



“INDUCTION AND TRAINING”

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ABSTRACT

Training plays a unique part in this globe which is full of competition in the qualified and business format. Training is the process that suffices the need for smooth job functioning which also helps to enhance the quality of employee working lives and organizational development. Development is a method that grants the organization qualitative as well as quantitative advances, particularly at the managerial level, which is less regarded with strong abilities and is more focused on understanding, values, attitudes, and behaviors about particular abilities. Development can therefore be described as a continuous and slow process, while training has particular fields and goals. Training involves positive growth of the organization which has the intention to optimize the quality of the workers working lives. These kinds of training and growth programs help to improve staff behavior and attitude towards the job as well as enhance their rectitude. This article focuses on the significance of induction and training in companies or organizations.

Keywords: *Employee Induction, Training, Training need analysis*

1. INTRODUCTION

In any organization, new vacancies arise due to the retirement or death of the old employees, promotion, transfers as well as due to the policy of expansion and diversification of the business of the company. In a view of filling in the vacancies, the personnel department of the company has to initiate the process of recruitment and the selection of the new employees. When a new employee joins the organization, he is completely a stranger to other employees, the workplace, and the work environments. Therefore, he is likely to feel uncomfortable, shy and nervous. He would like somebody to take him into confidence and bring him out from his psychological state of anxiety and a fear complex about the new environments by making him duly instructed and well-informed, providing him psychological support and backing to raise his morale and motivation. When an individual newly joins an organization as an employee, he has specific expectations concerning the nature of the job, the company's reputation, its policies, future opportunities for growth, and so on. If there exists a gap between his expectations and the real job situation and resultantly, if he develops a feeling that he has joined the wrong organization, it may adversely tell upon his interest and will to perform his job with needed efficiency, zeal, and enthusiasm.

The well-thought-out and pre-planned process of induction or orientation of newly appointed employees can help bridge the gap between the expectations, needs, and aspirations of such employees and the real work-life situation because it is during the conduct of such a formal induction program that an employee is well equipped with the relevant information about his job and the organization which he is going to serve. The process of induction follows the process of placement of the employee on his job and involves systematized efforts of familiarizing him with his job, the history, objectives, and policies of the company, with his supervisors and others. Before actual handling of the operations, tools and equipment, and other requisite materials required to be used in the course of job performance, it becomes necessary on the part of the supervisors and managers to provide to the new employee some basic instructions and tips for the right performance of his job and to eradicate any chances of errors and other irregularities on his part and infuse him the confidence and interest in job performance.

INDUCTION

Induction is the process in which the basic information and instructions are imparted to the new employee in respect of his job, his duties are clarified, his responsibilities and limits of authority are made known to him, the work procedures and practices are explained to him and he is introduced to his immediate supervisors the co-workers.

Induction may be defined as a preplanned method employed to communicate to the newly engaged employee about the procedures and practices of his job, his responsibilities, introducing him to his superiors and colleagues, providing him the needed information about the objectives and policies of the company, its products and markets and this is all with the sole object of generating a sense of ones-ness and belongingness in him.

FEATURES OF INDUCTION

The following are the main characteristic features of the induction process.

1. Induction is a kind of basic and preliminary training for a newly recruited employee which equips him with the needed job data.
2. It is the responsibility of the human resource department of an enterprise to plan and, implement the induction program.

3. Induction is an ongoing process because in an organization, new vacancies arise and the new positions are to be filled in, almost on an ongoing basis.
4. It is through the induction process that the employee is warmly received and welcomed in the organization and introduced to superiors, subordinates, and co-workers.
5. The employee is introduced to his job and the organization.
6. Induction thus is a systematic process of indoctrination, orientation, acclimatization, acculturation, socialization, and the welcome of the new employee joining an organization.

2. OBJECTIVES OF INDUCTION PROCESS

The induction of new employees is the responsibility of the personnel department. Like any other management action, the process of induction is also expected to be object-oriented and result-giving. It has to be seen that the efforts to induct the new employee should not go waste. The result expected of an induction program lies in making the new employee fully knowledgeable about his job and assignments, the objectives and policies of the organization, its products, services and markets, organizational framework and the lines of authority, different positions and avenues of promotion, duties, responsibilities, rules, and regulations, work procedures and practices, etc. such an employee who is well-equipped with up-to-date knowledge of his job and the organization can perform better than one who is ignorant of the same.

