On-Boarding Process Implementation In A Global Organization: An Analytical Study

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Abstract

The study emphasizes that onboarding is a collaborative effort involving HR, managers, and supervisors, ensuring new hires are welcomed, informed, and prepared for their roles. Findings underscore the importance of pre-joining communication, comprehensive orientation programs, and continuous feedback to support employee adaptation. Key benefits of a well-executed onboarding process include improved productivity, enhanced job satisfaction, and long-term retention. Additionally, the research highlights global trends in onboarding, such as the integration of technology, diversity and inclusion initiatives, and the impact of remote work on virtual onboarding practices. The recommendations aim to refine the onboarding process, align it with organizational goals, and enhance the employee experience, ultimately contributing to the company's growth and sustainability.

***Keywords -** Onboarding Process, Employee Integration, Retention Strategies, Induction/Orientation, Training and Development, Organizational Culture, Employee Experience*

I.   Introduction

Onboarding can be characterized as a "integration program that provides new employees with the necessary resources to become fully engaged and culturally aware members of a productive workforce". Further it can also be defined as assimilation, organizational entrance, or employee socialization—a process wherein a new employee is acquainted with the goal, vision, and values of a company. A comprehensive onboarding process is a crucial milestone in the employee journey, facilitating an understanding of the necessity of knowledge acquisition prior to the learning phase. The onboarding process commences prior to an employee's commencement of employment inside a business and may last for several months. A proficient new employee onboarding program underscores the significance of facilitating onboarding to enable employees to become "productive as swiftly as possible" Furthermore, onboarding is a comprehensive strategy that integrates individuals and procedures to enhance a new employee's influence within the firm(Reese,2005& Kuursisto,2024). This conceptual definition emphasizes the diverse tasks of onboarding in the entry and integration of a new employee, as well as its significant role in training and growth within an organization. Onboarding is crucial for facilitating the transition of new employees from outsiders to insiders within the organization. It facilitates the acquisition of essential knowledge, skills, and behaviours required for adaptation to the new workplace, while also aiding in socialization inside the organization during the initial phase. (Westover,2024) Further the process elucidates the significance of a systematic onboarding approach that encompasses explicit communication and expectations, hence enhancing new employees' job satisfaction and overall performance. A planned induction process provides new or existing employees with a clear comprehension of their activities, roles, and responsibilities, while also facilitating their acclimatization to the organization and its culture, so enhancing their confidence in executing their tasks. (Mohanty & Kulkarni,2023) Onboarding should not be perceived as a mere task on the HR team's "to-do list," but rather as an integral component of their strategic resources, contributing to long-term planning for organizational growth and goal attainment (Mohanty& Salvi,2023). The onboarding process must be uniform, ensuring that every person, irrespective of their work status, undergoes the same procedure to provide a seamless and predictable experience for all. Consequently, it is crucial that the process is consistently monitored, assessed, and quantified to facilitate ongoing enhancement (Mohanty, Waghe and Mundhe ,2023). The current research stems from a general interest in onboarding practices, particularly acknowledging their substantial influence on both new employees and organizations. This relationship is significant as it allows for the establishment of a correlation between an effective onboarding program and the success of a new employee in their role. This research aims to examine the effects of onboarding practices on both employers and new employees. This study investigates the onboarding process at Organization focusing on the experiences of recently hired employees. Onboarding is crucial for ensuring new hires transition smoothly

into their roles, gain the necessary knowledge and skills, and feel a sense of belonging within the organization. A well-structured onboarding process is linked to higher productivity, employee engagement, and retention rates, which are vital for long-term organizational success. The primary objective of this research is to evaluate the effectiveness of the organization's current onboarding process through feedback from new employees. By identifying key areas for improvement, the study aims to offer recommendations to enhance the onboarding experience, thereby increasing employee retention and fostering a more productive workforce. This research also emphasizes the importance of integrating employees into the company culture and providing the necessary tools, resources, and support to help them succeed. Key goals of the onboarding process include ensuring new hires feel welcomed, providing essential resources and access, aligning them with the company's vision and culture, and facilitating their integration into the team. The findings from this study will contribute to refining onboarding strategies to support employee retention and satisfaction at organization.

II. OBJECTIVES
- To evaluate the current onboarding process within the organization.
- To identify the most crucial phase of the onboarding process.
- To conduct a survey to gather insights and provide recommendations for improving the onboarding experience.

III. LITERATURE REVIEW
 Mohanty, V., & Kulkarni, M. (2024). Employee Experience and Internal Employer Brand: An Employer Brand Assessment in Manufacturing Industry - This study examines the impact of onboarding practices on employee retention in the context of India. Because of the intense competition in the Indian labor market and the challenges associated with retaining talent, effective onboarding techniques are essential for businesses seeking to lower their turnover rates and enhance employee experience. This research aims to shed light on the relationship between onboarding experiences and subsequent employee retention outcomes in Indian companies by conducting an extensive review of the relevant literature and analyzing empirical data. The components include work satisfaction, social integration, training and development, and corporate culture to determine how they impact onboarding programs' long-term ability to retain employees. In order to offer a more thorough outlook, the unique cultural peculiarities and socioeconomic features that are typical in India will also It is predicted that the research's findings would further theoretically understanding and have implications for HRM and organizational leaders.

