THE IMPACT OF ONBOARDING PROGRAM ON NEW HIRE RETENTION

PROJECT REPORT

Submitted by

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in partial fulfillment for the award of the degree

of

MASTER OF BUSINESS ADMINISTRATION

IN

SRI KRISHNA COLLEGE OF TECHNOLOGY

SCHOOL OF MANAGEMENT

COIMBATORE – 641402

APRIL 2024

BONAFIDE CERTIFICATE

Certified that this project report titled **THE IMPACT OF ONBOARDING PROGRAM ON NEW HIRE RETENTION** is the Bonafide work of **ALAGAMMAI C** who carried out the research under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

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DECLARATION

I affirm that the project work titled **"The impact of onboarding program on new hire retention"** being submitted in partial fulfilment for the award of **Master of Business Administration** is the original work carried out by me. It has not formed the part of any other project work submitted for award of any degree or diploma, either in this or any other University.

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ACKNOWLEDGEMENT

A project of such a comprehensive finish cannot be completed without the help of numerous sources and people throughout the long-rugged path of success. We realize this fact and so, we are greatly indebted to all of them and take this opportunity to thank them.

First and foremost, let me sincerely thank almighty for the great opportunity and blessings that he has showered up on me for the successful and timely completion of my Project. I wish to pledge and reward my deep sense of gratitude for all those who have made this project come alive.

I would like to express my heart-felt gratitude to thank to the management and staff of Sri Krishna College of Technology, Coimbatore, the Principal **Dr. M.G. Sumithra** for permitting me to take up this project.

Now I great fully thank Head of the Department **Dr. N. Nirmala Devi, School** of Management, Sri Krishna College of Technology, for the active and patient support forwarded to me in respect of this project.

I am gratefully indebted to my internal faculty guide **Dr. P. Shanmugha Priya**, Associate Professor, School of Management, Sri Krishna College of Technology, for encouraging me and for his constant support throughout the course of the project and helping me to complete it successfully.

I thank my parents and all other family members for their valuable and inseparable support in completion of this project. Once again, I take this opportunity to convey my sincere thanks to each and every person who helped me directly and indirectly in the successful completion of this project.

ALAGAMMAI C

ABSTRACT

This research investigates the impact of onboarding programs on the retention of new hires. The study aims to assess the effectiveness of onboarding programs as perceived by employees, evaluate the helpfulness of various aspects of the onboarding process, and determine the importance of an effective onboarding program in an employee's decision to stay with an organization.

The research employed a descriptive and correlational design, utilizing a structured questionnaire to gather primary data from a sample of 149 participants. Descriptive statistics, correlation analysis, and hypothesis testing were used to analyze the data.

The findings indicate that the majority of respondents have experienced a supportive environment, practical tools and resources, and structured learning as the most helpful aspects of the onboarding process. However, respondents also identified room for improvement in areas such as practical issues, support and guidance, and the content and structure of the onboarding program.

The study revealed a weak positive correlation between the perceived helpfulness of various onboarding program aspects and the overall effectiveness of the program. Additionally, the analysis showed a significant difference in the years of experience between employees who have left a job due to a poor onboarding experience and those who have not. Gender, however, was not found to have a significant impact on the perceived effectiveness of the onboarding program.

The research provides several key suggestions to enhance the quality and impact of onboarding programs, including: improving the practical aspects of onboarding, enhancing the content and structure, fostering a supportive and welcoming environment, and tailoring the onboarding approach based on employee experience levels. By addressing these areas, organizations can strengthen their talent management strategies and foster a more engaged and committed workforce, ultimately improving employee retention rates.

Key words: Onboarding programs, employee retention, employee turnover, supportive environment, employee engagement

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CHAPTER – 1

INTRODUCTION

An essential component of any organization's success is the onboarding process, which lays the groundwork for worker productivity, engagement, and retention. Companies continuously work to attract and retain top talent in today's competitive employment market, and a successful onboarding program can greatly help them achieve this aim. A increasing body of data suggests that a well-designed and performed onboarding process can positively influence an employee's decision to stay with an organization. The impact of onboarding programs on new hire retention has been the topic of substantial research and discussion.

Fundamentally, onboarding is the process of acclimating new personnel to the culture of the company and equipping them with the resources, training, and assistance they need to carry out their jobs well. It extends beyond the conventional orientation procedure, which usually concentrates on formalities like filling out forms and introducing policies to the organization. Rather, a thorough onboarding program seeks to acquaint new hires with the company's principles, objectives, and vision while providing them with the tools and resources necessary for success in their new positions.

It is impossible to exaggerate how crucial onboarding is because it establishes the tone for a worker's whole employment experience. While a bad onboarding experience can result in disillusionment, lower productivity, and eventually high turnover rates, a good one can promote a sense of commitment, engagement, and belonging. A study conducted by the Society for Human Resource Management (SHRM) found that companies with well-designed onboarding programs had much greater employee engagement and retention rates than those without such programs.

Role clarity is facilitated by an efficient onboarding program, which is one of its main advantages. New hires are more likely to have confidence and motivation in their roles when they completely comprehend their responsibilities, objectives, and how their contributions fit into the overall goals of the organization. In addition to increasing job happiness, this clarity lowers the risk of dissatisfaction and disengagement, two factors that might lead to voluntary turnover.

Moreover, onboarding initiatives can be an effective means of promoting a feeling of community and inclusion within the company. Incorporating the firm's culture, beliefs, and social networks into the onboarding process gives new hires the tools they need to connect with coworkers and become more deeply committed to the mission of the company. There is a constant correlation between this sense of belonging and increased job satisfaction, engagement and retention rates.

