

PLACEMENT , INDUCTION , SOCIALIZATION

Everything you need to know about placement and induction of employees. The last step in the procurement of the employees is placing the selected candidates on the right jobs and introducing them to the organisation.

After selection and placement the new employees will be sent for induction programme. It is nothing but a programme of welcoming the new comers and introducing him to the people at work, workplace, work environment, practices, policies and purpose of the organization.

So that the new employee feels at home, secure and can understand how his job is important in the total organization.

According to Pigors and Myers, "Placement may be defined as the determination of the job to which a selected candidate is to be assigned, and his assignment to the job." It is matching of what the supervisor has reason to think he can do, with the job requirements (job demands); it is matching of what he imposes (in strain, working conditions) and what he offers in the form of payroll, with other promotional possibilities etc.

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welcoming process to make the new employee feel at home and generate in him a feeling of belongingness to the organisation”.

Learn about the placement and induction process of employees in any organisation.

Placement and Induction of Employees – Significance, Consideration and Techniques

Placement of Employees:

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Significance/Importance of Placement:

It is important for both the organisation as well as staff that each employee should be placed on a suitable job. While doing so, the factor to be considered is not only the suitability of the job to the individual. But, initial placement is always a problem because there is little knowledge about the new employee.

Therefore, placement should be done after due considerations of the demands of the job, as well as the social, psychological needs of the individual. An enterprise which has spent a lot of time and money in making a very careful selection may lose due to wrong placement.

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Right placement of workers can have the following advantages:

1. Reduced labour turnover rate.
2. Reduced absenteeism rate.
3. Increased safety of workers and lower accidents.
4. Increased morale of workers.
5. Better human relations in the organisations.

Placement is not an easy process. It is very difficult to adjust for a new employee who is quite unknown to the job and the environment. For

this reason, the employee is generally put on a probation period ranging from one year to two years.

At the end of this probation period, if the employee shows good performance, he is confirmed as a regular employee of the organisation. Thus the probation period or trial period is the transition period at the end of which management takes a decision whether to make the employee regular or discharge him from the jo

Placement of New Employees:

Placement decisions are generally taken by line executives. It is the supervisor who in consultation with higher levels decides the placement of each employee. The personnel department's role is to advise the line managers about the human resource policies of the company and to provide counselling to the employees.

While taking the placement decision, the following consideration or principles must be kept in mind:

1. Job Requirements

An employee should be placed on the job according to the requirements of the job such as physical and mental ability, eyesight, hearing, stress etc. The job shouldn't be adjusted according to the qualification and abilities of the employees.

Job placement profile charts can be used to match the worker's physical and mental abilities with the job requirements. This profile chart displays an evaluation of both job requirements and worker abilities for key features of the job so that the management can easily determine how well worker fits a job.

2. Suitable Qualifications:

The job should be offered to only that person who is suitably qualified. Over qualified and under qualified persons might create problems for the organisation in the long run.

3. Adequate Information to the Job Incumbent:

The employee should be provided with the complete information and facts relating to the job, including the working conditions prevailing in the firm. He should also be made known to the rewards associated with the performance levels.

4. Commitment and Loyalty:

While placing the new employee, an effort should be made to develop a sense of commitment, loyalty and cooperation in his mind so that he may realise his responsibilities better towards the job, the organisation and his associates.

5. Flexibility:

The placement in the initial period may be temporary as changes are likely after the completion of training. The employee may be late transferred to the job where he can do better justice.

Proper placement helps to improve employee morale. The capacity of the employee can be utilised fully if he is placed on the job for which he is most suitable. Right placement also helps to reduce labour turnover, absenteeism and accident rates. If a candidate adjusts himself to the job and continues to perform as per expectation, it might mean that the candidate is properly placed.

Induction of Employees:

According to Edwin B. Flippo, “Induction is concerned with introducing or orienting a new employee to the organisation. It is the welcoming process to make the new employee feel at home and generate in him a feeling of belongingness to the organisation”. It is the first step in a proper communication policy which seeks to build a two-way channel of information between the management and employees.

The new employee, on his joining the organisation, must be helped to get adjusted and acquainted with the fellow employees and the work environment. Rather than leaving him to make his own way through the organisation. It is much better to properly and systematically introduce him to the company, its philosophy, its place in the industry or economy, its major policies etc.

This phase of induction is properly handled by the personnel department. Some large organisations show pictures telling about their history and operation to give a better idea of the company to the new employees who have joined. The new employee is also given the necessary information about canteen, lunch period; rest hours, convenience facilities etc.

