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Employee commitment, how it can be influenced by the recruitment and induction processes of organisations and what employees experience to be the source of the changes to their commitment levels during these processes and their individual components
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### Abstract
This research project was aimed towards evaluating the significance and potential of recruitment and induction processes in the creation and development of employee commitment. Relevant variables including recruitment, induction, psychological contracts, engagement and commitment were researched and defined. The consequences of not having employee commitment, leading to alienation, employee turnover and continuous recruitment, was compared to the benefits of active and present employee commitment in an organisation. The benefits to the organisation, employees and customers were evaluated. A questionnaire was created for the employees of a large organisation in the healthcare sector, to gain insight into the employees’ views on recruitment and induction processes’ influence on their own commitment levels. The questions were created based on relevant literature and the organisation’s recruitment and induction processes. The questions were divided and organised based on their relevance to either recruitment, induction or the combination of the two. The questionnaire provided both quantitative and qualitative data. The results provided insight into the impact of the individual processes, their specific steps and components and whether the impact had a positive or a negative effect. Mentoring, communication, information, pre-existing knowledge of the organisation and being welcomed into a new workplace gained relevance and support among the answers. From the two processes, the relevance of induction in particular was highlighted in the results. Overall, the results indicated that for the majority of the respondents, the two processes were not clearly impactful in regards to commitment, but that the recognised influence was mostly positive.

### Keywords
Employee commitment, Organisational commitment, Recruitment process, Induction process, Retention, Psychological contracts, Engagement, Alienation, Mentoring

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**Helsinki University of Applied Sciences**
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1. Introduction

An employee’s commitment towards an organisation, whether termed as employee commitment or organisational commitment, has been defined by Michael Armstrong as the employee’s identification with the values, goals and principles of the hiring organisation, a true desire to belong and remain within the organisation and to make an effort and an endeavour on the organisation’s behalf (Armstrong, 2007). Truly, commitment works in multiple ways between an organisation and its employee, while complementing engagement and motivation (Armstrong, 2007). At the highest level, an employee is proud to be recognised as being a part of an organisation, fully embracing the organisation’s goals and doing their best to help in achieving them (Armstrong, 2007).

The recruitment process can have far-sighted effects and be highly influential to an organisation and its successes (Newell Brown, 2011). Recruitment is in the heart of the formation of the core of the organisation, and the process and its intricate and individually unique steps are the path towards selecting the most suitable and profitable employee from the selection of available candidates (Newell Brown, 2011). An organisation’s strategy towards recruitment should reflect its basic values, need and goals, as the aimed for result of the process is a workforce that truly reflects these aspects (Newell Brown, 2011). The process of new employees entering an organisation, becoming a part of said organisation and being provided with the opportunity to gain all the new information, knowledge and skills they require for performing their new tasks, is called the induction process (Sprogoe and Elkjaer, 2010). Both processes hold the potential for great leverage on the overall success of the organisation’s operations.

This research has a focus on how employee commitment is potentially affected by recruitment and induction processes, their individual components, and the combination of both processes. This influence is evaluated from the perspective of the employees, and how the employees have viewed their commitment levels to have been affected during the two processes. Special attention is paid on whether changes have taken place, if they have been positive or negative in nature and which particular factors have been most noteworthy throughout the processes. The data for the research is gathered through a questionnaire that is created for the recently hired employees of a large organisation in the healthcare sector. As the gathered data is a combination of qualitative and quantitative data, a suitable mix of both types of analysis is applied.
To begin with, relevant topics, studies and findings in relation to employee commitment, recruitment and induction are covered and explained in the literary review. This includes the significance of employee commitment versus the lack of it, and what aspects to the two processes have been found relevant in employee commitment, including mentoring, communication and selection. Then the research questions are presented, followed by a more intricate description of the process of gathering data for this research in the methodology chapter. Once the primary data has been presented, a section goes more deeply into the analysis of the main findings and how they relate to the findings in the literary review. A conclusion will finish this research, present the key factors and findings, and present recommendations and final thoughts.

The relevance of this topic stems from the gains and advantages of commitment existing between an organisation and its employee. As these benefits can be experienced and evaluated from the perspective of both participants, the relevance is also twofold. Considering the viewpoint of the employees on already existing recruitment and induction processes gives an alternate angle on their effectiveness regarding commitment. From the perspective of employees, this gives organisation’s further advantage in making progress in the creation of employee commitment, engagement, job satisfaction and wellbeing.
2. Literary review

2.1 Research issue

This project is aimed towards researching organisations' principal factors in recruitment and induction processes in regards to how employee commitment is enabled and affected by these processes and their individual parts. Commitment as a concept exists mutually between an organisation and its employee, it has a basis in trust, mutual values and engagement, and works towards creating further longevity and profitability in the relationship between an employee and either an organisation, a manager or a team (Neininger et al. 2010). For this research, the focus in placed on the commitment between an organisation and its employee. Through the processes of recruitment and induction, staff retention is key and one of the primary goals of the processes (Newell Brown, 2011). Furthermore, the basis of commitment can be started early on in an employment, with possible further influence directed towards commitment levels and the creation of successful commitment. The ability to take advantage of how recruitment and inductions processes affect commitment among employees is useful and profitable for organisations’ through multiple channels, including employee retention, profitability, cost saving and motivation, from the early stages of the employment onwards (Geldenhuys et al. 2014).

Compared to the costs and losses of a certain lack of commitment having a consequence in creating alienation, high levels of employee turnover and constant recruitment, which take form in both monetary losses and losses in knowhow and team spirit, the benefits of commitment can bring forth increased profits, cost savings, efficiency and innovation (Geldenhuys et al. 2014; Shantz, Alfes and Truss, 2012). A committed employee takes an active interest in the successes of the organisation they belong to, which can only be considered a positive factor. Finding definitive factors that induce employee commitment from the beginning of the employment, specifically in the recruitment and induction processes, could prove beneficial in the future of human resource management practises of organisations and in furthering their goals of aiming for employee commitment. Furthermore, the benefits are likely to be experienced by not only the organisation, but by employees, through the increased focus and investment in the employees on behalf of the organisation, as well as the customers, through the employees’ service (Ind, 2007).

The focus of this research will be on organisations’ use of the two processes and how employees have viewed these processes to have influenced their levels of commitment.
towards the organisation. The aim is to find if there have been any changes in the employees' levels of commitment during recruitment or induction processes, which aspects of the processes have been most influential and towards which direction the level of commitment has transferred as the result of the processes. As such, this literature review will focus on describing the relevance of employee commitment to employees and organisations alike, the costs that organisations experience for not investing in employee commitment and how the formation of commitment can be related to recruitment and induction processes. The relevance of employee engagement and psychological contracts will also be explained due to their connection to equal commitment forming between an organisation and its employee.

2.2 Commitment

2.2.1 Employee commitment

One way of viewing commitment is as the dedication of employees, aspiring and even persisting to create in order to fulfil the purposes of the organisation (Richards, 2004). In the best conceivable situation, a committed employee does not require replacing or prompting, but instead proves to be a valuable source of innovation and proactive efficiency to an organisation on their own admission. Engagement, attachment, loyalty and belief in organisational values are all concepts that have increasingly gathered acceptance as a description of employee commitment (Mullins, 2010). Conceptually, commitment must go both ways, as the organisational expectations must be clear to an employee for recognition and comprehension, but to also gain an emotional and behavioural reaction in turn (Mullins, 2010). As such, commitment can be considered relevant not only from the perspective of the benefitting organisation, but also the employee on the receiving side of said commitment. Outsourcing, downsizing and streamlining among others have brought about controversies in regards to aiming to induce commitment among employees when the organisation’s actions show apparent reduction in their own commitment levels towards their employees (Mullins, 2010).

In their theories, Meyer and Allen have divided commitment into three different categories, yet all three are connected by the common factor of an individual being tied to an organisation, whether this is derived from affective, normative or continuance commitment (Meyer, Vandenbergehe and Becker, 2004). Additionally, employee commitment has been theorised to be able to be directed towards multiple different targets including an organisation, a team or a manager, with some of these individual commitments appearing
simultaneously (Meyer, Vandenbergh and Becker, 2004). Furthermore, studies have indicated a connection between employee commitment and positive experiences early on in an employment, showcasing the importance of the recruitment and induction processes in its creation (Meyer, Irving and Allen, 1998).

