

# SAPNA MRP PDF.pdf



## Document Details

**Submission ID****trn:oid::13381:95079255****Submission Date****May 9, 2025, 3:09 PM GMT+5****Download Date****May 9, 2025, 3:09 PM GMT+5****File Name****SAPNA MRP PDF.pdf****File Size****1.2 MB****53 Pages****8,901 Words****52,432 Characters**





# 18% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.




## Filtered from the Report

- Bibliography
- Quoted Text
- Cited Text

## Match Groups

-  **86 Not Cited or Quoted 18%**  
Matches with neither in-text citation nor quotation marks
-  **0 Missing Quotations 0%**  
Matches that are still very similar to source material
-  **0 Missing Citation 0%**  
Matches that have quotation marks, but no in-text citation
-  **0 Cited and Quoted 0%**  
Matches with in-text citation present, but no quotation marks

## Top Sources

- 16%  Internet sources
- 2%  Publications
- 13%  Submitted works (Student Papers)

## Integrity Flags

### 0 Integrity Flags for Review

No suspicious text manipulations found.

Our system's algorithms look deeply at a document for any inconsistencies that would set it apart from a normal submission. If we notice something strange, we flag it for you to review.

A Flag is not necessarily an indicator of a problem. However, we'd recommend you focus your attention there for further review.

## Match Groups

- 86 Not Cited or Quoted 18%**  
Matches with neither in-text citation nor quotation marks
- 0 Missing Quotations 0%**  
Matches that are still very similar to source material
- 0 Missing Citation 0%**  
Matches that have quotation marks, but no in-text citation
- 0 Cited and Quoted 0%**  
Matches with in-text citation present, but no quotation marks

## Top Sources

- 16% Internet sources
- 2% Publications
- 13% Submitted works (Student Papers)

## Top Sources

The sources with the highest number of matches within the submission. Overlapping sources will not be displayed.

1	Internet	gscen.shikshamandal.org	9%
2	Internet	dspace.dtu.ac.in:8080	2%
3	Internet	pdfcoffee.com	<1%
4	Internet	www.coursehero.com	<1%
5	Internet	www.dspace.dtu.ac.in:8080	<1%
6	Internet	www.slideshare.net	<1%
7	Submitted works	Amity University on 2014-03-28	<1%
8	Submitted works	UNICAF on 2024-06-23	<1%
9	Internet	ebin.pub	<1%
10	Internet	core.ac.uk	<1%

11	Internet	www.geeksforgeeks.org	<1%
12	Submitted works	Teaching and Learning with Technology on 2023-05-18	<1%
13	Submitted works	University of Lincoln on 2024-01-03	<1%
14	Internet	majcafe.com	<1%
15	Internet	meral.edu.mm	<1%
16	Internet	paduaresearch.cab.unipd.it	<1%
17	Submitted works	S.P. Jain Institute of Management and Research, Mumbai on 2020-04-07	<1%
18	Internet	acspublisher.com	<1%
19	Internet	archive.org	<1%
20	Submitted works	Quest International University Perak on 2018-03-02	<1%
21	Submitted works	University of Northampton on 2025-03-16	<1%
22	Submitted works	University of South Africa (UNISA) on 2023-08-29	<1%
23	Internet	speedypaper.x10.mx	<1%
24	Submitted works	Kolej Universiti Poly-Tech MARA on 2018-08-15	<1%

25	Submitted works	Westminster International University in Tashkent on 2023-02-28	<1%
26	Internet	books.apa.org	<1%
27	Internet	hdl.handle.net	<1%
28	Internet	ipindexing.com	<1%
29	Internet	ir-library.ku.ac.ke	<1%
30	Internet	sjcc.edu.in	<1%
31	Publication	Alegria, Rodrigo Daniel Sapateiro. "AI Conversational Agent to Solve Multilingual ...	<1%
32	Submitted works	ESoft Metro Campus, Sri Lanka on 2025-03-20	<1%
33	Submitted works	Mancosa on 2016-07-16	<1%
34	Submitted works	Panipat Institute of Engineering & Technology on 2017-08-11	<1%
35	Submitted works	University of Witwatersrand on 2020-08-31	<1%
36	Internet	dokumen.pub	<1%
37	Internet	ijrar.com	<1%
38	Internet	repository.president.ac.id	<1%

39	Internet	tudr.thapar.edu:8080	<1%
40	Internet	www.grossarchive.com	<1%
41	Internet	www.rsisinternational.org	<1%
42	Submitted works	M S Ramaiah University of Applied Sciences on 2025-03-04	<1%
43	Submitted works	Manipal University on 2023-09-21	<1%

# Major Research Project Report on

## “A Study on Satisfaction of Employees on Joining Process at Different Companies”

Submitted By

Sapna Rana

2K23/UMBA/93

Under the guidance of

Miss Shikha Tomar



**DELHI SCHOOL OF MANAGEMENT**

**Delhi Technological University**

**Bawana Road Delhi 110042**

**CERTIFICATE**

It is hereby certified that Ms. Sapna Rana, Roll No. 2K23/UMBA/093 has prepared the following project “A Study on Satisfaction of Employees on Joining Process at Different Companies” Under the guidance of Miss Shikha Tomar as part of B.G. (MBA) of Delhi School of Management, Delhi Technological University, New Delhi for the academic year 2024–25.

Signature

Miss Shikha Tomar



## DECLARATION

I hereby declare that the project report named “A Study on Satisfaction of Employees on Joining Process at Different Companies”, submitted by me to Delhi School of Management, DTU in partial fulfilment of the requirement for the award of the degree of Master of Business Administration is a true record of bona fide project work performed by me.

Anything that looks like it is not my original work has been appropriately and properly referred to/cited/acknowledged. This report has not been submitted to any other university/institution for the award of any other degree, diploma, or fellowship.

Sapna Rana

2K23/UMBA/093

Delhi Technological University

## ACKNOWLEDGEMENT

I take the opportunity to express my sincere appreciation to all those who supported me and guided me to complete my research report successfully called “A Study on Satisfaction of Employees on Joining Process at Different Companies”.

There is no other way that I would like to begin this report other than wishing to express my sincere gratitude to Miss Shikha Tomar, my faculty mentor, for her inestimably beneficial insights, consistent support, and feedback in this report. Her encouragement and guidance have been fundamental in developing this study and adding quality to it.

I am equally grateful to the faculty members of the Department of Management, Delhi Technological University, who presented the integral academic base and root supportive environment to develop critical thinking and learn research-based.

Finally, I want to thank my family and friends for the constant support and patience they gave me during this journey. Their undivided support has been their strength and staple.

This report is a product of collaborative efforts and shared learning, and I continue to appreciate all the people who contributed to the completion of this report.

Sapna Rana

2K23/UMBA/093

Delhi Technological University

## EXECUTIVE SUMMARY

An employee's journey with a new employer starts with the onboarding process, which includes everything from initial recruitment to their early role integration. This study, titled **“A Study on Satisfaction of Employees on Joining Process at Different Companies,”** explores how employees across various organizations perceive the effectiveness and efficiency of the joining experience, including recruitment, pre-boarding, onboarding, and initial integration into their roles.

The research draws insights from multiple sectors, such as telecommunications, information technology, and services, to analyze the similarities and differences in onboarding practices. A structured questionnaire was administered to employees from different companies to gather data on their satisfaction levels related to communication, offer letter issuance, document verification, clarity of role, interaction with HR, and first-day experience.

Findings indicate that while digital onboarding has become more prevalent, challenges still exist in coordination, timely communication, and consistency across departments. A majority of respondents appreciated personalized engagement and timely information, while delays, lack of transparency, and unclear responsibilities were common pain points.

The study concludes that a well-structured joining process, supported by effective communication and involvement from HR and managers, leads to higher employee satisfaction, stronger engagement, and better retention. Based on the findings, the report recommends that companies invest in user-friendly digital onboarding platforms, train HR personnel for better coordination, and foster a culture of proactive employee support from day one.

This research contributes **valuable insights for HR professionals and business leaders** seeking **to improve onboarding practices and enhance the** early employee experience, ultimately supporting organizational growth and employee loyalty.

## TABLE OF CONTENTS

CHAPTER	CONTENTS	PAGE NO
	CERTIFICATE	i
	DECLARATION	ii
	ACKNOWLEDGEMENT	iii
	EXECUTIVE SUMMARY	iv
1.	Introduction 1.1 Background 1.2 Problem Statement 1.3 Objectives of the study 1.4 Scope of the study	1-5
2.	Literature Review	6-13
3.	Research Methodology 3.1 Sample details 3.2 Data Collection Tool 3.3 Data Collection Techniques 3.4 Quantitative Analysis	14-19
4.	Data Analysis, Results, and Discussions 4.1 Demographic overview of Respondents 4.2 Data Collection (Source & Approach) 4.3 Visual Analysis 4.4 Findings and Recommendations 4.5 Limitations of the Study	20-38
5.	Conclusion	39
6.	References	40-44
7.	Annexure Questionnaire	45-47

## 1. INTRODUCTION

I chose employee satisfaction as our topic because the welfare of employees in an organization contributes greatly to any organization. HRM is the management of human resources in an organization. HRM is a fairly new concept, incorporating a variety of human ideas and practices in people management. The organization function has to do with such people's issues as competition, hiring, performance in the workplace, management, organization development, safety, Wellness, benefits, employee motivation, communication, administration, as well as training.

In an organization, the satisfaction of workers means an inspired workforce committed to achieving a high quality of work, which is the demand. From various components, the limit is considered to be vital to employees' satisfaction. There are recruiting process, selection process, process of interviewer making, test, onboarding, pre-boarding in a firm, joining an organization, welcome in the organization, and satisfaction with one's position. Each, these factors plays a different role in an individual's satisfaction. You might believe that the pay is viewed as the most significant factor concerning employee satisfaction, but this is not the case. Employees would rather be working in an environment they love. Employee satisfaction among employees acts as a desirable emotional state, which usually results in a good work attitude. The more satisfied worker is the one more likely to be creative, flexible, innovative, and loyal.

Employee satisfaction is important when an organization is involved. Employees are the pillars of every organization. Therefore, it is the duty of the management to ensure that the employees contribute more.

It is alleged that contented workers are more productive. Therefore, all organizations are placing maximum priority on ensuring that they keep their employees satisfied by offering them various facilities to increase satisfaction and minimize deterrents.

I need to find out if the employees in various companies are satisfied or not. Therefore, I had to discuss the problem in my study.

Job satisfaction refers to the extent to which one is satisfied with the Joining process. Several factors can help to affect a person's degree of joining process satisfaction. Among these are the level of onboarding and pre-boarding, interview, and satisfaction with the position and company.

## **1.1 Background of the Study**

For ages, employee satisfaction has been considered paramount for the success and sustainability of any organization. As change is the only constant in today's demands and challenges emerge over time, keeping pace with the technocentric age, adopted changes in people's working culture and emerging global workplace rivalry have compelled companies to innovate in sourcing the best talent. Although a lot of attention goes to employee engagement, performance management, and compensation strategies, an equally important, yet frequently neglected, domain is the candidate's experience when joining the organization.

Joining is not just a formality; it is a new employee's first operational touchpoint with the organization. It consists of different processes, such as job application, interviewing, offer letter issued, document submission, pre-boarding communication, onboarding programs, and getting integrated into the team and role. Each of these stages contributes significantly to shaping the employee's initial perceptions, expectations, and emotional connection with the organization.

Integrating And Fitting In Acceptance and fitting in with the job or organizational culture joins seamlessly can create a sense of trust and belongingness to the company and thus motivating job satisfaction and productivity. Haphazard, misinformation-filled, poorly communicated, or no joining, on the other hand, can lead to stress, disengagement, and even early exits. Employees who are lost or who feel that they are being left behind at this point are unlikely to remain with the company for the long term.

In the last several years, with the rise of digitalization, most companies have switched to technology-mediated onboarding. From online document verification to virtual induction, companies are providing platforms that try to personify and simplify the onboarding experience. These processes are very different undercutting factors for

businesses and industries, depending on the company's level of digitalization, the company's HR processes, and the level of manager involvement in the onboarding process.

