

DECODING ORGANISATIONAL SOCIALISATION: A STUDY ON REVAMPING EMPLOYEE ONBOARDING PROCESS

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ABSTRACT:

The human resources (HR) department is an essential part of any organization, as its functions play a critical role in supporting employees throughout their career journey. Among the HR department's most important functions is employee onboarding, which is the process of integrating new employees into the organization. Organizational socialization is a critical process that determines an employee's integration into an organization. Effective socialization can positively impact employee retention and job satisfaction while reducing turnover costs. This research paper presents a theoretical analysis of the best practices of employee onboarding processes in various industries.

With the advancement of technology, organizations are increasingly implementing AI-powered processes to support various activities in the employee onboarding process. As we move into the future of work, onboarding will encompass more than just compliance and integration into work culture. It will also involve tracking and measuring various metrics to gauge the effectiveness of the program and overall employee experience.

The study employs a qualitative research approach to review existing literature, identify best practices and recommendations for the effective onboarding of new employees, which have proven to be effective in providing an efficient and positive employee onboarding experience.

KEYWORDS: Organizational Socialization Onboarding, New Hire, Employee Engagement, Employee Experience, Induction.

INTRODUCTION:

The onboarding process is critical for ensuring that new employees become productive and successful in their roles quickly. A well-designed onboarding program can help employees adjust to the company's culture, understand their job responsibilities, and develop relationships with coworkers. On the other hand, a poorly structured onboarding program can lead to disengagement, frustration, and eventual turnover.

The purpose of this research paper is to examine the best practices of employee onboarding in various industries. The study seeks to answer the following research questions: What are the key elements of effective onboarding? How do different industries approach employee onboarding? What are the benefits of effective onboarding for organisations and employees? The paper uses qualitative research methodology to review existing literature, identify best practices and recommendations for effective onboarding of new employees.

OBJECTIVES FOR THE RESEARCH:**PRIMARY RESEARCH:**

1. To identify the gaps of the current onboarding process that hinder the assimilation of new hires into the organization.
2. To investigate the expectations of the prospective employees about onboarding program.
3. To develop a comprehensive onboarding framework that incorporates socialization tactics to assist new hires in assimilating into the organization and improve employee engagement, job satisfaction.

SECONDARY RESEARCH:

1. To analyse the impact of the revamped onboarding framework on employee engagement, job satisfaction.
2. To identify the key factors that influences the success of the revamped onboarding process.
3. To find whether the years of professional experience have any impact on the mode of onboarding preferred
4. To provide recommendations for the implementation of the revamped onboarding framework and improvements to the overall onboarding process.

NEED AND SCOPE FOR THE STUDY:

The need for the research study titled "Decoding Organizational Socialization: A study on the best practices of employee onboarding process in various industries" stems from the importance of employee onboarding in ensuring a smooth transition for new hires into an organization. Effective employee onboarding not only helps new hires understand their roles and responsibilities but also fosters a sense of belonging, improves employee engagement, and reduces turnover rates.

The following statistical data highlights the importance of employee onboarding processes and their impact on various aspects of organizations, including employee retention, productivity, and performance:

1. A study by the Aberdeen Group found that companies with an effective onboarding process improved new hire retention by 82% and productivity by 70%.
2. According to the Society for Human Resource Management, a structured onboarding program can improve employee performance by up to 11%.
3. Research by Glassdoor found that organizations with a strong onboarding process improve employee retention by 82% and that 1 in 25 employee's leave a new job because of poor onboarding experiences.
4. A study by Digitate found that automation can reduce onboarding time by up to 80%, resulting in cost savings and increased productivity.
5. According to a report by the Brandon Hall Group, organizations with a strong onboarding process improve new hire retention by 82% and productivity by over 70%.

6. Research by HR Dive found that 72% of employees who had a great onboarding experience were more likely to stay with their employer for three years or more.

This study is crucial for organizations looking to improve their onboarding process and create a positive first impression for new hires. By understanding the best practices in employee onboarding, organizations can streamline their onboarding process, provide a better experience for new hires, and improve employee retention rates. The study's findings can also help organizations identify areas for improvement in their current onboarding process, leading to a more efficient and effective process. Therefore, the research study is necessary to help organizations optimize their onboarding process and improve their overall employee experience.

STATEMENT OF RESEARCH PROBLEM:

The problem addressed in this study is the ineffective employee onboarding process which leads to reduced employee engagement and job satisfaction. The existing onboarding process lacks a comprehensive framework that integrates socialization tactics to assist new hires in assimilating into the organizational culture, resulting in low retention rates and increased turnover costs. This study aims to investigate the current onboarding process, decode the organizational socialization tactics, and develop a revamped onboarding framework that addresses the identified gaps. By doing so, this study aims to increase employee engagement, job satisfaction, and retention rates in long term leading to improved organizational performance.