2.2.2 Costs of not having employee commitment

In organisational commitment experienced by employees, alienation has been described as the opposite of commitment (Tonks and Nelson, 2008). Alienation in organisations, and especially in its bureaucratic form, has been found to produce depersonalisation in employees through experiencing powerlessness, isolation, self-estrangement and meaninglessness due to the work the employees commit and how it affects their life (O’Donohue and Nelson, 2014). Downsizing, computerisation, changing employment patterns and outsourcing have been found negatively consequential in alienation and employee-wellbeing, while causing social and economic impacts to businesses through the psychological effects on the employees (O’Donohue and Nelson, 2014). One of the most significant sources of stress and alienation has been found to stem from a lack of control over an individual’s work situation (O’Donohue and Nelson, 2014). Other results of alienation include questionable satisfaction at work, burnout and work stress (O’Donohue and Nelson, 2014). In addition to the negative aspects of alienation experienced by employees, these aspects become increasingly relevant to the organisation due to the impeding lack of enthusiasm, innovation and energy, and the costs of covering employees due to medical leaves that stem from burnouts and stress.

Employee turnover, stemming from employees not remaining with an organisation, is expensive to the organisation and disruptive to the workforce (Kacmar et al. 2006). It can pose a serious problem to any business due to the significant harm it creates on an organisation’s intellectual capital through the loss of talented employees and the quality of the delivery of services, with even additional long term effects on productivity and profitability (Kaur Sahi and Mahajan, 2014). Furthermore, employee turnover has proven to be generally costly to organisations, with increased investments focused on employees’ training, socialisation, and development becoming a requirement due to the result of high percentages of employee turnover (Kaur Sahi and Mahajan, 2014). Furthermore, turnover has been found to directly affect sales and profits via performance levels and how customers are treated and served in customer service tasks (Ind, 2007; Kacmar et al. 2006). Staff turnover can lead to intangible losses in relation to relationships with customers, skills
and knowhow that an employee takes with them to another organisation (Hester, 2013). Eventually these can also lead to visible losses in profits and costs. A more direct loss that is due to staff turnover, is the monetary costs related to finding a replacement employee, covering the vacant position temporarily and training a new employee in addition to all the costs related to attempting to create commitment and engagement (Hester, 2013). If the problem with turnover escalates, the need for recruitment can become continuous.

Focusing on investing on improvements and changes, training, benefits and compensation, might prove to be more cost effective on the long run compared to the costs of employee turnover, as turnover has been found to cost at least double the amount of an annual salary of an employee in most cases (Hester, 2013).

2.2.3 The benefits of employee commitment

It is natural for an organisation to aspire to instigate commitment in its employees due to the positive effects commitment can have in the working community and productivity through long term benefits (Richards, 2004). Richards has portrayed employee commitment as the employees’ dedication and aspirations towards fulfilling the purposes of the organisation and their wish to be actively involved instead of remaining as mere contributors (Richards, 2004). Furthermore, employee commitment can have an undeniably positive effect on an organisation as it has a negating effect on the need for hiring new replacement employees or more motivated staff, thereby deleting the costs associated with employing replacements due to employee turnover (Armstrong, 2016). Job satisfaction and organisational commitment together have also been found to be impactful on service quality, with a similar satisfaction found mirrored in customers, which proves the higher quality of service as experienced by the customers of committed employees (McBain, 2005). When it comes to the organisation’s gains, Armstrong has proposed that employee commitment can visibly help raise performance and attendance levels, while simultaneously resulting in lower staff turnover, while Richards has claimed that commitment raises an employee’s levels of profitability and results (Armstrong, 2016; Richards, 2004).

As commitment can also have the simultaneous effect of raising an employee’s motivation and job satisfaction, this proves that the benefits of successful commitment are also experienced by the employees (Richards, 2004). Employees wishing to remain in an organisation, compared to uncommitted employees, have been found to demonstrate happiness and satisfaction, along with being more engaged and self-directed in the workplace (Meyer, Stanley and Parfyonova, 2012). Even though the intention to remain with
an organisation might be seen as more of a result of commitment rather than a characteristic of it, the two are intricately intertwined (McBain, 2005). Additionally, heightened levels of experienced motivation and control, with the focus on autonomy over one's work, have been proposed to affect job outcomes and job performance in addition to the apparent benefit of mental wellbeing (McBain, 2005). Therefore, successful commitment can also demonstrate the employees' contentment and satisfaction towards their current employment situation. As to the benefits of commitment, these studies not only show the importance of employee commitment as a concept to be utilized by an organisation in order to maximise their benefits while minimising alienation, staff turnover and continuous recruitment, but also the benefits experienced by the workforce. When taking into consideration these positive implications of employee commitment, a lack of such could be considered a substantial deficiency on behalf of a profit maximising and efficiency seeking organisation.

2.3 Employee commitment factors

2.3.1 The recruitment process

The processes of recruitment and selection are closely interconnected and both aimed towards attracting, evaluating, selecting and hiring an employee that is most suitable for the available position at hand and the organisation and team in general (Foot and Hook, 2011; Hannagan, 2005). An organisation's recruitment process is approached through its human resources strategy and conducted through appropriate policies and procedures with the intention of making the process as efficient as possible, with the most beneficial results (Foot and Hook, 2011; Hannagan, 2005). In case of an organisation offering a permanent contract, signifying a contract without a set ending date, it is in their best interest that the selected candidate works for them long-term and without imminent plans of resignation. Clear objectives on the organisation's behalf from the beginning of the recruitment process work towards the candidate being able to make an informed decision, both in regards to whether they are a suitable candidate for the job and if the job and organisation in question are the right choice for them as well (Foot and Hook, 2011; Hannagan, 2005).
2.3.2 The induction process

The induction process is the process of receiving a new employee and giving them the information they need for performing their assigned tasks admirably and with minimum effort required from others (Armstrong and Taylor, 2014). The induction process begins after a new employee is selected into the organisation (Foot and Hook, 2011). In addition to easing the preliminary stages of the employment and quickly maximising the profitability of the employee, induction process is aimed towards creating a favourable attitude towards the organisation in order to minimise the chances of the employee resigning (Armstrong and Taylor, 2014; Wilkinson and Redman, 2013). From the organisation’s perspective, the process is closely linked with performance management, clearly setting the expectations for the employee and monitoring their progress along with providing feedback (Foot and Hook, 2011). As an entity, the process works towards assimilating a new employee into the existing team as quickly and thoroughly as possible without sacrificing the results, and to also create a bond and a lasting relationship between the employee and the employing organisation (Wilkinson and Redman, 2013).

2.3.3 Psychological contracts

The nature of psychological contracts and individual work ethics have been found to be base influencers behind employee commitment (Mullins, 2010). A psychological contract could be defined as an agreement between an organisation and its employee, where a situation is created in which the employee’s needs are being met to the benefit of not only the employees themselves, but the organisation as well through its investment in human capital (Rousseau, 2003). Another dimension of psychological contracts is the nature of reciprocity and how in the best-case scenario such contracts succeed in creating stability, mental health and rationality (Rousseau, 2003). The beliefs that an employee gains and holds about the organisation before being employed has an effect on the form of the psychological contract to come (Rousseau, 2003). Furthermore, the relationship between a mentor and a protégé can work towards negating the possibly negative effects of a psychological contract breach, as a mentor is likely in a position where they can buffer some negative actions (Haggard, 2011). However, any failure on a mentor’s part in fulfilling their obligations or acting towards protecting a protégé from negative effects can change an employee’s image of the entire organisation, as such an action can be viewed to be breaking the psychological contract (Haggard, 2011; Mullins, 2010). This shows how the presence
and nature of a psychological contract, which generates trust between an organisation and its employees, can be significantly influenced during the recruitment and induction processes.

