

New employee onboarding process in an organization

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Abstract-The objective of the study is to analyse the present on boarding process in the organization and to find the most critical phase of the on boarding process in the organization. Not at all like customary employee induction or orientation, onboarding is an orderly process that develops well past day or week of employment. The objective of the onboarding procedure is to develop a long haul relationship between the business and the worker while encouraging a sentiment having a place and a confirmation of settling on the right decision. The study has been carried out by a survey through surveymonkey, face to face and telephonic conversation. The target respondents were 305 out of which 123 responded. So the sample size was data collected from 123 new joinees. The findings of the study were that majority of respondents were not satisfied with the present onboarding process in the organization. The satisfaction percentage of new employees was good only in phase I i.e the pre joining phase. After that the satisfaction levels drop down in subsequent phases. The findings also reveal that the most critical phase is phase II i.e first day at work. The satisfaction level of new employees drops down from 70% in phase I to as low as 30% in phase II which is a major fall and a call for concern. If an employee doesn't feel welcomed on Day 1 then the chances of his/her leaving the organization within few months to one year increases. The benefit of this research project is that it will provide the reader with data and statistics of a general viewpoint of new hires in the organization about the onboarding process. It will also provide them with certain suggestions to make the onboarding process effective.

Index terms- Onboarding, Orientation, Induction, Pre-joining, Team Integration, Feedback

I. ONBOARDING- THE NEW BUZZ WORD

Onboarding is a very trending word in the realm of HR, yet not everybody understands what it is or how to do it .Not at all like customary employee induction or orientation, onboarding is an orderly process that develops well past day or week of employment. The objective of the onboarding procedure is to develop a long haul relationship between the business and the worker while encouraging a sentiment having a place and a confirmation of settling on the right decision. Each business is distinctive, so there isn't one right approach to handle the onboarding procedure of new contracts. Notwithstanding, recall that initial introductions last, so put fourth the additional push to make the most ideal early introductions.

According to the **Society for Human Resource Management**, "Onboarding is the process by which new hires get acclimatized to all aspects of their jobs rapidly and easily, and learn the KSA and behaviors required to function effectively within an organization."

The procedure of on boarding is not obligation of HR alone; every front line manager should also be a part of this process starting from the very first preliminary stage. Onboarding needs to be considered as a comprehensive procedure and not some separate stand alone routine action. This may help in improved integration of new employees with the complete system. It has been experienced that employees who have not been properly inducted need a lot more guidance and training and hence proves to be costlier in terms of effort, time and money

For the purpose of this research project, the entire onboarding process has been divided into following phases:-

(a) Phase I. This is the Pre-joining phase in which the employee is in communication with the recruitment team. In this phase the employee gets the offer letter and all the necessary information about the organization. This phase also involves submission of any documents before the first day at work or giving the new hires list of documents to be submitted on the first day of work. This would prepare the new hire psychologically to adapt to the new environment to with ease.

(b) Phase II. This includes the first day at work along with the induction or orientation lasting from one day to a week. In this phase the employee completes the leftover documentation work from phase I and undergoes an induction process wherein the new hire is given complete information about mission, vision of the organization, policies and portals, employee related benefits etc. This phase is basically welcoming the new employee to the organization and making him feel at home.

(c) Phase III. This phase includes being an integral part of a team under a supervisor. The employee is briefed about what is expected out of him in alignment to his job description by the supervisor. It includes integration with the team, consistent feedback by supervisor etc.

(d) Phase IV. This phase includes interactions with HR, feedbacks and training and development.

One more concept which needs to be clarified at this point of time is that Onboarding and Induction/Orientation are just not the same. Till date there are people in the industry using these two terms as replaceable for each other. On boarding is a bigger umbrella of which induction is a part of. Induction is just a one day or a week process where in the new joinees are informed about the organization's mission, vision, policies, portals, benefits. On the other hand On boarding is a 30-60-90 days process which covers the day an employee makes his first contact with the company i.e the selection phase, Day 1 at work, Training programs, Performance feedback and interactions with team, supervisor and HR to get aligned to the organizational goals and objectives.

Objectives

- To analyse the present on boarding process in the organization.
- To find the most critical phase of the on boarding process in the organization.
- To ascertain the findings through survey and provide recommendations to make on boarding a better process.

Limitations

- The scope of the project was confined to new hires for the last one year only.
- The project did not take consideration onsite employees.

