

Major Research Project

An Analysis of Onboarding Influence on Employee Attrition and Performance

Submitted By

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2K22/DMBA/45

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Certificate

This is to certify that Ginni, **2K22/DMBA/45** has submitted the Major research project on titled An Analysis of Onboarding Influence on Employee Attrition and Performance 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 2023-24.

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Asisstant Professor

Declaration

I hereby declare that the project work entitled “**An Analysis of Onboarding Influence on Employee Attrition and Performance**” submitted to the Delhi School of Management, is a record of an original work done by me under the guidance of Dr Shikha N Khera and this project work is submitted in the partial fulfilment of the requirements for the award of the degree of Master of Business Administration. I declare that this research is my own, unaided work. It has not been submitted before for any other degree, part of degree or examination at this or any other university.

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. Shikha N Khera, Associate Professor 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. 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. 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 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.

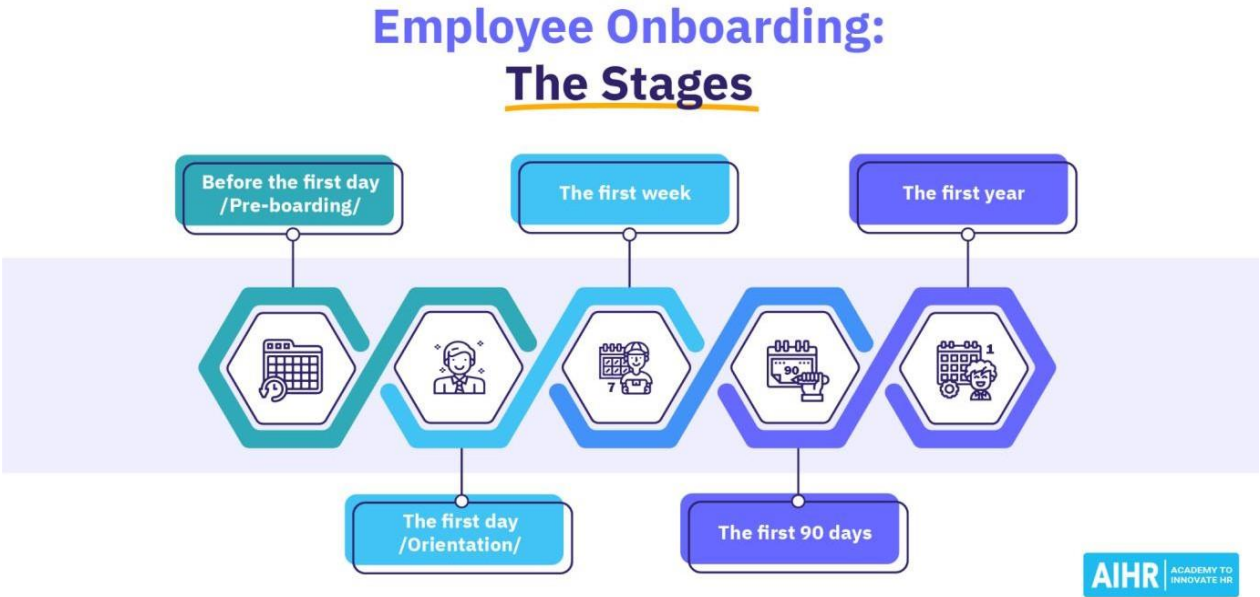


Fig 1.1 Stages of Onboarding

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.

