

**‘A FRAMEWORK TO OPTIMIZE EFFICIENCY OF
NEW HIRE ONBOARDING PROCESS’**

by

Manmeet Kaur Wilkhoo

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by

Manmeet Kaur Wilkhoo

APPROVED BY

Vasiliki Grougiou
Dissertation chair



RECEIVED/APPROVED BY:

Admissions Director

Dedication

To my late Father

Your boundless love, unstoppable encouragement and consistent support have been the foundation of all my achievements. Even today your wisdom and guidance inspire me every time, even though you are no longer with us. I dedicate this thesis to you, a tribute to the numerous lessons I learned from me and the strength I inherited from you. You still exist in my heart and in my achievements. Thank you, Papa, for believing in my always. This work is evidence to your persistent legacy.

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ABSTRACT
A FRAMEWORK TO OPTIMIZE EFFICIENCY OF
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Manmeet Kaur Wilkhoo
2024

Dissertation Chair: <Chair's Name>
Co-Chair: <If applicable. Co-Chair's Name>

Title: Enhancing Efficiency of New Hire Onboarding Process: A comprehensive analysis for optimizing efficiency of onboarding process is a critical element for integrating new employees into an organizations. This research aims to explore and analyse the framework to ensure employees become productive and engaged within organization, shedding light on the factors that influence onboarding process outcomes and proposing strategies for improvement. The study employs a holistic approach, addresses multiple dimensions of onboarding, and contributes to the theoretical research, perspectives from organizational psychology, management theory, multifaceted human resources practices and data analytics.

The research methodology involves a combination of qualitative and quantitative research methods, conducting interviews with stakeholders and surveys of new hires. By examining onboarding processes, this study seeks to identify common patterns, challenges, and best practices.

Key factors influencing onboarding process, such as administrative tasks, personalize onboarding experiences, employee engagement, and leveraging technology will be thoroughly examined. Focus will be given on interactive approach to combine all the elements together into a cohesive framework.

The findings of this research aim to contribute valuable insights to both theoretical contributions and implications for human resources practices. Recommendations for optimizing new hire onboarding processes will be presented. Ultimately, the goal is to enhance the overall quality of onboarding process for new hires, incorporate technological solution, design personalized onboarding experiences, implement engagement strategies and evaluate the efficiency of the proposed framework through a pilot program.

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CHAPTER I: INTRODUCTION

1.1 Introduction

The onboarding process plays a crucial role in successfully integrating new hires into an organization. It serves as a foundational stage where employees are equipped with the necessary resources, information, and support to become productive and engaged members of the workforce from the very beginning. Effective onboarding ensures that new employees are not only informed about their roles and responsibilities but are also aligned with the organization's culture, values, and strategic goals. This integration process is essential because it directly impacts employee performance, retention rates, and overall job satisfaction. When done well, onboarding accelerates the time-to-competency, fosters commitment, and enhances productivity, ultimately contributing to the organization's growth and success.

This research proposes a comprehensive framework designed to enhance the effectiveness of the onboarding process. The framework focuses on several key objectives: reducing the time required for new hires to reach full competency, increasing overall productivity, and improving job satisfaction. It emphasizes rationalizing administrative tasks, creating more personalized onboarding experiences, and nurturing a supportive organizational culture. By doing so, it aims to develop a more scalable and effective onboarding system that is capable of adapting to different organizational contexts and evolving needs.

The significance of onboarding processes in organizations is multifaceted. Firstly, effective onboarding is fundamental to employee engagement. Studies have shown that employees who have a positive onboarding experience are more likely to be engaged, satisfied with

their jobs, and committed to the organization in the long term. This engagement is critical as it correlates with reduced turnover rates, lower absenteeism, and higher levels of performance. Secondly, onboarding serves as a primary mechanism for knowledge transfer, enabling new hires to acquire the skills, competencies, and organizational knowledge necessary to perform their roles effectively. A well-structured onboarding process reduces the learning curve, enabling employees to contribute to their roles more quickly and effectively. Thirdly, onboarding is vital for cultivating a positive organizational culture. Through onboarding, new employees are introduced to the organization's values, norms, and behaviors, which can significantly impact their integration and overall experience within the organization. Finally, effective onboarding processes are directly linked to organizational outcomes such as innovation, customer satisfaction, and financial performance.

However, despite the critical importance of onboarding, many organizations continue to struggle with optimizing their processes. Challenges such as prolonged administrative tasks, lengthy time-to-competency, and inconsistent communication can result in disengagement, reduced job satisfaction, and increased turnover among new hires. These challenges underscore the need for a more strategic and evidence-based approach to onboarding.

The academic importance of this study lies in its attempt to address these persistent challenges by developing a comprehensive framework for onboarding that integrates best practices from human resource management, organizational behavior, and psychology. This framework not only provides a structured approach to enhancing the onboarding experience but also offers a scalable model that organizations can adapt to their specific

needs and contexts. By examining the factors that contribute to effective onboarding, this research contributes to a deeper understanding of how organizations can improve new hire integration and retention, thereby enhancing overall organizational performance. Furthermore, the study's findings have the potential to inform policy-making, shape future research, and provide practical recommendations for human resource professionals and organizational leaders.

Ultimately, this research seeks to fill a gap in the existing literature by offering a comprehensive, evidence-based framework that addresses the complexities of onboarding in contemporary organizations. By providing new insights into how onboarding can be optimized, it aims to contribute to the development of more effective organizational practices that enhance employee satisfaction, engagement, and productivity, leading to sustained organizational success.

1.2 Research problem

The onboarding process is a critical and strategic function within an organization, aimed at facilitating the smooth integration of new employees into the organizational culture and their specific roles. However, if the onboarding process is not carefully designed and effectively executed, it can have detrimental effects on employee morale, engagement, and long-term retention. When new hires feel overlooked, neglected, or overwhelmed by an excess of information and administrative tasks on their first day, they are likely to experience feelings of disengagement and disconnection. Such negative experiences can hinder their ability to adapt and perform, ultimately impacting their productivity and commitment to the organization (Bauer, 2010).

Traditionally designed onboarding processes are often plagued by a range of inefficiencies. These include overly burdensome administrative tasks, lack of personalization, and inadequate engagement strategies, all of which can delay the time it takes for new employees to reach full productivity. Inefficiencies in onboarding may lead to poor early experiences that affect not only job satisfaction but also long-term organizational commitment. A survey by the Society for Human Resource Management (SHRM) indicates that nearly one-third of new hires leave their jobs within the first six months, often due to poor onboarding experiences (SHRM, 2020).

To mitigate these challenges, it is essential to implement a structured onboarding approach that incorporates best practices in human resource management, leverages advanced technologies, and places a strong emphasis on employee engagement. Effective onboarding should aim to reduce time-to-competency, improve job satisfaction, and enhance productivity by ensuring that new hires feel welcomed, valued, and equipped to contribute meaningfully from the outset. This involves not only streamlining administrative tasks through digital tools and automation but also customizing the onboarding experience to align with the unique needs and expectations of each employee (Cascio & Boudreau, 2016).

Moreover, a well-designed onboarding process should prioritize continuous feedback, social integration, and ongoing support, which are crucial elements in fostering a positive employee experience. Research shows that organizations with a standardized onboarding process experience 50% greater new hire productivity and 50% higher new hire retention (Bauer, Erdogan, Truxillo, & Tucker, 2007). By adopting a comprehensive and strategic onboarding framework, organizations can improve new hire outcomes, drive engagement, and ultimately, support organizational performance and growth.

1.3 Purpose of research

The objective of this research is to foster a comprehensive framework for optimizing the efficiency of the new hire onboarding process. Below are the specific objectives:

1. Identify the key inefficiencies in traditional onboarding processes?
2. Incorporate technology solutions to streamline onboarding administrative tasks?
3. Designing personalized onboarding experiences that render individual needs.
4. Implement engagement strategies that nurture a supportive culture.
5. Evaluate the effectiveness of the proposed framework through a pilot program.

The inspiration behind the research on optimizing effectiveness of the onboarding process is embedded in the pivotal role that plays in the success and sustainability of organizations by making their employees productive and satisfied.

1.4 Significance of the study

This research holds significant importance as it delves into a critical process within human resource management—onboarding—which has a profound impact on various organizational outcomes, including employee retention, productivity, and overall organizational success. Onboarding is more than just a formal orientation; it is a strategic process that integrates new employees into the organization's culture, aligns them with its goals, and equips them with the necessary skills and knowledge to perform effectively in their roles (Bauer, 2010). Effective onboarding has been linked to higher levels of job satisfaction, commitment, and performance, which ultimately contribute to reduced turnover rates and increased organizational efficiency (Klein & Polin, 2012).

An optimized onboarding framework can ensure a seamless transition for new hires, facilitating faster integration into the team and organizational culture. This integration leads to improved employee engagement, better job performance, and a more positive employee experience. Research indicates that employees who undergo a structured onboarding program are 69% more likely to remain with the company for at least three years (Bauer, 2010). Additionally, effective onboarding practices can decrease time-to-competency, thereby accelerating new hires' contributions to organizational goals (Snell, 2006).

The findings of this study are expected to make a significant contribution to the existing academic literature on onboarding by offering a comprehensive framework that enhances the effectiveness of onboarding practices. Furthermore, this study provides practical insights for HR practitioners, enabling them to design and implement onboarding programs that are aligned with best practices and tailored to meet the unique needs of their organizations. These insights can serve as a valuable resource for organizations seeking to improve employee retention, engagement, and overall organizational success.

By bridging the gap between theory and practice, this research not only advances academic understanding of onboarding but also offers actionable recommendations that can be directly applied in organizational settings. Therefore, the conclusions drawn from this study will have implications for both scholars and practitioners, fostering a more holistic approach to human resource management.

1.5 Research purpose and questions

The primary aim of this research is to explore and analyze various approaches to enhance the effectiveness of onboarding processes within organizations. This study is designed to

provide a comprehensive understanding of current onboarding practices, the role of technological advancements, and strategies to boost employee engagement throughout the onboarding journey. The research is guided by the objective of identifying actionable insights that can contribute to more efficient and engaging onboarding frameworks. By doing so, it aims to offer solutions that can ultimately improve organizational outcomes, such as new hire productivity, time-to-competency, and overall job satisfaction.

To achieve these goals, the research seeks to answer the following key questions:

1. What are the primary inefficiencies in traditional onboarding processes? This question seeks to identify the common challenges and shortcomings of conventional onboarding practices. It explores areas such as time delays, miscommunication, lack of personalization, and administrative bottlenecks that hinder the effectiveness of the onboarding process.
2. How can technology be leveraged to streamline onboarding administrative tasks? This inquiry focuses on the integration of technology into the onboarding process, examining how digital tools, automation, and artificial intelligence can reduce administrative burdens, improve data accuracy, and create a more seamless experience for both HR teams and new employees.
3. What strategies can be implemented to customize the onboarding experience for new hires? Customization of onboarding is critical for addressing the diverse needs of new employees. This question investigates best practices for tailoring the onboarding experience to align with individual roles, career paths, and cultural fit, ensuring a more personalized and relevant induction into the organization.

- 4 How can employee engagement be enhanced during the onboarding process? Employee engagement is a pivotal factor in ensuring a smooth transition for new hires. This research examines techniques to foster greater engagement, such as mentorship programs, interactive training sessions, and early involvement in team activities, which can increase employee commitment and satisfaction.
- 5 What impact does an optimized onboarding framework have on new hire productivity, time-to-competency, and job satisfaction? Finally, this question aims to assess the outcomes of a refined onboarding process, particularly how improvements in onboarding contribute to enhanced employee performance, faster integration into their roles, and higher levels of job satisfaction. By measuring these factors, the research seeks to demonstrate the tangible benefits of an optimized onboarding system.
- 6 Through addressing these questions, the study aspires to develop a deeper understanding of how modernizing onboarding processes can positively influence organizational performance and employee well-being.

CHAPTER II: REVIEW OF LITERATURE

2. Literature review

This literature review provides a comprehensive analysis of existing research and practices related to the onboarding process in organizations. It establishes a foundation for the proposed framework by highlighting current knowledge, identifying best practices, and pinpointing gaps that this study aims to address. The review explores key factors and aspects that define contemporary onboarding processes in organizations.

2.1 Definition and significance of onboarding

Onboarding is often referred to as organizational socialization, which helps new hires acquire the knowledge, skills, and behaviors necessary to become productive employees. This process encompasses a range of actions that help new employees adjust to their new roles, integrate into the company culture, and become productive. A well-designed onboarding process is associated with higher job satisfaction, improved performance, and better retention rates (Bauer, 2010). Onboarding sets the tone for an employee's tenure with the organization and can significantly impact their long-term success and engagement.

2.1.1. Definition of Employer and Employee

An employer is an individual or organization that hires employees, who are responsible for executing assigned tasks and duties under a designated role and business unit. Employers are responsible for providing the necessary support to employees, such as creating a conducive environment, establishing processes, and offering tools to perform work effectively. The employer and employee relationship are governed by an employment contract that outlines the terms and conditions for both parties, including roles and

responsibilities, compensation, working hours, leave policies, confidentiality obligations, and terms of separation, among other relevant policies.

Employers may vary in scale, from small and medium-sized businesses to large enterprises, and operate across various sectors, including private, public, and non-profit organizations. Employers are responsible for adhering to labor laws and regulations to ensure fair treatment of employees and foster a safe and healthy work environment. The key responsibilities of employers include recruitment and hiring, training and development, offering competitive compensation packages, performance management, legal compliance, and cultivating a positive organizational culture (Klein & Polin, 2012).

2.1.2 Conceptualizing the Onboarding Process

The onboarding process is designed to help new hires attain the required skills, knowledge, and adaptive behavior necessary to become effective employees. It starts with the initial orientation and continues until the full integration of new hires into the organizational culture and workflows. An effective onboarding process should make new hires feel welcome, empowered, and prepared for their new roles. It is the foundation of a new employee's performance and retention, and a well-structured onboarding process facilitates faster adjustment, enhances productivity, and reinforces cultural values by welcoming diversity, equity, and inclusion into the organizational ecosystem (Kammeyer-Mueller et al., 2013).