Effective onboarding programs can be extremely important in ensuring that new recruits have the technical skills and job-specific training they need to fulfill their jobs efficiently, in addition to these cultural and social factors. Employees are less likely to leave their jobs voluntarily when they feel well-prepared and supported in their positions. They are also more likely to report higher levels of job satisfaction and lower levels of stress and burnout.

But it's crucial to remember that not every onboarding initiative is made equal. Organizations must carefully plan and execute their onboarding programs to meet the specific needs and expectations of their workforce if they want to genuinely optimize the impact on new recruit retention. This could entail customizing the program for certain job positions, taking into account input from present staff members, and regularly assessing and improving the procedure in light of data and input.

Furthermore, the onboarding procedure must to go beyond the first few weeks or months of work. To ensure that new hires feel engaged, respected, and prepared to succeed in their roles throughout time, many firms have realized the need of providing ongoing support and development opportunities.

Even with the well-established advantages of successful onboarding programs, a lot of companies still find it difficult to carry out thorough and significant projects. Common issues include a lack of support from the leadership, a lack of resources, and a failure to see the onboarding process as a strategic investment. Onboarding programs should be prioritized, nevertheless, as evidenced by the possible return on investment in the form of higher retention rates, better employee engagement, and improved organizational performance.

Given these factors, it is essential that companies give the creation and execution of strong onboarding programs significant priority as a critical retention tactic for top people. Organizations may develop a staff that is engaged, committed, and driven to contribute to the long-term success of the firm by creating a pleasant and encouraging atmosphere from the beginning.

In order to better understand how onboarding programs affect new hire retention, this study will look at best practices, potential obstacles, and essential elements of successful efforts. By means of an extensive examination of extant literature, case studies, and empirical data, this research will offer significant perspectives and suggestions for establishments aiming to augment their onboarding procedures and ultimately boost staff retention percentages.

CHAPTER – 2

THEORETICAL PERSPECTIVE

2.1 NEED FOR THE STUDY

Several compelling variables that have substantial ramifications for organizational success and competitiveness in today's dynamic business climate make it necessary to explore how onboarding programs affect new hire retention.

First off, organizations in all sectors are finding that their capacity to draw in and hold on to exceptional personnel is a crucial difference. As the knowledge-based economy grows, businesses are realizing that maintaining and growing a talented, motivated, and engaged workforce is essential to their long-term success. Employee turnover that is voluntary can have negative effects on the company, including operational disruptions, loss of institutional knowledge, and high training and recruitment costs.

Studies show that replacing an employee might cost anywhere between half and two times their yearly income. Good onboarding initiatives can help offset these expenses by creating a happy work environment from the beginning, raising employee satisfaction, and eventually lowering voluntary turnover.

Furthermore, onboarding programs can be extremely important in laying the groundwork for sustained engagement and commitment in a time when employee engagement is a key factor in determining the success of an organization. Empirical studies have consistently shown that employees who are engaged are more likely to be customer-focused, productive, and to stick with their employers. Well-designed onboarding programs can contribute to higher engagement levels right away by successfully integrating new hires into the company culture and giving them the tools and assistance they need.

Furthermore, the changing demographics and demands of the modern workforce highlight the necessity of this study. Organizations need to modify their procedures to accommodate the distinct requirements and preferences of the younger generations joining the workforce. Companies may improve the employee experience and position themselves as

desirable employers in a competitive talent market by implementing effective onboarding programs that address these criteria.

In addition, the workforce now needs constant learning and skill development due to the quick speed of technical breakthroughs and digital revolutions. Comprehensive training and development opportunities included in onboarding programs can give new hires the skills they need to succeed in their roles and promote a culture of ongoing learning and flexibility.

Even while onboarding is acknowledged to be important, many businesses still find it difficult to put thorough and efficient programs in place. Organizational performance and competitiveness may be hampered in the long run by missed opportunities resulting from an unstructured onboarding process that fails to engage and retain top people.

Furthermore, the research that has already been done on the subject of onboarding programs' effects on new recruit retention has produced contradictory findings; some studies have found a substantial beneficial influence, while others have found little to no effect. The inconsistent results underline the necessity of more research to pinpoint the precise elements, program elements, and organizational settings that support effective onboarding campaigns and higher retention rates.

The goal of this research is to gather useful information and empirical support for organizational practices and decision-making by performing a thorough investigation on this subject. This study can aid in the creation of more successful onboarding strategies by carefully examining best practices, difficulties, and organizational case studies. In the end, this will help organizations increase employee engagement, lower attrition, and cultivate a more gifted and dedicated   workforce.

In conclusion, the critical importance of talent retention, the possibility for onboarding programs to reduce turnover costs, the changing demands of the modern workforce, the requirement for ongoing learning and skill development, and the gaps and inconsistencies in the literature all drive the need for this study. By filling this gap, the research has the potential to offer insightful suggestions that will enable companies to enhance their onboarding procedures, fortify their talent pipelines, and promote sustained success.

2.2 REVIEW OF LITERATURE

Numerous studies have investigated the relationship between onboarding programs and employee retention, highlighting the significance of effective onboarding practices as a critical talent management tool for organizations. The literature review encompasses a diverse range of research objectives, variables studied, methodologies, and findings, providing a comprehensive understanding of the topic.

Joseph, Divya, and M. Sandhya Sridevi (2015) analyzed the significance of effective onboarding practices as a talent management tool to improve new employee retention. They found that employees reporting higher job satisfaction, role clarity, cultural fit, and manager rapport one month after onboarding were much more likely to stay long-term. However, their study did not present any primary data analysis.