II. REFLECTIONS FROM THE PAST

On-boarding is the process of learning, networking, resource allocating, goal setting and strategizing that ends with new hires quickly reaching maximum productivity (Bauer, T. N., & Erdogan B, 2011). This formal process of on-boarding is what assimilates the new employees to rules, procedures, benefits, expectations and the goals of the organization. On-boarding is more than getting the paperwork completed and reading the long and boring employee manual. It is the integration of a new employee to become a highly productive member of the organization. Onboarding engages the new employee into the world of the organization.

Stimpson (2009) firstly states that the onboarding process is that of “acquiring,accommodating, assimilating and accelerating new team members, whether they come from outside or inside the organization. It is used to refer to the administrative work involved with setting an employee up in a new job or role”.

Poor onboarding processes can have a negative effect on bottom line of the organization. Employees who have had a negative experience going through the onboarding process are very likely to leave the company’s employment after a very short period of time. A more structured onboarding process makes for happier, more confident and stronger employees. The employee believes that they fit both the job and the company and feel more engaged with the company strategy and objectives. This feeling of increased engagement by the employee leads to better employee productivity and a reduction in the turnover rate for the company. In short, companies that want to have quicker and enhanced engagement and productivity from their new employees, coupled with the associated cost reductions, should have effective onboarding higher up on their strategic agendas (Day & Fedele, 2012).

"Psychological contract" refers to the relationship of the employee and employer and mutual expectations of inputs and outcomes. The onboarding process, if it is done well, should result in a "psychological contract" where the employee knows what is expected of them that will make them successful in their position and how they contribute to the company's success.

Since the psychological contract is dynamic and evolving, organizations need to invest effort into understanding the changes and at various times and when needed renegotiate the contract (Lester and Kickul, 2001). Lester and Kickul (2001) shows that a "pro active approach to the psychological contract is likely to reduce an employees intention to leave" since their needs are more likely to be met by the organization.

Onboarding does not stop at the completion of paperwork and brief organizational history, as does orientation. Instead, onboarding should include coaching, 360 feedback, mentoring, introduction to the organization and team, managers, and subordinates (Gilmore & Turner, 2010). The tasks of orientation should be paired with cultural and organizational training in order for the employees to have a good grasp on where they fit into the organization ("Get onboard with," 2013).It can be very helpful to create a checklist to ensure all topics are covered (Graham & Callahan, 2011). Having the new employee initial the sheet and storing it in his/her file can generate accountability. These best practices enhance the onboarding process and propel it toward success. In order to establish the most effective onboarding program possible, these best practices should be implemented during the proposed research and measured for the strength of their contribution.

III. METHODOLOGY**Sampling Method**

The sampling method used for our research was Stratified Random Sampling. The entire population of new hires was divided into different locations i.e. Bangalore, Mysore, Chennai and Mumbai. Then simple random samples (new hires from 1st April 2015 to 1st May 2016) were selected from the four locations. The target respondents were 305 out of which 123 responded. So the sample size was data collected from 123 new joinees.

Collection of data

Primary data-A questionnaire was developed to extract the relevant information from the new employees to meet the objectives of research. The questionnaire was developed in consultation with the domain expert in the organization. It consisted of 18 questions . The means of conducting the survey was through questionnaire developed on Survey Monkey. The turnaround time for the survey was 1-7 days. The response distribution was as follows

- Survey Monkey(link sent by mail)= 63
- Telephonic= 20
- Face to Face= 40

Tool used for the project

The tool used by the researcher is taken from the Six-sigma methodology known as DMAIC tool. It stands for

Define- In this step the problem statement of the project is defined and the objectives are stated. The researcher specified the scope of the project in this step

Measure- This step involves collection of data by means of survey.

Analyze- Here, Data analysis and interpretation is carried out to derive conclusions out of the analysis .The researcher has used MS Excel for analysis of data.

Improve- In the Improve stage, suggestions were given by the researcher to enhance the efficiency of the existing onboarding process.

