

Mapping out the induction process of Sokotel Ltd.

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<p>The aim of this thesis was to find out what are the problems of current induction process of Sokotel Ltd. Regarding the findings, development ideas were proposed to improve the new employee induction process in the organization. The principal of this research was Sokotel Ltd.'s Human Resource department. HR department wished the research to be targeted to all the employees of Sokotel, as they had just started a project to develop the new employee induction process.</p> <p>The theory part of the thesis discusses of impacts of induction, different parts of induction process and different outcomes of induction. Induction is a vital part of organization's strategy and when properly implemented it increases employees' engagement and motivation and lowers employee retention. Induction is always an investment which takes time and money but pays off in a long term.</p> <p>The quantitative survey and qualitative interviews were created according to the theory and research questions. Two reception Service Managers were interviewed, one from Sokos Hotel and one from Radisson Blu hotel brand. Service Manager interviews were carried out as informal conversations, intending to find out the problems of the induction process at their workplaces. HR-Specialist was interviewed shortly, to clarify the background of the development project and their role in the organization's induction process. Self-observing was used as one method, as there was own experience of the induction implementation.</p> <p>The results of this research showed that there is a need for process development in induction. The process should be standardized in the organization. Roles and responsibilities should be cleared, and right tools and methods chosen. Creating clear structure and communicating the process implementation well to all the employees, would enable succeeding in the process and making the induction as a competitive advantage to the company.</p>	
Keywords Induction, new employee, process development, Human Resources	

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1 Introduction

The research topic was chosen regarding my current work and own interest. I have worked in Original Sokos Hotel Albert as a Service Manager in the hotel's reception since July 2017. During my studies I have been very interested in Human Resources, especially in leadership. Therefore, I discussed with Sokotel's Human Resource department if they had any topics in mind that needed attention. HR told that they are starting to focus on new employee's induction as their next project. Therefore, there was a need to research the current state of the induction process, to be able to know what there is to develop.

The topic was not researched in the company before. My induction to my current work was quite superficial and from what I have noticed the induction did not have clear guidelines at my workplace. Therefore, the topic really interested me as I want to develop the induction at my own work and bring the best out of new employees and trainees, as effectively as possible. The topic was also beneficial for the hotel- and restaurant field, as the problems in the induction may be similar in other organizations.

The thesis was created by the order of Sokotel Ltd.'s Human Resource department. The aim of the thesis was to find out what are the problems of the current induction process and to implement the development ideas to improve the induction process, in order to advance organization's competitiveness. HR wanted the research to involve all the employees in each position, from a Receptionist to General Manager. Both qualitative and quantitative methods were used in the research. Quantitative survey was posted to all the employees in Webropol and two employees were interviewed as theme interviews. Self-observation method was used according to own experience.

1.1 Sokotel Ltd. introduction

Sokotel Ltd. is SOK's subsidiary which operates in hotel and restaurant business in Finland, Tallinn in Estonia and St. Petersburg in Russia. Sokotel has multiple hotels in two different brands, which are Sokos Hotels and Radisson Blu. Company has 14 Sokos Hotels in Finland which are located in Helsinki, Tampere, Oulu, Vaasa, Espoo and Vantaa. In total there are over 50 Sokos Hotels in Finland, Tallinn and St. Petersburg. Sokotel has a franchise contract with Radisson Hotel Group and runs 7 Radisson Blu hotels in Finland. Those hotels are located in Helsinki, Vaasa, Oulu, Tampere and Espoo. (S-Kanava 2018.) Company has 1081 employees in total (Juntunen 7.3.2019).

Sokos Hotels had a brand renewal in 2012 and divided in three sub brands: Original-, Break- and Solo by Sokos Hotels. Renewal's goal was to increase the customer loyalty.

Break represents energy and being together. Break hotels are known of activities and indulgence. Solo hotels are unique, high quality and classic. They bring luxury in ordinary days and focus on unique service. Majority of the hotels belong to Original brand. Along with accommodation, Sokotel operates restaurant business with numerous different concepts. Hotels offer also meeting and event facilities, sauna cabinets and suites. (Sokos Hotels, 2019.)

Sokotel is part of large S-Group. The business is based on cooperative principles and customer ownership. Therefore, long-term development, carrying societal responsibility and ensuring personnel's welfare is company's substantial way to operate. Company's following values guide their operations:

- We are here for the guest
- We take responsibility of people and environment
- We act productive
- We renew our actions constantly (S-Kanava, 2019.)

In 2017 Sokotel's CEO Jarkko Härmälä told that the company will put effort to create selling service culture into the organization (S-Kanava, 2017). Sokotel made again the best profit of its history in year 2018. The focus in 2019 is to keep developing the customer service and employee satisfaction. Sokotel was rewarded one of Finland's most exhilarating employers last year 2018. The hotel- and restaurant business is growing, and the company wants employees' welfare at work. Sokotel has started to co-operate with Enjoy, to increase the effect of recruiting. Enjoy is a professional recruiting company and takes care of Sokotel's recruitment work. The HR and top management have set a goal "best first day at work" to whole Sokotel (Sokotel, 2019.) which supports the ongoing project of induction development.

Sokotel wants to enhance the employee experience with the induction development project, to improve the business competitiveness in the industry. The development project working group consist of Sokotel's HR-Specialist, General Manager of Break Sokos Hotel Flamingo in Vantaa, Hotel Manager of Original Sokos Hotel Ilves in Tampere and a Receptionist of Radisson Blu Royal in Helsinki. HR's role in Sokotel's induction process is to provide induction materials and support the supervisors in the process. (Kärkkäinen 26.4.2019.)

1.2 Research problem and research questions

The research questions are:

- What kind of induction process is applied at Sokotel?
- Which tools are currently used in induction?
- Which problems are linked with current induction?
- Which strategies should be used to improve the induction process?

Induction process is an important topic. Both employee and employer benefit of an effective induction process. The aim of the research is to find out if the induction process is satisfactory for the new employees and for the company or not, and to find out what are the weaknesses in the process.

The findings of development needs will be presented to Sokotel's HR, who then will go on with their induction development process. The process will be developed according the findings, in case there are general problems in the induction. Regarding the results, the development recommendations will be provided. Theoretical framework will be the ground for the research questions and development recommendations.

2 Employee Induction and Induction process

In this chapter employee induction is defined and importance of the process explained. The process and its impacts are discussed from company's and new employee's viewpoint. The whole process and different induction tools are implemented in the chapter. Induction is an important tool for business strategy and has economic benefits to the company. Effective induction increases employee engagement, motivation and productivity. Planning is crucial part of creating successful induction process.

2.1 Definition of employee induction

The induction helps a new employee to become an active member of the work organization. Induction is a process that includes a series of functions which help the employee to adapt to new work environment and perform work successfully. Induction is a way to have the new employee productive sooner, so that his recruiting investment pays off and his work brings additional incomes to the company. The meaning of the induction is to lead a new employee from the vision to action. (Kjelin & Kuusisto 2003, 13-14.)

Induction is always a process, that starts from the first contact between the new employee and employer (Kjelin & Kuusisto 2003, 14). A process can be defined as a planned series of operations or actions that enhance a procedure from one stage of completion to another (Ungan 2006, 135). Induction means all those actions that enable the new employee to induct to the organization, work community and to the work: 1) learning to know the workplace, company's business idea and workplace's rules and policies 2) learning to know the people: colleagues, customers and managers, 3) learning to know the expectations, responsibilities in the whole organization and internalizing the work tasks and the safety issues. (Kangas & Hämäläinen, 2007, 2.)

2.2 Why induction is important

Induction effects to company's image. People share their experiences and whether the induction is well or poorly implemented, it has an impact to company image, which has a linkage to company's competitiveness (Kangas & Hämäläinen, 2007, 5). All new employees need an induction programme, whether they are working temporarily or on casual basis, full time or part time. They have the need to be accepted quickly to the work community and the organization needs them to be effective as quick as possible (Lashley & Warwick 2002).

Effective induction has benefits for both, to the employee and employer. When induction is well done, it saves a lot of money and time, as the new employee is well trained and can

easily adapt his new role and deliver results quickly. Therefore, bad induction may be very costly to the company. Lack of proper induction makes employee feel helpless and frustrated. At the same time proper induction increases staff retention rate and reduces employee turnover a lot. This all ensures the operational efficiency when the employee fully understand their own role reaching the goals of the company. (Baddapuri 2016.)

The economic benefits of good induction can be significant to the organization. Recruiting and training a new employee is a big investment to the company. The purpose of induction is to make sure the investment pays off in long-term. Organization must truly understand what can be achieved when putting effort on the process. Hiring a new employee will cause a change in the organization and consequences can be wide. Any change lowers organization's effectivity temporary. Professionally planned induction helps to minimize the effects of the effectivity and consumed time. (Eklund 2018, 31-32.) New employees who have went through a proper induction process stay in the company remarkably longer, which is a big money saver for the organization (Harpelund 2019, 22).

Wrong timing may lead to bad results in induction. On the other hand, busy season or many projects makes it possible to induct a lot for new employees. Then again there may not be enough time to put effort on the induction process. The starting time for new employer should be considered from induction resources point of view to give the best out of it. (Kjelin & Kuusisto 2003, 242.)

Well planned and successful induction consumes less resources such as inductioner's working hours and work tool expenses. In the worst case, poorly implemented induction will cause a constant decrease of effectiveness and eventually the employee will be fired or leave by his own choice. Unsuccessful investment will cost a lot of money to the organization. Regarding the research, replacing an employee by another may cost even employee's two year's salary to the company Therefore high turnover rate is very expensive for the company. (Eklund 2018, 33-34.)

When a new employee is provided the necessary information, he feels comfortable in the new job and organization, which increases his motivation highly. Adapting to the new environment is faster when things are done right. This helps the individual understand the expectations, work norms, culture, policies and procedures in the organization. It is also important to introduce the new employee to other colleagues, supervisors and directors of the company, which makes the communication easier in the future. (Baddapuri 2016.)

New employee must learn a lot to fit in the organization and the work community. He must gain new skills and common procedures to be able to succeed effectively at his work. In addition, he must be able to work effectively with his co-workers. Good induction enables an open communication in the organization. Good induction enables organizational and individual development. (Eklund 2018, 25-26.)

The important part of the induction is how welcoming the new work community is. One of the goals is to take a new employee part of the community and to prepare the community to his arrival. This increases highly new employee's work satisfaction. All the members of the work community have an important role welcoming the new arrival and this should be seen as a meaningful part of the induction. (Eklund 2018, 35.)

Employee engagement can be described as a level of commitment and involvement towards the organization and its values (Al-Emadi, Schwabenland & Wei 2015). The competition of good employees is high. People seem to be more loyal to themselves, customers and their profession than their employers. Individualism is becoming a stronger value, which makes companies compete of best professionals. Engaging those talents is challenging. Organizations competitiveness as an employer must be considered to be able to have and keep the talented employees. Those organizations who put effort on people and make it visible and creditable, succeed. (Kjelin & Kuusisto 2003, 23.)

Business leaders are looking for innovations and count on ideas from their customers and employees. Engaged employees are more likely to contribute the best ideas. To be able to have the maximum output from an employee, he must be engaged to his work. Employee engagement effects on job satisfaction and brings out positive attitudes. Engaged employees give their best at work, even on tough times, which is important for the business. Factors such as belongingness, organizational commitment, employee involvement, organizational citizenship and job satisfaction create employee engagement. The engagement is in linkage to the productivity, low rates of absence and better customer satisfaction. (Dash 2013.) Regarding one study 72 % of the employees agreed that they would be more satisfied to their job if the training was improved (Lashley & Warwick 2002), which highlights the importance of it.

People who are highly engaged to their work, have high level of mental and physical involvement and respect with their duties and work. They create an emotional connection to their work, which increases the work motivation, satisfaction and commitment to the organization (Meswantri & Ilyas 2018) and work competence. The business benefits while productivity and profitability increases (Brent Massey & Campbell 2013).

Adopted organizational culture, vision and values may be the driving force to the employee engagement. Employee engagement consist of three different elements that are vigor, dedication and absorption. Vigor is person's attachment, shown the physical and mental strength at his work. When vigor is high, employee gives his maximum result in given job and does not easily give up. Dedication is employee's emotional attachment to his job. Dedicated people identify their work well, because working is valuable, inspiring and meaningful for them. Absorption is giving the full attention to work and forgetting the time. (Meswantri & Ilyas 2018.)

Regarding a research the employee's organizational commitment has a positive influence on person-organization fit, employee recognition, reward and compensation practices and possibility to allocate crucial job-related assignments. This study showed that reward system, person-organization fit, employee recognition, training and career development have a significant linkage to employee's willingness to stay in the current job. Retention brings a challenge with lack of skilled and professional employees; therefore, engaging employees has significant impacts. (Al-Emadi & al. 2015.)

What it comes to safety aspect, induction is an important part of looking ahead of safety issues. Safety is a crucial part of induction and with proper induction, the employee knows the right and safe ways to work. The induction to safety issues ensures that employee knows how to act in case of emergency. (The Centre for Occupational Safety, 2019.) Good work environment is safety and trustable. This means that accidents can be prevented. Accidents do not happen by accident, but there are different factors that can be influenced with good prevention. The goal should be zero accidents. Accidents cause damages and expenses and people may get hurt, therefore it is crucial to evaluate the risks and prevent accidents. (The Centre of Occupational Health, 2019).

