

REINVENTING EMPLOYEE ONBOARDING PROCESS

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Abstract

This study investigates innovative strategies for reinventing the employee onboarding process to improve engagement, productivity, and retention across diverse organizational contexts and evolving contemporary workplaces. Grounded in key theoretical frameworks—Socialization Theory, Self-Determination Theory, Social Exchange Theory, and Human Capital Theory—the research positions onboarding as a strategic, human-centric intervention rather than a procedural formality or routine administrative exercise. A mixed-methods approach was used, combining survey data with qualitative insights to assess employee experiences, perceptions, expectations, and levels of early organizational adjustment. Findings reveal that while many employees feel welcomed and aligned with organizational values, inconsistencies in training quality, feedback mechanisms, and role clarity continue to persist across departments. Some employees report unmet expectations due to inaccurate recruitment information, and a notable portion are considering alternative employment opportunities within timeframes. The study concludes with practical recommendations for redesigning onboarding through digital

platforms, personalized communication, and hybrid integration practices, emphasizing the need for structured, engaging, consistent, and purpose-driven onboarding experiences that foster commitment.

Key Words: Employee Onboarding Process, Employee Engagement, Productivity, Retention.

1. Introduction

Reinventing the employee onboarding process is crucial for organizations to enhance employee engagement, productivity, and retention. Effective onboarding integrates new hires into the company culture, provides them with the necessary skills and knowledge, and fosters a sense of belonging. By reinventing this process, organizations can create a seamless and positive onboarding experience that sets the stage for long-term success.

High employee turnover rates, disengagement, and a significant lag in new hires reaching full productivity are just a few of the costly consequences stemming from inadequate onboarding. This study, "Reinventing Employee Onboarding Process," seeks to explore and propose innovative, data-driven, and human-centric strategies to transform this critical phase of the employee lifecycle. By moving beyond a compliance-focused checklist, we aim to demonstrate how a reimagined onboarding experience can foster stronger employee commitment, accelerate time-to-productivity, enhance organizational culture, and ultimately contribute to a more engaged and stable workforce. The goal is to shift onboarding from a mere administrative formality to a strategic imperative that lays the foundation for long-term employee success and organizational thriving.

2. Theoretical background

The reinvention of the employee onboarding process draws upon several key theoretical frameworks from the fields of organizational behaviour, human resource management, and social psychology. These theories provide a robust foundation for understanding why effective onboarding is crucial and how best to design programs that yield positive outcomes.

2.1. Socialization Theory (Van Maanen & Schein, 1979; Louis, 1980)

At the core of understanding employee onboarding lies in Socialization Theory. Van Maanen and Schein (1979) defined organizational socialization as "the process by which an individual acquires the social knowledge and skills necessary to assume an organizational role." Louis (1980) further elaborated on the process of "sense-making" during organizational entry, highlighting how newcomers actively interpret and make sense of their new environment.

Effective onboarding, therefore, is essentially a structured and intentional socialization process that aims to:

Reduce Uncertainty: New employees face significant uncertainty. Onboarding should provide clear information about roles, responsibilities, expectations, and organizational norms, reducing anxiety and promoting a sense of psychological safety.

Facilitate Role Clarity: By clearly defining job responsibilities, performance metrics, and the contribution of the role to the broader organizational goals, onboarding helps new employees understand their place and purpose within the organization.

Promote Cultural Assimilation: This involves helping new hires understand and adopt the organization's values, beliefs, shared assumptions, and informal norms. Successful cultural assimilation leads to a stronger sense of belonging and alignment.

Build Relationships: Onboarding should facilitate the development of social ties with colleagues, managers, and mentors, which are crucial for support, information exchange, and overall.

2.2. Self-Determination Theory (SDT) (Deci & Ryan, 1985, 2000)

Self-Determination Theory posits that individuals are intrinsically motivated when their basic psychological needs for autonomy, competence, and relatedness are met. Applying SDT to onboarding suggests that effective programs should:

Foster Autonomy: While providing structure, onboarding should also offer opportunities for new employees to take ownership of their learning and contribute ideas, fostering a sense of control and agency.

Develop Competence: Onboarding should be designed to build confidence in new hires' abilities. This includes providing adequate training, resources, and constructive feedback, allowing them to feel effective in their new roles.