For this study, considering the differences found in the experiences of employees working in different contexts, the focus of the analysis is on:

- Unified, how different organizations keep their joining processes.
- The most common pre-boarding and onboarding challenges employees experience.
- The impact of HR practices and management support on early-stage satisfaction.
- What would make the joining process feel better to users?

It is essential for the successful management of HR operations as well as retention, organizational culture, and employer branding satisfaction of employees on the first day is next to impossible to overlook. Organizations that invest in a seamless hiring experience are more likely to develop and retain a committed, motivated, and effective workforce.

Thus, this paper offers HR professionals, business executives, and scholarly researchers a useful understanding of how to improve employee onboarding practices in various organizational settings.

## **1.2 Problem statement**

The joining process, encompassing recruitment, pre-boarding, and onboarding stages, plays a critical role in shaping new employees' initial perceptions and long-term engagement within an organization. Despite its significance, many organizations struggle to deliver a smooth and structured onboarding experience. Challenges such as inadequate communication, delays in the provision of offer letters and documentation, and insufficient role clarity often lead to dissatisfaction among new hires. These issues can result in disengagement, reduced productivity, and increased early-stage attrition.

As businesses across sectors increasingly compete for talent, it becomes essential to evaluate and improve the employee onboarding journey. The lack of a standardized

and employee-centric joining process across companies further complicates the experience for new employees. This study aims to investigate and compare the levels of employee satisfaction with the joining process across various organizations. It seeks to identify the key factors contributing to dissatisfaction, assess the effectiveness of current onboarding practices, and propose strategic improvements to create a more engaging and supportive experience for new employees.

### **1.3 Objectives of the Study**

- To assess the satisfaction level of employees with the recruitment, pre-boarding, and onboarding processes in different companies.
- To evaluate the effectiveness and usability of digital onboarding tools employed by various organizations.
- To identify key issues and challenges experienced by new employees across industries.
- To recommend strategic improvements to enhance onboarding satisfaction.

### **1.4 Scope of the Study**

This research aims to explore the overall satisfaction of the employees based on the enlisting of the joining process in different organizations of the diversified sector (telecom, IT, service). Value: This can involve evaluating the end-to-end process from attraction and offer acceptance through to launch and initial role immersion.

The research covers:

- Employee-levels/gender, to gain a comparison from different organizational levels.
- Major events in the joining process: hiring process, what happens before joining, documentation, joining, day of first joining, and simultaneously holding hands.
- Because it addresses which digital tools and communication channels are used by new employees to learn and get on board.



- Employee visits with HR departments and reports to managers during the joining period.

The study focuses on younger entrants to organizations (people who have been in their organizations for 1–2 years) to obtain a contemporary perspective on newcomer adaptation. It doesn't reach long-term satisfaction or performance - it is exclusively dedicated to the on-the-spot experience.

Through researching several organizations, the report is designed to provide a shared understanding of best practices, comparative challenges, and practical solutions for making onboarding more impactful and improving employee engagement right from the start.

## 2 Literature Review

Employee satisfaction has long been a central theme in the fields of Organizational Behavior (OB) and Human Resource Management (HRM). Numerous studies have consistently shown that satisfied employees tend to exhibit higher levels of performance, commitment, and positive workplace behaviour, all of which contribute to organizational success. While extensive literature exists on employee engagement, motivation, and retention, one particularly critical but comparatively under-researched area is the onboarding process.

The onboarding phase, which includes recruitment, pre-boarding, orientation, and early-stage integration, plays a foundational role in shaping an employee's long-term attitude, job satisfaction, and organizational commitment. A well-structured onboarding experience fosters a sense of belonging, role clarity, and alignment with organizational goals, whereas poorly managed onboarding may result in confusion, disengagement, and even early attrition. Despite its importance, onboarding has not received sufficient scholarly attention in comparison to other HR functions. This study seeks to bridge that gap by examining how the quality and structure of the joining process impact employee satisfaction across different companies and sectors.

### 2.1 Relevance of the Joining Process to HRM

The induction into the organization is the initial official interaction of an employee with the organization. A seamless, meaningful, and inclusive joining experience makes the new employee feel like she/he belong, generates trust, and fuels commitment. The latter assists them in fast-tracking to the organizational goals and acclimatizing to the work culture. Companies with formal onboarding programs see 54% higher new hire productivity and 50% higher retention (Bauer, 2010).

As the business environment continues to evolve at a rapid pace and working from home (or even from some other remote location) is more common, the need for organizations to improve and revamp their processes for new hires, to keep them engaged right from the start, has never been more important. The effectiveness of

communication, process timing, contacts with HR and reporting managers, and access to necessary tools and information significantly impact how the employee perceives the organization.

## 2.2 Review of Key Studies

### **Goyal (1995)**

Determined the degree of employee satisfaction enjoyed by the textile workers because of mainly the statutory labour welfare facilities at private, public, and cooperative textile sectors in Punjab, awareness and implementation of the labour welfare facilities, and relationship with the job satisfaction, including that of labour welfare with the job satisfaction.

Judge, Timothy A.; Thoresen, Carl J.; Bono, Joyce E.; Patton, Gregory Psychological Bulletin, Vol 127(3), May 2001,

### **Database: Psych articles [Journal Article]**

A qualitative and quantitative review of the relationship between job satisfaction and job performance is provided. The qualitative review is structured by 7 models that describe the prior research that has been carried out on the issue of the relationship between job satisfaction and job performance. Even though a number of models have received more support, as compared to others, research has failed to offer conclusive confirmation or discontinuation of any model, partly due to the failure of assimilation and integration of the works in the literature.

### **Srivastava (2004)**

Labour Welfare and its Effects on the Working Attitudes and Job Satisfaction of Employees: A comparative study was undertaken for workers in private and public sectors of Kanpur city. The researcher tried to focus on the quality of labour welfare activities. measure to what extent, workers provided with labour welfare facilities in

private and public sectors are satisfied with their work and installments and describe workers' attitudes to management in both sectors.

### Briken Aziri

Management Research and Practice 12/2011; Employee Satisfaction is among the most complex areas that confront present-day managers in their management of their employees. Many studies have indicated a peculiarly large effect of job satisfaction on the motivation of workers, while the status of the motivation has an effect on the productivity and thus the performance of business organizations. Unfortunately, in our part of the country, job satisfaction has not yet been genuinely recognized by scholars or by the head management of different business organizations.

Alam Sageer, Dr. Sameena Rafat, Ms. Puja Agarwal

ISSN: 2278- 487X. Volume 5, Issue 1 (Sep-Oct 2012), PP 32-39

The expression used to describe whether employees are happy, contented, and experience satisfaction of their needs and desires while they work is employee satisfaction. Many of these measures indicate a fact that employee satisfaction is a part of employee motivation, employee goal fulfilment, and positive employee morale in the workplace. Employee satisfaction is an indicator of how content workers are with their job and the environment of 37 workplace. In this paper different variables that can lead to the satisfaction of an employer have been discussed for example: Organization development factors, Job security factors, work task factors, Policies of compensation and benefit factors, and opportunities that give satisfaction to the employees: Such as Promotion and career development, etc, have also been explained. The ways that one can utilize to ensure their employees are satisfied are among the topics considered in this paper.

Halil Zaim & Selim Zaim

Fatih University, TURKEY

Employee satisfaction is perceived as a key success factor of organizations. The concept of employee satisfaction has particularly attracted the attention of both academicians and practitioners. The purpose of this study is to establish an approach to employee satisfaction and investigate the key elements of employee satisfaction and to measure their influence on the overall evaluation of employee satisfaction in small and medium-sized enterprises (SME) based on the data collected from Turkey. The result of the data analysis on the variables of interest showed that there is a positive relationship between each factor of employee satisfaction by giving them names of satisfaction from pay and benefits (P&B), satisfaction from peers (P), satisfaction from management (M), satisfaction from working environment (WE), satisfaction from superior (S) and overall employee loyalty in SMEs.

Moreover, appropriate recommendations and actions for enhancing the satisfaction of employees are suggested.

## 2.3 Digital Onboarding Trends

With the advent of digital transformation, most companies have shifted towards virtual or hybrid onboarding practices. Onboarding tools like self-service portals, automated document verification, virtual orientation, and chatbots have made the process easier, as per a Deloitte report (2020). Yet the same report advises organizations not to lose the human touch in the process. A lack of human contact may cause emotional detachment and diminish the sense of belongingness with the organization.

Recent studies by SHRM (2021) emphasize the necessity of integrating technology with the human touch. A successful onboarding process needs to include welcome messages from leaders, virtual coffee breaks with colleagues, and feedback loops to facilitate continuous improvement.

## 2.4 Shared Drivers of Satisfaction in the Joining Process

- **Communication:** Timely and clear communication between recruiting managers and HR ensures confidence and credibility.

- **Clarity of Role:** Knowing one's role at the beginning minimizes confusion and stress.
- **Support and Guidance:** Active participation of HR representatives and supervisors increases confidence and learning.
- **Digital Access and Infrastructure:** Easy access to emails, systems, and resources is a major driver of employee experience.
- **Cultural Integration:** Getting familiar with the company values, mission, and team culture increases the early engagement.

## 2.5 Gaps in Existing Research

Though there has been some research pointing out the importance of the joining process, it is mostly focused on a single company or a single industry. There are no comparative studies that compare the joining procedures of different companies and industries. There is also little research that has investigated the causes of dissatisfaction in the joining process, especially in remote or virtual onboarding environments.

The studies reviewed present strong evidence in support of the hypothesis that the joining process is a predictor of employee satisfaction. The evidence again and again is that there is higher motivation, faster productivity, and less early turnover when there is a systematic, supportive, and meaningful joining process. The heterogeneity of joining practices between companies, however, suggests the need for additional research, specifically comparative research. This study attempts to close that gap by studying employee satisfaction with the joining process in different companies and providing practical advice to HR professionals and business executives.

## 2.6 Recruitment and Selection

The human resource department can be viewed as a major role in recruitment. It involves sourcing, screening, and short-listing. It involves determining the staffing need and then filling it. The entire process involves the identification, attraction, and selection of the right candidates for the organization.

The composition of the recruitment team can also vary from organization to organization, depending on the strength of the organization. In a small-scale organization, recruitment is handled by a recruiting manager. Even though most organizations outsource recruitment consultancies, some companies have their own in-house recruitment team, such as Geeks for Geeks.

### Recruitment Process

Every organization has its recruitment procedure, but there is a set of procedures mostly used by all the organizations, which are given below:



**Figure- 1**

#### Step 1: Preparing

After approval of the job opening within, the recruiter reaches out to the hiring manager. This step is related to collecting information regarding the open position. In the discussion, the recruiter, therefore, has to collect information such as the required skills, roles, responsibilities, etc., and use this information to draft a clear and inclusive Job description. According to the job description, they can write a job posting.

## Step 2: Sourcing

After the job description is done, start the process of sourcing. It means rather than waiting for the candidate to apply for the position, it means finding and reaching out to a qualified candidate. The main objective is to attract competent candidates. A recruiter has multiple job portals from which he pulls the resumes, but for every position, sourcing is not mandatory. In such cases where there are a lot of applications, one may not even need to select more candidates.

## Step 3: Screening

Some of the ways through which the Screening of a candidate can be done include... On the general note, the first step is Resume screening. In the case, the resume meets the criteria needed for the job opening, then the next step is the phone screening, and a recruiter in the process can address topics such as the candidate's availability, current role, and responsibilities, current salary, salary expectations, notice period, etc., and if he appears to be the right candidate, an organization can further process with his profile.

## Step 4: Selecting

This involves the dispatch of the assignments, psychometric tests, and scheduling the interviews, being part of the interview process, and also keeping the hiring manager posted through the whole process. It is about having a friendly relationship with the candidate, giving the candidate information about the interview feedback.

## Step 5: Hiring

The last of them will be a final conversation with the chosen person regarding the salary, etc. After the joining date is confirmed, the offer letter is released. In some of the cases background check is also part of this step.