Hassan, Syed Hammad (2020) conducted a qualitative case study at TransferWise, a successful start-up organization, to understand the contribution and effect of extensive onboarding processes on employee motivation, satisfaction, and retention. The study utilized qualitative data analysis using RQDA (R package for Qualitative Data Analysis) and suggested that post-boarding processes and mentor-meetings can further improve onboarding efficacy.

Pike, Kaylee L. (2014) examined the effectiveness of onboarding programs in creating person-organization fit and reducing turnover through organizational socialization tactics. Employing Maslow's hierarchy of needs, descriptive statistics, and correlation analysis, the study found that higher-intensity onboarding programs incorporating institutionalized tactics are expected to create better person-organization fit and reduce turnover compared to lower-intensity programs.

Gillette, Monica (2021) conducted a convergent phenomenological study to create a training program and resources for hiring managers to improve employee recruitment, selection, and onboarding practices in order to increase staff retention. The analysis identified gaps in onboarding processes across departments, lack of formal training plans, and assumptions between HR and hiring managers about who owns parts of onboarding.

Reese, Victoria (2005) investigated the effectiveness of strategic on-boarding programs in improving retention and productivity of new executives in Fortune 100 companies. Through statistical analysis, including descriptive statistics, correlation analysis, and ANOVA, the study found that traditional on-boarding programs are ineffective, while strategic on-

boarding programs with high human interaction and individual tailoring can improve retention, productivity, and effectiveness.

Sharma, Pooja (2023) explored the effectiveness of onboarding initiatives in enhancing employee retention rates and performance in various organizations. The study employed reliability tests, demographic data analysis using frequency analysis, correlation matrix, KMO Test, and factor analysis. The findings indicated a direct relationship between onboarding and employees' intention to stay in the organization, emphasizing the importance of a clear and well-designed onboarding process.

Bell, Theresa (2021) explored the benefits of onboarding programs in local municipalities and their impact on employee engagement, retention, and performance. Through descriptive statistics, correlation analysis, and ANOVA, the study found that effective onboarding programs in municipalities can lead to increased and quicker employee productivity, as well as better job attitudes and behaviors.

Walker-Schmidt, Wendi, Corina Kaul, and Lacy Crocker Papadakis (2022) investigated the impact of a longer onboarding program on employee retention within the IT field. Using chi-square tests and descriptive statistics, the research found that the extended nine-month onboarding program had a significantly higher one-year retention rate compared to the standard onboarding program, suggesting the benefits of investing in a longer and more comprehensive onboarding process.

Patel, Parth, and Richi Mohanty (2023) explored the connection between current onboarding trends and their impact on employee retention. Through statistical analysis to test hypotheses, the study concluded that prioritizing employee retention through effective onboarding can help organizations build a strong and talented workforce that can drive long-term success and growth.

Carpenter, Mark L. (2023) explored the onboarding strategies used by human resource (HR) leaders to reduce employee turnover. Employing descriptive statistics, correlation, and chi-square analyses, the study suggested developing and implementing onboarding programs that foster a sense of connection between the employee and the organization, leading to personal and economic enrichment for employees, their families, and the community through reduced turnover and greater stability.

This review of literature highlights the diverse perspectives, methodologies, and findings related to the impact of onboarding programs on new hire retention. The studies collectively emphasize the significance of effective onboarding practices in fostering employee engagement, job satisfaction, organizational commitment, and ultimately, improved retention rates. However, the literature also reveals some inconsistencies and gaps, underlining the need for further investigation to understand the specific factors, program components, and organizational contexts that contribute to successful onboarding initiatives and improved retention outcomes.

2.3 OBJECTIVES

The present study is taken up with the following broad objectives,

- ➢ To assess the effectiveness of onboarding programs as perceived by employees.
- ➢ To evaluate the helpfulness of various aspects of the onboarding program, such as company culture and values, job responsibilities, training, meeting colleagues, and understanding organizational structure and policies.
- ➢ To determine the importance of an effective onboarding program in an employee's decision to stay with an employer.

HYPOTHESIS FRAMEWORK

Hypothesis 1:
H0: There is no significant impact of gender on the effectiveness of the onboarding program.
H1: There is a significant positive impact of gender on the effectiveness of the onboarding program.

Hypothesis 2:
H0: There is no significant difference in the perceived helpfulness of various aspects of the onboarding program and overall effectiveness of the onboarding program
H1: There is a significant difference in the perceived helpfulness of various aspects of the onboarding program and overall effectiveness of the onboarding program

Hypothesis 3:
H0: There is no significant impact of years of experience of employees who have left a job due to a poor onboarding experience and those who have not.
H1: There is a significant impact of years of experience of employees who have left a job due to a poor onboarding experience and those who have not.

2.4 RESEARCH METHOD

2.4.1 Research Design:

In order to examine the existing state of onboarding procedures, their perceived efficacy, and potential improvement areas, the study used a descriptive research design. Furthermore, a correlational component was incorporated to investigate the associations among variables like employee retention intentions and the efficacy of onboarding programs.

2.4.2 Data Collection:

A structured questionnaire that was included in the dataset was used to gather the primary data for this investigation. The survey encompassed a range of onboarding program topics, including as demographic data, the existence of official onboarding initiatives, evaluations of their efficacy, the value of various elements in retention decisions, onboarding experiences, and opportunities for enhancement.

2.4.3 Sampling Technique:

Convenience sampling was used for this study. The questionnaire was distributed to employees who were easily accessible and willing to participate in the study. This sampling technique was relatively simple and cost-effective, but it may have introduced some bias as the sample may not have been fully representative of the target population.

2.4.4 Data Collection Procedure:

The questionnaire was administered electronically through online survey platforms depending on the preferences and accessibility of the participants. Participants were informed about the purpose of the study and assured of the confidentiality and anonymity of their responses.

