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A STUDY ON EMPLOYEES PERCEPTION TOWARDS ONBOARDING PROCESS AT MAVERIC SYSTEMS LIMITED

[1]Ms. Angel Shefrine, [2]Dr. Suresh Kumar

[1]Student, [2]Professor

[1]MBA Department,

[1]Panimalar Engineering College, Chennai, India

Abstract: This study explores the onboarding process at Maveric Systems Limited, assessing its effectiveness, reliability, and the overall impact on new hires' integration into the company culture. Utilizing a Descriptive Research design and Convenience sampling, the research involved a survey of 280 employees who recently completed the onboarding process. The quantitative analysis applied non-parametric tests due to the non-normal distribution of data, focusing on areas like Work Environment Balance, Onboarding Process Reliability, Post-Onboarding Support, and Information Adequacy. Results revealed demographic differences in satisfaction levels, with actionable recommendations for enhancing the onboarding process tailored to diverse employee needs.

Keywords: Onboarding, Work Environment Balance, Post-Onboarding support.

1.INTRODUCTION

Employee onboarding is crucial in facilitating a seamless transition for new hires, integrating them into an organization's culture and workflows. At Maveric Systems Limited, a leading technology solutions provider, onboarding is seen as a strategic process crucial for fostering employee productivity and long-term engagement. This study delves into the perceptions of employees regarding the onboarding process, focusing on its efficiency, reliability, and the adequacy of support and information provided.

2. NEED FOR THE STUDY

The study aims to address significant gaps in understanding how effectively the onboarding process supports new hires at Maveric Systems Limited. It seeks to evaluate specific aspects of the onboarding process that contribute to or detract from a successful employee integration, highlighting the need for a strategic approach to enhance employee retention and satisfaction.

3.SCOPE OF THE STUDY

The research focuses on employees across various levels within Maveric Systems Limited who have undergone the onboarding process within the last year. This approach ensures a comprehensive understanding of the onboarding experience from multiple perspectives within the organization.

4.OBJECTIVES OF THE STUDY

- To evaluate the efficiency of the process in integrating employees into the organizational culture.
- To examine the reliability of the onboarding process as perceived by new hires.
- To analyze the adequacy and effectiveness of the information and support provided during onboarding.
- To identify demographic variations in perceptions and satisfaction with the onboarding process.

5. LIMITATIONS OF THE STUDY

- Limited participation due to employees' busy schedules lead to lower response rates and potential bias.
- Response bias occurred, as employees provided answers they believe management wants to hear.
- Sampling bias arised when certain groups of employees were systematically excluded from participating in the survey

6.LITERATURE REVIEW

- Krugielka & Bartkowiak (2023): Emphasize the importance of onboarding for employee well-being in Polish enterprises.
- Stoiber, Pohl & Stitz (2022): Highlight the effectiveness of scrollytelling and video tutorials in onboarding for digital technologies.
- Smith, Mathews & Mills (2022): Introduce the anchoring model to enhance contingent workers' socioemotional exchange through onboarding.
- Verheyden (2022): Suggests that effective welcoming, preparation, and socialization practices enhance onboarding experiences in universities.

7.RESEARCH METHODOLOGY

7.1. RESEARCH DESIGN

Descriptive Research Design, to accurately describe the population's characteristics.

7.2. SAMPLING TECHNIQUE

Non-Probability Sampling, specifically Convenience Sampling, for quick and cost-effective participant selection.

7.3. SAMPLE SIZE

280 participants, determined using the Morgan Chart.

7.4. DATA COLLECTION

Primary Data: Collected via structured questionnaires using Likert Scale, Dichotomous questions, and Open-Ended questions.

Secondary Data: Gathered from academic journals and books to complement primary data.

7.5. SAMPLE SIZE

Mann-Whitney U-Test, Kruskal-Wallis Test and Chi-Square Test.

7.6 Analysis & Interpretation

7.6.1 Mann-Whitney U Test:

H_0: There is no significant difference between the mean rank of Men and Women with respect to Work environment Balance, Reliability in Onboarding process, Post Onboarding support and Adequacy of Information shared.

H_1: There is significant difference between the mean rank of Men and Women with respect to Work environment Balance, Reliability in Onboarding process, Post Onboarding support and Adequacy of Information shared.

Table 1

Ranks of Work Environment Balance, Reliability in Onboarding Process, Effectiveness of Post Onboarding Support, Adequacy of Information Shared – U Test

Ranks				
	Gender	N	Mean Rank	Sum of Ranks
Work environment Balance	Men	146	144.01	21025.5
	Women	134	135.6	18034.5
	Total	280		
Reliability in Onboarding Process	Men	146	123.04	17963.5
	Women	134	158.62	21096.5
	Total	280		
Effectiveness of Post Onboarding Support	Men	146	141.9	20717
	Women	134	137.92	18343
	Total	280		
Adequacy of Information shared	Men	146	126.26	18433.5
	Women	134	155.09	20626.5
	Total	280		

Table 2
Interpretation of Mann-Whitney U-Test

Test Statistics[a]				
	Work environment Balance	Reliability	Post Onboarding Support	Information shared
Mann-Whitney U	9123.5	7232.5	9432	7702.5
Wilcoxon W	18034.5	17963.5	18343	18433.5
Z	-1.039	-4.927	-0.472	-3.572
Asymp. Sig. (2-tailed)	0.299	< 0.01	0.637	< 0.01
a. Grouping Variable: Gender				

Findings:

- No significant difference between men and women (p-values 0.299 and 0.637 > 0.05).
- Significant difference between men and women (p-values 0.000 and 0.000 < 0.05).