2.1.3 Importance of Effective Onboarding

The importance of effective onboarding extends beyond acclimating new employees; it also significantly impacts employee retention and productivity. Research indicates that employees who undergo a structured onboarding process are more likely to stay with the

company longer because they build a solid foundation of knowledge and relationships (Bauer, 2010). Effective onboarding reduces the likelihood of early exits caused by misunderstandings and unmet expectations. It also increases productivity by ensuring employees understand their roles and responsibilities, thereby contributing effectively and efficiently to the organization. Investing in a comprehensive onboarding program can yield long-term benefits, including improved individual performance, positive team dynamics, and overall organizational success (Ellis et al., 2015).

2.1.4 Impact on Employee Retention and Productivity

A well-structured onboarding process helps new hires develop a sense of commitment, enhancing their long-term retention. Studies have shown that effective onboarding can reduce turnover rates by up to 25% because new hires who feel supported and valued are less likely to leave the organization (Klein & Polin, 2012). Effective onboarding reduces time to productivity by providing new hires with the tools and resources needed to perform their duties from day one. Employees who experience comprehensive onboarding are more confident, motivated, and productive, leading to better integration into their teams and alignment with organizational goals (Bauer, 2010).

2.1.5 Onboarding and Organizational Culture

Onboarding plays a crucial role in helping new hires understand the company's culture, norms, values, and expected behaviors. It serves as a key mechanism for communicating organizational culture to new employees. By embedding cultural values into the onboarding process, organizations can ensure that new hires are aware of these values from the beginning and help them integrate more quickly (Feldman, 1981). Consistent

communication of cultural values through onboarding helps shape new hires' attitudes and behaviors, creating a unified workforce aligned with organizational goals.

2.2 Traditional onboarding practices

Traditional onboarding practices typically involve a series of standardized activities such as completing initial paperwork, orientation on company values, basic training, and introductions to peers. These processes often involve in-person interactions and extensive documentation, including:

- a) Orientation sessions: Covering organizational history, vision, values, and policies.
- b) Administrative tasks: Completing necessary forms and documents like employee information sheets, offer letters, tax forms, and benefits enrollment.
- c) Training sessions: Conducting job-specific training to help new hires understand their roles and responsibilities.
- d) Social integration: Introducing new hires to their colleagues through programs like buddy systems to build initial workplace relationships (Bauer, 2010).

While traditional practices provide a strong foundation for onboarding, they lack flexibility and personalization, leading to ineffectiveness and minimal results (Ellis et al., 2015).

2.2.1 Historical Overview

Historically, the concept of onboarding has evolved significantly. The primary focus was on administrative tasks, such as completing paperwork and setting up employee benefits. Onboarding processes were limited to brief sessions that provided basic information about the organization, its roles, and policies. However, over time, the approach has become more

comprehensive, recognizing the significance of onboarding in fostering employee engagement, personalized experiences, and retention (Feldman, 1981).

2.2.2 Common Traditional Methods

Common traditional methods often combine paper-based and in-person tasks, along with welcome meetings with HR professionals, access to employee handbooks, and learning sessions. These methods are effective to some extent but also have limitations. Traditional onboarding activities are time-consuming, may not address specific needs or learning requirements, lack flexibility, and are not very interactive. Despite these limitations, many organizations continue to use traditional practices for their onboarding programs (Bauer, 2010).

2.2.3 Strengths and Weaknesses of Traditional Practices

Traditional onboarding has several strengths, such as face-to-face interactions, which allow for real-time responses to new hire questions and foster instant connections between employees and the organization. In-person sessions help build networks within the organization. However, traditional practices have notable weaknesses. They require extensive resources, time, and effort from HR professionals and managers. Additionally, they may not scale well in larger organizations or those with dispersed workforces, limiting their effectiveness in today's dynamic environment (Klein & Polin, 2012).

2.2.4 Role of Human Resources in Traditional Onboarding

The HR department plays a key role in traditional onboarding, organizing and leading orientation sessions, ensuring that new hires complete onboarding paperwork, and providing initial sessions on organizational policies and procedures. HR professionals

serve as the primary point of contact for new hires, addressing queries and concerns during the onboarding process. Beyond administrative tasks, HR professionals foster an inclusive environment, introducing new hires to peers, facilitating social interactions, and promoting organizational culture and values (Feldman, 1981).

2.3 Technological advancements in onboarding

Technological advancements have significantly transformed onboarding processes, offering innovative solutions to streamline and enhance the onboarding experience. Key technologies include:

1. **Software platforms:** Comprehensive online tools that manage multiple onboarding steps, from documentation management to task tracking.
2. **Virtual reality (VR) and augmented reality (AR):** Providing simulations of job tasks and company settings for immersive training experiences.
3. **Artificial intelligence (AI) and chatbots:** AI-driven assistants that can answer basic questions, provide guidance, and deliver personalized onboarding experiences.
4. **E-learning modules:** Digital training content that new hires can access at their convenience, allowing for flexible learning (Bauer, 2010; Ellis et al., 2015).

These technological advancements improve the efficiency of administrative tasks and create opportunities for more engaging and personalized onboarding experiences.

2.3.1 Digital Onboarding Platforms

Digital onboarding platforms offer various tools and resources to streamline and enhance the onboarding experience, including online training modules, employee onboarding software, and tools to automate leave management, personal details, travel, and benefits administration. These platforms provide a consistent onboarding experience regardless of

role, experience, or location and allow organizations to manage many new hires efficiently (Bauer, 2010).

2.3.2 Automation in Onboarding Processes

Automation plays a significant role in transforming onboarding processes. Automated systems can handle repetitive and time-consuming tasks, such as sending welcome emails, scheduling training sessions, and managing document workflows, which saves time and reduces the risk of errors. Automation also enhances the onboarding experience by providing timely and relevant information to new hires, such as reminders about upcoming training events and follow-ups to complete onboarding tasks (Klein & Polin, 2012).

2.3.3 Virtual Reality and Augmented Reality in Onboarding

Virtual Reality (VR) and Augmented Reality (AR) are being used to create immersive onboarding experiences. VR can simulate real-world scenarios, allowing new hires to familiarize themselves with their roles and the workplace environment. AR provides context-sensitive guidance and individualized learning experiences, optimizing the onboarding process for complex roles (Ellis et al., 2015).

2.3.4 AI and Machine Learning Applications

AI and Machine Learning (ML) enhance onboarding processes by providing personalized experiences. AI-powered chatbots offer instant responses to new hires' queries, and ML helps identify patterns and trends from data to improve onboarding experiences over time. These technologies can also predict which onboarding practices lead to the highest engagement, retention, and productivity, providing organizations with data-driven insights (Kammeyer-Mueller et al., 2013).

2.3.5 Benefits and Challenges of Technological Approaches

Technological onboarding solutions provide several benefits, such as reduced administrative burdens, enhanced scalability, and improved employee engagement. However, challenges exist, including potential resistance from employees who prefer traditional methods, the need for substantial upfront investment, and concerns about data privacy and security. Organizations must balance technological advancements with traditional onboarding elements to create an effective hybrid onboarding process (Bauer, 2010).

2.4 Blended onboarding: combining traditional and digital approaches

Blended onboarding combines the strengths of traditional and digital onboarding approaches, creating a flexible, adaptive onboarding program that caters to diverse employee needs. Blended onboarding ensures that new hires benefit from the advantages of both approaches, combining face-to-face interactions, mentorship programs, and digital platforms that enhance learning and engagement.

2.4.1 Definition and Benefits of Blended Onboarding

Blended onboarding integrates traditional methods with modern technological tools to provide a comprehensive onboarding experience. This approach leverages the benefits of both traditional (personalized attention and face-to-face interaction) and technological methods (scalability, automation, and flexibility). The benefits of blended onboarding include improved engagement, a balanced learning experience, a wider range of learning tools, increased retention, and reduced turnover (Ellis et al., 2015).

2.4.2 Implementation Strategies for Blended Onboarding

To implement a successful blended onboarding approach, organizations should:

1. Identify key onboarding components: Determine which parts of the onboarding process will benefit from technology and which require personal interaction.
2. Customize content and learning paths: Tailor onboarding programs based on job roles, experience levels, and learning preferences.
3. Leverage digital tools and platforms: Utilize digital platforms for administrative tasks, e-learning modules, and virtual reality experiences.
4. Enhance interpersonal interactions: Incorporate mentor programs, buddy systems, and regular check-ins to build strong relationships and facilitate social integration (Klein & Polin, 2012).

2.4.3 Case Studies of Blended Onboarding Practices

Several organizations have successfully implemented blended onboarding practices. For instance, IBM utilizes digital tools for initial learning modules and administrative tasks, while pairing new hires with experienced mentors to facilitate personal connections and cultural immersion. Similarly, Microsoft combines a self-paced online learning platform with in-person training sessions to cater to diverse learning styles, enhancing both retention and productivity (Kammeyer-Mueller et al., 2013).

2.4.4 Measuring the Effectiveness of Blended Onboarding

To measure the effectiveness of blended onboarding, organizations should establish key performance indicators (KPIs) such as time-to-productivity, employee engagement, retention rates, and feedback from new hires. Regular surveys, feedback sessions, and

performance reviews can provide valuable insights into the effectiveness of the onboarding process and help identify areas for improvement (Bauer, 2010).

2.5 Gaps in current onboarding practices

Despite considerable advancements in onboarding practices, several critical gaps remain that warrant closer examination.

First, the lack of personalization in many onboarding programs continues to be a significant limitation. While standardized procedures offer efficiency, they often fail to account for the unique needs, preferences, and experiences of individual employees. The absence of tailored approaches can lead to disengagement and lower levels of integration, especially among diverse or highly specialized talent pools.

Second, inadequate support systems further hinder the onboarding process. New hires are frequently deprived of access to well-structured support networks, including mentors, peers, and managers, that are crucial for effective role adaptation. Without these relationships, new employees may struggle to navigate their roles, understand the organizational culture, and establish a sense of belonging, which are essential for long-term retention and productivity.

Third, the limited use of technology is a missed opportunity in many organizations. Despite the proliferation of advanced technological tools, such as artificial intelligence (AI), virtual reality (VR), and data analytics, these innovations are underutilized in onboarding. These technologies offer the potential to provide immersive, interactive, and personalized

onboarding experiences that can significantly enhance the learning process and accelerate role acclimatization.

Finally, there is a notable insufficiency in measurement and feedback mechanisms. Many organizations lack robust systems for evaluating the effectiveness of their onboarding programs and for systematically collecting feedback from new hires. As a result, they fail to identify areas for improvement or to gauge whether their onboarding processes meet the evolving expectations of the workforce. The absence of data-driven feedback loops limits the ability to optimize onboarding practices over time (Ellis et al., 2015).

Addressing these gaps is critical for organizations seeking to improve the onboarding experience, enhance employee satisfaction, and foster long-term engagement.

2.6 Conclusion

This literature review has examined the evolution of onboarding practices, tracing the shift from traditional, manual approaches to more technologically advanced and hybrid methods. Historically, onboarding processes were often characterized by standardized, one-size-fits-all approaches that focused primarily on administrative tasks and compliance. However, the rapid advancement of technology and a growing understanding of the importance of employee engagement have led to more dynamic and innovative strategies. These include the integration of digital platforms, data-driven insights, and personalized experiences aimed at facilitating smoother transitions for new employees.

Despite the notable progress, there remain substantial opportunities for further improvement. Current onboarding frameworks, while increasingly sophisticated, continue

to exhibit several gaps that limit their overall effectiveness. These shortcomings, as discussed earlier, include a lack of personalization, inadequate support structures, underutilization of emerging technologies, and insufficient mechanisms for feedback and performance measurement. Addressing these challenges requires the development of a more holistic onboarding framework that incorporates the strengths of both traditional and modern approaches.

The insights gained from this review suggest that a more comprehensive onboarding strategy should be developed, one that merges established best practices with cutting-edge innovations. Such a framework would not only enhance the onboarding experience but also align it more closely with the strategic goals of organizations. Specifically, it should aim to reduce the time-to-competency for new hires, accelerate their integration into the organizational culture, and promote higher levels of productivity from the outset. Moreover, an improved onboarding process is likely to have a positive impact on employee job satisfaction, retention rates, and overall organizational performance.

CHAPTER III: METHODOLOGY

3. Overview of the research problem

New hire Onboarding process is a critical process which is executed by an organization and creates an impact on employee morale and his satisfaction level at initial stage. Simultaneously, if the onboarding process is not designed appropriately this may leave new hires feel overlooked, neglected or overwhelmed and they may experience disengaged and disconnected.

Traditionally designed onboarding process is often troubled with inefficiencies, cumbersome administrative tasks, lack of personalization and insufficient engagement strategies. Such issues can create delays in new hires becoming productive and adversely affect their early experiences. Therefore, it's important to have a structured approach that indicates best practices in human resource management, utilizes advanced technologies and focuses on employee engagement to optimize the onboarding process.

3.1 Operationalization of theoretical constructs

In optimizing the new hire onboarding process, operationalization specifies the transformation of theoretical constructs into measurable factors. These constructs are important in developing a comprehensive framework which needs to be validated via research and pilot program. The goal is to make onboarding process well efficient, supportive to enhance new hires determination. Below are the key theoretical constructs for our onboarding process:

3.1.1. Onboarding efficiency and process standardization Construct:

Construct states that how efficiently & effectively an organization can help new hire to integrate into their new roles and responsibilities and enable them to be productive & competent in the lesser possible time. This construct helps to assess how well an organization can endow new hires with tools, resources, knowledge and support to perform their job effectively. Process standardization is a well structured onboarding process is measured with uniformity of onboarding process followed at different departments and how well compliant they are with onboarding protocols. Research approach is to conduct survey or reviews to check onboarding experience, which helps to identify, compare and overcome challenges which are among different department stakeholders.

To measure the new hire onboarding efficiency, we have used below metrics for detail analysis using sample cohort:

- a) **Time to competency:** refers to the specific duration it takes for a new hire to attain proficiency level or a level of competence in their new given role where they need to perform tasks independently and efficiently handle new responsibilities. Time to competency metric is often used to measure the effectiveness of onboarding process, learning paths and tools. From an organization perspective, time to competency is critical because it impacts the productivity and overall performance. Lesser time to competency signifies more efficient onboarding process whereas longer time suggests the need for enhancements.
- b) **Time to productivity:** refers to the duration it takes for a new hire to be productive in their assigned new role and adding value at a level to experienced present employees in an organization. This metrics helps to measure the duration it takes for a new hire from the time they start their new role till they are performing their responsibilities

efficiently and delivering results. Like time to competency, which emphasis on conquering required skills and knowledge, time to productivity focuses on when new hire starts to contribute in their new role and measured by completing tasks or project milestones.