### 2.3.4 Engagement

Another way of describing commitment is through employee engagement, which contributes to employees thinking positively about the organisation and being proactive in regards to the organisation’s goals (Cook, 2008). When an employee cares about the organisation, or in other words is engaged, their efforts reach a higher level (McGrath and Hammontree, 2016). One of the most notable factors in reaching successes in employee engagement could be the organisation’s willingness to change their practices whenever necessary in order to reach maximum potential (McGrath and Hammontree, 2016). Armstrong describes employee engagement, a concept similar to that of employee commitment, as something influenced by job challenge, independence over tasks, variety, feedback, environmental fit, opportunities for development and rewards and recognition (Armstrong, 2016). This highlights the importance of the induction process. Engagement can be described as an employee being interested and enthusiastic about their job, finding satisfaction from conducting their work and feeling that they have the opportunity to challenge and develop themselves while unleashing their full potential in a work they experience to be significant (Armstrong, 2006). Engagement can most likely be reached if the work provides interest, challenge, variety, autonomy, task identity and task significance to the employee, which are all aspects that are likely to become clear in the induction process at the latest (Armstrong, 2006).

### 2.4 Creating employee commitment

Individuals are unique in what triggers and affects their emotional and intellectual commitment towards an organisation (Mullins, 2010). Yet there are ways for an organisation to attempt to sway the levels of commitment, as Legge described an organisation’s human resource policies in general as a channel for promoting commitment as a way for enabling employees to act in the best interests of the organisation (Armstrong, 2016). Dowling, Festing and Engle describe factors that reinforce a company’s value systems to also lead to more commitment in its employees, with recruitment and selection practices being
mentioned as such factors to have an impact (Dowling, Festing and Engle, 2013). Furthermore, connection has been found between organisational commitment and present organisational culture, with evidence to show that healthy organisational culture might even be considered inevitable in the face of creating commitment (Varghese, Das and Jebamalai, 2016). When it comes to person-organisation fit, or in other words how well the individual and the working environment are going to work together, there are multiple comparably different types that have been recognised between a person, their supervisor or team and the employing company (McBain, 2005). Furthermore, organisational commitment has been found to be affected by person-organisation fit particularly (McBain, 2005).

Outsourcing employees can create an environment where trust on management and job security is lessened and commitment to co-workers is not created (Tonks and Nelson, 2008). On the other hand, during selection, training and induction processes, selecting applicants who show compatibility with the organisation's structure, goals and procedures, and emerge them with the philosophies, beliefs and culture, have been found to be effective ways of creating commitment (Tonks and Nelson, 2008). Organisational commitment can stem from the belief in the company's goals, experiencing loyalty, economic ties and allegiance towards the organisation and identifying with the organisation (McBain, 2005). An organisation’s readiness to adapt and change when necessary has also been found to correlate with the organisational commitment it evokes among its employees (McBain, 2005). The importance of this fit stems from the influence on an individual's behaviour, attitude and choices within the working environment (McBain, 2005). Studies have found leadership styles and organisational culture to be significant factors in organisation commitment as well, with the local and national culture also appearing to have an influence (McBain, 2005). A correlation between increased amounts of open and accessible communication and levels of reported job satisfaction and commitment has been found, with an emphasis on the significance of asserting support (De Nobile, 2016). As such, these aspects that have been found influential in affecting commitment can all be tied to either the recruitment or induction process in general, or the two as a singularity. With most of the aspects becoming relevant during the processes, the impact of both processes together could be significant. Due to both recruitment and induction processes having been found relevant in the beginnings of early employee commitment, the combined efforts of both could be increasingly relevant.
2.4.1 Commitment through recruitment

The effectivity of the recruitment process can be adapted based on the values of the organisation in order to maximise the results of connecting the right people to the right requirements of the organisation and the particular job in question (Armstrong, 2006). The more specific the recruitment process is, the more detailed the end results are in terms of evaluating applicants (Armstrong, 2006). Communication is key in keeping all participants informed in equal measure, and one of the most initial moments of communication between an organisation and a potential employee, after the existence of a brand knowledge, is a job description (McGrath and Hammontree, 2016). Assessment centres, tests, questionnaires and exercises, individually and in a group environment, can be used to screen the applicants, determine their unique characteristics and suitability and to simultaneously convey forward important and significant information in regards to the job and the organisation in question (Armstrong, 2006). A thorough selection process can convey the importance of finding the right employee to the applicants and work towards forming trust and communication channels between the organisation and the prospective employees (Armstrong, 2006). Investing in the recruitment process can provide the side effect of showing the importance of finding the right employee to add into the existing workforce and thereby initiate the beginnings of commitment between the employee and the organisation.

Latham and Leddy found their study on the topic of commitment to indicate that recruitment sources, whether the applicant was a referral or a walk-in, influence an employee’s organisational commitment and job involvement (Latham and Leddy, 1987). Furthermore, they further speculated that the key to commitment could be in the accuracy of the information communicated during the recruitment process (Latham and Leddy, 1987). On the other hand, the fulfilment of promises made by employers to employees during recruitment has also been found to positively affect commitment towards an organisation (Ng and Feldman, 2008). This creates a continuous connection between recruitment and induction processes, as the fulfilment of promises made during recruitment can fully be evaluated only once the employment has taken place. This also showcases how the beginnings of commitment made during recruitment can be strengthened or weakened during induction. The importance of early activities included in the recruitment process has been highlighted in past years, not only in how they affect an applicant’s attraction towards a position but also their decisions later in the process (Sun, 2013). Investing in the organisation’s human resources image can also have a beneficial effect on employees even before the application process fully begins (Sun, 2013). In regards to the recruitment
process in general, studies have found the process to be increasingly significant in its overall effects on employee retention and employee performance (Sutanto and Kurniawan, 2016).

An organisation’s attraction strategy works in cohesion with its retaining strategy, with both aimed towards gaining the best possible applicants for selection and ensuring the continued existence of the selected employees for the long term (Armstrong, 2006). Employer branding and reputation as a by-product are factors with an influence during the earliest stages of attracting candidates, along with proving what makes the organisation an attractive employer with emphasis on for example loyalty, opportunities provided, security and future employability, as shown in the already existing workforce (Armstrong, 2006). Employment brand of an organisation, meaning its reputation and how others view the organisation as a place to work for, can be the single most meaningful and influential aspect in regards to how potential employees view the organisation, whether they would consider applying there and what kind of an employment they would expect to gain (McGrath and Hammontree, 2016). Maintaining honesty throughout the implementation of the attraction strategy, aids in creating trust in the communication between the organisation and the applicants (Armstrong, 2006). The significance of the induction process, and the rest of the employment period, becomes relevant for the first time during the recruitment process, when the relevant information is conveyed to the applicant (McGrath and Hammontree, 2016). This shows the importance of a fluid transition between recruitment and induction in forming commitment, as what is started during the former process can be strengthened and enforced in full during the latter.

2.4.2 Commitment through induction

An employee’s first day has been described as the optimal starting point of an organisation’s employee retention plan (Pritchard, 2006). Studies have indicated a connection between positive experiences early on in an employment and stronger commitment within its workforce, showcasing the importance of induction in the formation of employee commitment (Meyer, Irving and Allen, 1998). Vandenberghe, Bentein and Stinglhamber’s research also indicated that the organisation’s support and working as a part of a group could foster an employee’s commitment, while in the appearance of an intention to quit, an employee is likely to evaluate their relationship with the organisation, making the organisation the most significant entity to them at this point (Vandenberghe, Bentein and Stinglhamber, 2004). Appropriately welcoming a new employee, offering mentoring, training, performance appraisal and employee feedback opportunities, and focusing on
maintaining unity within the community and promises made during recruitment can be relevant aspects in retaining an employee during the beginning stages of the employment (Pritchard, 2006). Furthermore, allowing the possibility for individual needs assessments, having regular group or one-on-one discussions and focusing on allowing employees to acclimate to the environment are other factors that have been found to have an impact on employee retention (Feldman et al. 2015).