## Step 6: Onboarding

After accepting the offer letter, the procedure is not yet done. Here, the pre-boarding period begins. This is the interval between the day of joining and the day one accepted the offer letter. And it's quite a must to have a connection with your candidate during this time to ensure they are engaged. Failure to do that may lead them to join another firm. It is also about sharing the details of the new hire, such as the email, etc, with the team. When the new hire enters their first day, it's time to start the onboarding process.

### 3) Research Methodology

The study is concerned with employees' satisfaction with the joining process in various organizations. The joining process, which involves recruitment, pre-boarding, onboarding, and early integration, is a significant factor in employees' first impressions of the organization and their final commitment and performance.

The main aim of this research is to establish the level of satisfaction among employees regarding different stages in the joining process and the sustainability of areas of strength, and where there is room for improvement of organizational practices. The study will examine the levels to which organizations communicate during recruitment, handle onboarding formalities, induct new employees, and provide support in the first few days at work.

The research also analyzes the influence of factors like timely documentation, job role clarity, digital onboarding platforms, and HR interaction on worker satisfaction during the joining process. The research findings will help in suggesting methods to enhance the employee onboarding process and organizational practices for talent engagement and retention.

To attain these goals, the research employed systematic questionnaires given to employees from various industries, collecting quantitative and qualitative information on their onboarding experience. The information collected gives a detailed picture of employee perceptions and identifies common trends and issues encountered during the first employment period.

Both primary data and secondary data from the perspective of industry reports, company files, and scholarly journals were collected with the aim of anchoring the results to greater HRM and onboarding best practices.

Lastly, the research hopes to identify the most influential determinants of onboarding satisfaction and offer guidelines that organizations can tap into to promote improved new hire experiences, early-stage engagement, and long-term retention support.

### **3.1 Sampling Details**

The study is conducted based on collected responses from 120 employees from various industries and organizations. The population is divided among different grades of employees, including entry-level professionals and middle management, and HR executives.

For the purpose of ensuring the applicability of the data, purposive sampling was employed, focusing on employees who had recently undergone a joining process (1–2 years prior). Recent and pertinently relevant experiences in recruitment, onboarding, and initial integration stages were captured with the help of this method.

The sample represents a range of industries, including the telecommunications, information technology services industry, finance services, education, and consumer services, offering a wide landscape of organizational joint practices.

### **3.2 Data Collection Tool**

The questionnaire was the main tool used in the data collection process in this study. The questionnaire was properly designed in a manner that covered various aspects of the joining process and collected detailed information from employees about their levels of satisfaction.

The questionnaire had the following sections:

- **Demographic Information:**

For the sake of understanding the background of the respondents, data on their age, gender, designation, company sector, and years of experience were gathered.

- **Recruitment Background:**

Workers were asked to reflect on how they learned about the employment opportunity (source of application), their experience during the recruitment process, the quality of communications, and how satisfied they were with the recruitment schedule.

- **Onboarding Satisfaction:**

This section included questions about the mode of onboarding (virtual or physical), the ease and convenience of document submission, and clarity regarding the employee's role and responsibilities.

- **Support and Integration:**

Respondents were asked about the support received from HR personnel and reporting managers, the availability of resources (such as laptops, access cards, software), and the provision of training programs to assist in early integration.

- **Overall Satisfaction:**

This section sought an overall rating of the employee's joining experience and collected suggestions for improvements to make the process smoother and more engaging.

The questionnaire used largely Likert scale options ranging from Strongly Agree to Strongly Disagree to measure the degree of satisfaction in given areas. Besides, multiple-choice questions were used to enable respondents to indicate the alternatives that best reflected their experiences.

The survey was given through Google Forms and professional networks, and email to reach a large number as well as collect responses in an efficient manner from employees working in multiple sectors in different companies.

### **3.3 Data Collection Techniques**

#### **Survey Design:**

The questionnaire was properly phrased in well-defined categories to obtain various stages of the employee onboarding process. It was phrased to collect information related to:

- **Recruitment schedules and notification:**

How well and efficiently did organizations communicate while they recruited?

- **Provide management and documentation:**

Assessing the transparency and ease of the offer letter release and document submission processes.

- **Pre-boarding and onboarding experiences:**

Measuring the employees' experience within pre-boarding activities and the official onboarding process.

- **First impression and workplace integration:**

Capturing how the employees felt on their first day and whether or not they were warmly welcomed by their departments and teams. General satisfaction and suggestions: Gathering final feedback regarding the entire joining process and suggestions.

- **Overall satisfaction and recommendations:**

Gathering final feedback on the entire joining process and suggestions for improvement.

### **Sample Size:**

120 workers from various industries and companies were questioned to get various and wider responses.

### **Method:**

Data were collected with the assistance of a combination of convenience sampling and purposive sampling. Convenience sampling offered a convenient access to interview-ready respondents, whereas purposive sampling was used for the employees who had joined in recent times (last 1–2 years), so that the feedback was recent and applicable in terms of their joining experience.

## **3.4 Quantitative Analysis**

Quantitative data obtained with the use of a structured questionnaire were analysed systematically using Microsoft Excel to come up with meaningful results on employee satisfaction with the joining process in various companies.

The analysis was carried out using a step-by-step approach to ensure clarity, accuracy, and alignment with the objectives of the study. The following techniques were applied:

### Descriptive Analysis

Descriptive statistics have been used here in order to summarize the data effectively. Percentages and averages of each question were computed to represent the level of satisfaction of employees at various points during the process of joining. It assisted the researcher in depicting the overall pattern and trend of the gathered data with ease.

For example:

- The level of satisfied employees with respect to recruitment communication was quantified.
- The mean score of the onboarding was calculated from Likert scale ratings.

This method assisted in giving a lucid and true image of perceptions of employees concerning recruitment, onboarding processes, HR assistance, and first-day orientation.

### Graphical Representation

The results of the analysis were presented using a pie chart only.

Pie charts were used to explain the distribution of responses; thus, it was easy to see what proportion of employees were highly satisfied, satisfied, neutral, dissatisfied, and highly dissatisfied in various areas of the joining process.

Graphical visualization through pie charts provided a straightforward way to interpret the data and helped highlight areas where the companies were performing well and where improvements were needed.

## Trend Identification

Apart from presenting the information, trends and patterns were established to identify the determinants that underpin worker satisfaction during the joining process. The observations were key among them.

- Staff valued open and timely communication throughout the recruitment process.
- People who underwent structured and organized onboarding showed higher levels of satisfaction.
- Delays in the allocation of resources (i.e., system access and ID cards) were the overall source of discontent.
- Those who had been personally intervened upon by managers and HR in the initial stages perceived the company more favourably overall.
- Virtual onboarding, though effective, at times was not as emotionally engaging as physical onboarding.
- Discovering these trends allowed the analysis to give more informative details regarding how various aspects of the joining process led to satisfaction and where efforts must be made to enhance it.



## 4) Data Analysis, Results, and Discussions

### 4.1 Demographic Overview of Respondents

- The study includes responses from 120 employees.
- The respondents are from various industries and organizations.
- The sample population consists of employees from different grades, including entry-level professionals, middle management, and HR executives.
- The age group of the respondents varies, with a significant portion being below 25 years old.
- The gender distribution shows a majority of male employees (65%), with females accounting for 33% and a small percentage (2%) identifying as "other".
- The years of total experience also vary, with a notable portion having less than 1 year of experience.

### 4.2 Data Collection (Sources & Approach)

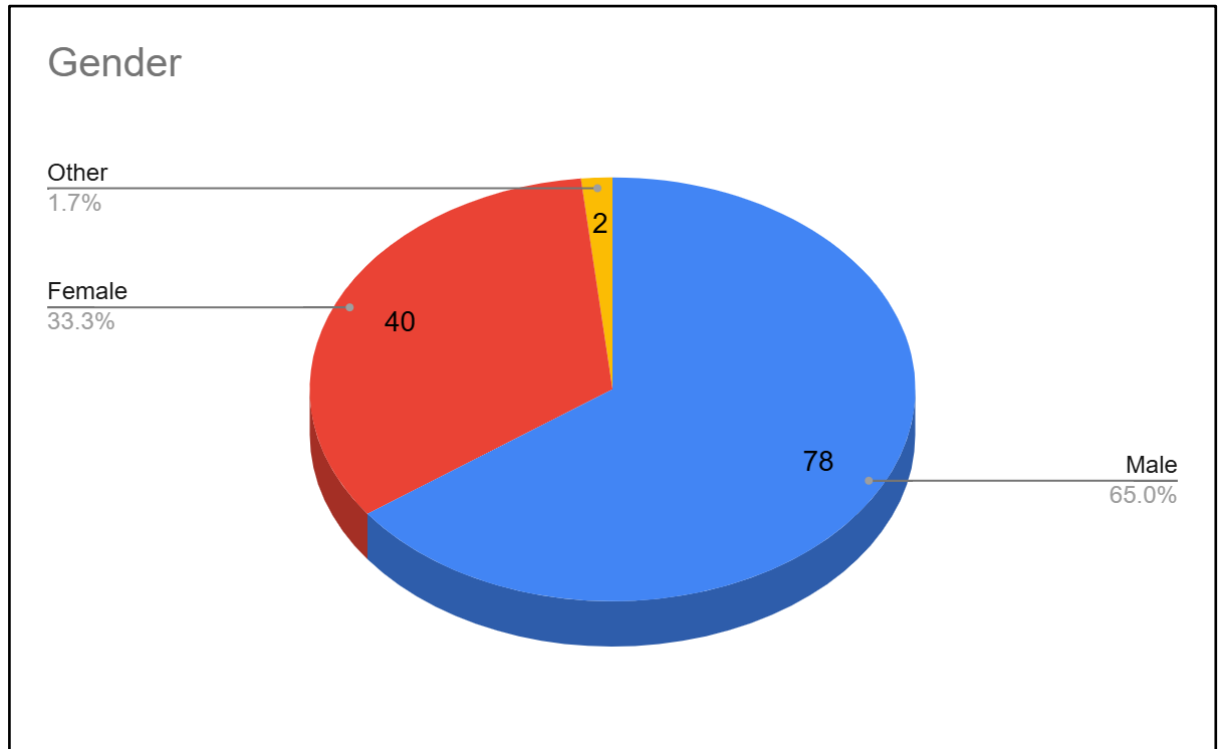
- The most important method of data gathering was a structured questionnaire.
- The questionnaire was designed to capture different facets of the joining process and gather information in great detail about the satisfaction levels of employees.