- c) **Surveys:** This is a structured method, typically a set of questions for collecting responses and opinions from defined set of people. Surveys are used to collect qualitative and quantitative data on multiple sections and it plays very crucial role to understand perceptions, needs, experience and help organization to improve processes and culture.

3.1.2 Employee engagement Construct:

Employee engagement construct refers to the commitment and involvement of a new hire towards their new organization and new role. Well engaged employees are not just satisfied but they make sure to invest in their work and contribute to an organizational success. Employee engagement results in improved satisfaction, higher productivity and better retention rates. Employee engagement is measured through surveys, interviews, consistent feedbacks and regular check-ins and this will offer insights on how well new hires are connected and involved into the onboarding process. To measure the employee engagement, we have used below metrics for detail analysis using sample cohort:

- a) **Onboarding satisfaction:** Onboarding satisfaction talks about how satisfied new hires are with their onboarding process which entails their initial experience, kind of support they receive and how well they are prepared to perform their roles. Herewith, it comprises the overall effectiveness of onboarding process in gathering new hire's expectations. When new hires received satisfied experience, they are more likely to

perform well, feel confident, develop better relationships and gets motivated to stay longer with the organization.

- d) **Employee retention rate:** Employee retention refers to the ability of an organization to retain its employees by enabling a motivated environment, implementing strategies, healthy policies and practices which aims to keep employees engaged and satisfied, thereby reducing departures. Retention is very critical to maintain skilled and well driven workforce which impacts organization's health and good culture.

3.2 Research Purpose and Questions

The purpose of this research is to understand the various methods to enhance onboarding process. It is structured in a way to understand first the onboarding practices, technology advancements and employee engagement strategies. This research helps to seek answers for the following questions:

- Define the key inefficiencies in traditional onboarding processes?
- How can technology be leveraged to streamline onboarding administrative tasks?
- What strategies can be used to customize the onboarding experience for new hires?
- How can employee engagement be enhanced during the onboarding process?
- What impact does the optimized onboarding framework have on new hire productivity, time-to-competency, and job satisfaction?

3.3 Research Design

A holistic approach is adapted for this study combining both qualitative and quantitative research methods. The advantage of combined research methods is that it is helping with a comprehensive study of the new hire onboarding process. This method incorporates the

depth of the qualitative insights and the breadth of quantitative data. Employing qualitative and quantitative methods gives more inclusive & robust approach and contributes in improving the new hire onboarding experience.

Integration of these two methodologies offers various benefits and make it well – equipped for this study:

- a) **Comprehensive understanding of the research problem:** Holistic approach of combining both qualitative and quantitative methods gives an opportunity for detailed exploration of the new hire onboarding process from various angles. Qualitative method helps in detailed insights, observations and challenges encountered by new hires and HR professionals. With surveys, qualitative method captures the distinctions of human behaviour, thoughts of disengagement, impacts of onboarding process and in-depth understanding of identified issues. Whereas, quantitative method helps in measuring insights across a sample and provide enough extent to simply findings. By running surveys, it become easy to quantify the extent as to what extent onboarding practices can affect new hires’s motivation, engagement and productivity. This method gives data which helps in identifying patterns and trends for validation. Such as qualitative data of interviews specifies that there is an issue with personalization experience, quantitative surveys data helps in displaying how extensive this problem is and how it can affect new hires satisfaction and retention numbers.
- b) **Improved validity and reliability:** This combined methodology improves the validity and reliability of the findings. Qualitative research offers the perspective and depth which helps in informing the enhancement of better targeted quantitative measures. For example, the identified issues from qualitative interviews are used to draft survey questions that reflect the new hire and HR professional experiences. This makes sure

that the quantitative data which is collected are well aligned with challenges and perceptions originated from onboarding process.

Further, combining these methodologies allows the process of cross-verifying data to ensure that results are robust. When insights and data of qualitative and quantitative are aligned, the findings become much more reliable and conclusive.

- c) **Practical implications for onboarding optimization:** Qualitative and quantitative approach is beneficial for transforming this research findings to practical enhancements. Like qualitative data gives elaborated recommendations for addressing identified issues whereas quantitative data gives experimental support which is required to prioritize these involvements.

By using both methodologies, this research offers balanced , richer, and comprehensive framework to enhance new hire onboarding process. This holistic approach makes sure that suggestions are practical, supported with evidence and making it more effective and justifiable in practice. This approach not only improves the better understanding of challenges but as well supports the strategies which are required to improve the process which lead to better new hire and organization experiences.

- a) **Qualitative research method:** The qualitative research method will help in providing better understanding of the onboarding impacts from various perspectives. This method will help us providing detailed understandings which will be gathered from conducting surveys with HR professionals and new hires. And the same will help using into current onboarding practices, challenges and areas for improvements.
- b) **Quantitative research method:** The Quantitative research method helps in generating data which is used to classify patterns, effectiveness of current practices and validation

of the findings from the qualitative research. This method will involve surveys to a big sample of HR professionals and new hires for collecting data on multiple aspects of the onboarding process.

3.4 Population, Sample and Participant Selection

This study involves sampling from participants of a small organization that has designed an onboarding process.

- a) **Suitability of the population:** Sample population for this study – new hires, HR professionals and managers who all are directly aligned with the objective of this research. Their involvement makes sure that this research captures the opinion of those who plays vital role into the onboarding process and experience. It focuses on the enhancement of the new hire onboarding process. HR professionals are important to the new hire design framework and its implementation as they provide key inputs and valuable insights which is helpful for scope of improvements. Simultaneously, new hires are equally critical to the study. New hire’s onboarding experience, perceptions and feedback are important to evaluate the efficiency of the current onboarding process. By selecting the participants who all are directly involved and undergone the onboarding process, it helps obtaining timely and relevant data which reflects the status of onboarding process in an organization.
- b) **Appropriateness of sample size:** Sample size selected for this study is 10 HR professionals & managers and 176 new hires which is suitable for various reasons. In a small organization the appropriate proportion of HR professionals is 10, as not the entire HR team is responsible for onboarding process. This sample size is adequate to gather good range of perspectives from all those who are part of onboarding process

and conducting surveys with such small size is feasible for in-depth assessment of the onboarding process challenges and insights. Similarly, sample size of 176 new hires gives strong set of data which produce important findings and manageable for the scope of this study. This sample size is good to collect various opinions, experiences and makes sure that this study captures extensive range of onboarding results from different departments and roles. Also from diversity perspective, by using random sampling this study reduces the chance of selection bias and more delve into individual experiences and complement wide range of survey data with better qualitative insights.

- c) **Ensuring representation and diversity:** This approach makes sure the study includes maximum participants from different backgrounds, roles, departments and gives whole view of onboarding process. Also helps to gather department & role specific challenges and how the onboarding experience is across various segments of the organization. The mixed approach of combined methodologies shares much detailed experiences and offer scope of identifying patterns and trends.
- d) **Adequacy of sample size for research validity:** This sample size is adequate for attaining research validity. For qualitative research, size of 10 HR professionals and 176 new hires data is sufficient for data capacity, this ensures that data is comprehensive and covers all required aspects of the new hire onboarding process. For quantitative research, this sample size is sufficient to generate reliable results. It allows for the exposure of important differences with the data, gives strong foundation for suggesting recommendations. Additionally, combination of qualitative and quantitative approach supports the validity by verifying findings in this research. In a nutshell the sampling includes:
 - New Hires: There are 176 new hires who all participated in the surveys. To ensure a descriptive sampling which includes individuals from different

departments and roles, we used a random sampling method to select new hires who have undergone the onboarding process.

- HR Professionals and managers: There are 10 HR professionals and managers who all been selected as part of surveys. These are the ones who are directly involved in the onboarding process.

Herewith, the selected population, size and selection strategy is suitable for research goals, and this makes sure that it captures well-structured comprehensive view of the onboarding process.

3.5 Data Collection Procedure

This study employs a holistic research approach that integrates both qualitative and quantitative methods. Specifically, data were collected through structured surveys, a widely used tool for gathering responses and opinions from a defined population. Surveys offer the ability to collect both qualitative and quantitative data across multiple areas of interest, playing a critical role in understanding participants' perceptions, needs, and experiences. Moreover, they help organizations identify areas for improvement in processes and culture.

According to Isaga (2012), surveys are often more advantageous than other data collection methods, such as focus groups or interviews, under certain conditions. These conditions include: (1) when the individual is the primary unit of analysis, (2) when there is a need to measure individual attitudes and characteristics (Oppenheim, 2002), (3) when timely, efficient, and accurate data about a population is required (Thomas, 2003), and (4) when secondary data is unavailable or insufficient (Varey, 2006; Zikmund, 2000).

The surveys utilized in this study focused on various dimensions of the onboarding process, including administrative tasks, personalization of new hire experiences, engagement strategies, and the overall satisfaction derived from the onboarding process. To gather this data, well-structured questionnaires were designed to capture quantitative responses from HR professionals, managers, and newly hired employees. The structured nature of these surveys ensured consistency in the data collected, while also providing flexibility for participants to share their personal perspectives and experiences.

These surveys were specifically crafted to uncover potential areas for improvement in onboarding practices. By capturing the viewpoints of key stakeholders—HR professionals, managers, and new hires—the study aimed to generate insights that would enhance the onboarding process and improve the overall experience for new employees. The findings provide valuable input for organizations seeking to refine their onboarding practices and foster a more engaging and productive work environment.

3.6 Data Analysis

In this section we are talking about our mental model and approach to systematically examine the data pertaining to onboarding experience of the new hire and HR professionals & managers along with effectiveness of the proposed onboarding framework.

The key objective of this data analysis is to collect the data and analyze to:

- Measure the effectiveness of the proposed new hire framework by evaluating construct and computing metrics.
- Assess change in new hire onboarding experience.
- Contribution towards improvement of new hire time to competency, time to productivity and retention rate.

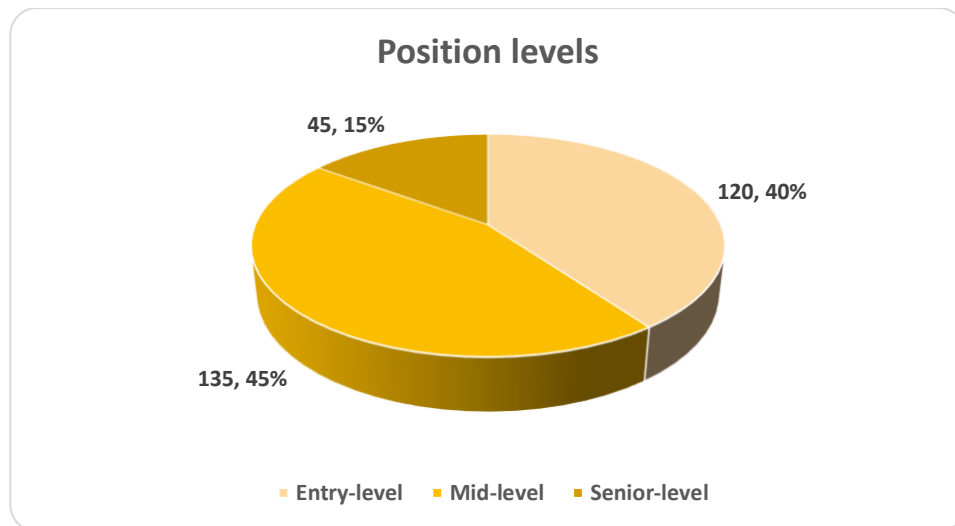
- Identify the opportunity of improvements for future enhancements/ optimization in new hire onboarding process.

The key onboarding data analysis steps are:

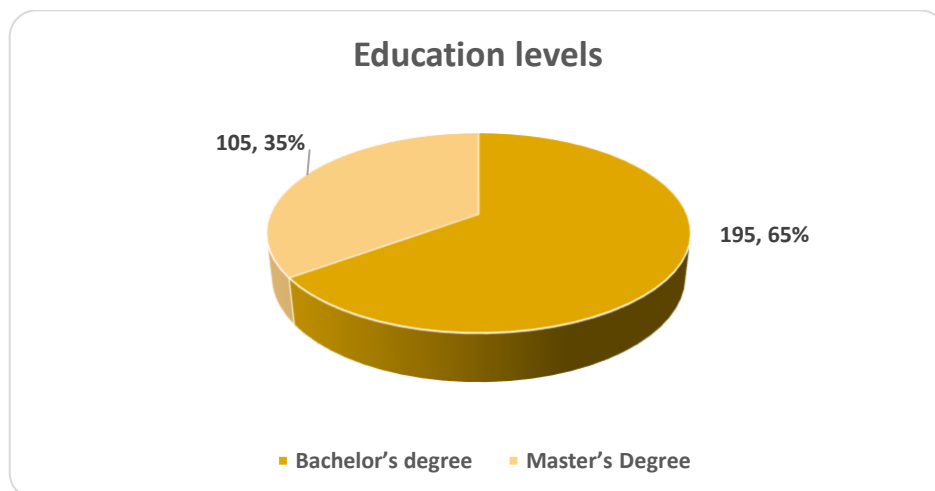
- a) **Data collection:** We have completed the data collection process into two phases i.e. 1) prior to the new hire onboarding framework implementation, where the new hire data such as their competency growth and productivity improvement collected by adhering the traditional onboarding process and
- b) **Post new hire onboarding framework implementation.** We have also, collected the employee exit data to analyze the retention rate in both the phases to understand the impact of implemented onboarding framework. Additionally, we have leveraged automated survey tool to capture the feedback from participated HR professional and managers to know-how the impact of process improvement and technology addition during the onboarding journey.
- c) **Data cleaning:** We have ensured that the data collected is accurate and consistent by carefully handling missing values, correcting errors, and formatting data to facilitates our analysis. The exercise starts with data extraction and translating to the required format to measure proposed metrics and patterns.
- d) **Data analysis:** We used mixed approach in this study to analyze our data with qualitative and quantitative methods. We used qualitative method where we conducted surveys with new hires, HR professionals & managers and used their responses in identifying, analyzing and recording patterns, and gathering onboarding experiences for new hires and our key stakeholders. Simultaneously, we used quantitative method where we used our defined metrics to compute new hire's time to competency, time to productivity and retention rate.