2.3 Induction process

Labour Code sets its demands to the induction. Chapter 2, Section 14 of the Labour Code (2002/738) states that employer must give enough information of work safety, work environment and work tools to new employee. All the organizations and workplaces are different and must develop an induction program that works for them. The common things for each induction process are the safety factors and training the employee to his new work tasks. (Eklund 2018, 26.) Induction is needed when the work is new or changes, work process changes, when introducing new machines and programmes, when failing or making mistakes at work, in case of accident or other exceptional cases (The Centre for Occupational Safety 2019).

Recruiting and Induction should be considered partly as a common process. Good recruiting can be ruined with bad induction. Recruiting is a significant investment for the organization and putting effort on planning it is crucial. Making decisions too fast or with lacking information may lead to wrong recruit. Large amount of turnover is caused by badly done recruitment. More successful the recruiting gets, the more aware the management is what kind of expertise they are looking for with the recruitment. (Kjelin & Kuusisto 2003, 73-74.) Recruitment and selection process have formed expectations for both, to the new employee and employer. The more open and honest the discussion is during the recruitment, the more shared and realistic the expectations are. Hurrying the recruitment process and filling a vacancy at any cost only increases the staff turnover. (Lashley & Warwick 2002.)

When the responsibilities and goals are already discussed when recruiting, it is easier to go through deepen them when the new employee has started to work. Describing the responsibilities enables new employee to find his role in the team and the organization. He is able to understand the meaning of his work, if the linkage between the organizational goals and his work is shared. With open communication the employee and employer can avoid disappointment and fault promises, when the responsibilities are clear from the beginning. (Eklund 2018, 93-95.)

The expectations towards new employee are usually high at the workplace. Anyhow reality and expectations rarely meet. Therefore, it is important to prepare the organization to the change, to avoid negative reactions. When the challenges of the change are understood, the expectations are closer to the reality. (Eklund 2018, 33.)

Planning the induction process is the only way to ensure that the quality of induction is the same in the whole organization. Every new employee has a right to have a good induction and choosing the right person to the induction job is crucial. Whether the person is a supervisor, colleague or someone else, he must be skilled to consider the needs of new employee and to be able to support the learning process. The Centre of Occupational Safety (2019) suggests that the supervisor is the person who is responsible of induction process, planning, monitoring and development, but can delegate the induction work to trained inductioners. (Eklund 2018, 36.)

The content of the induction process must be well communicated to the person that is doing the induction work. This enables him to communicate properly all the different areas of induction to the new employee. The real quality of the process depends on the experience and skills of the person who is inducting the new employee. (Eklund 2018, 36.) Managers

have an important role delivering a functional induction programme. The person in charge of induction must be trained to train, in order to be able to offer effective induction (Lashley & Warwick 2002).

Induction process should be an ongoing process that includes new employee's induction, induction in changing situations and whenever needed. (Trainee.fi 2018.) As in figure 1 below, the induction work is seen differently, as a five-step process that has a starting and ending point. This model is seen on inductioner's point of view. First step is preparing, which includes motivating the new employee and evaluating his current knowledge and skills. The work tasks and goal for the induction process should be described to the new employee. Goals can be divided on a timeline. The induction model should be discussed with the employee.

The second step is teaching. The inductioner shows and explains how and why things are done as they are. He gives the rules and policies to the work. The third step is visualization. The inductioner asks the new employee to explain the work and teaches him by giving feedback. The rules at this point should be simple, to enable learning. The inductioner asks the employee to repeat and visualize taught things in his mind. Doing himself and practising is the fourth step. The inductioner lets new employee try again and again, with guiding with feedback.

The fifth and the last step, is to ensure the learning of new employee. Evaluating the skills again and giving feedback are important part of the last step. Inductioner should give space to the new employee to work independently and encourage him to ask questions. Agreeing on follow-up ends the induction. Difference between this five-step-model and other theories is, that the induction is seen as a process that has a starting point and ending point, not as ongoing process.

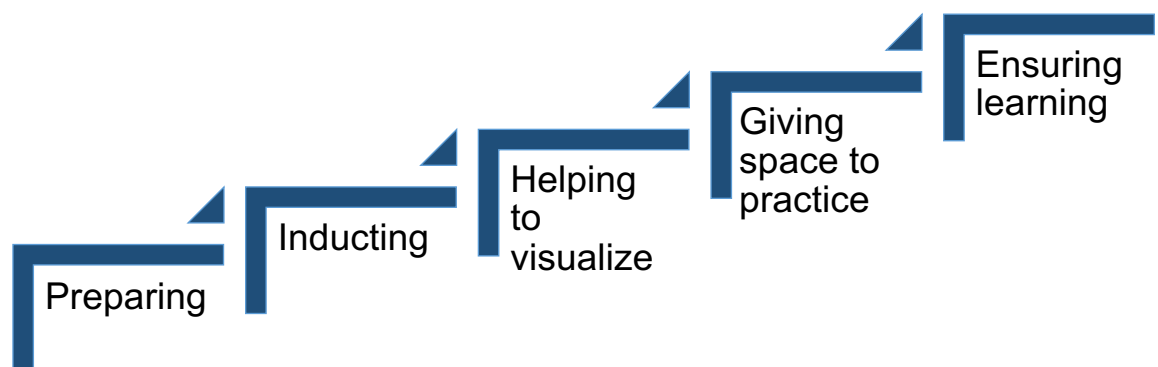


Figure 1. Five steps of induction (adapted from Ahokas & Mäkeläinen, 2013)

There are many different kinds of tools to be used in the induction process. In some cases, the induction programme may include a formal training away from the workplace. There may be modules that employee can study at work or home. There is a model “buddy” system when the new employee pares up with more experienced colleague. (Lashley & Warwick 2002).

Positive feedback and cheering the employee enable learning and succeeding at work. When a person feels respected and that his work has a meaning, the work satisfaction increases. It is good to know that the whole organization must put their effort on this and not just the supervisor or person who is inducting. (Eklund 2018, 35-36.)

Presenting the organization to a new employee is one part of induction. New employee can create a picture of the organization and find the meaning to his work. Events such as welcome meetings can be good ways to clarify the organizational function. Planning the induction process and finding a right person into the induction job are in the key role when guiding the new employee on his role in the organization. Going through the organization’s history will help the new employee to understand the current situation. Company’s mission, vision and strategy are guiding the organization’s actions and are important to clarify to new employees. Company’s services and products are in the central part of the business and must be well inducted to new people. When employee knows the meaning of his work, his motivation and commitment are higher, therefore it is crucial to clarify the goals and organization’s functions to them. (Eklund 2018, 99-101.)

Creating networks is in a key role in the induction. Especially in specialist work it is important to have people around, to lean on and have support from other colleagues. The newer employee knows people who can help him, more likely he gets appropriate help when needed. New employee can create networks inside the company and get to know own colleagues, other teams, supervisors and management. The social support that work community offers, is crucial to create the welcoming and expected feeling to the new employee. Inductioner must support new employee’s social network creating during the induction, but the employee has his own responsibility to be active as well. Creating team spirit by arranging an event supports the feeling of belonging and gives a chance to get to know to colleagues better, which makes this important. (Eklund 2018, 105-108.)

The process should be a part of the company’s strategy and a tool to run the business. It is important to set the goals to the induction process. The goal can be for example to have

committed employees, fast learning, effective teamwork or ability to take a lot of responsibility. The process must be planned based on its goals. The goals can be short-term or long-term goals, depending on the organizational needs. (Eklund 2018, 28-29.) Induction is linked to organization's success, ability to renew and engage employees. Then again Kjelin & Kuusisto (2003) suggests that organizational values, vision and strategy are both, the ground and the goal of the work induction.

Well planned induction makes possible to pay attention on the quality and objectivity of the process. Every employee can have the same opportunity to succeed at their work. Planning enables the process development, which is important in constantly changing working life. Dividing the induction process to smaller pieces helps planning the process. New employee's is easier to understand the whole process, when it is cut in pieces. This enables delegating the pieces and controlling the whole process better. Every organization is different, and induction can include different things in different organizations. In one model, induction process can be cut into six different themes that are: 1.) Responsibilities and goals, 2.) Inducting to work tasks, 3.) Organizational function, 4.) Processes and practices, 5.) Networks and 6.) Development monitoring. (Eklund 2018, 31-92.)

Best practice suggest that process should start before employee joins and go forward for weeks and months after starting in a new job. The programme should be considered as a first step of employee and career development programme. (Lashley & Warwick 2002). Inducting to work tasks includes all the crucial practices that need to be understood to be able to adapt the new work. These things can be work time, safety issues, administrative responsibilities, needed skills and knowledge at work and work tools, -machines and -programs. More routine the work is, more important it is to open its meaningfulness to the employees. To a specialist, it is more challenging to tell how the work should be done. The induction process must be always planned regarding the job. The tools and methods should be chosen to fit in that specific job. (Eklund 2018, 96-98.)

The induction plan tells what the induction is in a specific organization. It includes the structure and the goals of the process. The induction is a two-way process. When the ideas and thoughts are shared both ways, between the inductionee and inductioner, the process is more effective. It is the only way to have new employees' goals closer to organizational goals, which is crucial what it comes to commitment. When new employees have a chance to effect on the process, the commitment increases. Considering the roles, it is good to discuss when it is advisable to bring out the thoughts and when it is not. Sometimes it is more effective to follow the exact protocol and sometimes stopping to listen and discuss is important. (Eklund 2018, 39-40.)

Having a plan saves time and helps to remember the process step by step. Induction should be developed, and plan updated regarding the changing needs of organization and employees (The Centre for Occupational Safety, 2019). Evaluating the induction process includes questions: were the goals reached, how the plan succeeded, what went according to the plan, what were the weaknesses, what should be changed? The process should be developed and plan updated even though the turnover rate is low. Using agency workers and outsourced service providers increases all the time, which needs the induction process to be accurate (Ahokas & Mäkeläinen, 2013).

The induction is about long-term effort. Organization must understand how good induction effects on their success in the future. In constantly changing environment it is crucial to be able to provide safe ground for learning and clear picture of the future. The induction process is a good chance to discuss about the changes, insecurities and wishes. It is good to join the whole organization in the discussion. Negative attitudes for change can be minimized by engaging the employees building the company's future. (Eklund 2018, 41-43.)

When hiring a new person in a manager position, there are several things to take into the consideration. Missing manager is costly for the company, as business opportunities may be lost while the position is not taken. Succeeding in a new position may be challenging, therefore colleague's attitudes and acceptance is important. Organization should communicate to internal candidate why the new external hire was chosen to the position and what opportunities this hire will bring to the organization. This will help to build a good relationship between the internal candidate and external hire, to avoid bad attitudes. Feedback is vital when new manager is hired to a position. New executive may have a different picture how the things are going, compared to what colleagues are thinking. New managers must be proactive when integrating to the organizations. (Reese 2005.)

The working life changes constantly and there are different scenarios of how the future will look like. Globalization and digitalization are seen as megatrends. Teleworking and temporary jobs seems to increase and routine work decrease. At the same time work monitoring changes from work time monitoring to end result-based monitoring. All this means that the responsibility of success at work becomes more individual in the future. (Eklund 2018, 40-41.)

People are different and have different needs in induction process too. Organization must pay attention on individual differences, to be able to build strong ground to the process. It is important to pay attention how humans behave in changing situation to be able to

strengthen the learning process. New employee's individual characteristics and background effect on induction. Individual characteristics can be attitude, knowledge, experience, personality, values, interests, networks and strengths. More employer knows about these characteristics, more they can prepare for the induction. The induction process that highlights individual identity, instead of organizational identity, has more positive effect on induction's efficiency regarding the research. When supporting the individual identity, new employee is given a possibility to work according to his own interests and strengths and not just following the strict rules. This strengthens his self-confident and gives a positive feeling of induction time. (Eklund 2018, 128-129.)

Employers should support employees finding their own strengths, which they can benefit in their work. Getting to know colleagues is also important thing in the induction. Possibility to show own knowledge and skills is important for all the employees. This allows sharing information both ways. Employer should encourage the employees to bring out their strengths at work, which enhances committing to the work. Individual induction succeeds when the organization is truly willing to welcome the employee and find out his personal characteristics and supporting to bring them to work. Individual induction is more flexible way to induct but needs a common vision of process and its goals. It does not exclude planning. (Eklund 2018, 129-130.)

Stress and efficiency at work have a strong connection. Well planned process helps to understand this connection. The inductioner must understand the connection to be able to support inductionee's learning process. When the stress level is too low or too high, person's efficiency lowers. The efficiency is the highest when the stress level is in control, not too low or high. Therefore, it is important to notice how stressed the new employee is, to be able to support his learning. (Eklund 2018, 49.) Anyhow individual is the only one who knows how he is feeling and must take care of himself (Eklund 2018, 52).

Efficient inductioner gives time to recover. Every individual learns differently, and recovery is crucial to be able to internalize new information. Breaks are needed, as mind need to rest too. Inductioner has an important role making sure that he is sharing information enough, but not too much at the same time. When planning the induction is important to find the important things to go through with the new employee. New beginner may not be able to pick the important things himself, so it is good to do it for him and leave the less important things for later. (Eklund 2018, 50-51.)

Discussing of the goals is an important part of induction. This helps to find a good speed for the process. Induction must offer enough challenge to the new employee to keep the

motivation and learning going. The only way to find out how new employee feels the process, is to ask from himself. Constant follow-up and asking feedback are good ways to find out how advanced employee feels. Work tasks should get more challenging and independent little by little to bring feeling of succeeding and self-confident to the new employee. (Eklund 2018, 51-52.)

Learning new things needs time and focus. Induction's purpose is to create an atmosphere that allows the learning. Human's attention is a limited resource, and this should be considered when inducting new people. Repeating and making sure that one understands the taught things is important to support the learning process. It is good to use different teaching methods to find good methods to the person who is learning the new work. Everybody learns differently and for some person reading is a good way to learn, while someone else learns when listening. (Eklund 2018, 53-54.)

