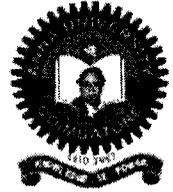


KCT
BUSINESS SCHOOL

**A STUDY ON THE EFFECTIVENESS OF THE
ON – BOARDING PROCESS
& TO ENHANCE THE PROCESS**



AT - NEEYAMO ENTERPRISE SOLUTION (P) LTD., CHENNAI.

A Project Report
Submitted
By

V. PRIYADHARSHINI
Reg. No. 1020400042

Under the guidance of

Dr. R. HEMA NALINI

In partial fulfilment of the requirements
for the award of the degree
of
MASTER OF BUSINESS ADMINISTRATION

Department of Management Studies

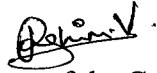
Kumaraguru College of Technology
(An autonomous institution affiliated to Anna University, Coimbatore)

Coimbatore - 641 049

May, 2012

DECLARATION

I affirm that the project work titled “A Study on the On-boarding effectiveness and to enhance the process at Neeyamo Enterprise Solutions (p) Ltd., Chennai” being submitted in partial fulfillment for the award of master of business administration is the original work carried out by me. It has not found the party other project work submitted for award of any degree or diploma, either in this or any other university.

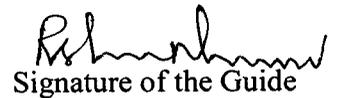


Signature of the Candidate

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I certify that the declaration made above by the candidate is true.



Signature of the Guide

Dr. R. Hemanalini

ASSISTANT Professor

ACKNOWLEDGEMENT

Express my sincere gratitude to our beloved chairman **Arutchelvar Dr. N.Mahalingam** and **Management** for the prime guiding spirit of Kumaraguru College of Technology

Express my sincere gratitude to our beloved CEO **Mr. Ashok Bildikar** and vice president for **Management** **Mr. Sam & Mr. David Paul** and **Management** for the prime guidance.

Also express my sincere gratitude to **Dr. Vijila Kennedy, Director, KCTBS** for her continuous **Management** throughout the project.

Wish to express deep sense of obligation to **DR. R. Hemanalini**, professor, guide and the project **Management** of KCT Business School, for his intensive guidance throughout my project.

April 18, 2012

To Whomsoever Concerned

Sub: Project Completion Letter

This is to certify that **Priyadharshini V.** Reg. No. **10MBA42** from KCT Business School, Anna University, has completed her project on the topic "Onboarding Effectiveness" in Neeyamo Enterprise Solutions Pvt. Ltd, Chennai from January 11, 2012 till date.

For Neeyamo Enterprise Solutions Pvt. Ltd,

Karthika V.

Karthika Venkatesan
Asst. Manager,
Human Capital Management



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INTRODUCTION

CHAPTER I

INTRODUCTION

1 INTRODUCTION TO THE STUDY

Today organizations face many issues when dealing with Talents. In today's competitive era, organizations try their best to build and retain talented and loyal workforce. In today's market, there is cut-throat competition among organizations to bring in the best talents. Though companies are successful in bringing in the talents but due to attractive offers & opportunities from competitors to employees and poaching approach of competitors is a growing problem to any industry globally. In order to survive and prosper among competitors in the long run, organizations must be able to build a loyal, productive and highly motivated workforce and retain them.

Studies Conducted all over the world by various organizations conclude that new employees who join a company decide to stay and contribute to the organization during the first 3-6 months from the date of joining. There are cases where employees decide to stay with the organization within the first week and even in the date of joining in spite of the other opportunities. Studies also say that a strong bonding and communication between the candidates and employers from the day when offer letter is very essential to bring in the right talent to the company. So to have efficient, productive & loyal employees, the concept of "On-boarding" has a greater significance. So, each organization must have a standard and well structured On-boarding process.

This project focus on the all stages of the On-boarding process to study the effectiveness of each stage in terms achieving the objective of building effective, productive & loyal & retaining the talent and to enhance the existing process by identify the in-effective areas on each stage.

1 INTRODUCTION TO THE PROCESS

On-boarding means uniting a new joiner to the organization, its culture, identity and purpose. It also takes place when one changes roles or is assigned additional authority. During on-boarding process, a new joiner gets accustomed to the organization, its history, culture, values, jargon, policies and procedures. The process of on-boarding enables a new joiner to internalize and follow organizational practices.

THE OBJECTIVE OF ON-BOARDING IS TO:

- Align the individual with organizational culture, values and purpose.
- Build relationships/socializing networks for the individual.
- Creating day one impression.
- Decreasing the learning curve by providing necessary information.
- Enabling an individual by providing access to resources.
- Faster individual-organizational fit.

Calculative measures used in this process include briefing sessions, case studies, formal and informal meetings, group discussions and reverse induction.

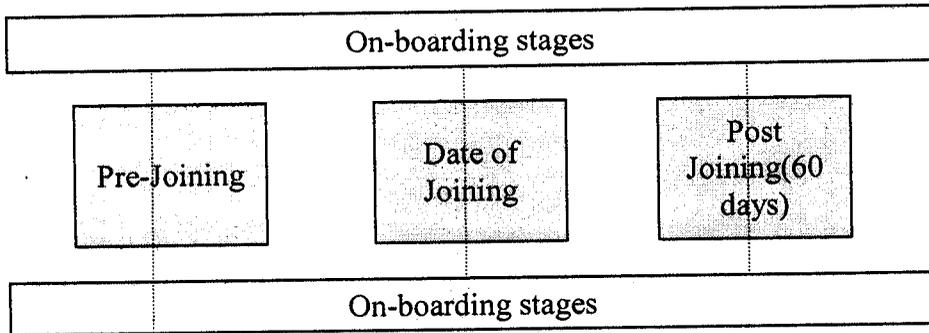
RESEARCH ALSO PROVES THAT ON-BOARDING HAS CONTRIBUTED TO:

- Increased job performance.
- Loyalty towards organization.
- Higher levels of job satisfaction.
- Reduced levels of stress.

ON-BOARDING STAGES AND KEY DEFINITIONS:

The on-boarding process creates a bonding with an individual soon after the hire process. It is about building relationships, thereby connecting the individual to the organization. On-boarding is particularly important as it helps to yield job satisfaction, organizational commitment, and higher degree of job performance.

On-boarding includes three stages:



Pre-Joining: This stage starts from the time the offer letter is given to the individual, acceptance received from individual to the date of join.

Date of Join: The day on which the individual reports for the first time to office for work. Orientation and Induction are part of this stage.

Post Joining: This phase includes providing a “buddy” to the new joiner. There by, engaging the individual to get accustomed to the culture and the work environment.

FOCUS OF THE PROCESS ON EACH STAGE MUST BE IN

Pre-Joining

- Bonding:** Creating a positive connect with the new joiner.
- Follow up:** Timely communication with the new joiner.
- Instructions:** Guidelines or other general instructions that the new joiner must know.

Date of Join

- Forms:** Initial forms a new joiner has to fill up.
- Induction:** Welcoming and creating first impression for new joiner.
- Paired Relationships:** Providing a “Buddy” to the new joiner.

Post Joining

- a. **Engagement:** Keeping the employee occupied by assigning responsibilities.
- b. **Cultural Mingle:** Employee's mix to organization culture.
- c. **Retention:** Enabling the employee to remain in the organization.