Control- This step includes having a control mechanism like feedback from the employees to have a constant check if the improvements made in step 4 are reaping results

IV. RESULTS

PHASE I- PRE JOINING

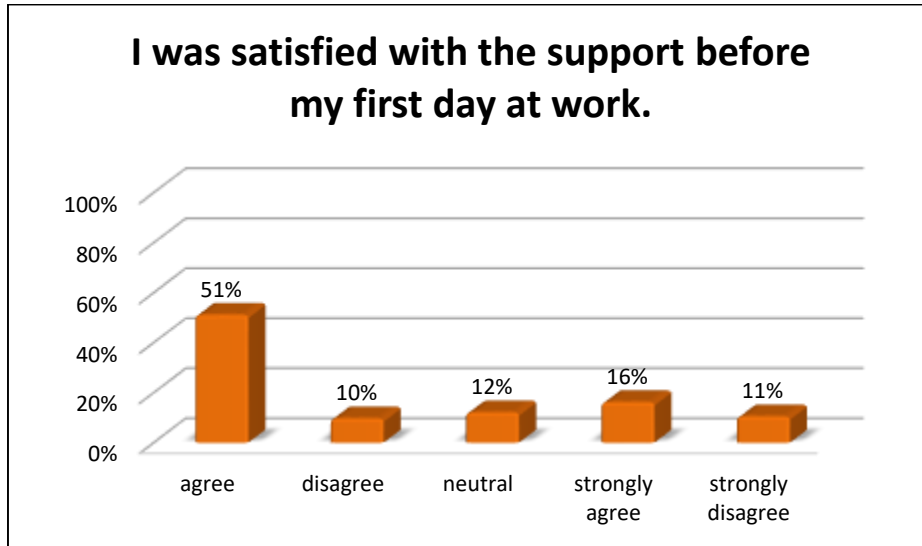


Figure 1: Level of satisfaction with the support received before first day at work

Discussion-67% of the respondents either strongly agreed or agreed that they were satisfied with the support they received before their first day at work.

PHASE II- FIRST DAY AT WORK

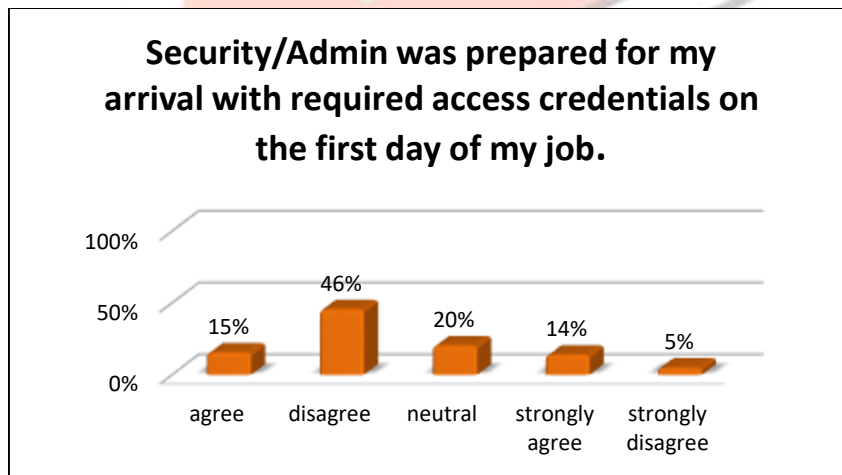


Figure 2: Preparedness of Security/Admin for arrival of new joinee

Discussion-Majority of the respondents , 46% either strongly disagreed or disagreed that they got security access on the first day of their job. In some cases this delay was for 1-2 weeks. There was a lot of dissatisfaction among the respondents about not getting access on time because it makes them dependent on others to move in and out of the department. So atleast a temporary access card can be given on the first day.