The immediate availability of experienced employees in the cases of new employees feeling the need for assistance or instructing has also been found influential in employee retention (Feldman et al. 2015). The significance of mentor-protégé bond has also been highlighted in creating loyalty, commitment and a relationship between the organisation and individual employees (McBain, 2005). Mentoring is also a possible factor in creating a more retentive environment for a new employee through having a more experienced member of the faculty providing aid and instructions, but successes have been found to appear only when mentoring is appropriately thorough (Feldman et al. 2015). Especially the importance of managers has been noted as a factor in increasing commitment in employees overall, and out of all relationships within the workplace, the relationship between a manager and an employee has been found the most influential in regards to commitment (Armstrong, 2006; Sun, 2013).

Job security can have a significant impact on creating commitment through an organisation investing in improving its employees’ employability skills throughout an employee’s career with them, by providing their employees with opportunities for gaining training and education (Mullins, 2010). This can actively create security in the mind of an employee, who can be secure in the up to datedness of their employability skills, knowledge and usefulness, along with their proven importance as a target of investment in the view of the organisation. Receiving training, having the organisation induce career opportunities with a focus on work-life balance, and satisfaction with the performance appraisal system and levels of challenge have been all found to directly affect levels of commitment (Armstrong, 2006). While these aspects are likely to be approached during discussions in the recruitment process, their successful execution becomes verifiable and under scrutiny during induction. While first impressions are important, and a potential employee gains their first impression of an organisation before being employed by them, the maintenance of this image, and proven investment in improving it, can have lasting effects throughout an individual’s employment.
2.5 Conclusion

An employee offering proactivity and innovation willingly and enthusiastically to fulfil the organisations goals, is a valuable way for an organisation to release their employees' full potential (Richards, 2004). Furthermore, the importance of positive experiences early on in an employment highlights the relevance of recruitment and induction, when it comes to commitment (Meyer, Irving and Allen, 1998). A significant aspect to this is the necessity of commitment taking place equally for both participants, for one participant to fully embrace and trust the other (Mullins, 2010). This is also highlighted by the nature of psychological contracts demanding reciprocity in the formation of a committed, stable and two-way relationship between an organisation and its employee (Rousseau, 2003). Additionally, the concept of forming employee engagement in addition to employee commitment provides the basis for even higher pro-activity, profitability and potential. As this can be created through factors that appear throughout recruitment and induction processes, their relevance is highlighted once more.

Regarding the consequences of not having commitment, including alienation producing burnouts and negative psychological effects among employees, the repercussions can be severe to an organisation (O'Donohue and Nelson, 2014). The problems related to employee turnover are also numerous and notable, with serious consequences to the working environment and profitability, with employee commitment offering an efficient way to act against this threat (Armstrong, 2016; Hester, 2013; Kacmar et al. 2006). As commitment has been found to raise profitability, results, attendance levels and service quality, the benefits to organisations are clear, in addition to the positive effects that are experienced by the employees themselves in satisfaction and happiness (Armstrong, 2016; McBain, 2005; Richards, 2014).

In regards to recruitment and induction processes, combined they cover the initial contact between an organisation and an applicant, and the beginnings of a new employee’s career. The attraction strategy of an organisation further shows how important it is to gain the interest and attention of the right applicants to reach long lasting effects in recruitment (McGrath and Hammontree, 2016). Yet the most initial communication between an organisation and an applicant takes place during recruitment, after initial brand awareness has taken place. It is also during recruitment that the organisation can convey what type of an employee they are after, while also showing the importance that finding the right employee has (Armstrong, 2006). The importance of suitably welcoming a new employee, offering mentoring and job security, and ensuring employees feel valued and appreciated
becomes relevant in the induction process (Feldman et al. 2015; Mullins, 2010). The overall support shown in the findings towards recruitment and induction processes holding significant sway over the creation of commitment shows that the processes can be used as a source for gaining commitment.

Based on the statements and findings in the literary review, commitment can be initiated even as early as before the beginning of the application process takes place, through employer branding. Commitment can also be reached or significantly influenced during the recruitment and induction processes, and these processes could even be some of the main determinants in the creation of employee commitment. Yet an employee’s own perspective on which aspects of the recruitment and induction processes have the most influence on their own commitment, and whether these effects have been positive or negative in nature, provides an opportunity for finding further efficiency in an organisation's human resources processes. These benefits can also be further experienced by applicants and employees alike. Deeper insight into the employees’ experiences could bring further understanding into how commitment levels have been influenced throughout recruitment and induction, and how this might be taken advantage of.

3. Research questions

The following research questions have been defined for this project.

- To define if employees experience their organisational commitment to be directly affected by recruitment and/or induction processes.

- Which aspects of the recruitment and induction processes have the most influence on employee commitment, in the view of the employees themselves?

- If recruitment and induction processes are experienced by employees as separate processes, rather than one continuous entity, in influencing employee commitment?
4. Methodology

As the main objective of this research is to find out more of employees’ opinions on the successes of recruitment and induction in having an effect on commitment, gathering primary data was the selected channel for reaching the employees' views on the topic. As such, a significant part of the research is focused on the effectivity of the recruitment and induction processes, and the opinions of employees. A single large organisation in the healthcare sector was selected as the main focus for this research. The effectivity is measured through the view of the employees of this organisation, who have been hired within two years.

The data is gathered from the employees who work in the same field and department, to maximise the similarity of the job descriptions, recruitment and induction processes, and their overall experiences throughout the employment. The sample size selected for the questionnaire was 170, consisting of the employees that were hired by the organisation within the last two years. This decision was made on the basis of maintaining the relative recentness of the knowledge and experiences of the employees in relation to their memories of the recruitment and induction processes.

To further understand the data, the organisation’s policies on recruitment and induction processes were researched. Relevant information gathered from this aspect is mentioned in the analysis of the data when applicable and relevant to the results. This data is not available in the Appendices to preserve the organisation’s wish for privacy and anonymity. Furthermore, this data does not affect the results, as it was merely used as a guide in the creation of the questionnaire by understanding the recruitment and induction processes of the organisation more intricately. As the overall research of this project is not intended towards creating new theories, but instead to evaluate the existing theories proposed in available literature, from the point of view of employees, the focus is on the employees' view on the changes their commitment levels have experienced during the beginnings of their employment at the organisation.

4.1 Data collection and analysis

For this project, the research was conducted in most part through primary research, with the primary data stemming from both quantitative and qualitative questions, to gain as
varied and comprehensive data as was suitable. Thereby the analysis of the data took form through a type of analysis that has combined attributes from both qualitative and quantitative research analysis. Secondary data was researched for the literary review, and also applied in the analysis when appropriate. When it comes to analysing the data, a deductive approach was used as the research is largely based on available theories, research and studies, in order to analyse the results and responses gained from the questionnaire (Saunders, Lewis and Thornhill, 2012). The available theories and findings aided in the formation of the questionnaire and in forming the questions through the understanding of current research in related topics (Saunders, Lewis and Thornhill, 2012). This helped in compiling the questionnaire in a way that most aids in acquiring answers to the research questions.

A questionnaire was created to gather data, both quantitative and qualitative in nature. The questionnaire is available in (Appendix 2) for viewing. The questionnaire was self-administered and structured in order to enforce the suitability of the survey for the research in question and the credibility of the results (Cohen, Manion and Morrison, 2011). The decision to use a questionnaire instead of face-to-face interviews stemmed from the relative easiness of reaching a larger number of respondents in a shorter timeframe, while simultaneously guaranteeing that all respondents receive identical questions without them being misleading or intrusive (Cohen, Manion and Morrison, 2011). The survey was sent out to employees via an email link to a Google Form. This allowed the data to be stored systematically and in a way that supports data analysis. The quantitative data gathered for the research was analysed and presented in the visual form of charts, to better display the facts. A few questions were qualitative in nature, to offer the respondents the possibility to further describe their experiences in their own words. The qualitative data gathered for the research was not suitable for presenting in the visual form of charts, and is thereby described in the results. Some additional secondary data was researched to support the findings of the primary research, based on available data from resources including journals and books.