2.4.5 Sample Size:

A target sample size of at least 150 participants was set, considering the resources and time available for data collection.

2.4.6 Data Analysis:

The collected data was analyzed using appropriate statistical techniques, including both descriptive and inferential statistics.

1. Descriptive Statistics:

Frequencies, percentages and means were calculated to summarize and describe the characteristics of the sample and the responses to various questions.

2. Inferential Statistics:

Correlation analysis (e.g., Pearson's correlation) was used to examine the relationship between the effectiveness of onboarding programs and the perceived helpfulness of various aspects of the onboarding program. For hypothesis testing involving two groups (e.g., employees who had left a job due to poor onboarding vs. those who had not), independent samples t-tests or Mann-Whitney U tests were used, depending on the normality of the data distribution.

2.4.7 Reliability and Validity:

To ensure the reliability and validity of the research instrument, the following measures were taken:

1.Pilot testing: The questionnaire was pilot-tested with a small sample of employees to identify any ambiguities and refine the questions if necessary.

2.Reliability analysis: Cronbach's alpha or other appropriate reliability coefficients were calculated to assess the internal consistency of the questionnaire items.

3.Face and content validity: Subject matter experts and experienced professionals were consulted to evaluate the face and content validity of the questionnaire.

CASE PROCESSING SUMMARY			
CASES		N	%
	Valid	149	100.00
	Excluded	0	.0
	Total	149	100.00

Reliability Statistics	
Cronbach's Alpha	N of items
.555	24

2.4.8 Ethical Considerations:

Appropriate ethical guidelines were followed throughout the research process. Participants were informed about the purpose of the study, and their consent was obtained before data collection.

By following this research method, the study aimed to provide insights into the impact of onboarding programs on new hire retention, identify best practices, and provide recommendations for organizations to enhance their onboarding strategies and improve employee retention rates.

2.5 SCOPE AND LIMITATIONS OF THE STUDY

The scope of this study is to understand the impact of onboarding programs on the retention of new hires. It aims to explore how effective onboarding practices can contribute to employees staying longer with an organization. The study will gather data from employees across different companies and industries, allowing for a broad perspective on onboarding experiences and their influence on retention rates. Furthermore, the study will investigate the importance employees place on effective onboarding programs when considering whether to remain with an employer. This insight can help organizations prioritize and improve their onboarding practices to enhance retention efforts.

One limitation of this study is the potential bias introduced by the sampling method. Convenience sampling is used, the sample may not be fully representative of the target population, which could affect the generalizability of the findings. Additionally, the study may not capture the full complexity of factors influencing employee retention. While onboarding programs are a significant aspect, other elements such as compensation, work-life balance, career growth opportunities, and organizational culture can also play a role in an employee's decision to stay or leave an organization. Furthermore, the study's findings may have limited applicability to specific industries or job roles that have unique onboarding requirements or challenges. The effectiveness of onboarding programs may vary across different sectors or positions. Despite these limitations, the study aims to provide valuable insights into the relationship between onboarding programs and new hire retention, contributing to a better understanding of effective practices and strategies for enhancing employee retention rates within organizations.

CHAPTER – 3

DATA ANALYSIS AND INTERPRETATION

Table 1

Gender of the respondents

	Frequency	Percent
Male	72	48.3
Female	77	51.7
Total	149	100
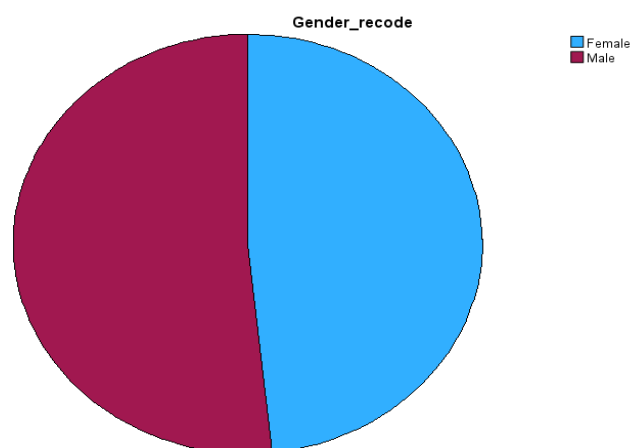
Gender_recode

Interpretation:

From the above table and chart it is inferred that the majority of the respondents are Female with 51.7% and Male with 48.3%.

Table 2

Age of the respondents

	Frequency	Percent
21-25 years	59	39.6
26-30 years	25	16.8
31-35 years	34	22.8
35-40 years	15	10.1
Above 40 years	16	10.7
Total	149	100

Age_recode

Interpretation

From the above table and chart it is inferred that the majority of the respondents are between the age group of 21-25 years contributing 39.6%. The group between 26-30 years contributes 16.8%. The age group of 31-35 years contributes 22.8%. The group between 35-40 years contribute 10.1% and the age group of above 40 years contributes 10.7%.