To enhance new employee's proactivity, it is good to offer information in different forms. Combining learning methods makes the induction more interesting, which fastens the learning process. In efficient induction a person truly understands the meaning of taught things. Understanding the meaning and the realising why things are done in a specific way, helps remembering them later. (Eklund 2018, 54-55.)

It is beneficial to encourage new employee to present questions. As called stupid questions, are usually the most meaningful for new employee to develop his thinking. At the same time these questions challenge the inductioner's way of thinking and support his professional development. Regarding the research learning is more fluent when working is pleasant and fun, therefore welcoming atmosphere is important. Positive feelings make people more open for new perspectives, which enhances the learning. (Eklund 2018, 55.)

There may be a lot of different processes and practises at the workplace, such as it-support, development projects, project management, salary payment, development discussions and so on. Therefore, it is important to plan how to go through them effectively as part of induction process. (Eklund 2018, 103.) The organization should have an induction plan that they are constantly improving (Trainee.fi 2018).

Monitoring new employee's development must be included to planning of the induction process. With help of constant follow-up, the employee is able to ensure that the goals will be achieved. Follow-up gives a chance to react on changes and change the process if needed. Positive feedback is an important part of the follow-up discussions, to support

new employee's advancing at work. (Eklund 2018, 109-110.) Constant follow-up and feedback show the right direction to the employee (Ahokas & Mäkeläinen, 2013).

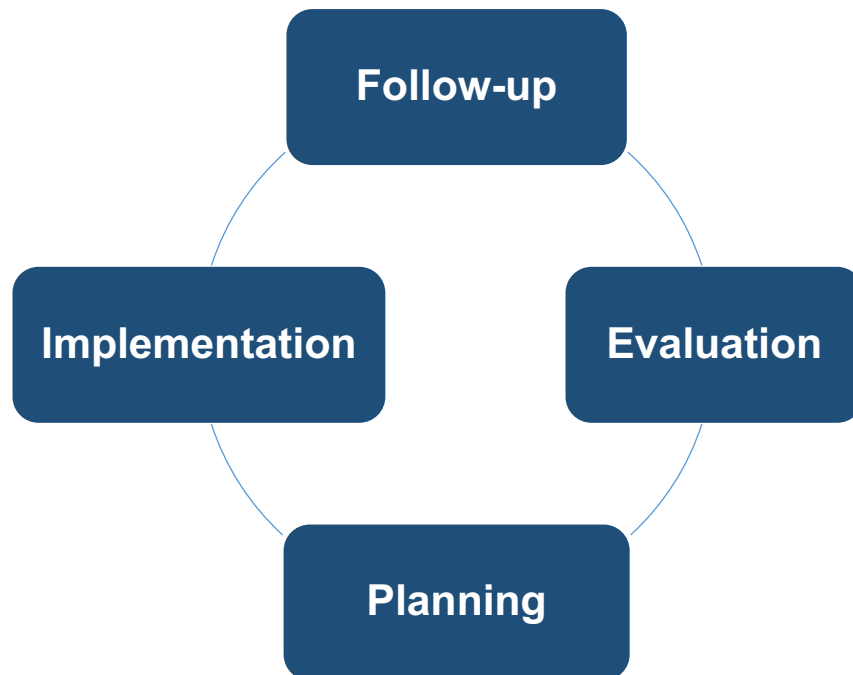


Figure 2. Induction development

As in figure 2, planning, implementing, follow-up and evaluating should be seen as continual circle. The questions that should be considered in the follow-up may be: what things are following the plan? What must be still practiced? How teaching methods must be changed, if so? Different kind of check lists can be used helping the follow-up and evaluation. (Kangas & Hämäläinen 2007, 15.)

The induction discussions are successful when the given feedback goes both ways and the development ideas are shared for both, to the employee and inductioner (Eklund 2018, 110). Goals for monitoring and giving feedback are evaluating the situation of new employee and evaluating the functionality of the induction process. Company must gather information that enables evaluating the induction process and the benefits caused by the induction. Even a simple query may provide enough information. When collecting the feedback of the induction, it is important to set the questions right, to match with the induction goals. Follow-up and gathering feedback must be simple and confidential. (Kjelin & Kuusisto 2003, 245.) Follow-up discussions should be documented to ensure that the goals are reached (Ahokas & Mäkeläinen 2013).

Documenting is helps to detecting the problems in the process. Documents must be created to be able to standardize the process and minimize variations. If the process is not documented in detail, employees may develop their own ways of working and doing this and this causes variation in the process. The standardizing framework is presented in the figure 3 below step by step. Not every process is suitable for standardization. The process should include identical inputs, outputs and operations in each step to be standardized. Process master or masters are those persons who have the best knowledge of the process implementation. (Ungan 2006, 135-140.)

Using a team gives a synergic advantage with meaningful dialogs and sharing tacit knowledge. Defining the process and its purposes should be clearly communicated. Determining the boundaries for the process and breaking the process down into steps and defining the steps should be done. Acquiring needed knowledge for each step within the team and other sources is vital part successful standardization. As knowledge is acquired it must be codified and verified. The team must work on detailed process model to be able to receive a model with concrete and mutually agreed descriptions. The process documentation should be clear, in able to have the same standard for employees in different locations. Clear document combining the different steps should be created, to be able to share the same standard to the employees working in the whole organization. (Ungan 2006, 135-140.)



Figure 3. Framework for standardizing (adapted from Ungan 2006)

2.4 Induction outcomes

When the induction is done properly, it can reduce the staff turnover and help to retain the new employee. Many organizations spend a lot of money and time to recruit and then lose the employees (Lashley & Warwick 2002.) Regarding a research the support that is given to a new employee in his first 90 days, compared to support given later gave higher results in his work commitment and results. This means that the first months and the induction process are the most important periods, when thinking about the employee commitment. The other research shows that starting to use planned induction process, made 58 % more likely to have the employees still after 3 years in the company. Regarding the research the committed employees are more effective and satisfied at their work. Therefore, it is important to know and disclose the factors that effect on employee commitment. (Eklund 2018, 34-35.)

Regarding the studies, six out of ten new employees feel that their work does not fill the expectations and they feel misled. 45 % of employees who doubt after starting at new job, leave in 45 days. There is a four per cent of new employees, who never return after their first work day and 25 % of new employees leave within a year. In that matter, investing on recruitment and induction is good business and economically beneficial for the organization. (Harpelund 2019, 12-15.)

Organization's overall profitability and revenues are positively correlated to the amount of training that company offers to its employees. According to a report, U-S. Businesses spend around \$50 billion in a year, to give 25 hours of training to each of their employees annually. The 100 best U.S companies to work for, as listed by Fortune magazine, offer their employees at least a double amount of training in a year. Ritz Carlton hotel chain offers 200 hours of training to its new employees. (Brent Massey & Campbell 2013.)

Good induction is a competitive advantage for a business. While the mistakes decrease, the quality of service increases. Poorly inducted employee weakens the process functions, causes delays in schedules and is not as quick as more routine employees. Mistakes that are caused by lacking induction, lead to reclamations and cause direct expenses. Worse than direct expenses may be a cost of losing customers and company's damaging image. Customers share rather their negative experiences than positive. Worst case the mistake causes major harm for business image, when the negative experience ends up to the headlines. Losing a customer means less profit and damaged image may prevent creating new customer relationships. Finding a new customer is more expensive than fostering excising customer relationship. (Kjelin & Kuusisto 2003, 20-22.)

Internalizing organization's operational principles quickly, increases the new employee's possibility to take part of internal development. This offers a possibility to renew company's operations, which increases company's competitiveness on the market. Organization's ability to renew is vital to the business. Poor induction can cause bad customer service, which may improve competitor's situation and profits. The direct expenses of proper induction are a lot lower than indirect costs of lack of induction. Induction effects on the quality of work, and through that to company's customer satisfaction and profitability. (Kjelin & Kuusisto 2003, 20-29.)

Repeating mistakes and poor customer service have an influence on company's credibility. This effects to company's sales and personnel's commitment and attitudes. If management, process control and employee's know-how do not enable good work quality,

even motivated employees' profitability lowers, which effects on the business. (Kjelin & Kuusisto 2003, 21.)

3 Research approach and methods

The research was a combination of quantitative and qualitative methods. The survey was the quantitative part of the research and self-observing and theme interviews were the qualitative part. The survey was done by Webropol survey tool. It was released in Workplace, which is Facebook's team collaboration tool (Workplace by Facebook 2019). It is used as S-Group's common communication channel, where all the employees are joined.

3.1 Data collection process

Two employees were interviewed, one from both brands Radisson Blu and Sokos Hotels. Interviews helped to get deeper understanding of how the problems in the current induction. They were chosen from different brands on purpose, to be able to compare the possible differences in Sokos Hotels' and Radisson Blu's induction process. In the interviews there was a possibility for dialog with and interviewee, which made it easier to lead the conversation and cut into the meaningful topics and findings. That is why the theme interview was chosen as a method to complete and deepen the findings in addition of surveys.

I started to work in my current workplace at Sokotel in July 2017, which means that I have had my own induction process less than two years ago. I still remember well how it was handled. There has been also couple people starting after me, so I have seen how the induction process has been taking place with them. Therefore, I used observation as one method and discussed about how the induction was carried out at my workplace.

There was a short cover letter sent with the survey link in Workplace, explaining shortly what the survey was about and giving instructions and deadline of 10 days. The cover letter and the survey were written in Finnish and English to reach as many repliers as possible, as Sokotel has a lot of employees who do not understand Finnish. Human Resource department posted the survey to Workplace, to increase the credibility and importance of replying. The survey was posted to Sokotel's own group "We make hospitality happen" where all the Sokotel employees who have the account, were joined. The group had in total 962 participants, which makes it 89 % of total 1081 employees. Webropol was seen as a best channel to reach as many employees as possible. Each Sokotel's employee who was in the group was able to reply to the survey through the link in the post. The reply amount was followed daily in Webropol. HR sent out a notification after five days. After a week a notification email was sent to the managers to remind their teams to give their replies. The survey was open in total for 10 days.

Survey had 11 questions in total, from which nine were structured close-ended questions and two open-ended questions. There were three background questions finding out the position at work, length of employment and work unit. With those questions it was possible to compare the induction with different backgrounds. The background questions were placed in the beginning of the survey to make it easy to start replying. There was one question that had 19 claims to be agreed or disagreed, to find out how well people feel they know things that should be included to induction regarding the theory, such as safety at work, company values, the brand and customer service culture. More sensitive questions were placed in the end, to avoid losing the repliers in the beginning.

The questions were formed regarding the theory and the research problem, to give the answers to the problem. The questions were simple, and the survey was tested by several people before and modified before publishing the final version. The survey was done anonymously to get honest and straight answers of the problems in the induction process. Identifying possibility could have affected how honest employees are with their answer. To sum up the induction, the last question asked employees to evaluate the induction process in general from very poor to excellent on scale 1-5.

The theme interviews were done face-to-face, in a cafeteria. The environment wanted to be relaxing to leave the tension out of the conversation. The interviews were recorded by phone recorder, so the interview discussion was not only depending on memory nor taking notes disturbed the conversation. Transcript was written on Word regarding the records afterwards to be able to analyse the interviews and find the accurate information.

3.2 Data analysis

The Webropol programme made a general report of the research results. The results were possible to filter by the programme, but to have deeper analysis, other programmes were used. Professional Statistics and SPSS were used to cross-analyse and find correlations of the data. The analysis was made after the data collection was done and the reply link closed.

Since it had been long time since using SPSS and there was no previous experience of using Webropol or Professional Statistic tool, usage of the programmes was problematic at first. Remembering how to analyze data was challenging, but with some discovery and practise it succeed. Checking guidance videos and other instructions helped to use the analysing tools. If the analysis was done again, some course or guidance to usage of tool would be taken to get the best out of the data.

Interviews were recorded by phone, so the analysed data was in the record and could be replayed afterwards. The records were taken, to avoid interrupting the conversation by writing notes or forgetting how the conversation went. The records were played after the interviews and transcribed word by word to a Word document. This was done, to realize the actual message of the answers and to be able to find similarities and differences in the interviews. The issues that were problematic or accelerating the induction process in these cases were highlighted from the text. The interviews were reflected to the theory as the self-observing part too. Interviewees were marked anonymous in the research, to be able to have honest and straight answers.

4 Key results and analysis

In the key result analysing part there are the results and discussion of the survey that was made to Sokotel's employees. Here is also self-observation part that discusses own experience of induction to Service Manager's work. Two theme interviews that had with the employees are analysed in this chapter. The results of interviews, survey and self-observation are analysed based on the theoretical framework.

4.1 Self-observation

I have been working in Sokos Hotel Albert as a Service Manager now less than two years, and still remember how my induction was taken place. When I arrived, I felt very welcome and my colleagues and supervisor took me as a part of the team straight away, which helped me to adapt to new work community. As regarding Eklund's (2018, 35) theory, this is a meaningful for employee's work satisfaction. I felt that this welcoming feeling raised my work satisfaction and was very important for myself, due the fact that I was not only new in the workplace, but new in the position too. I think that my satisfaction would have been very much lower, in case that I felt that I was not expected or accepted to the team.

The person who I came to replace, was no longer working when I started. My induction was mainly handled by my receptionist colleague. She had many years of experience of reception work and that hotel. First two induction shifts I was working together with her and counted out of normal workforce. She was very patient, calm and kind and I thought that she was very suitable for that induction job. This supports Eklund's (2018, 36) writing of importance of choosing the right person to induct the new employee. She handled the induction to receptionist's work tasks. I felt that I could ask anything and did not feel ashamed if I did not know something. In this case where changed from sales representative's position to the reception Service manager, I felt that it was easy to start in a new position in her guidance. I had a feeling that she was really present when teaching me, which I think is important feeling to have when inducted. In general, I felt that the induction to reception's work tasks was quite effective.