The questionnaire comprises of altogether fifteen questions, divided into three categories based on their relation to recruitment, induction or the combination of both. The questionnaire consisted of partly nominal questions, which provide no overlapping answers. Some of the questions were ordinal in nature and used the Likert scale, and as such provided the respondent with an opportunity to measure their commitment levels along with the levels of their experiences (Cohen, Manion and Morrison, 2011). Besides closed ended questions, there were also opportunities for the respondents to further elaborate on their personal experiences in relation to the questions (Cohen, Manion and Morrison, 2011). As
such, the questionnaire consisted of questions that record opinion variables, or in other words, how the respondents feel about the effectivity of recruitment and induction in changing their commitment levels (Saunders, Lewis and Thornhill, 2012). As such data cannot be measured numerically, it is categorical in nature. Furthermore, some of the data is ordinal in nature as it can be clearly placed in ranking order, while the remaining data cannot and is thereby categorised as nominal data (Saunders, Lewis and Thornhill, 2012). Two multiple choice questions were added to the ending of the questionnaire, to focus on specific steps of the recruitment and induction processes.

4.2 Ethical considerations

Throughout the project, all measures and methods were undertaken with ethical consideration, and in consideration to the respondent's anonymity, wellbeing and sensitivity (Cohen, Manion and Morrison, 2011). An accompanying message was added to the beginning of the questionnaire, which informed the respondents of the anonymity of all participants, and the voluntariness of their participation. All participants were also informed of the specific topic and the purpose of the research, to further understand the significance of their participation. In connection to the questions in the questionnaire, related terms and definitions were described to help the respondents comprehend the scope and relevance of each topic and question.

4.3 Limitations

From the data collection point onwards it became clear that there existed significant limitations to this research project. As the questionnaire was only directed towards the employees of a single organisation, the results are not varied enough to be considered on a large scale. In order to maintain the recentness of the information, the questionnaire was directed towards the relatively recently hired employees of a single organisation, which also limited the amount of replies. Sacrificing the limitation to the sample size, in regards to only concerning recent employees, could have resulted in a larger amount of responses, while simultaneously risking the accuracy of the data. This risk could have stemmed from the possibility of related processes having changed over time and the first-hand experiences not being in recent memory. As these criteria resulted in a sample size of 170, the sample was not enlarged to comprise of employees that were hired earlier on. As the research was
also focused on an organisation in the healthcare sector, it is questionable whether the results are directly comparative and applicable to other sectors.

With resulting 22 responses out of the sample of 170 employees, the response rate was 13 per cent, and as such the rate was admittedly lower than expected. The initial time limit for the availability of the questionnaire was extended due to the low number of responses. Even as a reminder email was delivered to the employees that belonged to the sample, no additional responses were gained. The limited amount of responses creates a significant limitation to the accuracy and broadness of the gathered data and results. As such, the data and the conclusions cannot be considered comprehensive, entirely credible or applicable in other situations. Furthermore, based on the results of the questionnaire, 18.2 per cent of the respondents replied that they had not gone through a recruitment process before entering the organisation. A further 9.1 per cent of the respondents replied negatively to experiencing an induction process in the beginning of their employment. Regarding the respondents who answered negatively to experiencing either one of these two processes, the credibility of the following results can be questioned through the lack of first-hand experience in one or two of the processes, as recruitment and induction were intensively linked to the research topic.

5. Data presentation and analysis

The organisation in question for this research project has shown a focus in connecting the right people with the right jobs, being attractive as an employer and aiming for employee retention. Creating commitment is another focus point for them. The recruitment process shows a focus on job advertisement channels and marketing, a thorough comparison of applicants and making the right selection. The organisation uses primarily electronic application channels, with additional and vast usage of social media, and the application period lasts between 14 to 30 days. Benefits, opportunities for training, development and having an effect on matters are some of the gains provided by the organisation, and a very high percentage of both current and past employees would recommend the organisation as an employer.

Once the applicant has been notified of the selection and offered the position, the employment is begun at the same time as the induction. First, all participants are notified, the employee is provided with a vast amount of relevant information and a mentor is chosen. The induction is then planned to fit the individual needs of the employee, after
which a mentor is made aware of the variables. Receiving the employee is then followed by provided feedback and the support of the workforce. The induction process is monitored to assure its successful implementation and finally the process is finalised by providing an assessment.

5.1 Presenting the results of the questionnaire

![Recruitment process participants](Figure 1 – Recruitment process participants (Original).

![Induction process participants](Figure 2 – Induction process participants (Original).
Figures 1 and 2 show the number of the respondents who experienced either a recruitment or an induction process in connection to them joining the organisation. The responses to these questions indicate that not all of the respondents experienced one, or neither of the two processes in the beginning of their employment history at the organisation. This complicates the issue of evaluating the respondents' commitment levels, as neither one of these processes can be truly considered as influencers in the creation of employee commitment for these employees in particular.

5.1.1 Changes in employee commitment

Figure 3 – Commitment when applying (Original).
Figures 3 and 4 portray the levels of commitment as experienced by the respondents at the time of first applying for a position within the organisation and during the beginning of the induction process at the new employment, respectively.

Commitment levels appeared to be quite high even before recruitment process had fully initiated for an individual applicant, as shown by 45.5 per cent experiencing ‘very high’ commitment at the time of applying for the position. This could implicate the importance of an organisation’s attraction strategy, or their image as an employer to prospective employees, due to being able to form commitment before contact or direct communication had been established between an applicant and an organisation in regards to the application.

Controversially, the levels of ‘very high’ commitment had fallen between applying and the start of the new employment. Overall the results of recruitment on commitment were positive, as 86.4 per cent felt either ‘very high’ or ‘high’ commitment when induction began, with no commitment levels lower than ‘neutral’ being reported. Even the reported levels of ‘low’ commitment at the time of applying disappeared during the rest of the recruitment process. As the reports of commitment lower than ‘high’ all fell significantly or disappeared altogether between application and the beginning of induction, this would indicate commitment levels to have risen to a point during recruitment process.
At the end of the induction process, was your level of commitment towards the position the same it was when applying?/Oliko sitoutumisesi taso perehdytysprosessin lopussa sama kuin hakiassasi työpaikkaa?
(22 responses)

Figure 5 shows the results to the question of whether commitment levels had changed between sending in an application and the ending of the induction process at the beginning of the employment.

At 68.2 per cent, the number of respondents claiming that their commitment level was the same before recruitment and after induction, the clear majority has not experienced that either of these processes influenced their commitment. Either this implies that the processes have lacked sufficient focus in affecting commitment, or the respondents have been unaffected by the efforts. There is also a chance that the respondents have experienced changes in their commitment levels, but the combination of the positive and negative effects have resulted in the same level for the beginning and the end.
If your level of commitment changed between applying and the end of the induction process, did you experience this to be a result of one or both of the processes?/Jos sitoutumisesi taso muuttui haun ja perehdytysprosessin loppumisen välillä, koitko sen johtuvan jommastakummasta vai molemmin prosesseista? (22 responses)

Figure 6 – The main cause behind commitment change (Original).

Figure 6 portrays the main influencer behind the changes to the commitment levels as experienced by the respondents, if the commitment levels altered in any way.

The continuing trend among the results is the general neutrality towards changes taking place in commitment levels, with the levels remaining generally unchanging and majority of the respondents reporting no changes in their commitment levels throughout the two processes. Yet out of the recruitment and induction processes, induction gained more support as to having had an influence on commitment. ‘Recruitment process’, ‘the two processes combined’ and ‘something else besides either of the two processes’, were all options that received the least amount of support as direct influencers towards commitment. This extent to the lack of support for the two processes having had combined influence would almost altogether negate the possibility of the two processes being viewed as a continuing, single entity in the eyes of the employees. As such, at least from the perspective of the respondents, the combined score for the influence of the individual processes shows that the processes are more likely to have an influence separately, rather than as a combination. In the end, the nature of the processes as experienced by the respondents could have had a significant influence on the results, if the employees have experienced comparatively different processes.
5.1.2 Recruitment process

Was there an aspect in the recruitment process that affected your commitment towards the position?/Oliko rekryointiprosessissa puoli tai vaihe, joka vaikutti sitoutumiseesi työpaikkaa kohtaan?