Table 3

Educational Qualification of the respondents

	Frequency	Percent
Diploma	2	1.3
ITI	4	2.7
UG	75	50.3
PG	68	45.6
Total	149	100
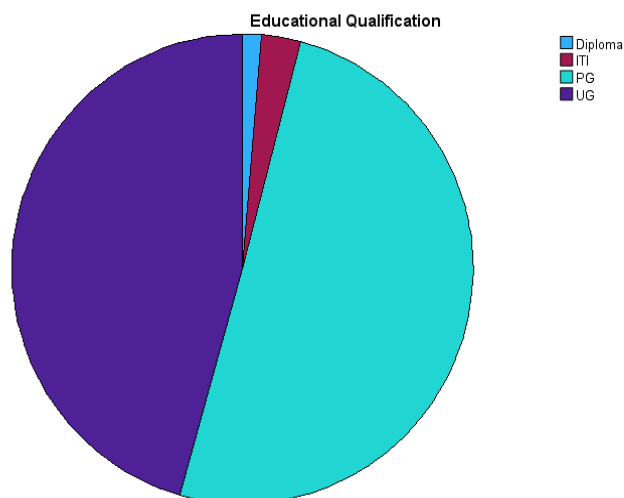
Educational Qualification

Interpretation:

From the above table and chart it is inferred that the majority of the respondents are those who have completed UG contributing 50.3%. PG contribute to 45.6%. and others(diploma and ITI) contributes 4%.

Table 4

Marital Status of the respondents

	Frequency	Percent
Married	88	59.1
Unmarried	61	40.9
Total	149	100

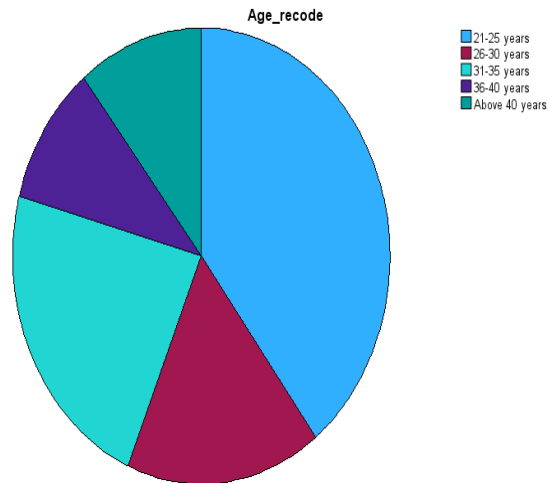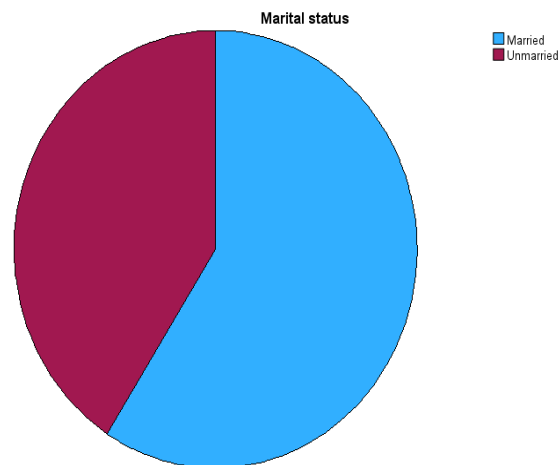Marital status

Married
Unmarried

Interpretation:

From the above table and chart it is inferred that the majority of the respondents are married with 59.1% and unmarried with 40.9%.

Table 5

Annual Income of the respondents

	Frequency	Percent
Less than 5 Lakhs	58	38.9
6-10 Lakhs	54	36.2
Over 10 Lakhs	37	24.8
Total	149	100

Annual Income
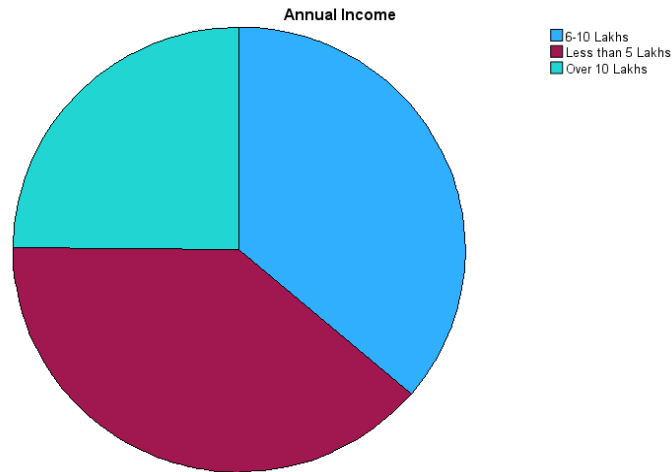
Interpretation:

The table provides income details of the respondents. It is seen from the table that less than 5 lakhs is earned by 38.9%; 6-10 lakh is earned by 36.2%, over 10 lakhs earned by 24.8%. .It is evident from the observation that sizeable number of Respondents' income level is less than 5 lakhs.

Table 6

Years of experience of respondents

	Frequency	Percent
Below 5 years	68	45.6
6-10 years	36	24.2
11-15 years	22	14.8
16-20 years	12	8.1
Above 20 years	11	7.4
Total	149	100

Years of Experience
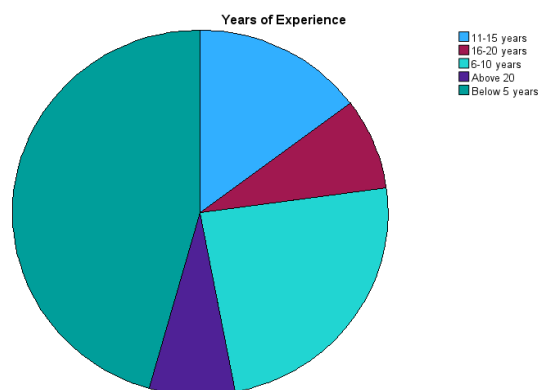
Interpretation:

The table provides years of experience of respondents. It is seen from the table that below 5 years of experience contributes 45.6 %, 6-10 years of experience contributes 24.2%, 11-15 years of experience contributes 14.8%, 16-20 years of experience contributes 8.1% and above 20 years of experience contributes 7.4%.

