



# **A COMPREHENSIVE STUDY OF ONBOARDING PRACTICES TO MINIMIZE EMPLOYEE ATTRITION AT ZOHU USING IBM WATSON STUDIO AI**

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## **ABSTRACT :**

Onboarding is a human resources industry term referring to the process of introducing a newly hired employee into an organization. Also known as organizational socialization, onboarding is an important part of helping employees understand their new position and job requirements. It's the process that helps them integrate seamlessly with the rest of the company. The success of employee onboarding depends on the efficiency of the onboarding program. The quicker employees are empowered to do their jobs, the faster they are likely to become valuable, contributing members of the organization. The objective of the study is to analyse the Effectiveness of on boarding practices to minimize employee attrition in Zoho Corporation Private Ltd., Coimbatore. The sample of the study is 150. Descriptive research design and convenience sampling method has been used. Questionnaire has been used as a primary data. Simple percentage analysis, chi-square analysis, correlation, One Way Anova and T-Test statistical tools have been applied to reach the findings of the study. It is found that There is no significant relationship between the educational qualification of the respondents and onboarding duration. It is suggested that the company needs to regularly review and update the onboarding process based on feedback from new hires. It is concluded that the implementation of robust feedback mechanisms and a commitment to continuous improvement are essential for enhancing the onboarding experience and, consequently, employee retention. Ultimately, organizations that prioritize effective onboarding practices are better positioned to retain talented employees and foster long-term engagement and productivity within their workforce.

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## **CHAPTER I**

### **1.1 INTRODUCTION**

#### ***Onboarding in HR***

Onboarding in human resources refers to the process of integrating a new employee into an organization, starting from the job offer until they become a productive member. It is crucial for helping employees understand their roles, job expectations, and organizational culture.

#### ***Definition of Onboarding***

Employee onboarding is the process of integrating a new employee into an organization by familiarizing them with company policies, their role, and workplace culture. It also ensures a comfortable environment where employees can freely interact and build social relationships.

#### ***Onboarding Duration***

Onboarding begins with the completion of compliance documents and an introduction to the team, but the real process starts afterward. A formal onboarding program can last 30, 90, 180, or even 365 days, ensuring ongoing support throughout the transition. Ideally, onboarding should begin as soon as the employee accepts the offer letter. While the duration varies across organizations. The process can generally be divided into four distinct phases:

- **One day to one week:** Ensure compliance, familiarize the employee with their role
- **One week to three months:** Train the employee to perform their job. Familiarize them with their colleagues who are key to their function. Help them get a sense of the culture of the organization.
- **Onboarding Activities**

Onboarding encompasses various individual processes, though there is no universal definition, and perspectives differ on what falls under its scope. Some common onboarding activities include:

- Job offers
- Salary negotiation
- New hire paperwork

### **EMPLOYEE ONBOARDING PROCESS**

When a prospective employee accepts an offer letter, they officially become a part of the organization. The following steps are what make up the onboarding process.

- **Provide information on company policies and benefits**

On the first day, employees should receive comprehensive details about company policies, benefits, compliance, insurance, tax liabilities, leave policies, and diversity initiatives. Compliance forms should be signed to formally integrate them into the organization

### **ONBOARDING PRACTICES**

Onboarding practices involve integrating and acclimating new employees into an organization, helping them adjust to their roles, understand company culture, and become productive team members. This process typically includes orientation, training, and activities that familiarize employees with their responsibilities, colleagues, and the workplace environment.

### **EMPLOYEE ATTRITION**

Attrition refers to the reduction in workforce due to resignation, retirement, or other voluntary and involuntary reasons. It is a growing concern globally, particularly in the software industry, where high attrition rates impact stability and productivity. Employers strive for low attrition rates to ensure employee satisfaction and reduce the need for constant training of new hires.

### **RATE OF ATTRITION FORMULA:**

The attrition rate is a calculation of the number of individuals that leave or move out of a business over a specified time frame.

$$\text{Attrition Rate (\%)} = (\text{Number of leaves} \div \text{number of employees}) \times 100$$

### **EFFECTIVENESS OF ON BOARDING PRACTICES TO MINIMIZE EMPLOYEE ATTRITION**

The effectiveness of onboarding practices in minimizing employee attrition is a critical aspect of human resource management. A well-designed and executed onboarding process can significantly contribute to employee satisfaction, engagement, and ultimately, retention.