As per of data analysis, it is equally important to understand the participating organization characteristics. We used small size organization with 300 employees. The organization operates across various functions such as IT, Human Resources, Sales, Finance, Marketing and operations, along with individuals from different education levels, demographics etc. This organization provides a NextGen Cloud Governance platform that empowers enterprises to predictably increase top-line revenues, improve bottom-line efficiencies, and gain a competitive edge through AI-powered real-time cloud governance on autopilot. It is a next-generation multi-cloud governance platform that empowers enterprises to rapidly achieve autonomous and continuous cloud governance and compliance at scale. It is used today by many leading global enterprises across multiple industries. As part of organizational characteristics, below are the necessary bifurcations to understand the population:

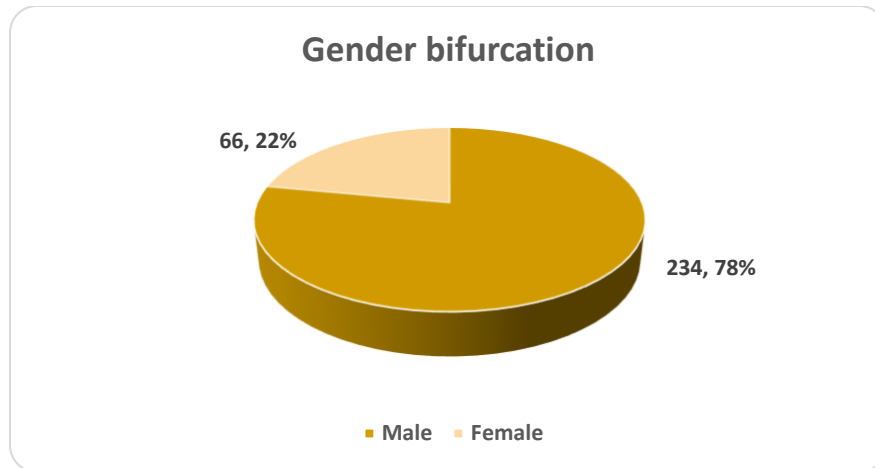
- **Position levels:** The organization structure has multiple hierarchical levels starting from entry-level to senior leadership. Entry level consists of individual contributors, mid-level specifies of experienced employees responsible for managing people and projects and senior level includes head of departments & leaders involved in organization's strategic directions and decisions. Bifurcation of type of employees is as follows:



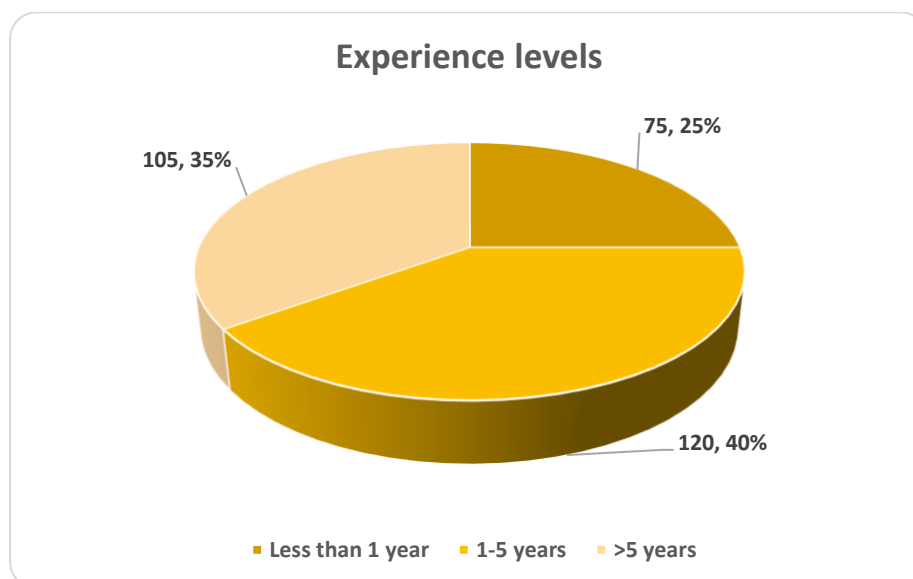
- **Education levels:** The education of the employees varies from bachelor's to master's because of different roles in the organization. Bachelor's degree is part of the workforce in professional roles and majorly into software and IT development and master's degree is part of the workforce includes mid-level and senior positions. Bifurcation of education level is as follows:



- **Gender bifurcation:** is balanced and gives an opportunity for all-inclusive analysis:



- **Experience level:** The organization has mix of experienced and freshers' employees. Employees less than 1 year consists of individual contributors, employees between 1-5 years have experienced employees and responsible for managing people and projects, and employees greater than 5 years of the workforce are in senior management roles.



Above demographic data allows to explore the onboarding experiences basis different educational backgrounds, gender balance, and role levels. The different levels of experiences give insights into how well the onboarding process accommodates at different levels. This approach will also help in identifying areas for improvement in how an organization helps in supporting new hires in their transition period.

3.7 Research design limitations

This study aims to provide a comprehensive framework for enhancing onboarding processes, still there are numerous limitations to reflect:

- a) **Generalizability:** Future research can replicate this study in various other contexts for validating the framework's applicability. Because this study is managed within a single small organization, and which limit the generalizability of the findings to other organizations.
- b) **Self-Reported Data:** There is a probability when participants might give socially desirable responses that results dependence on self-reported data from surveys which may introduce biasness.
- c) **Sample Size:** Though the sample size we used in this study is appropriate, but larger sample size could provide better robust findings. Herewith, future studies should consider larger sample size to improve the consistency of the results.
- d) **Technical Limitations:** Technology evolves with the time, new tools and better solutions emerge which could influence the proposed framework's relevance and effectiveness. As this study focuses only on available technological advancements.

CHAPTER IV

PROPOSED FRAMEWORK, IMPLEMENTATION AND EVALUATION

4.Overview

This chapter introduces a comprehensive framework, known as the '4Ps,' (Process, Personalization, People and Platforms) designed to significantly enhance the efficiency and effectiveness of the new hire onboarding process. The 4Ps framework integrates a range of best practices, personalization strategies, engagement techniques, and technological advancements to address the multifaceted challenges often encountered in traditional onboarding methods.

By combining these critical elements, the framework aims to create a holistic, all-inclusive approach that not only improves the onboarding experience for new employees but also streamlines organizational processes. The 4Ps framework is structured to address key areas such as fostering early engagement, ensuring personalized onboarding experiences tailored to individual needs, and leveraging modern technologies to improve the speed and quality of the onboarding process. Ultimately, the goal is to optimize the integration of new hires, reduce time-to-competency, and enhance overall job satisfaction, thereby contributing to higher retention rates and long-term productivity.

Through this model, organizations can better align their onboarding strategies with current workforce expectations and emerging trends, while simultaneously improving operational efficiency and fostering a more inclusive and supportive workplace culture.

An organization should adapt an integrative approach in the new hire onboarding process which specifies comprehensive method that brings all the elements together such as

streamlining HR process, personalizing new hire experience, enhance engagement and leveraging information technology into a framework. This approach ensures all aspects are catered systematically, helps to create a holistic framework which is adaptable and scalable to accommodate all needs of an organization and integrates various elements into a new hire onboarding process. Integrative approach encourages for implementing cross-functional collaboration between HR professionals, IT team members and other key stakeholders to provide multiple perspectives and knowledge which contributes to enhancing effectiveness of the onboarding process,

Integrative approach creates an opportunity for continuous improvement and measuring success. Executing a continuous improvement step entails regular feedback system, data analysis, necessary alterations in the framework which helps to access and upgrade the onboarding framework. Simultaneously, measuring success plays vital role and with the help of creating metrics such as time to competency, time to productivity, retention rates, it identifies areas for improvement and demonstrate the onboarding framework impact. Basis our integrative approach explained above, below are the 4P's (Process, Personalization, People and Platforms) of proposed new hire onboarding framework:

4.1 PROCESS: Streamlining New Hire Onboarding Administrative Tasks

Streamlining of process specifies the formation of automating, simplifying, and enhancing the regular administrative tasks pertaining to the new hire onboarding process. The primary inefficiency in administrative tasks consists of time-consuming manual steps, mandatory paperwork, entering repeated information, possibilities of incorrect details and errors etc. Herewith, by streamlining the onboarding administrative tasks, organization can run more

efficient onboarding process with reduction in manual entries, on time completion, accurate details and seamless experience to new hires.

- a) **Standardized onboarding process:** Standardizing of a process entails the formation and implementation of structured set of process steps such as workflows, necessary templates, turnaround time and responsibilities of key stakeholders who plays important roles in an onboarding process. The objective of standardizing the onboarding process is to have consistent adherence by key stakeholders regardless of having new hires from different departments & roles by rendering seamless experience. Thus, standardization of onboarding process ensures efficiency, and helps stakeholders to create hassle free & effective experience, lessens errors and make sure to be compliant with organizational labor laws and legal requirements.

- b) **Pre onboarding activities:** Pre onboarding specifies the activities which takes place between the time when new hire accepts an offer and official start date. Pre onboarding activities are designed in a way to prepare new hires for smooth transition into the organization which entails administrative tasks such as welcome emailers & setting up account access to the online portal for completing initial documentation, setting role expectations, prescheduled logistics arrangements and initial engagements. Effective pre onboarding activities helps in reducing new hires first day anxiety, accelerate their time to productivity and boost their confidence.

- c) **Centralized automated onboarding tool:** Automation of onboarding process replaces the traditional manual tasks of preparation and management of forms such as employment agreement, non-disclosure agreements, benefits documentation, tax

Forms (e.g., W-4, I-9 in the U.S.), identification proofs etc., with the use of software tools. These software tools help in streamlining the process of creating, distributing, gathering, storing and maintaining new hire's paperwork and other employment related details. Centralized automated onboarding tool is a one stop shop for new hire to access organizational policies, other necessary resources and enable them a self-service model to update their details such as demographic, and educational. Executive of automation uplift and systematize the onboarding process which helps organization to deliver more efficient, accurate and reliable onboarding experience for new hires.

4.2 PERSONALIZATION: Personalizing New Hire Experiences

Traditional onboarding process provides one-size-fits-all approach where-as personalized onboarding process is focused to meet preferences and unique needs of new hires which as based on their background, experience and role. Personalization approach is towards making onboarding process well engaging, relevant, aligned to the specified goals and helps new hires feel encouraged, valued and accelerates their integration to the new role and new organization.

- a) **Customized onboarding:** Customization plays a vital role and replace one-size-fits-all approach with enabling tailored onboarding plans which consider aspects such as new hire's specific needs, new role & department, skills, goals, experience and other dynamics. Customized onboarding provides necessary support, role specific tasks, personalized orientation sessions and allows effective experience which help new hires to integrate to their new role with success. This approach help organization to accelerate time to productivity and foster new hire engagement.

- b) **Interactive orientation & learning path:** Interactive orientation is an engaging activity to introduce new hires to the organization, its policies & culture, and are conducted in a participatory way which makes sure new hire understands well and blend in a sooner way. Such sessions motivate new hires to participate, collaborate with teams via discussions which make them welcomed and connected to the organization. Interactive orientation entails live Q&A, icebreaking team activities, role-specific simulations, mentor introductions etc. Simultaneously, learning path aims to provide tailored, self-paced and sequential flow of sessions such as hands on activities, group discussions and goal-oriented sittings which are designed to guide new hires basis their skills and roles to perform effectively. Tailored learning path split into manageable stages which allows new hires to progressively obtain insights, skills, competencies which is necessary to succeed.
- c) **Feedback mechanisms:** Feedback mechanisms is a defined process as regular check-ins for collecting data, analyzing and answering to feedback provides with an objective to obtain understanding from new hire's experience, their perception about the onboarding process. Gathering consistent feedback from new hire at initial stage till next couple of months of employment create and opportunity for scope of improvement and allows organizations to contribute to continuous improvements, onboarding practices and improving overall new hires satisfaction. Feedback mechanism entails consistent surveys and one-on-one meetings helps gathering new hire's inputs, suggestions and identifying areas for improvement to enhance new hire onboarding process.

4.3 PEOPLE: New Hire Engagements

New hire engagement is critical and plays important role in new hire's smooth transition, time to productivity and long-term commitment. Effectiveness of engagement is measured how rapidly new hire gets aligned to new organization, it's values & culture, allocated role & team, resulting in good performance.

- a) **Mentorship programs:** Mentorship is well defined initiative which help new hires in navigating with smooth integration to their new roles and guide in adapting organizational culture to build professional networking within organization. Such programs are run by experienced employees from same department in pairing with new hires for providing guidance in knowledge transfer, support in cross departmental mentorship and advice in skill development during their initial days of employment. Mentorship program renders personalized support which is effective and accelerates their learning experience and get well blended for long term success.
- b) **Team integration activities:** Team integration activities are well designed and organized engagements with a goal to help new hires familiar with their team members, understand dynamics, relationship building, knowledge sharing, promote communication and create sense of belongingness and smoothen the integration into the organization culture. Such integration program entails team lunches and collaborative projects. It gives a welcoming environment which is aligned with organizational goals, team's objectives, culture.
- c) **Surveys and one-on-check-ins:** Surveys and one-on-ones are designed as touchpoints for gathering feedback from new hires during their onboarding and integration process

stage. Consistent surveys and regular one-on-ones check-ins with manager on defined frequency helps to gauge how well new hires are connected and supported. These connects cover aspects such as role clarity, team collaboration, culture fit, overall satisfaction and experience, simultaneously it helps HR teams and managers to evaluate the health of onboarding process and creates scope of better enhancements.

4.4 PLATFORMS: Leveraging Technology

Leveraging technology plays key role in new hire onboarding process and specifies to the use of various tools, platforms and digital systems. Objective is to help streamlining process of integrating new hires by providing impactful experience, reduced administrative burdens, efficiency, consistency and create seamless experience.

- a) **Onboarding software platforms:** Onboarding software's are digital platforms/ tools which are specifically for streamlining and improving the process of new hire integration to the organization. Utilization of these digital platforms are used for automating administrative tasks, managing new hire documentation, tracking progress of completion, analytics insights which helps in measuring the effectiveness of the new hire onboarding process.