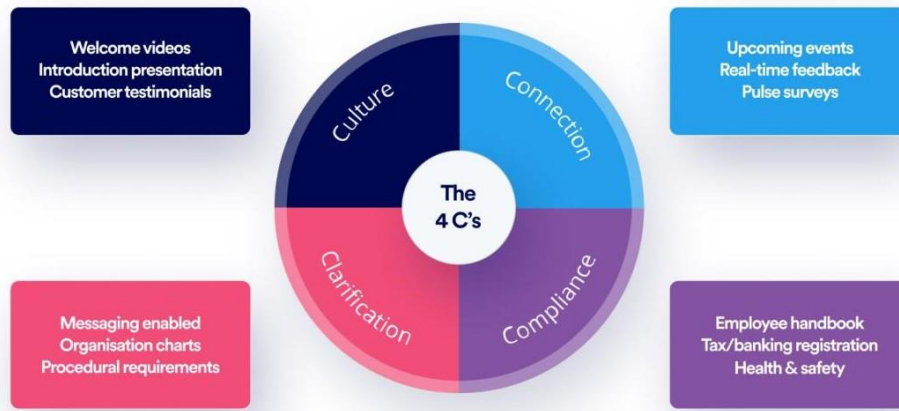


Fig 1.2 Four C's of Onboarding

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.

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.

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.

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

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.

2.1.1 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 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.

2.1.2 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.

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

1. Reliability test

Reliability Statistics	
Cronbach's Alpha	N of Items
.974	12

Fig 4.1 Reliability statistics

Source: SPSS Analysis

Case Processing Summary

		N	%
Cases	Valid	103	100.0
	Excluded ^a	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

4.2 Demographic Data

1. Gender based Respondents

Gender
103 responses

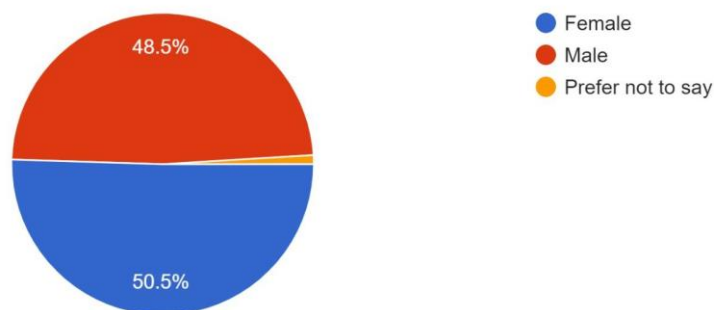


Fig 4.3 Gender Diversification

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 (48.5%) than males 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.

2. Age of the respondents

Age
103 responses

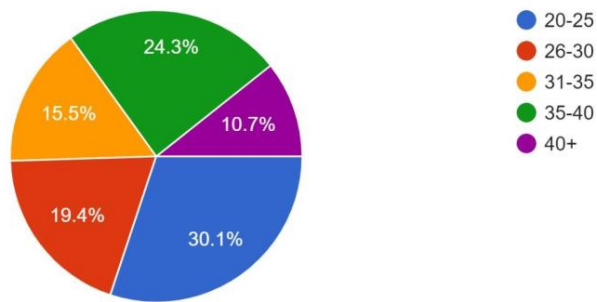


Fig 4.4 Age distribution

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 Industry sector

Industry sector
103 responses

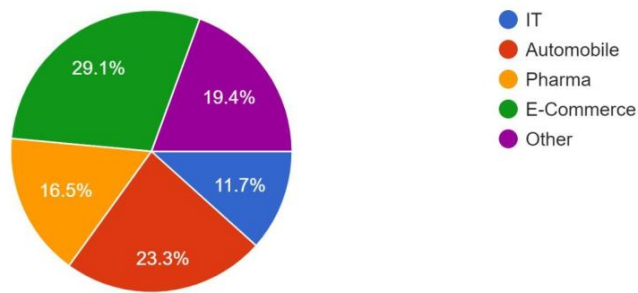


Fig 4.5 Industry sector distribution

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.

2. Item Statistics

Summary 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 mimumin 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.

3. Scale Statistics

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. Factor Analysis

Descriptive Statistics			
	Mean	Std. Deviation	Analysis N
HowmuchyouaresatisfiedwithyourOnboardingprocess.5Bein	3.47	1.136	103
Motivationtowardsachievementofgoalsondaily	3.52	1.211	103
satisfiedwithrolesandresponsibilitiesassigned	3.46	1.170	103
feelwelcomedwhenfirstjoiningjob	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
coherencebetweenjbandcurrentjob	3.47	1.162	103
importanceto onboardingfor employee retentionandsatisfaction	3.46	1.195	103
employee motivationafterone week	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 Onbaording 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.