INDUSTRY PROFILE

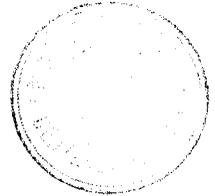
Riding on the success of the BPO and IT industries, India has always been well positioned to be a leader in the HRO space. The HRO industry can be broadly classified into two segments the enterprise HRO (for multiple HR functions) and single process outsourcing. India has witnessed more of single process outsourcing, particularly in payroll space and benefits outsourcing. RPO (recruitment process outsourcing) and learning/training are the other emerging functions.

“The complexity in single process is lesser than in enterprise segment and has witnessed maximum maturity in India. Payroll processing is in fact the most matured practice in India as there are some decent service providers in this space,” stated Rajesh Ranjan, Research Director, Everest Group. A global consulting and research firm, the Everest Group conducts worldwide studies on the HRO industry. From maturity prospect, the enterprise HRO in India is still at a nascent stage though certain suppliers in India are interested in building capability in this space.

Many large global HRO service providers have a presence in India and see the country as a key delivery location. In recent times, off shoring of HR outsourcing has been gaining ground. The HR directors in countries like US and UK are questioned by their CEOs and CFOs why their HR cost is high. That is why off shoring to a location like India makes sound business sense,” stated Ranjan. This apart, presence of a few big Indian IT companies having entered the market have added to the success story.

R. U. Srinivas, Chief Executive Officer, Caliber Point, the wholly owned subsidiary of Hexaware Technologies, acknowledged that the HRO industry in India is still evolving. While the ability to deliver at a large global level with the offshore component has attracted buyers, the growth has been in select processes like payroll (few countries), benefits administration, recruitment, workforce administration etc., but not some of the other parts of HRO. “The Indian service providers capable of delivering the end-to-end HRO services are just a handful at the moment while

estic HRO is more established and growing with some players beginning to stand out. With exceptions, the captives in general do a lot more comprehensive HRO work than the typical third party BPO player. Over the years, the big change has been that the large multi process, multi country HRO deals are no longer being pursued by the large companies alone. Mid sized market has opened up.



COMPANY PROFILE:

Neeeyamo Enterprise Solutions is a provider of end-to-end Human Resources Outsourcing (HRO) services focusing specifically on mid-market companies worldwide. It offers HRO services on proven best-of-breed technology platforms and delivers them using a global delivery model ensuring customer proximity and local law compliances. Capitalizing on its strong management team strength and its unique positioning to address the needs of mid-market companies, it intends to become the "preferred HRO partner for mid-market Companies"

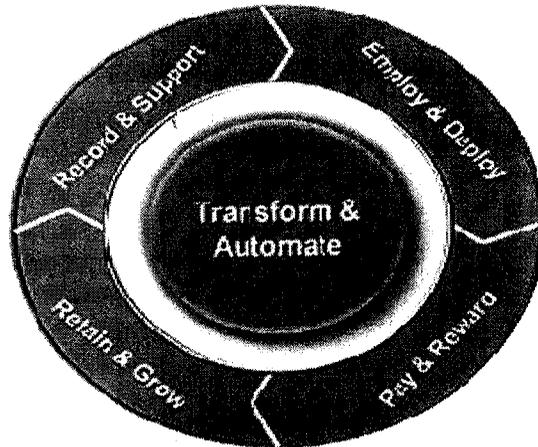
Neeeyamo has a unique delivery model for its HR service offerings, by leveraging partnerships with world class platforms, to meet specific mid-market requirements. Its service lines cover entire pre-hire to post-retire employee life cycle. Global capabilities exist to service Payroll, Benefits, Workforce Administration, Recruitment Support and Employee Helpdesk.

Translating its HR domain expertise into services built around best-of-breed HR products, will ensure that its customers get the best of all worlds – no major capital outlay, buy-as-you-need service based model which scales with their growth, and delivery from cost effective solutions, which allows transaction prices to be extremely competitive. Most importantly, they don't have to go through the pain of implementation or maintenance of these systems, but will be able to enjoy all the benefits of a "big" company system.

ABOUT THE COMPANY:

Neeeyamo is a niche HRO services provider focused on mid-market companies. Neeeyamo is the start of a dream by experienced HRO professionals to help leverage our expertise to create a strong value proposition for mid-market companies.

Their vision is to become the **preferred HRO partner for mid-market employees** worldwide. We have a strong management team in place, to help provide **global HRO services**



They help to hire the right candidate quickly and bring them onboard successfully.

They offer payroll and compensation services on world class platforms in a pay-as-you-go model, that cuts the cost of payroll significantly.

They offer learning support, global mobility management and performance management support for client's employees.

They record and manage your employee life events, while offering helpdesk support every step of the way.

As the Neeyamo Team successfully delivered on complex global HRO deals, each with its own degree of complexity and challenges, we realized that there is a huge underserved segment— the mid-market companies. Companies with more than 2,500 and less than 15,000 employees represent a significant population of enterprises worldwide and have unique HRO needs. Despite the complexity, when done right, HRO brings benefits that are hard to ignore, especially in difficult economic times like these. As the bigger HR BPO players target mega-deals with large market companies (> 15,000 employees), and small market companies (< 2,500 employees) work with local providers, there is a supply gap for the often maligned and misunderstood middle-market.

In the midmarket segment, HRO is more of a "when" question, because companies want to focus on building businesses and not HR capabilities. Current HR processes at a company of this size leaves a lot to be desired as they deal with the challenge of whether to deploy capital improve to HR systems or invest in business growth.

VISION OF NEEYAMO:

To become the preferred HRO partner for mid-market employers worldwide.

MISSION OF NEEYAMO:

Clients- Create a best-in-class organization with market winning capabilities and credentials.

Investors- Give highest ethical return for our investors

Employees- Create a best place to work for our workforce

Society- Promote an environment that enables our stakeholders to undertake activities to give back to the society.

Government- Conduct all business transactions with highest levels for professional ethics in compliance to the legal framework of the country of operation.

SPECIALTIES:

Benefits Administration

Development

Employee Assistance

Employee Data Management

HR Helpdesk

HR Outsourcing

HR Process Consulting

HR Technology Implementation

Payroll Administration

Recruitment Support

Re-engineering

FUNCTIONAL PROFILE:

They provide Human Resource Outsourcing (HRO) services to global mid-market.

EMPLOY & DEPLOY:

They have developed a robust framework as part of our Employ & Deploy providing end-to-end recruiting and on-boarding services. This includes sourcing, assessment, offer management, and on-boarding. They have built-in industry best practices while delivering these processes ensuring superior candidate experience and delivering the 'WOW' factor.

PAY & REWARD:

Their Pay and Reward services constitute of providing comprehensive payroll and benefit administration services. They provide these services to several clients globally and deliver committed SLA's consistently.

RETAIN & GROW:

Their service portfolio is aimed at not only "keeping the business running" but helping our people expand their skills, upgrading their productivity and successfully deploying globalization strategies.

RECORD & SUPPORT:

Employee data management across the hire-to-retain cycle has always been a challenge for global organizations with multiple HR applications. They have developed a robust framework and solution across the employee life cycle for Employee Data management and Help Desk. This framework is customized to address client's specific needs.

TRANSFORM & AUTOMATE:

They help clients in implementing, maintaining, and upgrading their HRIT technology portfolio. Their breadth and width span across major ERPs and best-of-breed product expertise across the Hire-to-Retire cycle. They also focus on developing IPs/ wrapper applications that enables smoother, better and faster experience while consolidating HR operations across various locations.