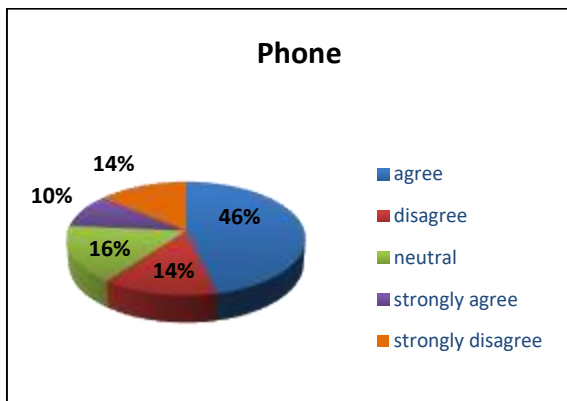


Figure 3: Allocation of workstation

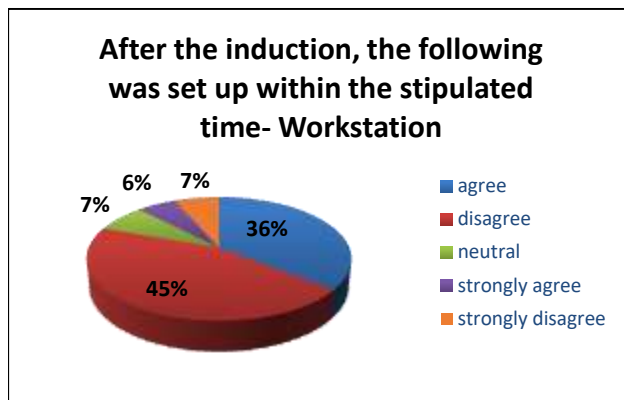


Figure 4: Allocation of phone

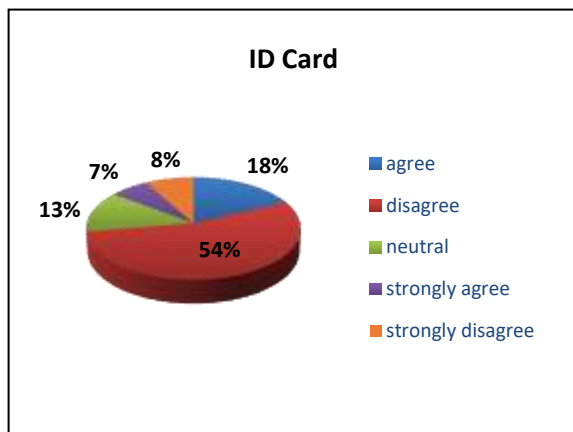


Figure 5: Allocation of logins and passwords

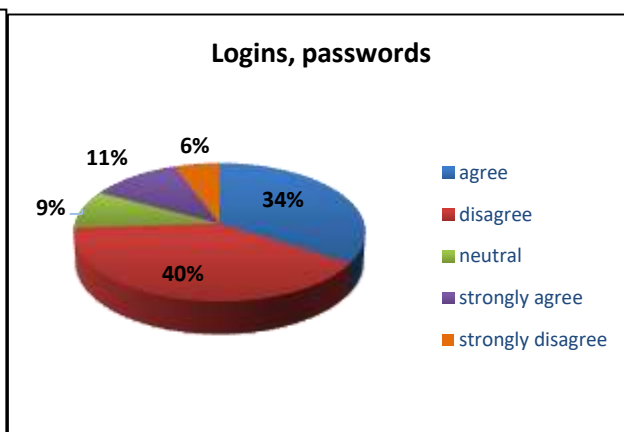


Figure 6: Allocation of ID Cards

Discussion-From Figure 3,4,5,6 the following can be discussed in relation to the set up of resources within the stipulated time after the induction

- Workstation- 43% of the respondents agreed that they received workstations on time.
- Login and passwords- Majority of respondents (59%) were dissatisfied with the time taken to get logins and passwords. Some of them faced issues due to passwords not functioning properly and then at times endless chains of mails with very slow response time.
- ID cards- Majority of the respondents (46%) disagreed that they received ID cards within stipulated time. 34% of respondents agreed in their opinion and the rest 20% had neutral response.

A little delay is understandable since it is dependent on third vendor. So to avoid more delay, the concerned department should ask the new joinees to send their photograph and blood group in advance and then give prior order for the ID cards.