Table 7

How long have you been with your current employer?

	Frequency	Percent
Less than 6 months	**56**	**37.6**
6 months to 1 year	**34**	**22.8**
1 year to 3 years	**31**	**20.8**
More than 3 years	**28**	**18.8**
Total	**149**	**100**

How long have you been with your current employer?

- 1 to 3 years
- 6 months to 1 year
- Less than 6 months
- More than 3 years
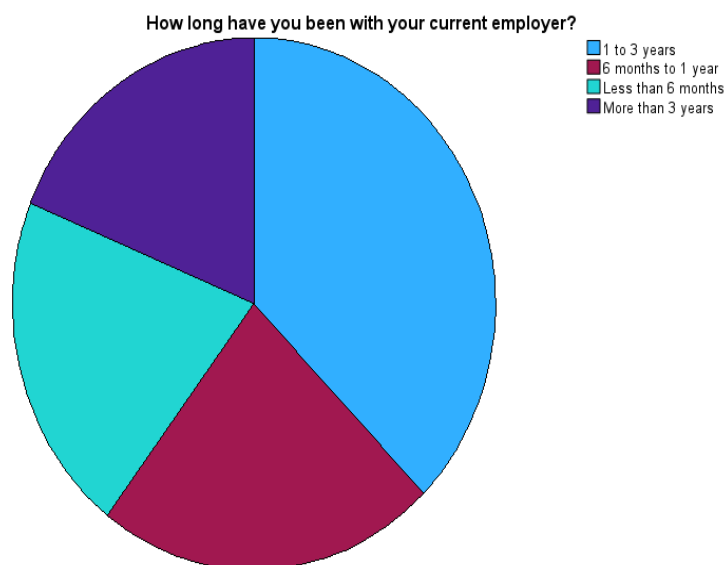
Interpretation:

The table shows that most of the respondents belong to the category of less than 6 months with 37.6%, 6 months to 1 year with 22.8%, 1 year to 3 years with 20.8%, more than 3 years with 18.8%.

Table 8

Have you ever left a job due to a poor onboarding experiences?

	Frequency	Percent
No	85	57
Yes	64	43
Total	149	100

Have you ever left a job due to a poor onboarding experience?
No
Yes
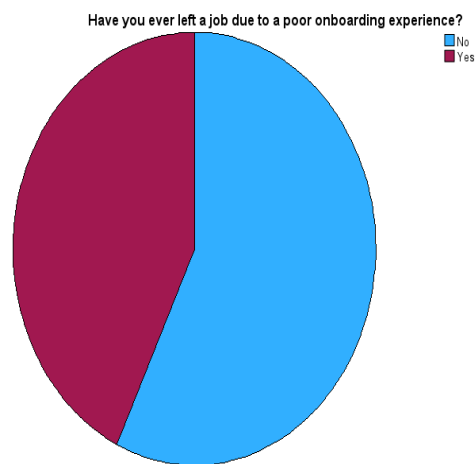
Interpretation:

The table show that majority of the employees have not left the job due to a poor onboarding experience with a percentage of 57% and those who have left the job shows 43%.

Table 9

Most helpful aspect of the onboarding process

	Frequency	Percent
Communication and feedback	27	18.1
Practical tools and resources	36	24.2
Structured learning	27	18.1
Supportive Environment	59	39.6
Total	149	100

What was the most helpful aspect of the onboarding program?

■ Communication & Feedback
■ Practical Tools & Resources
■ Structured Learning
■ Supportive Environment
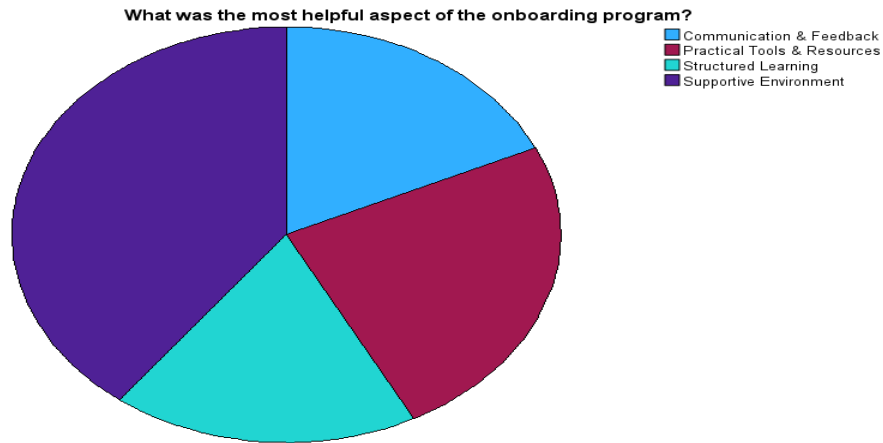
Interpretation:

Most helpful aspect of the onboarding process was supportive environment Which shows 39.6%, following that practical and resources with 24.2%, and then structured learning and communication and feedback with 18.1% each.

Table 10

Aspect of the onboarding program which could be improved

	Frequency	Percent
Communication and feedback	24	16.1
Content and structure	34	22.8
Practical issues	47	31.25
Support and guidance	38	25.5
In detail communication of nature of work	1	.7
Meeting visionary leadership in day one, it could be even in virtual	1	.7
Excellent	1	.7
None	1	.7
Nothing specific	1	.7
Nil	1	.7
Total	149	100

What aspect of the onboarding program could be improved?