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 intend 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.

Chapter 7

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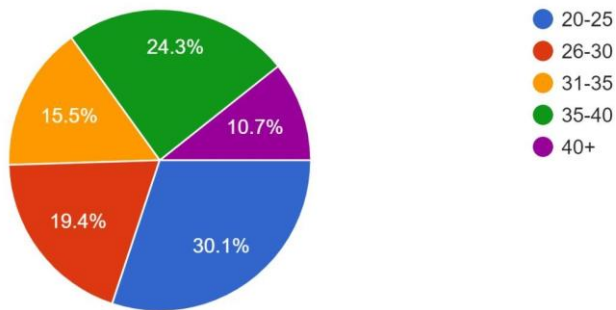
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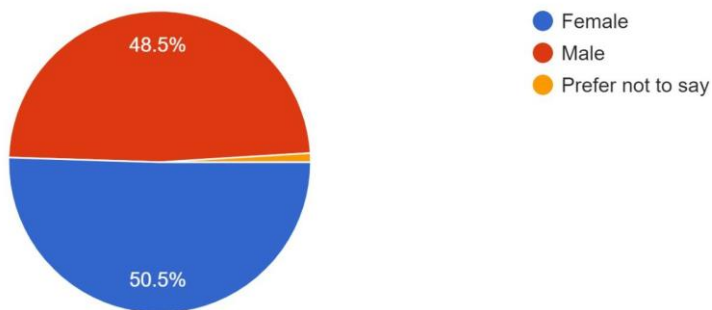
Annexure