Figure 7 – Influence of recruitment (Original).

Figure 7 shows the respondents’ view on whether the recruitment process had an effect on their commitment levels.

Contrary to the previous question, where the combined 9 per cent of the respondents felt that their commitment had changed due to the recruitment process in some form, here 22.7 per cent reported there to have been a direct aspect to the recruitment process that affected their commitment.

Between applying and being offered the job position, was there a change in your level of commitment towards the position?/Muuttiiko sitoutumisesi työpaikkaa kohtaan haun ja työpaikan saamisen välillä?

Figure 8 – Change between applying and being offered the job (Original).
Figure 8 shows the results of whether the respondents experienced changes in their commitment levels between applying and being offered the position in question.

Of the 22.7 per cent for whom recruitment had affected their commitment levels, 40 per cent experienced this in the lowering of their commitment. This is somewhat controversial to the response gained to the questions regarding commitment levels at the time of application and the beginning of induction, where there were notable changes shown in the respondents’ commitment levels.

5.1.3 Induction process

During the induction process, did you experience a change in your commitment towards the position?/Koitko muutoksen sitoutumisessasi työpaikkaa kohtaan perehdytysprosessin aikana?
(22 responses)

63.6%

36.4%

Figure 9 – Change during induction (Original).
Figure 10 – Direction of change during induction (Original).

The data from Figures 9 and 10 are mutually connected, as the former portrays whether the respondents’ commitment levels changed during the induction process, while the latter shows the direction of this change and whether the alteration was towards a higher or a lower level of commitment.

Here the results are comparatively controversial, as in the first question, 63.6 per cent report no changes to their commitment during induction, while 68.2 per cent report no changes to commitment during induction in the second question. Similarly to the results in regards to the recruitment process, the changes in commitment during the induction process are positive for the majority of the respondents who experienced any changes. However, compared to the recruitment process, 9.1 per cent more of the respondents experienced a positive change during the induction process.
Figure 11 shows the relative weight given to the induction process by the respondents as an influencer towards commitment.

Contrary to the results to the previous two question where the clear majority leaned towards induction having had no effect on their commitment changing, here the combined 50 per cent felt that induction had either ‘very high’ or ‘high’ effect on their commitment, with less than half indicating a neutrality towards any effect having taken place.

5.1.4 Specific factors

Figures 12 and 13 show the respondents’ selections from a set of provided stages of the recruitment and induction processes, with the highest effect on their commitment. Figure 12 focuses on the stages with a positive influence on commitment while Figure 13 focuses on the negatively effective stages. For each question a respondent was asked to select either the five most effective stages in their own experience, or ‘none of these’ to indicate no commitment changes having taken place as a result of these stages. The percentage of each stage shows the effectiveness of that stage from the perspective of the respondent base.
In terms of precise aspects or stages of the recruitment and induction processes with positive influence, ‘being welcomed into the staff’ gained the vote of the majority of the respondents, which poses the possibility of the relevance of emotional and sentimental aspects in the creation of commitment. On the other hand, being welcomed into the workplace could be the definitive factor in finally viewing oneself as a part of the organisation, or a team. ‘Being offered the position’ and ‘receiving training’ were equal as the second most positively influential steps, with ‘receiving mentoring’ as fourth. ‘Recognition or rewards’ and ‘group interviews’ were the only stages to received zero support as to having a positive influence on commitment. The general lack of support for ‘long-term benefits’ and ‘recognition or rewards’ having had a positive effect is interesting, from the point of view of a rewarding system. The support for the stages taking place before interviews is also noteworthy.
Select five items from the following list of stages in the recruitment and induction processes, that affected your commitment towards the position negatively. If you find none of the options applicable, select only "None of these". / Valitse allaolevasta rekryointi- ja perehdytysprosessien vaiheiden listasta viisi kohtaa, jotka vaikuttivat eniten negatiivisesti sitoutumiseesi työpaikkaa kohtaan. Jos mitkään kohdista eivät pääde, valitse ainoastaan "Ei mikään näistä".

(22 responses)

<table>
<thead>
<tr>
<th>Stage</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information you received</td>
<td>-2 (9.1%)</td>
</tr>
<tr>
<td>Job advertisement</td>
<td>-1 (4.5%)</td>
</tr>
<tr>
<td>Group interview</td>
<td>-1 (4.5%)</td>
</tr>
<tr>
<td>One-on-one interview</td>
<td>-1 (4.5%)</td>
</tr>
<tr>
<td>Being offered the job</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>Being welcomed into work</td>
<td>-1 (4.5%)</td>
</tr>
<tr>
<td>Introduction to the organisation</td>
<td>-4 (18.2%)</td>
</tr>
<tr>
<td>Receiving information</td>
<td>-1 (4.5%)</td>
</tr>
<tr>
<td>Receiving mentor</td>
<td>-2 (9.1%)</td>
</tr>
<tr>
<td>Receiving feedback</td>
<td>-3 (13.6%)</td>
</tr>
<tr>
<td>Receiving training</td>
<td>-2 (9.1%)</td>
</tr>
<tr>
<td>Long term benefits</td>
<td>-3 (13.6%)</td>
</tr>
<tr>
<td>Being able to give</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>Recognition or refiring</td>
<td>-2 (9.1%)</td>
</tr>
<tr>
<td>Ability to contribute</td>
<td>-1 (4.5%)</td>
</tr>
<tr>
<td>The possibility of</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>None of these/Ei mikan naimsta</td>
<td>15 (68.2%)</td>
</tr>
<tr>
<td>Other</td>
<td>0 (0%)</td>
</tr>
</tbody>
</table>

Figure 13 – Specific steps in these processes with negative influence (Original).

At 68.2 per cent, the majority of the respondents felt that none of the aspects to the two processes had had a particularly negative influence on their commitment. Of the options that were selected, ‘introduction to the organisation’ had the most support as a negative influencer, with ‘receiving feedback’ and ‘long term benefits’ coming second. Overall, due to the small number of respondents selecting precise steps instead of ‘none of these’, the clear trend indicates to be towards a lack of negative influence among the available steps of these two processes.

5.1.5 Qualitative questions

When it comes to the influence of specific steps in the recruitment process, the respondents had the opportunity the describe the factors that most affected their commitment, if there were any that stood out. All of the responses that were gained from the employees that
replied to this question can be divided into three categories or themes: the interview, the provided information and the atmosphere. Factors strictly related to the interview included interest shown towards the applicant and apparent honesty shown by the interviewee. Factors related to provided information included being given contrasting answers in an interview and being provided with information that has a negative association (having high responsibilities with low wages). The factors related to the atmosphere included the manager’s stance and attitude towards matters, the relaxed atmosphere at an interview and a good initial reception. None of the answers clearly indicated whether any of these factors had been strictly positive or negative in nature. With only six responses to this question, the majority of the replicants conveyed through not answering that there was no specific factor in the recruitment process with an influence on their commitment.

In regards to the influence of specific steps in the induction process, the respondents were similarly provided with the opportunity to elaborate on the most influential factors regarding their commitment. The specific steps that were mentioned can be divided into themes based on their affiliation to either a mentor or the provided aid and information. Factors related to a mentor describe a mentor’s ability to influence an employee’s feelings towards the organisation and the influence of a mentor’s level of abilities and skills in mentoring. Overall helpfulness around the workplace, the lack of certain information being provided leading to an employee having to search for clarity on their own and learning about general habits and activities at the workplace were mentioned as effective factors during induction. The extent of the induction and the manager’s attitudes were also among the replies. Once more, with only seven replies to the question, this would imply that the majority of the respondents did not experience any stage of the induction process to have a specific influence on commitment. Additionally, none of the responses, besides the lack of provided information, was indicated to be towards negative or positive effect.

