

# **Major Research Project**

## **Study on Onboarding impact on employee retention and performance**

Submitted By

**Pooja Sharma**

**2K21/DMBA/83**

Under the guidance of

**Dr. Archana Singh**

**Head of Department**



**DELHI SCHOOL OF MANAGEMENT**

**Delhi Technological University**

**Bawana Road Delhi 110042**

# Certificate

This is to certify that **Pooja Sharma, 2K21/DMBA/83** has submitted the Major research project on titled A Study on Onboarding impact on employee performance and retention in partial fulfillment of the requirements for the award of the degree of Master of Business Administration (MBA) from Delhi School of Management, Delhi Technological University, New Delhi during the academic year 2022-23.

**Dr. Archana Singh**  
Head of Department

**Dr. Archana Singh**  
Head of Department

# **Declaration**

I, Pooja Sharma, a student of Delhi School of Management, Delhi Technological University hereby declare that the Major Research Project on A Study on Onboarding impact on employee retention and performance submitted in partial fulfillment of the requirements for the award of the degree of Master of Business Administration (MBA) is the original work conducted by me. I also confirm that neither I nor any other person has submitted this project report to any other institution or university for any other degree or diploma. I further declare that the information collected from various sources has been duly acknowledged in this project.

**Pooja Sharma**

**2K21/DMBA/83**

# Acknowledgment

I would like to express my sincere gratitude to everyone who has contributed to the successful completion of this major research project on the employee engagement process. I wish to express my sincere thanks to my mentor Dr. Archana Singh, Head of Department of Delhi School of Management, Delhi Technological University for providing me with valuable guidance and support throughout the project. Their expertise and insights have been instrumental in shaping my understanding of the subject matter and in guiding me in the right direction.

I would also like to thank the management team and employees of the organizations who participated in this study. Their contribution has helped me to develop a deeper understanding of Importance of Onboarding.

Finally, I express my sincere thanks to my Parents, Friends, and all the faculty of the Delhi School of Management for their valuable suggestions in completing this Project Report.

# Executive Summary

The report based on my major research project starts with an introduction of the research project, scope, and objectives of the project, leading to the literature review, conceptual framework of employee engagement, research methodology and analysis.

The purpose of this report is to explore the impact of onboarding on employee retention and performance. The success of an organization depends on its employees, and their performance and retention are crucial for achieving its goals. The onboarding process is a critical stage in an employee's journey, and it plays a significant role in determining their retention and performance in the organization.

The report analyzes various studies and data on onboarding, retention, and performance to understand the relationship between them. It highlights the importance of a well-designed onboarding program that is personalized, comprehensive, and structured. Such a program can significantly improve employee retention and performance, leading to increased productivity, reduced turnover, and overall organizational success.

The report also identifies several key factors that contribute to successful onboarding, including clear communication, training and development, feedback and support, and socialization. Organizations must invest in these areas to ensure that their onboarding program is effective and delivers positive results.

Overall, the report emphasizes the need for organizations to recognize the value of onboarding in improving employee retention and performance. By creating a supportive and engaging onboarding experience, organizations can not only retain their employees but also enhance their productivity and contribution to the organization's success.

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# Chapter 1

## Introduction

### 1.1 Background

Organizations constantly hire new employees, or existing staff members change roles by getting promoted, transferred, or assigned to new projects. During their first few weeks of work, new employees are exposed to a wide range of situations and events, and a poor initial orientation significantly raises the likelihood that they will leave. Therefore, it is essential that a company implements procedures that will better the employer brand and employee value proposition. (Derven, 2008).

To help new employees understand the company and their position in the workplace, the majority of organizations implement induction training programmes. (Wesson & Gogus, 2005).

Employee engagement and retention are critical factors for the success of any organization.

#### 1.1.1. Onboarding

Onboarding is the process of integrating new hires into a company's culture, practices, and expectations through socialization, mentoring, instruction, and orientation. Effective onboarding initiatives can increase employee retention and performance, which is crucial for businesses. The first step in training and growing an employee is onboarding, which aims to make a new hire feel welcomed and get them up to speed quickly so they can start working and be productive. Induction training is a vital aspect of onboarding, as it educates new employees on the organization's history, mission, vision, strategic objectives, organizational culture, policies, and procedures. It also aids in socialization and integration into the company's culture. However, it can be difficult for many businesses to create and put into place employee-friendly training programs.

Onboarding can be formal or informal, planned or unplanned, but it always aims to make a new hire feel welcome, show that the company is happy to have them on board, and get them up to speed quickly so they can start working and be productive. The first step in training and growing an employee, as well as the final step in the hiring and selection process, is Onboarding. It is about employees' first days at work and continues through their growth and development within the business. Some employers go above and beyond to stay in contact with new hires after they sign the offer letter because they are still giving notice at their current jobs. As the reporting date approaches, they send out instructions on the Onboarding procedure. They might send the new employee an email containing information that will help with team orientation and job preparation.

Dessler (2008) emphasizes that the process of guiding and training new employees with background information about the company is referred to as induction training. A new hire should feel appreciated and welcomed after receiving induction training. The employee should be able to understand the organization's history, mission, vision, strategic objectives, organizational culture, as well as the policy handbook and procedures, with the help of this knowledge. The employee should begin the process of integrating into the acceptable culture of the company towards the conclusion..

Understanding an organization's culture is essential before starting work as it defines how the organization operates and sets it apart from others. The onboarding process helps employees acquire the knowledge, skills, attributes, and behaviors necessary for success in the new organization, enhancing their commitment to their job and the company.

Millions of people start working for new companies each year.

1 An important aim for the company is to smoothly and effectively get new employees functioning properly so that the new hires can contribute their efforts to the company's growth. New employees must be instructed well to their new working environment and make sure they understand the social and work related responsibilities. To ensure the growth of new employees, companies should put in a system to help in the hiring process and information sharing.

2 Onboarding has become a widely used term in business and talent management, despite the fact that the majority of human resource directors were unfamiliar with it in the 1990s. Currently, 66% of companies have quite a good onboarding plan, while 53% of organizations spend on onboarding during a new employee's first year of employment.

3 Research reinforces the belief that, although the initial phases of onboarding are particularly crucial, the transition from corporate unfamiliar to corporate insider takes place over the course of the initial period of employment.

### **Stages of Onboarding Process**

Onboarding may be advantageous to the company as well as the new hire. It is a tactical instrument used to guarantee employee development and engagement in order for the business to fully utilize its employees. Although the onboarding processes used by diverse organizations might differ substantially, according to Carter (2015), an effective onboarding process has a few key elements. They are fully structured and minutely monitored.

The onboarding process is a crucial part of integrating new employees into a company. Here are five common steps in the onboarding process:

**Orientation:** It is the first step of onboarding process. In this process new hire is provided with all the information related to company’s culture, companies rules and regulations, mission, vision of company and their core values. In this stage company’s history, organization chart can also be shared with the new employee.

**Paperwork:** This is the second step which involved all the documentation and verification work. This include filling necessary forms like tax forms, benefits and employee agreement, bond paper, etc. This step is used to make employees official part of company and give them access to all the required benefits.

**Training:** In this third step new hire is provided with the training which will be helpful in their job roles and help term to perform their job function efficiently and effectively. This can include SOPs, On the job training, practical training, modules, etc.

**Introductions:** In the fourth step new hires are introduced with the existing employees of the company, this makes them feel welcomed. Small meeting with their respective departments and key stakeholders of company. This helps new hires to make connection with their colleagues.

**Ongoing support:** This is the final step of Onboarding process which includes meetings with top management and give them their performance. It also helps in providing new opportunities for new hires in their training and development process. It helps new hire to adjust easily in the new environment and feel comfortable.

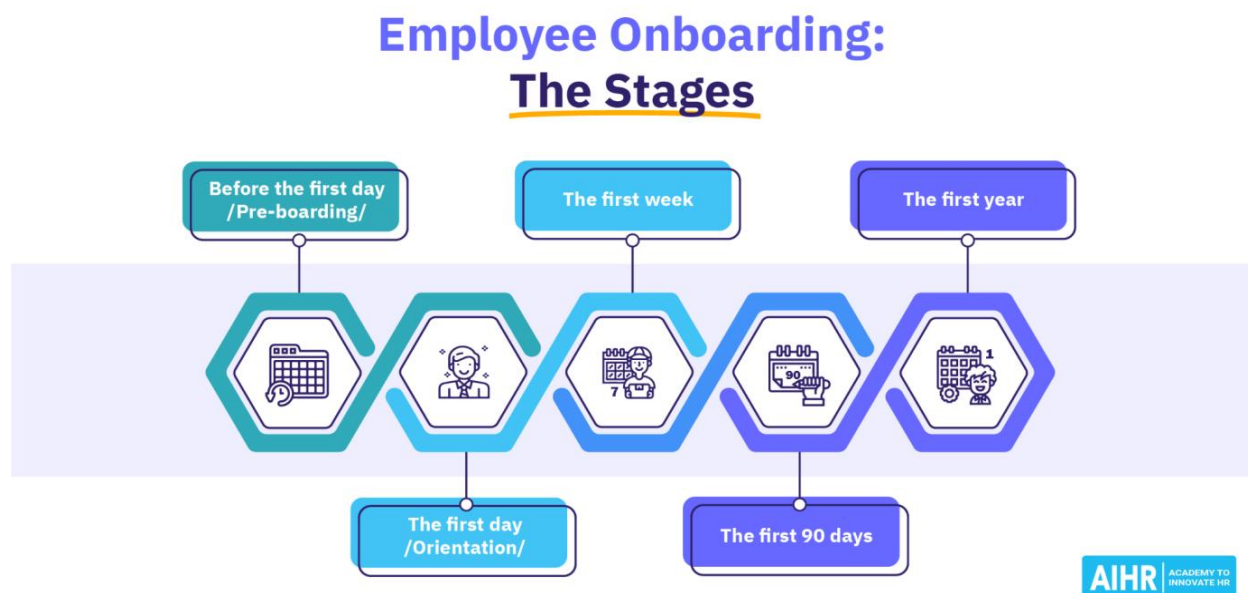


Fig 1.1 Stages of Onboarding

Source: <https://www.aihr.com/blog/employee-onboarding/>

## The four C's of onboarding

There are four aspects of Onboarding which are known as four core C's of Onboarding, these are as follows:

**Compliance** : This phase entails making sure that the new hires are aware of abide by all the legal and regulatory company standards specific to their position and the organization. This might involve exploring workplace laws, filing tax forms timely, filling relevant documentation, availing benefits.

