



INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION AND MANAGEMENT

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I hereby affirm that the contents of this manuscript are original. Furthermore It has neither been published elsewhere in any language fully or partly, nor is it under review for publication anywhere.

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Contributions to books

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

Journal and other articles

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

Conference papers

- Chandel K.S. (2009): "Ethics in Commerce Education." Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

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INDUCTION AND ITS IMPACT ON WORK PERFORMANCE AND EMOTIONAL INTELLIGENCE**RASHMI SHAHU****ASST. PROFESSOR****DEPARTMENT OF MANAGEMENT TECHNOLOGY****SHRI RAMDEOBABA KAMLA NEHRU ENGINEERING COLLEGE****NAGPUR – 440 013****ABSTRACT**

Induction is a process of bringing/introducing/familiarizing a new recruit into the organization. This program familiarizes the new employee about the culture, accepted practices and performance standards of the organization. Induction training is very essential for any company because it helps an individual/new recruit to grow within a company and motivates him/her. It inculcates in the employee, more confidence to progress. It is during induction that a new recruit gets to know about the organization's employment philosophy, physical work environment, employee's rights, employee's responsibilities, organization, culture and values along with key business processes. A new entrant should culturally fit in an organization. Interaction at this stage shapes an individual's disposition and outlook for work and motivation levels. It has been proved in one of the survey conducted by the Centre for Creative Leadership (headquartered in Greensboro, North Carolina, US), that a fresh hire does not meet the expectation of an organization for the first few months. Fresh hires are able to learn the process as quickly as possible if the induction efforts are right and they can be very productive if their induction is been done in an proper manner.

KEYWORDS

Induction, Performance, Emotional intelligence, Productivity

INTRODUCTION

In this complex scenario organization both public and private sector have to manage change in an effective way. Emotional Intelligence plays an important role in helping the managers and employees to cope with this dynamic change in the business environment.

Dalip Singh, (2001) mentioned that application of emotional intelligence supports the managers and employees to recognize and understand emotions and using emotional intelligence to manage oneself and his/her relationship with others. The application of emotional intelligence in the organization includes the areas like personnel selection, development of employees, teams and the organization. The organizations must coach their employees in developing their interpersonal skills and coach them to perform effectively on the job with other employees in the organization. (Reuven Bar-On et al, 2007). Employees need to enhance their emotional intelligence skills, apart from technical skills, which in turn will enhance their productivity on the job. Management of emotional intelligence by the team members will help in developing interpersonal skills of the team members. Organization's to be successful, need to develop employee's emotional intelligence skills to work effectively in the organisation. (Bob Wall, 2008).

LITERATURE REVIEW

Genos industry did research on employee induction, and it's effect on emotional intelligence and work flexibility, August 1st 2008

An empirical investigation was conducted to evaluate the benefits of a structured emotional intelligence based employee induction program which incorporated the Genos Emotional Intelligence (EI) Inventory and the Genos Performance Flexibility Inventory. Data were collected for both a group of employees who participated in the EI based induction program and a group of employees who did not participate in the program. The statistical analyses found that the those employees who participated in the EI based induction program exhibited higher levels of Genos EI (particularly Emotional Expression and Emotional Self-Control), as well as Genos Performance Flexibility (particularly Group Flexibility, Task Flexibility, Knowledge Flexibility, and Solution Flexibility). Thus, the EI based induction program was found to have benefits across both emotional intelligence and performance flexibility in newly appointed employees.

It is perhaps a common experience for newly appointed employees to undergo an induction (i.e., 'on boarding') program. Typically, these induction programs focus upon processes and procedures relevant to the execution of work within the organization. Although such induction information is no doubt important, it is perhaps surprising that few employee induction programs utilized include some emphasis on the preferred approaches to the interaction between colleagues from a people, that is, emotional EI stand point. In partnership with a Genos network member (Perfarmability), Genos conducted a pilot study designed to evaluate the effectiveness of an EI based employee induction program. The program consisted of both the 'new recruit' and his/her line manager completing an EI-assessment and debrief via a three-way conversation with a professional coach. The employee then undertook a series of one-on-one 'integration' sessions with the coach during their first 90-days. Given the 'on boarding' program's EI focus, it was expected that the EI of the newly appointed employees who participated in the pilot program would be higher than those 'new recruits' who did not participate. In addition to Genos EI, a Genos inventory currently under development, namely the 35-item Genos Flexibility Inventory (GPFi), was also included in the study. The GPFi was designed to measure elements of employee performance across the contextual spectrum of a non-specified occupation. That is, the GPFi was designed to assess the level of flexibility an employee may exercise in displaying his or her performance at work.