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## **1.2 COMPANY PROFILE**

### ***Zoho Corporation Private Limited***

Zoho Corporation is a privately held, profitable technology company founded in 1996 by Sridhar Vembu and Tony Thomas, offering a suite of cloud-based business software for various needs, with headquarters in Austin, Texas and Chennai, India.

- **Founding:** Founded in 1996 by Sridhar Vembu and Tony Thomas.
- **Sridhar Vembu:** Co-founder and Chief Scientist of Zoho Corporation.
- **Radha Vembu:** Sridhar Vembu's sister, owns a majority stake in the company.

### **1.3 OBJECTIVES OF THE STUDY**

- To analyze the effectiveness of current onboarding practices at Zoho Corporation.
- To evaluate the impact of mentorship and support programs on new employee adaptation.

#### 1.4 SCOPE OF THE STUDY

The study is confined to Zoho Corporation Private Limited, Coimbatore, with a specific focus on evaluating the effectiveness of onboarding practices in minimizing employee attrition. It examines various onboarding elements such as duration, mentorship programs, feedback systems, and employee retention rates to identify areas for improvement. The insights from this study aim to enhance onboarding strategies, leading to increased job satisfaction and long-term employee loyalty.

#### 1.5 NEED FOR THE STUDY

Employee attrition is a critical challenge for organizations, often stemming from ineffective onboarding experiences. A structured and efficient onboarding process plays a significant role in helping new employees adapt to organizational culture, understand job expectations, and establish professional relationships.

#### 1.6 PERIOD OF THE STUDY

January 2025 – April 2025

### CHAPTER II

#### 2.1 REVIEW OF LITERATURE

**Caldwell & Peters (2018) Caldwell, C., & Peters, R. (2018).** New employee onboarding – psychological contracts and ethical perspectives. *Journal of Management Development*, 37(1), 27–39.

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**Jeske, D. and Olson, D. (2022). Jeske, D. and Olson, D. (2022).** Onboarding new hires: recognising mutual learning opportunities. *Journal of Work-Applied Management*, Vol. 14 No. 1, pp. 63-76.

**Prathab M (2023).** A Study on Effectiveness of Onboarding Process in Hexaware Technologies Ltd. *International Journal of Research Publication and Reviews*, Vol 4, no 5, pp 3293-3297

#### 2.2 PROBLEM STATEMENT

Employee attrition poses significant challenges for companies, including increased recruitment costs, loss of institutional knowledge, and disruptions in workflow. Ineffective onboarding practices contribute to higher attrition rates by failing to adequately integrate new employees into the company culture, clarify job expectations, and provide necessary support during the critical early stages of employment. Without proper onboarding, new hires may feel disengaged, undervalued, and ill-prepared for their roles, leading to decreased job satisfaction and ultimately higher turnover rates. Without a supportive network in place, new employees may struggle to navigate organizational dynamics, seek guidance when faced with challenges, and establish a sense of belonging within the company. As a result, they may be more likely to seek opportunities elsewhere, contributing to the company's attrition woes.

#### 2.3 RESEARCH GAP

In the previous studies, many authors only investigated on boarding practices and employee attrition separately. This study investigate, Effectiveness of on boarding practices to minimize employee attrition in software company. Many authors did not mention the re Mentorship/Support Program for the employees in the company. They have ignored to understand the Feedback Mechanisms in the company also. They did not taken into account on onboarding duration in the organization. No one study was conducted in this topic at this particular company. Thus, the previous studies have above mentioned research gap. This present study fills the above gap.

## CHAPTER III

### 3.1 RESEARCH METHODOLOGY

Research is the systematic study of processes with the aim of discovering more efficient methods of doing things, lowering the amount of work required to attain an aim, and determining the viability of the targets. In this study, descriptive research was used.