Once more the small number of responses indicates that for the majority there were no change inducing steps in the two processes. Of the mentioned factors, mentoring, honesty and the quality of the provided information stand out. Other than that, many of the responses are similar in the way they depict instances where the focus is on how the employees experienced events to take place, what the atmosphere or the attitude of others seemed like to them at the time.
5.2 Discussion on findings

In general, the overall results of the survey lean towards no changes in commitment having taken place for the majority of the respondents throughout the two processes. For those who experienced changes, while the difference is not major, most experienced the change towards heightened commitment, even as this is highly relative to the organisation and the used recruitment and induction processes in question. Yet, as the commitment levels were high for most, beginning from the moment that application took place, no certain conclusions can be drawn as to the effectivity of either process in particular. Furthermore, experienced changes linked to recruitment and induction processes seem to have been positive in nature for most employees participating in the research, with significantly less negative implications towards the processes’ influence. Overall, the results show a conflicting image of the effectivity of recruitment and induction processes, as the results vary between related questions. Regarding the possibility of employees viewing the two processes as a single continuous unit in affecting their commitment, which could indicate that the two processes could further be regarded as interconnected, the responses would seem to indicate against this. The responses show no indication towards a connection between the influences of the two processes, but instead showcases the differences between the two.

The overall results indicate a somewhat higher influence for induction compared to recruitment. The support, shown in multiple cases towards mentoring and being welcomed into the staff, indicates a significance to the initial steps in employment. The organisation in question has proven its focus on selecting individual and suitable mentors for the induction process, which could be in effect in the results shown. This is also in line with Meyer, Irving and Allen’s (1998) claim of the prevailing importance of positive experiences in the beginning of employment. Furthermore, in consideration to the importance of being welcomed into the staff, as shown in the results of the survey, the significance of first impressions when starting at a new employment could be noteworthy.

Based on the high commitment levels at the time of application, this would indicate that the available information of the organisation, its brand and reputation, and the attraction strategy in use along with other possible pre-existing information or factors were significant influencers in creating commitment before becoming an applicant. This is somewhat supported by 18,2 per cent of the respondents selecting both ‘information you received about the organisation beforehand’ and ‘job advertisement’ as aspects that had a positive influence on their commitment. Whilst 9,1 per cent reported such information to have had a
negative influence on them, the number of respondents that felt strongly about their commitment towards the organisation before applying for a job is notable.

In the qualitative questions, the interview was mentioned more than once in different connotations in regards to being the most influential aspect to the recruitment process. As 31.8 per cent of the respondents selected one-on-one interviews as a positive influence in their commitment, this further proves their significance, while group interviews were not selected once as to having been a positive influence on commitment. This could result from group interviews not having been experienced by all or any applicants. In accordance with McGrath and Hammontree’s theory, the significance of communication was brought forward by the respondents in the qualitative questions, in the noteworthiness and value of good communication (McGrath and Hammontree, 2016). Especially the notion of contrasting information being negatively effective conforms with the importance of information accuracy, as mentioned in the literary review (Latham and Leddy, 1987). In addition to communication, the fact that managers and their significance was mentioned more than once could be compared to the proposed importance of a mentor in an employees’ connections at the workplace during induction.
6. Conclusion

The objective of this research was to analyse the effects that recruitment and induction processes can have on employee commitment, which aspects to these processes might be most influential and whether employees have experienced these changes to be direct results of the processes. The possibility for the two processes to be viewed as interconnected in the eyes of the employees was also a consideration.

The answers given by the respondents provide a conflicting and unreliable view into the effectiveness of recruitment and induction processes in influencing employee commitment. As most respondents claimed that their commitment levels did not change throughout the processes, the effectivity of either process is complicated to measure. Despite this, most respondents show a positivity towards the influence of the main aspects of the two processes, even as the majority claims the processes to have had no influence at all. The answers conflict in regards to these changes having actually taken place, yet for those whose commitment changed, this seems to have taken place in a positive manner. The most significant findings are related to the relative weight put on induction out of the two processes, the height of commitment levels before application due to employer branding and pre-existing information, and the relevance of mentoring and information. Furthermore, the weight put on receiving and conveying information by the employees, the organisation and the studies in the literary review highlights this significance.

This research confirmed that recruitment and induction processes can be viewed by employees as active influencers when it comes to commitment, and that these processes’ individual steps might seem positively influential to one employee, while causing the opposite result to another. Furthermore, the steps of these processes that are intended to create commitment are mostly viewed in a positive and successful light by the respondents. This includes the application of mentoring, providing training and information and possibilities for feedback and contribution. However, the viability of the two processes being applied towards creating employee commitment as a singular and continuous unit yet remains to be verified as a lucrative action. The findings provide an insight into the experiences of employees throughout recruitment and induction processes, and how successful an organisation’s attempts at creating commitment are in the opinion of employees. The findings also confirm employees’ awareness towards the influence of the two processes, which opens new possibilities for elaboration and further investigation into the topic.
The limitations of this study are once more worth pointing out, as they propose a notable set of obstacles to the analysis of the data and the results. The low response rate and the clear conflicts among the answers pose difficulties and shortcomings, while causing strict limitations to the application of the findings. Furthermore, only focusing on one organisation also limits the study. While the mainly small percentage differences in particularly related questions might not change the overall results significantly, the fact that a notable number of the respondents did not experience recruitment and induction processes in a similar fashion compared to the majority of the respondents, risks the credibility of all results gained from the research. In regards to this, further attention could have been paid to the questionnaire, to attempt to pre-emptively cancel this situation from taking place by forming the questions differently.

There are numerous recommendations to be made for future research. The questionnaire that was used for this research project could be improved upon to reach higher levels of efficiency and preciseness for the gained data and the analysis process. More precise questions could have provided the research with more comprehensive data and were the research to take a more qualitative centred approach, much more enlightening responses could be gained from the employees. A research based on un-structured interviews could bring more depth to the results, while opening the project up for the possibility of completely unexpected gains and answers. Further insight into the employees’ experiences and opinions could provide more options into the future of the research topic, and how the topic could be approached. Furthermore, to broaden the number of organisations, sectors and employees at the focus of the research could create results that are more informative and applicable to the human resources practices on a more global level.

To conclude, this research has provided a summary of the significance of employee commitment to organisation, employees and customers, while also providing insight into the main factors related to the formation and benefits related to commitment, and the negative aspects associated with its absence. The basics of both recruitment and induction processes have also been covered with additional information regarding their significance in the creation and maintenance of employee commitment. The findings of this research show the relevance of recruitment and induction processes in changing employees’ commitment levels from the perspective of the employees themselves. The results gained from the employees of a large organisation in the healthcare sector indicate that while most do not recognise recruitment and induction as influencers to their commitment, the processes have been viewed mostly in a positive light regarding commitment between an organisation and an employee. Of the specific steps in the two processes, mentoring, being welcomed into the working community, successful communication and employer brand rose
above others. While no concrete deductions can be drawn from the results due to the limitations and the nature of the results, the significance of recruitment and induction processes in affecting employee commitment remains, and this influence was noted by the employees themselves. Overall, the results do not provide any concluding facts to be applied by organisations on a wide range, yet the potential for further influence in recruitment and induction when considering commitment remains.
7. References


Appendices

Appendix 1 - Questionnaire

The connection between recruitment and induction processes and employee commitment./Yhteys rekrytointi- ja perehdytysprosessien sekä työntekijän sitoutumisen välillä.

The English part is followed by the Finnish translation after the slash sign.

The recruitment process/Rekrytointiprosessi

From an applicant's perspective, recruitment process begins from turning in an application for an open position and ends when an applicant is selected for the position by the recruitment team. The process can consist of for example group or individual interviews, conducting tests and preparing projects for reviewing. These aspects of the process are selected by each organisation based on their individual values and aims in order to efficiently screen the candidates and find the most suitable one for selection. / Hakijan näkökulmasta rekrytointiprosessi alkaa hakemuksen lähettämisestä vapaata työpaikkaa varten ja loppuu kun rekryointitiimi valitsee paikkaan jonkun hakijoista. Prosessi voi koostua esimeriksi ryhmä- tai yksilöhaastatteluista, testien tekemisestä tai projektien valmistamisesta arviointia varten. Organisaatiot valitsevat nämä rekrytointiprosessin vaiheet omien arvojensa ja tavoitteidensa perusteella voidakseen tehokkaasti valikoida hakijoiden joukosta kaikista sopivimman ehdokkaan.