**Clarification** This term refers to ensuring that the new hire are fully aware about their roles and responsibility. Some examples can be setting objectives, providing job description, defining job expectations, performance expectations.

**Culture** This refers to introducing new hires to the organizations values, beliefs, environment, habits and common practices. This can also include giving brief history of company and information about stakeholders to the new hires.

**Connection** This helps new hires in building new ties to with their colleagues and organization. This can involve assimilating new hires into their workplace, teams , respective departments, and giving them opportunities for networking and career advancements. Developing strong connections with the business and helps in increasing motivation of new hires. And this process improves the organization growth.

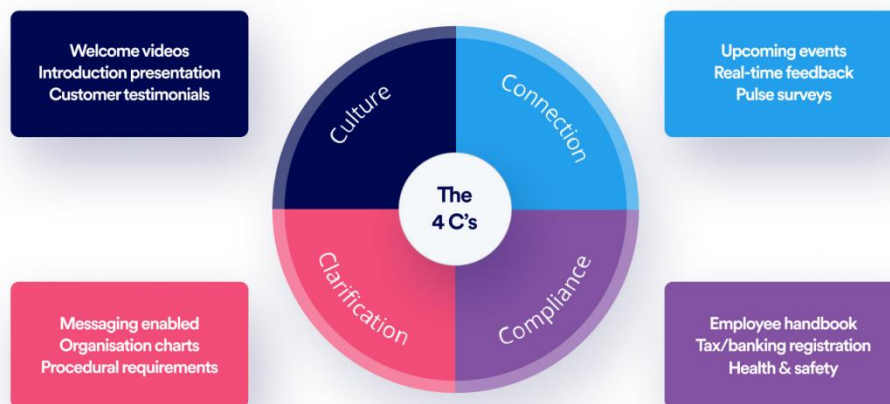


Fig 1.2 Four C's of Onboarding

Source: <https://www.qualee.com/blog/the-four-c-s-of-great-onboarding-2021>

## **Components of Onboarding**

There are six components of Onboarding, it can vary depending on the role and position of the new employees. These components are as follows:

**Pre-boarding:** This stage begins when the candidate accept the job offer and continues till the first day of joining. New employees will be provided with company values, job description, objectives. Paperwork will be done in this phase.

**Orientation:** This phase takes place in first week or first day of joining. This stage include presentation of company, sharing mission and vision, office tour, etc. It also includes introductions of team member.

**Training:** New hires take part in training session related to their work. It takes place in on job specific training. It includes live workshops, online course, and on the job training.

**Feedback and assistance:** Giving new hires performance feedback after certain intervals like weekly, monthly, quarterly and half yearly. Provide them support so that they can feel more comfortable and confident with their position. If any worries are there HR should take necessary steps to solve them.

**Development and Improvement:** New employees continues to learn and develop in their roles and contribute to the success of the company by being given opportunities for continuous growth. It is continual process not a one time event.

**Performance management:** This process involves setting expectations and objectives with new hires. Regularly giving them feedback and guidance to assist them those objectives. Additionally plans for professional growth and career development may be included.

In conclusion, these all steps are required to make onboarding effective and efficient. Also companies should follow these practices to retain their employees for longer time and make them comfortable within the first month of their joining. It also helps employees to adapt new environment at early stage and produce good output.

### **1.1.2 Employee Retention**

Employee retention means companies engaging, motivating and keeping its employees satisfied and committed to their work to achieve company's goal. It is talent management system of companies to keep their employees for longer time period in the organization.

Employee retention is an important aspects for company because of several reasons like the cost of hiring new employee decreases,high turnover rates can also be decreased.

For gaining competitive advantage in market it is necessary to retain employees for longer period by the organizations.

**Employee performance:**

Employee performance refers to the level of productivity, efficiency, and effectiveness of an individual employee in carrying out their job duties and responsibilities. It involves measuring and evaluating an employee's work output, behavior, skills, and competencies against established performance standards, goals, and objectives. Good employee performance means that an individual is meeting or exceeding expectations, producing quality work, and contributing positively to the organization's goals and objectives.

**Job satisfaction:**

Job satisfaction is a term used to describe how happy and fulfilled a person is with their work or profession. It is affected by a number of variables, including the work environment, pay, relationships with coworkers, and chances for professional advancement. High levels of job satisfaction can lead to greater motivation, engagement, and productivity in the workplace.

**Retention rates:**

The percentage of employees that stay with a company over a specific time period is referred to as a retention rate. High retention rates show that staff members are satisfied with their positions and the company, and they are less likely to leave.

**Importance of studying the relationship between Onboarding & Employee performance and retention.**

Cost savings:

High turnover rates can be expensive for businesses because they result in costs for hiring, selecting, training, and missed productivity. Organizations can create efficient onboarding procedures that increase retention rates and reduce turnover costs by knowing the relationship between onboarding and retention rates.

Increased productivity:

Employees who are engaged tend to be more efficient, which can improve an organization's profitability and competitiveness. By assisting new hires in comprehending their roles & responsibilities and how their work adds to the organization's goals, effective onboarding practices can help increase engagement.

Improved job satisfaction:

Positive onboarding experiences are associated with higher levels of work satisfaction among new hires. As a result, there may be fewer disputes at work, lower absenteeism rates, and greater employee loyalty.

Competitive advantage:

A positive onboarding experience can enhance an organization's reputation as an employer of choice. This can attract top talent and give the organization a competitive advantage in the job market.

Legal compliance:

Compliance with legal and regulatory standards, such as those relating to workplace safety, discrimination, and harassment, can be facilitated by effective onboarding practices.

## **1.2 Problem Statement**

The problem addressed in this report is the importance of onboarding in organizations for employee retention and well performance. The problem of ineffective onboarding by recognizing the importance of a personalized, structured, and comprehensive onboarding program that supports and engages new employees. Organizations must invest in onboarding initiatives that prioritize clear communication, training and development, feedback and support, and socialization to ensure that new employees have a positive onboarding experience and are set up for long-term success in their roles.

## **1.3 Objectives**

The objective of this major research project on "Onboarding - Impact on employee retention and performance" is to explore the effectiveness of onboarding initiatives in enhancing employee retention rates and their performance in various organizations.

This result will help to identify the importance of onboarding on companies growth as employee performance enhances.

To investigate the relationship between the quality of the onboarding process and employee retention and performance, with the aim of identifying factors that contribute to successful onboarding and proposing recommendations for improving the onboarding process.

## **1.4 Scope of this study**

The scope of this study is to explore the impact of onboarding on employee retention and performance in organizations. The study will investigate the various aspects of onboarding,

including its definition, purpose, and best practices. It will analyze existing literature and data on onboarding, retention, and performance to understand the relationship between them.

It will examine the effects of effective onboarding programs on employee retention rate. The study will also investigate the impact of onboarding on employee performance, including productivity, efficiency, and job competency.

The study will cover various industries and organizational sizes to ensure a diverse sample, and it will incorporate both quantitative and qualitative data to provide a comprehensive understanding of the impact of onboarding on employee retention and performance.



# **Chapter 2**

## **Literature review**

The research objectives are addressed in this chapter Through secondary sources of data from articles published in numerous scholarly and peer-reviewed publications, the internet, and books.

### **2.1 Overview**

This study makes the argument that efficient onboarding procedures significantly impact employee productivity and retention. Numerous studies have been published that demonstrate the importance of onboarding in establishing a bond between an employee and an organization.

According to this report, efficient onboarding will aid businesses in boosting output and retaining new hires. The significance of this study is centered on the anticipated finding that individuals who experienced efficient onboarding performed well and were maintained in the organization for a longer amount of time.

### **2.2 Onboarding**

Onboarding is the process of integrating new employees into an organization, and it is a critical component of talent management. Effective onboarding practices can contribute to higher levels of employee engagement, job satisfaction, and retention rates, while ineffective onboarding practices can lead to lower levels of these outcomes, as well as higher turnover rates.

Onboarding has become increasingly recognized as a critical component of the employee experience in organizations.

Below are some research papers overview on impact of Onboarding on employee performance and retention:

A study by Saks in 2006 stated that effective onboarding can increase retention rates and also helpful in encouraging employee engagement and their work satisfaction. Effective onboarding is directly proportional to decreased level of employee voluntary turnover.

A study by Bauer et. al. In 2007 analyzed the effectiveness of onboarding on employee attitudes and behaviour. According to this study, a well designed onboarding plan was linked to higher levels of job satisfaction, commitment toward work, and lower intentions to leave the organization.

A study by Allen & colleagues in 2010 stated that the employees intentions are more to stay longer when the onboarding is highly socialized when their onboarding is done well.

A study by Bauer and Erdigan in 2011 found that a well designed onboarding programme can increase new hires commitment towards their work, work satisfaction, and organizational citizenship behaviour.

A study by Saks and Grunam in 2014 stated that an effective onboarding plan effective onboarding plan is linked with better level of employee engagement. As per this study that onboarding programs which give more focus on integration, feedback, and job clarification were more successful at building employee engagement.

A study by Wanous et al. In 2016 discovered various key components for making onboarding more effective. It includes components like goal definition, socialization, feedback, and positive role models as essential elements. As per this study effective onboarding programs has increased employee commitment, reduced turnover rates, and also increased job satisfaction.

A study by Talya Bauer and colleagues in 2017 has discovered that onboarding practices increase development and it also offer explicit job objectives and feedback are linked to better levels of dedication and job fulfillment.

A study by Kapp and Kluge in 2017 stated that there is a link between effective onboarding process and new hires improved job performance.

A study by Bauer and Erdogan in 2018 compiled studies on the influence of onboarding on workplace attitudes and behaviors. This study is done with meta-analysis. Effective onboarding programs were linked to higher level of job satisfaction , and lower turnover rates.