A research methodology gives research legitimacy and provides scientifically sound findings. It also provides a detailed plan that helps to keep researchers

#### **RESEARCH DESIGN**

Research design is the specification of the method and procedure for acquiring the information needed to solve the problem. The research design followed for this research study is descriptive research design where we find a solution to an existing problem. The researcher has to describe the present situation in order to know the behavior of the consumers. Hence descriptive research study is used. Descriptive research can only report what has happened and what is happening.

#### **Data Collection Methods**

Data collection is *the* systematic process by which observations or measurements are gathered in research. This study used both primary and secondary data collection.

- **Primary data:**

Primary data is the data that is collected for the first time through personal experiences or evidence, particularly for research. It is also described as raw data or first-hand information. The mode of assembling the information is costly, as the analysis is done by an agency or an external organization, and needs human resources and investment. The investigator supervises and controls the data collection process directly. The data is mostly collected through observations, physical testing, mailed questionnaires, surveys, personal interviews, telephonic interviews, case studies, and focus groups, etc. In this study, primary data was collected by questionnaire. In this study, primary data was collected by questionnaire

- **Secondary data:**

Secondary sources are closely related to primary sources and often interpret them. These sources are documents that relate to information that originated elsewhere. Examples of secondary sources include textbooks, articles, and reference books.

#### **Questionnaire Design**

This study employs a **Likert five-point scale questionnaire** with **25 open-ended and close-ended questions**. It consists of two parts: **demographic profile** (gender, age, experience, education) and four key variables—onboarding duration, mentorship/support programs, feedback mechanisms, and employee retention rate.

### 3.2 SAMPLING DESIGN

Sampling helps a lot in research. It is one of the most important factors which determines the accuracy of your research/survey result. This study uses Non-Probability Sampling technique. It does not rely on randomization. This technique is more reliant on the researcher's ability to select elements for a sample. Convenience sampling is used in this study. Simply said, a convenience sample design consists of those who are easiest to reach by the researcher.

#### **Population**

In this study, population is entire employees of the company Zoho Corporation Private Limited, Coimbatore.

#### **Target Respondents**

In this study, target respondents are 150 employees of Zoho Corporation Private Limited, Coimbatore.

#### **Sample Size**

In this study, primary data was collected from 150 employees of Zoho Corporation Private Limited, Coimbatore. So, sample size of the study is 150.

### 3.3 HYPOTHESIS FORMULATION

A hypothesis is a specific prediction based on previous research that can be tested in an experiment and is narrower in scope and more mutable than a theory.

#### **Hypothesis of the Study**

- There is no significant relationship between the educational qualification of the respondents and onboarding duration.
- There is positive relationship between the experience of the respondents and employee retention rate.
- There is no significant relationship between age of the respondents and mentorship/support program.
- There is no significant relationship between the gender of the respondents and feedback mechanisms.

### 3.4 OBJECTIVES OF THE STUDY

#### Primary objective

- To study on Effectiveness of on boarding practices to minimize employee attrition in Zoho Corporation Private Limited, Coimbatore

#### Secondary objectives

- To assess the Onboarding Duration for the employees in the company
- To evaluate the Mentorship/Support Program for the employees in the company
- To examine the Feedback Mechanisms in the company
- To analyse the Employee Retention level in the company
- To obtain suggestions from the respondents to enhance on boarding practices for the employees to minimize employee attrition

### 3.5 TOOLS USED FOR THE STUDY

#### ➤ Percentage analysis

$$\text{Percentage of respondents} = \frac{\text{Number of respondents}}{\text{Total respondents}} \times 100$$

#### ➤ Chi-Square Analysis

$$\text{Chi-square} = \sum (O-E)^2/E$$

#### ➤ Correlation Analysis

$$r = \frac{n \sum xy - \sum x \sum y}{\sqrt{(n \sum x^2 - (\sum x)^2)(n \sum y^2 - (\sum y)^2)}}$$

#### ➤ One Way Anova

$$F\text{-statistic} = \frac{\text{Variance between the samples}}{\text{Variance within the samples}}$$

#### ➤ T-Test

$$T = (\bar{X} - \mu) / S/\sqrt{n}$$

### 3.6 LIMITATIONS OF THE STUDY

- The data was collected only from selected employees of Zoho Corporation Private Limited, Coimbatore. The result does not suitable for other employees.
- The scope of the study is restricted to Coimbatore only.
- The sample size chosen for this study is limited to 150 does not cover all the population.
- The researcher had also difficulty in getting some information which the respondents were not interested to give.