I hadn't been working in the hotel reception as my main work in several years, as I'd been in our sales office and in different work tasks before. Even though the system was the same in the sales office, the used functions were different in the reception. After those two shifts of induction I was already working alone in the house. Even though I consider myself as a fast learner and not afraid of taking responsibility, I thought that there could have been one more day of working with someone, to get to know the work and the house more. In this case, it may had been about reducing staff working hours, or not realising that I needed more time in induction, or both.

I was supposed to go through my Service Manager's work tasks with our Hotel Manager, before she was about to move to another hotel. When I first started, she was on holiday and then we had some weeks working at the same time before she left. She was very helpful and good person into the induction work. The only thing that was blocking my induction, was the lack of time. We had three full days marked in the work schedule, just to have the office induction to Service Manager's tasks with her. Anyhow every time we had an office day, something disturbed us. For example, one time I had to go to work, to cover a sick leave. I felt that we had not had time enough to go through all the necessary things before she changed the unit. As Kjelin & Kuusisto (2003) claims, the timing for the start should be carefully considered from induction's point of view in order to succeed. In this case, the timing may have been bad, as my supervisor was leaving, and I was very new in the position and only Service Manager in the reception. Therefore, I would have needed more support on my learning.

I thought that it took a long time to get to know all the tasks that I was even supposed to know, as my closest supervisor was gone. I thought that Service Manager's induction should have had a separate check list, and later on, during this research project I found out that that HR had this kind of check list materials provided, which would have been very helpful in my induction too.

Later on, when our Hotel Manager had changed, I got to know about the work tasks that belonged to my, but I had never heard about. I finally felt that I got support to my own learning. I wanted to succeed at my work and develop myself, and therefore I wanted that my supervisor was demanding and supporting me on my learning process.

I would have wanted to have some follow-up on my learning. In the beginning I felt that I had to struggle and learn everything by asking from my colleagues. There were no check lists used in my induction, so everything was done by memory, which was surprising me. After my own induction, I found check lists, shift cards and induction folder from our computer and folder. They were not updated in a long time, and not used in our induction for some reason. I think that people may have not known about them. I thought that taking those tools in use would be helpful for other new employees or trainees in the future, therefore I updated them and included them in our induction.

There was no clear structure or plan for the process, which would have helped the learning a lot. As Kangas & Hämäläinen (2007) writes, the check lists would have been very helpful tools to follow-up the learning. I think that the tools should be easily accessible in

one place where people can find them. One person should be responsible of updating the information, so the induction materials were accurate all the time. In my opinion, the induction should have a clear model in the organization, so that all the units would use same tools and have the same content in their induction. I think that everybody should have the same chance to grow professionally and have a good start at their work, not depending on where they work.

In general, the things that accelerated my induction were that the right person had been chosen to induct me to the receptionist's working tasks and I had very welcoming feeling when I first started in a new position and new workplace. Timing, not sticking on the plan, lack of planning, missing clear structure were the inhibitors in my induction process.

4.2 Results from qualitative interviews

First was interviewed a Service Manager who works in Sokos Hotel's reception. She was called "Interviewee A" in this research. Interviewee A changed a unit three and a half months ago from the same position to another Sokos Hotel, so her induction was still very current topic. She had approximately 10-years' work experience of hotel reception work.

The second interviewee was working as a Reception Service Manager in Radisson Blu hotel in Helsinki. She was called "Interviewee B" in this research. She had moved from another Radisson Blu hotel one and a half years ago. She had been working in the same position in double as big Radisson Blu hotel before.

There were some problems in the induction process that were brought up by both of the interviewees. Both interviewees thought that common model for induction at Sokotel should exist and the standard should be the same in the whole organization. Below is a quote by Interviewee A about how she finds the common model would be helpful.

"There are no common induction models between the units. Of course, If you change a unit, you may not have the same kind of induction as new employees. It would be good to have common model for the chain. As I have heard, some houses may have long induction, lasting almost a week. It should be the same for everyone." -Interviewee A

Both interviewees had experienced that the quality of induction in different hotels varies. Interviewees thought that used time and effort was very different depending on the hotel. This supports Eklund's (2018) theory that states that planning is the only way to ensure the whole organization has the same standard in induction. Seems that regarding what

these interviews showed, the induction process should be planned better. Having a common induction model for the whole organization could help to raise the standard and offer better quality in induction.

The common model should be flexible enough to take account to the background, experience and skills of new employee. The interviewee A had felt that in her previous workplace there were people who did not understand that she had 10 years of experience working in the hotel. A colleague did recheck after her work and Interviewee A felt that her skills were underestimated, and background not considered properly. As Ahokas & Mäkeläinen (2013) suggests, the first step should be to prepare and evaluate the skills and knowledge of a new employee. Doing the preparation well and having as much information of new employee's previous skills and knowledge would enable to start the induction from the right place, and not to use time teaching the things that new employee already knows.

Both interviewees felt that they had had enough time in their induction at their current work and thought that this was because they were working in smaller hotels compared to Sokotel's average size hotel. Interviewee B thought that things were done in a hurry in the bigger hotel she used to work before. In her opinion, there was no time for induction or anything else than customer service. Good planning saves time (The Centre for Occupational Safety, 2019) and at the same time the saved time can be used more effectively to the induction. Using enough time and effort is crucial to succeed in the process, to get the new employee productive as quick as possible (Baddapuri 2016). The interviewee's opinions of importance of time are supported by the theory. Good planning and considering how to find enough time and resources on effective induction are needed regarding the interviews.

"Maybe some induction discussion after like three months of starting would be good, to check how the new person is doing and if the job is as expected, or is there something that is missing, or could be done differently. These discussions could reveal if someone likes to do something that other people do not necessarily like, and direct employees' interest on right things. For example, if someone likes to update company's social media, and someone else is not comfortable with it, it would be possible to offer the work tasks to right people." -Interviewee A

Neither one of the Service Managers had had an induction discussion when they first started. Anyhow Interviewee B told that she is having them with the trainees at some point of their training. She said that this is when they go through what the current situation is and if something should be done differently. The feedback goes both ways in this case, which supports Kjelin & Kuusisto's (2003) theory of the importance of two-way induction discussion, to enable the process to be developed in the future. Interviewee A suggestion

about induction discussion in the quote above, would be beneficial to the organization and help evaluating and developing the processes at work and induction.

The inductioners in both cases were interviewees' colleagues. The difference in their induction was the people who inducted them. Interviewee A had three days with a different colleague in each day, while Interviewee B had the same inductioner for her first two days. Interviewee A thought that having different inductioners on each day would help her to learn the best out of everybody's working styles and knowledge. She thought that this is beneficial for new employees too, not to form own working style too much regarding on one inductioner's working style.

"I think that one challenge is that the style of inducting the new person varies. We have several people who have started to work as a receptionist just a year ago, and then employees who have worked many years. How the induction is implemented, can be very different. People do not have a common model and guide and teach differently. Mainly these are Opera related things that cause inconvenience in new people." -Interviewee B

Then again interviewee B told that she takes the responsibility of their new employees and has the general induction with them on their first three days. As quoted above, Interviewee B saw the inconsistency in induction styles as a challenge. As Eklund (2018) suggests the quality of induction depends of the skills and experience of the inductioner, and there for the job should not be done by everyone. Not everyone has that experience, characteristics and skills that are needed to deliver good induction for a new employee. Whether the induction is done by one or several persons, the inductioners should be well picked and trained.

Both Interviewees told that the responsibility of induction was on Service Managers in their units. As a difference in the answers was that Interviewee B knew her supervisor's responsibilities in the induction, while interviewee A was unsure of Hotel Manager's role in the induction. As the Centre of Occupational Safety (2019) suggests that the supervisor should be responsible of the induction process but can delegate the induction work to trained employees. In this case, the supervisor is the Hotel Manager. Regarding the theory, the roles should be clearer and people who induct should get training to it, to avoid confusion. Whether the responsible person is the Hotel Manager or Service Manager, the common roles should be agreed in the work community to enable taking care of the responsibilities and to build a functional induction process, which will be helpful for the company and its employees.

Mostly interviewees saw the weaknesses and strengths of the process in the same places. The development topics that were lifted up regarding the interview results were:

- Different resources in different units
- Incomplete planning
- Missing induction model
- Unclearness in roles and responsibilities
- Different induction styles
- Considering the background of a new employee

4.3 Results from quantitative survey

The survey was open for 10 days in total. First it was posted to Workplace by Sokotel's Human Resource Specialist. After a week there was a notification post sent to Workplace. Two days before closing the survey, HR sent a reminder email to all the Managers to remind their teams to reply. The population of the survey was 88 in total, which makes it 8,1% of total 1081 Sokotel's employees. 79% (N=69) of employees who replied worked in Sokos Hotels and 21% (N=19) in Radisson Blu hotels. There were no answers from back office employees.

25 Receptionists, 17 Department heads, 16 Reception Service Managers, 14 Restaurant Service Managers, three Breakfast Waiters, three General Managers, two Chefs, two Sous Chefs, one Specialist and one Housekeeping Service Manager replied in the survey. The replies are in percentages in the figure 4 below. Housekeepers, Pool guards, Cosmetologists, Meeting Hosts and Meeting Service Managers gave zero replies.

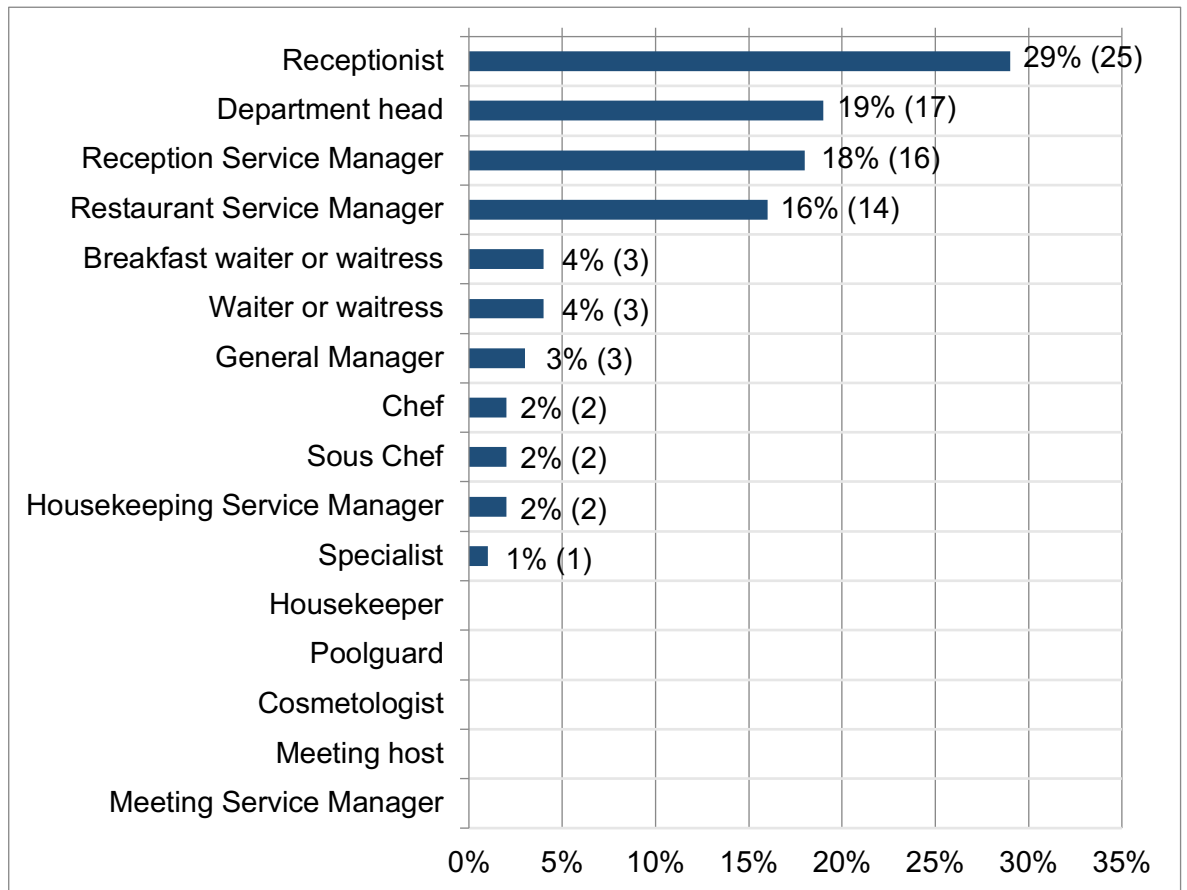


Figure 4. Position

When asked who the inductioner at the workplace was, the population was 88 and the distribution of answers was following:

- 17 % Department head
- 26 % Service Manager
- 13 % assigned person who is not supervisor
- 41 % several people, no one is assigned to the job.

“Several people, no one is assigned to the job” got most answers. The Centre of Occupational Safety (2019) suggests that the supervisor is the responsible person of induction process, but can delegate the induction work to trained person, and in the results, there are still 41 % who replied that no one is assigned to the job. This amount of Clearing the responsibilities and assigning a person, either supervisor or someone else suitable for the job could be helpful to create successful induction process.