Given the program's nature, it was expected that a focus on the emotional aspects influencing the newly appointed employees' integration would positively effect their levels of performance flexibility.

METHODOLOGY

The split-plot ANOVA results demonstrated that the employees who underwent the induction program had higher levels of EI, in comparison to the control group. The effects were observed in a statistically significant way ($p < .05$) for two Genos EI subscales: Emotional Expression and Emotional Self-Control, Emotional Expression in the induction group increased from baseline to post induction in comparison to the no induction group. The same type of effect was also observed for the Emotional Self-Control subscale. The effects associated with the induction program were even more pronounced on the Performance Flexibility scales. In particular, Group Flexibility, Task Flexibility, Knowledge Flexibility, Solution Flexibility and Environmental Flexibility.

RESEARCH OBJECTIVE

"A comparative study of role of induction & orientation program and its impact on work performance and emotional intelligence of employees with special reference to SBI BANK & HDFC BANK."

RESEARCH QUESTIONS

- Is there are a relationship between induction and work performance?
- What are the effects of induction program in emotional intelligence of employees?

HYPOTHESIS

The employees who undergo induction and orientation program have emotional intelligence higher as compared to those who do not undergo induction and orientation program.

SCOPE OF STUDY

The research aims in identifying the relationship between induction program and emotional intelligence and work performance of employee working in SBI Bank and HDFC Bank.

Research Design and Sample Selection

DESIGNING OF QUESTIONNAIRE

The questionnaire has 50 questions. 20 questions were related to induction and 30 questions were related to emotional intelligence. The emotional intelligence has 5 parameters. They are Self Awareness; Self Regulation; Motivation; Empathy and Social Skills. The tool (questionnaire) consists of these parameters, each of which includes 6 questions. This study has been conducted in SBI Bank and HDFC Bank.

- Method of Survey: Questionnaire.
- Data sources: Primary data.
- Research instrument: Questionnaires is the method of collecting first hand data by asking directly.
- Sampling technique: Convenient sampling.
- Sample-size: 100
- Universe to be studied: 50-SBI bank and 50-HDFC bank employees

DATA COLLECTION

The data for research is collected through the following ways:

PRIMARY DATA

- Survey questionnaires (Attached with Annexure).

SECONDARY DATA

- Websites of the Organizations.

DATA ANALYSIS AND INTERPRETATION

CHI SQUARE TEST

X = EMOTIONAL INTELLIGENCE OF SBI BANK EMPLOYEES

Y = EMOTIONAL INTELLIGENCE OF HDFC BANK EMPLOYEES

n = Sample Size

Mean X = 3937 / 50

= 78.74

Mean Y = 5592 / 50

= 111.84

Sigma X = Square Root of (X – Mean X) * Square Root of (Y – Mean Y) / (n-1)

= Square Root of 5616.3033 / 49

= 10.7060

Sigma Y = Square Root of (Y – Mean Y) * Square Root of (Y – Mean Y) / (n-1)

= Square Root of 4480.72 / 49

= 9.56

Chi = Sigma X square / Sigma Y Square * (n-1)

