

**E content**

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**INTRODUCTION**

An applicant who clears all the hurdles in the selection procedure is presumably offered a job. The problem of placement arises when the candidate selected for the job comes to join the organisation. Placing the right man at the right job is as important as hiring the right person. It is, therefore, desirable to have a sound scheme of placement in every organisation so that the employees feel comfortable on their new jobs.

**MEANING OF PLACEMENT**

The selection procedure ends with the placement of a worker to the job. Placement is the process of assigning a specific job to each one of the selected candidates. In very simple words placement means sending the newly employed person to some department for work. It also implies assigning a specific rank and responsibility to an individual. Matching the requirements of the job with the qualifications of a candidate is the essence of placement.

According to **Pigors** and **Myers** "Placement is the determination of the job to which an accepted candidate is to be assigned and his assignment to that job. It is a matching of what the supervisor has reason to think he can do with the job demands. It is a matching of what he imposes (in strain, working conditions etc.) and what he offers (in the form of payroll, companionship with others, promotional possibilities etc.).

**IMPORTANCE OF PLACEMENT**

A proper placement of employee results in the following:

1. Better motivation resulting in better performance.

2. Lower rate of absenteeism.
3. Lower rate of labour turnover.
4. Better utilization of materials and machines.
5. Reduced cost of supervision.
6. Keeps the employee satisfied, etc.

### **PRINCIPLES OF PLACEMENT**

A few basic principles should be followed at the time of placement of a worker on the job.

These may be enumerated as below :

1. Man should be placed on the job according to the requirements of the job. The job should not be adjusted according to the qualifications or requirements of the man. Job first, man Next should be the principal of placement.
2. The job should be offered to the man according to his qualifications. The placement should neither be higher nor lower than the qualifications.
3. The employee should be made conversant with the working conditions prevailing in the industry and all things relating to the job. He should also be made aware of the penalties if he commits a wrong.
4. While introducing the job to the new employee, an effort should be made to develop a sense of loyalty and cooperation in him so that he may realize his responsibilities better towards the job and the organization.
5. The placement should be ready before the joining date of the newly selected person.

### **INDUCTION**

When a new employee joins an organisation, he should be welcomed as a new member of the organisation and must be helped to get acquainted and adjusted with his fellow employees and work environment. The new employee is a complete stranger to the people, work place and work environment. He must be introduced with the fellow employees, to the working

conditions, rules and regulations etc. The first day of employment is long remembered by most of the people. Initial impression counts much in the attitude of the employee towards the job and the company.

Inductions may be viewed as the socialising process by which the organisation seeks to make an individual its agent for the achievement of its objectives and the individual seeks to make an agency of the organisation for the achievement of his personal goals. A few definitions of induction are as follows :

According to **Edwin B. Flipppo**, "Induction is the welcoming process to make the new employee feel at home and generate in him a feeling of belongingness to the organisation."

According to **Michael Armstrong**, "Orientation or induction is the process of receiving and welcoming an employee when he first joins a company and giving him the basic information he needs to settle down quickly and happily and start work."

After selecting compatible personnel the organisation must communicate to the new employees its philosophy, policies, customs and practices. Planned induction helps the new employee creates a good attitude, reduces labour turnover and the employee feels at home right from the very beginning.

"Orientation or induction is thus the process of indoctrination, welcoming, acclimatisation, acculturation and socialisation."

## **OBJECTIVES OF INDUCTION**

An organisation especially a large one should have a systematic induction process to achieve the following aims :-

1. To promote a feeling of belonging and loyalty to the organisation among new corners so that they may not form false impression regarding the company because first impression is the last impression.
2. To build up the new employee's confidence in the organisation and in himself that he may become an efficient employee.

3. To bring an agreement between the organisation goals and the personal goals the organisation.
4. To give the new employee information regarding company (its structure, product, policies, rules and regulations) and facilities provided by the company such as cafeterias, locker room, break time, leave rules etc.
5. To introduce the new worker to the supervisor and the fellow workers with whom he has to work.
6. To create a sense of security for the worker in his job by impressing upon the idea that fairness to the worker is the inherent policy of the organization.
7. To lessen or reduce the cost of replacing the worker in the early impressionable period because of lack of information or incorrect business impressions.

#### **CONTENTS OF INDUCTION PROGRAMME**

Every organization has an obligation to make integration of the individual into it as smooth and comfortable as possible. Small organizations may do it through informal orientation by the employee's immediate supervisor whereas large organizations usually develop formal orientation training is as follows :

- (i) Company's history, philosophy and operations
- (ii) Products and services of the company
- (iii) Company's organization structure
- (iv) Location of departments and employee services
- (v) Personnel policies and practices
- (vi) Employee's activities
- (vii) Rules and regulations
- (viii) Grievance procedure

- (ix) Safety measures
- (x) Standing orders
- (xi) Terms and conditions of service
- (xii) Benefits and services for employees
- (xiii) Opportunities for training, promotions, transfers etc.