MANPOWER PROFILE:

This company currently operates in Nodia and Chennai with employee strength of 531. The company is growing at a fast pace and will be opening its two new operating centers in Kochin and Pune.

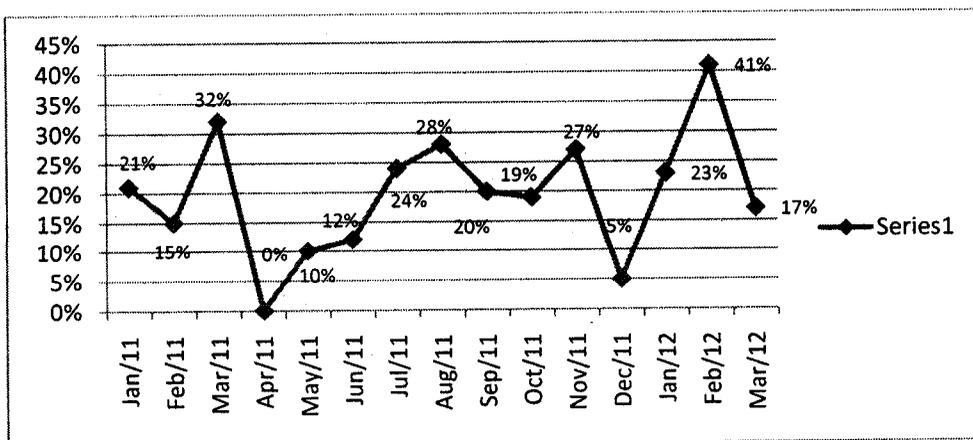
4 STATEMENT OF THE PROBLEM

The project title is "A Study of the Effectiveness of On-boarding process and Enhance the On-boarding Process at Neeyamo", which mainly focuses on effectiveness of On-boarding and how this relates to building effective, productive & loyal employee to the company & retaining employees.

DATA'S FROM COMPANY

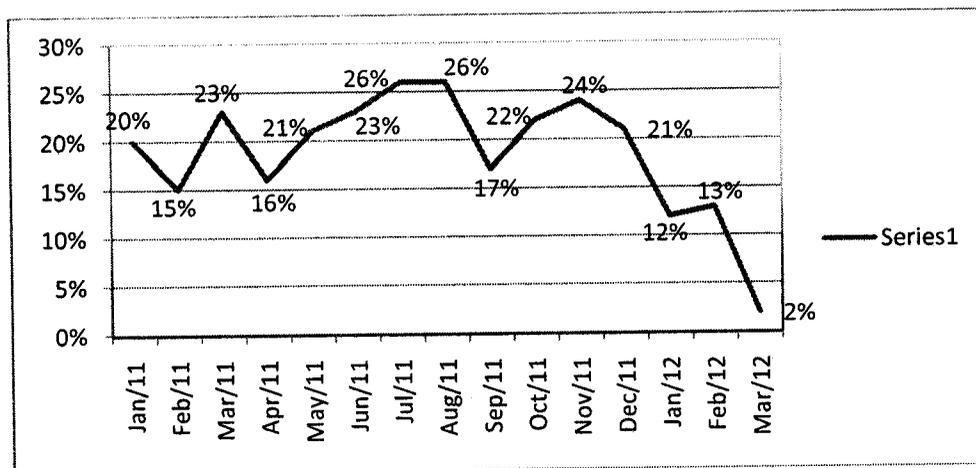
OFFER TO JOIN % FROM JAN 2011 TO MAR - 2012

| MONTH | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR |
|-----------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| OFFER TO JOIN % | 21 | 15 | 32 | 0 | 10 | 12 | 24 | 28 | 20 | 19 | 27 | 5 | 23 | 41 | 17 |



ACCEPTANCE TO JOIN % FROM JAN 2011 – MAR 2012

| | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | 20 | 15 | 23 | 16 | 21 | 23 | 26 | 26 | 17 | 22 | 24 | 21 | 12 | 13 | 2 |



Acceptance to Decline % is always within 10- 20 % (within 6 months of joining)

5 OBJECTIVE OF THE STUDY

PRIMARY OBJECTIVE:

To study the existing on boarding process and its effectiveness and enhance it further to be more effective in the organization.

SECONDARY OBJECTIVE:

- To study the effectiveness of existing on-boarding process on each stage (pre-joining , on the date of joining & post- joining) and its impact in new joiner's.
- To change or improve the existing process by identifying the factors that leads to drop outs.
- To know the relation between the Team and the new joiner in post join phase.

SCOPE OF THE STUDY

The study is conducted at Neeyamo Enterprise Solutions (P) Limited, Chennai. As such, the results of the study are subjected only to this particular organization and neither can they be generalized nor be made applicable to other organizations. The study is based on the on-boarding process that the company follows currently so it's not applicable to other organizations.

REVIEW OF LITERATURE

CHAPTER 2

REVIEW OF LITERATURE

According to Ceridian Human Resources Manager, "The new employee walks through the door on their first day on the job with a blank canvas -- ready for a fresh start". A formal on-boarding process provides consistency, assigns a process owner and enables education along with tool sharing (Shirley, 2007). In contrast, employers have invested in hiring the candidate. Shirley says that the cost has been estimated to be as much as \$75,000 if you add in training, orientation and productivity. Successful on-boarding helps to mitigate this expense and enables the new hire to become an outstanding contributor sooner.

While the concept of having a formal on-boarding process appears to be beneficial, it is important to note that the connection between recruiting and on-boarding is a critical time to transition the employee into the organization (Phillips, 2001).

Davenport (1999) reinforces this concept suggesting that companies need to move away from considering employees as assets and begin meeting the employee expectations.

Margery Weinstein (2008) reports that SkillSoft, a provider of on-demand e-learning and performance support solutions, sponsored an Aberdeen report that concludes drastic increases in employee retention and worker productivity levels can be traced back to effective on-boarding. This report is based on surveys and interviews with nearly 800 human resources, human and business line managers. Here are some highlights:

- I. 71% list "new hire retention" as the top reason they pursue on-boarding.
- II. 100% of best-in-class improved the retention rate of new hires over the last year.
- III. 86% concur new hires make their decision to stay at the company within the first six months on the job.
- IV. 68% of best-in-class describe their on-boarding solution as automated (either partially or fully). In comparison, 56 percent of laggards describe their on-boarding solution as paper-based.
- V. 84% of best-in-class provide a formal new hire training program.
- VI. 52% of best-in-class use assessment tools for hard and soft skills as part of their on-

A recent B21 survey of HR execs showed that 80% of companies do either a poor or mediocre job of acclimating new employees (Ware, 2008). Organizations spend money on advertising, search fees, testing, background checks and pre-employment interviews to find the "perfect" candidate, then throw it all away by mishandling the candidate's transition into the organization. It is easy to underestimate just how difficult it is for new employees to adapt to a new job and a new culture and it takes a long time for them to contribute. As recruitment processes have progressed, the term on-boarding has come into regular use in HR. On-boarding can be described as the direct bridge between the promise of new talent and the attainment of actual productivity. An effective on-boarding process enables new team members to gain access to information, tools and materials needed to perform their function more quickly (Snell, 2006).

Donaldson (2006) reports that it has been shown the more quickly an employee is integrated and settled into a new working environment, the faster they will achieve returns for an employer.

