

3. LITERATURE REVIEW

The purpose of this chapter is to equip the readers with the common perspective of the terms that will be used throughout the research. The explanations will include the definitions of terms and concepts to support the inception of ideas in the subsequent chapters. The researcher will present the definition of each term or concept by the involvement of gathering several definitions and then come up with an agreed definition for the thesis. This is aligned with the definition of a literature review by Winchester and Salji (2016), who argued that a literature review should be informative, personal, and is an unbiased synopsis of the information, which provides a balanced view of conflicting findings and inconsistencies, as well as established and current thinking. The terms and concepts that will be discussed in this chapter will be centered around the internship program as a term. Aside from the definitions, the researcher will elaborate on the processes or stages of some concepts. Thus, terms and concepts will be defined and explained to give clarity of perspective in this chapter.

3.1. Internship Program

The term “Internship” can be ambiguous in some cases, as companies and organizations may have different ways of delivering their internship. These differences may lead to conflict of interest and even ethical problems in which companies misuse the programs for their own gains over the participants. That is why a proper definition of “Internship” needs to be established. According to Zopiatis and Theocharous (2013), an internship is a short-term period of paid or unpaid practical work experience wherein students obtain training and job experiences in a specific field to apply classroom theories within the actual work, and thus bridging the gap between theory and practice. Through this definition, the authors highlighted the benefit of the internship from the students’ perspective, which is to obtain work experience in addition to the knowledge they receive at school or university. The definition is worth noting, especially for the students as they can take into account the purpose of the activities involved in an internship program.

However, a more complete definition of internship comes from the National Association of Colleges and Employers (NACE) who can equip employers, educators, and students, as internships’ stakeholders who have different interests, with a certain perspective and erase variation when defining “Internship”. Based on NACE (2018),

“An internship is a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a

professional setting. Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths; and give employers the opportunity to guide and evaluate talent.”

This definition does not only explain the format of an “Internship”, but also highlights the two-sided benefits of the program, which are for students and employers. NACE believes that not only students, but employers as the providers will also benefit from internships. To enable the program to be considered as a legitimate “internship”, however, the University of Maryland Baltimore County (n.d.) argued that organizations should fulfill the following criteria in conducting their internships:

1. Consists of a part-time or full-time work schedule that includes no more than 25% clerical or administrative duties.
2. Provides a clear job/project description for the work experience.
3. Orients the student to the organization, its culture and proposed work assignment(s).
4. Helps the student develop and achieve learning goals.
5. Offers regular feedback to the student intern.

These criteria can be a guidance for employers not to provide their participants with unguided activities that can lead to their own disadvantage, such as a destroyed reputation. In contrast, host organizations that follow these criteria may be considered as providing legitimate and ethical internship programs for the participants. As a result, both the participants and the organizations can benefit from the internship being held.

In order for an internship to be referred to as a program, it should have the criteria of a program. According to Merriam-Webster (2023), a program is “a plan or system under which action may be taken toward a goal.” The definition indicates that to be referred to as a program, an internship should have a plan or system that is performed to reach a goal. Another definition of a program is from the Project Management Institute, which argues that a program focuses on the coordination of related projects and other activities and is made to deliver benefits to the organization (as cited in Weaver, 2010). In this case, it is highlighted that a program is a group of projects or activities that has a goal to benefit the organization.

This research will mostly take into account the internship definitions provided by NACE (2018) and the University of Maryland Baltimore County (n.d). Although the definition provided by Zopiatis and Theocharous (2013) presents important characteristics of internships, such as the truth that it is a short-term program and may lead the students to gain job experiences, this definition is not complete. The definition by NACE (2018) clarifies the format of the internships, as well as the benefits

to the students and employers, which are important factors that will be discussed further in this research. Moreover, the definition of “internship” by the University of Maryland Baltimore County (n.d) will also be used as it clarifies the minimum requirements for an experience to be considered as a quality internship. In terms of the definition of a “program”, this research will consider the definitions from Merriam Webster and the Project Management Institute that clarifies a program as a group of planned projects or activities that delivers benefits to the organization. Thus, an internship program is a set of activities that acts as an experiential learning that benefits both students and employers as well as meeting certain standards.