- b) **E-Learning Modules:** E-learning modules are digital education tools/ platforms which are utilized in new hire onboarding process. Objective of e-learning modules is to enable new hire to access online onboarding elements, scheduled sessions, tailored simulations, role defined certifications and courses at their own pace and convivence. e-learning in onboarding facilitates a more engaging, accessible at any time/ anywhere

flexible, and efficient way to train new hires, helping them quickly acquire the knowledge and skills they need to succeed in their new roles.

- c) **Artificial Intelligence (AI) and Chatbots:** As personalized onboarding assistance AI and chatbots in onboarding process can be utilized as an artificial intelligence powered tool with availability of around the clock which helps new hire to resolve their repetitive queries such as ‘how and where I can submit my onboarding forms?’, ‘what is my onboarding / orientation schedule?’, ‘Where I can see benefit summaries?’ offering helpful tips, manuals and guide them on completion of required documentation & form fillings. Executing Artificial Intelligence and Chatbots helps in enhancing query management with personalized interactions, it assists in resolving new hires with real-time support, also ensures to provide responses instantly and offers personalized recommendations. One of the AI system advantages is that it can possibly integrate with other HR systems/ software platforms for smooth flow of information/ new hire details and can be utilized for future references. AI systems and chatbot well engaging and responsive onboarding process which helps HR professionals / Onboarding SPOCs feel supported and reduces the burden of numerous action points.

4.5 Implementation and Evaluation of Proposed 4P's Framework

This section explains the implementation and evaluation of proposed 4Ps framework tested as part of pilot program in new hire onboarding process. This pilot program entails outlines of steps taken, metrics used for evaluation, results & analysis, new hire & shareholder survey responses, identify potential challenges and summarize the framework improvement based on findings. Objective of the pilot program is to gauge the effectiveness of the comprehensive new hire 4P's framework within a small organization

and identify that the selected organization is open and easy to adapt new methods. The duration of the pilot program is for Five months, this is the adequate time to onboard new hires and evaluate their progress. This pilot program involves group of 176 new hires across various departments and 10 HR professionals and managers to support the onboarding process.

4.6 Implementation Steps

Objective of the pilot program is to gauge the effectiveness of the comprehensive new hire 4P's framework within a small organization and identify that the selected organization is open and easy to adapt new methods. The duration of the pilot program is for Five months, this is the adequate time to onboard new hires and evaluate their progress. This pilot program involves group of 176 new hires across various departments and 10 HR professionals and managers to support the onboarding process. Pilot program executed on below key steps for smooth implementation of the new hire onboarding process with 4P's framework:

- a) **Set clear objectives:** Conducted initial briefings with HR professionals & managers with a systematic approach towards testing and improving a small-scale version of the proposed new hire onboarding framework. Briefing included about purpose & goals of pilot program, pilot group, pilot scope & timelines, execution details of process standardization, use of technology, best practices for new hire personalization and setting expectations with the aim to identify potential challenges, collecting feedback and look for scope of improvements. This is required to ensure all stakeholders understand their roles and well equipped to support.

- b) **Centralized onboarding portal setup:** Platform selection is the initial and key step for onboarding portal setup such as platforms BambooHR, customized solutions using SharePoint etc., which should be user friendly with simple layout. Bamboo HR platform set up used as onboarding online portal for new hires with an access to stages like onboarding checklist, automated document management, e-signature feature like DocuSign, onboarding resources/ materials which helped in completion of pre boarding and onboarding activities prior and on their day of joining. Objective of centralized portal is to streamline administrative tasks, facilitates learning and support new hires in their transition period to their new roles.
- c) **Launch of pilot program:** Officially kicked off the proposed new hire onboarding framework with the selected group of new hires by providing them with necessary tool access and resources along with ensuring HR Stakeholders & managers are well versed with the new process and they are encouraged to gather feedback during the entire process. Pilot program entailed initiation pre onboarding activities like completing administrative tasks via Bamboo HR, document e-signatures with DocuSign, conducted day one customized and interactive orientation session for new hires by introducing them to the organization's culture and values, introduced role-based learning path via Udemy access which is designed specifically to each new hire's need. Allocated and aligned new hires with mentorship program by pairing them with experienced employees to cater initial support and guidance.
- d) **Monitoring and support:** Activity monitored the pilot program progress with consistent communication with new hires on the completion of their necessary onboarding tasks, training engagements, team interactions also by identify their

concerns, experience and gathered feedback. Offered real time solution and conducted regular check-ins with new hires to assess their experience during their initial days and provide continuous support.

e) **Metrics used for evaluation:** Using metrics for evaluation is important to assess the efficiency of the onboarding process, overall experience for new hires and allowing HR teams to make data-driven improvements. During pilot program, metrics are used for evaluation and result analysis to assess the effectiveness of the onboarding framework by using quantitative and qualitative analysis. In quantitative analysis, metrics which used are:

- Time-to-competency, to measure the time taken for new hires to achieve necessary skills and knowledge to perform their new roles at satisfactory level. Time-to-competency metric performed by comparing the average time – to – competency of new hires during the pilot program with the average time – to – competency new hires in previous onboarding processes.
- Time-to-productivity is measured the time taken for new hires on how soon they perform at the expected level of competency and start contributing meaningful value to the assigned role and responsibilities. Time-to-productivity metric performed by comparing the average time – to – productivity of a new hires during the pilot program with the average time – to – productivity new hires in previous onboarding processes.
- Retention rate, this metric helped tracking the retention of new hires for first six months to gauge the impact of the onboarding framework. Evaluation of

retention rates used for identifying improvement trends. Retention rate has been computed by measuring the ratio of new hire hired vs left for pre and post new hire program implementation.

In quantitative analysis, metrics which used are:

- Thematic analysis used to analyze survey responses/ feedback, this helped to identify insights, patterns pertaining to onboarding experience, integration to new role, overall satisfaction and new process health which helped to classify strengths, potential challenges and scope of improvements for onboarding framework. During pilot program, survey responses are gathered from new hires to analyze their onboarding experience towards onboarding portal and stakeholder support received, from HR professionals, to obtain insights on the user-friendly experience, technology efficiency and effectiveness of the new hire onboarding process and managers on their involvements with new hires for support and encountered challenges.
- f) **Refining the Framework:** Results and feedback played vital role to enhance onboarding new hire framework, increased effectiveness and helped to address identified issues. This refined framework is well documented along with recommendations for future research and for consistent evaluation. Feedback from stakeholders is incorporated to prepare data-driven enhancements, possibility of adding new features to the onboarding portal, revisiting mentorship programs and enhancing engagement related activities. During refining the framework, challenges which are identified helped in various ways, such as redesigning of onboarding forms, enhance support mechanisms and too advancements. Basis which Developed continuous

improvement process is developed to review the framework and monitoring organizational needs.

CHAPTER V

RESULTS

5. Introduction

In this chapter, we conduct a critical analysis of the data gathered during the study, focusing on the pre- and post-implementation phases of the proposed new hire onboarding framework. The discussion revolves around two key constructs: (a) onboarding efficiency and process standardization, which is evaluated through metrics such as 'time to competency,' 'time to productivity,' and 'onboarding process survey analyses'; and (b) employee engagement, assessed through metrics like 'onboarding satisfaction rate' and 'employee retention rate.' To provide a comprehensive understanding of the framework's impact, we analyzed survey responses from new hires, HR professionals, and managers involved in the onboarding process.

The primary objective of this analysis is to validate the effectiveness of the proposed onboarding framework in comparison to traditional onboarding methods. By evaluating key constructs, we aim to reveal measurable improvements brought about by the new framework. The metrics used to assess these constructs are further supported by qualitative insights derived from surveys conducted both before and after the framework's implementation. This dual approach provides a deeper understanding of how the changes have influenced onboarding outcomes.

Additionally, this chapter examines how the proposed framework addresses the critical gaps identified in traditional onboarding processes. Through comparative data analysis, we interpret trends and emphasize changes in key performance indicators (KPIs). These KPIs reflect the success of the onboarding framework in achieving its intended goals, such as

enhancing the speed and quality of new hire integration into the organization. Furthermore, we review the overall impact of these findings, highlighting the improvements in the onboarding experience based on the process changes introduced by the framework.

By critically evaluating the data and discussing the outcomes, this chapter allows us to determine how well the proposed onboarding framework meets its objectives. It also sheds light on its contribution to improving the overall onboarding experience, fostering greater employee satisfaction, engagement, and long-term retention. Ultimately, this analysis demonstrates the framework's value in streamlining the onboarding process and creating a more effective and supportive environment for new hires.

5.1 Sample Data Analysis

This section focuses on the descriptive statistics of participant characteristics. By examining these characteristics, we can systematically analyze the data related to the participants' involvement in the onboarding process. This analysis provides a foundational understanding of the demographic and professional profiles of the study participants, which is essential for interpreting their experiences and insights in the context of the proposed onboarding framework. Through this, we aim to identify patterns and trends that may influence onboarding outcomes and process effectiveness.

5.1.1 Gender

The study sample consisted of 186 participants. Of this group, 78% (145 participants) were male, while 22% (41 participants) were female. Although the sample is predominantly male, the inclusion of a significant female population allows for an analysis that can offer insights into gender dynamics within the workforce. This gender distribution, though

somewhat imbalanced, still provides a valuable opportunity to examine onboarding experiences and outcomes across both genders. By including both male and female participants in the study, we ensure a more inclusive analysis that takes into account different perspectives, potentially identifying any gender-specific trends or disparities in the onboarding process.

Furthermore, this representation allows us to explore whether the proposed onboarding framework impacts male and female employees differently and to what extent gender may influence key metrics such as time to competency, employee satisfaction, and retention. In doing so, the analysis can help identify potential areas for improvement in creating a more equitable onboarding experience for all employees, regardless of gender.

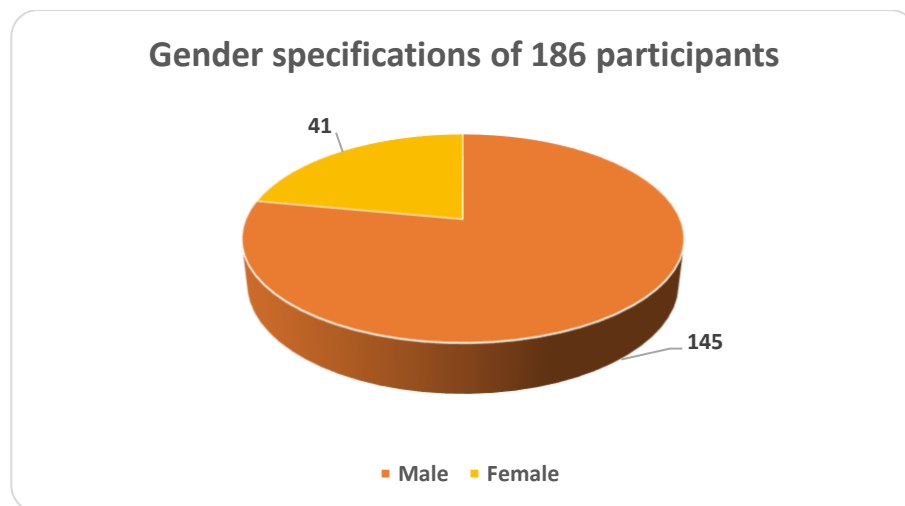


Figure 1 Gender

5.1.2 Age

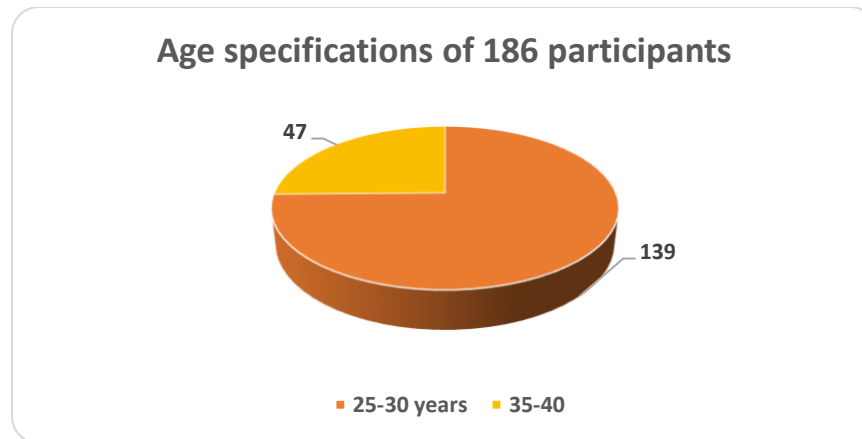


Figure 2 Age

In this study, a significant portion of the workforce surveyed comprises individuals aged 25 to 35 years, representing 75% of the total participants (139 individuals). In contrast, 25% of the participants (47 individuals) fall within the age range of 35 to 40 years. This demographic distribution highlights the diversity of age within the workforce, suggesting that the onboarding experience may differ notably across these age groups.

The predominance of younger participants in the 25 to 35 age bracket indicates a generation that is likely to be more familiar with digital technologies and modern workplace practices. This familiarity may influence their expectations regarding onboarding processes, as they might prefer tech-savvy approaches, such as online training modules, virtual meetings, and digital resources that facilitate a swift acclimatization to their new roles. Their previous experiences with technology-driven onboarding in other organizations may shape their perceptions and satisfaction levels regarding the effectiveness of such practices.

Conversely, the participants aged 35 to 40 years may bring different perspectives to the onboarding experience. This group may value more traditional onboarding methods that emphasize face-to-face interactions, mentorship, and structured guidance. They may seek deeper engagement with experienced colleagues, which could influence their integration into the organizational culture and team dynamics.

The variations in onboarding experiences across these age groups underscore the importance of tailoring onboarding programs to meet the diverse needs and preferences of a multigenerational workforce. By considering these differences, organizations can enhance the onboarding process, ensuring it is inclusive and effective for all employees, regardless of their age. Ultimately, understanding how age influences the onboarding experience can lead to the development of more targeted strategies that promote engagement, satisfaction, and retention across the entire workforce.

5.1.3 Education

Figure 3 show that a significant proportion of the workforce participating in this study consists of individuals employed in software and IT development roles, with approximately 65% (121 participants) holding bachelor's degrees. This demographic reflects a foundational level of education that is often typical in the technology sector, where a bachelor's degree is commonly required for entry-level positions. These participants bring a diverse range of skills and knowledge, contributing to the overall effectiveness and innovation within their respective teams.