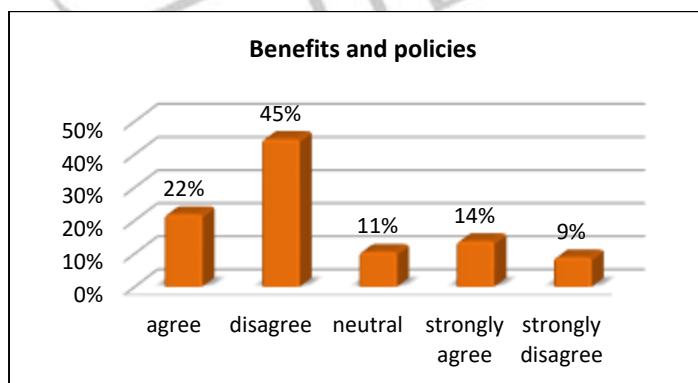


Figure 7: Benefits and policies

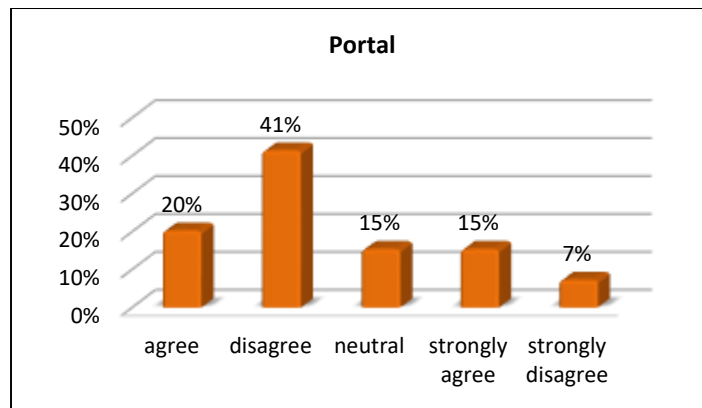


Figure 8: Portals

Discussion- From Figure 7 and 8, the following can be discussed in relation to information given to the employee on his first day at work

- Majority of the respondents either agreed or strongly agreed that information on the mission and vision of the organization, organization structure and functions was clearly imparted on the first day at work.
- Benefits and policies- Majority of the respondents(54%) either disagreed or strongly disagreed that benefits and policies were clearly explained on first day at work.
- Portals- Majority of the respondents(48%) either disagreed or strongly disagreed that portals like CRISP, Samyukhtam etc were clearly explained on first day at work.

PHASE III- INTEGRATION WITH TEAM AND SUPERVISOR

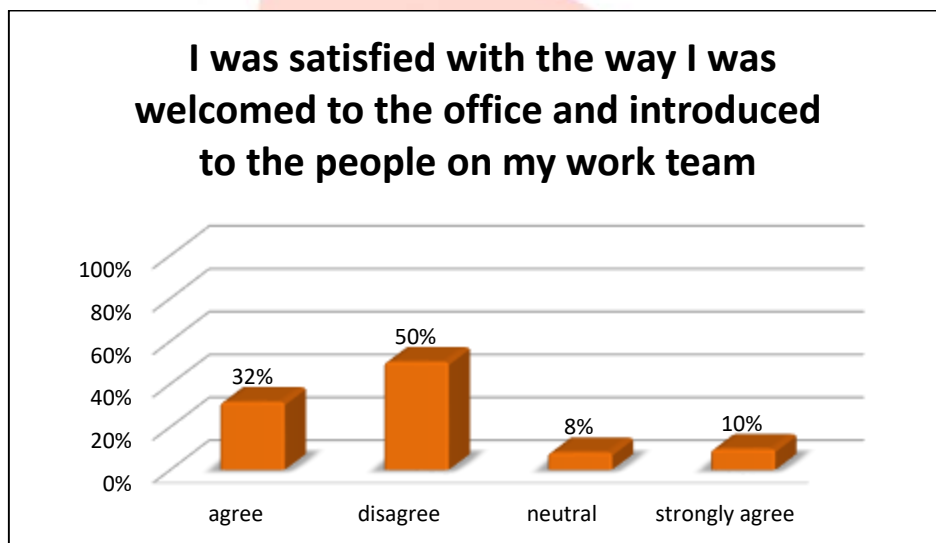


Figure 9: Introduction to the people on the work team

Discussion- Majority of the respondents (50%) disagreed that they were satisfied with the way they were welcomed and introduced to the people in their team. The dissatisfaction among new hires was due to the fact that the supervisors were not ready for their arrival. Some of the new hires had to wait for hours to meet their supervisor. The employees were happy with the team introduction though.

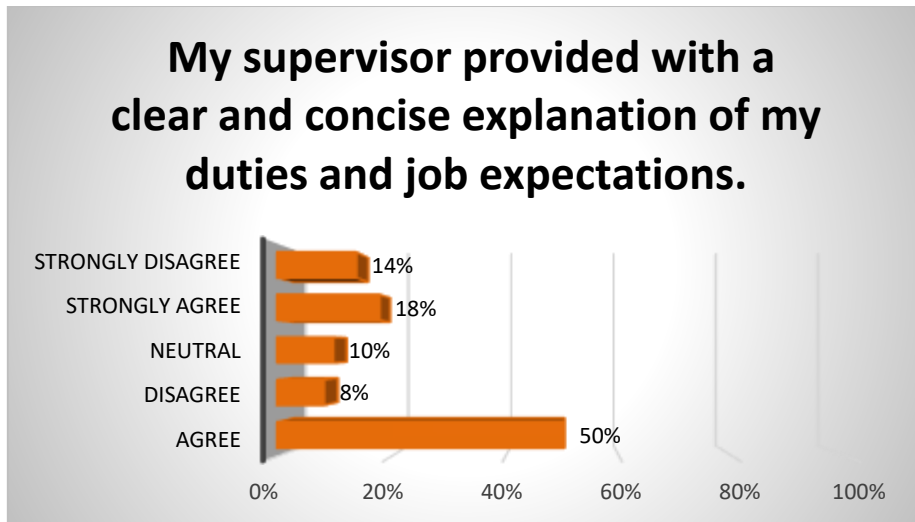


Figure 10: Clear and concise explanation of duties and job expectations by the supervisor