## 4.3 Visual Analysis

### Section 1: Basic Information

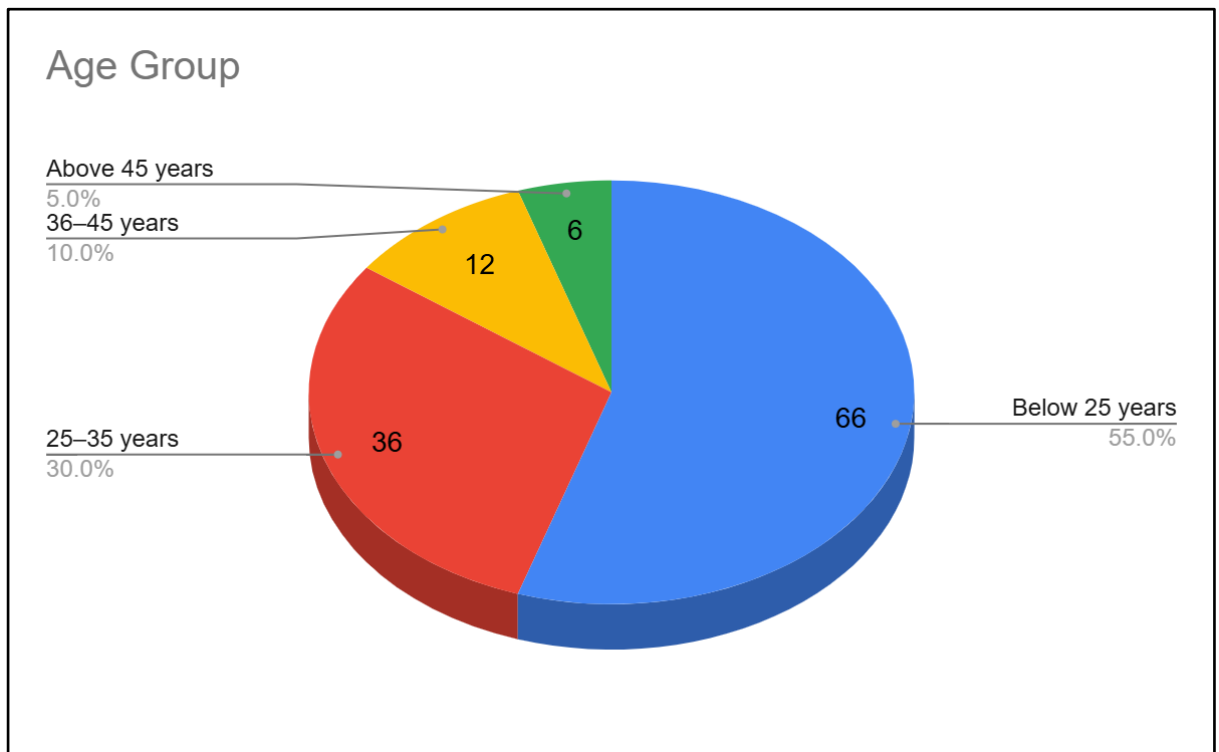
Gender:



**Figure-2**

The gender distribution in the company reveals a significant **majority of male employees** (65%), with **females** accounting for 33% of the workforce. A small percentage (2%) identify as "other," suggesting that while the company is predominantly male-dominated, there is some representation from diverse gender identities. This reflects the broader industry trend but may also indicate areas where gender diversity initiatives could be explored further.

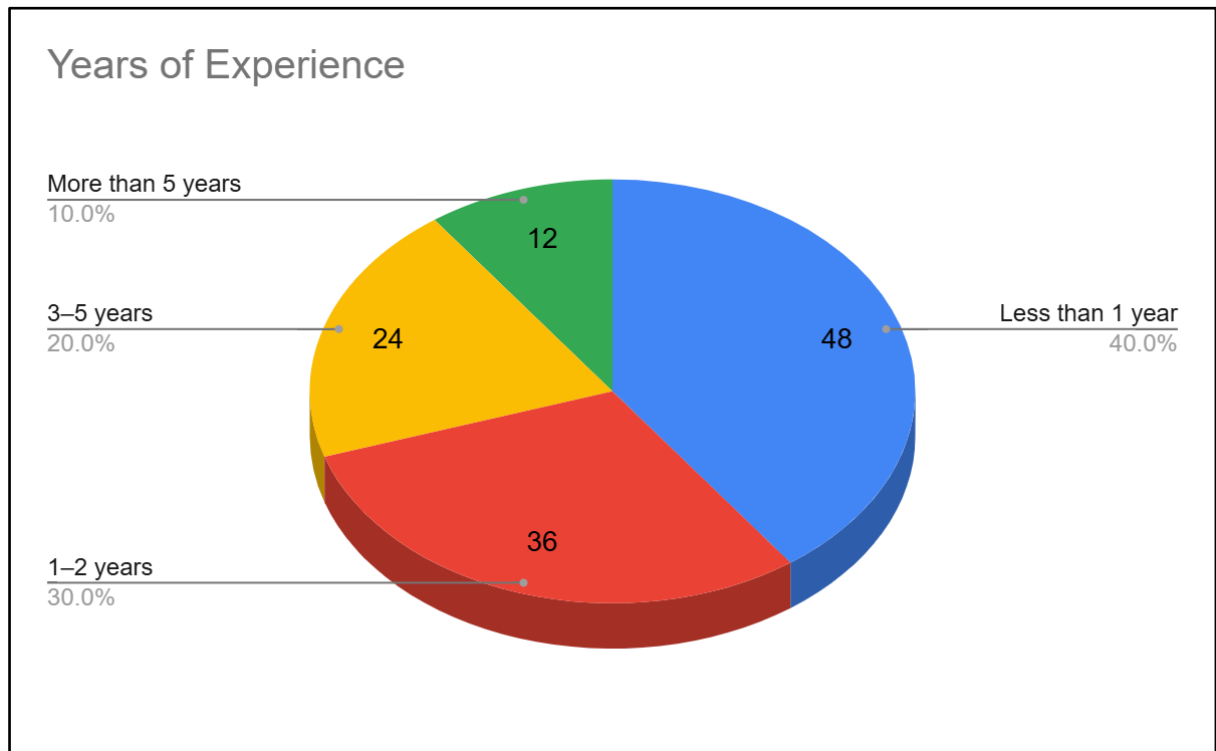
## 2. Age Group



**Figure-3**

A large percentage of employees (55%) fall within the **below 25 years** age group, signaling a **young workforce** that is likely composed of entry-level hires or fresh graduates. This is succeeded by 25-35 years age group with 30% of senior executives in this bracket showing a high level of continuous entry of early-career professionals. The **36-45 years** (10%) and **above 45 years** (5%) categories show smaller representation, suggesting that the company may attract more younger talent or that senior professionals may not be joining at the same rate.

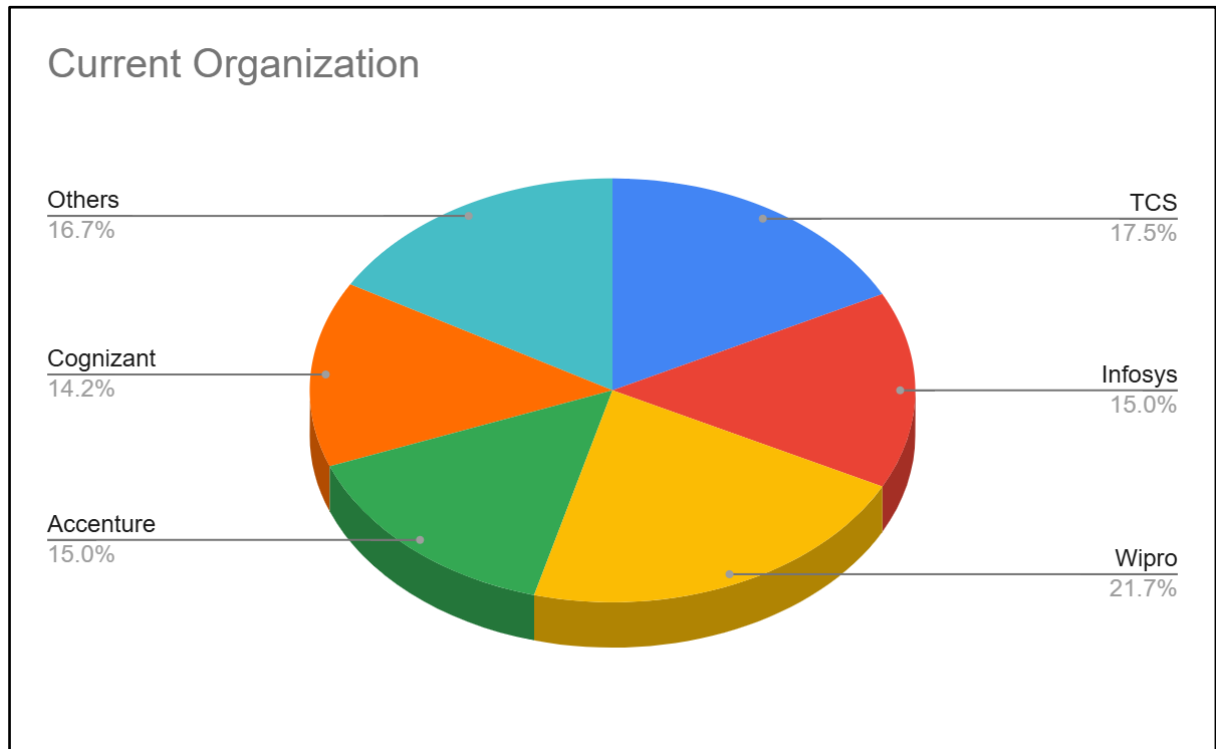
### 3. Years of Total Experience



**Figure-4**

A notable portion of employees (40%) have **less than 1 year of total experience**, reinforcing the trend of hiring recent graduates or individuals early in their careers. Another 30% have **1-2 years of experience**, which further supports the company's focus on younger professionals. Only 10% of respondents have practiced for over 5 years, meaning that the company might not be more inclined to hire people with prior experience but new ones.

#### 4. Current Organization

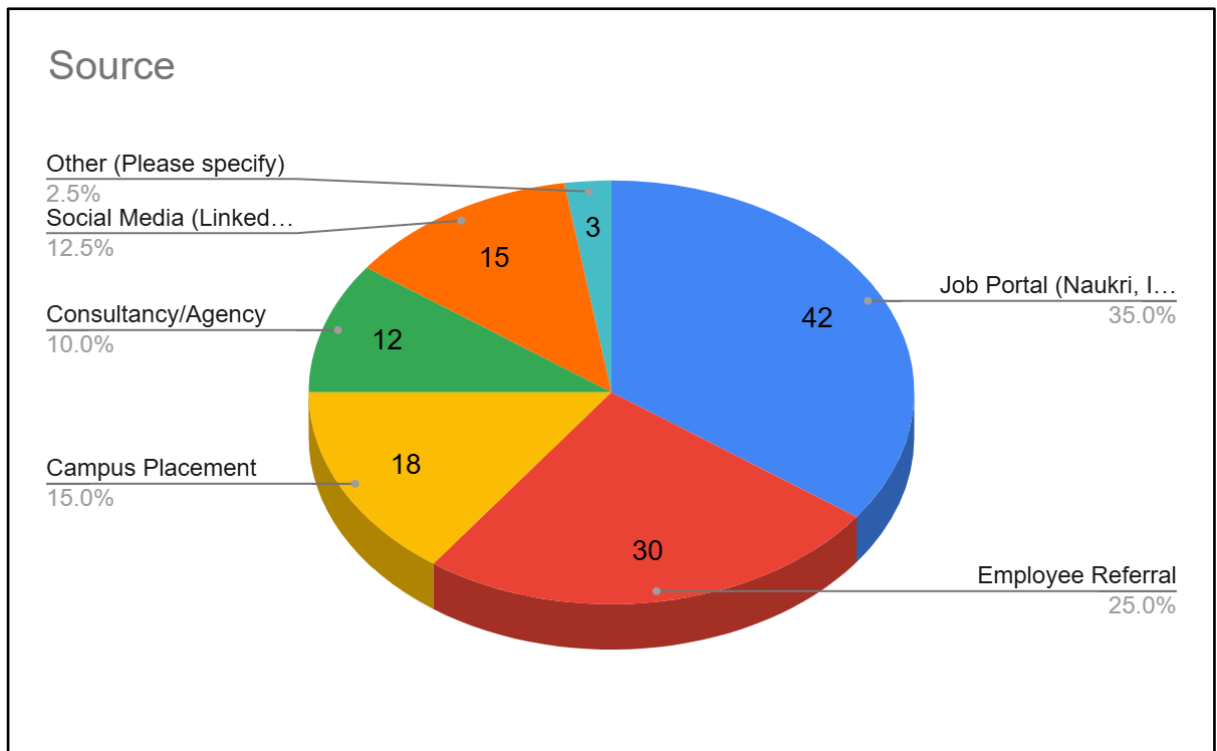


**Figure-5**

Wipro holds the largest share at 21.7%, making it the most significant component. TCS, Infosys, and Accenture follow with substantial shares around 15-17%. Cognizant has a noticeable presence at 14.2%, while a significant 16.7% is collectively held by "Others," indicating a diverse range of additional entities.

