



AN EMPIRICAL STUDY ON INDUCTION AS AN EMPLOYER BRAND BUILDING TOOL

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ABSTRACT

Most organizations conduct induction program only as a means to complete the protocol requirements. But they fail to realize that it is a very powerful tool, which can be wielded at the entry point of the employee. It is a great opportunity for brand building and talent retention. As the newly joined employee steps into the portals of his employer he or she is filled with apprehensions about his choice and future intentions. The induction program reassures and convinces the employee (who becomes an internal customer) that the right choice has been made and it can also be suitably recommended to other pools of talent. Hence, the article calls for the HR team to revisit the agenda and modality of their induction programs, to revise and strategise it as powerful brand building tool.

Objective: The present study aims to establish a productive model of employee brand building tool in an IT industry. Specially it aims at the induction program done by the IT industries to able to develop employe skills and abilities during the induction program and what employees think about the induction programs.

Methodology: A descriptive research design has been done and survey is been done to collect data. Responses were collected using convenience sampling from 237 employees who were working in the IT industry.

Findings: Using factor analysis it was found that there are two major factors that employees feel are the components of a good induction program. They are the content and facilitation for interactions. This provides a positive perception of the employer which in turn leads to the employee feeling proud of being part of the organization. This in turn will lead them to bring in a more talented pool of employees by their word of mouth. This serves as a wakeup call to the HR teams across different organisations to reconsider induction programs from just being a formality to a brand building, talent acquisition and talent retention tool.

Keywords: Induction, employer brand building, training, mentoring

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1. INTRODUCTION

Training is the most important function that directly contributes to human resources development. If human resources have to be developed. The organization should create condition in which people acquire new knowledge and skills and develop healthy patterns of behavior and styles. Induction Training is the essential because technology is developing continuously and at a very fast rate, system and practices get out dated soon due to new discoveries in technology, including technical, managerial and behavioral aspect. Organizations that do not develop mechanisms to catch up with the growing technology soon become stale. However, developing individuals in the organization can contribute to the effectiveness of the organization.

Induction Training plays a reactive than a proactive role. Unless training is treated as a partner in decision making, it cannot play the role of contributing to the organization effectively. In a rapidly changing society, employee training and development are not only an activity that is desirable but also an activity that an organization must commit resources to, if it is to maintain a viable and knowledgeable work force. The effective function of an organization requires that employees who learnt to perform their jobs at a satisfactory level of proficiency. This can be achieved through effective training.

2. REVIEW OF LITERATURE

Almost 20 years ago **Nickols** wrote a brief article addressing what he saw as the need to adopt a "strategic view" of training (Nickols, 1981). His aim then, was to point out that "training is a management tool, not the private domain of those who specialize in its development or delivery, or of those who make its development and delivery contingent upon some other methodology. By "some other methodology," that mean performance technology, which seems to me to view training as little more than an

occasionally useful remedy for skill or knowledge deficiencies. As a management tool, training serves many masters and many purposes. In cases where skill and knowledge deficiencies are leading to mistakes, errors, defects, waste, and so on, one might argue (and many do) that training which eliminates these deficiencies and in turn reduces mistakes, errors, defects, and waste, is a solution to a performance problem. This argument is extended to assert that the reductions in mistakes, errors, defects, and waste, as well as the financial value of any such reductions constitute the "results" of training. The concluding point to be made here is very, very simple and very, very important: There is no "cookbook" approach to the evaluation of training. To properly evaluate training requires one to think through the purposes of the training, the purposes of the evaluation, the audiences for the results of the evaluation, the points or spans of points at which measurements will be taken, the time perspective to be employed, and the overall framework to be utilized. Four levels of training evaluation-reaction, learning, transfer of learning and results-are still a useful framework for considering evaluation techniques, as evidenced by the frequency with which they are referenced in the current training-evaluation literature, Kirkpatrick's (1979). This article has offered a review of recent contributions in the literature as they pertain to Kirkpatrick's four levels.

The experience reflected in the literature suggests that trainers incorporate at least the first three levels routinely in the design of training programs. In fact, many authors emphasize the importance of considering early in the design process how each level of evaluation will be addressed. The ability to track and report regularly on the effectiveness of training programs beyond participant reaction (that is, to documentation of learning, behavioral changes, and transfer of learning) can be critical to the success of a training program.