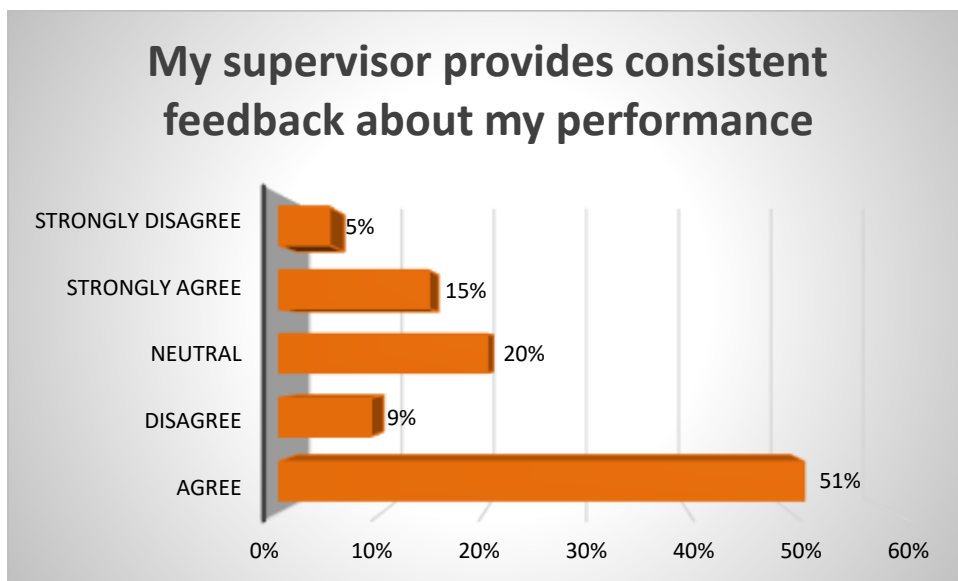


Figure 11: Consistent Feedback about performance

Discussion- From Figure 9,10,11 it is clear that the employees are satisfied with the way they were integrated in the team, given job expectations and subsequently feedbacks on their performance.