 Henna Karhunen- Implementing a strategic employee onboarding program for a global ICT company (2022): The paper explores the development of a strategic onboarding program for a global ICT company, highlighting how onboarding can be customized for various cultural and organizational settings. It emphasizes the importance of aligning onboarding practices with the broader human resources (HR) strategies of the company, ensuring that onboarding supports the achievement of business objectives. The study outlines how the onboarding process integrates administrative, social, and knowledge transfer components to promote employee effectiveness and engagement. By recognizing cultural nuances, the company tailors its onboarding processes to ensure employees feel connected to the organization regardless of their geographic location. It also stresses the need for continuous feedback and adjustments to improve the overall onboarding experience, increasing retention and performance. Finally, the research highlights the role of leadership in fostering a welcoming and inclusive environment during the onboarding process.

 Elin Frögéli ,Bo Jenner,Petter Gustavsson - Effectiveness of formal onboarding for facilitating organizational socialization: systematic review (2023)
The research paper, systematically reviews the effectiveness of formal onboarding programs for new professionals. It focuses on professionals aged 18-30 and compares formal onboarding with informal practices. The study included five studies, with 1,556 participants, mostly nurses, and evaluated the impact of structured onboarding practices on new professionals' socialization. Key outcomes measured included role clarity, task mastery, and social acceptance. On-the-job training emerged as the most effective strategy, improving adjustment. The evidence quality was rated low due to methodological issues. The paper highlights the need for higher-quality research to better understand onboarding's impact. It concludes that organizations should prioritize structured, on-the-job training to improve new professionals' social integration and performance. The review also found a lack of comprehensive, longitudinal studies on onboarding practices. Data extraction and quality assessments were conducted independently by multiple reviewers to ensure accuracy.

 Prathab M A Study on Effectiveness of Onboarding Process in Hexaware Technologies Ltd- (2023) This study evaluates the effectiveness of the onboarding process at Hexaware Technologies Ltd, focusing on various elements such as job responsibility understanding, training opportunities, organizational fit, and resource

availability. The research highlights positive perceptions of the onboarding process among new hires, particularly in areas like connection to the organization and job performance confidence. It also explores how the process aids in setting goals, clarifying expectations, and fostering relationships with colleagues. The study employs chi-square tests to analyze the relationship between age and onboarding effectiveness. Findings suggest a significant link between age and job responsibility understanding, but no significant relationship between age and the understanding of role expectations. The study recommends measuring the ROI of onboarding programs and incorporating technology to enhance onboarding effectiveness. The conclusion emphasizes the importance of a well-designed onboarding process to improve employee retention, productivity, and overall organizational success.

 Aiste Geciene Successful employee onboarding– improving developers' onboarding process at a local IT company(2023) -This thesis explores the perspectives of newly hired employees at a software development company in Vilnius, Lithuania, regarding the company's existing onboarding process. The study identifies potential improvements to enhance the onboarding experience, focusing on cultural fit, engagement, and productivity. The onboarding process follows the four stages of pre-onboarding, orientation, training, and feedback, as outlined in the literature. The researcher conducted semi-structured interviews with five employees to gather insights into their experiences. Key recommendations include standardizing the project onboarding process across teams, creating a checklist of goals and expectations, and organizing training sessions for team leaders. These changes aim to improve the overall onboarding effectiveness and ensure a smoother transition for new hires.

 Nikhita Kumar, Dr Suruchi Pandey-New employee onboarding process in an organization (2017) -This study analyzes the effectiveness of the onboarding process in an organization and identifies the most critical phase. The research highlights that onboarding is a continuous process beyond the initial induction and aims to build long-term relationships between employees and the organization. Data was collected from 123 new hires through surveys, face-to-face, and telephonic interviews. The findings reveal that while the pre-joining phase (Phase I) received high satisfaction levels, these levels significantly drop in the subsequent phases. The most critical phase identified is Phase II, the first day at work, where satisfaction drops from 70% to 30%. This decline suggests that a poor first-day experience increases the likelihood of early employee turnover. The study emphasizes the need for improvements in the onboarding process to boost employee retention and satisfaction.

 Cornelia Walter, Zeina Matar Onboarding : Making the Beginning Easier (2024) - This research paper discusses the challenges of starting a new job, particularly for international professionals who face additional obstacles like moving to a new city, dealing with language barriers, and adjusting to unpredictable company cultures. It emphasizes the importance of successful onboarding, which is critical for both the employee's integration and the employer's evaluation of fit. Onboarding can be framed through the four C's: Compliance, Clarity, Culture, and Connection. The paper highlights key levers such as self-efficacy, role clarity, social integration, and cultural knowledge that contribute to effective onboarding. The onboarding process consists of multiple phases, including pre-onboarding, stability, and acceptance, and should be tailored to individual needs depending on the employee's background. The research also explores the role of mentors and managers in supporting the process, and the shift to online onboarding due to the COVID-19 pandemic. Evaluation and quality assurance are crucial to ensuring that onboarding is successful and leads to positive employee outcomes.