In the figure 5 below there are interesting results of cross-analysing between two parts in the survey: The inductioner at my workplace is and how would they evaluate the induction in general at your workplace on scale 1-5 (1=very poor, 2=poor, 3=moderate, 4=good, 5=excellent). The options in the first part were: 1) I don't know, 2) several people, no one is assigned to it, 3) Assigned person, not supervisor, 4) Service Manager and 5) Department Head. Total population on both questions was 88.

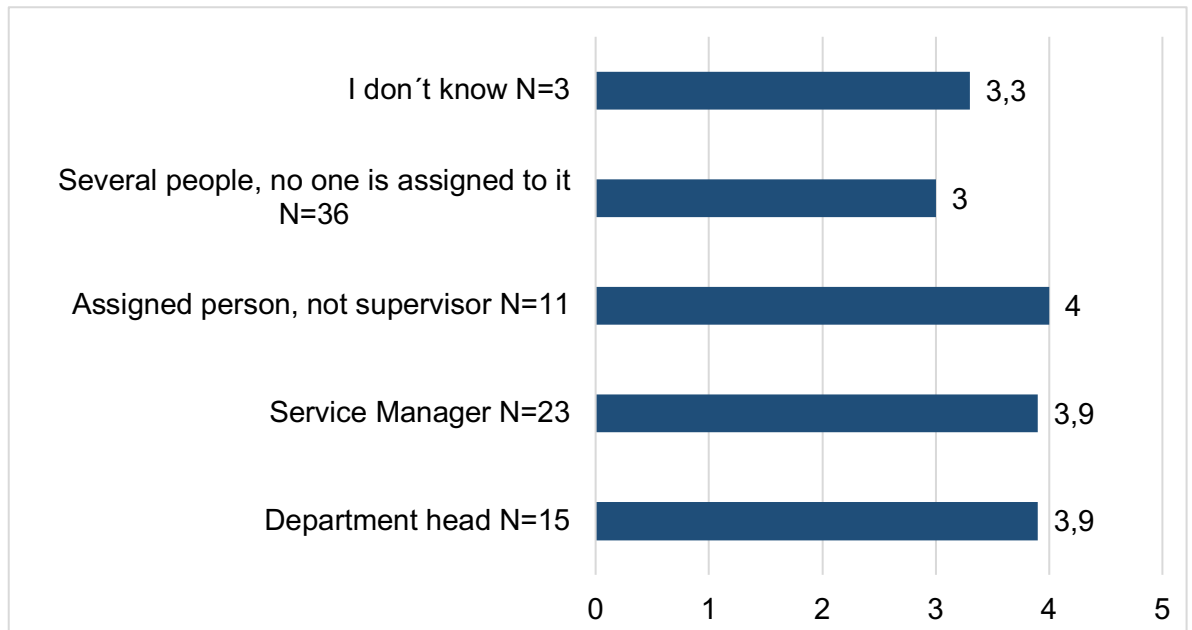


Figure 5. Inductioner versus evaluation of induction

There was a statistical significance in the results. Employees who answered, “several people, no one is assigned to it”, were significantly less satisfied in the induction in general, compared to people who picked any other option. That group had 3 as a mean in induction satisfaction and employees who answered “I don't know” had 3,3, which is also lower compared to other results. Employees who had assigned person, not supervisor had 4,0 as mean and employees who had Service Manager or Department head inducting had 3,9 as a mean of general satisfaction.

Regarding the results, employees are more satisfied when the roles are clear, and responsibility of induction work is on one person. Whether the person is the supervisor, Service Manager or someone else assigned to it, does not seem to be relevant, as long as the responsibility of induction is clear and belongs to one person. Choosing one person in the induction work is suggested in the theoretical framework as well (The Centre of Occupational Safety, 2019).

From total 88 of population, 69 % (N=61) of repliers' latest experience of induction was as an inductioner, when 31 % (N=27) had been in inductionee's role. This means that majority of employee's are inducting the new employees. Not everyone has the skills, knowledge nor motivation to induct and as previous results show, one person should be chosen to the job, to support the general satisfaction in induction. Anyhow induction is quite large concept and can be differently understood. While someone sees the first three days as an induction period, someone else feels that it is an ongoing process. This is also discussed in the theory, when Ungan (2006) suggest that the process has a start point

and end point while Ahokas & Mäkeläinen sees the induction as ongoing process (2013). In the second case, it is common that so large group of people feel that their previous experience of induction was in inductioner's role. Anyhow if people feel that the induction is just the few first days when the new employee is count out of normal workforce, the amount of inductioners is big. As this is subjective how people see what the induction is, only assumptions can be made regarding this result.

From total population of 88, 23,9 % (N=21) of the repliers had been working in the current work place less than a year, 30,7 % (N=27) one to three years, 13,6 % (N=12) from three to six years and 31 % (N=28) over six years. Figure 6 below shows how long the employees have worked in the current workplace, divided by Sokos Hotels' and Radisson Blu hotels' employees. There were 49 % (N=34), almost a half of Sokos Hotel's employees who had worked over 3 years, while the same number of Radisson Blu employees was 31 % (N=6). Population in the questions was 88. If the population would have been bigger, regarding the results could have assumed that Radisson Blu has gotten a lot more new employees than Sokos Hotels in previous three years. This may reflect to higher turnover rate, that could be possibly enhanced with better induction. Anyhow the population of survey was not big enough to analyse that more.

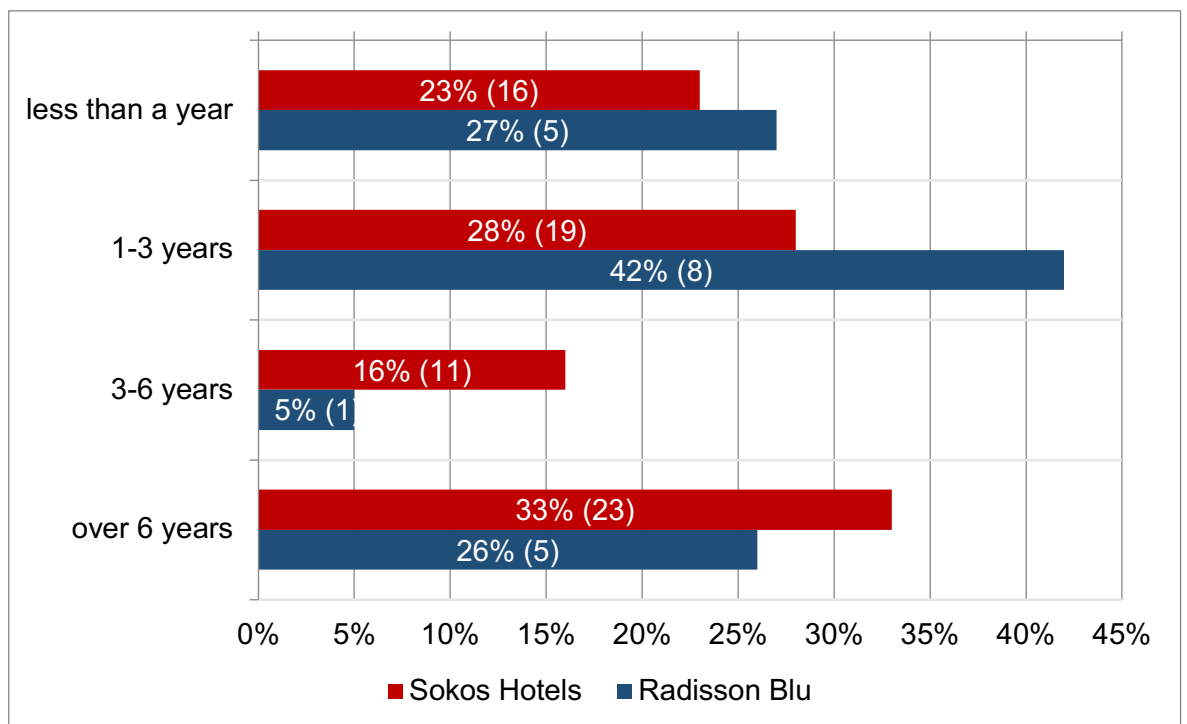


Figure 6. The length of employment

When asked how the induction affected employees' work motivation, the answers divided as figure 7 shows below. The total population was 88. 48 % (N=42) thought that their induction increased their work motivation, 21 % (N=18) thought that there was no impact and 11 % (N=10) felt that it had weakened it. 20 % (N=18) answered that they don't know how the induction has affected their work motivation. As Ahokas & Mäkinen (2013) suggests, the first step of induction is preparation, which includes motivation and evaluation of new employee's skills. Providing necessary information and making new employee feel comfortable in the job, increases his motivation (Baddaburi, 2016), which again increases the satisfaction and commitment to the organization (Meswantri & Ilyas 2018).

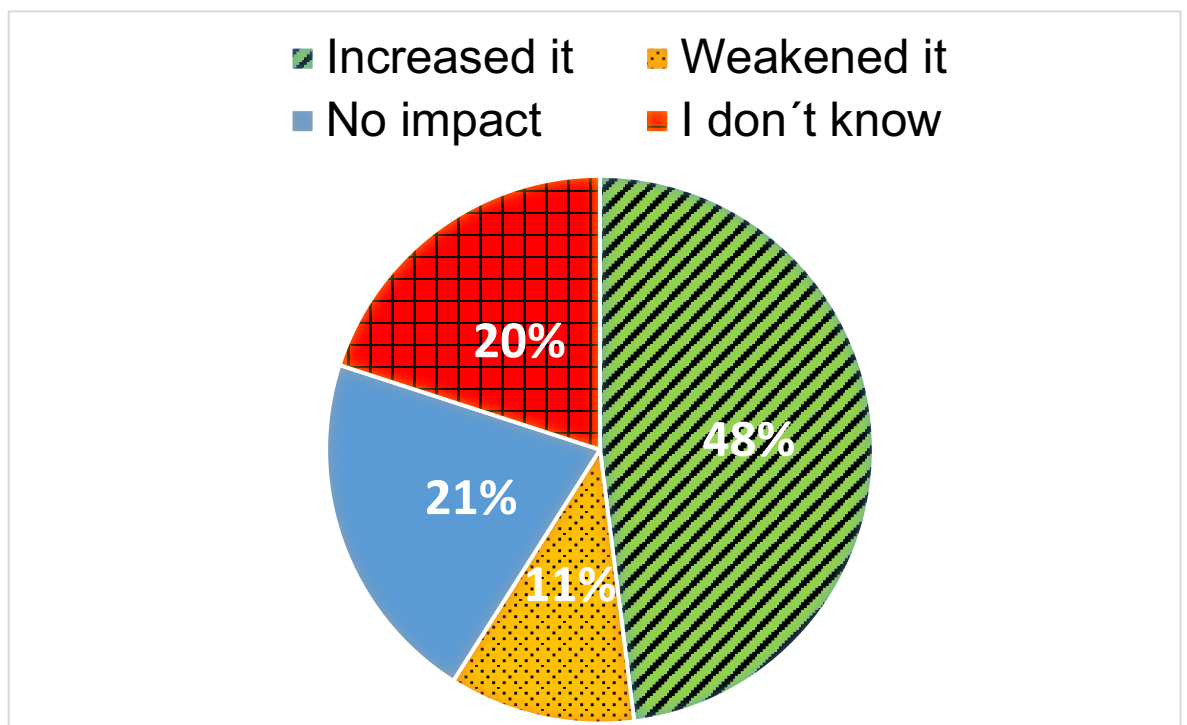


Figure 7. Induction's impact on employee's motivation

The results show surprisingly the lack of motivational aspect in induction, when less than a half of employees who replied felt that the induction increased their work motivation. When one purpose of induction is to motivate, the ideal situation would be that there were no employees who felt that the induction had weakened their work motivation, while now there was a significant group of 11 % (N=10) who thought so. Also, employees who felt that there was no impact or that they don't know the impact, could have been motivated better in their induction. The goal for the organization could be to raise the motivational aspect of induction. This value can be compared easily in the future in a similar survey research.

More specified results of impacts to motivation in different positions is shown in table 1 below. There were 10 repliers in total who thought that their induction had weakened their work motivation: one Department head, one Waiter, two Receptionists, two Reception Service Managers and even four Restaurant Service Managers. Restaurant Service Managers were in total 14 repliers, which makes it around 16 % of total 88 repliers. This group is presenting 40 % of those who felt that the induction had weakened their motivation. This means that almost 30 % of Restaurant Service Managers who replied, felt their work motivation decreasing because of their induction while 12,5 % (N=2) of Reception Service Managers who replied, shared the opinion. There were 17 Department Heads who replied on the survey and one of them agreed the weakening impact on motivation caused by their induction. This is definitely a group whose induction process should be focused in the future.

There were in total 55 repliers who were Service Managers or in higher position and 12,7 % (N=7) of them thought that the induction had weakened their motivation. Three people of rest of the employees who were in total 33 thought the same, which makes it 9,1% of them. Regarding these results, employees working in higher positions starting from Service Managers agreed more on the weakening impact of their induction process. From this could be concluded that Manager's point of view should be considered in the induction process. Service Managers and Supervisors are in a key role when inducting and motivating the new employees, which makes it even more important to keep them motivated.

Table 1. Position and induction's impact on motivation

	Increased	Weakened	No impact	I don't know	Total
Receptionist	10	2	5	8	25
Breakfast waiter or waitress	2	1	0	0	3
Waiter or waitress	1	0	2	0	3
Chef	2	0	0	0	2
Reception Service Manager	6	2	5	3	16
Restaurant Service Manager	7	4	1	2	14
Sous Chef	1	0	1	0	2
Housekeeping Service Manager	1	0	1	0	2
Department head	11	1	2	3	17
General Manager	1	0	0	2	3
Specialist	0	0	1	0	1
Total	42	10	18	18	88

When comparing the values “who the inductioner is” and a claim “the process is clear and logical” the results can be seen from the figure 8. The options to the claim were: 1) strongly disagree, 2) disagree, 3) agree and 4) strongly agree. Total population in both questions was 88. Employees who answered “several people, no one is assigned to it” disagreed the most with the clearness and logicity of the induction process, with 2,4 as a mean. Mean for “I don't know” and “Assigned person, not supervisor” was 3,0, while it was 2,9 when the answer was Department Head and 3,1 when Service Manager. This shows that by assigning the inductioner's role to one person makes the process clearer and more logical for employees. Regarding the results, seems that assigning one person to induct seems to have positive benefits in different aspects of induction.