A report by i4CP in 2018 stated that employees who are onboarded well have stronger level of connections with organization and they produce quality output more quickly.

A study by Caldwell and Peters in 2018 stated that new employees perform a higher level when the organization employer build trust and treats well. As a result, onboarding builds a stronger bond between the employee and employer.

A study by Christiansen and colleagues in 2019 identified that the depending on the job role employee perspective was differentiated. As per study employees have different point of view on onboarding practices in terms of encouraging employee engagement and increasing retention.

A study by Society of Human Resource Management (SHRM) in 2021 has found that it is

necessary to implement an effective onboarding process in companies for improving employee retention by 82% and increasing productivity by 70%.

Another study by Sapling (2021) found that 76% of employees who went through a structured onboarding program were still with their employer after three years, compared to only 49% of those who went through an unstructured program.

A 2021 report by LinkedIn found that organizations who have an effective and well followed Onboarding process improves the new employee retention up to 86% and increases employee productivity more than 65%.

A study by Glassdoor found that employees who are well onboarded are 17 times more likely to be highly committed to their companies and less likely to leave organizations within their first 90 days.

Overall, the literature suggests that effective onboarding programs have a positive impact on employee engagement and retention. Onboarding programs that focus on socialization, feedback, and job clarity are more effective in promoting employee engagement. Longer-duration programs that include socialization and feedback components are also more effective. Onboarding programs can also lead to increased job performance and reduced time to productivity for new hires.

To be effective, onboarding programs should focus on socialization, providing clear job expectations and feedback, and tailoring the onboarding experience to the needs and preferences of different employee groups. Additionally, organizations should consider contextual factors such as industry, organizational culture, and job type when designing and implementing onboarding practices.

### **2.3 New developments in onboarding programmes**

More than half of all employees departed their employment in 2016 within the first year, according to a poll by Equifax (Karhunen H., 2017), and more businesses are concentrating on their onboarding process to ensure employee retention. Introducing new workers to the workplace culture is one of the trends in onboarding programmes (Apostolopoulos, 2019).

The new hire will receive the necessary training and assistance to enable effective performance. Additionally, businesses can engage onboarding coaching and support to help new hires get acclimated to their surroundings.

Since investing in individual onboarding can be challenging for managers, external onboarding support is used to help new hires. Onboarding is a crucial success component. (Bauer, 2010)

In order to determine the trends in the onboarding process and how businesses employ the onboarding process, AAC Global, a reputable organization that offers marketing and e-learning services, conducted a poll in Finland in 2017 at the Manager & Personal fair (Esimies & Henkilöstö Messut) and on LinkedIn. According to the study's conclusions, it is typically unsuccessful to onboard new employees using standard paperwork, video lessons, and digital information. (Renz, 2014)

An organized onboarding procedure is guaranteed by successful companies like Google, Pinterest, Quora, and Twitter (Kumar N. &, 2017).

For instance, Quora prioritizes its freshly hired employees and appreciates productivity by giving each one a mentor. To help new hires comprehend the ideas, values, and culture of the company, structured and comprehensive documentation are provided. To "direct new employees towards what the team believes matters most," Quora uses an onboarding programme (Sapling, 2019).

There are 5000 people working at Twitter across 35 offices. It involves over 75 handoffs and processes between the facilities for hiring, HR, IT, and other services. In contrast, LinkedIn employs over 13,000 people in 30 cities worldwide. A 90-day new hire onboarding plan is provided to employees in order to help them become acquainted with the company's conventions and values. Facebook has 13,000 employees as well. It uses a six-week boot camp for new hires to assist them feel at ease in their position inside the company.

# Chapter 3

## Research Methodology

### 3.1 Introduction

The procedures and methods employed for this study are highlighted in this chapter. The study area, targeted population of the study areas, sample size, sampling technique, data collection, data analysis tool, and presentation are all included.

### 3.2 Research Design

This research has used a combination of both qualitative and quantitative approaches. This process consists of collection of data, measurement and its analysis. This approach can help identify both the strength and direction of the relationship and can provide more context and depth to the findings. Descriptive research methodology was used in the study to investigate how onboarding affects employee performance and retention. The features of the study population are explained using descriptive research design. It involves making observations and offering explanations based on the study participants.

The survey will include questions related to the onboarding process, job satisfaction, and performance levels. The data collected will be analyzed using statistical techniques to identify any significant relationships between these variables.

### 3.3 Study Population

The study population is employees who have been onboarded in past years and their experience.

### 3.4 Study sample

The sample was 103 employees working in different industries.

### 3.5 Data collection methods (e.g., surveys, interviews)

Surveys had been conducted using google forms.

### 3.6 Data analysis plan

Following that, descriptive statistics were used to present the data, including frequencies, percentages, means, and standard deviation. The results were then presented using graphs, pie

charts, tables, and narrative diagrams. Onboarding and employee retention were compared using a straightforward linear regression analysis to assess their relationship.

### **3.7 Hypothesis**

Effective Onboarding impact on employee retention and performance is positively correlated.

A successful onboarding process may make new hires feel appreciated, which can increase employee performance, job satisfaction, and retention. Employees deliver high-caliber work when they feel supported and linked to the organization.

On the other hand, poor or insufficient onboarding can lead to confusion, frustration, and a lack of engagement, which can result in lower job satisfaction and higher turnover rates. Inadequate onboarding can also result in lower performance levels, as new employees may struggle to navigate the organization's culture, processes, and expectations.

Overall, it is reasonable to hypothesize that effective onboarding has a positive impact on employee retention and performance. However, research may be needed to confirm this hypothesis and determine the specific elements of onboarding that are most effective in promoting retention and performance.

# Chapter 4

## Data Analysis & Results

### 4.1 Introduction

In this chapter the findings of the study will be analyzed, for this the data which is collected via google form survey will be analyzed. We will use statistical techniques to analyze the data and draw conclusions about the impact of onboarding on employee retention and performance. The analysis and findings of this study will provide insights for the importance of onboarding and how organizations can improve their onboarding process to retain employees and enhance their performance.

Statistical techniques used for this study are :

- Reliability test
- Demographic data analysis using frequency analysis
- Correlation matrix
- KMO Test
- Factor analysis

### 4.2 Reliability test

Cronbach's Alpha	N of Items
.974	12

Fig 4.1 Reliability statistics

Source: SPSS Analysis

	N	%	
Cases	Valid	103	100.0
	Excluded <sup>a</sup>	0	.0
	Total	103	100.0

a. Listwise deletion based on all variables in the procedure.

Fig 4.2 Case Processing Summary

Source: SPSS Analysis

12 items have been measured for this test. By measuring the internal consistency of the assessment's items, the Cronbach's alpha coefficient is .974, which indicates that the evaluation confidently and efficiently measures a consistent construct. With an acceptable measurement having a value of 0.70 or more, and an excellent measure boasting a value of .90 or beyond, our evaluation's Cronbach's alpha calculation is considered top-notch with its score of 0.974

### 4.3 Demographic Data

#### 4.3.1 Gender based Respondents

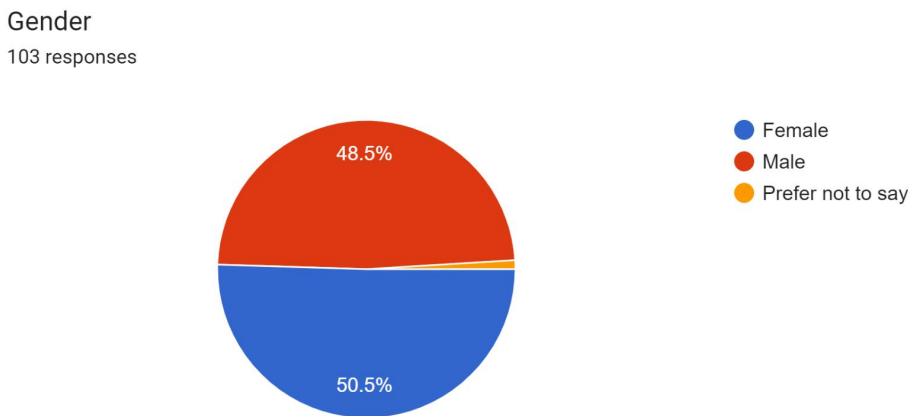


Fig 4.3 Gender Diversification

Source : Primary Data

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	52	50.5	50.5	50.5
	Male	50	48.5	48.5	99.0
	Prefer not to say	1	1.0	1.0	100.0
Total		103	100.0	100.0	

Table 4.1 Frequency table for gender diversification

Source : SPSS Analysis

Gender distribution is demonstrated through the frequency and percentage table for the 103 people who took part in this poll. Results indicate that females constituted a greater proportion (50.5%) than males (48.5%) due to an increase in their number by as much as 50.5%. A negligible percentage (1%) chose anonymity while submitting their response to this survey. Only valid



responses are listed in this report; invalid or missing ones do not affect the percentage calculation, hence creating a cumulative total of about one hundred percent for all categories.

Based on the provided information, it is possible to gain an enhanced comprehension of the sample's gender distribution. This understanding can be implemented in future analyses and when disclosing the conclusions reached through this research.