RESEARCH HYPOTHESIS:

Primary Hypothesis:

For Objective: To identify the gaps of the current onboarding process that hinders the assimilation of new hires into the organization.

Ho (Null Hypotheses): The gaps in the current onboarding process hinder the assimilation of new hires into the organization.

H1 (Alternate Hypotheses): The gaps in the current onboarding process do not hinder the assimilation of new hires into the organization.

For Objective: To develop a comprehensive onboarding framework that incorporates socialization tactics to assist new hires in assimilating into the organization and improve employee engagement, job satisfaction.

Ho (Null Hypotheses): A revamped onboarding framework that incorporates socialization tactics will improve employee engagement and job satisfaction.

H1 (Alternate Hypotheses): A revamped onboarding framework that incorporates socialization tactics will not improve employee engagement and job satisfaction.

Secondary Hypothesis:

For Objective: To analyze the impact of the revamped onboarding framework on employee engagement, job satisfaction.

Ho (Null Hypotheses): The implementation of the revamped onboarding framework will not have a positive impact on employee engagement and job satisfaction.

H1 (Alternate Hypotheses): The implementation of the revamped onboarding framework will have a positive impact on employee engagement and job satisfaction.

For Objective: To identify the key factors that influences the success of the revamped onboarding process.

Ho (Null Hypotheses): Factors such as manager support, technology usage, and feedback mechanisms will influence the success of the revamped onboarding process.

H1 (Alternate Hypotheses): Factors such as manager support, technology usage, and feedback mechanisms will not influence the success of the revamped onboarding process.

For Objective: To find whether the years of professional experience have any impact on the mode of onboarding preferred

Ho (Null Hypotheses): There is no significant relationship between the years of professional experience and the mode of onboarding preferred.

H1 (Alternate Hypotheses): There is a significant relationship between the years of professional experience and the mode of onboarding preferred.

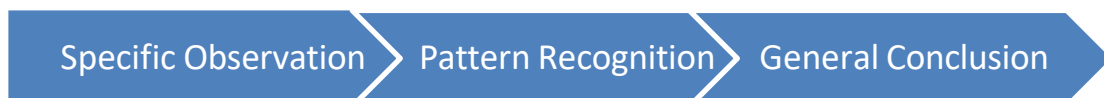
RESERCH DESIGN:

To study the best practices of employee onboarding process in various industries, we conducted a systematic review of the literature. We searched various online databases to identify relevant articles, and we used the following keywords: "employee onboarding", "organisational socialisation", "best practices", and "various industries". We included studies that focused on employee onboarding in different industries and analysed the various best practices that contribute to successful onboarding. The research design will be based on a qualitative approach, and a case study method will be used to collect data from various industry standards.

METHODOLOGY

This research approaches to solve the research problem in a qualitative research design model and thus, the methods used is inductive in nature.

Inductive Approach:



DATA COLLECTION METHOD:

Secondary data was collected from, Society of Human Resources Management, Digitate, Glassdoor, fact sheets from the organization's website.

SCOPE OF THE STUDY:

This research study strives to understand and enhance this period of the new hire to help him/her to better adapt to the organizational needs and vice-versa. The study primarily analyzes the existing onboarding practiced in the organisation and attempts to identify the possible activities that lead to inefficiency in the process. Then the study was directed to develop a well-structured program that enables both the new employee and the facilitator to better understand and acquaint with each other. This work also invited responses from the external stakeholders to this process, the job seekers, to know and find the expectations on the onboarding program.

CASE STUDY:

ONBOARDING PROCESS IN GOOGLE:

The various employee onboarding process of google are as follows:

- 1. Preboarding:** Tech setups is in done preboarding phase where new hires gets a laptop before joining. Managers of new hires get a just-in-time onboarding checklist with few actions like have a role and responsibilities discussion, match the new hire with a peer buddy, help the new hire build a social network etc.
- 2. Buddy:** The managers at Google pairs new hires (called as Nooglers) with a peer buddy. The buddy meets the Noogler on day one, shows them around, and helps them slowly get comfortable in the new place/culture.
- 3. Orientation:** A new hire orientation lasts up to one or two weeks, they attend sessions on company culture, organization structure, policies etc.
- 4. Office tour:** New hires are given a tour of the office by one of the existing Google employees. This tour is often gamified using a theme like a treasure hunt.
- 5. Job level training:** Google maintains a healthy balance level of onboarding and job level training for the new hires, they also have access both in-person and self-paced courses related to their role.
- 6. One-on-one meetings:** The manager checks in with Nooglers within the first week to explain their roles and responsibilities. Nooglers also get to know about the Objectives and Key Results (OKRs) expected in the first quarter. The objective is the goal to be accomplished, and key results are the measurable outcomes. There will be also weekly check-ins till the noogler gets up his speed
- 7. Starter project:** Noogler gets a simple starter project for around two weeks long, a low risk project without any business impact. It is to showcase their skills they have learned and further job level training which is an excellent start to getting in the groove.
- 8. Building connections:** Open communication is a significant part of Google's culture. Managers and buddies help in ice-breaking. Employees are encouraged to have get-togethers with other employees which strengthens the possibility of higher level expressions in decision making and can lead to more innovations.