## CHAPTER V

## CONCLUSION

### 5.1 MAJOR FINDINGS

- 68.7% of the respondents are male.
- 35.3% of the respondents are in the age group of 26-35 years.
- 46.0% of the respondents have completed UG educational qualification.
- 50.7% of the respondents have 4-7 years of experience.
- 34.0% of the respondents are agree towards the duration of the onboarding process was appropriate.
- 27.3% of the respondents are disagree towards the length of the onboarding process familiar with company policies and procedures.

- 46.0% of the respondents are agree towards the onboarding duration was sufficient to understand job responsibilities.
- 35.3% of the respondents are neutral towards the onboarding process adequately covered all necessary training topics within the given duration.
- 28.7% of respondents are strongly agree towards the time during the onboarding process to ask questions and seek clarification on job-related matters.
- 34.7% of the respondents are neutral towards the access to a mentor or support person during the onboarding process.
- 45.3% of respondents are strongly agree towards the mentorship program provided valuable guidance and insights integration into the company.
- 36.7% of the respondents are agree towards the mentor or support person in addressing challenges during the onboarding period.
- 50.7% of respondents are strongly agree towards the mentorship program enhanced understanding of company culture and values.
- 33.3% of the respondents are agree towards the received constructive feedback and encouragement from mentor or support person.
- 36.7% of respondents are strongly agree towards the opportunities to provide feedback on onboarding experience.
- 52.0% of the respondents are agree towards the feedback mechanisms in place allowed express both positive and negative aspects of onboarding.
- 34.0% of respondents are strongly agree towards the improvements in the onboarding process based on feedback provided by new employees.
- 34.0% of the respondents are neutral towards the company actively solicited input to improve the onboarding process.
- 28.0% of respondents are strongly agree towards the believe ongoing feedback mechanisms are essential for enhancing the effectiveness of the onboarding process.
- 30.0% of the respondents are agree towards the satisfied with current job and continuing to work here.
- 48.7% of the respondents are disagree towards the actively seek opportunities elsewhere if given the chance.
- 30.0% of the respondents are neutral towards the feel valued and appreciated the company, increases likelihood of staying.
- 30.7% of respondents are strongly agree towards the believe the company has effective strategies in place to retain talented employees.
- 46.7% of the respondents are agree towards the company's efforts to support employee development encourage.
- There is no significant relationship between the educational qualification of the respondents and onboarding duration.
- There is positive relationship between the experience of the respondents and employee retention rate.
- There is no significant relationship between age of the respondents and mentorship/support program.
- There is no significant relationship between the gender of the respondents and feedback mechanisms.

## 5.2 SUGGESTIONS/ RECOMMENDATIONS

- The company should ensure that the onboarding process is tailored to each role to adequately prepare employees.
- Clear communication of company policies and procedures should be integrated throughout the onboarding process.

## 5.3 LIMITATIONS

- The data was collected only from selected employees of Zoho Corporation Private Ltd., Coimbatore. The result does not suitable for other employees.
- The scope of the study is restricted to Coimbatore only.

## 5.4 SCOPE FOR FUTURE STUDY

- Future studies can explore the long-term impact of digital and hybrid onboarding approaches on employee retention and performance at Zoho Corporation, especially in the context of evolving workplace trends.
- Comparative research can be conducted across different departments or global branches of Zoho to evaluate how onboarding practices vary and influence attrition in diverse cultural and operational settings.

## 5.5 CONCLUSION

In conclusion, based on the comprehensive study of onboarding practices aimed at minimizing employee attrition, it is concluded that the effectiveness of the onboarding process significantly influences employee retention. The duration, content, and support provided during onboarding play pivotal roles in shaping new employees' experiences and their subsequent commitment to the organization.

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**WEBSITES**

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3. [www.indianjournals.com](http://www.indianjournals.com)
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