PHASE IV- INTERACTIONS WITH HR , FEEDBACKS AND TRAININGS

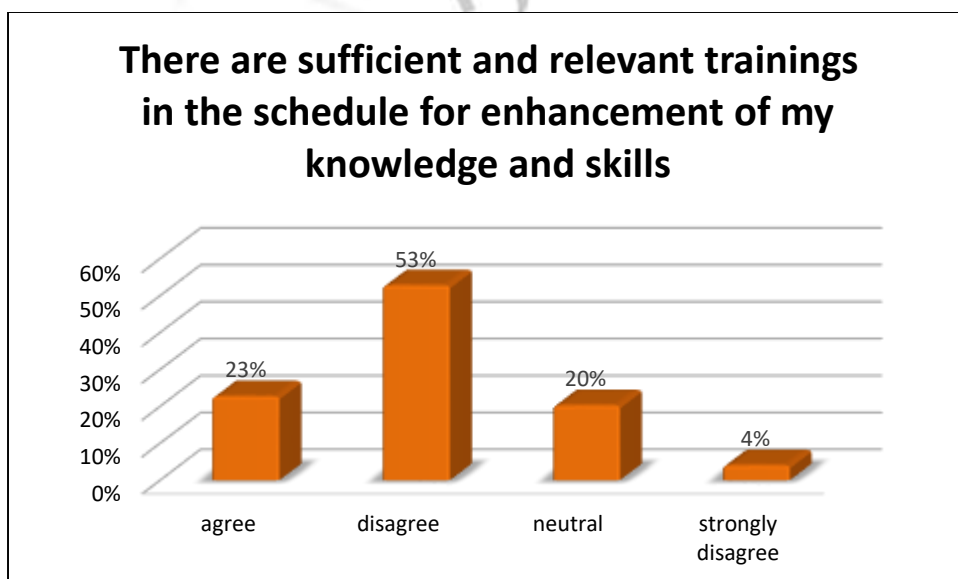


Figure 12: Trainings in the schedule

Discussion- Majority of the respondents(53%) disagreed that there were sufficient and relevant trainings in the schedule. 27% agreed to this and 20% were neutral. There were a very few respondents who attended in house trainings because of their busy schedule in client projects. The respondents were satisfied with the trainings they receive from clients end. The online modules/video of training session should be uploaded on the E learning portal so that employees can login in the session as per their schedule.

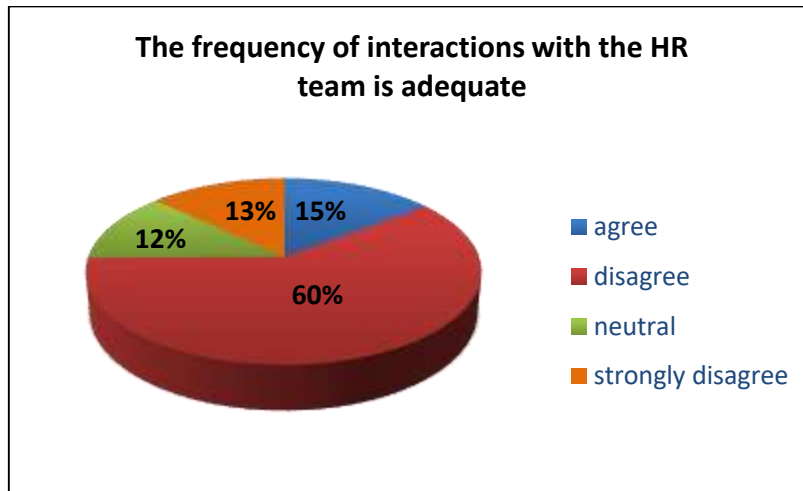


Figure 13: Frequency of interactions with HR team

Discussion- 73% of the respondents disagreed that the frequency of interactions with the HR was adequate. Some comments for the HR team: Regular interactions and feedback not there, Hr very slow in terms of response and implementation of solution, Going to HR for seeking solution is like entering into an endless chain of mails and asking people