 Mohanty & Satpathy Post-Pandemic metamorphosis in HR curvatures (2021) - This article emphasizes the importance of proactive engagement in managing the onboarding process for new employees. It highlights that poor onboarding can lead to high turnover rates, with over half of employees leaving within six months. To mitigate this, employees are advised to take control from day one by focusing on relationship-building, continuous learning, and seeking feedback. The article recommends creating a personalized 90-day onboarding plan, networking with colleagues, setting customized learning goals, and actively addressing weaknesses through feedback. These strategies are intended to help employees integrate smoothly into their roles, establish strong support systems, and continuously improve their skills for long-term success and growth in the organization.

IV.   RESEARCH METHODOLOGY

The data for this study was collected through Google Forms, where participants provided responses to a set of carefully designed questions. The study involved 55 employees from an organization who had recently joined the company. The responses were thoroughly analyzed by comparing them to the ideal onboarding process, using various charts to visually represent and interpret the findings. To ensure that the participants were relevant to the research objectives, purposive sampling, a non-probabilistic technique, was employed. This method allowed the selection of individuals based on specific criteria that were directly related to the study's goals, rather

than randomly choosing participants. The surveys were crafted to gather quantitative data on various aspects of the employee onboarding experience, including perceptions, satisfaction levels, and the perceived effectiveness of the process. The data collection primarily relied on surveys, which served as the main tool for gathering this information. Following the data collection phase, the analysis and interpretation were conducted using MS Excel, which facilitated the extraction of meaningful insights and conclusions. Based on the results of the analysis, suggestions were formulated during the "Improve" phase, aimed at enhancing the efficiency of the existing onboarding process. Finally, the "Control" phase focused on establishing a feedback mechanism to ensure that the implemented improvements were producing the desired results and maintaining effectiveness over time.

V. DATA ANALYSIS AND INTERPRETATION
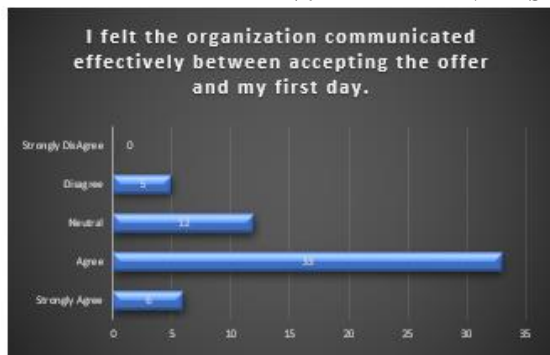
Figure 1

Figure 2

Discussions –

       Figure 1 (I felt the organization communicated effectively between accepting the offer and my first day) – Among 55 respondents, 60% felt the organization communicated effectively between accepting the offer and their first day (33 agreed and 6 strongly agreed). 22% were neutral, indicating a lack of a strong opinion either way. Meanwhile, 9% expressed dissatisfaction, with 5 disagreeing, but notably, none strongly disagreed.

       Figure 2 (The Organization's engagement efforts made me feel welcomed before starting)- Among 55 new employees, **87%** felt welcomed before starting due to the organization's engagement efforts (48 agreed and 5 strongly agreed). **4%** were neutral, indicating they neither agreed nor disagreed with the statement. Notably, **0%** reported feeling unwelcome, as no respondents disagreed or strongly disagreed.
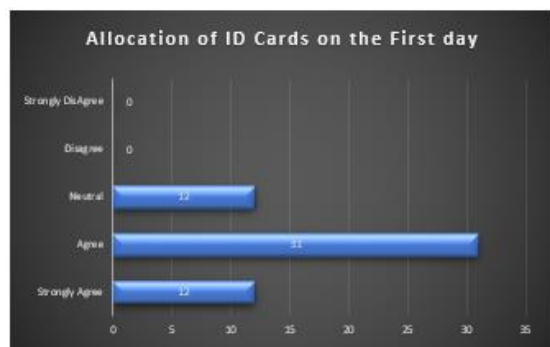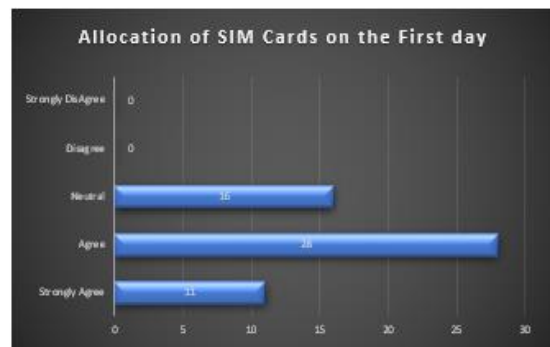

Figure 3

Figure 4

Discussions –

       Figure 3 (Allocation of ID Cards on the First Day) - Among 55 new employees, 56% received ID cards within the first or second day, 22% by the third day, and no delays were reported beyond the first week. This shows that most employees received their ID cards promptly, with only a few experiencing a slight delay.