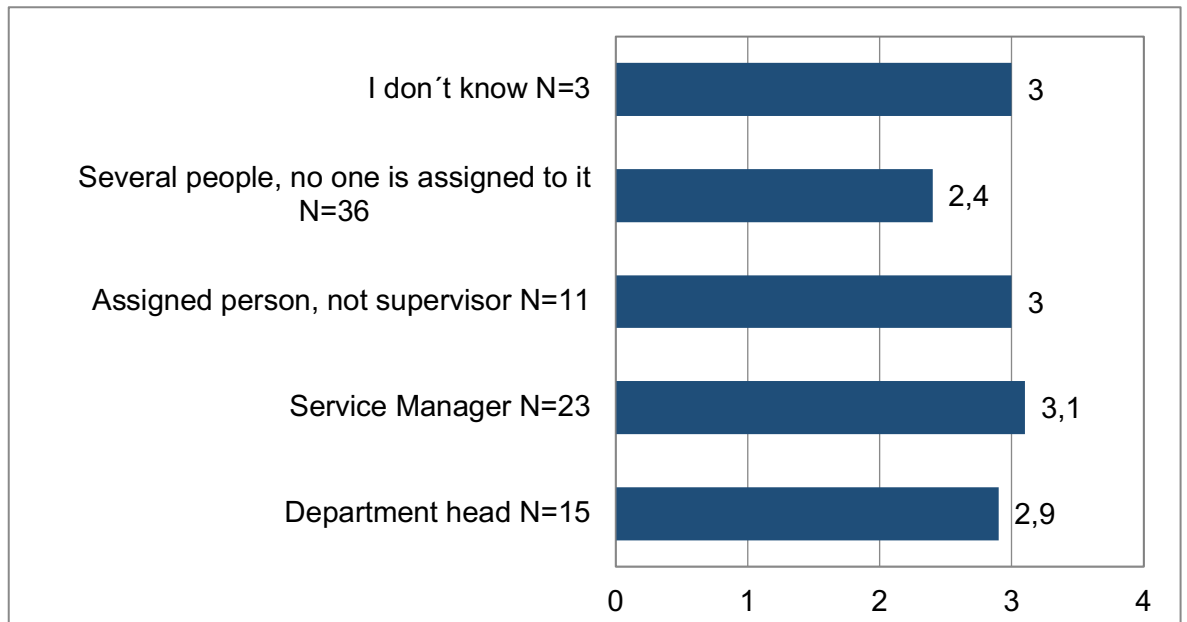


Figure 8. Inductioner versus clearness and logicity of process

When asked how employees evaluate the induction in general, the mean was 3,55 on scale 1-5, from total 88 of population. The mean was between moderate and good. There were no significant differences between Sokos Hotels and Radisson Blu, when comparing the results. The mean for evaluation tells that there is a need for process development regarding the results, as average employee evaluates the induction worse than good. This is an important value to know and if there is need to research the induction in the company in the future, the value is easy to compare.

When asked which tools were used in the induction at employees' workplace, there were multiple options to choose from, which can be seen from figure 9 below. From total population of 88, 77% (N=68) ticked safety walk, 76% (N=67) safety folder and 72% (N=63) e-Jollas modules. Induction check lists were chosen by 64% (N =56), shift task cards by 59% (N =52) and induction folder by 48% (N=42) of employees. 7% (N=6) chose the answer "I don't know". Interesting was that safety folder is something that every employee should read and sign, but still it was only 76 % who told that the folder is part of their induction process. Of course, it can be subjective that people see it as a part of induction process or as a separate thing.

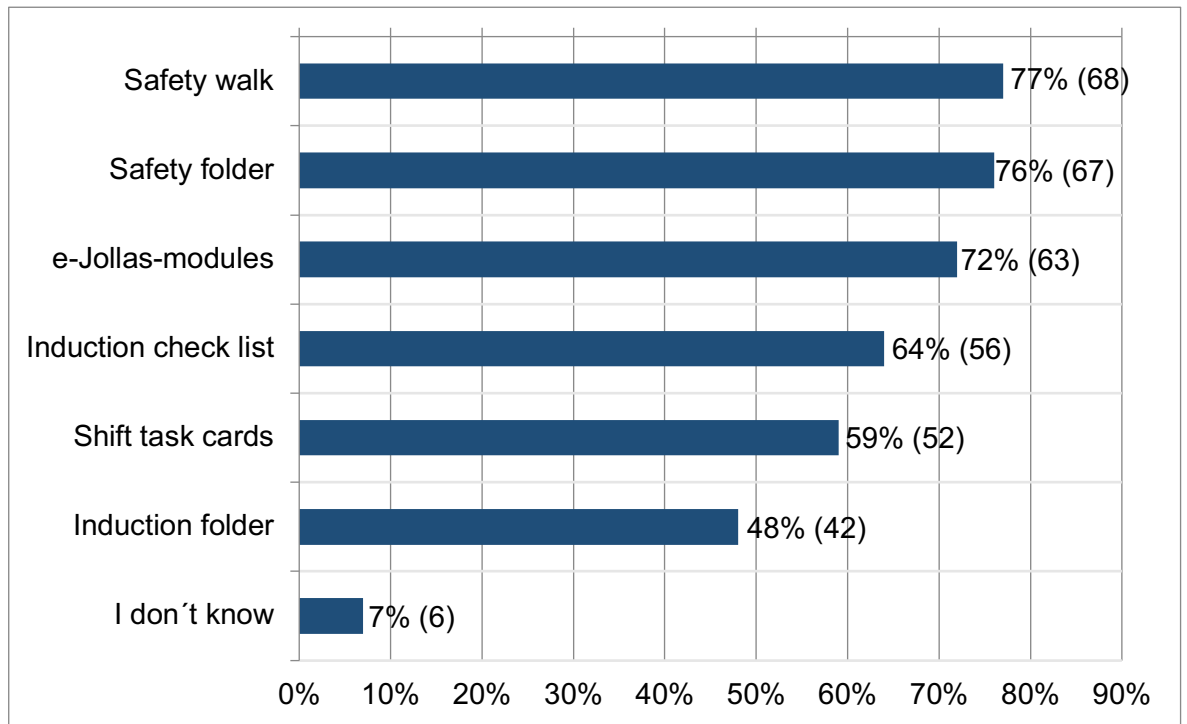


Figure 9. Used induction tools

If the assumption was that only those 76 % had went through the safety folder, there were still 24%, almost every fourth who had not. In this case, could be assumed that those people are lacking some safety induction in the unit, and this may be a security risk for the company and its employees and customers. As the Centre for Occupational Safety (2019) suggests, the knowhow in case of emergency is a crucial part of induction.

Regarding the results, majority of hotels use induction check lists and shift task cards in the induction, but there is still a significant group of employees who did not see the tools as part of their induction. These tools help to follow-up the learning process (Kangas & Hämäläinen, 2007) therefore it would be good to include them in the induction process for everyone. It may be challenging to remember everything by heart, so the check lists would be helpful for both to the inductionee and inductioner. This would support the teaching and learning process, and in that matter make the process more effective and beneficial for the other work community and company.

E-Jollas has the safety modules that employees do annually. Result of 72 % (N=63) can be seen as a normal result, as it may be that the newest employees have not had their yearly training in eJollas yet. Only 48 % (N=42) have the induction folder as a part of their induction process. The tools and methods should be chosen to fit in that specific job induction (Eklund 2018, 96-98). What was revealed later in the results of open questions, was that employees thought that the information should be found from one place. It may

be good to have the induction folder either in covers or in a folder on the computer, to be able to find all the needed information in the same place. This would save time and, in that case, make the induction more effective.

One part of the survey had 19 different claims, where the options were on scale 1-4 (1=strongly disagree, 2=disagree, 3=agree, 4=strongly agree). There were claims from different categories of induction, including the work safety, values, brand, the process, identity, roles and responsibilities, documentation, property, workplace, products, services, sales goals, service culture, communication tools and policies, finding information and getting help, rules and policies, work tools and systems, succeeding at work independently and managing the work tasks. The total population in this part was 88.

Table 2 in the appendix 6 shows that there were three claims that got less than 3 as a mean, meaning that employees in average do not agree with these claims. In addition, one claim got also more disagreement than most of the claims. The weakest results and their means were:

- Induction process is documented regularly, 2,18
- Process is clear and logical, 2,78
- Roles and responsibilities are clear, 2,88
- Induction has made it possible for me to manage my current work tasks, 3,08

The weakest mean was in a claim "Induction process is documented regularly". This claim was strongly disagreed by 23 % (N=20), disagreed by 42 % (N=37), agreed by 30 % (N=37) and strongly agreed by 6 % (N=5) of repliers. Even 65 % (N=57) disagreed or strongly disagreed with this. As the theory proves, the documentation should be part of the induction process to help the evaluation and development of the induction. Regarding the results, there should be put more effort to the documentation, as the theory proves, the documentation is helpful for planning, evaluating and developing the induction process.

Process is not seen clear and logical enough in employees' opinion. 8 % (N=7) strongly disagreed, 26 % (N=23) disagreed, 45 % (N=40) and 20 % (N=18) strongly agreed with "process is clear and logical". As highlighted in theory, the planning is one of the most meaningful part of induction process and regarding this research there are significant challenges to implement the process, so that all the parties are have a clear picture how the induction should be taken to practice. Planning the process clear and communicating it well to all the employees is crucial part of successful induction process.

Roles and responsibilities are not clear to the employees regarding the results. 7 % (N=6) strongly disagreed, 23 % (N=20) disagreed, 47 % (N=41) agreed and 24 % (21) strongly agreed with “roles and responsibilities are clear”. This is a large number of employees who felt unsecure about the roles and responsibilities in the induction process. This means that the role of supervisor, inductioner and other work community should be clarified to be able to share the responsibilities and enable people to take the responsibility in their role. This again enhances the induction satisfaction as written in the theoretical part.

“Induction has made it possible for me to manage my current work tasks” was a claim that got the fourth weakest mean, 3,08. 7 % (N=6) strongly disagreed, 18 % (N=16) disagreed, 35 % (N=31) agreed while 40 % (N=35) strongly agreed with this claim. There was a significant group of employees who thought that the induction did not enable managing in current work tasks, as that is the purpose of the induction. This value should definitely be higher, so that the company would reach the goal of work induction: employee would be able to perform his work successfully (Kjelin & Kuusisto 2003, 13-14).

The highest scores of the claims with their values of means were:

- I know our service culture, 3,76
- I know our services, 3,73
- I know the property, 3,73

This proves that hotels have succeed to deliver the idea of their service culture and services to the employees, which is an important part of organizational strategy. It may be that creating selling service culture (S-Kanava, 2017) have enhanced knowing the service culture and services. Employees agree to know the property well, which is an important thing when talking about safety issues.

There were two open questions in the survey. The first question was “Is there something you would like to change in the induction at your workplace? If so, what?”. The population of the question was 39. The other open question was “What kind of tools and methods you wished were used in the induction in the future?”. 40 employees replied in this question. The development wishes regarding the open answers are presented in table 3 below.

Table 3. Development wishes for induction

Time & schedule	-Enough time, for the receptionists 1-2 hours in the office before starting in the reception -Planned schedule, same shift for the first week and with same person -Same recourses in every unit
Tools	-Same tools and materials for each unit, updated information: check lists, shift cards, induction plan, quick induction card, online and virtual tools, concept handbook (Radisson Blu), trainings
Structure of the induction	-Better planning -Common induction structure and model for whole Sokotel -Clarifying and simplifying - less forms and having the information in one place
Content of the induction	-Setting goals -Follow-up, using check lists -Induction discussion
Inductioner	-Clearing the roles and responsibilities -Assigning a person who is suitable to the induction job -Using a "Buddy"-model
Management induction	-Overlapping and having induction with leaving manager for one month
Safety	-Practicing the emergency situations, especially with the ones that are mostly working alone
Effective recruiting	-Recruiting effectively so there is time left for proper induction, before the "real need"

There were a lot of similar themes that repeated in both answers. One of them was planning a clear and organized structure for the induction. Unclear and poor planning repeated in 23 % (N=9) of the open answers in the first question. Employees wanted the induction process to be more planned, simple and to have a clear common structure for whole Sokotel, which can be applied to Eklund's (2018) writing that tells planning to be the only way to ensure the quality for induction is the same in the whole organization. The structure wanted to be clear for both, inductioner and inductionee. Mentioned issues support the theory of importance of planning. Regarding the open answers, it may be assumed that the induction model is not clear for those people who are doing the induction work.

There were 25 % (N=11) repliers who mentioned that there was not enough time used to the induction. One employee had written "Having induction at all, would be a start". Also feeling that the employee had not prepared for induction was stated in one answer. As written in the theory part, resourcing enough time to induction process pays off later, as in increased motivation, better productivity and engagement. There were several people who thought that starting to work independently happened too soon, and more time was needed not counting them on normal workforce. Trying to induct when it is busy, was seen as a challenge to deliver good quality of induction to the new employee, which applies to

the theory by Kjelin & Kuusisto (2003). People may understand the induction differently, so it is challenging to propose recommendations for usage of time in the induction.