## Section 2: Recruitment Process

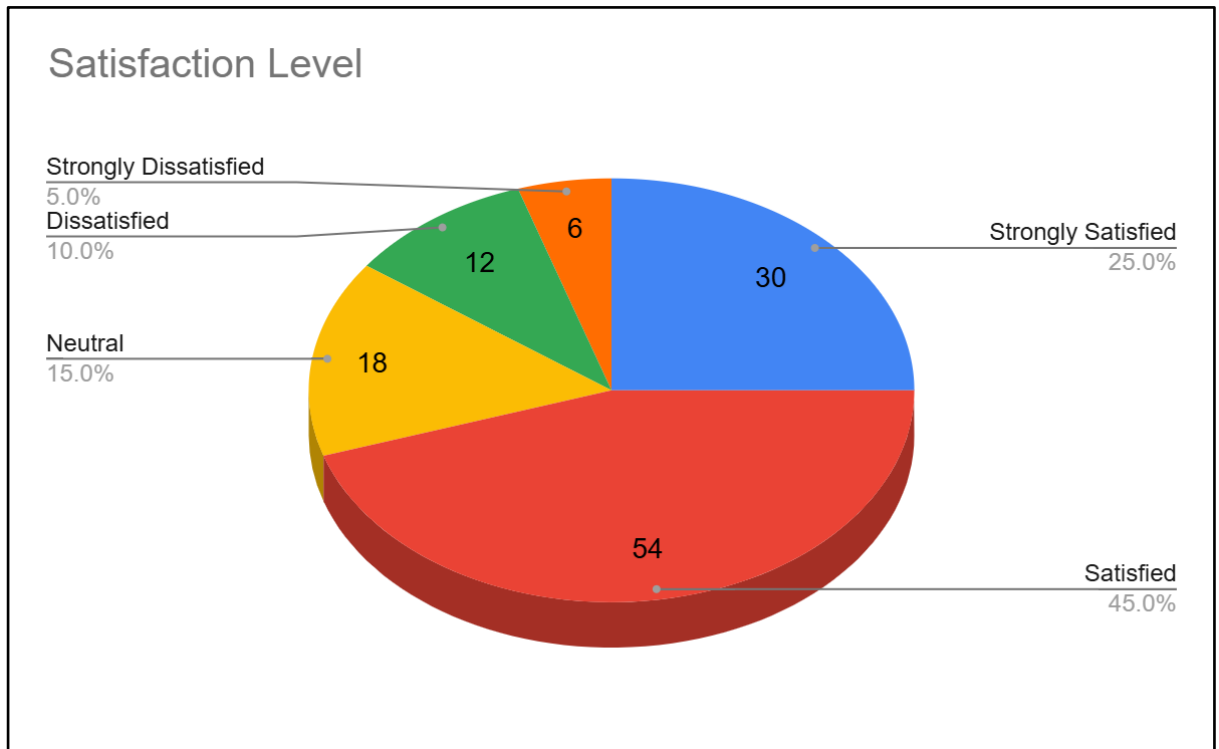
### 5. How did you come to know about your current job opportunity?



**Figure-6**

The majority of employees (35%) discovered their job opportunity through **job portals** like Naukri or Indeed, highlighting the company's reliance on digital recruitment platforms. Additionally, **employee referrals** (25%) play a significant role, which speaks to the strength of the internal **employee** network and their confidence in recommending the company. **Campus placements** (15%) also contribute to the recruitment process, demonstrating the company's engagement with fresh graduates. The remaining sources include **consultancy agencies** (10%) and **social media platforms** like LinkedIn (12.5%).

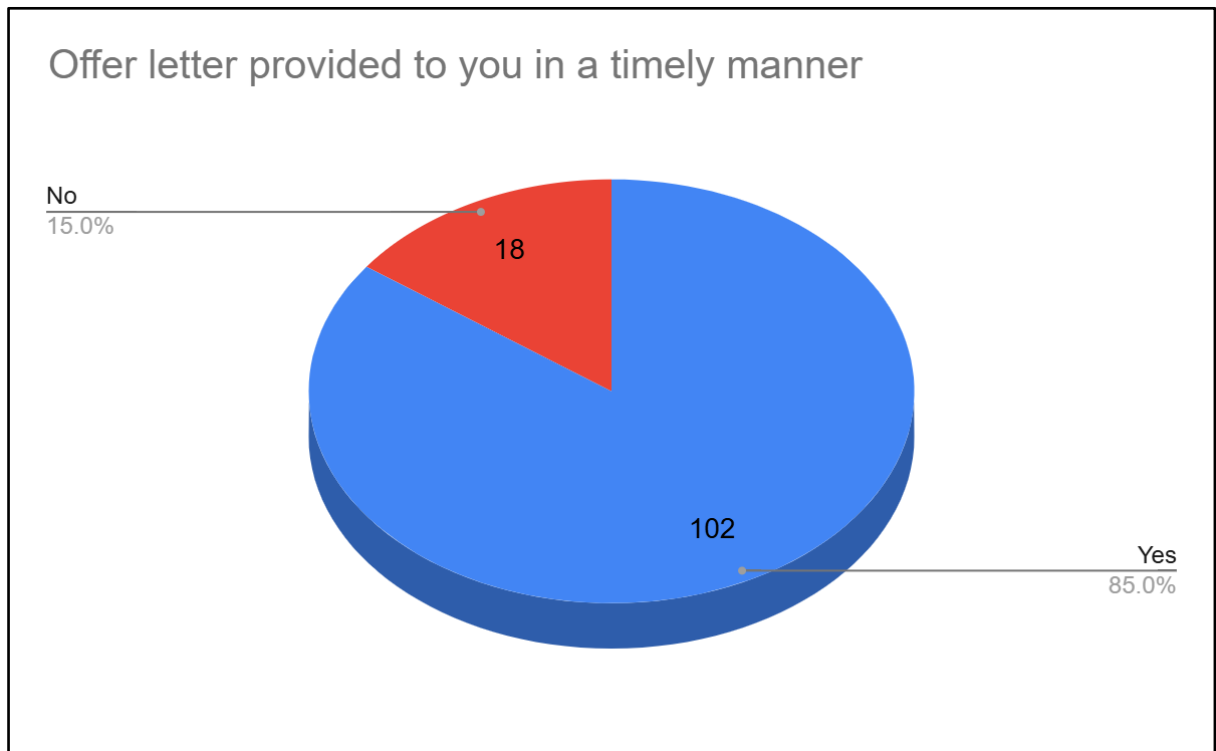
## 6. How satisfied were you with the communication during the recruitment process?



**Figure-7**

The majority of respondents reported being **satisfied** (45%) or **strongly satisfied** (25%) with the communication during the recruitment process, reflecting that the company is effectively conveying necessary information to candidates. However, 15% of employees were **neutral** or **dissatisfied**, which indicates that there might be room for improvement in terms of responsiveness, clarity, or overall communication during this phase.

### 7. Was the offer letter provided to you in a timely manner?

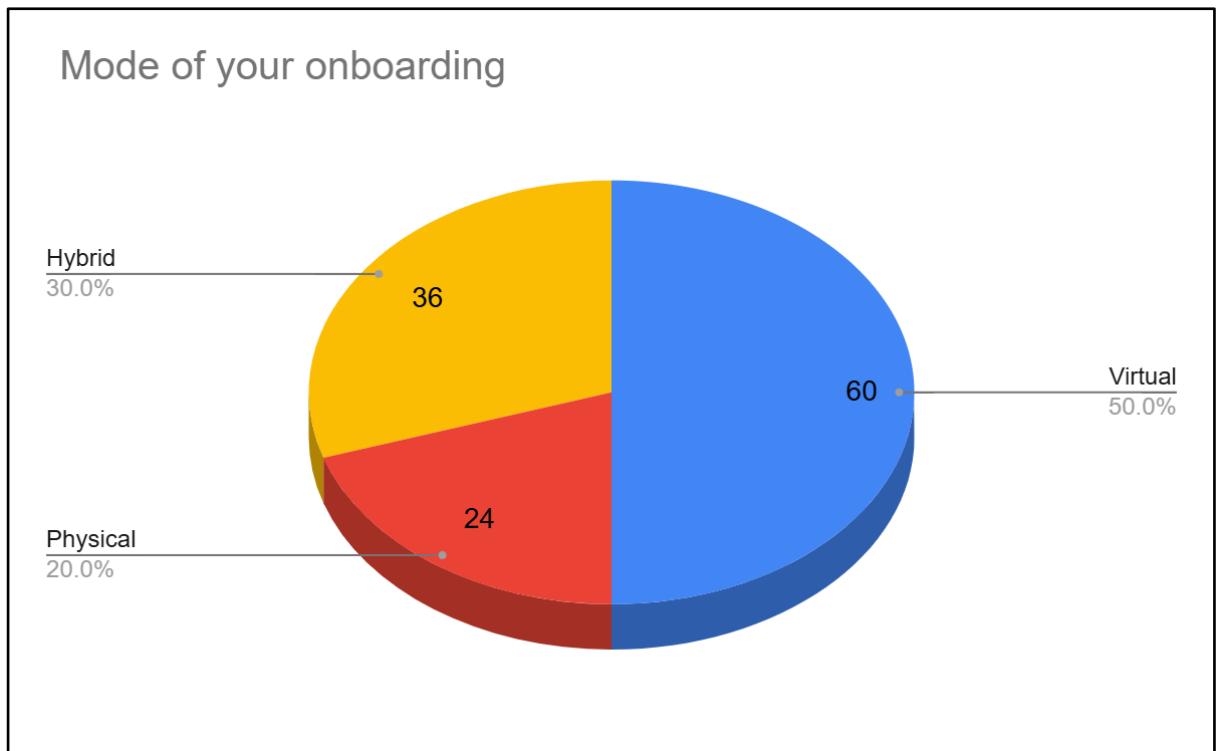


**Figure-8**

An overwhelming **85%** of respondents received their **offer letters on time**, which suggests that the company's HR processes are generally efficient and timely. However, **15%** of employees reported that the offer letter was not provided promptly, which may reflect occasional delays in the HR department or administrative issues. This could be an area for improvement to ensure that all candidates experience a timely process.

### Section 3: Pre-boarding and Onboarding Process

#### 8. What was the mode of your onboarding?

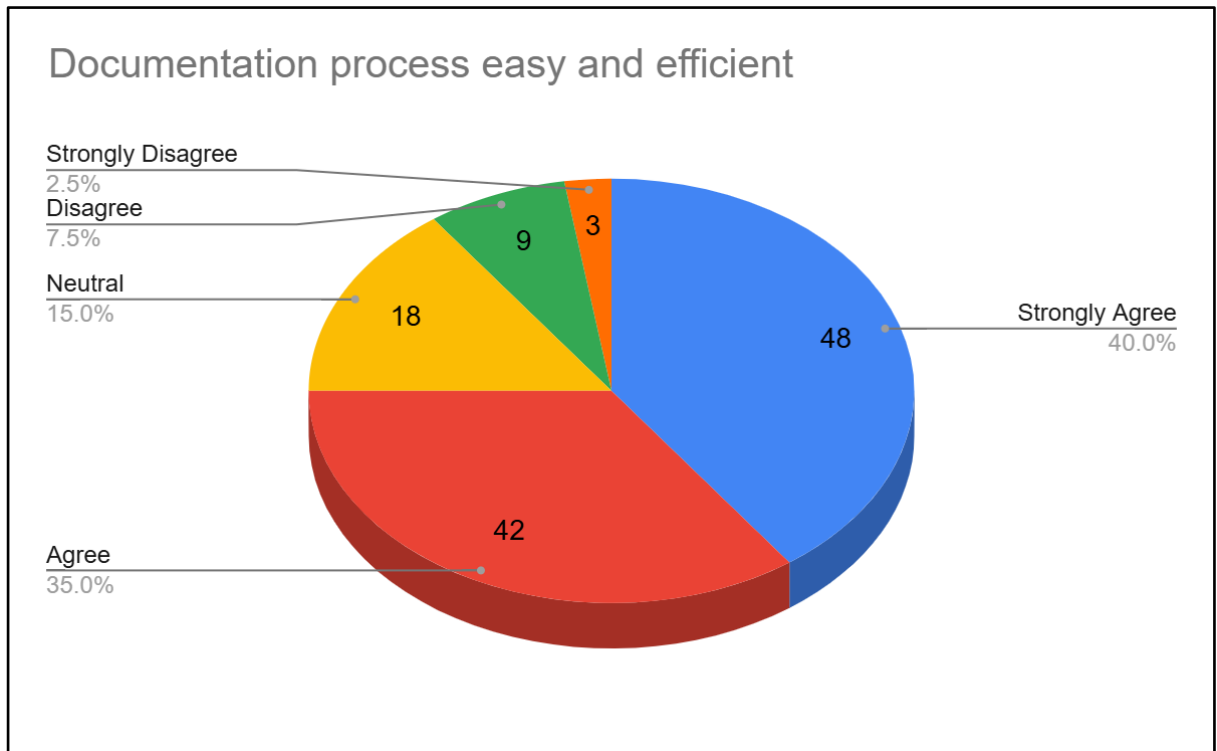


**Figure-9**

The majority of employees (50%) underwent **virtual onboarding**, which reflects the growing trend of remote work arrangements in companies. Additionally, 30% of employees experienced a **hybrid onboarding** process, combining both in-person and virtual activities. This flexibility suggests the company's adaptability to various working conditions. **20%** of employees had a **physical onboarding** experience, likely for roles that require on-site work, though it's clear that the majority are part of a more digitally connected workforce.