### 4.3.2 Age of the respondents

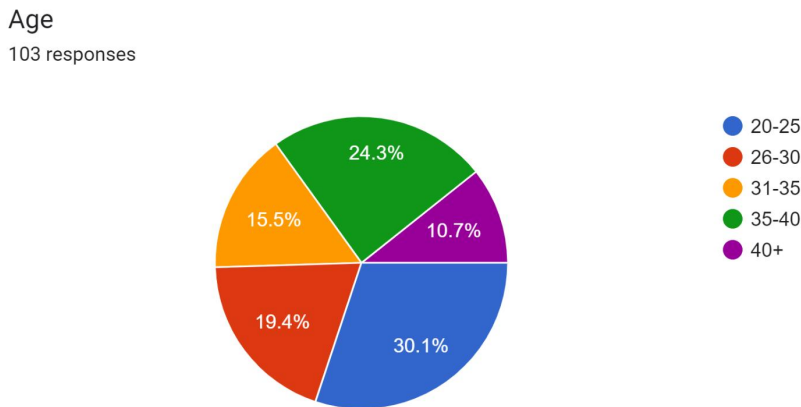


Fig 4.4 Age distribution

Source : Primary Data

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25	31	30.1	30.1	30.1
	26-30	20	19.4	19.4	49.5
	31-35	16	15.5	15.5	65.0
	35-40	25	24.3	24.3	89.3
	40+	11	10.7	10.7	100.0
Total		103	100.0	100.0	

Table 4.2 Table for Age distribution

Source: SPSS Analysis

Age distribution has analyzed for 103 people who took part in this survey. As per the frequency table, highest number of participation is from age group of 20-25 that is 30.1%, the second largest participation is from age group of 36-40 that is 24.3%. The next age group of participation is 19.4% is age group 26-30, 15.5% of age group of 31-35, while 10.7% only for 40+ age group.

### 4.3.3 Industry sector

Industry sector

103 responses

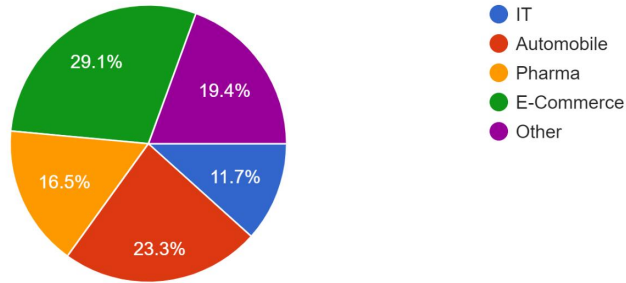


Fig 4.5 Industry sector distribution

Source: Primary Data

		Industrysector			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Automobile	24	23.3	23.3	23.3
	E-Commerce	30	29.1	29.1	52.4
	IT	12	11.7	11.7	64.1
	Other	20	19.4	19.4	83.5
	Pharma	17	16.5	16.5	100.0
	Total	103	100.0	100.0	

Table 4.3 Table for Industry sector

Source: SPSS Analysis

The highest number of respondents is from E-commerce sector with a 29.1% response rates. It shows that the e-commerce employees are more interested to participate in onboarding survey.

While in automobile sector is second largest sector in which employees participated in this survey, 23.3% from this sector participated in this survey. Then the table is followed with pharmaceutical sector that is 16.5% and the IT sector have a distribution of 11.7%. This shows that these sector employees are also interested for this survey.

There are 19.4% respondents who opt for “Others” category which could include a range of businesses that aren't specifically mentioned in the statistics.

Generally speaking, this data offers perceptions into the distribution of respondents across various industry sectors and can assist businesses in making wise decisions about hiring, marketing, and other company initiatives.

#### 4.4 Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.495	3.427	3.573	.146	1.042	.002	12
Inter-Item Correlations	.758	.596	.839	.242	1.406	.002	12

Table 4.4 Item Statistics summary

Source: SPSS Analysis

A group of 12 items have been taken for Item Statistics in the given table. This table indicate the average score of all the 12 items which are represented in the first row includes mean, minimum, max, range, variance and number of items.

The minimum score of the items is 3.427 and the maximum score is 3.573. The range between man and min is 0.146. The variation is not very high. The average score of the items is 3.495. There is not much variation in the scores across the items, as the variance is only.002.

The Inter Item Correlation reflects the correlation between the 12 item. The average value of Inter-item correlation is 0.758. The maximum is 0.839 amd miminum is 0.596. The range of this correlation is 0.242. The ratio of maximum to minimum is 1.406. The variance is 0.002, which demonstrated that there is not much variation in the correlations between the components.

These summary statistics gives an overview on the survey data.

#### 4.5 Scale Statistics

Mean	Variance	Std. Deviation	N of Items
41.94	149.350	12.221	12

Table 4.5 Scale Statistics

Source: SPSS Analysis

The group of 12 items the Scale statistics is mentioned in the above table. The scale's mean score is 41.94 that is average of all the items.

The variance of Scale is 149.350 which measures the degree of variation. It also measures the spread in the responses among the 12 items. The standard deviation is the square root of the variance that is 12.221. Standard deviations shows the average deviation from the mean score. These statistics can give a fast overview of how the scale performed overall, but further research may be required to grasp the precise connections between the items and come to any useful conclusions.

#### 4.6 Factor Analysis

<b>Descriptive Statistics</b>			
	Mean	Std. Deviation	Analysis N
HowmuchyouaresatisfiedwithyourOnboardingprocess.5Bein	3.47	1.136	103
Motivationtowardsachievementofgoalsondaily	3.52	1.211	103
satisfiedwithrolesandresponsibilitiesassigned	3.46	1.170	103
feelwelcomedwhenfirstjoinjob	3.50	1.154	103
appointofcontactduringorbeforefirstday	3.57	1.193	103
satisfactiontowardscontentofinformationprovidedduringonboarding	3.51	1.028	103
mentorpresentandreadytohelp	3.43	1.108	103
receiveadequateinformationoncultureandinformationaboutcompany	3.54	1.219	103
coherencebetweenjdandcurrentjob	3.47	1.162	103
importancetoonboardingforemployeeeretentionandsatisfaction	3.46	1.195	103
employeeemotionafteroneweek	3.50	1.236	103

Table 4.6 Descriptive Statistics

Source: SPSS Analysis

This table provide the descriptive data on several parts of the Onboarding process. The mean and standard deviation of each variable is provided in this table.

The standard deviation of this study lies between 1.028 to 1.236. The mean score vary from 3.43 to 3.57. Value above 3.0 indicate that the respondents agree with the questions asked in survey and below 3.0 indicated that the respondents disagree with the survey questions. A mean value of 3.0 indicate the neutral response from the participants. The results from the table's mean value indicate that the participants were satisfied with their onboarding process, they felt motivated for achieving their goals, the also feel welcomed when they joined the organization. The participants also agree for the satisfaction provided during their Onboarding process and agrees that the Onboarding for employees is a significant process and it has a positive impact on employee performance.

The mean for having a mentor available and willing to assist was below 3.0 which indicated that the participants were slightly disagreed with the statement. They might not have this facility in their Onboarding process. The mean value between the Job description and the current position was more than 3.0 which indicate participants were satisfied with their job role description. It also indicate correlation between these two points.

The average motivation score after first week was 3.5, which indicates that the new hires were on average moderately driven.

This descriptive statistics offered a broad overview of the participants responses to the different components of Onboarding and this can be used to identify the strong and weak areas. Also can be utilized to enhance the Onboarding procedure for the future hiring.

#### 4.7 Correlation Matrix

		Correlation Matrix										
		How much you are satisfied with your Onboarding process	Motivation towards achievement of goals on daily	satisfied with roles and responsibilities assigned	feel welcomed when first join job	appointment contact during or before first day	satisfaction towards content of information provided during onboarding	mentor present and ready to help	receive adequate information on culture and information about company	coherence between job and current job	importance of onboarding for employee retention and satisfaction	employee motivation after one week
Correlation	How much you are satisfied with your Onboarding process	1.000	.804	.768	.817	.763	.817	.744	.785	.777	.810	.781
	Motivation towards achievement of goals on daily	.804	1.000	.770	.816	.774	.789	.745	.781	.772	.782	.706
	satisfied with roles and responsibilities assigned	.768	.770	1.000	.768	.829	.724	.695	.684	.766	.748	.721
	feel welcomed when first join job	.817	.816	.768	1.000	.789	.792	.700	.720	.719	.752	.744
	appointment contact during or before first day	.763	.774	.829	.789	1.000	.781	.755	.721	.789	.785	.766
	satisfaction towards content of information provided during onboarding	.817	.789	.724	.792	.781	1.000	.804	.808	.742	.741	.743
	mentor present and ready to help	.744	.745	.695	.700	.755	.804	1.000	.777	.781	.755	.750
	receive adequate information on culture and information about company	.785	.781	.684	.720	.721	.808	.777	1.000	.789	.824	.766
	coherence between job and current job	.777	.772	.766	.719	.789	.742	.781	.789	1.000	.792	.839
	importance of onboarding for employee retention and satisfaction	.810	.782	.748	.752	.785	.741	.755	.824	.792	1.000	.772
	employee motivation after one week	.781	.706	.721	.744	.766	.743	.750	.766	.839	.772	1.000

Table 4.7 Correlation Matrix

Source: SPSS Analysis

The correlation matrix explains the strength and degree of association between several onboarding process components. The perfect correlation between the variable is shown by diagonal line and the value is 1.

The aforementioned correlation study sheds light on how onboarding affects employee performance and retention. According to the study, there is a positive relationship between the employee satisfaction and Onboarding process. The Onboarding process is necessary for the employee retention and performance. An effective onboarding experience can probably increase the retention rates and motivates employees job satisfaction which will give good performance by new employees.

There are two variable “How much you were satisfied with your onboarding process” and “Feel welcomed at organization on first day” the have the highest correlation among them that is 0.817. This shows that an employee satisfaction with their onboarding process is influenced by the way they are welcomed in an organization.

“Appoint of contact during or before the first day” ( $r=0.789$ ), "Satisfaction towards content of information provided during onboarding" ( $r=0.781$ ), and "Importance of onboarding for employee retention and satisfaction" ( $r=0.810$ ) are additional variables that have a strong positive correlation with satisfaction with the onboarding process.

The analysis also point our some factors like “Employee motivation after one week”, is not highly influenced by the Onboarding process. This might suggest that the variable other than onboarding can also impact the performance and employee retention.

Overall, the data points out that an effective onboarding process can enhance the employee performance and retention. Organizations may enhance the employee motivation, commitment and performance, which can have direct impact on the employee retention and growth of organization. This can be done by offering a positive and welcome experience, clear job requirements, and the required assistance and information.