The primary challenge for an organization will be to start at the beginning with the interview process. (Guttmann, 2008). This will be the challenge faced in the outsourcing model. Being aware of the processes and actually providing them is a different matter. For global companies, on-boarding has even more implications. There are four components which are critical for the design and management of a successful on-boarding process: 1) process analysis, 2) implementation, 3) integration, and 4) reporting. Taleo, a major recruiting provider, has validated a time reduction in time to on-boarding based on a variety of processes 10% to 80% (Snell, 2006).

Simply bringing a new employee in to work on the first day without appropriate support and coaching is one of the most common, and damaging, mistakes an organization can make. (Lee, 2005).

Companies should be sure to keep in touch with new hires as they integrate into the organization. They should actively seek them out to find out how they're doing and make it easy for them to tell HR and their boss what's on their mind. Lee (2005) cautions that even assertive individuals can be reluctant to ask questions or provide critical feedback. The ability to gather this information will be significantly impacted by the degree to which the new employees are able to

employee.

Outsourcing the recruiting function can interfere with the productivity of an organization's hiring program which includes the connections to on-boarding. This is a critical concern according to Arthur (2005)

Being as organized with on-boarding as with recruiting helps deliver on the employer's promise and keeps the momentum of positive interviews and interactions from before day-one employment going. This concept is corroborated by Sartain and Schumann (2006) where they identify key motivational tools to emotionally engage employees along with recruiting and retaining the best people. An additional perspective from Donaldson (2006) is that employees are likely to change their mind and leave, or return to their previous employer if they feel they have made an error in joining the new organization. Forty-seven per cent of staff turnover occurs within the first ninety days of employment, according to the Recruitment Solutions research reported by Donaldson (2006).

According to the Phillips (2001), recruiting and on-boarding is a critical time to transition the employee into the organization. Being able to retain them is directly related to their on-boarding experience. Weinstein (2008) also reports that new hire retention is the top reason organizations pursue on-boarding.

According to Guangrong Dai, Kenneth P De Meuse, and Dee Gaeddert executive on-boarding has become a popular technique in the business world during the past decade. However, the demonstrated success of traditional on-boarding practices is mixed.

We assert in this article that executive on-boarding should be strategic, so that it not only prevents executive derailment, but accelerates contribution to optimize strategic achievement. We review the literature and identify six problematic areas externally hired executives often encounter when transitioning in to new organizations.

It is recommended that effective on-boarding should be tailored to the targeted organizations and executives to address specific transition issues. We propose a conceptual framework to implement on-boarding on a strategic basis. It is hoped that such a review and

George Bradt states that organic On-boarding is an approach a new leader can take to appreciating, planning, and transforming the organization. Since the next 100-days are sure to be different than the last 100-days for all leaders, we're all new leaders all the time. As such, we should be appreciating our organizations and their context, planning for the future, and transforming our organizations on a continual basis. Thus on-boarding is just another phrase for organic leadership.

Maggie Johnson, Max Senge (2009) found out in their study that Google offers a state-of-the-art on-boarding program and benchmark qualities that provide legitimate peripheral participation. The research reveals how Google empowers programmers to "feel at home" using company coding practices, as well as maximizing peer-learning and collaborative practices. These practices reduce isolation, enhance collegiality, and increase employee morale and job satisfaction.

SHRM (2006) briefly stated that having devoted the time and resources to compete for talent, the next step that HR practitioners face is to get new hires quickly up to speed. Retaining newcomers, however, poses a challenge, as most turnovers occur during the first few months on the job. Because organizations have little opportunity to recoup the return on investment in new employees who quit, newcomer turnover is problematic and is therefore a concern of researchers and practitioners alike. While there is an expanded interest in predicting newcomer turnover at the selection process, research on this topic has generally focused on organizational socialization and how it is used to familiarize new hires with new roles and to retain these new organizational members.

Organizations need to ensure continuity and control – that is, employers need their employees to behave in certain ways and express particular emotions in order to differentiate the organization's value production and succeed in the market (O'Reilly and Chatman, 1996; Pratt, 2000).

Organizational socialization is the process by which an individual acquires the values, expected behaviors, and social knowledge essential for assuming an organizational role and for participating as a member (Louis, 1980; Van Maanen and Schein, 1979).

st of life when we interact with people who have already agreed to honour the identities we have negotiated with them (Cable and Kay, 2012; Goffman, 1959).

Organizational socialization therefore represents the point of contact in the contested terrain of a newcomer's identity. To date, the socialization literature has focused on the ways that organizations can enculturate employees; that is, bring them to understand and accept the organizational identity and behavioral norms so that the culture is transmitted and maintained (Kanter and Murnighan, 1976; Murnighan and Meindl, 1998; Van Maanen and Schein, 1979). From this vantage, the goal of socialization is to convince newcomers to accept a new identity – an organizational identity. This organizational identity can help newcomers fit in, understand and conform to the organizational norms, and thereby help organizations overcome the difficulties associated with employees' idiosyncratic values, ideas and perspectives (Sherif, 1958).

Socialization practices that succeed in causing newcomers to behave in authentically (and abruptly internalize the values of the organization) might not be sustainable because they do not address broader issues around emotional exhaustion and life dissatisfaction (for reviews, see Feldman and Luthans, 1988; Feldman and Luthans, 1995; Feldman and Luthans, 2003; Feldman and Luthans, 2004; Feldman and Luthans, 2005; Feldman and Luthans, 2006; Feldman and Luthans, 2007; Feldman and Luthans, 2008; Feldman and Luthans, 2009; Feldman and Luthans, 2010; Feldman and Luthans, 2011; Feldman and Luthans, 2012; Feldman and Luthans, 2013; Feldman and Luthans, 2014; Feldman and Luthans, 2015; Feldman and Luthans, 2016; Feldman and Luthans, 2017; Feldman and Luthans, 2018; Feldman and Luthans, 2019; Feldman and Luthans, 2020; Feldman and Luthans, 2021; Feldman and Luthans, 2022; Feldman and Luthans, 2023; Feldman and Luthans, 2024; Feldman and Luthans, 2025) (Feldman and Luthans, 2006; Seligman, 2002; Seligman et al., 2005)

Transcultural on-boarding involves creating a process that addresses the learning and assimilation needs of employees from different countries and cultures while supporting the existing staff in adapting to greater diversity in the workforce (Humbard, 2005).

RESEARCH METHODOLOGY

CHAPTER 3

RESEARCH METHODOLOGY

TYPE OF THE RESEARCH:

The type of research design used in this study is descriptive. The main objective of using descriptive research is to describe the state of affairs as it exists at present.

The area of study is confined to employees of Neeyamo Enterprise Solutions Pvt.Ltd

2 DATA AND SOURCE OF DATE:

Both Primary & secondary data was collected for this project.

PRIMARY DATA:

Primary data's for the project was collected through the structured questionnaire and formal interviews conducted based on the responses of the questionnaire.

Two set of questionnaires are designed to collect the data's needed for the project from two different samples.

The dimensions used to set the questionnaires are bonding, impression, communication, hiring relation, facilitation, engage, connectivity and culture mingle to study about the existing on-boarding process and its effectiveness in each stage.

SECONDARY DATA:

The secondary data's that are required for the project were collected from records and documents from the company.

3 TIME PERIOD COVERED

The project was done for 3 months starting from February-2012 till April-2012 in Meyamo Enterprise Solutions (p) Ltd an HR Outsourcing firm for mid-market companies.

4 POPULATION & SAMPLE SIZE

The size of the company is 531.