In contrast, around 35% (65 participants) of the workforce occupies mid-level and senior positions, and they have attained master's degrees. This advanced educational background

is indicative of their professional development and expertise in the field. Individuals in these roles are likely to possess not only technical skills but also critical thinking, leadership, and strategic planning capabilities, which are essential for guiding teams and driving organizational success.

The representation of both educational backgrounds within the study's participant pool provides a comprehensive perspective on the workforce's qualifications. This diversity in educational attainment enriches the findings of the study, allowing for a more nuanced understanding of how different levels of education and professional experience influence various aspects of the organizational environment, including onboarding processes, employee engagement, and overall job satisfaction. By analyzing the experiences and insights of both bachelor's and master's degree holders, we can better assess the impact of educational attainment on workplace dynamics and employee integration.

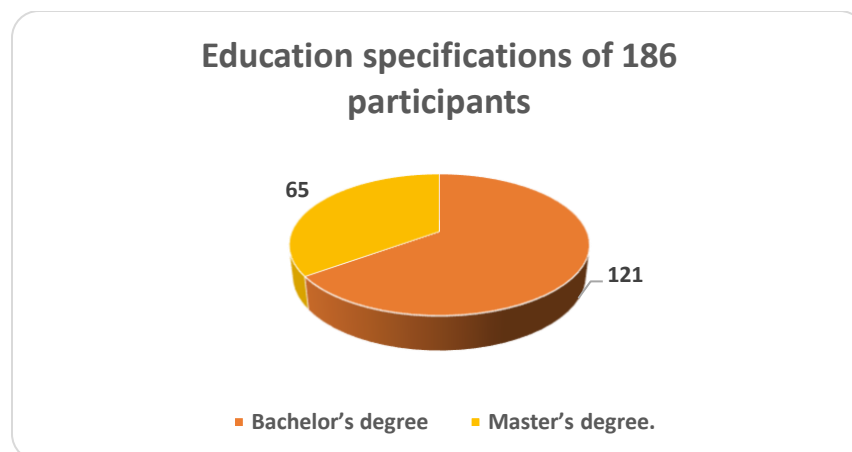


Figure 3 Education

5.2 Construct and Metric analysis

In this section, we will evaluate our key construct by employing various metrics. This evaluation serves to measure the impact of the newly implemented onboarding process for new hires. By systematically assessing these metrics, we can gain insights into the effectiveness of the onboarding experience and its influence on employee integration, satisfaction, and overall organizational performance.

5.2.1. Onboarding Efficiency & Process Standardization

We have used two metrics to evaluate our first construct “Onboarding Efficiency & Process Standardization”, a) Time to competency and b) Time to productivity. Below is the detail result analysis:

- a) **Time To Competency:** The metric analysis of “Time to Competency” gives a vigorous framework to understand and predict the new hire onboarding pulse. It refers to a specific duration to reach at defined level of competency where new hire can easily perform their tasks independently. As part of new hire onboarding, hiring managers define the new hire competency called as competency at the time of joining (C_i), here ‘i’ stand for initial join time of a new hire. Additionally, based on the role and years of experience, managers define certain goals for every new hire to attain over the course of period called as a competency after time t of the joining (C_t). These new hires are assessed based on the goals and respective achievements. The assessment happened after every 2-4 weeks. Based on achievement, they marked the time to competency as completed in <30 , ≤ 90 and ≤ 180 days.

We have computed our time to competency metric on two sample data cohort i.e. on new hires prior by using 76 participants and after proposed framework implementation using sample size of 100 new hire and 10 HR professional and managers. Table 1 shows the time to competency for new hires before proposed framework implementation for our organization:

Table 1 Time To Competency

Time-to-Competency	76 New Hires	Percentage
Within 1 month (≤ 30 days)	22	29%
Within 3 months (≤ 90 days)	44	58%
Within 6 months (≤ 180 days)	10	13%

The data reveals that only 29% of new hires achieved competency within the first month, indicating that a significant majority—58%—took up to three months to reach this level of proficiency. Moreover, just 13% of new hires reached competency within six months. These findings highlight a crucial area for improvement in our onboarding processes, as a substantial number of new employees faced challenges in acclimating to their roles and responsibilities within the organization.

Understanding the time it takes for new hires to become competent in their roles is essential for several reasons. First, prolonged time-to-competency can impact overall productivity, not only of the new employees but also of their teams, as additional resources may be required to support their learning process. Second, an extended onboarding period can lead to increased turnover rates, as new hires may feel overwhelmed or unsupported, prompting them to seek opportunities elsewhere. Finally, the ability to quickly and effectively

integrate new employees contributes to the overall health of the organizational culture, fostering an environment of collaboration and engagement.

By analyzing these metrics, we can identify specific areas where our onboarding framework can be enhanced, such as by increasing the personalization of training programs, establishing more robust mentorship opportunities, and leveraging technology to facilitate a more interactive learning experience. The insights gained from this data will guide us in refining our onboarding strategies, ultimately aiming to reduce the time-to-competency for future cohorts and improve the overall effectiveness of our employee integration process.

Table 2 illustrates the time to competency for new hires following the implementation of our proposed framework within the organization. The data highlights the distribution of competency achievement among 100 new hires across different time intervals:

Table 2 Time-to-competency - 100 New Hires

Time-to-Competency	100 New Hires	Percentage
Within 1 month (<= 30 days)	80	80%
Within 3 months (<= 90 days)	18	18%
Within 6 months (<= 180 days)	2*	2%

The results indicate that a significant majority (80%) of new hires achieve competency within the first month of employment, suggesting that the newly implemented framework effectively accelerates the acclimatization process. Additionally, 18% of new hires reach competency within three months, while only a minimal percentage (2%) require up to six

months to attain this level of proficiency. These findings underscore the framework's potential to enhance onboarding efficiency and reduce the time required for new employees to become fully effective in their roles.

5.5.2. Discussion of the Time to competency tables:

In reference to the above data, it is evident that there is significant improvement in time to competency for new hires. We observed 51% of improvement for the new hires who achieved the assigned competency goals in less than 30 days whereas substantial reduction in time to competency for new hires who completed assigned goals in ≤ 90 but more than 30 days i.e. 40% and for ≤ 180 days, it is coming around 11%.

In reference to the implemented framework, there are several driving parameters which helped improving time to competency and supported new hires to reach proficiency level in their new roles. The key parameters which helped are, well defined and structured onboarding process which made sure that new hires are well equipped and supported enough, provided better role understanding with clear expectations which enabled new hires to focus on early stage, provided role specific and tailored learning sessions helping new hires with necessary skills and paired new hires with experienced employees which helped them with their guidance, made real time corrections and speeded up new hires learning curve.

Above driving parameters included well designed and role-specific onboarding process with continuous feedback system, fostering with mentorship. These parameters helped new hires accelerating their proficiency and confidence.

b) **Time to Productivity:** Time to productivity is one of the key metrics we have used to assess the impact of our proposed framework on defined “onboarding efficiency” construct. This is a crucial metric to understand how soon a new hire can start contributing meaningful value to the assigned role and responsibilities. The key parameters attribute to the productivity assessment are how soon a person become familiar of the assignment/project, first task completion in sync to the planned schedule, time taken to independency own the task (start to finish) without seeking help from others and how soon a new hire show consistency in delivering tasks with same velocity.

As part of new hire onboarding, hiring managers define the new hire productivity called as productivity at the time of joining (P_i). They assign certain tasks to every new hire to complete over the course of planned period. They review the task completion in sync to above defined attributes after every 2-4 weeks and compute the productivity. This assessment happened after <30 , $<=45$ and $<=60$ days to measure the productivity

Mathematical equation: $P_t - P_i$.

Time-to-Productivity- 76 New Hires

We calculated the time-to-productivity metric using two distinct data cohorts, specifically focusing on new hires both prior to and following the implementation of the proposed onboarding framework. Table 3 presents the time-to-productivity for new hires before the implementation of the proposed framework within our organization:

Table 3 Time-to-Productivity

Time-to-Productivity	76 New Hires	Percentage
Within 1 month (<= 30 days)	28	37%
Within 3 months (<= 45 days)	38	50%
Within 6 months (<= 60 days)	10	13%

This data reveals that prior to the implementation of the proposed framework, only 37% of new hires reached productivity within the first month. This figure increases to 50% within three months and drops to 13% within six months. These insights highlight the need for enhanced onboarding practices to improve the speed and effectiveness of new hire integration into the organization.

Time-to-Productivity - 100 New Hires

Table 4 presents the results concerning the time-to-productivity for new hires following the implementation of the proposed framework within our organization.

Table 4 Time-to-Productivity - 100 New Hires

Time-to-Productivity	100 New Hires	Percentage
Within 1 month (<= 30 days)	72	72%
Within 3 months (<= 45 days)	23	23%
Within 6 months (<= 60 days)	5	5%

The data outlined in Table 4 indicates a significant improvement in the time-to-productivity for new hires. Notably, 72% of new employees achieved their assigned productivity goals within the first month, representing a remarkable 35% increase compared to pre-

implementation metrics. Additionally, there was a substantial reduction in the time required for new hires to reach competency benchmarks; 23% accomplished their goals within the timeframe of 31 to 45 days, while 5% completed their objectives between 46 and 60 days. These results suggest that the newly implemented framework has effectively enhanced the onboarding process, leading to a more rapid integration of new hires into their roles.

In reference to the implemented framework, there are several driving parameters which helped improving time to productivity and supported new hires to reach productivity level much better and earlier. The key parameters which helped are, clear understanding of roles and responsibilities to new hires at very early stage, ensured new hires have access to all relevant and necessary tools, software's and systems, helped them with access to knowledge guides, frequently asked questions & necessary standard operating procedures and well team integration made large impact in uplifting new hires confidence level and feel of involvement.

5.3.2 Employee Engagement

In this study, we utilized two pivotal metrics to assess our second construct, "Employee Engagement." These metrics are: (a) onboarding satisfaction rate and (b) retention rate. By employing these indicators, we aimed to capture a comprehensive view of employee engagement during the onboarding process and its subsequent impact on organizational commitment and retention

a) Onboarding Satisfaction Rate: The efficiency of the new hire onboarding process is crucial in establishing a solid foundation for employee success. In our assessment, we evaluated the onboarding process through the lens of employee satisfaction by conducting

a survey upon the completion of the onboarding experience. This survey was administered during both the pre- and post-implementation phases of the newly proposed onboarding framework.

The following presents the onboarding satisfaction data for new hires prior to the implementation of our proposed framework within the organization:

Satisfaction Rage - 76 New Hires

Table 5 Time To Competency

Satisfaction Rage	76 New Hires	Employee Satisfaction
5 (highest)	0	0%
4	24	31%
3	18	24%
2	22	29%
1 (Lowest)	12	16%

The findings reveal a concerning trend in onboarding satisfaction, with no new hires rating their experience at the highest level (5). A significant proportion of participants (31%) rated their satisfaction as a 4, while 24% rated it as a 3. Notably, nearly half of the respondents (45%) expressed dissatisfaction, rating their experience as either a 1 or 2. This data underscores the need for a comprehensive reevaluation of our onboarding framework to enhance the overall satisfaction of new hires and improve their integration into the organization.

Satisfaction Range - 100 New Hires

Below is the onboarding satisfaction data for new hires after proposed framework implementation for our organization:

Table 6 new hires after proposed framework

Satisfaction Range	100 New Hires	Employee Satisfaction
5 (highest)	77	77%
4	23	23%
3	0	0%
2	0	0%
1 (Lowest)	0	0%

In reference to the above data, it is evident that there is significant improvement in onboarding satisfaction for new hires. We observed 77% improvement for the new hire's satisfaction by scoring 5/5 from 77 out of 100 new hires and 23% improvement for the new hire's satisfaction by scoring 4/5 from 23 out of 100 new hires. The proposed process improvements impressed by scoring 4 and above for the entire sample set of 100 new hires.

New hire satisfaction rate is very important to gauge the enhancement levels such as the performance of engagements and essential for retention rate. There are various parameters which contributed to new hire satisfaction rate, such as structured onboarding process, better role alignment, effectively designed learning sessions & customized courses, supportive mentorship, healthy team collaboration with inclusive environment, consistent survey & feedback process and access to necessary tools & systems. Improved satisfaction indicates that new hires felt valued, supported and integrated well into an organization.

b) Retention Rate: Retention rate is easy metric to understand and gauge stability of new hire and to measure how effective retention strategies are. Retention rate refers to the percentage of employees who are employed for a specific defined period. This metric play's role to understand the new hire satisfaction and effectiveness of organization's culture. By measuring retention rates, organizations can manage their workforce better and create a sustainable environment.

Time Period - Number of New Hires

Table 7 illustrates the retention rate of employees prior to the implementation of the new onboarding framework:

Table 7 Time Period - Number of New Hires

Time Period	Number of New Hires	Number Retained	Retention Rate
0-6 Month	76	54	76%

In this context, the retention rate for new hires within the first six months of employment was 71.1%. This metric provides a foundational understanding of employee retention prior to the introduction of the revamped onboarding framework, highlighting the necessity for improvement in onboarding practices to enhance retention outcomes.

Time Period - Number of New Hires

Table 8 presents the retention rates of new hires following the implementation of a comprehensive onboarding framework. It illustrates the correlation between the time period after hiring and the retention outcomes achieved.

Table 8 Time Period - Number of New Hires

Time Period	Number of New Hires	Number Retained	Retention Rate
0-6 Month	100	98	98%

Note: * Two new hire from sample size of 100 left in first 5 months because of performance therefore above table specifies only about 98 sample size.

In reference to the above data, there is substantial improvement in retention rate for new hires. We observed there is 22% of improvement in retention rates after the implementation of new hire onboarding framework.

The key driving parameters for these retention rate improvements are various retention strategies which are used such as flexible working hours & hybrid models which helped new hires to maintain their work like balance, implemented feedback mechanism such as one-on-one connects by managers & consistent surveys from HR professionals, ongoing support with regular check-ins by assigned mentors , access to new learning opportunities and customized reward programs to acknowledge new hire for their early contributions, achievements and training completions etc.

5.3.3. New Hire Survey:

This feedback section shows data with analysis and findings of quantitative data collected from new hire surveys.