#### 4.8 KMO and Bartlett’s Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.955
Bartlett's Test of Sphericity	Approx. Chi-Square
	1308.518
	df
	55
	Sig.
	<.001

Fig 4.6 KMO and Bartlett’s Test

Source: Primary Data

The KMO test (Kaiser-Meyer-Olkin) is used to measure the sampling adequacy, it is a statistical tool that evaluates whether factor analysis should be done for certain data set or not. The KMO value can be between 0 and 1. The values close to 1 indicates that the data is more suited for factor analysis. The KMO value for this study is 0.955, which indicates that the data is highly reliable for factor analysis. The variables which were analyzed are mightily connected to one another and measure the same underlying construct.

Another statistical method for testing whether factor analysis is suitable is Bartlett's test of sphericity. The identity matrix in correlation matrix shows the null hypothesis which states that there is no relationship between the variables. Indicating that the variables are connected and can be used in factor analysis is a significant result ( $p < .05$ ). Factor analysis is acceptable for this data set because Bartlett's test of sphericity in this analysis produced a chi-square value of 1308.518 with 55 degrees of freedom and a p-value of 0.001, states that variables are strongly connected with each other.

In conclusion, the data set is suitable for factor analysis and the variables included in this analysis are connected. They also assess the same underlying construct, as per the KMO test and Bartlett's test of sphericity. The underlying factors and relationships between the variables in this data set can therefore be explored using factor analysis.

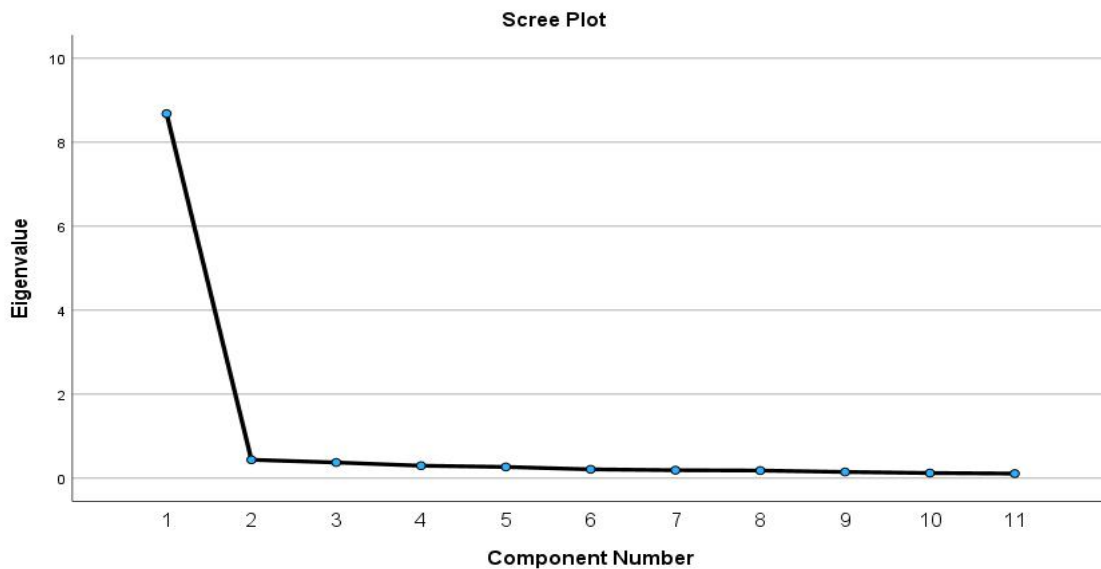


Fig 4.7 Factor analysis graph

Source: SPSS Analysis



#### 4.10 Component Matrix

**Component Matrix<sup>a</sup>**

	Component 1
How much you are satisfied with your Onboarding process. 5 Be in	.908
Motivation towards achievement of goals on daily	.895
satisfied with roles and responsibilities assigned	.867
feel welcomed when first join job	.882
appoint of contact during or before first day	.896
satisfaction towards content of information provided during onboarding	.895
mentor present and ready to help	.870
receive adequate information on culture and information about company	.886
coherence between job and current job	.897
importance to onboarding for employee retention and satisfaction	.897
employee motivation after one week	.879

**Extraction Method: Principal Component Analysis.**

a. 1 components extracted.

Fig 4.8 Component Matrix

Source: SPSS Analysis

How much are you with your Onboarding process? 0.862

As it is being shown, the only variable related to onboarding has a very high factor loading on component, indicating that it is strongly associated with the overall factor or principal component.



**Rotated Component Matrix<sup>a</sup>**

a. Only one component was extracted. The solution cannot be rotated.

Fig 4.9 Rotated Component Matrix

Source: SPSS Analysis

As per the Rotated component matrix there is only component which is Onboarding whose factor analysis can be done.

**4.9 Performance impacted due to onboarding**

Were your performance was impacted due to Onboarding?  
82 responses

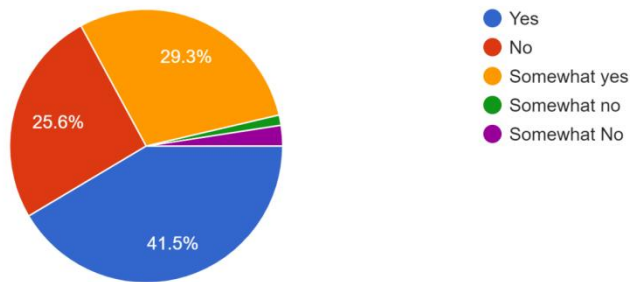


Fig 4.10 Pie chart for impact on performance

Source : Primary Data

**onboardingexperiencepositivelyimpactedworkperformance**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	26	25.2	25.2	25.2
	Somewhat no	3	2.9	2.9	28.2
	Somewhat yes	27	26.2	26.2	54.4
	Yes	47	45.6	45.6	100.0
	Total	103	100.0	100.0	

Table 4.8 Table for Onboarding experience impact on performance

Source: SPSS Analysis

As per the frequency table of Onboarding experience positively impacted work performance, 41.5 % of respondents said that their onboarding experience in the organization has a negative impact on their performance. This shows that the onboarding procedure have been encourages to give employees the tools and resources they needed to successfully carry out their job obligations.

While 25.6% claimed that their onboarding experience had no effect on their performance. It is a important to improve onboarding to enhance performance and retention. 29.3% stated that their onboarding experience had some influence on how well they performed, it suggest that the process had some advantages but might have been improved in other ways.

A small portion of respondents 3.6% said that their onboarding experience had a very small impact on their performance.

Overall, the research indicated that the onboarding process can have a significant impact on employee performance, and organizations should focus on providing effective onboarding to their employees. This can lead to higher employee satisfaction, productivity and may also lead to higher retention rates.

#### 4.10 Overall employee satisfaction with Onboarding

Overall employees' satisfaction with the onboarding process. (5 being most and 1 being least)  
103 responses

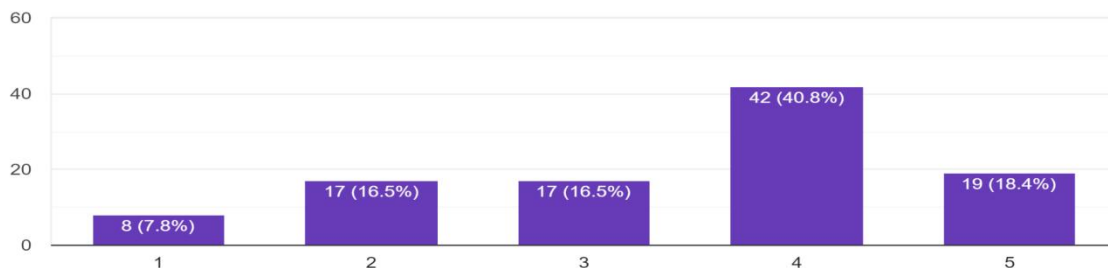


Fig 4.11 Graph for employee satisfaction with Onboarding

Source: Primary Data

<b>1</b>	<b>Strongly disagree</b>	<b>8</b>	<b>7.8%</b>
<b>2</b>	<b>Disagree</b>	<b>17</b>	<b>16.5%</b>
<b>3</b>	<b>Neutral</b>	<b>17</b>	<b>16.5%</b>

<b>4</b>	<b>Agree</b>	<b>42</b>	<b>40.8%</b>
<b>5</b>	<b>Strongly Agree</b>	<b>19</b>	<b>18.4%</b>

Table 4.9 Frequency table for employee satisfaction with onboarding Source: Primary Data

As per the frequency distribution table it can be identified that 40.8% of respondents had a satisfactory onboarding experience. Majority of the respondents were satisfied with their experience. This shows that the respondents were efficient and positive towards their onboarding process. However 16.5% of participants disagree with the statement. And 16.5% of the participants were neutral towards the onboarding experience.

As per the frequency table 18.4% of participants strongly agreed that they were satisfied with their onboarding experience in comparison to 7.8% who strongly disagree.

Overall, the data indicated that many employees were satisfied with their onboarding process, but still there is room for improvement. Organizations should focus on finding the loopholes in their onboarding process and make it more efficient by improving them. This can result in higher employee performance and retention rates.

**4.11 Importance of positive onboarding on job satisfaction and retention**

How much importance do you place on a positive onboarding experience when considering job satisfaction and retention (5 being most and 1 being least)  
103 responses

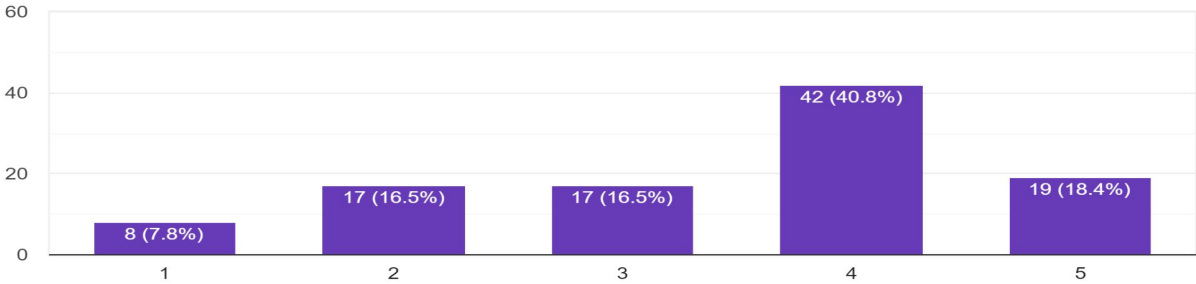


Fig 4.12 Graph for positive experience of Onboarding Source: Primary Data

**importance to onboarding for employee retention and satisfaction**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	7.8	7.8	7.8
	2	17	16.5	16.5	24.3
	3	17	16.5	16.5	40.8
	4	42	40.8	40.8	81.6
	5	19	18.4	18.4	100.0
	Total	103	100.0	100.0	

Table 4.10 Table for importance of onboarding for employee retention Source: SPSS Analysis

As per the analysis, majority of participants 40.8 % gave a positive onboarding rating of 4, it indicated that they believe that it is important to retain employees for longer time and enhance their performance. Additional 18.4% rated it highest 5, which also suggest that the high level of importance to the onboarding.