Naming the person who is responsible of the induction process was highlighted in the answers. 18 % (N=7) of repliers had a mention of choosing a right person or assigning one person to the job. Some people had felt that the person who took over the induction at their workplace, was not suitable for the job. Choosing the right person to inductioner's job was seen as one of common development ideas, which can be applied on Eklund's (2018) writing, that states that choosing a right person to the job is crucial and one of the key elements for successful induction. There were some employees who suggested a "buddy" model in the induction. Pairing up with more experienced colleague could bring more support to employee's learning. Regarding these results, may be assumed that units do not pay attention enough when choosing the person to the job, or that the person is not assigned.

Usage and accuracy of induction tools was mentioned as development tasks. Tools such as check lists, shift cards, induction folder were only partly used or not used at all in the induction process at some workplaces. As Kangas & Hämäläinen (2007) writes, different kind of check lists are useful to follow-up and evaluate the process, which is crucial in this case when the process development regarding the results is needed. Human Resource's materials were seen unclear, not simple enough and hard to find. Information wanted to be found all from one place.

Setting the goals and monitoring the induction was seen something that employees wanted to see in the induction process in the future, which is supported by Eklund's (2018) theory of the fact that the process should be based to its goals. Then again Kjelin & Kuusisto (2003) write that the ground and the goal of the induction should be organization's values, vision and the strategy. Goals could be set together with the new employee and supervisor, which helps reaching them and in that matter is a strategical tool for the organization. Seems that there is not enough planning for the process and the goals of induction may not be fully understood in the units, regarding the answers.

What it comes to e-learning and virtual tools, employees suggested that all the information should be found online, collected to the same place. This would make finding the information easier and also support inductioner's work and inductionee's learning. Digitalization was seen as an opportunity to provide accurate materials to all the employee's. There is already induction information online where employees can access, but it may be that

this is not informed well enough. Good tools are not good, if people do not know about them.

4.4 Reliability and validity

The population of the survey was 88, which makes it 8,1 % of Sokotel's total 1081 employees. Lack of replies may have been a challenge to the reliability of the research in the survey part. Anyhow the research gave clear themes of problems that repeated in the results, which increases the reliability of the survey. Also, self-observation and interview results supported the findings in the surveys, which increases the reliability of the research results.

The survey was originally shared in a group in Workplace, which had 962 participants, meaning 89 % Sokotel's employees. The channel was chosen to reach as many employees as possible by using one channel. Notifications were sent out in Workplace to remind employees' to reply. HR asked all the managers to remind their teams to reply, which again included the employee who were not joined to the group.

Workplace platform was launched for Sokotel's employees less than a year ago so it may have been that every unit have launched it successfully to the employees, so that it would be in daily use. Also, people are not using it in their free time and when they get back to work after days off or holiday, they may be reading only the newest posts. Therefore, notifications were sent to remind the employees to reply.

As expected regarding the work tasks of employees', there were positions that had zero replicates: Pool guards, Cosmetologist, Meeting Hosts, Meeting Service Managers and Housekeepers. There were also some positions that had low amount of answers: Breakfast Waiter, Waiter, General Manager, Chef, Sous Chef, Housekeeping Service Manager and Specialist. In that matter, the research may not be generalized to all the different positions in Sokotel.

Anyhow there were four bigger replier groups, which were Receptionists, Reception Service Managers, Restaurant Service Managers and Department Heads. Employees in their positions work daily on the computer and as a role of Service Manager or Department Head are using Workplace as their working tool. There are common themes in the results that can be applied to the whole group, but some of the findings can be applied to the biggest groups of repliers. The results may be partly applied to the hotel- and restaurant field in general, as the findings show the problems in very general things, not in small details.

Trustworthy sources such as published books and scientific articles were used in the theory, to have reliable sources and support the reliability of the research. Asking right questions and forming the questions right and clear helped to have reliable answers that were current to the research. Replying on each question in the query was compulsory, except the two open questions in the end.

This was done, to have the replies answer in each question and make have more reliable data. If the research was done again, one question would be added. Employee's intentions to change a workplace would be researched, as the importance and impact of engagement was discussed a lot in the theory part but was not part of the research. It would be interesting to compare how the induction satisfaction has a linkage to work engagement. By having a number of employees in the four biggest position groups, analysis could have been more limited to these bigger groups and population in this case would have been bigger. Unfortunately, that data was not available.

5 Discussion

Sokotel's Human Resource's ongoing induction development process can benefit a lot from the findings in this research. The development topics can easily be carried out to the practise. The development tasks are very doable with good planning and communication to the units. The results showed clearly the development objects for Sokotel's induction process. The results of interviews, survey and self-observing supported each other's and showed the direction to the development. Generally, the induction project needed to be more planned and clarified. Clear structure and common induction model wanted to be created for the organization. Roles and responsibilities needed to be clarified.

The research gave very clear picture of the current state of induction. The results showed clearly the problems in the process and proved that there is need for development. The problems that employees had discovered in the process were not surprising, though some of the differences between the segments surprised. Having own experience of the induction process in the company gave some idea of what the results are going to look like and where the problems may exist.

The cross-analyses revealed the differences in the positions. The Service Managers, especially the ones working in the restaurant, seemed to be less satisfied in the induction in general, compared to other positions. The role of inductioner was highlighted, as employees who had an assigned person inducting, were more satisfied in the induction process in general and saw the process clearer. Usage of time for induction seemed to be different in different units. Also used tools were not same in all the units and employees seemed not to know about the check lists that HR provides.

5.1 Conclusions

The research clearly answered to the research problems. The research discovered what kind of tools are used in induction and how the process is implemented in different hotels. The interviews and the survey helped to clarify how the induction is carried out in Sokotel and what are the problems in the process. The same themes and problems repeated themselves in the interviews and the survey.

The results were very clear and showed a clear direction for HR's development project. The induction process needs to be developed to be able to motivate and engage the employees. Induction should be seen as part of organizational strategy as it has a vital role creating the company image and in that matter is competitive advantage within the competitors.

Employees in every level want the induction process to be planned better. There is a lot of uncertainty in the process and the roles and responsibilities. Different units do not necessarily use the same tools and methods, and there are no common guidelines provided by the organization. Employees want the materials to be clearer and more simplified and information to be found from one place. SharePoint seems to have induction materials, that all the employees may not know about. Units should use and benefit the check lists and materials that are provided.

Employees feel that the quality of induction varies a lot in different units of Sokotel. Some people felt their induction was very organized and functional, while others struggled and felt that there was no induction at all when they first started. The induction's quality should be standardized so that the induction would be as effectively delivered to a Restaurant Manager working in Sokos Hotel in Tampere than to a receptionist working in Radisson Blu hotel in Espoo. There should not be major differences on induction satisfaction in the organization. Every new employee in the organization has a right to have an effective induction. This helps employees' professional development, motivates and engages them, which gives better results at work. The company and employee benefit both and after all, used time and money recruiting the employee should be turned to additional value as quick as possible.

Setting the goals, monitoring them and following-up is missing from the induction process in general. Different check lists and shift cards wanted to be included in the induction to help the follow-up. Induction discussion wanted to be included to first working months, to be able to follow-up and have two-way feedback between the new employee and company's representative, whether he is the supervisor or the inductioner. Goals cannot be reached without setting them first. This is important for both to the company and to a new employee. Evaluating the process is a crucial part of development. The process should be developed constantly as the needs change in the organization and in the field. The good service and safety in the hotel- and restaurant field may enhance the growing tourism in Finland.

In many cases the roles were seen unclear. The person responsible for induction and the person/persons implementing the induction need to be clarified to be able to develop the process and realize the responsibilities and act regarding them. There were many employees who thought that there was no one assigned to the job or that the person inducting was a wrong person to the job. At the workplaces where no one was assigned to do

the induction employees were less satisfied in the induction in general. This tells of the importance of clearing the roles. The inductioner is in the key role when motivating and engaging the new employee, that is why this job should be considered seriously and the right person with right experience, skills and motivation should be chosen to the job. New peoples need to feel welcome and have the professional induction process, to be able to provide added value for the company that has invested a lot money and time on the employee.

People who have gotten a proper induction are more motivated. When putting effort in this induction process development, the best outcomes may be higher engagement and lower turnover rates. The process development brings value for employee and employers and is therefore a competitive advantage for the organization. As the results show, the induction should be seen as a meaningful tool in Sokotel's business strategy.

5.2 Development recommendations

Common induction model could be created for the whole organization. The model should include planning, implementation, follow-up, evaluation, used tools and methods and roles and responsibilities. Human Resource's induction task card that already exist, should be taken in use in all the units. Those cards have a good ground but are not used in all the units.

All the units and departments should name a person responsible of the induction process in their department, preferably a supervisor. He would be responsible of the process: planning, monitoring and developing it. Anyhow the induction work could be delegated to a Service Manager, or someone else, as long as the person is suitable for the job. This person or persons should be chosen by supervisor who then delegates the induction job to the assigned person/persons.

If there is more than one inductioner, they could have own responsibility areas in induction, such as one taking care of induction to work tasks and programmes while other taking over in safety issues. Suitable person would be someone with experience, skills and knowledge. He has patience and is motivated to induction work. Choosing a right person, is vital for successful induction. The person who is responsible of the induction work, should be responsible of updating own house's induction materials, so that they are accurate all the time. Using the "Buddy" system, would support the new arrival. Especially in bigger units where people are working in the same shifts, it would be good to have an assigned person who you can ask help from. Constant discussion with the new employee and giving feedback should be included to induction work.

A training day or virtual training could be arranged to all the employees who are assigned to the induction work in the units, so that those people would realise the importance of their task and know what the expectations in the induction job are. In the training they would learn the best tools and methods to teach the new employees and have more perspective on the topic. Also, Careeria offers free induction training to the inductioner's who are responsible of the trainees in the units (Careeria 2019), so this opportunity could be exploited.

What it comes to tools and materials, everything should be found from same place, which could be naturally sPoint in this case, as it is S-Group's own intranet that offers existing induction materials already. The materials should be updated constantly and included as a normal routine of new employee's induction. The common materials could be updated by HR, while the inductioners in the units took the responsibility of updating own materials. The best tools and methods should be chosen and listed in the induction plan, so that everyone in Sokotel would use the same tools and methods to induct their new employees. These tools and steps could be:

- start discussion: setting the goals
- check list for induction
- shift task cards for each shift
- auditing tool (Sokos Hotels)
- handbook (Radisson Blu)
- quick induction card for extra workers
- safety walk
- safety folder
- follow-up by induction discussion after 2-3 months
- documentation by supervisor

Then again shift task lists would include the list of things in that specific position and shift, such as receptionist may have a list for morning, evening and night shift separately. The units should compose their own shift task cards to each department and each shift. These task cards could support the induction and in general work.

Induction plan should include goal setting, which should be made together with the new employee and supervisor. There could be a start discussion between the new employee and the supervisor, where the goals for the induction are set together. Example of the start discussion is provided in table 4 below. With help of check lists and other tools, the induction process would go on, until after two to four months there could be an induction discussion to follow-up the learning. In the discussion the supervisor and the employee could catch up and go through how the induction has succeed so far.

Evaluating the background of new employee should be a first step when a new employee is starting. When recruiting the employee, his previous knowledge and skills should be clearly evaluated and documented. Evaluating the previous skills and knowledge that are significant in the new work. This helps the inductioner to map the background and to support the learning considering the background. Going through employee's strengths and things where he needs support, would help the supervisor and inductioner to plan and implement the induction to fit for him.

Table 4. Induction start discussion form

<p>1. Defining key work tasks (together with supervisor)</p>
<p>2. Mapping previous skills and knowledge</p> <ul style="list-style-type: none"> -Previous education (relevant to the job) -Previous work experience (relevant to the job) -Own strengths in new work -Where the support is needed in new work?
<p>3. Setting goals and agreeing of follow-up</p> <ul style="list-style-type: none"> -Defining own/organizational goals for the induction (together with supervisor) -Going through the induction model, assigning the inductioner/buddy, agreeing of follow-up/induction discussion -What are your expectations for the new job?

The induction follow-up discussion should include two-way feedback. This would enable the new employee to find own strengths and have supportive and motivating feedback, but also to realise the development needs, to be able to reach the set goals. The form should be signed by employee and supervisor. The forms could for example as in table 5 "Induction follow-up form" below.

Table 5. Induction follow-up discussion form

<p>1. Reaching the goals</p> <p>-How have you succeeded at your new work and reaching the goals?</p> <p>-Which things have advanced/disturbed your progress?</p>
<p>2. Your work today</p> <p>-What are your key work tasks?</p> <p>-What are your strengths/development needs? (own & supervisor's evaluation)</p>
<p>3. Goals in the future</p> <p>-What are your/our goals for the future?</p> <p>-What kind of support you need to reach them?</p>
<p>4. Induction</p> <p>-How the induction is going and how it could be improved?</p>
<p>5. Welfare at work</p> <p>-What do you find most meaningful and rewarding in your work?</p> <p>-How would you describe your workload and stress level at the moment?</p> <p>-How can we support your work welfare?</p> <p>-Have the expectations fulfilled? Why, if not?</p>

Preparing the work community for the new employee should be part of the induction. It is important to inform the work community that the new employee is arriving, so the inductioner and colleagues expect and prepare for the new arrival and there will be no awkward moments of getting surprised by new arrival. "The induction start form" in table 4 could be useful to go through with the inductioner, so he knew as detail as possible the previous expertise of new colleague.

