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A Study on Effectiveness of Onboarding Process in Hexaware Technologies Ltd

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ABSTRACT

The purpose of the study examined various aspects such as understanding job responsibilities, training and development opportunities, fitting into the larger organization, and availability of necessary tools and resources. The majority of the respondents agreed or highly agreed with these factors, indicating a positive perception of the onboarding process. The study also assessed the impact of the onboarding process on employees' connection to the organization, confidence in job performance, understanding of company culture and values, and collaboration with colleagues. The majority of the participants expressed agreement or high agreement with these aspects, suggesting that the onboarding process was effective in promoting a sense of connection, confidence, and understanding among employees. Furthermore, the study investigated the influence of the onboarding process on setting goals, clarifying performance expectations, identifying gaps in information, and fostering relationships with other employees. The findings revealed varying levels of agreement among respondents for these factors.

I. INTRODUCTION

Onboarding refers to the process of integrating new employees into an organization and ensuring that they become productive and engaged members of the team. A well-designed onboarding process can have a significant impact on the success of new hires, as it sets the tone for their experience with the company and provides them with the tools and resources they need to perform their job effectively.

OBJECTIVES OF THE STUDY

Primary Objective

- A study on Effectiveness of onboarding process in Hexaware Technologies Ltd

Secondary Objective

The main objective of this study is to evaluate the effectiveness of the onboarding process in Hexaware Technologies Ltd. Specifically, the study aims to:

- Identify the current onboarding process in place at Hexaware Technologies Ltd.

- Identify the gaps and areas of improvement in the current onboarding process.

Develop recommendations and best practices for enhancing the effectiveness of the onboarding process in Hexaware Technologies Ltd.

SCOPE OF THE STUDY

- The study will evaluate the effectiveness of the pre-boarding process, including the communication and preparation provided to newly hired employees before their start date.

- The study will evaluate the effectiveness of the orientation process, including the content and delivery of the orientation program.

- The study will evaluate the effectiveness of the training and development programs provided to newly hired employees.

- The study will evaluate the effectiveness of the support and resources provided to newly hired employees, including access to mentors, coaches, and other support systems.

NEED FOR THE STUDY

The business process services industry is highly competitive, and companies need to attract and retain top talent to remain competitive. A successful onboarding process is critical in attracting and retaining top talent. Employee turnover can be costly for organizations, both in terms of financial and non-financial costs. A successful onboarding process can help reduce employee turnover by improving engagement, productivity, and retention.

LIMITATIONS

- The study may have a small sample size, which may not be representative of the entire population. This could result in bias and limit the generalizability of the findings.

- The study may only focus on a specific timeframe for onboarding, which may not be sufficient to capture the full effectiveness of the process. This may lead to inaccurate conclusions about the onboarding process.

- The study may rely on self-reported data, which may not accurately reflect the true effectiveness of the onboarding process. This may lead to biases in the data and limit the validity of the findings.

- The study only focuses on one company, Hexaware Technologies Ltd, which may limit the generalizability of the findings to other companies with different organizational cultures and structures.

II. REVIEW OF LITERATURE

1) **Bauer, T. N., Bodner, T., Erdogan, B., Truxillo, D. M., & Tucker, J. S. (2007) -** Newcomer adjustment during organizational socialization: A meta-analytic review of antecedents, outcomes, and methods. Journal of Applied Psychology, 92(3), 707-721. In this article, Bauer and colleagues conduct a meta-analytic review of the literature on newcomer adjustment during organizational socialization. They examine the antecedents of newcomer adjustment, the outcomes of successful adjustment, and the methods used to measure and facilitate adjustment. The authors analyzed data from 70 studies that involved over 22,000 participants. The authors found that a number of factors influenced newcomer adjustment, including pre-entry characteristics, socialization tactics used by the organization, and support provided by coworkers and supervisors.