       Figure 4 (Allocation of Sim Cards)- Among 55 new employees, 51% received SIM cards within the first or second day, 29% by the third day, and no delays were reported beyond the first week. This indicates that the majority of employees received their SIM cards promptly, with a small group experiencing a brief delay.
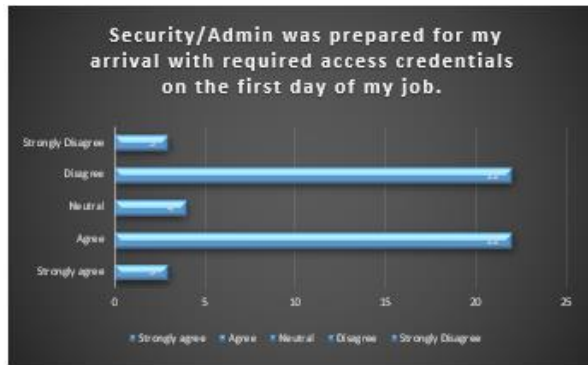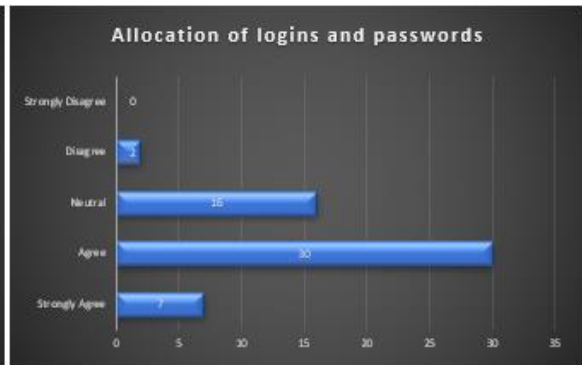
Figure 5

Figure 6

Discussions –

 Figure 5 (Security/Admin was prepared for my arrival with required access credentials on the first day of my job)- Among 55 new employees, 41% agree that their access credentials were ready on the first day, while another 41% disagree, highlighting a notable issue with the onboarding process. This suggests a lack of consistency in credential preparation.

 Figure 6 (Allocation of Logins and Passwords) - Among 55 employees, 55% received their logins and passwords on the second day, 13% on the first day, 29% by the third or fourth day, and 2% experienced delays beyond a week. This suggests that while most employees received their credentials within a few days.
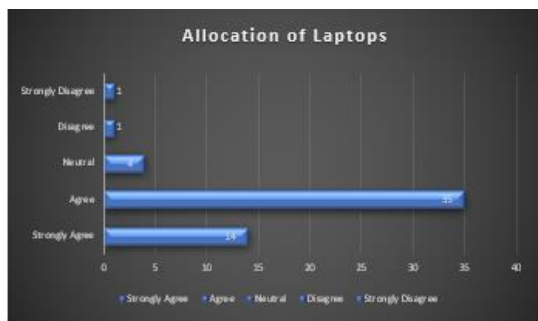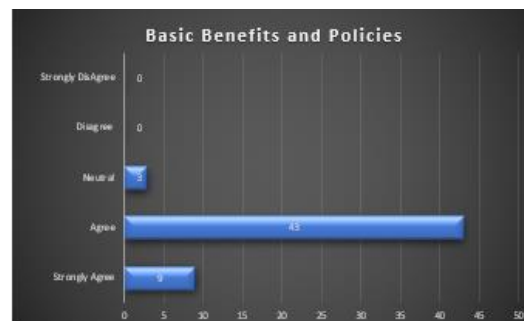

Figure 7

Figure 8

 Discussions – Figure 7 (Allocation of Laptops) - Among 55 employees, 35 agree and 14 strongly agree that they received their laptops as expected, while 4 remain neutral. 1 employee strongly disagreed and 1 disagreed. This indicates that the majority of employees were satisfied with the laptop allocation process.

 Figure 8 (Basic Benefits and Policies) - Among 55 employees, 43 agreed and 9 strongly agreed that the benefits and policies were clear, while 3 remained neutral. No employees disagreed or strongly disagreed, indicating that the majority of employees are satisfied with the clarity of benefits and policies.
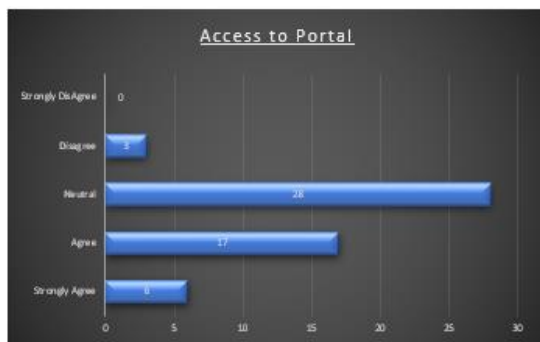

Figure 9

Figure 10

Discussions – Figure 9 (Access to Portal) - Among 55 employees, 17 agree, 6 strongly agree, and 28 remain neutral about the portal, while 3 employees disagree. No employees strongly disagreed. This suggests that while a majority of employees are either neutral or positive about the portal.