Appendix : Results and analysis of study

Age
103 responses

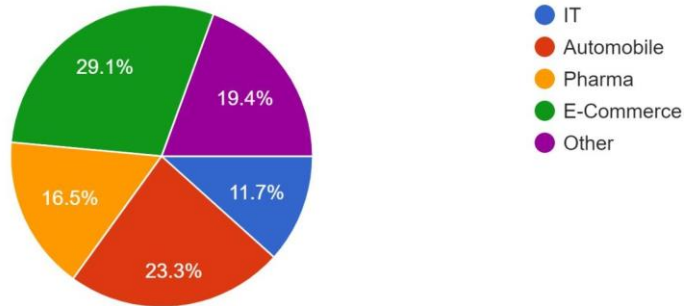


Gender
103 responses



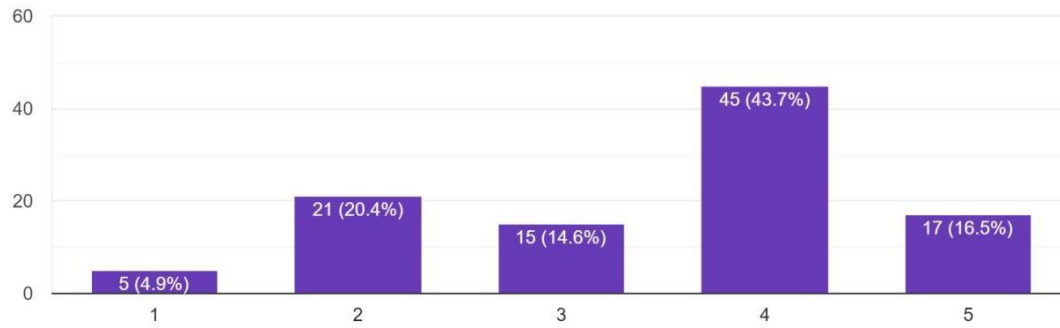
Industry sector

103 responses



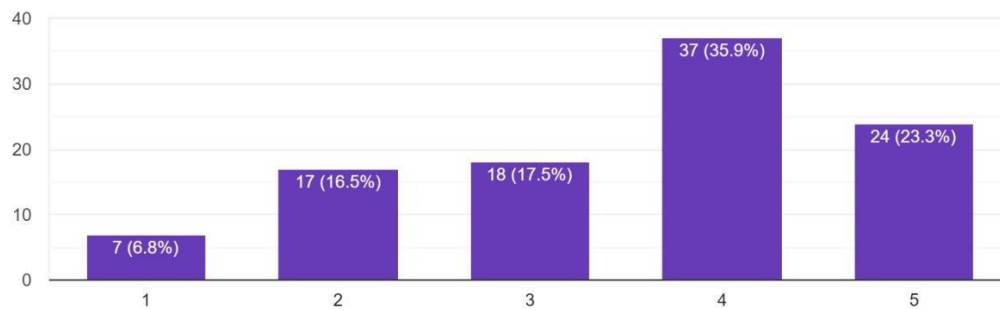
How much you are satisfied with your Onboarding process. (5 Being Most and 1 Being Least)

103 responses



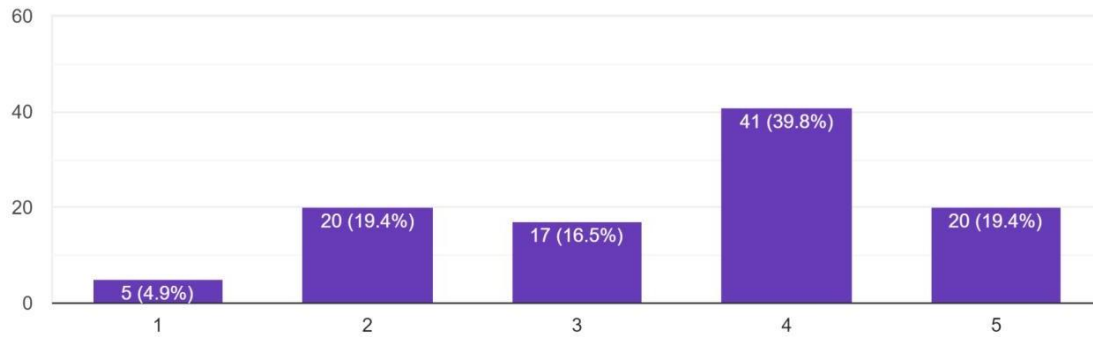
Motivation towards achievement of goals on daily basis. (5 Being Most and 1 Being Least)

103 responses



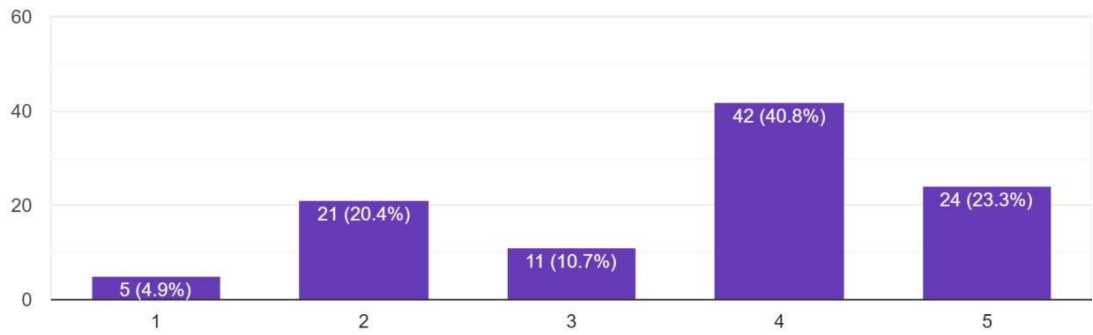
How welcomed you felt when you first joined your jobs. (5 being most and 1 being least)