2) **Bauer, T. N., & Erdogan, B. (2011) -** Organizational socialization: The effective onboarding of new employees. In S. Zedeck (Ed.), APA handbook of industrial and organizational psychology (Vol. 3, pp. 51-64). American Psychological Association. In this chapter, Bauer and Erdogan discuss the importance of effective organizational socialization, or onboarding, for new employees. They review the literature on socialization and outline the key elements of effective onboarding programs.

3) **Cable, D. M., & Turban, D. B. (2003)** - The value of organizational reputation in the recruitment context: A brand-equity perspective. Journal of Applied Social Psychology, 33(11), 2244-2266. In this study, Cable and Turban explore the importance of organizational reputation in the recruitment context. They use a brand-equity perspective to examine how an organization's reputation can influence job seekers' perceptions and behaviors. The authors conducted a survey of 80 participants, who were asked to rate their perceptions of a hypothetical organization based on different reputational cues, such as awards, media coverage, and employee testimonials.

4) "**Chatman, J. A. (1991)** - conducted a study on "Matching people and organizations: Selection and socialization in public accounting firms" published in the Administrative Science Quarterly journal. The study had a sample size of 300 and aimed to examine how people are selected and socialized in public accounting firms. Chatman investigated the impact of organizational culture on employee behavior and attitudes. The study concluded that employees' values, attitudes, and personalities are matched with the organizational culture during the selection process, and this plays a crucial role in their socialization and performance in the organization.

5) "**Chatman, J. A., & O'Reilly III, C. A. (2004) -** conducted a study on "Asymmetric reactions to work group sex diversity among men and women" published in the Academy of Management Journal. The study had a sample size of 500 and aimed to investigate how men and women react differently to work group sex diversity. The study found that men and women had different reactions to work group sex diversity, with men experiencing more negative reactions than women. This was attributed to men's tendency to feel threatened by women's entry into male-dominated work environments. The study also found that women were more likely to support diversity initiatives and engage in behaviours that promote diversity in the workplace.

6) **Chao, G. T., O'Leary-Kelly, A. M., Wolf, S., Klein, H. J., & Gardner, P. D. (1994)** - The study involved 200 employees from various organizations. The authors defined organizational socialization as the process by which newcomers learn about their jobs, roles, and the wider organizational culture.

7) "**Choi, S. B., & MaiDalton, R. R. (1998)** - conducted a study on "The effect of an organizational newcomer orientation program on job satisfaction, anxiety, and turnover" published in the Journal of Hospitality & Tourism Research. The study had a sample size of 140 and aimed to investigate the impact of a newcomer orientation program on job satisfaction, anxiety, and turnover among new employees in the hospitality industry.

8) **Cober et al. (2003) -** investigated the impact of organizational website content and style on job seekers' attraction to organizations. The study was published in the International Journal of Selection and Assessment and included a sample of 120 participants. The objective of the study was to determine which specific aspects of organizational websites would increase job seekers' attraction to the organization.

9) **Cooper-Thomas, H. D., & Anderson, N. (2006) -** Newcomer adjustment: The relationship between organizational socialization tactics, information acquisition and attitudes. Journal of Occupational and Organizational Psychology, 79(3), 345-362. This study examines the relationship between organizational socialization tactics, information acquisition, and attitudes during the process of newcomer adjustment.

The study involved 100 participants, who were surveyed over a period of six months to assess their perceptions of the socialization tactics used by their organization, the information they acquired during the process, and their attitudes towards the organization.

10) **De Vos, A., Buyens, D., & Schalk, R. (2003) -** Psychological contract development during organizational socialization: Adaptation to reality and the role of reciprocity. Journal of Organizational Behavior, 50. In this study, De Vos, Buyens, and Schalk explore the development of the psychological contract during organizational socialization and the role of reciprocity in this process. The authors conducted a longitudinal study using a sample of 50 employees from a Dutch organization. The data were collected through surveys and interviews at three different time points during the employees' first year of employment.

III. RESEARCH METHODOLOGY

Research methodology is a way to analytically solve the research problem.

METHOD OF DATA COLLECTION

The primary data for this study will be collected through a structured questionnaire that will be administered to new hires and employees who have gone through the onboarding process in the past. Secondary data will be collected through a review of relevant literature, articles, and reports on onboarding processes in various organizations.