Figure 10 (There are sufficient and relevant trainings in the schedule for enhancement of my knowledge and skills)-Among 55 employees, 3 agree and 3 strongly agree that there are sufficient and relevant trainings in the schedule for enhancing their knowledge and skills, while 30 remain neutral. 10 employees disagree, and 9 strongly disagree.
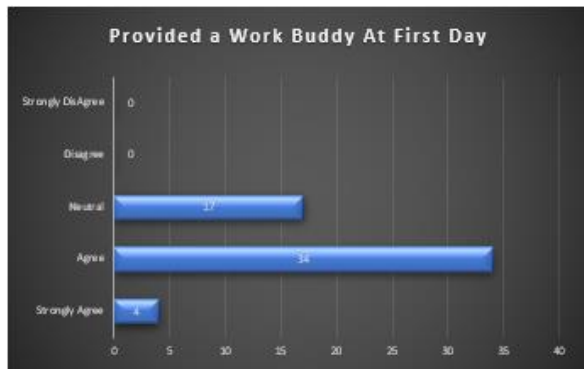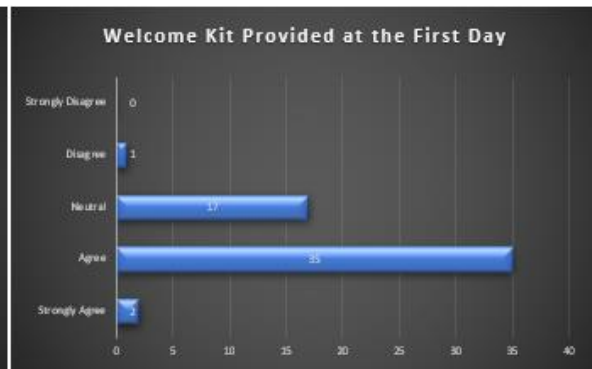

Figure 11

Figure 12

Discussions – Figure 11 (Provided a work buddy at the first day)- Among 55 employees, 34 agree and 17 strongly agree that they were provided with a work buddy on their first day, while 4 remained neutral. This indicates that the majority of employees had a positive experience with the work buddy system.

Figure 12 (Welcome Kit Provided at the first day)- Among 55 employees, 35 agree and 17 strongly agree that they received a welcome kit on their first day, while 2 remained neutral. 1 employee disagreed, indicating that the majority of employees had a positive experience with the welcome kit, though there is a small group who may not have received it or were dissatisfied.
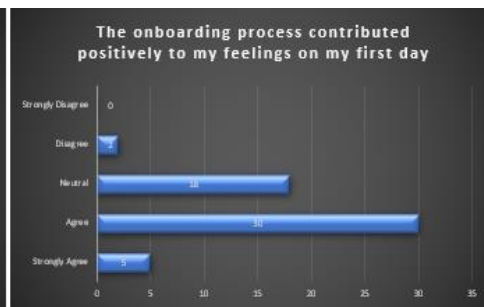

Figure 13

Figure 14

Discussions – Figure 13 (I was satisfied with the way I was welcomed to the office and introduced to the people on my work team)- Among 55 employees, 41 agree and 12 strongly agree that they were satisfied with the way they were welcomed to the office and introduced to their work team, while 2 remained neutral. No employees disagreed or strongly disagreed.

Figure 14 (The onboarding process contributed positively to my feelings on my first)- Among 55 new employees, **64%** felt the onboarding process positively contributed to their feelings on the first day (30 agreed and 5 strongly agreed). **33%** were neutral, indicating a moderate experience without a significant positive or negative impact. Only **4%** expressed dissatisfaction, with 2 disagreeing and none strongly disagreeing.
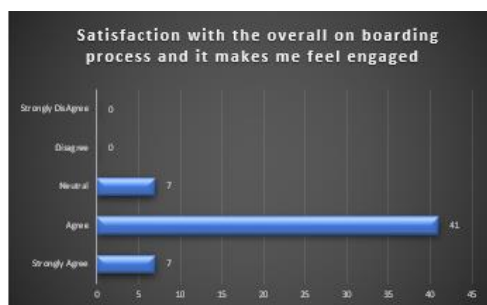

Figure 15

Figure 16

Discussions – Figure 15 (Satisfaction with the overall on boarding process and it makes me feel engaged) -Among 55 employees, 41 agree and 7 strongly agree that they are satisfied with the overall onboarding process and feel engaged, while 7 remain neutral. No employees disagreed or strongly disagreed.