It can also cement organizational recognition of the value of training and can help to ensure continued support. Kirkpatrick himself points out, is the ability to separate training from the multitude of other variables that can impact long-term performance. The econometric and utility models reviewed here may be statistically elegant but are not sufficiently intuitive to warrant widespread application. This fact suggests opportunities for further research into alternative approaches and methodologies for addressing results. The more qualitative, quasi-experimental approaches involving action research, critical incidents, and similar methods appear promising. These approaches offer the advantage of observing and documenting the impact of training activities at the site. Training not only must be cost effective but also must teach participants skills and concepts that they can readily use in their organizations after the training has been completed.

Any organization which already has a good induction programmed will know how valuable it is. And they'll see how valuable it is to share best practice from this remarkable toolkit. So if you're already quite pleased with your organization's induction procedures, use this toolkit to see how it really measures up! The aim of evaluating induction training, as indeed any

sort of training, is to show that it has had a direct relevance to individual, departmental and organizational needs, was of a high standard, and has had an enduring impact. It should also point the way to developing and improving the standard of any future training provision.

Among the different brand building exercises, the organization culture and compensation were considered as a preferred attribute, Leekha Chhabra, N., & Sharma, S. (2014). Employer branding can be aimed towards both the existing as well as the potential employees. As the newly joined employees stand on the margins that divide them both the induction program is the only method to bring about positive changes in their minds.

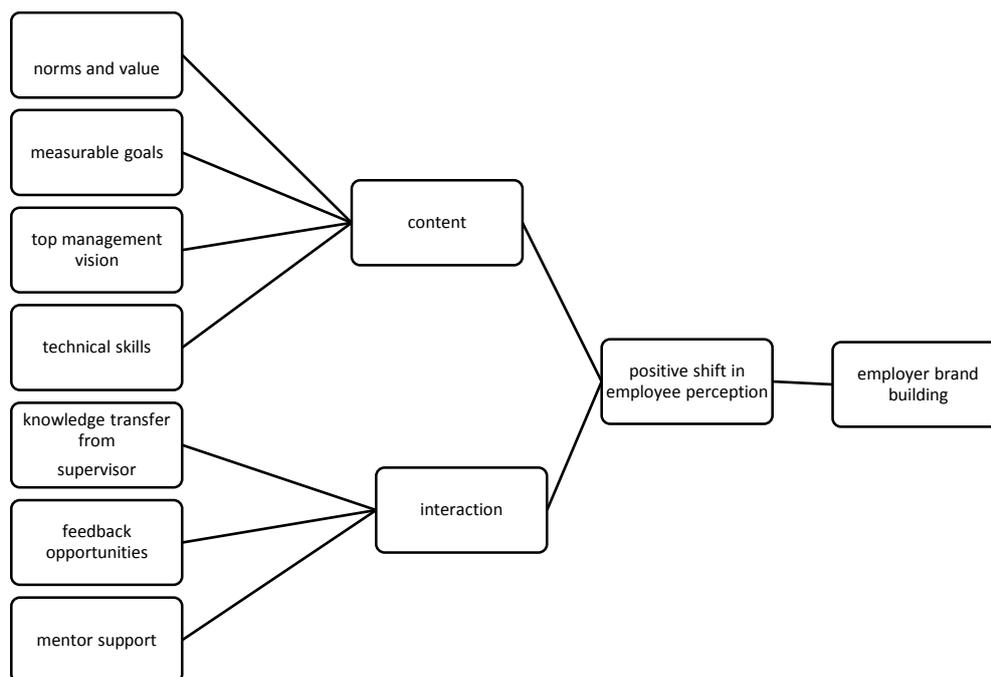
LIMITATION OF THE STUDY:

The study is industry specific and should be explored for application in other industries as well

OBJECTIVES OF THE STUDY:

- To understand the existing induction programs in IT industry
- The objective of the study is to evaluate the effects of employee induction.
- To find out whether the induction helps in employer brand building

Research model



3. RESEARCH METHODOLOGY

A descriptive research design using simple random sampling was used for this stud. A structured questionnaire was administered to 237 employees from the IT sector in India.

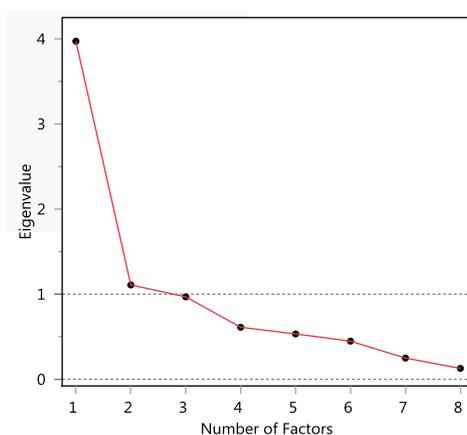
DATA ANALYSIS AND INTERPRETATION

Factor analysis was performed and two major factors were extracted. They were identified as the content and interaction friendly environment.