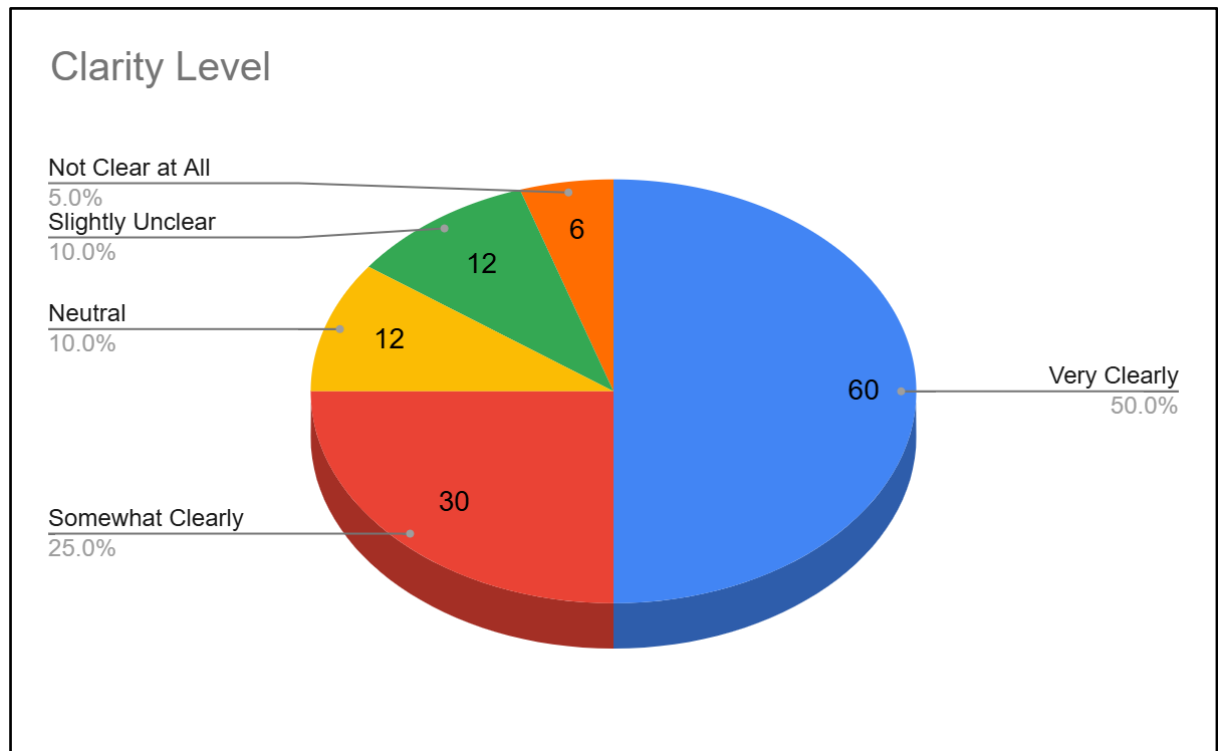
### 9. Was the documentation process easy and efficient?



**Figure-10**

Most employees found the **documentation process** to be smooth and efficient, with 40% strongly agreeing and 35% agreeing. This indicates that the company has established an efficient process for handling pre-boarding paperwork. However, 15% of respondents either felt neutral or disagreed, suggesting that there may be certain aspects of the process that could be further streamlined to enhance the overall experience.

# **10. How clearly were your job role and responsibilities explained during onboarding?**

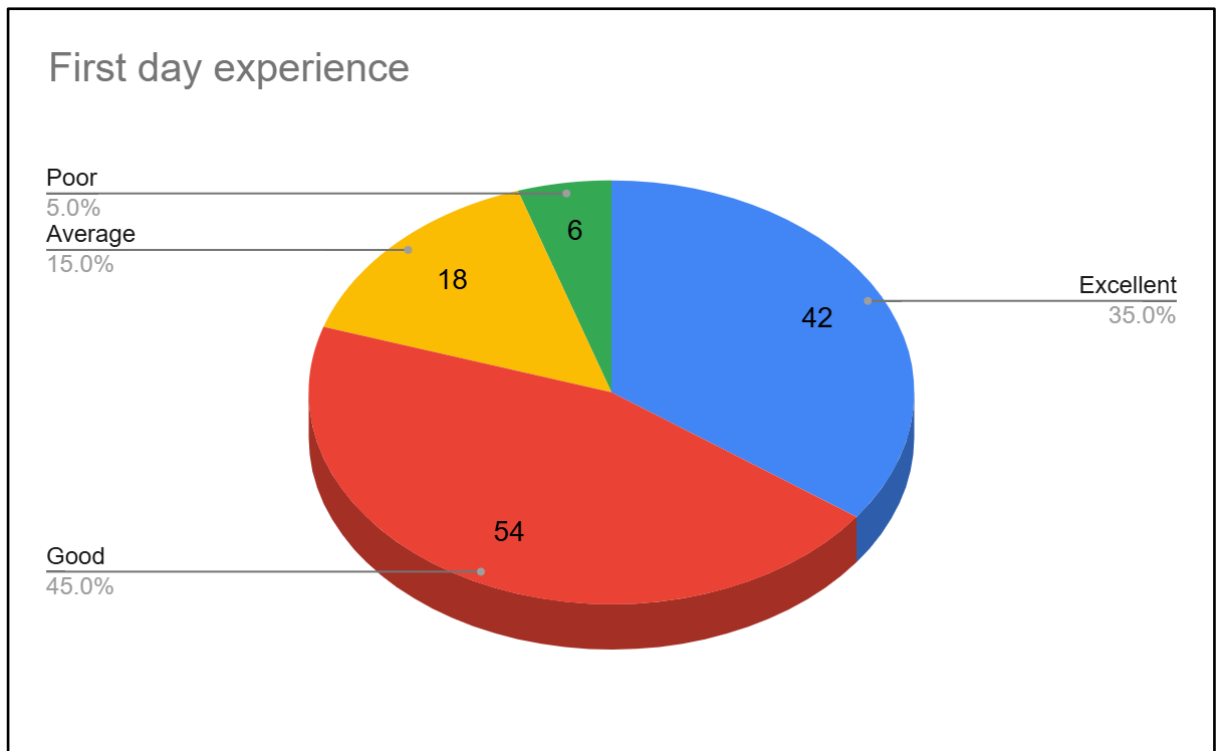


**Figure-11**

The clarity with which employees' **job roles and responsibilities** were explained during onboarding was generally positive. A majority (50%) felt that the explanation was **very clear**, and 25% said it was **somewhat clear**. This shows that most employees understood their roles from the outset. However, there was still a portion (15%) who felt the explanation was unclear, which suggests that additional clarification or more detailed onboarding materials might be necessary for some employees to fully understand their job expectations.

## Section 4: First-Day and Early Support

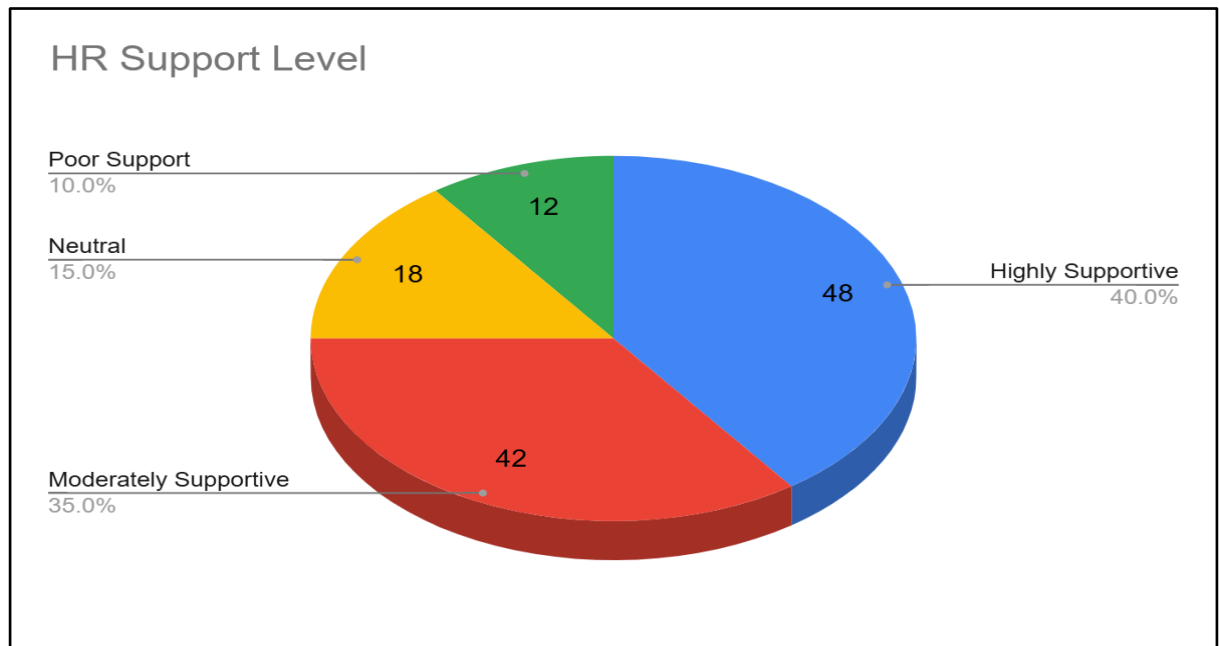
### 11. How would you rate your first-day experience?



**Figure-12**

The first-day experience was mostly positive, with **80%** of employees rating it as either **excellent** (35%) or **good** (45%). This suggests that the company is effective at creating a welcoming and organized environment for new hires. However, 15% rated it as **average** or **poor**, indicating that some employees did not find the first day as engaging or well-planned as others. This could be an area for improvement, ensuring that all new hires feel equally valued and supported on their first day.