Figure 16 (The onboarding process aligned with my expectations based on pre-boarding communication)- Among 55 new employees, **55%** reported that the onboarding process positively contributed to their feelings on the first day (30 agreed and 5 strongly agreed). **33%** were neutral, neither affirming nor denying the positive impact of the onboarding process. A small percentage, **4%**, expressed dissatisfaction (2 disagreed), while none strongly disagreed.

Figure 17	**Figure 18**

Discussions

Figure 17 (My Supervisor provides consistent feedback about my performance)- Among 55 employees, 35 agree and 7 strongly agree that their supervisor provides consistent feedback about their performance, while 9 remain neutral. 3 employees disagree, and 1 strongly disagrees.

Figure 18 (My Supervisor provided with a clear and concise explanation of my duties and job expectations)- Among 55 employees, 43 agree and 6 strongly agree that their supervisor provided a clear and concise explanation of their duties and job expectations, while 4 remained neutral. 1 employee disagreed, and none strongly disagreed**.**
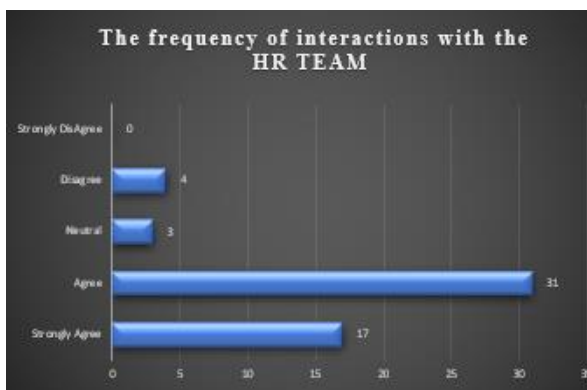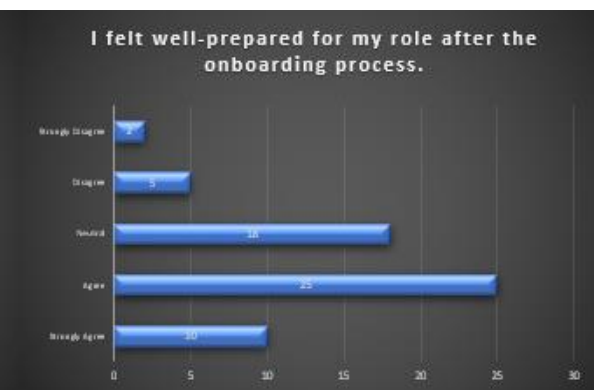

Figure 19	**Figure 20**

Discussions

Figure 19 (The frequency of interactions with the HR team)- Among 55 employees, 31 agree and 17 strongly agree that the frequency of interactions with the HR team is adequate, while 4 disagree and 3 remain neutral. No employees strongly disagreed. This suggests that most employees feel the HR team's interactions are sufficient.

Figure 20(I felt well-prepared for my role after the onboarding process)- Among 55 new employees, **64%** felt well-prepared for their role after the onboarding process (25 agreed and 10 strongly agreed). **33%** were neutral, indicating a moderate experience without a strong positive or negative impact. A small percentage, **13%**, expressed dissatisfaction, with 5 disagreeing and 2 strongly disagreeing.
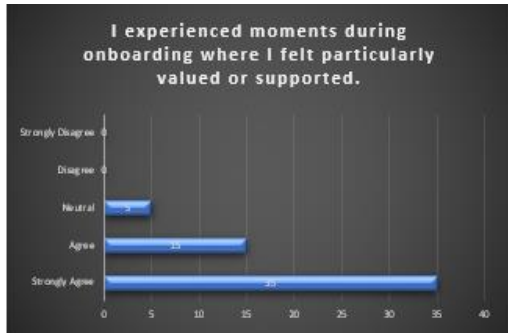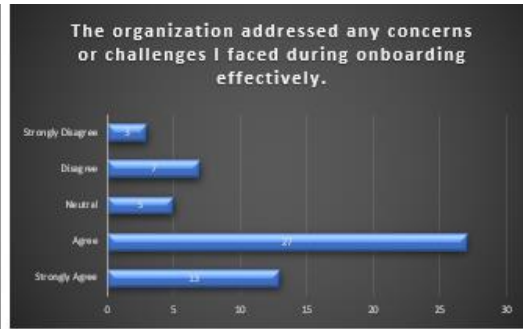
Figure 21

Figure 22

Discussion-

Figure 21 (I experienced moments during onboarding where I felt particular valued or supported) - Among 55 new employees, **91%** experienced moments during onboarding where they felt particularly valued or supported (15 agreed and 35 strongly agreed). **9%** were neutral, neither affirming nor denying this experience. Notably, **0%** expressed dissatisfaction, as no respondents disagreed or strongly disagreed.