- Communication & Feedback
- Content & Structure
- Excellent
- In detail communication of nature of work
- Meeting visionary leadership in day one, it could be even in virtual.
- Nil
- None
- Nothing specific
- Practical Issues
- Support & Guidance
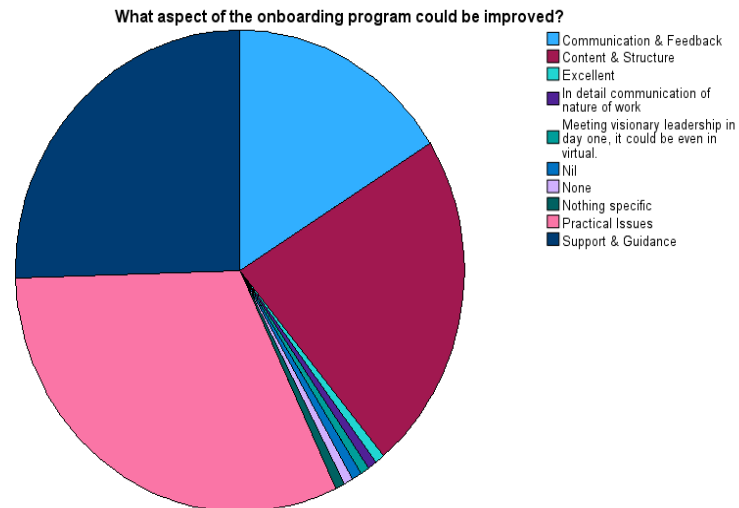
Interpretation:

The table shows that most of the respondents feel that practical issues could be improved which shows 31.5%, Some respondents feel that Support and guidance could be improved which shows 25.5%, some feel content and structure could be improved which shows 22.8%, some feel communication and feedback could be improved which shows 16.1%.

Table 11

Descriptive mean for various helpful aspects of the onboarding program

S.No	Question	Mean	Interpretation
1	Company culture and values	2.74	Moderately helpful
2	Job responsibilities and expectations	2.73	Moderately helpful
3	Training on tools and systems	2.44	Slightly helpful
4	Meeting colleagues and team members	3.01	Moderately helpful
5	Understanding organisational structure and policies	3.03	Moderately helpful

Interpretation:

Understanding organisational structure and policies and Meeting colleagues and team members are the most helpful aspect of the onboarding program with a mean value of 3.03 and 3.01 respectively.

Table 12

Descriptive mean for the various factors of onboarding experience

S.No	Particulars	Mean	Interpretation
1	The onboarding program provided a clear understanding of the company culture.	3.69	Agree
2	The onboarding program effectively equipped me with the necessary skills and knowledge for my role.	2.31	Disagree
3	The onboarding program helped me feel welcome and integrated into the team.	4.56	Strongly agree
4	The onboarding program provided opportunities to ask questions and get clarification.	2.58	Neutral
5	My manager was readily available to answer questions and provide support during onboarding.	3.66	Agree
6	Overall, I am satisfied with the onboarding program I received.	3.36	Neutral

Interpretation:

The onboarding program helped me feel welcome and integrated into the team is the most agreed factor of the onboarding experience with a mean value of 4.56.

Table 13

Descriptive mean for the overall effectiveness of the onboarding program

S.No	Question	Mean	Interpretation
1	**Please rate the overall effectiveness of the onboarding program**	3.77	Effective

Interpretation:

Overall effectiveness of the onboarding program shows a mean value of 3.77 which represents that the program is effective.

Table 14

Descriptive mean for the Importance of an effective onboarding the decision to stay with an employer

S.No	Question	Mean	Interpretation
1	**Rate the importance of an effective onboarding in your decision to stay with an employer.**	3.99	Important

Interpretation:

The mean value show that the onboarding program is important in the decision of an employee to stay with the organisation.

Table 15

Correlation Analysis

		Company culture and values	Job responsibilities and expectations	Training on tools and systems	Meeting colleagues and team members	Organisational structure and policies
Please rate the overall effectiveness of the onboarding program	**Pearson Correlation**	.076	.073	.099	.228	.267
	Sig (2-tailed)	.358	.373	.232	.005	<.001
	N	149	149	149	149	149

Interpretation:

Pearson correlation shows that there is a weak positive correlation between the various helpful aspects of the onboarding program and the overall effectiveness of the onboarding program.

Hypothesis Testing:

H0: There is no significant difference in the perceived helpfulness of various aspects of the onboarding program and overall effectiveness of the onboarding program.

H1: There is a significant difference in the perceived helpfulness of various aspects of the onboarding program and overall effectiveness of the onboarding program.

Based on the correlation analysis, we can reject the null hypothesis (H0) and accept the alternative hypothesis (H1). The analysis shows that there are significant differences in the perceived helpfulness of various aspects of the onboarding program (meetings with colleagues/team members, and organisational structure/policies) and the overall effectiveness of the onboarding program.

Table 16

T-test for years of experience and have you ever left a job due to a poor onboarding experience?

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
						Significance				95% Confidence Interval of the Difference	
						One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
		F	Sig.	t	df						
Years of Experience	Equal variances assumed	4.865	.029	2.738	147	.003	.007	.660	.241	.184	1.136
	Equal variances not assumed			2.665	120.312	.004	.009	.660	.248	.170	1.150

Interpretation:

The Sig. value is 0.029, which is less than 0.05. This indicates that the assumption of equal variances is violated, and we should look at the "Equal variances not assumed" row for the t-test results. The Two-Sided p-value (Sig. (2-tailed)) is 0.009, which is less than the significance level of 0.05.

Hypothesis Testing:

H0: There is no significant impact of years of experience of employees who have left a job due to a poor onboarding experience and those who have not.

H1: There is a significant impact of years of experience of employees who have left a job due to a poor onboarding experience and those who have not.