Survey Questions & responses data table after new hire framework implementation on Onboarding Experience, Engagement and Satisfaction for new hires using sample size of 100:

Table 9 Survey Questions _100 New Hire

Survey Questions	1	2	3	4	5	Avg. Score
1.How satisfied are you with the onboarding process?	0	0	0	42	58	4.58
2.How clear were the instructions and information provided during onboarding?	0	0	0	56	44	4.44
3.How effective was the onboarding portal in providing necessary information?	0	0	0	52	48	4.48
4.Did you find the training sessions relevant and useful?	0	0	4	68	28	4.24
5.How would you rate the support received from your mentor?	0	0	2	70	28	4.26
6.Were the onboarding activities engaging and interactive?	0	0	0	14	86	4.86
7.How engaged did you feel during the onboarding process?	0	0	0	16	84	4.84

8.How likely are you to recommend this organization to others based on your onboarding experience?	0	0	0	26	74	4.74
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Survey Questions & responses data table before new hire framework implementation on Onboarding Experience, Engagement and Satisfaction for new hires using sample size of 76:

Table 10 Survey Questions & responses 76 New Hires

Survey Questions	1	2	3	4	5	Avg. Score
1.How satisfied are you with the onboarding process?	10	6	42	18	0	2.92
2.How clear were the instructions and information provided during onboarding?	4	10	48	12	2	3.02
3.How effective was the onboarding portal in providing necessary information?	4	8	48	14	2	3.00
4.Did you find the training sessions relevant and useful?	4	10	40	20	4	3.14
5.How would you rate the support received from your mentor?	8	4	46	12	6	3.10
6.Were the onboarding activities engaging and interactive?	8	10	44	10	4	2.92
7.How engaged did you feel during the onboarding process?	4	14	34	12	12	3.18

8.How likely are you to recommend this organization to others based on your onboarding experience?	8	6	36	20	6	3.04
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The analysis of the data from Surveys A and B provides significant evidence of improvement in the overall onboarding process following the implementation of a new onboarding framework. Survey A, conducted post-implementation with a sample size of 100, and Survey B, conducted prior to the implementation with a sample size of 76, both shed light on various dimensions of the onboarding experience. Below is a detailed comparison and academic analysis of the findings:

1. **Onboarding Satisfaction:** The increase in the average satisfaction score from 2.92 (pre-implementation) to 4.58 (post-implementation) indicates a substantial enhancement in the onboarding experience. This significant improvement highlights the effectiveness of the newly introduced framework in addressing previously identified shortcomings in employee satisfaction during the onboarding phase.
2. **Clarity of Instructions and Information:** The average score for clarity of instructions and information rose from 3.02 to 4.44, suggesting that the revised onboarding process is not only more transparent but also easier to comprehend for new hires. This improvement is critical, as research suggests that clarity in communication during onboarding is directly linked to faster adaptation and reduced time to productivity for new employees (Bauer, 2010).

3. **Onboarding Portal Experience:** The increase in the average score for the onboarding portal experience, from 3.00 to 4.48, reflects that the platform is now perceived as more user-friendly, with improved content delivery. The enhancement in digital interfaces, especially in onboarding contexts, has been identified as an important factor in employee engagement and ease of access to necessary information (Saks & Gruman, 2018).
4. **Relevance of Training Sessions:** The post-implementation data indicates that training sessions became more useful and relevant, with an average score increase from 3.14 to 4.24. This finding aligns with previous studies that emphasize the importance of structured and contextually relevant training in facilitating smoother transitions for new hires, reducing turnover rates, and boosting long-term employee performance (Ellis et al., 2017).
5. **Mentorship Support:** Mentorship quality also saw notable improvement, as indicated by the rise in the average score from 3.10 to 4.26. The increased interaction between mentors and new hires appears to have fostered better support systems, crucial for fostering both professional and social integration within organizations (Ragins & Kram, 2007). The data suggests that the new framework placed a greater emphasis on building these mentor-mentee relationships, which played a key role in improving the onboarding experience.
6. **Engaging Activities:** There was a dramatic improvement in the average score for onboarding engagement activities, increasing from 2.92 to 4.86. The new onboarding framework introduced more interactive elements, which likely fostered greater

engagement. Research suggests that interactive and engaging onboarding activities are key drivers of socialization and retention, as they help new hires build networks and understand organizational culture (Allen, 2006).

7. **Employee Engagement:** Employee engagement during the onboarding process experienced a significant increase, as demonstrated by the rise in the average score from 3.18 to 4.84. This reflects the ability of the new framework to make new hires feel more connected and involved with the organization from the outset. Employee engagement is known to be a key factor in overall job satisfaction and organizational commitment, suggesting long-term positive impacts on employee retention and performance (Kahn, 1990).

8. **Willingness to Recommend the Organization:** The increase in the likelihood of new hires recommending the organization to others, with an average score increase from 3.04 to 4.74, illustrates the positive influence the new framework had on their overall perception of the company. As new employees feel more engaged, supported, and informed, they are more likely to view the organization favorably and advocate for it externally, which could improve the company's reputation and attract talent (Van Hove & Lievens, 2009).

In conclusion, the comparative analysis of Surveys A and B clearly demonstrates that the implementation of the new onboarding framework has led to significant improvements across all key metrics. The enhancements in satisfaction, clarity, engagement, mentorship, and training highlight the success of the revised onboarding process in meeting the needs of new hires and fostering a positive organizational culture. This is consistent with existing

literature, which underscores the importance of well-structured onboarding programs in promoting early employee engagement, retention, and productivity.

5.3.4. HR professional and manager survey

A structured survey was conducted to gather feedback from a sample of 10 HR professionals and managers. The objective of this survey was to assess the effectiveness of the onboarding process both before and after the implementation of a new hire onboarding framework. The survey sought to capture insights regarding the current onboarding practices and identify areas for improvement, as well as to evaluate the impact of the newly implemented framework.

The consolidated responses, collected as part of this research, provide a comparative analysis of onboarding processes pre- and post-implementation. By examining key metrics such as employee satisfaction, role clarity, and time to productivity, this survey aims to highlight the effectiveness of the new framework in enhancing the onboarding experience and overall organizational outcomes. The feedback from HR professionals and managers offers valuable insights into the strengths and potential areas of refinement in the onboarding process, which can inform future HR strategies and best practices.

This survey serves as a vital tool in understanding how the changes introduced in the onboarding framework have influenced not only the new hires' integration but also the HR department's capacity to manage and improve onboarding efficiency. The findings provide a foundation for data-driven decision-making to further optimize the process. ntion
objective and reason of survey

Table 11 HR professional and manager survey

Category	Survey Questions	Responses (Pre implementation stage)	Responses (Post implementation stage)
Onboarding Process	Describe the current onboarding process executed for your department?	Current onboarding process is inconsistent, which is leading to lack of engagement and leaves new hires unsupported.	Onboarding process is well designed and helps new hires feel comfortable, involved and well supported during their initial days.
	What do you think are the strengths of the onboarding process?	New hires are being inducted well on all policies, procedures and other details at first few days. But this leading to longer adjustment period and burnout.	Well defined systematic orientation session, mentorship program and tailored learning paths for new hires.
	What challenges have you encountered in the onboarding process?	Ineffective and incomplete communication with new hires on their new roles & responsibilities, expectations, cultural values etc.	Availability of mentors due to their pre-defined schedules, commitments and occupied with allocated assignments
Technology and tools	How effective are the tools used in the onboarding process?	There is delay in providing tool access to new hires for necessary software's and portals. As well tools are not effective operating systems.	Tools are effective which helped in operating process and saving time from executive perspective.
	What improvements would you suggest for the technical aspects of onboarding?	Tools need to be more effective and easier to use.	Tools can be more user friendly, removal of redundant details requested in tools and tools need to be integrated which will help auto fill it out information to avoid re-fill.
Personalization and Engagement	How do you personalize the onboarding experience for new hires?	Current onboarding process is focused on one-size-fits which is not successful model	Well-tailored learning paths based on role and new hire's needs.

		for different roles and teams.	
	What strategies do you use to engage new hires during the onboarding process?	In current onboarding process, there is no defined engagement strategies which are used.	Regular check-ins, interactive sessions and engagement activities with new hires helped us to look for scope of improvements.
Feedback and Improvement	How do you collect feedback from new hires about their onboarding experience?	During onboarding instant queries are resolved but tracking of feedback mechanism is to be formed which can help to identify areas for improvement	Individual feedback surveys within first month.
	What changes have you implemented based on feedback from hires?	There is no feedback mechanism	Better clarity of instructions and created more interactive sessions.
Overall Assessment	What do you think could be done to improve the onboarding process?	Onboarding process needs to be well structured with better improved technology and engagement strategies	Updated technology, and better utilization and tailored onboarding strategies.
	How do you measure the success of the onboarding process?	In current onboarding process, there is no measuring metric which is used.	With metric time-to-competency, time to competency, retention rates and survey responses.

The survey responses gathered from HR professionals and managers provide a comprehensive view of the onboarding process, detailing both its strengths and areas for improvement. This analysis reveals how the current onboarding framework supports new hires and highlights opportunities to refine and optimize the process further.

- Strengths:
 - The new hire onboarding process with new framework is well-structured, entails a week – long orientation, mentorship programs and tailored learning paths, these additions give better supportive framework and help new hires with hassle free integration to their new roles.
 - There are personalization efforts to personalize new hire onboarding experience with tailored learning paths basis new hire’s role and needs. This personalization is supported by key strategies such as regular check-ins, interactive sessions, and new hire engagement activities to make sure new hire feel welcomed and well involved.
- Challenges:
 - One of the crucial elements as challenge is the availability of mentors. Their regular schedule and workload limit their availability which is the process hinderance and impact the new hire onboarding experience.
 - Tools which are used in new hire onboarding process are timesaving and very effective, but it can be more user-friendly as there is redundant information details which needs to eliminate and can be auto filled.
- Continues improvement mechanism:
 - Initial feedback which is collected from new hires via one-on-one sessions and surveys helps HR professionals in identifying concerns for immediate resolution or suggestions for better process improvement.
 - Based on feedback, improvements are made to provide transparent instructions and gives an opportunity to create more interactive sessions as contributor to better engaging onboarding experience.

- Recommendations:
 - For further enhancement of the new hire onboarding process, HR team is suggesting for using new and updated tools & technologies. Also, to have more tailored onboarding strategies to meet new hires needs on individual basis.
 - The more important is to measure success of the new hire onboarding process with metrics such as time-to-competency, retention rates and feedback surveys. These metrics is supportive in accessing how effective onboarding process is and how well new hires are integrating to their new roles.

Conclusion:

In conclusion, the survey provides valuable insights into the onboarding process, highlighting its strengths in structure and personalization. However, it also identifies opportunities for improvement, particularly in the areas of mentorship availability and technological upgrades. The ongoing collection of feedback and the implementation of recommended metrics will be crucial in driving continuous improvements and ensuring that new hires have a positive and effective onboarding experience.

5.5 Summary

The onboarding process reveals several inefficiencies that hinder the experience of new hires, particularly in areas such as mentor availability and the usability of tools. Mentors, often constrained by their schedules and work priorities, are not always accessible, which negatively impacts the guidance and support new employees receive during the onboarding phase. Furthermore, the reliance on inefficient and non-user-friendly tools exacerbates

administrative challenges, leading to delays and frustrations for both new hires and HR professionals. These inefficiencies can result in a suboptimal onboarding experience, reducing the productivity and engagement of new employees from the outset.

Addressing these challenges requires the integration of advanced technological solutions such as Bamboo HR and Udemy. Bamboo HR offers capabilities for managing employee data and workflows digitally, enabling HR teams to streamline processes, reduce errors, and eliminate repetitive tasks. This paperless system allows HR professionals to focus on more strategic initiatives, including the customization of onboarding experiences. Similarly, Udemy provides online learning platforms that can be tailored to the specific roles and skills of new hires, offering personalized learning paths that enhance both the efficiency and effectiveness of the onboarding process. These technologies can significantly improve the experience for new employees by simplifying administrative tasks, ensuring consistency, and fostering better engagement.

Effective onboarding strategies should also include the personalization of the onboarding experience. Tailored learning paths, based on the new hire's role, experience, and skills, can enhance their integration into the company. Regular check-ins, collaborative sessions, and team-based activities can help new hires feel more connected to their teams and foster a sense of belonging. Additionally, assigning mentors to guide new hires through their initial stages is crucial. Mentors provide both practical assistance and emotional support, helping new employees navigate their roles and develop the necessary competencies more effectively.

This study evaluates the effectiveness of a proposed onboarding framework through the implementation of a pilot program. The framework includes the application of specific metrics and controlled testing to gather feedback and assess its impact. Survey insights demonstrate significant improvements in onboarding experiences, and ongoing monitoring ensures that the framework continues to meet its objectives and deliver measurable benefits.

The primary purpose of this research was to explore methods to enhance the new hire onboarding process. It is structured to first examine existing onboarding practices, the role of technological advancements, and strategies to improve employee engagement. Through this approach, the study seeks to answer key questions regarding how to elevate onboarding as an experience, ensuring new hires are fully supported and integrated into their roles in a timely and efficient manner.

5.6 Discussion of Research Question One

Define the key inefficiencies in traditional onboarding processes?

There are several key inefficiencies in traditional onboarding process which needs to be catered. To start with, there is traditional administrative task like paper-based forms to be filled by new hires which leads to errors, need in-person involvement and are very time-consuming or they are using outdated tools which are not user-friendly and cause delays for both new hires and HR professionals and involves repetitive detail requests from new hires. Another inefficiency is mentors' availability. Initial guidance and support from Mentors are necessary and very impactful for new hires but due to their workload and tight schedules they are not able to spend allocated time with new hires which leaves unpleasant

experience for new hires. Additionally, insufficient engagement strategies and lack of personalization where there are no regular check-ins, no team interactive sessions because of which new hires struggles their initial days of settling and could not adapt organization culture well and unable to build relationships with other team members. Such inefficiencies specify for streamlines processes to improve new hire onboarding experience. Once these inefficiencies are identified and catered, organizations can have smoother and hassle-free process which helps new hires navigating to their new roles and make sure they are productive and encouraged from day one.

5.7 Discussion of Research Question Two

How can technology be leveraged to streamline onboarding administrative tasks?