A complete induction programme also consists of a follow-up after few weeks to ascertain how well the new employee has adjusted himself with his job and environment. This provides an opportunity to clarify or remove any misunderstanding in him.

But then also, if an employee is not found adjusted after that, it may be the case of wrong selection or wrong placement. It thus, gives an early warning of a later trouble. In any case, the follow-up interview enhances the employee's satisfaction by demonstrating to him the company's interest in his welfare..

Contents of Induction Programme:

Topics to be covered in induction –

1. Company's history, mission, vision and philosophy.
2. Products and services of the company.
3. Company's organisation structure.

4. Location of departments and employee services.
5. Employees activities like clubs, credit society.
6. Personnel policies and procedures.
7. Standing orders.
8. Rules and Regulations.
9. Terms and conditions of services.
10. Grievance procedures.
11. Safety measures.
12. Benefits and services for employees.
13. Training, promotions and transfer facility.
14. Career advancement schemes.
15. Counselling facility.

Induction Procedure/Techniques:

Induction may be informal in case of small firms and formal may be of duration of two or three weeks in case of large organisations.

Induction training should not be too lengthy. It need not necessarily be given on the day when the new employee joins the work, but if a formal course is to be attended after two or three weeks on the job, the initial introduction and the immediately needed information may be given by the superior of the department.

Orientation procedure consists of the following steps:

1. The new employee should be given a definite time and place to report.
2. The immediate boss or the supervisor should meet and welcome the new employee to the organisation when the latter reports for the duty.
3. Complete information about the vacations, probationary period, working hours, medical leave, suggestion styles etc. should be conveyed to the employee.
4. Departmental orientation should be conducted which include introduction to the department, explanation of the functions of the department, job instructions and to whom he should look for help and guidance when he has any problem.
5. Verbal explanations may also include a wide variety of printed materials, employee handbook, employee manuals, house journals pamphlets etc.

6. The induction programme should be handled by the persons who are through with the course contents. The success of the induction course also depends upon the quality of the trainers and their ability to draw out the interest of their listeners.

Socialization: Definition, Purpose, Process

Socialization

It refers to process of making the new employees get acquainted to the new environment of the organization. This reduces the anxiety of the new hires and allows them to adjust with the other existing employees in the company.

The purpose of Socialization can be distinctive from firm to firm. However there are certain fundamental purposes which are discussed below.

- **Employment Situation:** The basic purpose of every organization would be to make the new employees industrious as soon as possible. Hence detailed information relating to work is provided at the initial stage itself.
- **Rules and Policies:** The workforce should have a good understanding of the constraints and policies of the organization for smooth and continuous operations. Therefore, all the jobs in the company have to be performed as per those rules and policies.
- **Compensation and benefits:** Although this information is made clear during the recruitment process, an analysis of this is required during socialization process. The employees will have some interest in knowing the rewards offered by the company.

- **Corporate Culture:** The organization culture affects the entire working pattern of any company. This includes everything, from the way they dress to the way they behave with the other employees. Hence, a glimpse of the culture should be given during Socialization.
- **Working as a team:** During Socialization, the importance of working as a leader is emphasized to add value to the organization. This ability of leadership is assessed during the initial stages of selection and training.
- **Dealing with Change:** Coping with change is a big challenge to the employees at all levels in the organization. The employees must have the ability to manage or deal with change for survival in their respective jobs. Socialization helps them in preparing for change by continuously developing and training their skills.

Process of Socialization

The Socialization process can be divided into three stages:

1. **Pre- Arrival Stage:** This stage recognizes that every individual employee comes with set of values and hope. For example, in some jobs like the managerial kind, the employee might need a substantial degree of socialization in training. During the selection process, most organizations inform their prospective candidates about the process of Socialization. Selection process also helps the organization in determining the right person to fit the right job. The success here depends mostly on the degree of forecasting made by the selection team.
2. **Encounter Stage:** Here the employees bump into the real working conditions of the organization. For example, the expectations of the job, co workers, immediate seniors and the business as a whole. Here, if the expectations confirm to be more or less correct, this stage reaffirms the employees of the perceptions generated in past.

If the reality is different, socialization helps the employees in understanding to replace these. But socialization cannot totally resolve the differences in expectations.

3. **Metamorphosis Stage:** The new employees, in this stage will work out solutions to meet any problems. Hence this stage is called the metamorphosis stage. At this stage the new employees will have become comfortable with their jobs and the team members. New hires will feel that they have been accepted by their superiors and peers. Not only this, they would have by now understood the organization system as a whole. They will also know what is expected of them, how they are evaluated and how productive they are towards the goals of the organization.