Did you go through a recruitment process before entering your current workplace?/Kävitkö läpi rekrytointiprosessin ennen saapumistasi nykyiseen työpaikkaasi?

* ☐ Yes/Kyllä
☐ No/Ei

At the time of applying for a position in the organisation, which level would have best described your commitment towards the position?/Lähettäessäsi organisaatiolle
hakemuksen tarjolla olevaa työpaikkaa varten, mikä taso kuvasti parhaiten sitoutumustasi kyseistä työpaikkaa kohtaan? *

Was there an aspect in the recruitment process that affected your commitment towards the position?/Oliko rekrytointiprosessissa puoli tai vaihe, joka vaikutti sitoutumiseesi työpaikkaa kohtaan? *

- ○ Yes/Kyllä
- ○ No/Ei

If there was a factor in the recruitment process that affected your commitment towards the position, please describe it below and explain why it affected your commitment. If not, leave the answer empty./Jos rekrytointiprosessiin kuului jokin tekijä, joka vaikutti sitoutumiseesi työpaikkaa kohtaan, kuvaile sitä alla olevaan kenttään ja selitä miten se vaikutti sitoutumiseesi. Jos ei kuulunut, jätä vastaus tyhjäksi.

Between applying and being offered the job position, was there a change in your level of commitment towards the position?/Muuttuiko sitoutumisesi työpaikkaa kohtaan haun ja työpaikan saamisen välillä? *

The induction process/Perehdytysprosessi

From the employee’s perspective, the process begins from the very first working day in a new organisation or a new position. It can include gaining the information and skills that are necessary in order to perform applicably and being introduced into the workplace. The process usually ends when the employee has successfully integrated into the work team, has become an operational part of the staff and can perform their duties without problems. / Työntekijän näkökulmasta prosessi alkaa ensimmäisestä työpäivästä uudessa työpaikassa tai uudessa työtehtävāssä. Siihen voi sisältyä omien tehtävien tyydyttävän suorittamiseen vaadittavan information ja taitojen saaminen ja esittely työpaikkaan. Prosessi yleensä loppuu, kun työntekijä on onnistuneesti yhdistynyt osaksi työtiimiä, tullut toimivaksi osaksi henkilökuntaa ja oppinut suoriutumaan työtehtävistään ilman ongelmia.
Did you experience an induction process in the beginning of your employment?/Koitko perehdytysprosessin työsuhteesi alussa? *
- Yes/Kyllä
- No/Ei

At the beginning of the induction process, which level would have best described your commitment towards the position?/Mikä taso kuväisi parhaiten sitoutumistasi työpaikkaa kohtaan perehdytysprosessin alussa? *

During the induction process, did you experience a change in your commitment towards the position?/Koitko muutoksen sitoutumisessasi työpaikkaa kohtaan perehdytysprosessin aikana? *
- Yes/Kyllä
- No/Ei

If you did experience such a change, was it towards a lower or higher commitment to the position?/Jos koit muutoksen, oliko se muutos korkeampaan vai matalampaan sitoutumiseen työpaikkaa kohtaan? *
- Lower commitment/Matalampi sitoutuminen
- Higher commitment/Korkeampi sitoutuminen
- No change in commitment/Ei muutosta sitoutumisessa

In your experience, how much did the induction process have an effect on your commitment towards the position?/Miten suuri vaikutus perehdytysprosessilla oli sitoutumiseesi työpaikkaa kohtaan omien kokemustesi perusteella? *

If there was a factor in the induction process that affected your commitment towards the position, describe it below and explain why it affected your commitment. If not, leave the answer empty./Jos perehdytysprosessiin kuului jokin tekijä, joka vaikutti sitoutumiseesi työpaikkaa kohtaan, kuvaile sitä alla olevaan kenttään ja selitä miten se vaikutti sitoutumiseesi. Jos ei kuulunut, jätä vastaus tyhjäksi.
Overall/Kokonaisuus

At the end of the induction process, was your level of commitment towards the position the same it was when applying?/Oliko sitoutumisesi taso perehdytysprosessin lopussa sama kuin hakiessasi työpaikkaa? *

○ ☐ Yes/Kyllä
○ ☐ No/Ei

If your level of commitment changed between applying and the end of the induction process, did you experience this to be a result of one or both of the processes?/Jos sitoutumisesi taso muuttui haun ja perehdytysprosessin loppumisen välillä, koitko sen johtuvan jommastakummasta vai molemmista prosesseista? *

○ ☐ Result of the recruitment process/Rekrytointiprosessin tulosta
○ ☐ Result of the induction process/Perehdytysprosessin tulosta
○ ☐ Result of both the recruitment and the induction processes/Rekrytointi- ja perehdytysprosessin tulosta
○ ☐ Result of something else/Jonkin muun tulosta
○ ☐ No change in the level of commitment/Ei muutosta sitoutumisen tasossa
○ ☐ Other:

Select five items from the following list of stages in the recruitment and induction processes, that most affected your commitment towards the position positively. If you find none of the options applicable, select only "None of these". /Valitse allaolevasta rekrytointi- ja perehdytysprosessien vaiheiden listasta viisi kohtaa, jotka vaikuttivat eniten positiivisesti sitoutumisesesi työpaikkaa kohtaan. Jos mitkään kohdista eivät päde, valitse ainoastaan "Ei mikään näistä". *

○ ☐ Information you received about the organisation beforehand/Informaatio jonka satt
organisaatiosta etukäteen
○ ☐ Job advertisement/Työpaikkailmoitus
○ ☐ Group interview/Ryhmähaastattelu
○ ☐ One-on-one interview/Yksilöhaastattelu
Select five items from the following list of stages in the recruitment and induction processes, that affected your commitment towards the position negatively. If you find none of the options applicable, select only "None of these".

Valitse allaolevasta rekrytointi- ja perehdytysprosessien vaiheiden listasta viisi kohtaa, jotka vaikuttivat eniten negatiivisesti sitoutumiseesi työpaikkaa kohtaan. Jos mitkään kohdista eivät päde, valitse ainoastaan "Ei mikään näistä".

- Information you received about the organisation beforehand/Informaatio jossa sait organisaatiosta etukäteen
- Job advertisement/Työpaikkailmoitus
- Group interview/Ryhmähaastattelu
- One-on-one interview/Yksilöhaastattelu
- Being offered the position/Työpaikan tarjoaminen sinulle
- Being welcomed into the staff/Vastaanotto osaksi henkilökuntaa
- Introduction to the organisation/Organisaation esittely
- Receiving information about duties and expectations/Informaation saaminen omista tehtävistä ja odotuksista
- Receiving mentoring/Mentoroinnin saaminen (Ammattilaisen antamat neuvot ja tuki)
- Receiving feedback on your performance/Palautteen saaminen omasta suorituksestasi
- Receiving training/Koulutusen tai valmennuksen saaminen
- Long term benefits of the position/Työpaikan tarjoamat pitkäaikaiset edut
- Being able to give feedback of your own/Mahdollisuus antaa itse palautetta
- Recognition or rewards/Tunnustus tai palkinnot
- Ability to contribute or innovate in the workplace/Mahdollisuus myöttävää vaikuttaa tai innovoida työpaikalla
- The possibility of reaching your individual goals/Mahdollisuus saavuttaa omia henkilökohtaisia tavoitteita
- None of these/Ei mikään näistä

Other: [Please write your own response here]
- Receiving training/Koulutuksen tai valmennuksen saaminen
- Long term benefits of the position/Työpaikan tarjoamat pitkäaikaiset edut
- Being able to give feedback of your own/Mahdollisuus antaa itsenäisen palautetta
- Recognition or rewards/Tunnustukset tai palkinnot
- Ability to contribute or innovate in the workplace/Mahdollisuus myötävaikuttaa tai innovoida työpaikalla
- The possibility of reaching your individual goals/Mahdollisuus saavuttaa omia henkilökohtaisia tavoitteita
- None of these/Ei mikään näistä
- Other:

Submit