While there were 16.5% of respondents who believe that onboarding does not have an positive impact on job satisfaction and retention. And 16.5% were neutral for them, there is no issue whether onboarding process is there or not. There were only 7.8% participants who believe that there is no importance of onboarding on employee satisfaction.

Overall, the majority support that onboarding is important for retaining employees and providing job satisfaction. To ensure that new hires feel supported and welcomed, employers should spend in creating effective onboarding programme. This can enhance employee engagement, job satisfaction, and retention rates.

**4.12 Plan to stay in current company**

Based on onboarding experience what is your plan to stay in the current company.  
102 responses

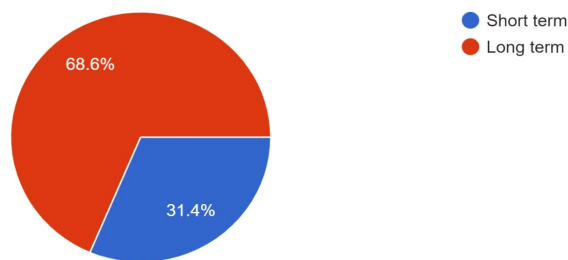


Fig 4.13 Employee plan to stay in company

Source: Primary Data

**plantostayincurrentcompany**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Long term	71	68.9	68.9	68.9
	Short term	32	31.1	31.1	100.0
	Total	103	100.0	100.0	

Table 4.11 Frequency table for plan to stay in company

Source: SPSS Analysis

As per the analysis of the available information, it can be inferred that majority of employees 68.6% who had a smooth onboarding experience intent to stay in current company for longer period of time. This indicates that a effective onboarding experience might have a positive impact on the employee retention and commitment towards their organization.

Remaining 31.4% of the participants who might not have a good onboarding experience intents to stay in current organization for shorter period of time. This may be the result of several variables, including individual circumstances, professional objectives, or other elements. It is important to keep in mind, too, that even workers who intend to stay just a short while can make valuable contributions to the company while they are there.

In conclusion, the data set emphasis on importance of onboarding for new hies for retaining top talent and develop a long-term commitment to the company. It is also advised to companies that in order to retain their employees for longer run, organizations should focus on offering continuing assistance and career prospects.

**4.13 Onboarding a decision making factor**

Have you ever considered Onboarding experience as a decision making factor to stay or leave the organization?

102 responses

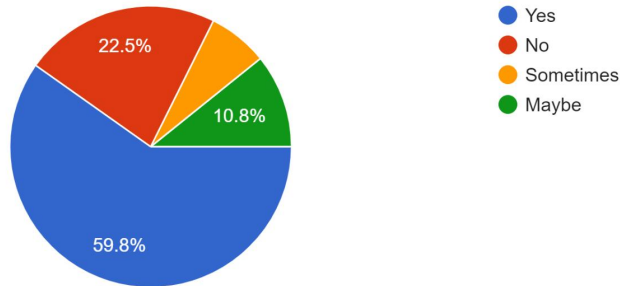


Fig 4.14 Onboarding experience a decision making factor

Source: Primary Data

<b>Yes</b>	<b>61</b>	<b>59.8%</b>
<b>No</b>	<b>23</b>	<b>22.5%</b>
<b>Sometimes</b>	<b>7</b>	<b>6.9%</b>
<b>Maybe</b>	<b>11</b>	<b>10.8%</b>

Table 4.12 Frequency table for Onboarding as a decision making factor

Source: Primary Data

As per the analysis, the 59.8% of majority of respondents believe that the onboarding experience was a factor to decide whether they will stay in the current organization or leave it. This analysis shown that the employee onboarding experience is an essential factor for employee retention

A small percentage of 22.5% responded that they had not considered onboarding as a decision making factor for staying in current company, suggesting that other aspects like job responsibilities, pay, and work culture might be more significant to them.

Only 6.9% responded that they occasionally think about their onboarding experience as a decision making factor, but 10.8% responded that they might think of considering it in near future.

In conclusion, the research indicated that an employee decision to stay or leave the organization is greatly impacted by their onboarding experience.

As a result, organizations should focus on delivering a effective onboarding process which help to motivate employees for enhancing performance and employee retention.

#### **4.14 Results:**

As per the analysis of data it is inferred that an Onboarding program which is effective have a major impact on employee retention and performance in the organization.

Organizations who focuses on a organized, well designed onboarding programme have high retention rates. These initiatives give new hires support and comfort which they require to adapt the new environment easily. To fit in company's culture , increasing employee commitment towards work, increasing job satisfaction are some major outcomes of an effective onboarding process. Also, these initiatives aid in a smoother transition for new employee by assisting the employees in understanding their job roles and responsibility. It also helps to reduce anxiety and ambiguity level of new hires.

New employees who receive effective onboarding shows higher level of productivity, efficiency and job satisfaction, which benefit their performance. Employees produce good output when they are provided with right information. They also meet their job requirement. It can be done with clear communication and assistance during onboarding. Effective onboarding programmes can also be helpful in innovation by employees, engagement activities and decrease the turnover rates. It also decrease expenses like recruiting and training expenses.

The study's conclusion empathizes on the importance of efficient onboarding in growth of employee performance and increasing employee retention. The organizations can have a good profit by investing in well designed onboarding programme. And the programme should be in a manner which place high priority on clear communication, training and development, feedback and support, and socialization.

# Chapter 5

## Findings, Recommendations & Limitations

### 5.1 Findings:

The results of the analysis above give credibility to the notion that onboarding has correlation with the employee performance and satisfaction.

The warm welcome on first day and setting up a time to have discussion with new employee in first week of work have a significant importance. This shows that clear communication and knowledge of work task importance.

To retain and sustain high level of retention and job satisfaction, organizations should implement an effective onboarding process. It also enhance employee satisfaction and retention.

Effective onboarding program has a significant impact on employee engagement and retention. Improved performance and work satisfaction were associated with positive onboarding experience.

There are certain key factors that are being identified in this study which contributes to successful onboarding are clear communication of job roles and expectations, training and development, feedback and appreciation, appropriate onboarding duration, assistance from managers and supervisors.

As per the study, organizations can gain by investing money in building strong onboarding process.

Organizations should keep the employee role and position for their onboarding process. They should consider the employer's different requirement and preferences. This can be done by giving feedback and recognition to new employees. And also giving them opportunities for innovations.

The study offers a framework for additional research on this subject by outlining the essential elements of successful onboarding.

Some factors which are greatly influenced by onboarding experience are employee happiness, job satisfaction, employee retention and performance. Employees intends to stay longer when they feel welcomed and have a point of contact on their first day.



For better performance and employee satisfaction it is mandatory to communicate work responsibilities to the employees clearly. Also to define the expectations on the first day so that employees can put their efforts in that direction. Employee performance and retention are also influenced by factors other than onboarding, like job fit and personal motivation.

## **5.2 Recommendations:**

Organizations should prepare a well designed onboarding programme which can address the organizations core values, mission and vision, culture, ambience, environment, work policies, and processes.

During orientation new employee should be provided with all the required information about company and job role. Orientation should be done timely.

New employees should be provided with a mentor or buddy who can help in assisting them during the first week of their work. Mentor will help the new hire to adjust in new environment smoothly. Mentor should be from the same department so that they can provide the adequate amount of knowledge related to new hire role.

Organizations should provide training to employees for acquiring new skills and maintaining interest in their career. It also helps in career development of the employees. It can be provided by online classes, workshops, collaborative projects, online courses, etc.

Feedback session should be implemented after certain time intervals with the new hires. HR should conduct a research and identify the potential remedies for the improvement points. Organizations should also gather inputs and find ways of conducting survey and face to face interviews.

Organizations should implement a system to monitor employee performance and analyze the average employee retention period. They should keep an eye on employee performance and retention rates. Companies should improve the onboarding procedure if the performance and retention rates are low.

In conclusion, there is a positive impact of onboarding on employee happiness, productivity and according to the findings, this is consistent with significant research that demonstrate increased employee performance and retention rates occur when individuals are effectively onboarded and well introduced into their roles and duties within the organization.

### 5.3 Limitations

There are certain drawbacks that should be taken into account:

Research was based on the experience and perspectives of recent hires in the organization regarding the onboarding process.

The study uses a small sample size of 103 participants, it could restrict the broader perspective of results which can be inferred. Depending on the organizations factors which effect employee retention and performance can vary.

Analysis of the data is based on self-centred information. The information can be biased and might be inaccurate. The findings could be impacted by participants reporting their experiences which can be biased and participants willingness to give responses that are socially acceptable.

Analysis does not include outside variables like economy, competition, industry-specific trend which can also be a factor for employee attrition and low performance.

The study should also analyze properly the impact on performance of employees on longer term even after having good onboarding experience.

In conclusion, it is important to take these drawbacks into consideration while evaluating results. The findings and analysis provide insights and information about the connection between onboarding and employee retention and performance.

## **Chapter 6**

### **Conclusion**

The findings and analysis of this study indicates the importance and positive impact of onboarding on employee retention and performance. According to the data provided there is a direct relation between onboarding and employees staying plan in the organization. There is also positive relation between employee performance and onboarding experience.

The research also highlighted the steps and procedure which need to be followed during onboarding process. Employees who have positive experience are more likely to be happy with their roles and responsibilities related to work. Also, they were more motivated to meet their goals and objectives. And are more ready to stay in company for longer time period.