Factor Analysis Eigenvalues

Number	Eigenvalue	Percent	20 40 60 80	Cum Percent
1	3.9657	49.571		49.571
2	1.1060	13.825		63.396
3	0.9660	12.076		75.472
4	0.6095	7.618		83.090
5	0.5310	6.637		89.727
6	0.4466	5.583		95.310
7	0.2481	3.102		98.412
8	0.1270	1.588		100.000

Scree Plot



Factor Analysis on Correlations with 2 Factors: Principal Axis / Varimax Final Communality Estimates

norms and values explained well	0.73377
measurable goals are provided	0.83004

Variance Explained by Each Factor

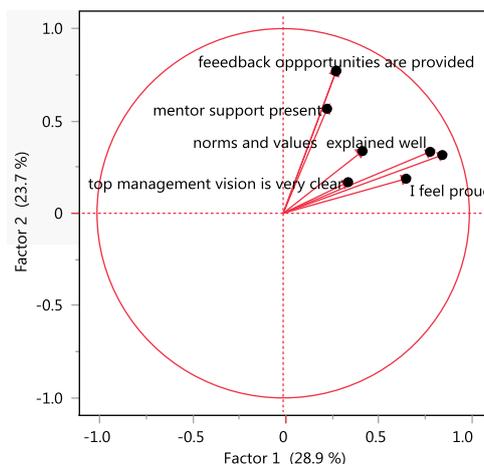
Factor	Variance Percent	Cum Percent
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Rotated Factor Loading

	Factor 1	Factor 2
norms and values explained well	0.789316	0.332797
	2	7

Suppress Absolute Loading Value Less Than 0.3
Dim Text 0.4

Factor Loading Plot



[x] Label variables

Regression analysis

The regression analysis both linear and quadratic provided a best linear fit model of predicting the employer branding(I feel

good about working here and will recommend the same to others) using the changed perception on the employee after induction

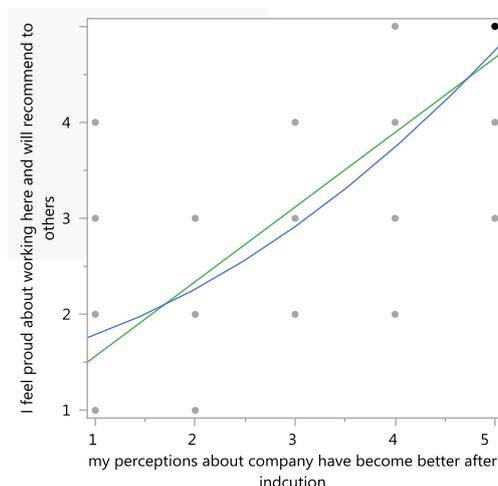
Fit Curve

Model Comparison

Model	AICc	AICc Weight	BIC	SSE	MSE	RMSE	R-Square
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Model	AICc	AICc Weight	BIC	SSE	MSE	RMSE	R-Square
Linear	186.059	0.3175782	193.168	40.2197	0.47317	0.68787	0.712054
	67		24	74	38	63	

Plot



Linear

Parameter Estimates

Parameter	Estimate	Std Error	Wald ChiSquare	Prob > ChiSquare	Lower 95%	Upper 95%
Slope	0.776739	0.0535754	210.19419	<.0001*	0.6717339	0.8817454

Parameter Estimates

Parameter	Estimate	Std Error	Wald ChiSquare	Prob > ChiSquare	Lower 95%	Upper 95%
Intercept	1.488450	0.4255285	12.235219	0.0005*	0.6544304	2.3224713

4. Findings And Interpretations

Most organizations conduct induction program only as a means to complete the protocol requirements. But they fail to realize that it is a very powerful tool, which can be wielded at the entry point of the employee. It is a great opportunity for brand building and talent retention. As the newly joined employee steps into the portals of his employer he or she is filled with apprehensions about his choice and future

intentions. The induction program reassures and convinces the employee (who becomes an internal customer) that the right choice has been made and it can also be suitably recommended to other pools of talent. Hence, the article calls for the HR team to revisit the agenda and modality of their induction programs, to revise and strategise it as powerful brand building tool.

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