Figure 22 (The organization addressed any concerns or challenges I faced during onboarding effectively) - Among 55 new employees, 73% reported that the organization addressed any concerns or challenges faced during onboarding effectively, with 13 strongly agreeing and 27 agreeing. 9% were neutral, indicating no strong opinion. However, 18% expressed dissatisfaction, with 7 disagreeing and 3 strongly disagreeing.
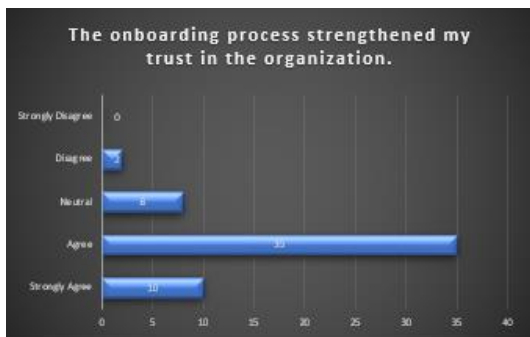

Figure 23

Figure 24

Discussion-

Figure 23 (The onboarding process strengthened my trust in the organization)- Among 55 new employees, **58%** reported that the onboarding process strengthened their trust in the organization (22 agreed and 10 strongly agreed). **27%** were neutral, indicating a lack of a strong positive or negative impact. However, **15%** expressed dissatisfaction, with 5 disagreeing and 3 strongly disagreeing.

Figure 24 (The combined pre-boarding and onboarding processes made me feel confident in my decision to join the organization) - Among 55 new employees, 82% reported feeling confident in their decision to join the organization, with 35 agreeing and 10 strongly agreeing. 15% were neutral, indicating neither a strong positive nor negative impact. However, 4% expressed dissatisfaction, with 2 disagreeing and no one strongly disagreeing.
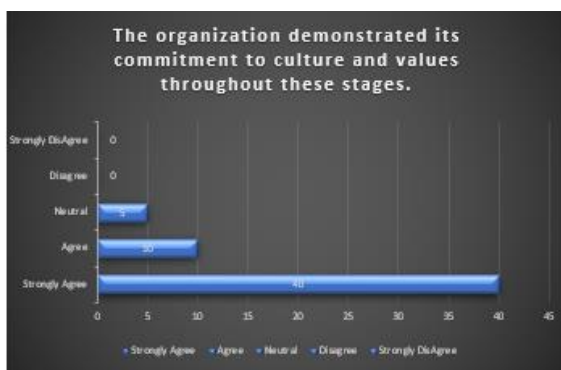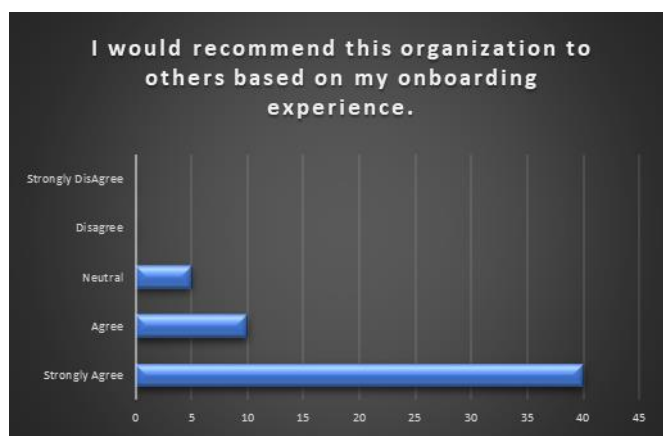

Figure 25

Figure 26

Discussion-

Figure 25 (The organization demonstrated its commitment to culture and values throughout these stages) - Among 55 new employees, 91% reported that the organization demonstrated its commitment to culture and values, with 40 strongly agreeing and 10 agreeing. 9% were neutral, indicating no strong positive or negative opinion. None of the employees disagreed or strongly disagreed.

Figure 26 (The pre-boarding and onboarding experiences met or exceeded my expectations) - Among 60 employees, 25% reported feeling positive about the pre-boarding and onboarding experiences, with 10 agreeing and 5 strongly agreeing. 66.7% were neutral, reflecting a lack of strong positive or negative opinion. 8.3% expressed dissatisfaction, with no employees strongly disagreeing, but 5 disagreed.

Figure 27

Discussion

Figure 27 (I would recommend this organization to others based on my onboarding experience) - Among 55 new employees, 91% reported feeling positive about recommending the organization to others based on their onboarding experience, with 40 strongly agreeing and 10 agreeing. 9% were neutral, indicating neither a strong positive nor negative stance. No employees disagreed or strongly disagreed.