Based on the t-test results, we can reject the null hypothesis (H0) and accept the alternative hypothesis (H1). The analysis shows that there is a significant difference in the years of experience between employees who have left a job due to a poor onboarding experience and those who have not. Employees with more years of experience are more likely to have left a job due to a poor onboarding experience compared to those with fewer years of experience.

Table 17

T-test for gender and the effectiveness of the onboarding program

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
						Significance				95% Confidence Interval of the Difference	
						One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
		F	Sig.	t	df						
Rate the importance of an effective onboarding program in your decision to stay with an employer.	Equal variances assumed	3.374	.068	1.028	147	.153	.306	.160	.156	-.148	.469
	Equal variances not assumed			1.035	144.183	.151	.302	.160	.155	-.146	.466

Interpretation:

The Sig. value is 0.068, which is greater than 0.05. We can look at the "Equal variances assumed" row for the t-test results. The Two-Sided p-value (Sig. (2-tailed)) is 0.306, which is greater than the significance level of 0.05.

Hypothesis Testing:

H0: There is no significant impact of gender on the effectiveness of the onboarding program.

H1: There is a significant positive impact of gender on the effectiveness of the onboarding program.

Based on the t-test results, we cannot reject the null hypothesis (H0). The analysis shows that there is no statistically significant difference in the importance of an effective onboarding program in the decision to stay with an employer between the two groups those who have left a job due to a poor onboarding experience and those who have not. This suggests that gender does not have a significant impact on the perceived effectiveness of the onboarding program.

CHAPTER 4

RESULTS DISCUSSION AND CONCLUSION

4.1 Findings

Demographic Profile:

- The majority of the respondents are female (51.7%) and the respondents belong to the age group of 21-25 years (39.6%).
- Most respondents have an undergraduate (50.3%) or postgraduate (45.6%) degree, and are married (59.1%).
- The annual income of most respondents is less than 5 lakhs (38.9%) or between 6-10 lakhs (36.2%).
- 45.6% of respondents have less than 5 years of work experience, and 37.6% have been with their current employer for less than 6 months.

Onboarding Experiences:

- 43% of respondents have left a job due to a poor onboarding experience.
- The most helpful aspects of the onboarding process were a supportive environment (39.6%), practical tools and resources (24.2%), and structured learning (18.1%).
- Respondents felt that practical issues (31.25%), support and guidance (25.5%), and content and structure (22.8%) could be improved in the onboarding program.
- The onboarding program was effective in helping employees feel welcome and integrated into the team (mean = 4.56), but less effective in equipping them with the necessary skills and knowledge for their role (mean = 2.31).

Correlation and Hypothesis Testing:

- There is a weak positive correlation between the perceived helpfulness of various aspects of the onboarding program and the overall effectiveness of the onboarding program.
- There is a significant difference in the years of experience between employees who have left a job due to a poor onboarding experience and those who have not. Employees with more years of experience are more likely to have left a job due to a poor onboarding experience.
- There is no significant impact of gender on the perceived effectiveness of the onboarding program.

4.2 Suggestions:

1. Improve Practical Aspects of Onboarding:

- Provide clear job responsibilities, expectations, and performance objectives
- Offer comprehensive training on necessary tools, systems, and software
- Assign dedicated mentors or "buddies" to guide and support new hires
- Establish structured processes for new hires to get questions answered and receive feedback

2. Enhance Content and Structure of Onboarding:

- Carefully assess curriculum and learning materials to ensure they equip new hires
- Incorporate a mix of formal training, self-paced learning, and on-the-job experience
- Regularly review and update onboarding content to align with business needs
- Consider a phased or modular approach to onboarding

3. Foster a Supportive and Welcoming Environment:

- Facilitate opportunities for new hires to interact and build connections
- Ensure senior leadership involvement in the onboarding process
- Develop a robust "buddy" or "mentor" program to guide new hires
- Regularly solicit feedback from new hires and implement improvements

4. Tailor Onboarding Based on Employee Experience Levels:

- Recognize the differing needs of new hires with varying experience
- For experienced hires, focus on cultural integration and organizational navigation
- For entry-level employees, emphasize comprehensive skills training and gradual ramp-up
- Regularly assess the effectiveness of tailored onboarding approaches

By addressing these key areas, organizations can enhance the quality and impact of their onboarding programs, leading to increased employee engagement, job satisfaction, and long-term retention.

4.3 Conclusion

The study underscores the critical role that effective onboarding programs play in employee retention and organizational success. The findings indicate that many employees have left past jobs due to poor onboarding experiences, highlighting the significant impact this process can have on an individual's decision to stay with an employer.

The analysis reveals both strengths and opportunities for improvement within the onboarding practices explored in this research. On the positive side, the onboarding programs were generally effective in helping new hires feel welcomed and integrated into the organization. However, challenges remain in equipping employees with the necessary skills, knowledge, and support to thrive in their roles.

The suggested improvements centre on enhancing the practical, content-driven, and interpersonal aspects of the onboarding process. By focusing on providing clear job responsibilities, relevant training, ample support and guidance, and a genuinely welcoming environment, organizations can create onboarding experiences that better set up new hires for long-term success and increased retention.

Notably, the study also highlights the need for tailored onboarding approaches based on employee experience level. Employees with more years of experience were more likely to have left prior roles due to poor onboarding, suggesting that their unique needs and expectations must be carefully considered.

Overall, this research underscores the strategic importance of onboarding as a key talent management tool. By investing in comprehensive, well-designed onboarding programs, organizations can foster a sense of belonging, accelerate productivity, and ultimately retain the skilled and engaged workforce required to drive long-term growth and competitiveness. Continuous evaluation and improvement of onboarding practices, informed by employee feedback, will be essential to achieving these critical objectives.

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