QUESTIONNAIRE I:

- The target audience for this questionnaire is all employees of the organization.
- Population size is 53.
- Planned sample size for the questionnaire I (inclusive of response error) is 177.
- Actual sample size is 116.

QUESTIONNAIRE II:

- The 2nd questionnaire was targeted to all team leads & project managers.
- Population size is 55.
- Sample size is 30.

5 SAMPLING TECHNIQUE:

QUESTIONNAIRE I:

Sampling Technique: Systematic Random Sampling.

Sample Frame: 33% of population (177) & ith item is 3.

Sample Size: 140 (tentative).

Actual Sample size : 116

Response error: 24.

QUESTIONNAIRE II:

Sampling Technique: Non probabilistic Sampling – Convenient sampling.

Size: 30

6 STATISTICAL TOOLS:

1. Percentage Analysis & Cross tabulation: To have a better understanding about the collected data.
2. Measure of Relation :
 - 1) Regression – To Study the cause of behavior between variables
 - 2) Correlation – To know the existence of relation between the variables
3. To study the effectiveness:
 - 1) Paired sample t-test – to study the effectiveness of a variable over other variable.

7 LIMITATIONS OF THE STUDY:

- The 2nd questionnaire was distributed to respondents who were selected through convenient sampling method so the reliability of data is at stake.
- This project report is fully confined to the company as it was done based on what is existing inside the company which is not common to all the company.
- Generalization of the result is not possible.

ANALYSIS AND INTERPRETATION

CHAPTER – 4

ANALYSIS & INTERPRETATION

1 PRE-JOIN PHASE OF THE ONBOARDING PROCESS:

TABLE 1: Percentage analysis for Pre-join phase variables

| S.no | FACTORS | PERCENTAGE | | | | |
|------|--|----------------|--------|----------------------------|----------|-------------------|
| | | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree |
| 1 | Contacted often after receiving offer letter | 27.00% | 62.10% | 0.00% | 17.20% | 0.00% |
| 2 | Accommodation details | 15.50% | 20.70% | 13.80% | 41.40% | 8.60% |
| 3 | Know who to contact for clarification | 34.50% | 51.70% | 13.80% | 0.00% | 0.00% |
| 4 | Informed about DOJ & documents to be submitted | 34.50% | 62.10% | 3.40% | 0.00% | 0.00% |
| 5 | No trouble in locating office on first day | 27.60% | 48.30% | 10.30% | 10.30% | 3.40% |

INTERPRETATION:

- The table shows more than 85% of the respondents agree that the most of the candidates were informed about the point of contact for clarification, about the date of joining & documents to be submitted.
- This shows that the communication was good between the employer and candidate, and a fair follow up process was in place.
- Almost 60% of the candidate disagree that they weren't contacted to support with the accommodation details. This shows that there are chances for a weak bonding between the employer and candidate.

With this data there are enough chances that the thought employer had given the office address he would have not followed up for further clarifications or couldn't have verified whether the person can identify the place or it might be really due to some external factors the candidate has faced problem in locating office for first day.

Almost 80% of the respondents say that they were being contacted often from the day when the offer letter is issued to the date of joining though the result of this variable is positive nearly 20% of the people say that they weren't contacted.

This raises an alarm because; communication and bonding can be created only if the person is being contacted. From the data the reason that the 20% people were not contacted might be because the responsible person wouldn't maintained a tracker to track these details.

BLE 2: Cross tabulation for Designation and Accommodation details.

| Designation | I was provided information about hostel and accommodation facilities prior to my arrival | | | | | Total |
|---------------------------------------|--|----------|----------------------------|-----------|-------------------|-------|
| | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree | |
| Client Partner | <u>8</u> | 2 | 1 | 0 | 2 | 13 |
| HR-Executive(operations) | <u>8</u> | 4 | 1 | 0 | 2 | 15 |
| IT Consultant | 0 | <u>4</u> | 0 | 0 | 0 | 4 |
| IT Programmer | 0 | 2 | 1 | <u>6</u> | 2 | 11 |
| IT Trainee | 0 | 0 | 0 | <u>9</u> | 0 | 9 |
| Management Trainee | <u>4</u> | 2 | 1 | 0 | 1 | 8 |
| Project Manager | <u>4</u> | 0 | 0 | 1 | 2 | 7 |
| Service Delivery Partner – Operations | 0 | 1 | 2 | <u>14</u> | 0 | 17 |
| Software Developer | 2 | 4 | 0 | <u>14</u> | 1 | 21 |
| Team Lead | 1 | <u>5</u> | 1 | 0 | 0 | 7 |
| Trainee Programmer | 0 | 0 | 0 | <u>4</u> | 0 | 4 |
| Total | 27 | 24 | 7 | 48 | 10 | 116 |

INTERPRETATION:

- From the table it's clear that the candidates are enquired for accommodation details based on the designation. Only people from these designations say IT Consultant, Project Manager, Team Lead, HR executives, Management trainee & client partners are enquired for accommodation details.
- Most of the employees from the IT Programmer, Trainee, Programmer Trainee, Software Developer & Service delivery Partner designation groups say that they weren't contacted by employers

It's that the candidates are given support to look for accommodation based on the designation. This is not healthy for an organization more over the group who weren't contacted in this regard mostly fall into IT where there are huge opportunities in the market. It's a great threat to the organization because the offers and opportunities in market to this group are really attractive and there are high chances to lose these potentials which is not good for the organization.

TABLE 3: To study the relation between contacted often after receiving offer letter and got information at accommodation details before arrival – Regression Analysis.

The slope value is 0 and there is no linear relation between the variables.

The slope value is not 0 and there is linear relation between the variables.

| Factors | Accommodation details | | |
|-----------------|-----------------------|--------------|---------------------------|
| Contacted Often | R square | Significance | Standard Correlation Beta |
| | 0.199 | 0.000 | 0.446 |

INTERPRETATION:

Data is highly confident since the significance is $<.05$ hence null hypothesis is rejected which means there is significant relation between the variables. The beta value of .446 shows the relationship between often contacted by employer and got support to find accommodation detail is fair. The R-Square value of .2 shows the strength of the relationship between them is weak.

R-square value is very low which says that when a candidate is contacted often it may or may not affect the dependent variable - got support to find accommodation detail.

Further data from table 1 though 90% of candidates are contacted often only 40% of the candidates say that they got the accommodation details prior to arrival and from table 2 the data's say that there are high chances that candidates are told about accommodation details based on their designation.

From this though a good relationship exists between the variables, the independent variable- contacted often doesn't create a strong impact in the dependent variable so if all candidates are helped to find an accommodation before the arrival date then there are high chance for a strong relationship between the variables.

TABLE 4: To study the relation between contacted often after receiving offer letter and got information about date of joining & documents to be submitted – Correlation Analysis.

There is no linear relation between the variables.

There is linear relation between the variables.

| Factors | Got information about date of joining and documents to be submitted | |
|-----------------|---|--------------------------|
| Contacted Often | Significance | Correlation Co-efficient |
| | 0.000 | 0.363 |

INTERPRETATION:

Null hypothesis is rejected since the significance is $<.05$ which means there is significant relationship between the variables contacted often and got information about the date of joining and documents to be submitted.

The relation is positively correlated with value 0.363. So there is a fair chance for a candidate to get information about date of joining and documents to be submitted when contacted often.

TABLE 5: To study the effectiveness of contacted often after receiving offer letter and got information about date of joining & documents to be submitted – Paired sample t- test Analysis.

Mean of differences is 0 and the variable contacted often is not effective.