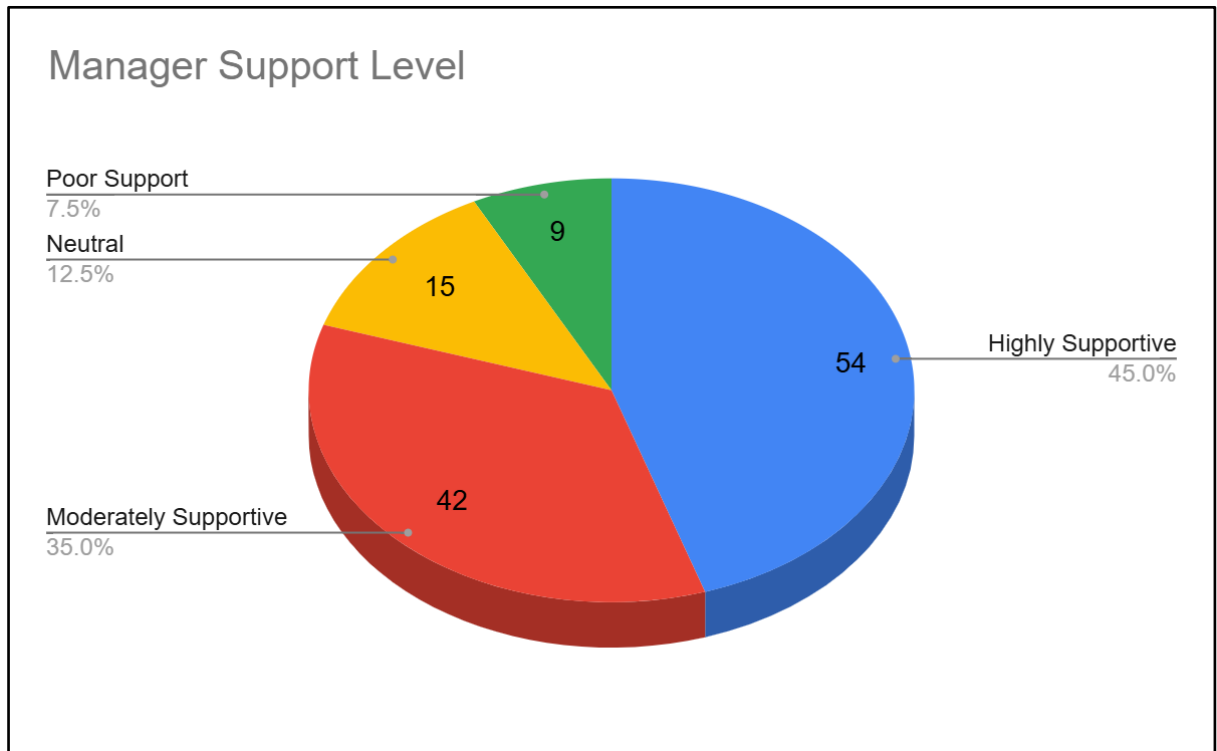
## 12. How supportive was the HR team during your initial days?



**Figure-13**

The HR team received generally favourable reviews, with **40%** of employees finding them **highly supportive** and 35% considering them **moderately supportive**. This shows that HR plays a crucial role in helping new employees settle into the company. However, 25% of employees either felt neutral or reported **poor support**, suggesting that there are some inconsistencies in the level of support provided by HR during the initial days, which could be addressed through more structured onboarding plans or proactive outreach.

### 13. How supportive was your reporting manager/team during your initial days?

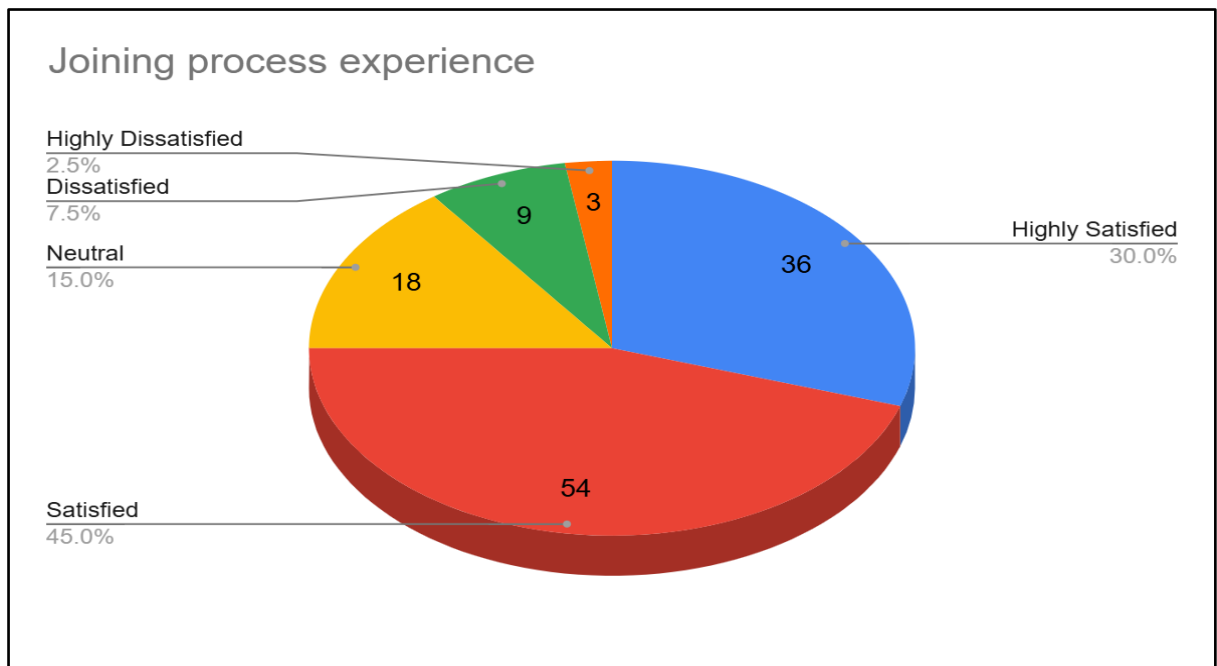


**Figure-14**

The **reporting manager/team** was seen as highly supportive by 45% of employees, with 35% indicating moderate support. This reflects positively on the company's team dynamics and leadership, especially during the critical early days. However, 15% felt that the support was either neutral or insufficient, suggesting that while most employees feel supported, there is room for improvement in how teams manage new hires.

## Section 5: Overall Satisfaction

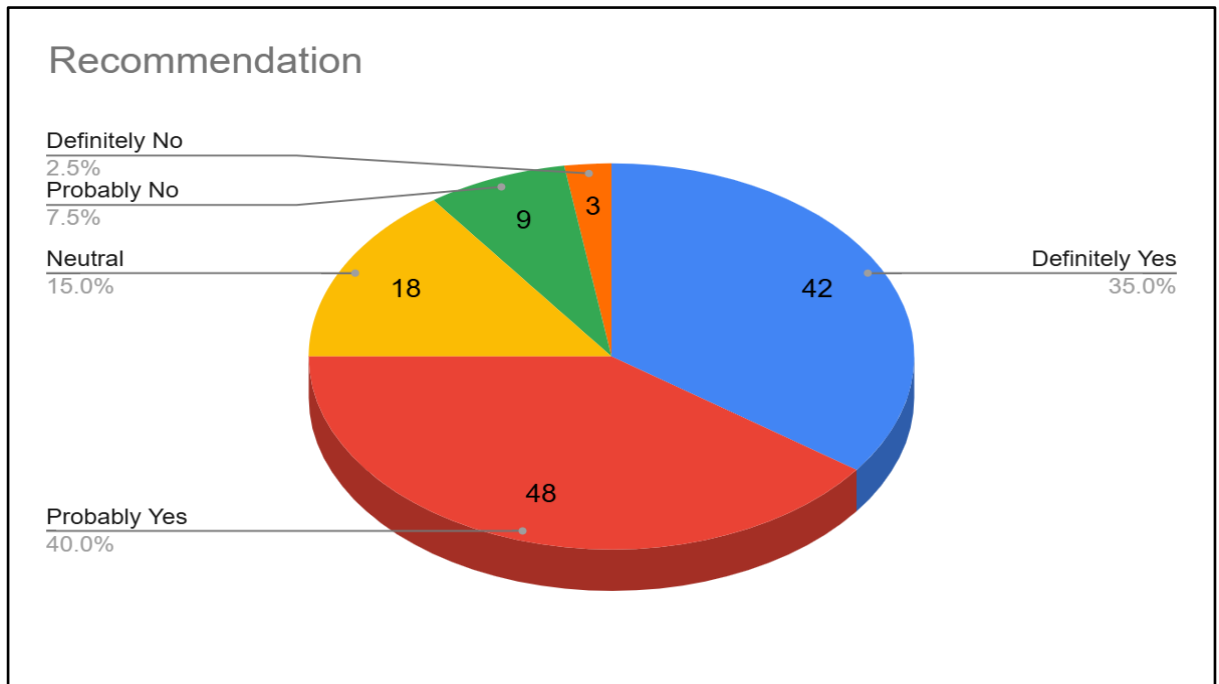
14. Overall, how satisfied are you with the joining process at your current company?



**Figure-15**

Overall, the **joining process** is viewed positively, with **75%** of employees expressing satisfaction, either being **satisfied** (45%) or **highly satisfied** (30%). However, there is still a small group (15%) who felt **neutral** or **dissatisfied**, suggesting that certain aspects of the process could be optimized to create a consistently positive experience for all employees.

### 15. Would you recommend your organization based on your joining experience?



**Figure-16**

A strong majority of respondents would either **definitely** (35%) or **probably** (40%) recommend the company to others based on their joining experience. This reflects a high level of overall satisfaction with the initial stages of employment. However, **10%** would either **probably not** or **definitely not** recommend the company, which indicates that some employees might not feel fully confident in recommending the company, potentially due to some gaps in the joining process.

### 16. Any suggestions to improve the joining process?

While the responses to this open-ended question are varied, common themes include requests for **clearer communication** throughout the recruitment and onboarding phases, especially regarding job roles and expectations. Some employees suggested improvements to the **timeliness of document submission** and **offer letter delivery**, and others emphasized the need for more **structured first-day activities**. The recurring feedback suggests that while the process is generally positive, small tweaks to communication and organization could make a significant difference.

## 4.4 FINDINGS AND RECOMMENDATIONS

### Findings:

- Most of the employees are satisfied with the communication during recruitment, but the communication can be improved, as 15% of employees felt neutral or dissatisfied with the communication.
- While a large percentage of employees received offer letters on time (85%), 15% experienced delays, indicating occasional inefficiencies in HR processes.
- Most employees found the documentation process easy and efficient, but 15% expressed neutrality or disagreement, suggesting areas for streamlining.
- Clarity of job roles and responsibilities was generally positive, with a majority feeling the explanation was clear; however, 15% found it unclear, highlighting a need for more detailed onboarding materials for some.
- The first-day experience was rated positively by 80% of employees, but 15% reported an average or poor experience, indicating inconsistencies in creating a welcoming environment.
- HR and reporting managers were generally seen as supportive, but a notable percentage (25% for HR, 15% for managers) reported neutral or poor support, suggesting a need for more structured support systems.
- Overall, 75% of employees were satisfied with the joining process, but 15% remained neutral or dissatisfied, indicating room for optimization.
- A strong majority (75%) would recommend the organization based on their joining experience, but 10% expressed reluctance, pointing to potential gaps in the process.
- Common suggestions for improvement include clearer communication, more timely document submission and offer letter delivery, and more structured first-day activities.



## **Recommendations:**

- Enhance communication clarity throughout the recruitment and onboarding phases, focusing on providing detailed job role expectations and timely updates.
- Streamline HR processes to ensure timely delivery of offer letters and efficient document submission, minimizing delays and improving candidate experience.
- Generate more standardized and thorough onboarding materials to enable every new hire to get a clear understanding of their job profile and roles.
- Standardize first-day activities to create a consistently welcoming and organized experience for all new hires, addressing the concerns of the 15% who reported negative experiences.
- Set up the structured support systems and training for HR and reporting managers to provide constant and productive support to newly employed team members during their first days. Calm the fears of the 15% who were neutral or unhappy with the joining process to enhance overall satisfaction and a constant positive experience.
- Investigate and address the reasons behind 10% of employees' reluctance to recommend the organization, focusing on closing any gaps in the joining process that may be affecting employee confidence.

## 4.5 LIMITATIONS OF THE STUDY

- **Limited Sample Size:** The results of the study are based on a limited number of respondents (120 employees) and may limit generalization.
- **Purposive Sampling Bias:** The use of purposive sampling, targeted at 1–2-year employees, may have a bias effect and restrict applicability to 1-2-year employees to other employees with different lengths of service.
- **Industry Aggregation:** While the study includes diverse industries, the analysis may not capture the specific nuances and challenges within each sector due to aggregated data.
- **Questionnaire as Sole Tool:** Relying solely on questionnaires may limit the depth of understanding compared to using mixed methods that include qualitative data collection.
- **Likert Scale Limitations:** The predominant use of Likert scale questions may restrict the richness and complexity of employee responses.
- **Focus on New Entrants:** The study's focus on younger entrants limits the scope and does not address the onboarding experiences of older or more experienced employees.
- **Short-Term Focus:** The fact that the study only focuses on the direct joining process states that the long-term effects of onboarding on employee satisfaction and retention, and on the organization, are not covered by the study.