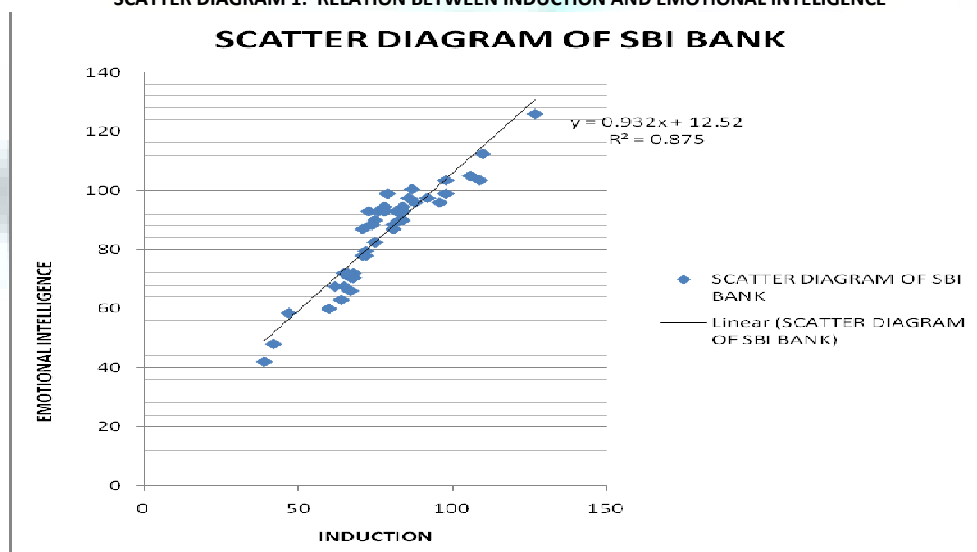
= 114.62 / 91.3936 * 48

= 60.1985

The table value of Chi Square is 64.96 and the calculated value is 60.1985.

As the value is less than table value so the hypothesis is accepted.

SCATTER DIAGRAM 1: RELATION BETWEEN INDUCTION AND EMOTIONAL INTELLIGENCE



INFERENCE

The trend line is moving upwards, this shows there is a strong positive relationship between induction and emotional intelligence. The relationship between them is intense.

REGRESSION ANALYSIS

Regression Statistics	
Multiple R	0.935607669
R Square	0.875361711
Adjusted R Square	0.8752709832
Standard Error	5.834320512
Observations	50

R2 = 0.875

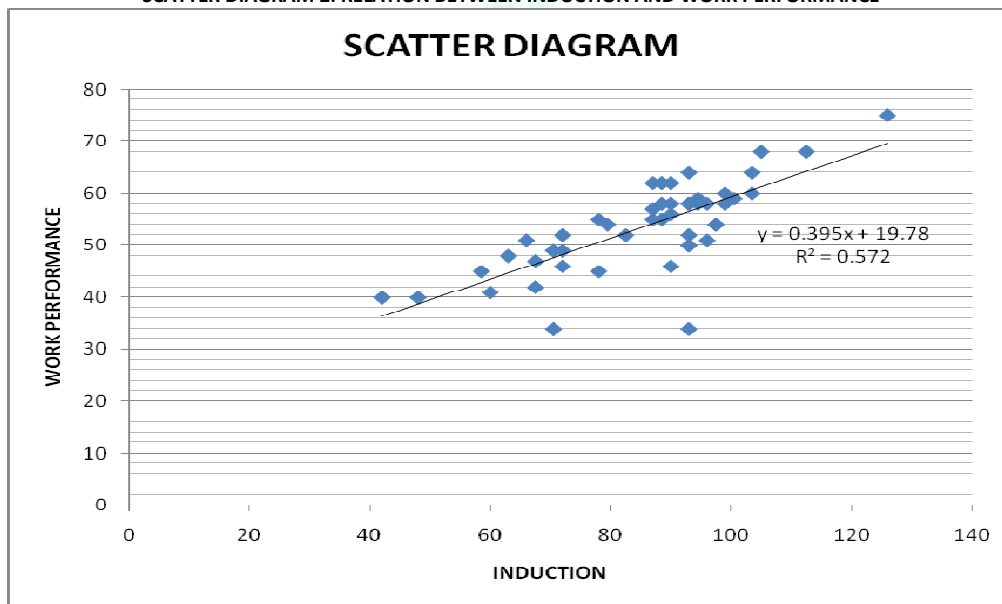
Comment: That shows there is strong positive relation between induction and emotional intelligence.

Coefficient of correlation (r) between Induction and Emotional Intelligence:

r = 0.932

Comment: It shows there is correlation between induction and emotional intelligence which is positive.

SCATTER DIAGRAM 2: RELATION BETWEEN INDUCTION AND WORK PERFORMANCE



INFERENCE

The trend line is moving upwards, this shows there is a strong positive relationship between induction and work performance. There moderate relationship between them.