Enhance Relatedness: As mentioned under socialization, building strong relationships and a sense of belonging is crucial for relatedness. Onboarding programs should intentionally create opportunities for connection with peers and mentors.

When these three needs are met, new employees are more likely to be intrinsically motivated, engaged, and committed to their new organization.

2.3. Social Exchange Theory (Blau, 1964)

Social Exchange Theory suggests that social behaviour is the result of an exchange process, where individuals weigh the potential benefits and costs of relationships. In the context of onboarding, this means that the effort and resources an organization invests in a new employee during onboarding are perceived as a signal of value and commitment.

Reciprocity: When an organization provides a positive and supportive onboarding experience, new employees are more likely to reciprocate with increased effort, loyalty, and commitment. Conversely, a poor onboarding experience can lead to feelings of being undervalued, resulting in decreased engagement and higher turnover intentions.

Perceived Organizational Support (POS): A well-designed onboarding process contributes significantly to a new employee's perception that the organization values their contributions and cares about their well-being. High POS is consistently linked to positive employee attitudes and behaviors.

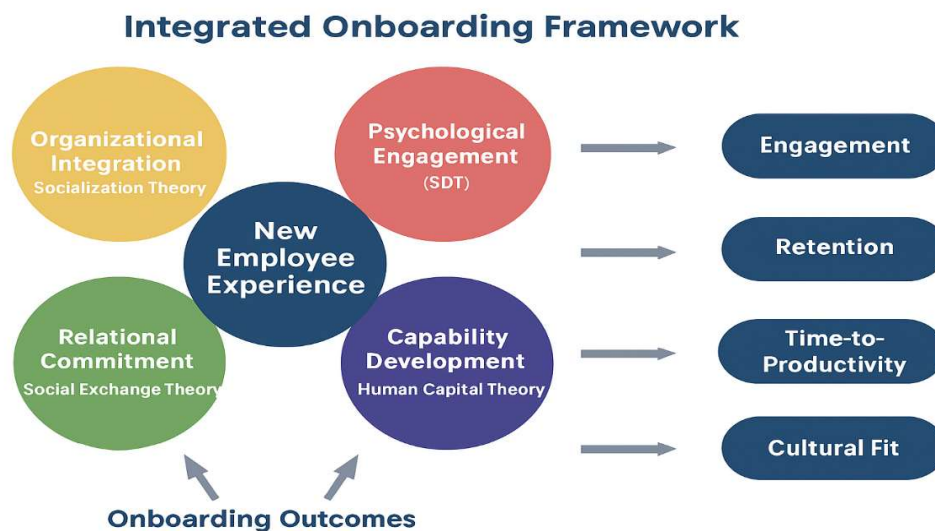
2.4. Human Capital Theory (Schultz, 1961; Becker, 1964)

Human Capital Theory views employees as assets whose skills, knowledge, and abilities contribute to an organization's productivity and economic value. From this perspective, onboarding is an investment in human capital.

Accelerating Productivity: Effective onboarding reduces the time it takes for new employees to become fully productive, thereby maximizing the return on the organization's investment in hiring.

Skill Development: Onboarding can be strategically designed to include targeted training and development opportunities that enhance the human capital of new hires, directly impacting organizational performance.

2.5. Integrated Conceptual Framework



Domain	Theoretical Anchor	Key Constructs	Onboarding Objectives
Organizational Integration	Socialization Theory	Role clarity, cultural assimilation, relationship building	Reduce uncertainty, foster belonging, align values
Psychological Engagement	Self-Determination Theory	Autonomy, competence, relatedness	Enhance intrinsic motivation, build confidence
Relational Commitment	Social Exchange Theory	Reciprocity, perceived organizational support	Strengthen loyalty, increase engagement
Capability Development	Human Capital Theory	Skill acquisition, productivity acceleration	Maximize ROI, enhance performance

The integration of these theories provides a multidimensional understanding of onboarding as a strategic, psychologically informed, socially supported, and economically justified process. The framework posits that:

Structured socialization activities (Socialization Theory) facilitate cultural assimilation, role clarity, and social bonding.

Activities that satisfy psychological needs (Self-Determination Theory) foster intrinsic motivation and proactive engagement.

Supportive onboarding experiences (Social Exchange Theory) enhance perceived organizational support, leading to reciprocal loyalty and effort.