The objectives of an induction program may be summarily described as follows:-

- To remove the shyness of new employees: the induction process should help overcome the natural shyness of the new entrants. The employees newly entering the organization should be able to come out of their nervous state of mind in meeting the people in the new and unknown environment.
- To help build confidence: the induction process should aim at infusing and developing the confidence of the new employee in the organization and own himself so that he can prove himself as an efficient and dedicated employee when he starts performing the job.
- To imbibe a sense of belonging: the well-inducted employee develops a sense of one-ness, belonging, involvement, and loyalty to the organization and his job.
- To foster good relations: another objective of conducting a well-thought-out induction program is to foster and develop a close and cordial inter-personal relationship between the new employee and his supervisors and co-workers.
- To gain positive behavior, response, and attitude of employees: the induction program aim at ensuring that the new employees form a good opinion and carry a good impression about the organization and their organizational behavior is positive, cooperative, and favorable. It should be remembered that the first impression is the last and it is through the medium of an induction process that such a first impression of the employees can be formed.
- To inform the employees about rules and facilities: in addition to the information about the job of the new employees and the history, policies, plans, and products of the organization, the newcomers are made familiar with different rules and regulations such as leave rules, rules of discipline, promotion, training, remuneration, etc. and also the various facilities, conveniences, welfare measures, perquisites, etc. available to the employees.

ADVANTAGES OF INDUCTION

The induction program proves beneficial to the new employees as well as to the organization. The following are the advantages derived from a well-conducted induction program:

1. A two-way channel in communication
2. Building teamwork
3. Systematic integration of new employee
4. Well-informed employee
5. Reduction in employee grievances
6. An index of interest and involvement of management in its employment
7. Good public relations

DISADVANTAGES OF INDUCTION

1. Contains a range of subjects that are unlikely to appeal to a cross-functional and mixed ability group of new employees.
2. May take place several weeks, or even months, after the inductee joins the organization, which disrupts integration into the teamwork.
3. Is less personal and involves managers and HR personnel rather than colleagues and local supervisors.
4. Contains too much information to be assimilated in a short time.
5. Is not a true reflection of either the organization or the job.
6. Individuals may not be able to attend all sessions in service of induction presentations resulting in incomplete induction.

3. TRAINING

In modern years human resource management has become the focus of attention of planners, policy-makers, and administrators. Human resource development may be defined as the process of growing the knowledge, skills, and capabilities of people. It is important not only for an corporation but for a nation to develop its human resources. A country can develop only when its human resources are progressed through health, nutrition, education, training, and research. At an enterprise level, employee training and executive development are the main domains of human resource management.

Training is the process of increasing the knowledge and skills for doing a particular position. It is an structured procedure by which people learn knowledge and skill for a definite purpose. The objective of training is basically to bridge the gap between job requirements and the present competence of an employee. Training is aimed at ameliorate the behavior and performance of a person. It is a never-ending or continuous process. Training is closely related to education and development but needs to be distinguished from these terms.

- **Training and Education**

Training should be distinguished from education. Training is the activity by which the aptitudes, skills, and abilities of employees to perform specific jobs are increased. On the other hand, education is the procedure of upgrading the general knowledge and understanding of employees. Training is job-oriented or occupational having an immediate utilitarian objective and the major burden of training falls upon the employees. Training is vocational whereas education is general and the major burden of education falls on the Government Education is person-oriented while training is job-oriented. Training is fundamentally consisting of knowledge and skills required to perform specific tasks. On the contrary, education is theoretical consisting of concepts aimed at stimulating the analytical and creative faculties of the individual.

- **Training and Development**

Employee training is distinct from management development. Training is a short-term process utilizing a systematic and organized procedure by which non-managerial personnel learns technical knowledge and skills for a definite purpose. It refers to instructions in technical and mechanical operations like the operation of a machine. It is designed primarily for non-managers. It is for a short stretch and a specific job-related purpose.

On the other hand, development is a long-term education process utilizing a systematic and organized procedure by which managerial personnel learns conceptual and theoretical knowledge for general purpose. It involves philosophical and theoretical educational concepts and it is designed for managers, it involves broader education and its purpose is a long-term development.

4. OBJECTIVES OF TRAINING

The training to be imparted to the workers at the plant level, the foremen, other employees, and supervisors have to be purposive. It is through the well-organized and efficiently programmed training activity that the employees can be made to learn new skills, acquire new knowledge, habits, and attitudes, and their behavior on the job can be modified. The following are the major objectives of employee training programs:

1. To enhance the capability of work performance of the employees by imbibing the needed skills in them.
2. To impart the latest and up-to-date knowledge regarding the developments and advances occurring in the field of work in which the firm is engaged.
3. To enhance the decision-making ability of the employees by bringing perfection in their job knowledge and expertise.