103 responses



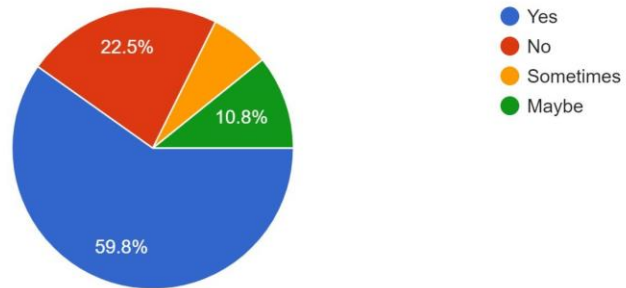
Had a knowledgeable appoint of contact for any questions, you had before or during the first day. (5 strongly agreed and 1 disagreed)

103 responses



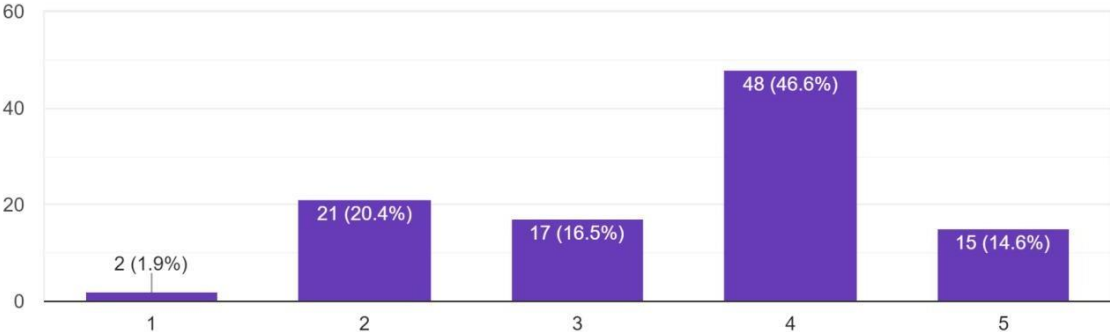
Have you ever considered Onboarding experience as a decision making factor to stay or leave the organization?

102 responses



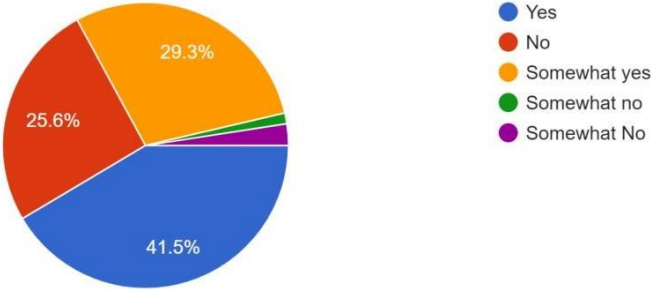
Have you provided some information about the work and organization before you started your job.
(5 being Strongly agreed and 1 being strongly disagreed)

103 responses



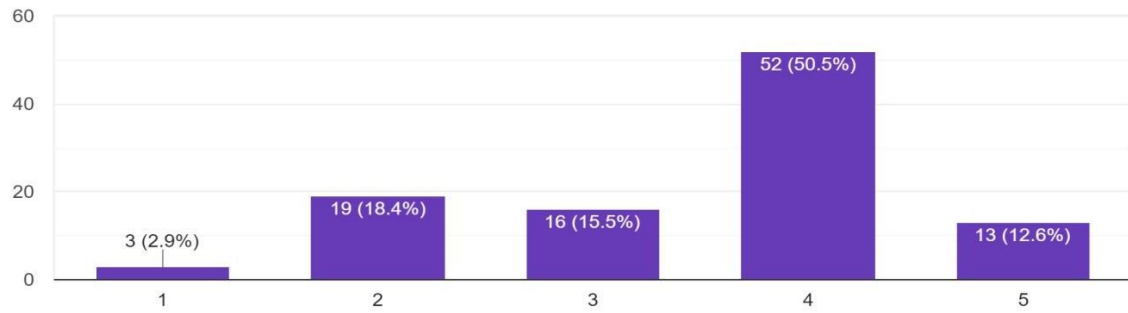
Do you feel that your onboarding experience has positively impacted your performance at work?