REGRESSION ANALYSIS

Regression Statistics	
Multiple R	0.756897942
R Square	0.572894495
Adjusted R Square	0.563807144
Standard Error	5.623718304
Observations	50

R2 = 0.572

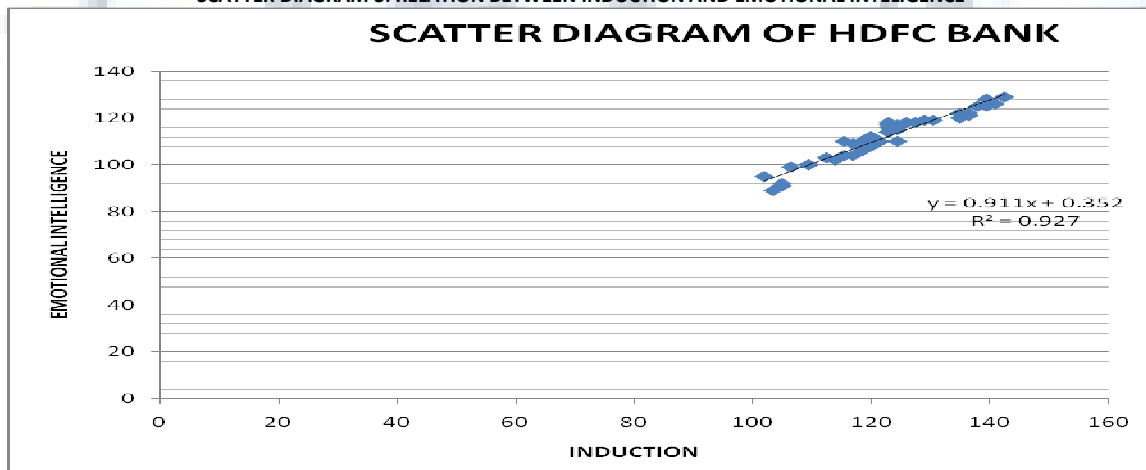
Comment: That shows there is positive relation between induction and work performance.

Coefficient of correlation (r) between Induction and work performance:

r = 0.756

Comment: It shows there is correlation between induction and work performance which is positive.

SCATTER DIAGRAM 3: RELATION BETWEEN INDUCTION AND EMOTIONAL INTELLIGENCE



INFERENCE

The trend line is moving upwards, this shows there is a strong positive relationship between induction and emotional intelligence. The relationship between them is intense.

REGRESSION ANALYSIS

Regression Statistics	
Multiple R	0.963174342
R Square	0.927704813
Adjusted R Square	0.926166618
Standard Error	2.606865468
Observations	50

R2 = 0.9277

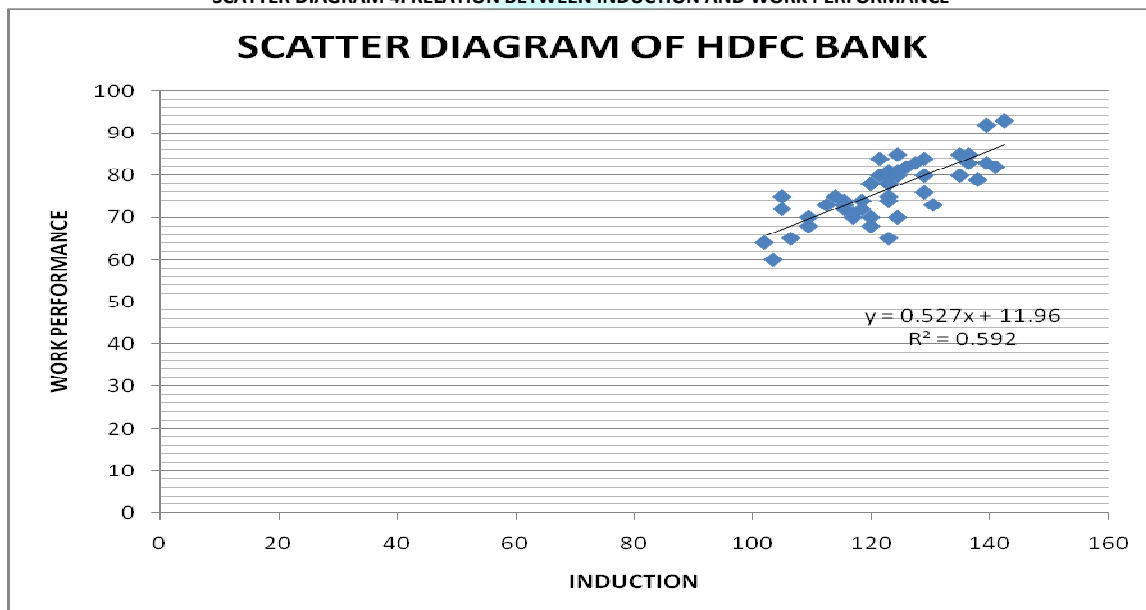
Comment: That shows there is strong positive relation between induction and emotional intelligence.