This research also defines a number of necessary factors that are helpful in improving the onboarding process. It is essential to have a clear and well designed onboarding process which can help new employees to know about the company core values and culture. Employees feel more comfortable when they are welcomed at the organization on their first day.

Organization should focus on making a smooth and effective onboarding process and include the recommendations mentioned in the study. This can help in enhancing the employee performance and also helpful in retaining employees for longer time period. In addition to having a mentor will help in adapting things faster and a clear grasp of the organization rules and regulations, culture, values and expectations. Organizations should make sure to make job descriptive accurately mentioning the proper roles and responsibilities of respective position.

At last, an effective onboarding experience can have a great impact on employee performance and retention. Organizations can improve employee performance, motivation and satisfaction by investing in an effective onboarding process. Organizations may focus on creating well designed onboarding plan that can cater all the needs and requirements necessary for the employee as well as employer while also being mindful of the study's limitations, in order to maximise the advantages of onboarding.

# **Chapter 7**

## **References**

## Annexure

Appendix 1 : URL Link to the Questionnaire (for survey):

[https://docs.google.com/forms/d/e/1FAIpQLSedH0FK89PDGY2M6tQPvrrcXY8nienUFk4x\\_kYQZCNSvJJrtQ/viewform?usp=sf\\_link](https://docs.google.com/forms/d/e/1FAIpQLSedH0FK89PDGY2M6tQPvrrcXY8nienUFk4x_kYQZCNSvJJrtQ/viewform?usp=sf_link)

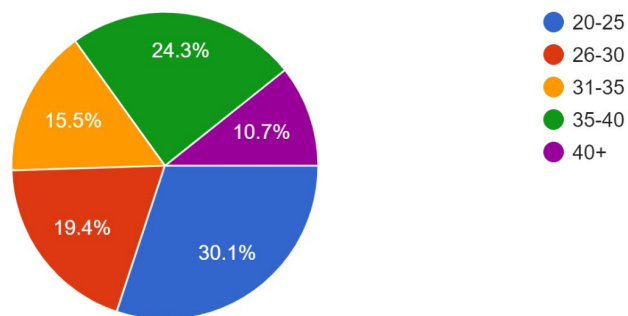
Appendix 2 : URL Link to file from SPSS

[https://drive.google.com/file/d/1aanouHOM9RWE\\_aO8UnPNsxXQQtMD7Hdk/view?usp=share\\_link](https://drive.google.com/file/d/1aanouHOM9RWE_aO8UnPNsxXQQtMD7Hdk/view?usp=share_link)

Appendix 3 : Results and analysis of study

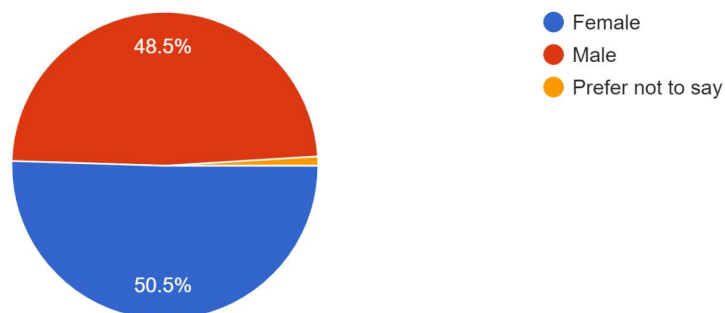
Age

103 responses



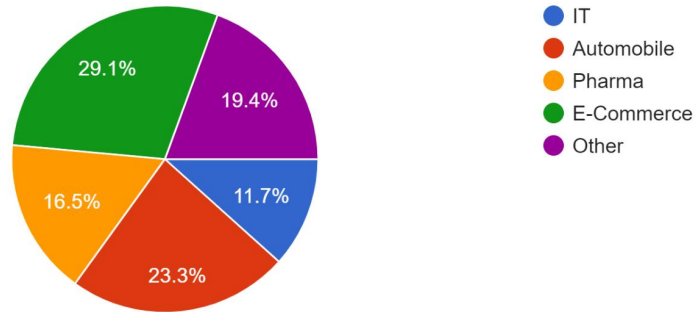
Gender

103 responses



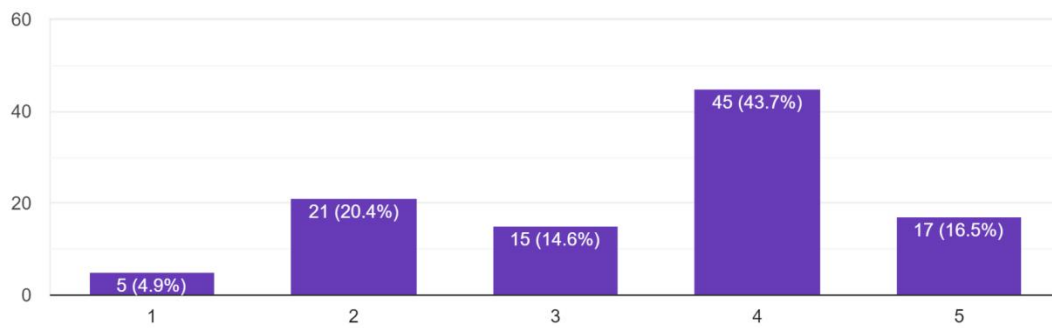
### Industry sector

103 responses



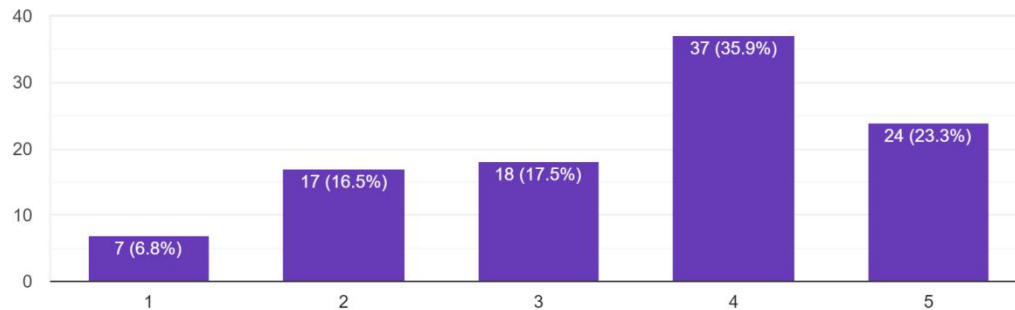
### How much you are satisfied with your Onboarding process. (5 Being Most and 1 Being Least)

103 responses



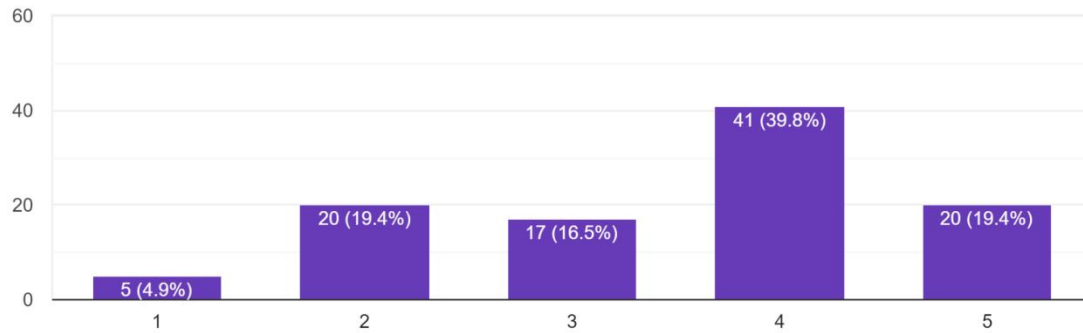
### Motivation towards achievement of goals on daily basis. (5 Being Most and 1 Being Least)

103 responses



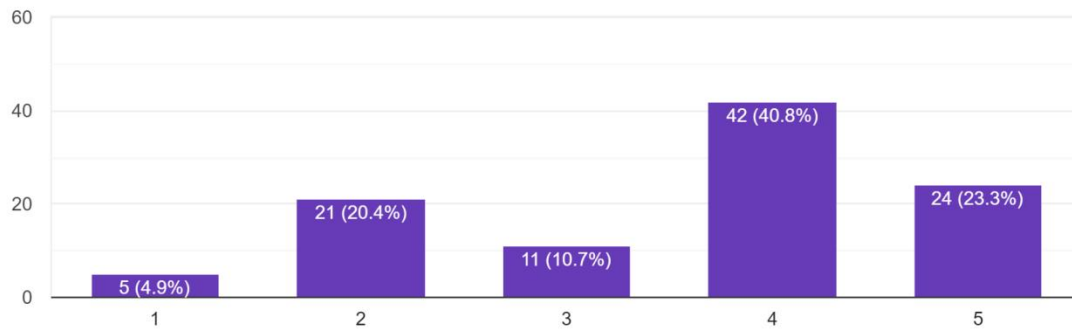
How welcomed you felt when you first joined your jobs. (5 being most and 1 being least)

103 responses



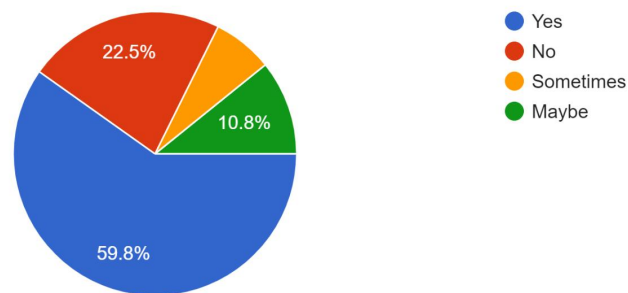
Had a knowledgeable appoint of contact for any questions, you had before or during the first day. (5 strongly agreed and 1 disagreed)

103 responses



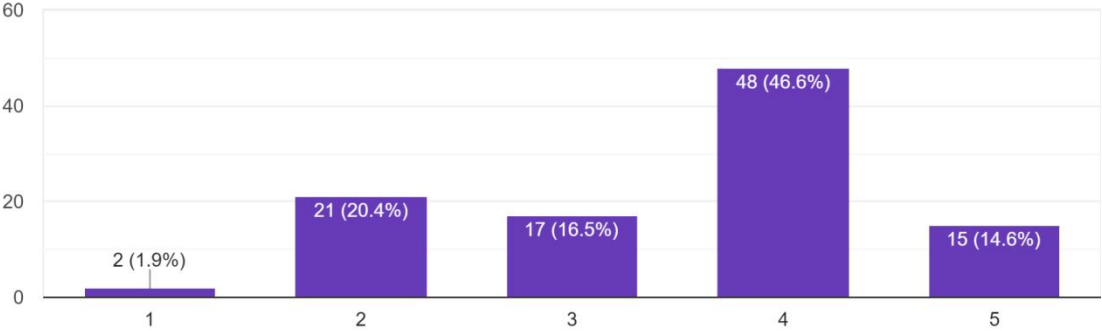
Have you ever considered Onboarding experience as a decision making factor to stay or leave the organization?