3.2. Effective Internship Program

Another specific term that will be repeatedly be used in this research is “effective internship program”, as it clarifies the specific objective that needs to be delivered upon the completion of the research. To ensure the invested resources bear a positive return, Upfield should ensure that the program does not only exist in the company, but more than that, it needs to be effective.

According to the Merriam-Webster dictionary, the word “effective” has the meaning so as to “producing a decided, decisive, or desired effect”. Based on this definition, an effective internship program is when the program can produce the result that has been determined earlier, which can be in the form of benefits to the interns and to the organization. Similar to the definition, the Cambridge Dictionary (2023) defined “effective” as “successful or achieving the results that you want.” Moreover, some synonyms of “effective” include “successful”, “efficacious”, “productive”, and “fruitful.” When putting the meaning into the context of internship program, it means that an effective internship program should enable the initiator to achieve the desired results. The initiator, in this case, will be the organization who organizes the internship program. However, as organizations want to also maintain its employer branding, they also target the internship programs to be beneficial to the participants, or in this case, are interns. Thus, an effective internship program according to these two similar definitions will mean an internship program that benefits the host organizations and the participants. The author will use this definition to define an “effective internship program” throughout the research.

3.3. Interns

Every program requires the existence of participants to be involved during the process. In this case, the subjects of the internship programs are Interns. To have the same perspective about these participants, it is necessary to define the word “intern” as it may have different meanings in different

contexts. According to the Cambridge Dictionary (2023), an intern is “someone who is finishing training for a skilled job especially by getting practical experience of the work involved.” Thus, interns based on this definition are everyone who is undergoing training through practical work experience in the related field or using a specific job description of the destination job.

However, a more elaborated definition of “intern” is an advance student or graduate who gains supervised practical experience, and is commonly in a professional field (Merriam Webster, 2023). This definition adds another criterion that is identical to “intern”. Through this definition, the characteristic of an intern becomes clearer, such as the educational levels that they have and the field they are usually in. Another reference to the definition suggested that interns might also be older students who are changing careers or obtaining degrees (Heathfield, 2020). Thus, interns are not limited to college students, but also those people who are changing their careers or continuing their studies and need to have practical experience in the form of an internship.

In this thesis, the definition of “intern” will be highly influenced by the definitions suggested by Merriam Webster (2023) and Heathfield (2020) as they provide more specific characteristics that an intern has. Thus, an “intern” is a student or an adult who gains a supervised practical experience for educational or career purposes and is commonly in a professional field.

3.4. Talent sourcing and recruitment

Talent sourcing and recruitment can sometimes be used interchangeably, but they have different meanings. According to Ghosh (2020), talent sourcing is a structured method of identifying, engaging, and networking with relevant talent pools of highly prospective candidates that has a purpose to maintain a steady flow of talent for current and future positions. To ensure qualified candidates are engaged, talent sourcing requires proactive involvement of the organization (Randstad, 2022).

On the other hand, recruitment is the process of finding and hiring the best qualified candidates from internal or external sources to fill in job openings of an organization in a timely and cost-effective manner (Devi & Banu, 2014). Moreover, according to Biswas (2012), recruitment can be defined as the process of searching the candidates for employment and stimulating them to apply for jobs in the organization. An ideal recruitment effort attracts many qualified applicants, and the good approach allows the unqualified ones to select themselves out from the job candidacy (Kumari, 2012). This kind of approach will let organizations minimize the costs of their selection process. Although both talent sourcing and recruitment involve the search of candidates, sourcing is typically a part of

the recruiting function performed by the HR professional (Randstad, 2022). Thus, talent sourcing and recruitment have different purposes and should be used to describe a specific effort in the hiring process.