Targeted skill development (Human Capital Theory) accelerates productivity and contributes to organizational performance.

These interconnected elements collectively influence key outcomes such as employee engagement, retention, performance, and organizational commitment.

2.6 Implications for Practice and Research

Implications for Practice

Reimagining onboarding requires organizations to adopt a **strategic, multi-phase approach** that moves beyond simple checklists to align with new hires' psychological and social needs. Practically, this involves **personalizing onboarding journeys** based on individual roles and career aspirations, informed by Self-Determination Theory to foster autonomy and competence. Organizations must actively drive **cultural integration** through storytelling and mentorship, as suggested by Socialization Theory. Crucially, they should invest in structured **relationship-building and support systems**, like peer buddy programs and regular manager check-ins (Social Exchange Theory), while implementing **targeted training and technology-**

enabled delivery—including digital platforms and AI—to accelerate time-to-productivity and maximize human capital return on investment.

Implications for Research

Future research should focus on **longitudinal impact studies** to empirically examine the long-term effects of strategic onboarding on employee retention, performance, and career progression across diverse organizational settings. A rich area for exploration lies in **cross-cultural onboarding models**, comparing strategies globally to design inclusive experiences that balance local norms with core organizational values. Researchers also need to investigate the specific impact of **emerging technologies** like AI, virtual reality, and gamification on onboarding effectiveness and engagement outcomes. Finally, there is a clear need for developing **robust, validated measurement and metrics** (beyond satisfaction surveys) to accurately operationalize and test constructs such as psychological safety, cultural fit, and time-to-proficiency, further expanding and testing the integrated theoretical framework with concepts like Organizational Support Theory.

3. Review of Literature

3.1. Human resources management

Sivathanu & Pillai, 2018 From the transformations caused by Industry 4.0, it is necessary to understand how its changes affect HRM, including the application of digital technologies to their tasks, introducing the concept of Human Resources Management 4.0 (HRM 4.0 - Smart HR 4.0). A new concept was developed through the application of technologies arising from Industry 4.0. In the HR sector, making it more agile, ensuring the welfare of workers.

Korsten (2003) and Jones et al. (2006) stated Human Resource Management theories emphasize on techniques of recruitment and selection and outline the benefits of interviews, assessment and psychometric examinations as employee selection process. Typically, this process is based on the levels of recruitment policies, job postings and details, advertising, job application and interviewing process, assessment, decision making, formal selection and training.

3.2. Recruitment, talent acquisition and onboarding

Cesario, F. and Chambel, M.J. (2019), addressed the need for organizations to design onboarding programs based on an integrated perspective, not only formal corporate activities but also preparing managers and co-workers to host effectively new employees. Strong association with work outcomes enables a better understanding on how on board can contribute to an engaged and retained workforce.

Pinco, Ory & Crisan, Emil. (2023). This article provides a comprehensive review of the literature on employee onboarding, concentrating on the role of onboarding in improving employee retention and performance. It explored different onboarding techniques, models, and frameworks related to onboarding and further delve into why employee onboarding is important stressing the direct benefits of sound onboarding practices and team learning as an indirect benefit.

3.3. STATEMENT OF PROBLEM

The traditional employee onboarding process, burdened by its substantial reliance on administrative tasks, fragmented delivery, and compliance-first checklists, is failing to effectively integrate new hires into today's organizations. Despite the recognized shift of Human Resources Management (HRM) towards a strategic imperative and the advent of HRM 4.0, many companies continue to struggle with an onboarding experience that is largely ineffective. This inadequacy leads to critical issues, including high early-tenure turnover, extended time-to-productivity for new employees, and pervasive disengagement and suboptimal performance. Furthermore, organizations are experiencing an ineffective integration of HRM 4.0 capabilities into onboarding, hindering their potential to create agile, digitally enhanced processes. Ultimately, this fragmented approach results in a failure to foster long-term commitment and cultural alignment, undermining efforts to build a stable and engaged workforce.

3.4. Objectives of the study

1. To identify and **explore emerging trends in onboarding and its effectiveness**
2. To identify Types of onboarding activities is likely to lead to successful employee retention and satisfaction
3. To identify the Factors that is most likely to motivate new hires to fully engage with the on-boarding process
4. To assess the reinvented-on boarding process can significantly reduce early-tenure turnover and accelerate new employee time-to-productivity.