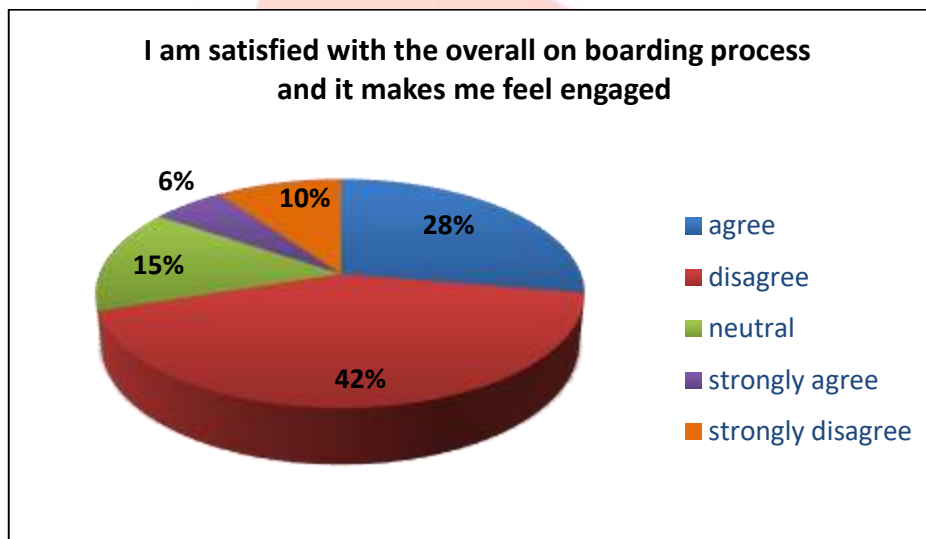
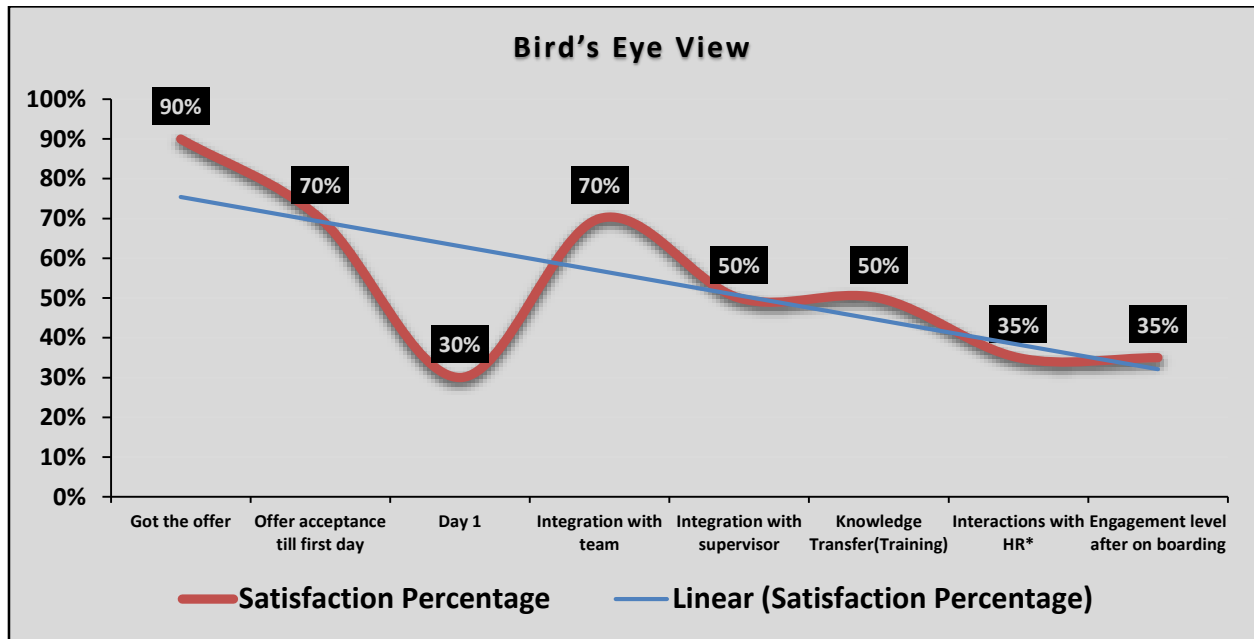


Figure 14: Engagement level after On boarding Process

Discussion- 52% of the respondents disagreed that they were satisfied with the overall on boarding process and it makes them feel engaged. 34% of the respondents agreed that they were satisfied with the overall on boarding process.

V. CONCLUSION



The conclusion for the entire research is being presented in alignment with the objective.

- Objective 1 of the study was **“To analyse the present on boarding process in the organization”**. It was found that majority of respondents were not satisfied with the present onboarding process in the organization. The satisfaction percentage of new employees was good only in phase I i.e the pre joining phase. After that the satisfaction levels drop down in subsequent phases.
- Objective 2 of the study was **“To find the most critical phase of the on boarding process in the organization.”** The findings reveal that the most critical phase is phase II i.e first day at work. The satisfaction level of new employees drops down from 70% in phase I to as low as 30% in phase II which is a major fall and a call for concern. If an employee doesn't feel welcomed on Day 1 then the chances of his/her leaving the organization within few months to one year increases.
- Objective 3 of the study was **“To ascertain the findings through survey and provide recommendations to make on boarding a better process.”** This has been done in the next chapter in detail.

VI. PROPOSITIONS

- ✓ The list of documents can be sent to the new joinee by mail so that he is prepared with all of those and the process is smooth
- ✓ The IT dept. should be informed beforehand about the new joinees and their workstation requirements.
- ✓ For ID card, the soft copy of new joinee photograph should be asked prior and given to the vendor beforehand.
- ✓ A structured presentation should be given on these topics during induction on day 1 and there should be a soft copy of employee handbook readily accessible for the employees.
- ✓ Team building activities can be organized on the floor and regular feedbacks can be taken from the employee.
- ✓ Managers should be pre-informed by mail about the date of arrival of new employee so that they are ready to attend them and assign some meaningful work.
- ✓ The training sessions should be posted on e-learning portal(if any) so that employees can attend the session as per their convenience.
- ✓ Timely interactions should be scheduled with the employees to understand their grievances and feedback.
- ✓ The response time can be made faster
- ✓ Employees also need to be told about the demarcation in HR(BP, Operations & Compliances, Recruitment etc) so that they approach the right people and not get caught in that endless loop

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