 7 | Methodology | 40 | 32 | 28 | 0 | 0 |

Satisfaction towards Induction:

The rating of Satisfaction level towards induction is shown in the Graph 1.2, which shows that the 52 percent of respondents are rated excellent for the Induction Programme, 36 percent of people says that the induction Programme is very good and 12 percent says that Programme is good. Interestingly there is no rating for average and below average. The overall satisfaction is good according to the response of the respondents.

Graph 1.2: Satisfaction towards Induction



HYPOTHESIS TESTING:

H0: The association between Quality of Induction Program and Satisfaction is Insignificant

Ha: The association between Quality of Induction Program and Satisfaction is Significant

Table 1.4: Correlations

| | Satisfaction | Duration | Presentation | Venue and condition | Information provided | Methodology adopted |
|----------------------------------|--------------|-------------|--------------|---------------------|----------------------|---------------------|
| Satisfaction Pearson Correlation | 1 | .312* | .099 | .063 | .017 | .038 |
| Sig. (2-tailed) | | .027 | .495 | .662 | .007 | .795 |
| N | 50 | 50 | 50 | 50 | 50 | 50 |

The table 1.4 shows the association between quality of Induction and Satisfaction, the quality of Induction program includes Duration, Presentation, Venue, Information Provided and Methodology adopted to

provide the Information to the New employees during Induction program. The Results shows that the Duration and satisfaction are related with significant value 0.027 which is less than 0.05. The employees are satisfied with information provided during Employee Induction with significant value 0.007 which is less than 0.01. It means that new employees are satisfied with the duration and Information Provided during Induction Program. Employees are not satisfied with the Presentation, venue and Methodology adopted. This is insignificant.

Hypothesis Testing:

Few researchers have focused their efforts on training the middle aged and older worker (E. Belbin & Belbin, 1972; McFarland, 1953; Murrell, 1962; H. L. Sterns & Doverspike, 1989; Szafran, 1966; Welford, 1958) there is no extensive review of the relationship between induction program and age. The expectation about the Induction program varies according to their age and rate the induction program accordingly and the present study is concerned about the rating towards Induction Program and age, hence the following hypothesis is framed.

H₀: the employee rating towards Induction Program remains same across all age groups

H_a: the employee rating towards Induction Program varies across all age groups

Table 1.5: ANOVA

rate the Induction program

| | Sum of Squares | Df | Mean Square | F | Sig. |
|----------------|----------------|----|-------------|------|------|
| Between Groups | .485 | 2 | .243 | .435 | .650 |
| Within Groups | 26.235 | 47 | .558 | | |
| Total | 26.720 | 49 | | | |

Interpretation: The Table 1.5 ANOVA shows that the rating of Induction Program remains same across all age groups as the significant level is greater than 0.05 which is 0.650 so accept the Null Hypothesis. It means Age does not influence the Rating of Induction Program. The opinion about the Induction Program remains same and rating does not get affected by the Age of the Respondents.

SUGGESTIONS

As Taj Swagat are divided into two intervals from 1st and 15th of the month. If there is any holiday on respective date the employees will join the company on the next day. It should be divided into the three intervals the induction should be conducted just after the employees join the organization. Consider Review from employee about the changes they would like to prefer in induction. An open forum can be included in Taj Swagat where the new Employee's can share their expectation about working at Taj. Special classes in Regional Languages should be organized for the employee who doesn't understand English at Taj West. Job oriented Induction Program should be organized so that new joiner's will be familiar with the job task, roles and Responsibilities. Department tour should be organized for one day in order to make them feel comfortable with peers, subordinates and bosses.

VII. CONCLUSION AND SCOPE FOR FURTHER RESEARCH

Induction program plays an important part in an employee's career life in a company. It denotes the start of a new journey to the new comers and then the bonding grows between employee and employer. The Taj West End is fulfilling all the necessary requirement of the new employee and make them feel comfortable in the company in the name of TAJ SWAGATH. The interaction with the general manager and head of each department reduce the anxiety and nervousness of the new Employee's. Prior to joining of the employee, proper planning and schedule will have to be fixed so that there will not be any confusion. Induction program has helped the new employee to understand the job tasks, roles and responsibilities. Further Research can be conducted to assess the relationship between Employee Induction and Performance of the employees and research should be conducted in order to know the impact of Induction on the attracting competent candidates and Retention.

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