5. Research Methodology

This section outlines the specific plan for conducting the research.

5.1 Research Design:

The researcher used a descriptive research design and presented the findings in a descriptive format.

5.2 Sampling Method & Size:

The researcher used convenience sampling to gather responses from the target audience.

In this research study, the researcher has considered 60 respondents as a sample size.

5.3 Sampling Frame & Units:

Employees belong to Industry such as Information & Technology and Information Technology Enabled Services. The employees who are on boarding for the different departments are being considered.

5.4 Sources of data:

The data for this research was collected from a primary source.

5.5 Instruments for Data Collection:

The researcher used a structured questionnaire distributed via Google Forms to collect information from respondents.

5.6 Tools for Data Analysis:

The data was analysed using descriptive analysis. This method involved summarizing and describing the main features of the collected data.

6. Data Analysis

Table no:6.1. Demographic profile of the respondents

Area of Residence	No. of. Respondents	Percentage
Urban	51	85
Rural	9	15
Total	60	100
Gender	No. of. Respondents	Percentage
Male	28	46.67
Female	32	53.33
Total	60	100.00
Age	No. of. Respondents	Percentage
Up to 25 years	35	58.33
26-30 years	19	31.67

31-35 years	5	8.33
36-40 years	1	1.67
Above 40 years	0	0.00
Total	60	100.00
Academic Qualification:	No. of. Respondents	Percentage
School Level	1	1.67
Undergraduate	16	26.67
Postgraduate	31	51.67
Professional	7	11.67
Others	5	8.33
Total	60	100.00
Present Employment Role	No. of. Respondents	Percentage
Team Lead	6	10.00
Digital Lead	2	3.33
Operation Lead	6	10.00
Front Line Executive	2	3.33
Business Development Executive	4	6.67
Trainee	8	13.33
Software Design & Testing Executive	1	1.67
HR Executive	6	10.00
Others	25	41.67
Total	60	100.00
Monthly Income (Amount in Rupees)	No. of. Respondents	Percentage
Below Rs.25000	17	28.33
Rs. 25001-35000	14	23.33
Rs. 35001-45000	14	23.33
Rs. 45001-55000	3	5.00
Rs. 55001-65000	3	5.00
Rs.65001-75000	4	6.67
Above Rs.75000	5	8.33
Total	60	100.00
Employment Status	No. of. Respondents	Percentage
Full-time	49	81.67
Part- time	3	5.00
Seeking opportunities currently	8	13.33
Total	60	100.00

Source: Primary Data

Interpretation:

It is evident that 85% of the respondents belong to urban and 15% of the respondents belong to rural area. This study shows that there were 46.67% as male respondents and 53.33% as female respondents. It is found that 58.33% of respondents belong to the age group below 25 years, 31.67% belong to the age group between 26 years to 30 years, 8.33% belong to the age group between 31 years to 35 years, 1.67% belong to the age group between 36 years to 40 years and none belong to the age group above 40 years.

It is observed that 1.67% of respondents having the educational qualification up to school level, 26.67% of respondents were undergraduates, 51.67% of respondents were postgraduates, 11.6% of respondents were professionals and 8.33% of respondents belong to another category. It is evident that 10% of the respondents are Team Lead, 3.33% of the respondents are Digital Lead, 10% of the respondents are Operation Lead, 3.3% of the respondents are Front Line Executive, 6.67% of the respondents are Business Development Executive, 13.33% of the respondents are trainees, 1.67% of the respondents are software design & testing executives, 10% of the respondents are HR Executives and 41.67% of the respondents belong to other category. It is found that 28.33% of the respondents were having the income below Rs.25,000/-, 28.33% of them lies between the income groups Rs.25,000/- to Rs. 35,000/- and Rs. 35,001/- to Rs. 45,000/-, 5% of the respondents lies between the income groups of Rs. 45,001/- to Rs. 55,000/- and Rs.55,001 to Rs. 65,000/-, 6.67% of the respondents lies between the income group Rs. 65,001 to Rs. 75,000/- and 8.33% of the respondents belong to the income group above Rs. 75,000/-.