4. To prepare the employees to adapt to any organizational changes occurring due to the policy of expansion and diversification of a business of the firm.
5. To provide an opportunity to the employees to understand their behavior and attitude and bring improvement in the same.
6. To enhance the level of employee efficiency, productivity, morale, and job satisfaction.
7. To acquaint the employees with work procedures and practices, rules, and regulations.

5. NEED FOR TRAINING

Training is required on account of the following reasons:

- **Job Requirements**

Employees selected for a job might need the qualifications required to perform the job effectively. New and unqualified employees require detailed instruction for effective performance on-the-job. In some cases, the experience, attitudes, and behavior patterns of experienced personnel might be inappropriate for the new organization. New employees need to provide induction training to make them familiar with the job and the organization.

- **Technological Changes**

Technology is changing very fast. Now cybernetics and mechanization are being increasingly applied in offices and the service sector. Increasing the use of fast-changing methods requires training in new technology. For instance, staff in public sector banks are being trained due to the computerization of banking operations. No organization can take ascendancy of the latest technology without well-trained personnel. New jobs require new skills. Thus, both new and old workers require training.

- **Organizational Viability**

To endure and grow, an organization must continually adapt itself to the changing environment. With increasing economic liberalization and globalization in India, business companies are experiencing expansion, growth, and diversification. To face international competition, the firms must renew their capabilities. Training programs should encourage the initiative and creativity of employees and help to prevent obsolescence of skills. An organization can build up a second line of command through training to meet its future needs for human resources. Trained staff is the most precious asset of a company.

- **Internal Mobility**

Training becomes important when an employee moves from one job to another due to promotion and transfer. Employees selected for higher-level jobs need to be trained before they are asked to perform the higher responsibilities. Training is widely used to prepare employees for level jobs.

BENEFITS OF TRAINING TO EMPLOYEES

1. Improved quality of production
2. Lowering the rate of industrial accidents
3. The need for supervision and inspection is reduced
4. Enhanced employee morale
5. Greater mobility of employees
6. Organizational stability, flexibility, and adaptability
7. Facilities expansion and diversification of business
8. Proper allocation of duties and responsibilities
9. Saving valuable resources
10. Assists in resolving human resource problems
11. Consumer satisfaction

6. TYPES OF TRAINING

- **Orientation Training:**

Induction or orientation training look for newly appointed employees to the work environment. Every new employee needs to be made fully familiar with the job, his superiors, and subordinates and with the rules and regulations of the organization. Induction training creates self-confidence in the employees. It is also known as pre-job training. It is brief and informative.

- **Job Training**

It refers to the training provided to increase the knowledge and skills of an employee for improving performance on the job. Employees may be instructed the correct methods of handling equipment and machines used in a job. Such training assists to reduce accidents, waste, and inefficiency in the performance of the job.

- **Safety Training**

Training provided to decrease accidents and damage to machinery is known as safety training. It involves instruction for the use of safety devices and safety consciousness.

- **Promotional Training**

It involves training existing employees to enable them to perform higher levels of jobs. Employees with potential are selected and they are given training before their promotion so that they do not find it difficult to shoulder the higher responsibilities of the new positions to which they are promoted.

- **Refresher Training**

When existing techniques become antiquated due to the development of better techniques, employees have to be trained in the use of new methods and techniques. Over time, employees may forget some of the methods of doing work. Refresher training is created to revive and renew the knowledge and update the skills of the existing employees. These programs are conducted to avoid obsolescence of knowledge and skills.

- **Remedial Training**

Such training is arranged to conquer the shortcomings in the behavior and performance of old employees. Some of the professional employees might have picked up right methods and styles of working. Such employees are identified and correct work techniques and procedures are taught to them. Remedial training should be conducted by psychological specialists.

7. CONCLUSION

This research paper concludes that induction training is of great value to the organization and its staff because it informed new staff about the important aspects of their new working environment hence improving their job performance. Induction training provides knowledge and skills to the promoted, transferred and re-categorized staff on how should they perform their duties in new environments. It also concludes that induction training is an important vehicle through which the organization can convey itself to the newly recruited staff and it is an important platform where the management gets to know about their staff. It has been revealed that induction training plays a big role in facilitating theoretical and practical knowledge to employees but it also enhances employee's integration at the workplace through the socialization process. It is finally concluded that the induction and training program should certainly continue but needs to be viewed as a process where follow-up sessions are to be held with staff on a regular basis rather than as a train and release exercise or a once-off program.

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