9. Meaningful nudges: To maintain communication and feedback, Noogler employees are encouraged to seek feedback and ask questions from managers and mentors during their 1:1 meetings.

ONBOARDING PROCESS IN ZAPPOS:

1. CLT training: Zappos core purpose is Customer service. Zappos onboarding programme starts with four weeks of the Customer Loyalty Team (CLT) training program. Every new hire of Zappos irrespective of their job role (engineer or accountant) has to start with answering customer calls during their training period.

There are various sessions for new hires during this training period. This includes sessions on company history, culture, structure, customer philosophy, culture, processes, and Q&A with seniors, apart from handling customer's calls. And finally, there are some games to make this period interesting and useful for new hires.

2. Pay to quit: After CLT training, Zappos wants to remove anyone who isn't a culture fit. So, they make them an offer. If new hires don't enjoy the work or culture of the organization, they can quit the job, and the company will give them 4000 dollars for moving out of the organization. So only the ones who are 100% sure remain.

3. Graduation party: Those who didn't take the offer and are excited to continue at Zappos are next invited to a huge party called graduation party. A few Zappos employee reports that the new hire graduation party was better than their high school graduation.

4. On-the-job training: The initial CLT training is more on the culture level of the organization and customer understanding. The further training of their role and project will be provided when the new hire join their respective teams. Every department of the organization has its own process to develop new team members.

FINDINGS & SUGGESTIONS:

The study on the best practices of employee onboarding process in various revealed that successful onboarding processes have several commonalities across different industries. The onboarding process starts with pre-boarding activities, where new employees are provided with information about the company's culture, policies, and expectations. The study also found that effective orientation programs and training sessions play a critical role in the onboarding process, which leads to faster integration of new employees into the organization. Further, the study found that continuous evaluation and feedback mechanisms are essential for maintaining employee engagement and retention rates.

Our study revealed that the best practices of employee onboarding process vary across different industries. However, some common practices were identified, including:

- **Pre-boarding communication:** All participants emphasized the importance of pre-boarding communication. This involved keeping the new hires informed about what to expect, the culture, policies and procedures of the organisation. Effective communication ensured that employees were mentally prepared and felt welcomed before they started work.
- **Formal induction:** All organisations conducted formal induction programs for new hires. Induction programs were designed to provide new hires with a comprehensive introduction to the organization's culture, history, values, policies and procedures, and their roles and responsibilities. Induction programs also provided an opportunity for new hires to meet their colleagues, supervisors and other key stakeholders.
- **Buddy/mentor program:** Many organisations had implemented buddy or mentor programs to support new hires. This involved assigning a more experienced employee to mentor and support the new hire during their early days in the organisation. Buddy programs were found to be effective in

providing emotional and practical support, which helped new hires settle into their roles faster.

- **Continuous feedback:** All organisations emphasised the importance of providing continuous feedback to new hires. This involved setting regular check-ins with the supervisor to discuss performance and any challenges that the new hire may be facing. Continuous feedback was found to be essential in addressing any issues early, providing support and development opportunities, and improving employee engagement.
- **Onboarding evaluation:** Most organisations evaluated their onboarding program to identify areas for improvement. This involved collecting feedback from new hires and other stakeholders, such as supervisors and HR managers, to identify areas of strength and weaknesses in the onboarding process. Onboarding evaluation helped organisations to continuously improve their onboarding process and ensure that new hires had the best possible experience.

Based on the research findings, the following suggestions can be made to organizations looking to improve their employee onboarding process:

- Develop a structured onboarding process that includes pre-boarding activities, orientation, training, and evaluation.
- Create a positive first impression by providing new employees with a warm welcome and introducing them to the company's culture, policies, and expectations.
- Invest in training and development programs that provide new employees with the skills and knowledge necessary to perform their job effectively.
- Provide continuous feedback and support to new employees to ensure they feel supported and engaged.
- Monitor and evaluate the effectiveness of the onboarding process regularly.

CONCLUSION

In conclusion, the study on the best practices of employee onboarding process in various industries provides valuable insights into the commonalities that successful onboarding processes share across different industries. The findings highlight the importance of pre-boarding activities, orientation, training, and evaluation in creating a positive and engaging onboarding experience for new employees. The suggestions provided based on the study can help organizations improve their employee onboarding process and ultimately lead to better employee retention rates and productivity. Therefore, it is recommended that organizations invest in developing a structured and effective onboarding process to ensure the successful integration of new employees into the organization.

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