Coefficient of correlation (r) between Induction and Emotional intelligence:

r = 0.963

Comment: It shows there is correlation between induction and emotional intelligence which is strongly positive.

SCATTER DIAGRAM 4: RELATION BETWEEN INDUCTION AND WORK PERFORMANCE



INFERENCE

The trend line is moving upwards, this shows there is a strong positive relationship between induction and work performance. The relationship between them is moderate.

REGRESSION ANALYSIS

Regression Statistics	
Multiple R	0.769695524
R Square	0.592431199
Adjusted R Square	0.583759523
Standard Error	4.483250005
Observations	50

R2 = 0.769

Comment: That shows there is strong positive relation between induction and work performance.

Coefficient of correlation (r) between Induction and Work Performance

r = 0.932

Comment: It shows there is correlation between induction and work performance which is positive.

RECOMMENDATIONS

- Induction should be carried out and it should be flexible and employee centric.
- Give people a warm and encouraging welcome.
- Draw a plan on whom to involve in the induction (like HR, HODs, etc) and from them accordingly.
- The HR team should be ready with the initial paper work like giving details about the company its history office locations, business operations, products and services, departments and their functionality, hierarchy company policies and procedures and a write up explaining the job profile, responsibilities and accountabilities of the new employee.
- The HOD/senior colleagues can provide an in-depth insight of the respective employee’s job and responsibilities, how the role fits into the team and the business as a whole set performance standards and targets and identify training requirement, if needed.
- Give the new recruits sufficient time at least two-four weeks to settle down and know the job and how to be done.
- Have a follow up appraisal to sort out any queries that new recruit may have.
- Ensure that all new recruits are given a positive message and consistent information. The new recruits should be made to feel welcome and accepted.

- Before the candidate reports keep essentials like entry passes and a work station along with a working computer, phone, and other required stationary ready.
- Employ a range of communication techniques like group discussion and presentations (Power Point/overheads/slides) as part of the training process.
- Keep your newcomer motivated by ensuring that the standards you expect of them are replicated in the standards of the rest of the team.
- The seriousness and speed at which instructions and guidance are given will show the newcomer the extent to which they have to be followed.
- Find out what are the expectations of new recruit.
- Be clear what your key messages are.
- It's Ok to let them know about the anomalies, 'shocks' and contradictions in the company.
- Avoid humiliating people.

SUGGESTIONS

- Try not to overload the employees with too much information.
- Define performance expectations; clarifying the purpose of the role and the expectations of the individual in the role. It is important that objectives are set at this early stage.
- Foster good working habits; by setting out your expectations clearly, your new member of staff will have less opportunity to pick up any bad habits.
- Improve understanding of company policies, procedures and rules;
- Maintain the motivation of newcomers and a commitment to the organization's goals.
- Improve the relationship between the employee and the employer.
- Avoid over-promising on what you can actually deliver. (E.g. amount of flexibility within team or job role).
- Brief the existing team about the new recruit arrival well before time.
- Give the new starter meaningful things to do during the first week. Although a lot of time may be spent on initial introductions, talking to people and completing necessary paperwork, make sure you give them more to do than just endless reams of reading!
- Ensure all equipment is ready for the new starters first day. If they require a uniform, ensure that it's ready, if they require equipment, e.g. a computer; ensure that it's at least physically the right place.
- Make it two-way process. Let the new recruit ask questions about organization, his job profile etc. Because it's really boring sitting passively being 'done to'. People's attention spans get shorter the less they are involved in a process.

CONCLUSION

Research shows that employees undergoing induction and orientation program perform better than those employees who do not undergo induction and orientation program. The induction program enhances employee emotional intelligence and in turn positively influences organizational performance.

Induction plays a very important role in the employee's behavior. Through proper induction, the new employee feels part of the organization on the very first day and loves to be associated for longer period. Induction is a necessity for future performance of the new employee or even for existing employees who are transferred to other functional areas. This gives the candidates good grasp of functions and facilitate their future functioning efficiently.

An effective induction can thus make a lot of difference to the employer and the employees. Above all it makes newcomers feel comfortable.

"It's not the will to win, but the will to prepare to win that makes the difference."--Bear Bryant

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