82 responses



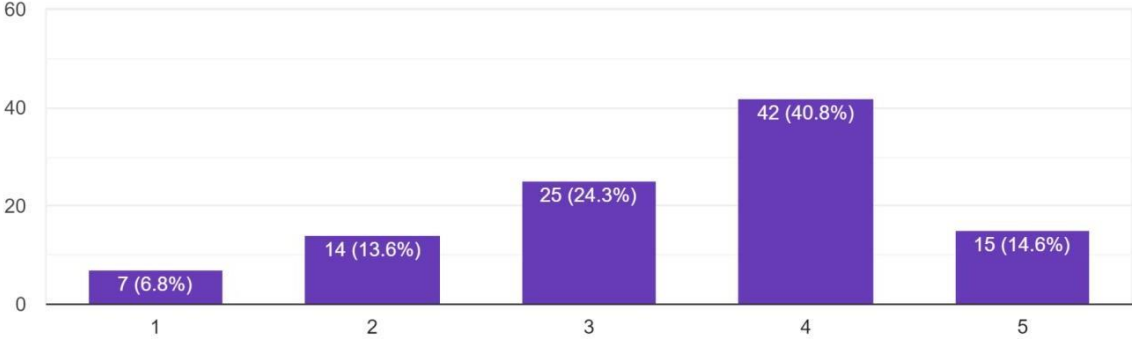
Satisfaction towards the content of information provided to you during the onboarding process (5 being most and 1 being least)

103 responses



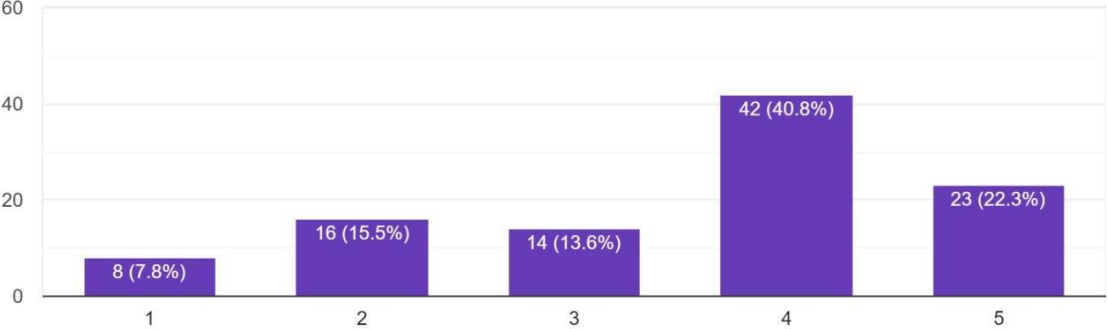
Were your mentor was present and ready to help you at all times. (5 being most and 1 being least)

103 responses



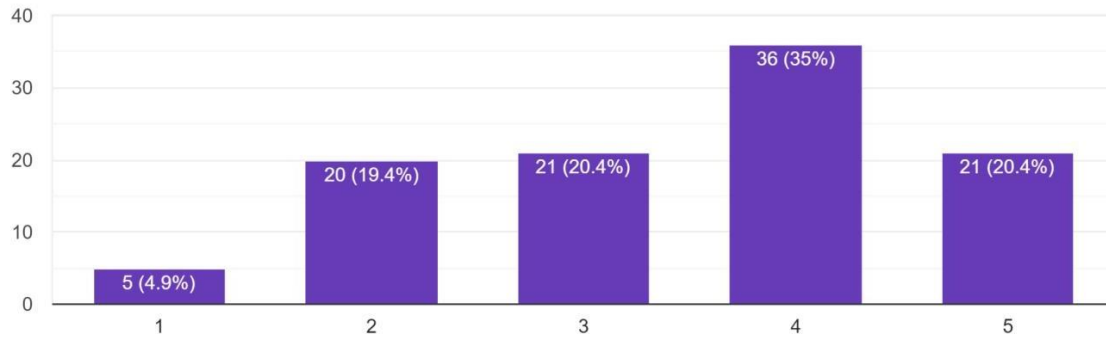
Did you receive adequate information on the organization's culture, values, and expectations during your onboarding process? (5 being most and 1 being least)