## **INDUCTION PROCEDURE**

There is no model induction procedure. Each industry develops its own induction procedure as per its needs.

The procedure should basically follow the following steps :

1. The new person should be given a definite time and place to report.
2. A very important step is that the supervisor or the immediate boss should meet and welcome the new employee to the organisation.
3. Administrative work should be completed as early as possible. Such items as vacations, probationary period, medical leave, suggestion systems etc. should be conveyed to the employee.
4. Departmental orientation should be conducted. This should include a get acquainted talk, 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 are, usually, supplemented by a wide variety of printed material, employee hand book, employee manuals, house journals, picture stories, pamphlets etc., along with short guided tour around the plant.

Orientation programme usually covers things like employee compensation benefits, personnel policies, employee's daily routine, company organisation and

operations, safety measures and regulations. The supervisor should ensure that he covers all the necessary orientation steps.

**SOCIALISATION** The socialisation process for the workplace is a means of making the employees know one another and to interact quickly. This is done prior to the employment of new people or in the working process when promotions are due and it helps build a united and harmonious working environment. Socialization in the workplace is important in establishing a sense of community and a workplace culture where people are motivated. The socialisation process typically begins during the first few days of employment when initial assimilation takes place. Strong workplace culture evolves over time with ongoing socialization effects. Socialization is the complex process by which newcomers acquire and learn the social knowledge, tasks, required behaviours, values and attitudes necessary for assuming a role in an organization and learn what the organization expects from them.

**Schein** defines socialisation in employment as: 'The process of learning the ropes, the process of being indoctrinated and trained, and the process of being taught what is important in an organisation.'

**Van Maanen** identified that the first period of socialisation can be identified as having the longest lasting effect on individuals in the organization.

## **STAGES IN SOCIALISATION PROCESS**

Socialisation can be conceptualised as a process made up of three stages.

1. **Pre-arrival Stage:** Newcomers enter an organization with a set of expectations regarding the new context and their specific roles within that environment, and impressions are formed by experiences prior to entry and during recruitment and selection. This stage explicitly recognises that each individual arrives with a set of organizational values, attitudes, and expectations. Due to the novel and uncertain environment which they are entering, socialisation can be a stressful period for newcomers. Thus success depends upon the degree to which aspiring members

have correctly anticipated the expectations and desires of those in the organization in charge of selection.

2. **Encounter Stage:** Upon entry into the organization, new members enter the encounter stage. Here the individuals confront the possible dichotomy between their expectations about their jobs, their coworkers, their supervisors, and the organization in general and reality. If expectations prove to have been more or less accurate, the encounter state merely provides a reaffirmation of the perceptions generated earlier. However, this is often not the case. Where expectation and reality differ; new employees must undergo socialisation that will detach them from their previous assumption and replace these with the organization's pivotal standards. . One of the more critical problems faced by newcomers arises when expectations about the organization and their role within it do not match the reality of organizational life. Newcomers with unmet role expectations can suffer from the dysfunctional effects of 'reality shock'. At the start, they are vulnerable and uncertain and, most importantly, are anxious to be accepted by their peer group. Hence, this period of organisational entry is characterized by knowledge acquisition, and knowledge is sought principally in the areas relating to the task, role, work group and culture. Over time, they have an improved understanding of what is expected of them in their role and what is provided by or in the organisation. Socialisation, however, cannot solve all the expectation differences. At the extreme, some new members may become totally disillusioned with the actualities of their jobs and resign. It is hoped that proper selection would significantly reduce this latter occurrence.
3. **Metamorphosis Stage:** Finally the new member must workout any problems discovered during the encounter stage. This may mean going through changes. Hence the last stage is termed as metamorphosis stage. Individuals will turn to their peers initially and will quickly learn the 'accepted' way of behaving from them and their work group. Their peers will have the most influence on what they learn and how they adjust. Attitude change occurs swiftly and is most pervasive during the

initial 'breaking in' period when the individual has learnt few behavioural guidelines. Newcomers often attempt to actively seek out information for themselves about the organization and how to effectively function within it. Metamorphosis is complete as is the socialization process - when new members have become comfortable with the organization and their work teams. In this situation they will have internalized the norms of the organization and their coworkers; and they understand and accept these norms. New members will feel accepted by their peers as trusted and valued individuals. They will gain an understanding of the organisational system- not only their own tasks but the rules, procedures and informally accepted practices as well. Finally they will know how they are going to be evaluated. They will know what is expected of them and what constitutes a good job. Consequently, successful metamorphosis should have positive effect on a new employees productivity and the employee's commitment to the organization, and should reduce the likelihood that the employee will leave the organization any time soon.