102 responses



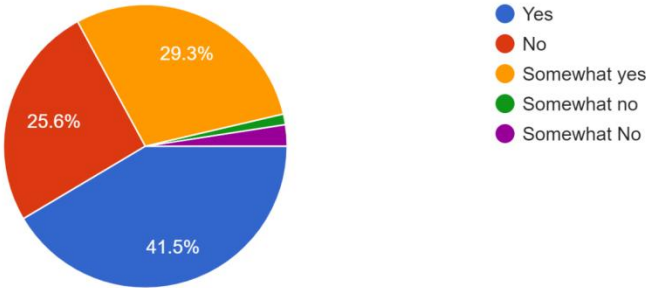
Have you provided some information about the work and organization before you started your job.  
 (5 being Strongly agreed and 1 being strongly disagreed)

103 responses



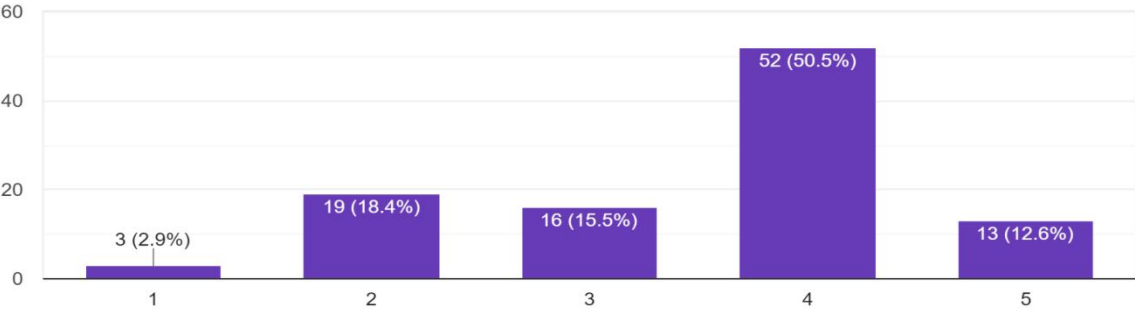
Do you feel that your onboarding experience has positively impacted your performance at work?

82 responses



Satisfaction towards the content of information provided to you during the onboarding process (5 being most and 1 being least)

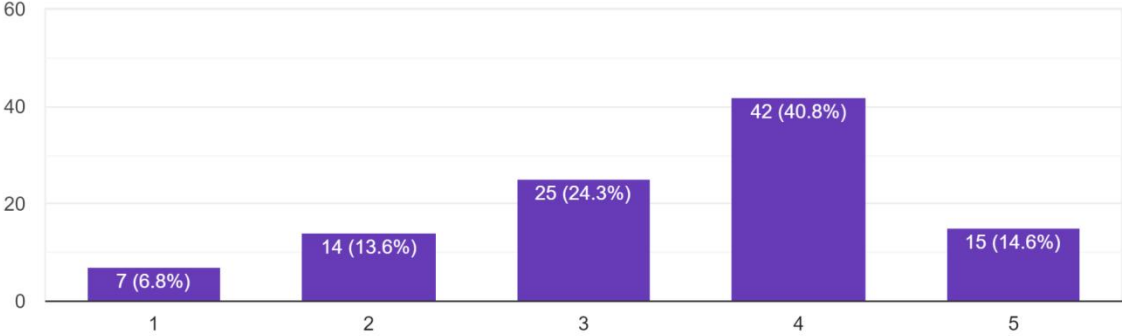
103 responses





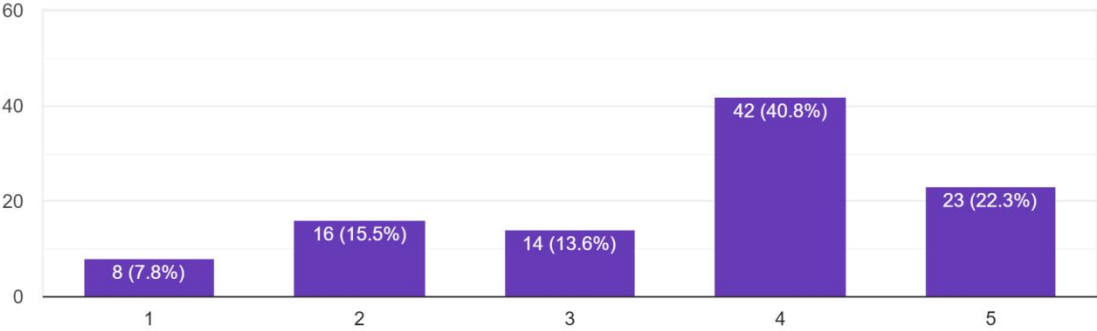
Were your mentor was present and ready to help you at all times. (5 being most and 1 being least)

103 responses



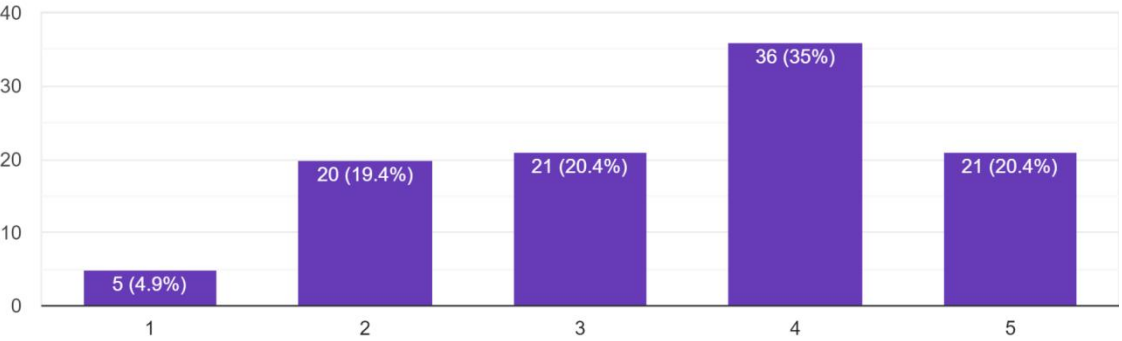
Did you receive adequate information on the organization's culture, values, and expectations during your onboarding process? ( 5 being most and 1 being least)

103 responses



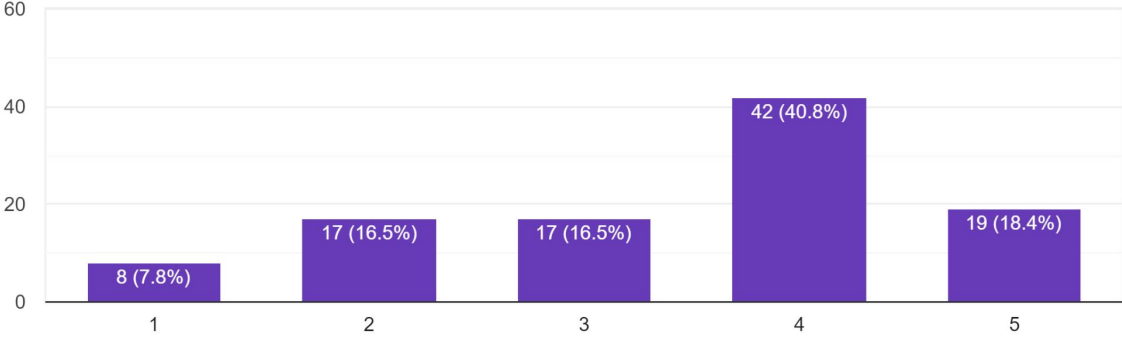
Coherence between the job description/ interview and the current job. (5 being most and 1 being least)

103 responses



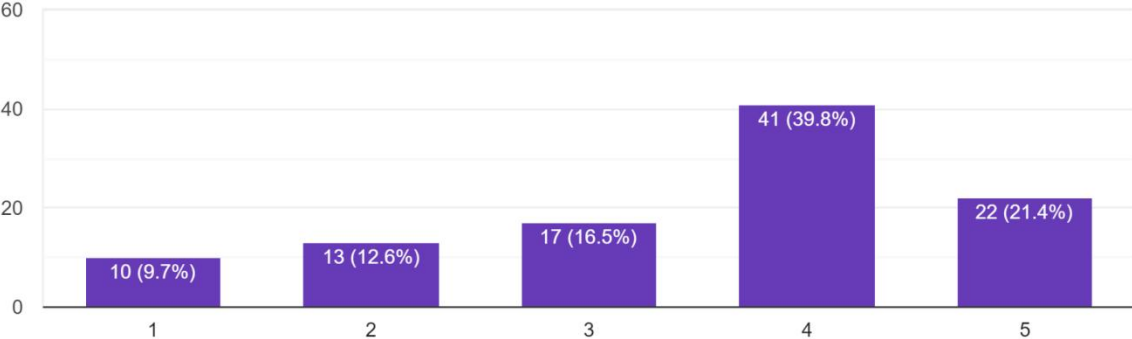
How much importance do you place on a positive onboarding experience when considering job satisfaction and retention (5 being most and 1 being least)

103 responses



Employees motivation after the first week of job. (5 being most and 1 being least)

103 responses



Based on onboarding experience what is your plan to stay in the current company.

102 responses