Mean of differences is not 0 and the variable know who to contacted often is effective.

| Contacted often | Paired Differences | | | | | T | df | Sig. (2-tailed) |
|--|--------------------|----------------|-----------------|---|-------|-------|-----|-----------------|
| | Mean | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference | | | | |
| | | | | Lower | Upper | | | |
| got information about date of joining and documents to be submitted. | .448 | .898 | .083 | .283 | .613 | 5.378 | 115 | .000 |

INTERPRETATION:

Significance value is $<.05$ so the null hypothesis is rejected and hence the independent variable contacted often is effective on the dependent variable – got information about date of joining and documents to be submitted.

The Mean of differences is significantly greater than zero at $t(115) = 5.378$, $df = 115$ showing that the independent variable is effective.

Mean value is 0.448 which is positive and from this we can understand that the independent variable is fairly effective over the dependent variable.

So from table 4 we could infer that there is relation between the variables and from table 5 the relationship between the variables is positive and fair.

TABLE 6: To study the relation between Informed about whom to contact for clarification and its dependent variables (each) – Regression Analysis.

0: The slope value is 0 and there is no linear relation between the variables.

1: The slope value is not 0 and there is linear relation between the variables.

| Factors | Point of contact for clarification | | |
|---|------------------------------------|--------------|---------------------------|
| | R square | Significance | Standard Correlation Beta |
| No trouble in locating office on first day | 0.094 | 0.001 | 0.307 |
| Got information about DOJ & documents to be submitted | 0.116 | 0.000 | 0.341 |

TABLE 7: To study the effectiveness of Know who to contact for clarification in its dependent variables (each) – Paired sample t - test.

0: Mean of differences is 0 and know who to contact for clarification is not effective.

1: Mean of differences is not 0 and know who to contact for clarification is effective.

| Independent Variable - Know who to contact for clarification | Paired Differences | | | | | T | df | Sig. (2-tailed) |
|--|--------------------|----------------|-----------------|---|-------|--------|-----|-----------------|
| | Mean | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference | | | | |
| | | | | Lower | Upper | | | |
| Did not have trouble in locating the office and reporting the first day. | -.345 | 1.031 | .096 | -.534 | -.155 | -3.603 | 115 | .000 |
| Got information about date of joining and documents to be submitted. | .103 | .715 | .066 | -.028 | .235 | 1.559 | 115 | .022 |

INTERPRETATION:

In table 6 both the significance value is $<.05$ hence null hypotheses is rejected hence there is significant relation between the independent variable and dependent variable. In table 7 the significance value is $<.05$ hence null hypotheses is rejected hence the independent variable - know who to contact for clarification is effective on each of the dependent variables.

Form table 6 the beta values of .307 & .314 suggest that there is a good relation between the variables but lower R- square value is .094 & .116 which is very low which means that the independent variable can either impact the dependent variable or will not impact.

From table 7 we can understand that the alternate hypotheses is accepted since the significance value is <0.05 so the independent variable is effective. But the negative mean value $-.345$ shows that the variable know who to contact thought effective haven't created the expected impact failed to impact on the dependent variable no trouble in locating the office on first day as expected.

But alternatively the mean value of .103 shows that the independent variable can positively impact on the got information about date of joining and documents to be submitted but it's not a strong impact table 1 data's also support this as most % of respondents have agreed that they know who to contact for clarifications and that they got information about date of joining & documents to be submitted.

TABLE 8: To study the relation between contacted often after receiving offer letter and I feel as a part of Neeeyamo – Correlation Analysis.

0: There is no linear relation between the variables.

1: There is linear relation between the variables.

| Factors | I feel as a part of Neeeyamo | |
|-----------------|------------------------------|--------------------------|
| | Significance | Correlation Co-efficient |
| Contacted Often | 0.020 | 0.290 |

TABLE 9: To study the effectiveness of contacted often after receiving offer letter in feel as a part of Neeeyamo – Paired t- test Analysis.

0: Mean of differences is 0 and often after receiving offer letter is not effective.

1: Mean of differences is not 0 and often after receiving offer letter is effective.

| Contacted Often | Paired Differences | | | | | T | df | Sig. (2-tailed) |
|------------------------------|--------------------|----------------|-----------------|---|-------|-------|-----|-----------------|
| | Mean | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference | | | | |
| | | | | Lower | Upper | | | |
| I feel as a part of Neeeyamo | .621 | .929 | .086 | .450 | .790 | 7.194 | 115 | .000 |

INTERPRETATION:

Significance value is $<.05$ in both the tables so, the null hypothesis is rejected and which means there is a fair relation between the variable I was contacted often after receiving offer letter and I feel as a part of Neeeyamo. The correlation value of 0.290 shows the variable are fairly and positively correlated.

In table 8 the significance value is $<.05$ so, alternate hypothesis is accepted which means the differences of mean is significantly greater than zero and the variable I was contacted often after receiving offer is effective with values of $t=7.194$.

Mean value is 0.621 which is positive and from this we can understand that the independent variable is effective over the dependent variable. Higher mean value shows that the variable I was contacted often after receiving offer is highly effective over the dependent variable and has created the impact as expected so that the employee has felt as a part of Neeeyamo as they were contacted often.

This shows that even before joining the organization the candidate can be made to feel as a part of the company by contacting the candidate often as it builds a strong bonding between the candidate and organization.

So this activity of the on-boarding process has contributed to a significantly to attain the objective “to attract and bring in the right talents into the company” of on-boarding process which shows that this activity of the Pre-joining phase of the existing process is effective.

ON THE DAY OF JOINING:

TABLE 10: Percentage analysis to know if facilities walk through is done.

| S.no | FACTORS | PERCENTAGE | | | | |
|------|--|----------------|--------|----------------------------|----------|-------------------|
| | | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree |
| 1 | Know where is emergency alarm | 37.60% | 58.90% | 3.40% | 0.00% | 0.00% |
| 2 | Know where the library is located | 6.90% | 41.10% | 17.20% | 24.10% | 10.30% |
| 3 | No trouble in locating restroom on first day | 20.70% | 79.30% | 0.00% | 0.00% | 0.00% |
| 4 | I was taken to facilities walk on first day | 44.70% | 55.30% | 0.00% | 0.00% | 0.00% |

INTERPRETATION:

- From the data's 100 % of the respondents agree that they were taken to facility walk through on the first day and to support this during an informal interview session after the filled questionnaires are collected when they were asked whether they could locate some places in the office premises without any difficulties during the initial days most said they had no trouble in locating the facilities as the facility walk through was supportive to them and made them comfortable on first day.
- But, 35% of the samples say that still they are not aware that there is a library and where is it. It might be because the company has just started the library before few months but still this must be included in the facilities walk in the future.
- From the data's we could conclude that the employees are properly inducted into the company.