VI. FINDINGS

During the study it was clearly observed that new employees are especially vulnerable during the pre-boarding and onboarding stages, as they adapt to their new positions and learn about the company culture. This period of adjustment can be overwhelming for many individuals, as they try to navigate new responsibilities and expectations. Providing support and guidance during this time is crucial in order to help new employees feel welcomed and integrated into the team. By offering resources and mentorship, organizations can ensure a smoother transition for their newest team members. Despite following a predetermined framework, sometimes new joinees face numerous obstacles that hinder the overall experience, engagement, and performance. (Geciene,2023, Karhunen, 2022).Respondents perceived individualized contact and pre-boarding help as evidence of their significance, thereby validating the crucial element of trust-building. The findings of the study are-

• **Objective 1** of the study was **"To evaluate the current onboarding process within the organization."**. It was observed that the majority of respondents expressed dissatisfaction with the current onboarding process in the organization. While the satisfaction levels of new employees were relatively high during Phase I, the pre-joining phase, the subsequent phases revealed a noticeable decline in satisfaction. In the pre-joining phase, employees felt adequately supported, with clear communication and timely provision of necessary information, such as the offer letter and document requirements. However, after this initial stage, the process seemed to lose effectiveness. Many respondents pointed out gaps in subsequent phases, including insufficient engagement, lack of comprehensive integration, and inadequate follow-up. This decline highlights the need for a more structured and employee-centered approach in the later stages of onboarding.

• **Objective 2** of the study was **"To identify the most crucial phase of the onboarding process."** The findings indicate that Phase II, the first day at work, is the most critical stage in the onboarding process. This phase shows a significant drop in satisfaction levels among new employees, plunging from 70% in Phase I (pre-joining) to just 30%. This drastic decline is a major concern and underscores the importance of creating a positive and welcoming experience on Day 1.A poor first-day experience can have lasting consequences. If employees do not feel valued, welcomed, or adequately guided during this phase, their engagement and connection to the organization suffer.

This often leads to a higher likelihood of them leaving the company within a few months to a year. Employees who feel unsupported on Day 1 may struggle with confidence, clarity about their roles, or alignment with organizational culture, making it harder for them to integrate into the team effectively. Addressing this issue requires a well-structured and thoughtful approach to Day 1 activities. This includes warm welcomes, clear communication of expectations, a thorough induction, and personalized attention to make employees feel comfortable and motivated. By prioritizing Phase II, organizations can significantly improve retention and satisfaction among new hires.

- **Objective 3** of the study was **"To conduct a survey to gather insights and provide recommendations for improving the onboarding experience."**

The efficient distribution of ID and SIM cards on the first day is key to helping new employees integrate quickly, while delays in access credentials and logins highlight operational inefficiencies that need addressing. Timely laptop distribution is crucial for productivity, and delivering benefits and policies information early sets a positive tone. Most employees are satisfied with the onboarding process, but improvements in communication, particularly with supervisors, and consistency in feedback are needed. Quick portal access and effective HR interactions are important for smooth integration. Training satisfaction is mixed, indicating a need for tailored programs, while the work buddy program is effective in aiding early integration.

The onboarding process, perceived as an ongoing journey instead of a singular event, requires a long-term strategy to assist new employees. Participants indicated that specific job elements necessitate continuous direction and assistance, asking for enhanced physical interaction to promote informal discussions vital for socialization. Mentors and seasoned colleagues are essential for assimilating new personnel into the organization. New employees are engaged by collaborating with mentors and executing activities both in-person and electronically, thereby gaining experiential knowledge. Access to resources and training enables new employees to implement newly acquired knowledge, assimilating it into their personal tacit knowledge. The COVID-19 pandemic has heightened the complexity of new hire onboarding, impacting both talent acquisition and management. Organizations adapted to virtual onboarding during government mandated stay-at-home orders and in-person onboarding. However, this presented an opportunity for organizations to develop evidence-based tools and resources to improve the onboarding experience and crisis-proof the process with careful planning and consideration. (Rahate et al,2023). Onboarding practices have not always adapted to global changes and challenges, with many businesses implementing generic programs without proper customization. The COVID-19 pandemic has radically changed interview techniques, making recruitment difficult for applicants. Flexibility and innovation were needed to adapt to changing obstacles, with over 46% of respondents stating that onboarding procedures should only be conducted in person.(Kediya et al,2024)Three salient characteristics in the post-COVID onboarding process are Trust, Time, and Temperament, each profoundly influencing knowledge transfer as seen by participants (Mohanty & Zunjur, 2022).

VII. CONCLUSION

The study reveals that the onboarding process at the organization requires significant improvements to ensure better integration and satisfaction of new employees. While the pre-joining phase shows relatively high satisfaction levels, there is a noticeable decline in subsequent phases, especially on the first day at work. The lack of effective engagement, integration, and follow-up during the first day and beyond highlights critical areas for improvement. Phase II, or the first day, emerges as the most crucial phase in the onboarding process, where the experience can significantly impact employee retention and engagement. Addressing issues such as timely provision of access credentials, laptops, and clear communication on Day 1 will foster a smoother transition for new hires. Additionally, consistent feedback from supervisors and HR, along with better training programs tailored to employee needs, are key to enhancing the overall onboarding experience. The work buddy program has proven effective in helping employees feel comfortable and integrated quickly. By refining these aspects, the organization can significantly improve employee satisfaction, retention, and productivity, contributing to its long-term success and growth.

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