From the above table, it is evident that 81.67% of the respondents are full-time as the employment status, 5% of the respondents are Part-time as the employment status and 13.33% of the respondents are seeking opportunity to work in an organization.

Table no:6.2. Ways and means to improve the recruitment process

Ways and means to improve the recruitment process
Preplacement Talk
Over detailing of the business model of the firm
Lend more information
Organisations must inform the work expectations and job responsibilities that must be done by employees.
effectively evaluating candidates
Should have come across proper training and development for employees
Work Life Balance
Reference is best path they have improved the process

Quick response
Automate and simplify hiring processes by using applicant tracking systems and recruiting software to do duties like interview scheduling and resume screening.
Need to decrease the hardness of the test
Referrals
Building talent pipelines, increasing recruitment efficiency, effectively evaluating candidates, and enhancing candidate experience.
Induction and on the floor training
Hire good recruiter
Aptitude can be kept much easier to know the skills of everyone
Instead of communication skills can question their skills and interest
Induction and on the floor training

Source: Primary Data

Interpretation:

A reinvented employee on boarding process must go beyond simple induction, focusing on clear communication of job expectations and responsibilities to align new hires with the organization's goals. Effective on boarding requires a combination of proper training and hands-on, "on-the-floor" development to ensure employees are well-equipped for their roles. This process is instrumental in retaining talent by building a strong foundation for their career and addressing key aspects of the employee experience.

Table no: 6.3. Types of on boarding activities is likely to lead to successful employee retention and satisfaction

Types of on boarding activities	No. of Respondents	Percentage
Team building activities and social events	26	43.33
Formal orientation sessions and presentations	8	13.33
Mentorship programs and coaching Sessions	8	13.33
Job specific training and development	18	30.00
Total	60	100.00

Source: Primary Data

Interpretation:

The above table depicts that 43.33% of respondents felt team building activities & social events leads to successful employee retention and satisfaction whereas other ways like formal orientation sessions & presentations, Mentorship programs and coaching sessions and Job specific training and development contributes only 13.33% and 30% respectively.

Table no: 6.4. Factors that are most likely to motivate new hires to fully engage with the on boarding process

Factors that is most likely to motivate new hires	No. of Respondents	Percentage
A sense of belonging and connections to the organization	7	11.67
Clear expectations of job responsibilities and performance metrics	15	25.00
Opportunities for growth and development	23	38.33
Regular feedback and recognition for achievements	15	25.00
Total	60	100.00

Source: Primary Data

Interpretation:

From the above table, it is inferred that opportunities for growth and development have got maximum of 38.33% from the respondents which is the most important factors to motivate new hires to fully engage with the on-boarding process. 25% of the respondents felt Clear expectations of job responsibilities and performance metrics & Regular feedback and recognition for achievements might another factor to motivate new hires and 11.67% respondents felt a sense of belonging and connections to the organization would also be one of the factors.

Table no: 6.5. Tools or resources that are likely enhance the effectiveness of on boarding process

Tools or Resources that are likely enhance the effectiveness of on boarding process	No. of Respondents	Percentage
Online Training Platform and E learning Modules	18	30.00
Mobile apps and on boarding portals of new hires	5	8.33
Virtual reality simulations and interactive learning experience	18	30.00
Collaborative tools for communication and feedback	19	31.67
Total	60	100.00

Source: Primary Data

Interpretation:

It is found that 36% respondents felt Collaborative tools for communication and feedback would be the most effective tools for on boarding process, 30% of respondents felt that Online Training Platform and E learning Modules & Virtual reality simulations and interactive learning experience would be the one of the ideal tools that enhance the effectiveness of on

boarding process and 8.33% of the respondents felt that Mobile apps and on boarding portals of new hires would also can be considered.