TABLE 11: Percentage analysis to know if employees were properly inducted into the company's practices.

| S.no | FACTORS | PERCENTAGE | | | | |
|------|---|----------------|--------|----------------------------|----------|-------------------|
| | | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree |
| 1 | Told about Rules and Regulations of the company | 17.20% | 79.30% | 3.40% | 0.00% | 0.00% |
| 2 | Told about Policies and Procedures of the company | 17.20% | 75.90% | 0.00% | 6.90% | 0.00% |
| 3 | I know who should I approach to take leave | 24.10% | 69.00% | 6.90% | 0.00% | 0.00% |
| 4 | Aware of the Vision and mission of the company | 17.20% | 72.40% | 10.30% | 0.00% | 0.00% |
| 5 | Aware of ISMS | 13.80% | 75.90% | 10.30% | 0.00% | 0.00% |

INTERPRETATION:

- All the variables in the table are being agreed by 80 – 90 % of the respondents. This shows that the company had commitment in orienting and inducting the employees into the company's culture.
- This shows that a formal orientation about the company is given by the employer and the employees are well informed about the organization on the first day itself so that the employees can fit into the company's culture as fast as possible starting from day 1.
- This also shows the commitment of the employer to make the employee fit into the company so that the employee feels comfortable about being in the organization which will eventually affect the productivity and loyalty of the employee and retain him.

TABLE 12: Percentage analysis to know whether the factors like pairing relationship, creating impression, facilitation and induction to the job were focused on Day 1.

| S.no | FACTORS | PERCENTAGE | | | | |
|------|--|----------------|--------|----------------------------|----------|-------------------|
| | | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree |
| 1 | Was officially introduced to the people on Neeyamo | 24.10% | 55.20% | 17.20% | 3.50% | 0.00% |
| 2 | Introduced to the Reporting Manager | 31.00% | 62.10% | 3.40% | 3.40% | 0.00% |
| 3 | I was Assigned with a buddy | 6.90% | 20.70% | 0.00% | 37.90% | 34.80% |
| 4 | Got help to fill the forms | 34.50% | 62.10% | 3.40% | 0.00% | 0.00% |
| 5 | On- boarding was done as per the schedule | 27.60% | 72.40% | 0.00% | 0.00% | 0.00% |
| 6 | Received work plan in advance | 20.70% | 65.50% | 13.80% | 0.00% | 0.00% |
| 7 | Got work area on first day | 31.00% | 55.20% | 3.40% | 10.30% | 0.00% |
| 8 | I know the role I'm hired for | 17.20% | 65.50% | 10.30% | 6.80% | 0.00% |
| 9 | Asked to fill feedback form on first day | 5.20% | 22.40% | 12.90% | 39.70% | 19.80% |
| 10 | Received welcome kit | 19.00% | 31.00% | 0.00% | 30.20% | 19.80% |
| 11 | Happy on the date of joining | 34.50% | 58.60% | 6.90% | 0.00% | 0.00% |

INTERPRETATION:

PAIRING RELATIONSHIP:

- The first three variables in the table were used to know whether a proper relation was established between the new employee and other employees of the organization on the first day.
- The variables officially introduced to the Neevamo Knights & introduced to the Reporting Manag-

the date of joining of the on-boarding process the new joiner is paired with people who would help him in the work environment.

• But data also say 71% of the employees that are not assigned with buddies which is one of the essential activities in an ideal on-boarding process. So the existing practice is creating a work oriented relationship but for a new joiner to have friends and other support a buddy is highly essential.

FACILITATION:

• The variables like got help to fill in forms, got work plan, got work area on first day and received welcome kit are used to study about this factor.

• All the variables except received welcome kit are agreed by >85% of the employees. And about 50% of the employees say that they didn't receive the welcome kit on first day. This shows that the practice of giving welcome kit on day 1 is in existence but not standardized to all. So, the company must make this as a standardized process as all must receive the welcome kit.

IMPRESSION:

• The variables like got help to fill in forms, happy on the date of joining, on-boarding was done as per the schedule, received welcome kit & work plan & work area, introduced to people of Neeyamo and Reporting manager and asked to fill feedback forms are used to study about the factor - impression created .

• All the variables except asked to fill feedback form and received welcome kit has being agreed by most of the employees in the study. Almost 75% of the employees say that they were not asked to fill feedback forms on first day. This might be because the 25 % of the respondents agreed would be from new batch as this activity as being recently added.

INDUCTION INTO THE JOB:

The variables like introduced to Reporting Manager, got work area & work plan and told about the role am hired for are essential to know whether the employees are properly inducted into the work.

From the analysis all the variables are agreed by > 80% of the respondents.

TABLE 13: To study the relation between On-boarding was don't as per the schedule and it's dependent variables – Correlation Analysis.

: There is no linear relation between the variables.

: There is linear relation between the variables.

| FACTORS | On-boarding was done as per the Schedule | | |
|---|--|-------------|-------------|
| | Significance | Correlation | Relation |
| Help to fill Forms | 0.000 | 0.510 | Correlated |
| Officially introduced to people of Meyamo | 0.000 | 0.519 | Correlated |
| Introduced to Reporting Manager | 0.000 | 0.371 | Correlated |
| Happy on first day | 0.000 | 0.505 | Correlated |
| Received Welcome Kit | 0.040 | 0.187 | Correlated |
| Asked to fill Feedback form | 0.395 | 0.080 | No relation |
| Received Work Plan | 0.000 | 0.589 | Correlated |
| Got work area on first day | 0.000 | 0.573 | Correlated |
| Am aware of role I am hired for | 0.538 | 0.058 | No relation |

INTERPRETATION:

Since the significance value of the variables happy I am aware of the role I am hired for and asked to fill feedback form is $>.05$ their null hypothesis is accepted which means there is no relation between the variable on-boarding was done as per the schedule and these variables in the existing process.

All other variables are positively related with the Independent variable – on-boarding was done as

welcome kit, work plan, help to fill form and happy on first day have a good relationship with the on-boarding was done as per the schedule. This means if people agree that the on-boarding was done as per the schedule there is high chance of making the employee feel happy.

The correlation value shows the level of relationship between the variables in the existing process. This relationship can be further improved by enhancing the process.

TABLE 14: To study the effectiveness of On-boarding was done as per the schedule and other dependent variables – Paired sample t- test

Mean of differences is 0 and On-boarding done as per schedule is not effective.

Mean of differences is not 0 and On-boarding done as per schedule is effective.

| FACTORS | On-boarding was done as per the Schedule | | | | | | | |
|--------------------------------------|--|----------------|----------------|---|--------|---------|-----|-----------------|
| | Mean | Std. Deviation | Std Error Mean | 95% Confidence Interval of the Difference | | t | df | sig. (2-tailed) |
| | | | | Lower | Upper | | | |
| Help to fill Forms | 0.034 | 0.492 | 0.046 | -0.056 | 0.125 | 0.755 | 115 | 0.452 |
| Officially introduced | -0.276 | 0.640 | 0.059 | -0.394 | -0.158 | 4.639 | 115 | 0.000 |
| Introduced to reporting Manager | 0.000 | 0.590 | 0.055 | -0.108 | 0.108 | 0.000 | 115 | 1.000 |
| Happy on first day | -0.069 | 0.586 | 0.054 | -0.177 | 0.039 | -1.268 | 115 | 0.207 |
| Received Welcome | -1.284 | 1.461 | 0.136 | -1.553 | -1.016 | -9.466 | 115 | 0.000 |
| Asked to fill Feedback form | -1.741 | 1.238 | 0.115 | -1.969 | -1.514 | -15.150 | 115 | 0.000 |
| Received Work Plan | 0.207 | 0.485 | 0.045 | -0.296 | -0.118 | 4.596 | 115 | 0.000 |
| Got work area on first day | 0.207 | 0.716 | 0.067 | -0.339 | -0.075 | 3.110 | 115 | 0.002 |
| Became aware of role I was hired for | 0.345 | 0.845 | 0.079 | -0.500 | -0.189 | 4.393 | 115 | 0.000 |
| Was assigned with a buddy | -2.000 | 1.457 | 0.135 | -2.268 | 1.732 | -14.788 | 115 | 0.000 |

INTERPRETATION:

The variable on-boarding was done as per schedule is not effective on variables happy on first day, to get help to fill form and introduced to the reporting manager as their significance value is $>.05$ by which the null hypothesis is accepted.