3.5. Components of recruitment process

According to Devi and Banu (2014), a common recruitment process will include stages, namely analyzing the job requirements, attracting, screening, selecting, hiring candidates, as well as integrating the new hires into the organization. When a company wants to hire new employees, they should understand the needs of the organization. That is why the first step to take is figuring out the job requirements of the job to fill the need, such as based on the daily activities and the required skills of the expected hires. After the requirements have been determined, the organization can start to post the job on channels, such as social media and company's announcement boards to attract external or internal parties to apply.

Next, the HR professionals or the responsible managers will then screen the applicants based on their data, documents (e.g., CVs, cover letters), and interviews. These steps will allow them to select the right candidates for an offer and hire them once the offer is accepted. When the candidates have been hired, the responsible HR professionals or managers will make the effort to integrate these new hires into the organization. Thus, a recruitment process will include stages from defining the job requirements up to the integration process of the new hires to the organization.

3.6. Onboarding process

The new hires are physically present in the company right after the integration process, but they need to learn further about the company and their surroundings to set up their own motivation and ambition for work. Here is where onboarding becomes one of the determinant stages for employees to find their own identity inside the company. The Society for Human Resource Management argued that "Onboarding is the process by which new hires get acclimatized to all aspects of their jobs rapidly and easily, and learn the knowledge, skills, abilities (KSA) and behaviors required to function effectively within an organization" (Karambelkar & Bhattacharya, 2017, 5). Rather than performing as an introduction nor an orientation phase of a new hire, onboarding is an organized process that comes after the new hire's first few days or weeks of employment (Bell, 2021). The main objective of the process is to develop a long-term relationship between the new hire and employer in a long-term manner during the employee's employment in the company (Bell, 2021). Through the process, the new hires will be enabled to better understand the team and organizational practices,

processes, policies, and values to support the adjustment and gain positive early experiences (Klein & Polin, 2012; Caldwell & Peters, 2018, as cited in Jeske & Olson, 2022).

The process or stages involved in the onboarding can be varied based on the type of company and the needs of the new hires. However, according to Bauer (2007), there are two types of onboarding programs, which are formal and informal. Formal onboarding is the process where the new hires learn about their jobs through a set of written and coordinated policies and procedures that assist them in adapting to the tasks and socialization of the new job. On the other hand, informal onboarding is the process when the new hires can learn about the new jobs without an explicit organizational plan. Thus, onboarding processes can be categorized based on the existence of a formal written guideline to teach the new hires.

Informal and formal onboarding can have different ways and procedures in their implementation, but both processes should consist of four components, namely compliance, clarification, culture, and connections (Bell, 2021). The compliance component allows the new hires to learn about the organization's policies, rules, and regulations. Meanwhile, the clarification component clarifies the responsibilities and expectations of the new specific jobs to the new hires. The culture component is a part of the onboarding process where the organization communicates the organization's norms and group behaviors to the new hires through formal and informal approaches. Lastly, the connection component is the new hires' part of establishing interpersonal relationships and information networks within the organization. These components of the onboarding will help the new hires not only to understand their roles, but also to adapt faster with the new people and environment.

3.7. Preliminary Conclusion

In conclusion, the definitions explained in this chapter will be used to clarify the meanings of terms or concepts that will be discussed. Based on the literature review, an internship program is an experiential learning that benefits both students and employers by integrating the students' knowledge with practical application and meeting a certain standard. To become effective an internship program should enable the program's initiators to achieve the desired results or objectives. Some elements in an internship program include talent sourcing, recruitment, and onboarding. Although sometimes being used interchangeably, talent sourcing is a stage included in a recruitment process. On the other hand, onboarding is the process to help new hires get acclimatized to all aspects

of their jobs rapidly and easily in order to function effectively within the role. Thus, these definitions being presented will equip the research with the direction and context for the overall project results.