Communicating effectively the new induction model to the units is vital to standardize and make the process successful for all the employees in Sokotel. Setting the common rules for induction and making sure they reach all the units and employees is important. It would be best to obligate the supervisors to follow the common induction model, who then obligate the teams to follow the plan and choose the right persons into the induction work.

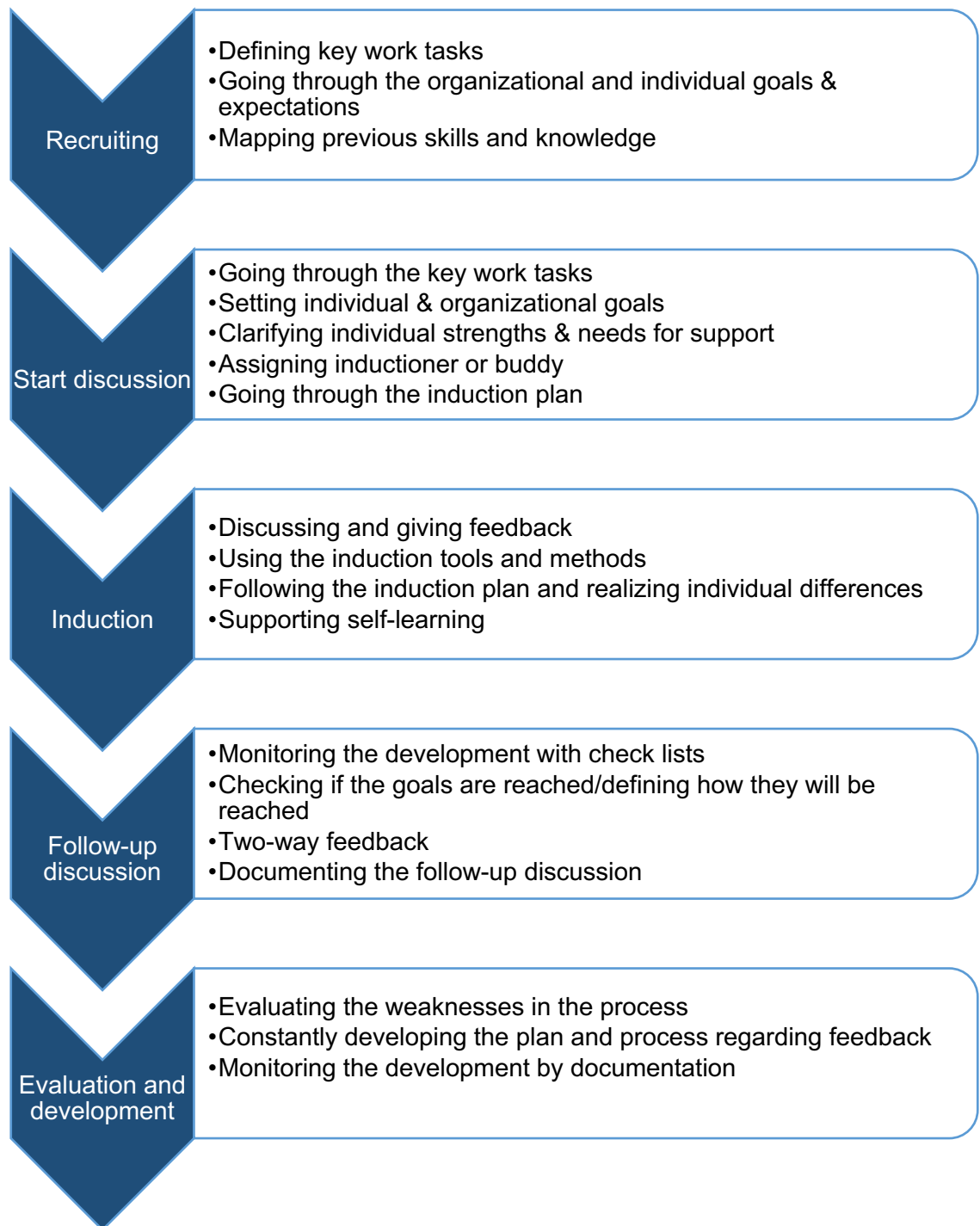
Example of induction process is presented in table 6 below. The recruiting should be considered as part of induction and used as a tool to map the skills and knowledge of the new

employee. This enables planning the process more fitted to that specific person. Setting the organizational goals and defining expectations should be included to recruiting and start discussion, to avoid mislead by employee or employer. Clarifying the strengths will help the employee to present his skills and knowledge. Also, the areas that need support should be discussed, so the employer knows the best ways to support new employee's learning process. Assigning the inductioner and/or buddy should be done.

During the induction employee should be encouraged to two-way discussion and enough feedback provided by inductioner, supervisor and other colleagues. Going through the induction plan helps the inductioner and new employee to follow the plan and use the time effectively. Using the common model and set methods help standardizing the process. Supporting self-learning and realizing the individual differences, may enhance the learning.

Monitoring the development and documenting the feedback should be used as part of the induction process, to be able to constantly renew it regarding changing working environment. Checking if the goals are reached and defining a plan to reach them in case they are not, is part of the process. Evaluating and process development should always be included to the induction process.

Table 6. Induction process



5.3 Assessment of thesis process

The process taught a lot about making a research. There was a long while since I wrote my Bachelor's thesis in 2013, therefore making the research felt like quite new thing again. My previous thesis was a qualitative research, so quantitative methods were quite new to me. The courses about Applied Research and Development, Tools for Analysing and Forecasting and Conducting Survey Research were supporting the thesis process.

Anyhow I felt that the gap between the courses and writing the thesis was quite long, so conducting a research and different research tools and methods were not strongly in my mind anymore. This was one thing that was challenging in the process and where I feel I would have needed more support.

I was happy to have support from Sokotel's Human Recourse department composing the survey, sharing it and to find out things that I needed to know. The survey was easy to compose and interviews easy to have, but the most interesting part of the research was having the results and analysing them. I found it rewarding to find common problems in the process, which repeated in the survey, interviews and self-observation part. It was interesting to cross-analyse the data and find correlations. I think that using mixed methods made the research richer, taught a lot and was more interesting in my own viewpoint.

I was very satisfied on my topic. It kept my motivation up and writing was effective, even though I was working at the same time. I felt that the topic was beneficial for the organization and to the ongoing induction development that HR is having, but for the field and myself too. During the research I have learned a lot about employee induction and its benefits to the company.

As I am in a key role when inducting our new trainees and employees, I have developed our induction process at my workplace. I have created check lists and updated the information in our induction folder. The check lists have been used with our new trainees. I have had induction discussions with the trainees, which has helped me to develop the process again. I have been able to evaluate my own skills in induction work too. I am very satisfied on the topic and to the findings and the development suggestions that I have managed to make regarding the analysis.

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Appendices

Appendix 1. Survey questions

1. Where do you currently work?

Back office

Break Sokos Hotel Flamingo, Vantaa

Break Sokos Hotel Eden, Oulu

Original Sokos Hotel Albert, Helsinki

Original Sokos Hotel Helsinki, Helsinki

Original Sokos Hotel Ilves, Tampere

Original Sokos Hotel Pasila, Helsinki

Original Sokos Hotel Presidentti, Helsinki

Original Sokos Hotel Royal Vaasa, Vaasa

Original Sokos Hotel Tapiola Garden, Espoo

Original Sokos Hotel Vaakuna, Helsinki

Original Sokos Hotel Vantaa, Vantaa

Original Sokos Hotel Villa, Tampere

Radisson Blu Aleksanteri Hotel, Helsinki

Radisson Blu Grand Hotel Tammer, Tampere

Radisson Blu Hotel Espoo, Espoo

Radisson Blu Hotel Oulu, Oulu

Radisson Blu Plaza Hotel, Helsinki

Radisson Blu Royal Hotel, Helsinki

Radisson Blu Seaside Hotel, Helsinki

Solo Sokos Hotel Tornii, Helsinki

Solo Sokos Hotel Tornii, Tampere

2. What is your current position?

Receptionist

Breakfast waiter or waitress

Waiter or waitress

Chef

Housekeeper

Pool guard

Cosmetologist

Reception Service Manager

Restaurant Service Manager

Sous Chef
Housekeeping Service Manager
Department head
General Manager
Specialist
Meeting host
Meeting Service Manager

3. How long have you worked at your current workplace?

Less than a year
1-3 years
3-6 years
over 6 years

4. My latest experience of work induction is:

Inductioner
Inductionee

5. The inductioner at my workplace is:

Department head
Service Manager
Assigned person, not supervisor
several people, no one is assigned to it
I don't know

6. Answer following claims regarding induction to work at your current workplace.

Pick an option from 1 to 4. 1=strongly disagree, 2=disagree, 3=agree, 4=strongly agree.

Roles and responsibilities are clear
Process is clear and logical
Induction process is documented regularly
I know our brand and how it appears in our unit (Radisson Blu, Original-, Solo- and Break Sokos Hotels)
I know the identity of our unit
I know the company values
I know the factors that affect work safety
I know the property
I know our services

I know our products
I know our goals in sales
I know our rules and policies
I know our service culture
I know our communication tools and policies
I know where to find information or get help
I feel that I can ask help or advice if needed
I can use the tools and systems that are needed at my work
I feel that I have the professional skills needed to succeed my work independently
Induction has made it possible for me to manage my current work tasks

7. Which of the following tools are used in induction at your workplace?

Safety folder
Safety walk
Shift task cards
Induction folder
Induction check list
e-Jollas-modules
I don't know

8. How has your induction affected on your work motivation?

Increased it
Weakened it
No impact
I don't know

**9. Is there something you would like to change in the induction at your workplace?
If so, what?**

10. What kind of tools and methods you wished were used in induction in the future?

11. How would you evaluate induction in general at your workplace?

Very poor
Poor
Moderate
Good
Excellent

Appendix 2. Cover letter for the survey

Hi!

Help us to develop Sokotel Ltd.'s employee induction process by answering this short query. It takes only few minutes. The query is anonymous, and the answers are handled confidentially, so that individuals cannot be separated from the answers. You can access the query through this link: <https://www.webpolsurveys.com/S/69203C825071C8AA.par>

Please answer the query as soon as possible but 10.3.2019 at latest. It is very important that as many as possible answers the query so that we can get a reliable information of the state of induction in our company.

Thank you for your help!

Appendix 3. Interview questions for Service Managers

- Where do you work currently?
- What is your position?
- For how long have you worked in your current workplace?
- Who is the inductioner at your workplace?
- Is there assigned person to inductioner's job?
- Is the right person chosen to the job?
- Have you been in inductioner's role in your current workplace?
- Who is the responsible of the induction process at your workplace?
- What kind of role Hotel Manager has in the induction process?
- Was your background taken to consideration in your induction?
- Did you feel welcome to your new workplace?
- Do you like to induct new employees?
- What are the key characteristics for a good inductioner that apply at your workplace?
- What are the differences to your previous induction at Sokotel? Was something done better or worse?
- In which things does the induction process succeed at your current workplace?
- What would you like to be developed in the induction process?
- What kind of induction tools you use in your induction process?
- What kind of possibilities digitalization may bring to induction in the future?
- Did you have follow-up during induction?
- Do you feel that HR offers enough materials and support the induction process?
- Do you think Workplace, sPoint and other electric channels are useful in induction?

Appendix 4. Interview questions for HR-Specialist

- What is the background for the project?
- Who are involved in the working group?
- What is Human Resource Department's role in Sokotel's induction process?

Appendix 5. Interview question for HR-Director

How many employees Sokotel Ltd. has in total?

Appendix 6. Table 2. Agreement with statements

	1	2	3	4	Mean
Roles and responsibilities are clear	6	20	41	21	2,88
	6,82%	22,73%	46,59%	23,86%	
Process is clear and logical	7	23	40	18	2,78
	7,95%	26,14%	45,45%	20,46%	
Induction process is documented regularly	20	37	26	5	2,18
	22,73%	42,05%	29,54%	5,68%	
I know our brand and how it appears in our unit (Radisson Blu, Original-, Solo- ja Break Sokos Hotels)	0	6	30	52	3,52
	0%	6,82%	34,09%	59,09%	
I know the identity of our unit	0	5	25	58	3,6
	0%	5,68%	28,41%	65,91%	
I know the company values	1	4	25	58	3,59
	1,14%	4,54%	28,41%	65,91%	
I know the factors that affect work safety	2	4	16	66	3,66
	2,27%	4,55%	18,18%	75%	
I know the property	2	1	16	69	3,73
	2,27%	1,14%	18,18%	78,41%	
I know our services	1	3	15	69	3,73
	1,14%	3,41%	17,04%	78,41%	
I know our products	1	3	19	65	3,68
	1,14%	3,41%	21,59%	73,86%	
I know our goals in sales	1	11	21	55	3,48
	1,14%	12,5%	23,86%	62,5%	
I know our rules and policies	0	4	21	63	3,67
	0%	4,55%	23,86%	71,59%	
I know our service culture	0	3	15	70	3,76
	0%	3,41%	17,04%	79,55%	
I know our communication tools and policies	0	3	23	62	3,67
	0%	3,41%	26,14%	70,45%	
I know where to find information or get help	1	9	32	46	3,4
	1,14%	10,23%	36,36%	52,27%	
	1	5	21	61	3,61

I feel that I can ask help or advice if needed	1,14%	5,68%	23,86%	69,32%	
I can use the tools and systems that are needed at my work	0	10	26	52	3,48
	0%	11,36%	29,55%	59,09%	
I feel that I have the professional skills needed to succeed my work independently	1	0	24	63	3,69
	1,14%	0%	27,27%	71,59%	
Induction has made it possible for me to manage my current work tasks	6	16	31	35	3,08
	6,82%	18,18%	35,23%	39,77%	
Total	50	167	467	988	3,43