Inference:

- Women perceive the onboarding process as more reliable compared to men (mean rank: women 158.62 > men 123.04).
- Women feel more satisfied with the adequacy of information shared during onboarding than men (mean rank: women 155.09 > men 126.26).

7.6.2 Kruskal Wallis Test (H-Test):

- **H_0:** There is no significant difference among the mean ranks of Age with respect to Work environment Balance, Reliability in Onboarding process, Post Onboarding support and Adequacy of Information shared.
- **H_1:** There is significant difference among the mean ranks of Age with respect to Work environment Balance, Reliability in Onboarding process, Post Onboarding support and Adequacy of Information shared.

Table 3
Ranks of Work Environment Balance, Reliability in Onboarding Process, Effectiveness of Post Onboarding Support, Adequacy of Information Shared – H Test

Ranks			
	Age	**N**	**Mean Rank**
Work environment Balance	Below 25	71	194.73
	26 - 30	170	131.96
	31 - 40	32	86.08
	Above 40	7	34.5
	Total	280	
Reliability in Onboarding Process	Below 25	71	153.87
	26 - 30	170	132.18
	31 - 40	32	180.97
	Above 40	7	4
	Total	280	
Effectiveness of Post Onboarding Support	Below 25	71	135.83
	26 - 30	170	161.29
	31 - 40	32	52.33
	Above 40	7	65.5
	Total	280	
Adequacy of Information shared	Below 25	71	172.71
	26 - 30	170	141.22
	31 - 40	32	88.97
	Above 40	7	16.5
	Total	280	

Table 4
Interpretation of Mann-Whitney H-Test

Test Statistics[a,b]				
	Work environment Balance	Reliability in Onboarding Process	Effectiveness of Post Onboarding Support	Adequacy of Information shared
Chi-Square	85.767	57.042	73.499	58.497
df	3	3	3	3
Asymp. Sig.	< 0.01	< 0.01	< 0.01	< 0.01
a. Kruskal Wallis Test				
b. Grouping Variable: Age				

Findings:

Significant differences found across age groups for Work Environment Balance, Reliability in Onboarding, Post-Onboarding Support, and Information Adequacy (p-values 0.000 < 0.05).

Inference:

- Below 25 years: Higher satisfaction with Work Environment Balance (mean rank: 194.73) and Information Adequacy (mean rank: 172.71).
- 31-40 years: Prefer more reliable onboarding processes (mean rank: 180.97).
- 26-30 years: Value effective post-onboarding support (mean rank: 161.29).

7.6.3 Chi – Square Test:

- **H_0:** There is no significant association between Gender and Work Environment Balance.
- **H_1:** There is significant association between Gender and Work Environment Balance

Table 5
Cross tabulation of Gender and Balance

Gender * Balance Crosstabulation				
Count				
		Balance		Total
		1	3	
Gender	Male	32	114	146
	Female	43	90	133
Total		75	204	279

Table 6
Interpretation of Chi-Square Test

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3.839[a]	1	.050		
Continuity Correction[b]	3.328	1	.068		
Likelihood Ratio	3.843	1	.050		
Fisher's Exact Test				.059	.034
Linear-by-Linear Association	3.826	1	.050		
N of Valid Cases[b]	279				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 35.75.

b. Computed only for a 2x2 table

Findings:

No significant association between Gender and Work Environment Balance (p-values 0.50, 0.68 > 0.05).

Inference:

Gender does not impact employees' perceptions of work environment balance. Gender-neutral policies can be used to enhance work environment balance.

RECOMMENDATIONS

- Tailor Onboarding to Demographics: Customize programs to address specific needs of different demographic groups.
- Enhance Communication: Improve clarity and relevance of information shared during onboarding.
- Strengthen Post-Onboarding Support: Develop robust support systems for new hires.
- Implement Feedback Mechanisms: Establish regular feedback channels to refine the onboarding process.

- Evaluate Cost Efficiency: Regularly assess cost efficiency to streamline processes and reduce turnover-related costs.

CONCLUSION

The study highlights the importance of a well-structured onboarding process in fostering employee satisfaction and engagement. Key findings suggest that while the process is generally effective, improvements in customization and information sharing are needed to meet diverse needs. Tailoring onboarding programs to demographic needs and enhancing communication can significantly enhance the onboarding experience.

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