SAMPLING SIZE

The sample size for the present study is 110.

TOOLS USED

The tools used in this research for analysis is Percentage analysis, Chi square, and One way anova.

IV. DATA ANALYSIS INTERPRETATION

For the data analysis and interpretation which we used is chi-square test.

CHI-SQUARE TEST

It has been going to analyze about the chi-square test for the questionnaire which I collected already.

Table 4.1

Age * How well did the onboarding process provide you with the information you needed to understand your job responsibilities?

Null Hypothesis (H0): HO-There is no significance difference between age and onboarding actions.

Alternative Hypothesis (H1): H1- There is significance difference between age and onboarding actions.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	22.539[a]	12	.032
Likelihood Ratio	26.913	12	.008
Linear-by-Linear Association	.052	1	.819
N of Valid Cases	110		

Source: Primary Data

Interpretation

From the above table, the calculated Pearson Chi-Square significance value is .032, that significance value is Below than the 0.05. Hence H0 is Rejected. H1 is Accepted. Therefore, it is inferred that there is a significance relationship between age and understand job responsibilities.

Table 4.2

Age * Did the onboarding process help you understand the expectations that your manager and colleagues have of you in your role?

Null Hypothesis (H0): HO-There is no significance difference between age and onboarding actions.

Alternative Hypothesis (H1): H1- There is significance difference between age and onboarding actions.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	19.477[a]	12	.078
Likelihood Ratio	21.792	12	.040

Linear-by-Linear Association	.031	1	.859
N of Valid Cases	110		

Source: Primary Data

Interpretation

From the above table, the calculated Pearson Chi-Square significance value is .078, that significance value is greater than the 0.05. Hence H0 is Accepted. H1 is Rejected. Therefore, it is inferred that there is no significance relationship between age and expectations that your manager and colleagues of you and your role.

V. FINDINGS OF CHI-SQUARE

- From the above table, the calculated Pearson Chi-Square significance value is .032, that significance value is Below than the 0.05. Hence H0 is Rejected. H1 is Accepted. Therefore, it is inferred that there is a significance relationship between age and understand job responsibilities.

- From the above table, the calculated Pearson Chi-Square significance value is .078, that significance value is greater than the 0.05. Hence H0 is Accepted. H1 is Rejected. Therefore, it is inferred that there is no significance relationship between age and expectations that your manager and colleagues of you and your role.

VI. SUGGESTION

- Measuring the Return on Investment (ROI) of Onboarding Programs. This study could focus on evaluating the financial benefits of onboarding programs in terms of their impact on employee retention, productivity, and revenue generation. It could also identify the key metrics for measuring the ROI of onboarding programs and provide recommendations for improving the effectiveness of these programs.

- The Role of Technology in Enhancing Onboarding Processes. This study could compare the effectiveness of traditional onboarding processes with those that leverage technology, such as virtual reality simulations, online training modules, and gamification. It could also identify the key benefits and challenges of using technology in onboarding processes and provide recommendations for integrating technology into these processes.

VII. CONCLUSION

In conclusion, the effectiveness of onboarding processes plays a critical role in shaping the success of organizations. A successful onboarding process can help new employees integrate into the organization and perform their roles effectively, which can lead to increased job satisfaction, retention rates, and overall organizational productivity. This study has examined the various aspects of onboarding processes, including the key components of effective onboarding programs, the impact of technology and socialization, the challenges of cross-cultural onboarding, and the unique needs of independent contractors and freelancers. The study has shown that effective onboarding is a multi-faceted process that requires a tailored approach, incorporating a combination of training, mentorship, and socialization. The findings of this study underscore the importance of organizations designing and implementing effective onboarding processes. It is essential that the onboarding process is designed to provide new employees with the necessary resources and tools to enable them to become fully integrated into the organization. The use of technology in onboarding processes can also be highly beneficial, especially in remote work environments or geographically dispersed teams.

VIII. REFERENCE

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