When updated and user-friendly technology is leveraged to streamline onboarding process, it enhances the experience for new hires, helps them to navigate and makes it easier for HR professionals & stakeholders to gather information smoothly, on time and increase the overall efficiency of the process. Tools like Bamboo HR and Udemy offers various features such as Bamboo HR helps in managing employee data, tracking of onboarding progress, online paperwork and Udemy helps with online trainings at its own comfort and pace for new hires and more tailored to specific roles. These tools help in reducing administrative in cumbersome on HR professionals & other stakeholders, eliminates redundant information requests by auto filling features with information provided by new hires and saves time in the onboarding process. These technological solutions help organizations to create efficient, seamless onboarding process, and leading to quicker time-to-competency & satisfaction among new hires.

5.8 Discussion of Research Question Three

What strategies can be used to customize the personalized onboarding experience for new hires?

To have personalized new hire onboarding experience, there is a need to create a process which has customized learning paths and tailored basis new hires needs, their roles and backgrounds. For example, experienced new hires will require less basic training and much more advanced role-based guidance. Consistent check-ins, addressing their regular concerns, interactive sessions and team-building activities of new hires helps identifying their needs for solution, create more personalized connect and help them feel more supportive and intact from an organizational perspective. Such personalized onboarding experience demonstrates that the organization values their unique backgrounds and contributions which helps new hires in navigating to their new roles and foster a sense of belonging and commitment. This approach not only helps in enhancing the onboarding experience but helps new hires to integrate faster, lead to better job satisfaction, improved performance and increased retention rates.

5.9 Discussion of Research Question Four

How can employee engagement be enhanced during the onboarding process?

Engagement strategies play a vital role in nurturing a supportive culture and ensures that new hires feel valued and welcomed. Building practice around regular check-ins to address new hires concerns, interactive sessions, workshops, provide ongoing support and engage new hires to help them building interaction with their colleagues. Allocating experienced employees as mentors to new hires provides reliable single point of contact to guide and support them and help them to navigate through their new roles and develop skills they require to skill. HR professionals need to ensure that the allocated mentors have the time

and resources to full mentor roles effectively. Additionally, encouraging open communication and feedback allows new hires to voice out their views and suggestions. Implementation of these strategies foster a sense of belongingness which is important for a positive culture, supportive environment, leads to higher satisfaction, improved performance of new hires and ultimately this contributes to the success of an organization.

5.10 Discussion of Research Question Five

What impact does the optimized onboarding framework have on new hire productivity, time-to-competency, and job satisfaction?

There are several key steps involves in pilot program to evaluate the effectiveness of the proposed new hire onboarding farmwork. Establishing metrics such as time-to-competency and retention rates scores is essential for improvement. Implementation of the pilot program allows for controlled testing, collecting survey feedback from participants, interviews which provides valuable insights and identified areas for improvements. For example, pilot programs study data shows improvement in time-to-competency improved with 80% of new hires reaching competency in <1 month comparing to 29% earlier, retention rates increased from 76% to 98% in <6 months. These metrics shows the effectiveness of new hire onboarding process and redefining the pilot program based on collected feedback data, organizations can further improve the new hire onboarding framework.

CHAPTER VI: SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary and Findings

This chapter presents the results of the study within the broader context of onboarding practices for new hires. It provides a detailed interpretation of the pilot program's findings and evaluates the implications, offering recommendations for the effective implementation of the proposed onboarding framework. Additionally, suggestions for future research are included, positioning this study within the larger discourse on human resource management.

Interpretation of Findings:

The findings from the pilot program offer insightful perspectives on the proposed onboarding framework, underscoring its effectiveness in key areas:

- **Time-to-Competency:** One of the primary achievements of the proposed framework was a marked reduction in the time-to-competency for new hires. By utilizing technology, such as onboarding portals, to streamline administrative tasks and facilitate personalized training plans, new employees were able to achieve productivity more swiftly. Data from the time-to-competency survey indicated a 51% improvement in new hires reaching competency goals within 30 days, with a 40% improvement for those achieving competency between 30 and 90 days, and an 11% improvement for those requiring up to 180 days. Factors contributing to this accelerated development include tailored mentorship programs, customized e-learning modules, and individualized orientation sessions designed to meet the specific learning needs of new hires.

- **Retention Rates:** The proposed onboarding framework also led to significant improvements in retention rates, reducing turnover and fostering a more supportive organizational culture. Survey data showed a 22% increase in retention, largely driven by various retention strategies, including feedback mechanisms (such as one-on-one meetings and regular surveys), ongoing support through check-ins, continuous learning opportunities, and recognition programs that acknowledged new hires' early contributions. These strategies created a more engaging onboarding experience, contributing to longer-term employee satisfaction and retention.
- **Qualitative Feedback:** The qualitative feedback from new hires and HR professionals, provides detailed perspective to the quantitative data. Better comments on the portal, team integration, and new hire orientation sessions give insights about the strengths of the framework, though recommendations will always offer valuable guidance for improving the process. The result of this survey shows good average score increase of overall onboarding process from 3.04 to 4.5 which reflects positive impact of the new hire onboarding framework implementation. Across all survey questions, there is dramatic improvement seen after the implementation of new hire framework. This comparison shows the efficiency of this comprehensive approach which enhanced the overall onboarding process, improved new hire engagement, increased onboarding process satisfaction, shows better clarity & transparency, successful mentorship program and new hires likelihood towards organization. In nutshell, the new hire onboarding process is well accepted by new hires and leads to much positive experience.

6.2 Implications

The findings have several implications for HR practices, particularly emphasizing the need for a structured and technology-driven onboarding process:

- **Adoption of Technology:** To optimize the onboarding process, organizations should integrate advanced technical tools, such as onboarding software, to streamline administrative tasks and enhance the new hire experience.
- **Personalization:** Developing individualized onboarding plans tailored to the specific roles, departments, and needs of new hires can significantly improve engagement and productivity. Personalized learning paths should be designed to align with both organizational and individual goals.
- **Employee Engagement:** Mentorship programs, team integration activities, and consistent feedback mechanisms are essential to fostering a sense of belonging and involvement among new hires. These elements are crucial to creating a supportive and engaging onboarding experience.
- **Continuous Improvement:** HR professionals should incorporate a continuous improvement model to regularly assess and refine the onboarding process. Gathering feedback from both new hires and stakeholders will help identify areas for enhancement, ensuring that the process remains dynamic and effective over time.

6.3 Recommendations for Future Research

This study proposes several valuable theoretical and practical recommendations for the field of human resource management and onboarding practices, while also offering practical recommendations for organizations. However, several areas warrant further investigation to build upon the findings of this research. Below are few beginning with the theoretical recommendations.

Theoretical recommendations:

- **Integrated Onboarding Framework:** The proposed framework, which integrates HR best practices with new hire personalization, enhanced engagement, and technological tools, provides a new model for optimizing the onboarding process.
- **Role of Technology:** This study highlights the transformative potential of advanced technologies in streamlining the onboarding process and enhancing its overall effectiveness. Future studies can further explore the role of technological adaptation in onboarding practices.
- **Employee Engagement:** The importance of fostering employee engagement during the onboarding process has been emphasized in this study. Future research could investigate specific activities that maximize engagement during the onboarding period.
- **Holistic Approach:** This study presents a holistic approach to onboarding, addressing multiple dimensions such as technology integration, employee engagement, and personalized training. It contributes to the theoretical understanding of how comprehensive HR practices can enhance onboarding outcomes.

Practical Recommendations:

- a) **Invest in Technology:** Organizations should invest in onboarding software and technological tools to streamline initial administrative tasks and provide interactive training that supports new hires throughout the onboarding process.
- b) **Develop Personalized Onboarding Plans:** HR departments should tailor onboarding plans according to the roles, departments, and backgrounds of new hires, ensuring the process aligns with individual needs and organizational objectives.
- c) **Implement Mentorship Programs:** Establishing mentorship programs where experienced employees support new hires will facilitate smoother transitions into the organization and enhance the overall onboarding experience.
- d) **Enhance Engagement Activities:** Organizations should prioritize team-building exercises and regular feedback sessions to foster greater employee engagement.
- e) **Continuous Feedback and Improvement:** A system for collecting ongoing feedback from new hires should be implemented, with the aim of continuously refining and improving the onboarding process.

Future Research Directions:

- a) **Broader Applicability:** Future research should explore the adaptability of the proposed framework across different industries, company sizes, and cultural settings to ensure its wider applicability.
- b) **Long-Term Impact:** Investigating the long-term effects of the onboarding framework on new hires' performance, engagement, and retention will provide deeper insights into its sustained benefits.

- c) **Technological Advancements:** Future studies could explore how emerging technologies can further enhance the efficiency and effectiveness of onboarding processes.
- d) **Specific Demographic Groups:** Examining how different demographic groups (e.g., age, gender, cultural background) experience the onboarding process will help organizations refine the framework to be more inclusive and effective.
- e) **Cost-Benefit Analysis:** Conducting a cost-benefit analysis of the proposed framework compared to traditional onboarding methods will provide organizations with a clearer understanding of the financial return on investment.

6.4 Conclusion

This research has developed a comprehensive and integrated onboarding framework that significantly enhances the efficiency, engagement, and satisfaction of new hires. Through the strategic application of advanced technologies, personalization of onboarding experiences, and a strong emphasis on fostering engagement, organizations are better equipped to create an environment that promotes productivity and facilitates early adaptation for new employees.

The proposed framework offers a concrete, actionable solution to improving onboarding practices, providing valuable insights for human resource (HR) professionals. It contributes to the broader field of human resource development by addressing the multidimensional aspects of the onboarding process. The findings underscore the importance of adopting a holistic approach, one that acknowledges the interplay of various factors—including technological integration, personal engagement, and tailored support—that influence new hire success.

Moreover, the long-term success of an organization is closely tied to the successful onboarding of its new hires. Therefore, it is critical for organizations to continuously evolve and adapt their onboarding processes in response to changing workforce dynamics. Ongoing improvements are essential to maintaining excellence in onboarding, as this study serves as a foundation for further research and practical applications. Continuous innovation in onboarding practices not only supports individual employee success but also strengthens organizational outcomes, including retention rates and employee performance.

Key takeaways from this research include:

- **Increased Satisfaction:** The onboarding process has significantly improved overall satisfaction, creating a positive experience for new hires.
- **Enhanced Clarity:** Clear communication and detailed instructions have enabled new hires to understand their roles more effectively and efficiently.
- **Efficient Tools:** The introduction of onboarding tools, such as a dedicated portal, has proven to be user-friendly and highly beneficial for new hires.
- **Tailored Training:** Customized training sessions and personalized learning paths have become more relevant, better aligned with the unique needs of new hires.
- **Mentorship Support:** The increased presence of mentors has played a crucial role in helping new hires integrate more smoothly into their roles and organizational culture.
- **Engaging Activities:** Interactive and engaging onboarding processes have enhanced both the overall experience and the level of engagement for new hires.

These findings demonstrate that the pilot program effectively improves time-to-competency and retention rates for new hires. The enhancements introduced by this program suggest that it offers an impactful and sustainable approach to onboarding, one that can be continuously refined to meet the evolving needs of both organizations and their new employees. This study thus provides a valuable framework for organizations seeking to optimize their onboarding practices while encouraging further exploration and innovation in this critical area of human resource management.

APPENDIX A
SURVEY COVER LETTER

Date <Date of Initiation>

Dear <New Hire's Name>,

Welcome to <Company Name>! In line to our commitment to continuous improvement and ensuring a progressive experience for all our new employees, we ensure consistent evaluations of our onboarding process. We would appreciate your participation via survey to help us understand your experience and classify areas for process improvement.

This survey entails several questions on different aspects of the onboarding process, and it takes 5 minutes to complete. Your inputs will be confidential and to be used solely to enhance onboarding practices.

To participate, please click at the following link. <Survey Link>

Survey duration is available from <Start Date> to <End Date>.

We thank you for your time and participation.

Warm regards,

Manmeet Kaur Wilkhoo

Lead – People & Culture

APPENDIX B
INFORMED CONSENT

Consent Form for New Hire Onboarding Experience Survey

Research Title: A FRAMEWORK TO OPTIMIZE EFFICIENCY OF NEW HIRE ONBOARDING PROCESS'

Purpose of the Study: This survey is planned to gather feedback on the new hire onboarding process experienced by you as a new employee. Your inputs will help our organization to enhance and redefine our onboarding practices better for our future employees.

Voluntary Participation: Your participation is completely voluntary, and you can choose to opt out any time and it has no consequences.

Confidentiality: Your feedback is confidential and will only be used in aggregate form. None of the individual responses will be disclosed.

Consent to Participate: By participating in this survey, you are agreeing to participate in this research under the above-mentioned conditions.

I agree to participate in the new hire onboarding survey.

< > Yes

< > No

Start the survey by choosing "Yes" if you agree to participate.

APPENDIX C

SURVEY QUESTIONS

Appendix C entails the survey questions which are used in the research. These survey questions are planned to collect inclusive data from new hires, HR professionals and managers on their experiences and perceptions derived from new hire onboarding process.

1. Survey Questions for new hires (Rate between 1 – 5 scale, 1 as lowest and 5 as highest)

1.1 Based on New Hire Onboarding experience:

- How satisfied are you with the onboarding process?
- How clear were the instructions and information provided during onboarding?
- How effective was the onboarding portal in providing necessary information?
- Did you find the training sessions relevant and useful?
- How would you rate the support received from your mentor?
- Were the onboarding activities engaging and interactive?
- How engaged did you feel during the onboarding process?
- How likely are you to recommend this organization to others based on your onboarding experience?

2. Survey Questions for HR Professionals and Managers

2.1 Onboarding Process:

- Can you describe the current onboarding process in your department?
- What do you think are the strengths of the current onboarding process?
- What challenges have you encountered in the onboarding process?

2.2 Technology and Tools:

- How effective are the tools used in the onboarding process?
- What improvements would you suggest for the technical aspects of onboarding?

2.3 Personalization and Engagement:

- How do you personalize the onboarding experience for new hires?
- What strategies do you use to engage new hires during the onboarding process?

2.4 Feedback and Improvement:

- How do you collect feedback from new hires about their onboarding experience?
- What changes have you implemented based on feedback from new hires?

2.5 Overall Assessment:

- What do you think could be done to improve the onboarding process?
- How do you measure the success of the onboarding process?

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