Table no: 6.6.key aspects of onboarding

Sl.No	KEY ASPECTS OF ONBOARDING	S.A	A	N	D.A	S.D. A	Mean Score	Std.Dvn
I	RECRUITMENT AND ONBOARDING EXPERIENCE	5	4	3	2	1		
1	I was provided accurate information about [Company] during the recruitment process	18	6	16	6	13	11.8	5.59
2	I am feeling welcome here.	16	17	7	10	10	12.00	4.3
3	I am proud to work for Company	19	14	9	7	11	12.00	4.69
4	I am feeling productive.	19	14	9	7	11	12.00	4.69
II	ENGAGEMENT							
5	I would recommend [Company] as a great place to work	17	18	4	0	11	10	7.9
6	I rarely think about looking for a job at another company	14	10	17	3	16	12	5.7
7	Company motivates me to go beyond what I would in a similar role elsewhere	13	15	13	5	11	11.4	3.84
III	INDUCTION							
8	I have had good training on the processes applicable to my role	19	12	10	10	9	12	4.06
9	I have a good idea about what I still need to learn to do my job well	17	16	13	5	9	12	5
10	The information provided has been at the right level for me	20	13	13	5	9	12	5.56
IV	ORGANISATIONAL ALIGNMENT							
11	The organizational values of Company align well with my own values	18	14	13	5	10	12	4.84
12	I understand how my role contributes to the organizational goals of Company	22	16	8	5	9	12	6.89

13	My experience with the organization has matched my expectations	20	14	11	5	10	12	5.52
V	RETENTION							
14	Agreement level on the feedback that you receive from your manager about your performance, progress was it useful and relevant to your role performance and career advancement.	11	18	16	7	8	12	4.84
15	Satisfaction with your growth and development opportunities	13	13	16	13	5	12	4.12
16	Agreement level on whether your organization promote mental and physical health	15	18	16	5	6	12	6.04
VI	IMPACT & EFFECTIVENESS OF ONBOARDING PROCESS							
17	"The reinvented onboarding process has impact on new recruits with the necessary knowledge and skills to perform my job"	16	22	11	5	6	12	7.1
18	Rate the effectiveness of the reinvented onboarding process in facilitating social integration and building relationships with colleagues	21	16	9	4	10	12	6.59

Source: Primary Data

Interpretation:

I. Recruitment and onboarding experience

- Most employees feel welcome, proud to work here, and productive.
- There's a noticeable problem with providing *accurate* information during recruitment. Many people felt misled or didn't get the full picture.

II. Engagement

- While many would recommend the company, a significant portion absolutely would not. This means the company is not consistently a "great place to work" for everyone.

- A considerable number of employees are still thinking about looking for other jobs, indicating a potential issue with keeping everyone happy and committed.
- The company is generally good at motivating employees to go above and beyond.

III. Induction (initial training)

- **Training Gaps:** While many received good training, a significant number of employees felt their training for their role was not adequate. This suggests inconsistent quality in the induction process.
- **Clarity on Learning:** Most employees understand what they still need to learn for their job.
- **Information Level Issues:** Like training, the information provided during induction isn't at the right level for everyone; some find it unhelpful.

IV. Organisational alignment (fitting in)

- **Values Alignment:** Most employees feel their personal values align well with the company's values, which is positive.
- **Role Contribution Unclear for Many:** A major concern is that many employees don't clearly understand how their specific role contributes to the company's overall goals. This can lead to a lack of purpose.
- **Expectations Not Always Met:** While some experiences match expectations, many employees found that their actual experience didn't line up with what they expected from the organization. This ties back to initial recruitment information.

V. Retention

- **Feedback Quality Varies:** The usefulness of performance feedback from managers is inconsistent. Some find it very helpful, others do not.
- **Growth Opportunities are Mixed:** Satisfaction with career growth and development opportunities is okay, but a noticeable group is unhappy with these prospects.
- **Wellness Programs are Inconsistent:** Perceptions on whether the company promotes mental and physical health are widely split, suggesting that efforts in this area might not be reaching everyone effectively.

VI. Impact & effectiveness of onboarding process

- **Onboarding Effectiveness is Unreliable:** The "reinvented" onboarding process is highly inconsistent. While it works for many in providing skills, many new recruits are *not* getting the necessary knowledge or skills to do their job.

- **Social Integration Issues:** The onboarding process is also inconsistent in helping new hires integrate socially and build relationships with colleagues. Some do well, but many struggle.

6.7. Correlation Analysis

H₀: There is no significant correlation Between the types of onboarding activities that lead to successful employee retention, satisfaction and Employee Satisfaction Level with growth and development opportunities at Organisation

H₁: There is no significant correlation Between the types of onboarding activities that lead to successful employee retention, satisfaction and Employee Satisfaction Level with growth and development opportunities at Organisation.