103 responses



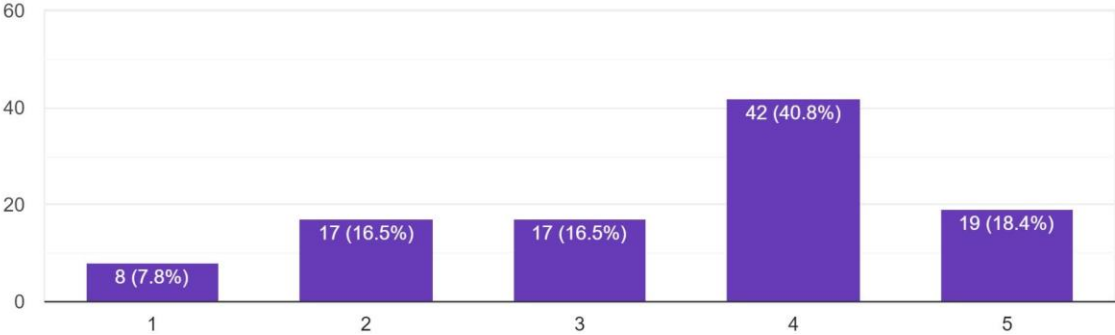
Coherence between the job description/ interview and the current job. (5 being most and 1 being least)

103 responses



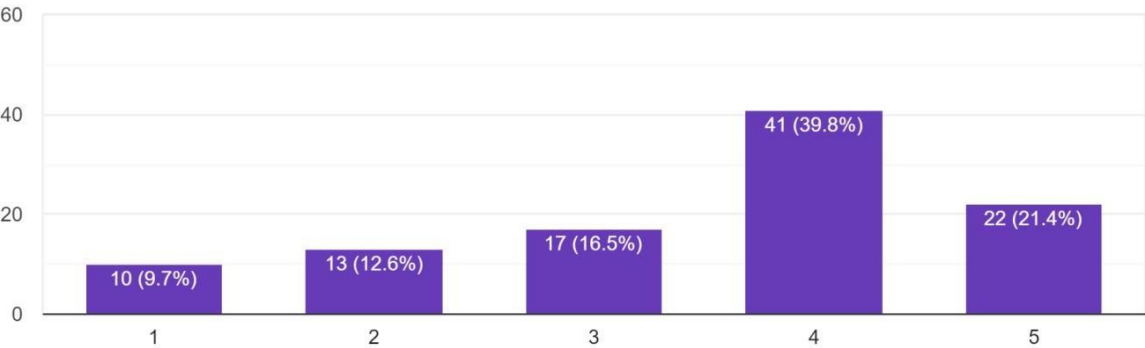
How much importance do you place on a positive onboarding experience when considering job satisfaction and retention (5 being most and 1 being least)

103 responses



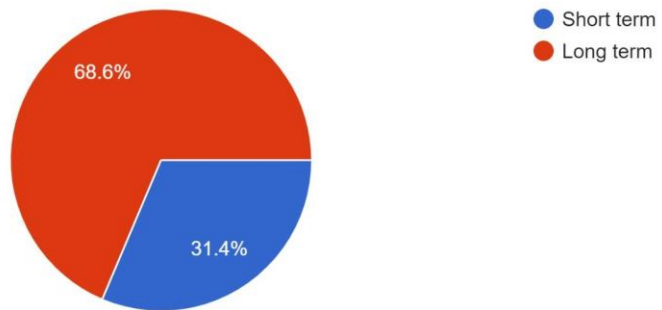
Employees motivation after the first week of job. (5 being most and 1 being least)

103 responses



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

102 responses



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