## 5. Conclusion

This study on employee satisfaction with the joining process across various companies reveals a nuanced perspective on current onboarding practices. While a significant portion of employees (75%) express overall satisfaction, indicating that many organizations are performing adequately in this crucial area, the research also highlights critical areas needing attention to ensure a consistently positive experience for all new hires.

The data emphasizes the importance of various factors for influencing employee satisfaction during the joining process. Proper and timely communication during recruiting and onboarding proves to be the leading driver. The employees value the presence of clarity in job roles and responsibilities, openness in the offer letter and only documentation process, as well as a well-organized first-day experience. HR and reporting managers' support in the first few days also has an important role in making a good impression and smooth integration.

However, the study also identifies persistent challenges that detract from overall satisfaction. Delays in offer letter delivery and documentation processes, lack of clarity in job role explanations, and inconsistencies in the level of support provided by HR and managers are significant pain points for some employees. These issues can lead to frustration, confusion, and a less favourable perception of the organization.

Furthermore, while a strong majority of employees (75%) would recommend their organization based on their joining experience, a notable minority (10%) express reluctance. This suggests that even though overall satisfaction is relatively high, there are underlying concerns that need to be addressed to cultivate stronger employee advocacy.

In conclusion, to optimize the joining process and enhance employee satisfaction, organizations must adopt a holistic approach that prioritizes clear and consistent communication, efficient administrative processes, comprehensive role clarity, and robust support systems. By addressing the identified challenges and focusing on continuous improvement, companies can create a positive and engaging onboarding experience that fosters employee engagement, loyalty, and long-term success.

## 6. References

1. **Bauer, T. N. (2010).** *Onboarding new employees: Maximizing success.* SHRM Foundation.  
 – A practical guide from SHRM, detailing best practices in onboarding and how a structured approach improves retention and engagement.
2. **Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001).** The job satisfaction–job–job–performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127(3), 376–407.  
 – Offers a meta-analysis on how job satisfaction influences performance, foundational for understanding onboarding impacts.
3. **Aziri, B. (2011).** Job Satisfaction: A Literature Review. *Management Research and Practice*, 3(4), 77–86.  
 – A general review of job satisfaction theories and their implications in organizational settings.
4. **Srivastava, S. (2004).** *Impact of Labour Welfare on Job Satisfaction.* Indian Journal of Industrial Relations.  
 – Useful for comparative insights into how HR welfare initiatives affect satisfaction.
5. **Goyal, S. (1995).** *Employee Satisfaction in the Textile Industry of Punjab.* Indian Labour Journal.  
 – A classic Indian context study that examines employee satisfaction in the public and private sectors.
6. **AlamSageer, S., Rafat, S., & Agarwal, P. (2012).** Identification of variables affecting employee satisfaction. *IOSR Journal of Business and Management*, 5(1), 32–39.  
 – Lists factors like compensation, development, and work environment that impact satisfaction.
7. **Zaim, H., & Zaim, S. (2012).** Employee satisfaction in SMEs in Turkey. *Journal of Industrial Engineering and Management*.  
 – Demonstrates satisfaction metrics in small to mid-sized organizations.

8. **SHRM. (2021).** *Creating a positive onboarding experience*. Society for Human Resource Management.
  - Emphasizes tech-enabled, empathetic onboarding strategies.
9. **Deloitte. (2020).** *Global Human Capital Trends Report*.
  - Shows how organizations globally adapt onboarding in digital workspaces.
10. **CIPD. (2019).** *Onboarding: Creating a positive experience*. Chartered Institute of Personnel and Development.
  - Practical guidelines on how to create engaging onboarding for new hires.
11. **Saks, A. M., & Gruman, J. A. (2011).** Getting newcomers on board. *Journal of Management*, 37(1), 349–372.
  - Discusses socialization theory and onboarding effectiveness.
12. **Klein, H. J., & Polin, B. (2012).** Are organizations on board with best practices in onboarding? *Journal of Organizational Behavior*, 33(3), 357–375.
  - A critical look at whether current practices match evidence-based onboarding models.
13. **Cable, D. M., & Parsons, C. K. (2001).** Socialization tactics and person–organization fit. *Personnel Psychology*, 54(1), 1–23.
  - Highlights how alignment of company values affects satisfaction during onboarding.
14. **Louis, M. R. (1980).** Surprise and sense making. *Administrative Science Quarterly*, 25(2), 226–251.
  - Discusses how first-time employee experiences shape perceptions.
15. **Lievens, F., & Slaughter, J. E. (2016).** Employer image and branding. *Annual Review of Organizational Psychology*, 3, 407–440.
  - Connects onboarding with employer branding and attraction strategies.
16. **Van Maanen, J., & Schein, E. H. (1979).** *Theory of organizational socialization*.
  - A foundational work explaining how newcomers adapt to workplace norms.
17. **Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2010).** Retaining talent. *Academy of Management Perspectives*, 24(2), 48–64.
  - Details strategies for onboarding and retention synergy.

18. **Costen, W. M., & Salazar, J. (2011).** Impact of training on satisfaction. *Journal of Human Resources in Hospitality & Tourism*, 10(3), 273–284.  
– Links onboarding and early training to employee satisfaction.
19. **Bhatnagar, J. (2007).** Talent management and engagement. *Employee Relations*, 29(6), 640–663.  
– Relevant for IT/ITES sector insights, as used in your sample.
20. **Rao, P. L. (2010).** *Human Resource Management: Text and Cases*. Excel Books.  
– A standard Indian HRM textbook with relevant onboarding case studies.
21. **Robbins, S. P., & Judge, T. A. (2019).** *Organizational Behavior*. Pearson.  
– Explains employee behavior and motivation models, essential for interpreting onboarding responses.
22. **Noe, R. A., et al. (2021).** *Human Resource Management: Gaining a Competitive Advantage*. McGraw-Hill.  
– Discusses recruitment, onboarding, and strategic HRM alignment.
23. **Kundu, S. C., & Malhan, D. (2009).** HRM practices in Indian insurance companies. *Managing Global Transitions*, 7(2), 191–215.  
– Compares HR practices across public and private Indian firms.
24. **Armstrong, M. (2020).** *Armstrong's Handbook of HRM Practice*. Kogan Page.  
– Industry standard for HR policy and practice design.
25. **Dessler, G. (2020).** *Human Resource Management*. Pearson.  
– Covers modern HR functions including onboarding, talent acquisition, and performance appraisal.
26. **Taylor, S. (2018).** *Resourcing and Talent Management*. CIPD.  
– Covers recruiting, onboarding, and employer branding.
27. **Watson Wyatt. (2008).** *The ROI of Human Capital*.  
– Offers quantifiable benefits of improving onboarding and training.
28. **Bersin by Deloitte. (2014).** *Onboarding Software Market Analysis*.  
– Reviews the role of onboarding tech in employee satisfaction.
29. **IBM Smarter Workforce. (2013).** *The Value of Employee Engagement*.  
– Case studies that link onboarding to engagement metrics.
30. **LinkedIn Talent Solutions. (2019).** *Global Talent Trends*.  
– Highlights data on what new hires expect during onboarding.

31. **PwC. (2017).** *Workforce of the Future Report.*
  - Predicts how onboarding must adapt to Gen Z and hybrid work.
32. **McKinsey & Company. (2020).** *Why New Hires Fail.*
  - Identifies failure points in the recruitment and onboarding pipeline.
33. **Gallup. (2017).** *State of the American Workplace.*
  - Highlights onboarding as a key to engagement.
34. **Glassdoor. (2018).** *50 Recruiting & Onboarding Stats.*
  - Quick reference data for strengthening your questionnaire analysis.
35. **Korn Ferry. (2016).** *Talent Management in a Digital World.*
  - Emphasizes digital onboarding tools.
36. **Harvard Business Review. (2019).** Why onboarding is key to retention. *HBR Digital Articles.*
  - Editorial insights on strategic onboarding.
37. **KPMG. (2020).** *Future of HR Report.*
  - Highlights employee experience trends in onboarding.
38. **Harvard Business School. (2017).** *Managing Human Capital.*
  - Case-based resource on HR practices and strategic onboarding.
39. **Boston Consulting Group (BCG). (2018).** *Creating People Advantage.*
  - Compares global onboarding practices across industries.
40. **Capgemini. (2021).** *Digital Onboarding for the Future Workforce.*
  - Shows how tech firms have restructured onboarding.
41. **Bersin, J. (2020).** *HR Tech Market Report.*
  - Overview of onboarding platforms used by modern companies.
42. **OECD. (2020).** *Impact of Digitalization on Labor Markets.*
  - Contextualizes how onboarding has evolved in knowledge economies.
43. **Hinkin, T. R., & Tracey, J. B. (2000).** The cost of turnover. *Cornell Hospitality Quarterly*, 41(3), 14–21.
  - Emphasizes the financial impact of poor onboarding.
44. **Boxall, P., & Purcell, J. (2016).** *Strategy and Human Resource Management.* Palgrave Macmillan.
  - HRM alignment with strategic goals, including onboarding.
45. **O'Reilly, C. A., & Chatman, J. (1986).** Organizational commitment and psychological attachment. *Journal of Applied Psychology*, 71(3), 492.
  - Theory base for employee attachment via onboarding.

46. **Schein, E. H. (2010).** *Organizational Culture and Leadership*. Jossey-Bass.
  - Connects onboarding to culture-building and leadership.
47. **CIPD. (2022).** *Flexible Working and Work–Life Balance*.
  - Onboarding best practices in flexible/hybrid workplaces.
48. **SHL. (2021).** *People Analytics in Modern Onboarding*.
  - Combines HR data with onboarding strategy.
49. **Gartner. (2020).** *Reengineering Onboarding for the New World of Work*.
  - Corporate insights on remote onboarding and expectations.
50. **Harvard Business Publishing. (2020).** *New Employee Experience Research Brief*.
  - Research-backed insights on improving onboarding satisfaction.



## 7. Annexure Questionnaire

1. Name:

2. Gender:

- Male
- Female
- Other
- Prefer not to say

3. Age Group:

- Below 25 years
- 25–35 years
- 36–45 years
- Above 45 years

4. Current Organization (Optional):

5. Years of Total Experience:

- Less than 1 year
- 1–2 years
- 3–5 years
- More than 5 years

6. How did you come to know about your current job opportunity?

- Job Portal (Naukri, Indeed, etc.)
- Employee Referral
- Campus Placement
- Consultancy/Agency
- Social Media (LinkedIn, etc.)
- Other (Please specify)

7. How satisfied were you with the communication during the recruitment process?

- Strongly Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Strongly Dissatisfied

8. Was the offer letter provided to you in a timely manner?

- Yes
- No

9. What was the mode of your onboarding?

- Virtual
- Physical
- Hybrid

10. Was the documentation process easy and efficient?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

11. How clearly were your job role and responsibilities explained during onboarding?

- Very Clearly
- Somewhat Clearly
- Neutral
- Slightly Unclear
- Not Clear at All

12. How would you rate your first-day experience?

- Excellent
- Good
- Average

- Poor

13. How supportive was the HR team during your initial days?

- Highly Supportive
- Moderately Supportive
- Neutral
- Poor Support

14. How supportive was your reporting manager/team during your initial days?

- Highly Supportive
- Moderately Supportive
- Neutral
- Poor Support

15. Overall, how satisfied are you with the joining process at your current company?

- Highly Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Highly Dissatisfied

16. Would you recommend your organization based on your joining experience?

- Definitely Yes
- Probably Yes
- Neutral
- Probably No
- Definitely No

17. Any suggestions to improve the joining process?