	Types of onboarding activities that lead to successful employee retention and satisfaction	Employee Satisfaction Level with growth and development opportunities at Organisation
Types of onboarding activities that lead to successful employee retention and satisfaction	1	
Employee Satisfaction Level with growth and development opportunities at Organisation	0.0049	1

Interpretation:

The correlation coefficient between the two variables is **0. 0049**. This value indicates a **very weak positive linear relationship** between the types of onboarding activities used to promote successful employee retention and satisfaction, and the employees' satisfaction level with growth and development opportunities within the organization.

Key Points:

- **Magnitude:** The value 0.0049 is extremely close to **zero**, which signifies an almost **non-existent** linear relationship.
- **Direction:** The sign is **positive** (since $0.0049 > 0$), suggesting that as the variable Types of onboarding activities that lead to successful employee retention and satisfaction increases, the 'Employee Satisfaction Level with growth and development opportunities at Organisation tends to increase slightly as well, but this tendency is negligible.

6.7. Anova: single factor

H₀: There is no significant difference between Present Employment Role and Agreement level on the feedback that you receive from your manager about your performance, progress was it useful and relevant to your role performance and career advancement

H₁: There is a significant difference between Present Employment Role and Agreement level on the feedback that you receive from your manager about your performance, progress was it useful and relevant to your role performance and career advancement

Anova: Single Factor

SUMMARY

<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>
Present Employment Role	60	376	6.26667	8.91073
Agreement level on the feedback that you receive from your manager about your performance, progress was it useful and relevant to your role performance and career advancement	60	221	3.68333	1.74548

ANOVA

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	200.208	1	200.208	37.5759	0.00	3.92148
Within Groups	628.717	118	5.32811			
Total	828.925	119				

Interpretation:

Interpretation rests on comparing the P-value to the significance level (alpha), typically set at 0.05. P-value (0.00): This value is much less than alpha=0.05 (since $0.00 < 0.05$) and F-Statistic (37.5759): This value is much greater than the F Critical value (3.92148).

Because the P-value is less than 0.05 and the observed F-statistic is greater than the critical F-value, researcher Reject the Null Hypothesis (H_0).

There is a statistically significant difference between the mean scores of the two variables being compared i.e., Present Employment Role and Agreement level on the feedback that you receive from your manager about your performance, progress was it useful and relevant to your role performance and career advancement.

7.1. Summary of findings

Majority of respondents (85%) reside in urban areas, suggesting that the company's talent pool is drawn primarily from metropolitan regions. Urban employees often have greater exposure to competitive work environments and digital tools, which increases their expectations for structured onboarding, career development, and technological integration.

Nearly 90% of employees are under 30, indicating a predominantly millennial and Gen Z workforce. These generations value purpose, flexibility, and growth. According to Self-Determination Theory (Deci & Ryan, 2000), they thrive when their needs for autonomy, competence, and relatedness are met—making personalized onboarding and mentorship critical.

Majority of the respondents are female (53.33%), A balanced gender distribution reflects inclusivity but also calls for gender-sensitive onboarding practices that ensure equal access to mentorship, leadership pathways, and wellness resources.

Highly Educated Workforce (51.67% Postgraduates; 26.67% Undergraduates) The employee base is well-educated, which implies high expectations for intellectual stimulation, structured learning, and meaningful work. Human Capital Theory (Becker, 1964) suggests that investing in their development through onboarding yields long-term productivity gains.

Role Distribution (41.67% "Others"; 13.33% Trainees) A large portion of employees occupy specialized or less common roles, and trainees form the largest single category. This diversity demands flexible, role-specific onboarding that addresses unique learning curves and integration needs. Socialization Theory (Van Maanen & Schein, 1979) emphasizes the importance of role clarity and cultural assimilation in such contexts.

Income Levels (Majority < ₹45,000/month) Most employees fall into lower to mid-income brackets, which may influence their expectations around job security, growth opportunities, and organizational support. Transparent communication and visible career paths can help retain talent in this segment.

Employment Status (81.67% Full-Time; 13.33% Seeking Other Jobs) While most employees are full-time, the fact that over 13% are actively exploring other opportunities signals a retention risk. Social Exchange Theory (Blau, 1964) suggests that when employees perceive low organizational support or unmet expectations, they are less likely to reciprocate with loyalty.

Onboarding Experience and Organizational Alignment

Positive Sentiment with Caveats Many employees report feeling welcomed, proud, and motivated, indicating that the organization has succeeded in creating an initial sense of

belonging. However, inconsistencies in recruitment messaging and onboarding delivery have led to unmet expectations for some.

Expectation-Reality Gap Employees noted that recruitment information was sometimes inaccurate, leading to confusion and disappointment. This gap is well-documented in onboarding literature (Bauer et al., 2007) and can erode trust and engagement early in the employee lifecycle.

Divided Advocacy While some employees would recommend the company, others are hesitant suggesting that onboarding experiences vary widely. This inconsistency undermines employee advocacy and brand reputation.

Training, Feedback, and Social Integration

Inconsistent Onboarding Effectiveness The reinvented onboarding process shows mixed results. Some employees feel equipped with essential skills and information, while others report gaps in training and social integration. This variability points to a lack of standardization and personalization—two key principles of effective digital HR practices (Bondarouk & Brewster, 2016).

Feedback and Growth Opportunities Employees expressed varied satisfaction with feedback quality and career development. According to London (2003), regular, constructive feedback is essential for building competence and engagement. Without it, employees may feel undervalued or directionless.

Wellness and Role Clarity Challenges Views on wellness programs are inconsistent, suggesting that while initiatives exist, they may not be accessible or relevant to all. Additionally, many employees struggle to understand how their roles contribute to organizational goals, leading to disengagement. Kahn's (1990) theory of engagement emphasizes the importance of meaningful work and clarity of purpose.

The correlation coefficient between the two variables is 0.0049. This value indicates a very weak positive linear relationship between the types of onboarding activities used to promote successful employee retention and satisfaction, and the employees' satisfaction level with growth and development opportunities within the organization.

There is a statistically significant difference between the mean scores of the two variables being compared i.e., Present Employment Role and Agreement level on the feedback that you receive from your manager about your performance, progress was it useful and relevant to your role performance and career advancement.

7.2. Suggestion

- To enhance the employee experience and address the identified inconsistencies, the company should prioritize transparent and accurate recruitment information through detailed pre-placement talks and standardized communication from hiring teams.
- The "reinvented" onboarding process must be fundamentally revamped for consistency, including mandatory, structured job-specific training, increased emphasis on hands-on and mentor-led learning, and consistent, robust social integration activities to foster belonging.
- Concurrently, the organization needs to actively boost employee engagement and advocacy by directly addressing disengagement drivers and reinforcing its value proposition, while also improving clarity and purpose by cascading organizational goals effectively and implementing consistent, high-quality feedback and recognition programs.
- Organizations should critically review and significantly redesign the content of their current onboarding programs.
- Organizations must implement role-specific manager training on delivering effective feedback. This training should emphasize translating general performance metrics into relevant, actionable advice that directly addresses the specific skill sets and career advancement needs of each role type
- Furthermore, prioritizing employee growth and development through clear career paths, investment in diverse development programs, and formal mentorship will be crucial. Finally, leveraging technology with collaborative tools and digital learning platforms will streamline processes, and consistently addressing employee wellness through standardized, accessible programs will ensure a supportive environment for all.

7.3. Conclusion

The study reveals that while the company successfully cultivates a sense of welcome, pride, and productivity among its employees, there are significant systemic inconsistencies in its talent management processes, particularly within recruitment and the "reinvented" onboarding program. These inconsistencies manifest as a lack of accurate information during recruitment, varied quality of induction training, unclear understanding of individual contribution to organizational goals, and a mixed perception of growth opportunities and wellness support. Consequently, a notable segment of the workforce experiences unmet expectations, considers external job opportunities, and would not recommend the company. To foster a truly engaged

and retained workforce, the company must prioritize a holistic approach focusing on consistency, transparency, and clarity across all employee touchpoints. This includes standardizing recruitment information, overhauling the "reinvented" onboarding to ensure uniform delivery of skills and social integration, enhancing communication about role contribution and organizational goals, and providing consistent, high-quality feedback and development opportunities. By addressing these critical areas, the company can transform inconsistent experiences into a universally positive and supportive environment, ultimately strengthening employee engagement, improving retention rates, and enhancing its reputation as a great place to work.

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