Though the variable on-boarding was done as per schedule is correlated to got help to fill form and introduced to the reporting manager as per table 13 it is not effective over these variables in creating the required impact as their significance value is $>.05$. So by this the schedule of the on-boarding process should shed light on these variables to make the on-boarding process more scheduled and effective.

The on-boarding process is effective on all other variables as their significance value is $<.05$ and the null hypothesis is rejected. But it doesn't create the expected outcome in receiving welcome kit, introduced officially & to buddy and asked to give feedback as their mean values -1.284, -0.276, -.2, -.069 respectively are negative. So the on-boarding schedule is not so good on these activities which are essential to achieve the on-boarding objective. From table 12 we can understand that these variables are not in existing practice or not being standardised as most of the employees from samples disagreed to it so with this data we could say that the on-boarding schedule must be changed focusing on all these issues so that it can make contribution in achieving the objective of on-boarding process.

The independent variable is effective on the variables got work area, work plan and aware of the role am hired for so the existing on-boarding schedule is good with these variables which should be maintained and enhanced.

TABLE 15: To study the relation between Introduced to Reporting Manager and its dependent factors - Correlation Analysis.

There is no linear relation between the variables.
 There is linear relation between the variables.

| FACTORS | Introduced to Reporting Manager | | |
|---------------------------------|---------------------------------|-------------|------------|
| | Significance | Correlation | Relation |
| Received Work Plan | 0.000 | 0.320 | Correlated |
| Aware of the role I'm hired for | 0.009 | 0.240 | Correlated |
| Got work area on first day | 0.000 | 0.454 | Correlated |

TABLE 16: To study the effectiveness of Introduced to Reporting Manager on its dependent factors - Paired sample t- test.

Mean of differences is 0 and Introduced to Reporting Manager is not effective.
 Mean of differences is not 0 and Introduced to Reporting Manager is effective.

| FACTORS | I was Introduced to my Reporting Manager | | | | | | | |
|---------------------------------|--|----------------|----------------|---|--------|--------|-----|-----------------|
| | Mean | Std. Deviation | Std Error Mean | 95% Confidence Interval of the Difference | | t | df | sig. (2-tailed) |
| | | | | Lower | Upper | | | |
| Received Work Plan | -0.138 | 0.733 | 0.068 | -0.273 | -0.003 | -2.027 | 115 | 0.045 |
| Aware of the role I'm hired for | -0.270 | 0.871 | 0.81 | -0.436 | -0.116 | -3.413 | 115 | 0.001 |

INTERPRETATION:

From table 15 we can infer that the variable Introduced to Reporting Manger has a good relation with other variables as their significance value is $>.05$ and the Introducing to reporting manager also is effective over its dependent variables as this significance value is $<.05$ stating that the null hypothesis is rejected.

But though both variables aware of role am hired for and receive work plan show good relation with the independent variable as per table 15 they are not effective as their mean values are $-.138$ & $-.270$ respectively . It might be because of the unpreparedness of the Reporting manager which must be addressed.

TABLE 17: To study the Relation between Dependent variable Happy on Welcoming day and other independent variable – Regression Analysis.

0: The slope value is 0 and there is no linear relation between the variables.

1: The slope value is not 0 and there is linear relation between the variables.

| Factors | Happy on Welcoming day | | |
|---------------------------------|------------------------|--------------|---------------------------|
| | R square | Significance | Standard Correlation Beta |
| Help to fill form | 0.379 | 0.000 | 0.615 |
| Scheduled On-boarding | 0.138 | 0.001 | 0.371 |
| Introduced to people in Peeyamo | 0.057 | 0.010 | 0.240 |
| Received Welcome Kit | 0.093 | 0.001 | 0.305 |
| Introduced to Reporting Manager | 0.151 | 0.000 | 0.389 |
| Hot Work area | 0.139 | 0.000 | 0.372 |
| Received Work Plan | 0.431 | 0.000 | 0.656 |

INTERPRETATION:

- All the significance value in table is $<.05$ so the null hypothesis is rejected which means all independent variables have a good relation with happy on welcoming day which is one of the direct way to achieve the objective of on-boarding process. All these variables are capable of impacting the dependent variable. As discussed earlier if welcome kit is given to all irrespective of designation and if on-boarding is properly scheduled including some of the crucial activities in it the impact caused by it in making the employee happy will be greater.

TABLE 18: To study the effectiveness of various Independent variables on the Dependent Variable

Happy on Welcoming day – Paired sample t-test.

0: Mean of differences is 0 and know who to contact for clarification is not effective.

1: Mean of differences is not 0 and know who to contact for clarification is effective.

| FACTORS | Happy on Welcoming day - Dependent variable | | | | | | | |
|---|---|----------------|----------------|---|--------|--------|------|-----------------|
| | Mean | Std. Deviation | Std Error Mean | 95% Confidence Interval of the Difference | | t | Df | sig. (2-tailed) |
| | | | | Lower | Upper | | | |
| Introduced to Reporting Manager | 0.068 | 0.694 | 0.064 | -0.059 | 0.197 | 1.070 | 115 | 0.287 |
| Got help to fill in the form | -0.032 | 0.492 | 0.046 | -0.125 | 0.056 | -0.755 | 115 | 0.452 |
| On-boarding was done as per the schedule | 0.000 | 0.589 | 0.055 | -0.108 | 0.108 | 0.000 | 115. | 1.000 |
| Officially introduced to people of Neeeyamo | 0.275 | 0.829 | 0.077 | 0.123 | 0.428 | 3.581 | 115 | 0.001 |
| Received Welcome Kit | 1.280 | 1.413 | 0.131 | 1.025 | 1.544 | 9.791 | 115 | 0.000 |
| Got work area on first day | 2.000 | 0.849 | 0.079 | 0.051 | 0.363 | 2.622 | 115 | 0.000 |
| Received Work plan | 0.206 | 0.484 | 0.045 | 0.118 | 0.296 | 4.596 | 115 | 0.010 |
| Asked to fill Feedback form | 0.206 | 1.432 | 0.133 | 1.737 | 2.263 | 15.037 | 115 | 0.000 |
| Assigned buddy | -0.206 | 0.611 | 0.057 | -0.319 | -0.094 | -3.643 | 115 | 0.000 |

INTERPRETATION:

The variables introduced to reporting manager, got help to fill form, on-boarding was done as per schedule are not effective making a employee feel happy as their significant values are $>.05$ supported by earlier analysis in table 14 which says that on-boarding schedule is not effective need to be upgraded. If it is then there is high chance for it to make a employee feel happy on day one.

All other variables are effective in creating happiness on first day to the employee as their significance value is $<.05$ which means the mean difference between variables is positive. But the data shows that the employee happiness is not affected by assigning a buddy this might be due to that this process is not standardized as above 71% of the respondents by table 12 say that they weren't assigned a buddy.

From table the mean values of 2 and 1.28 of the variable got work area and received welcome kit respectively are highly effective says the mean value. But earlier data in table 12 shows that all employees are not receiving the welcome kit even in this case it has a strong effect on making an employee feel happy on day 1 and if the welcome kit is given to all employees then effectiveness will be even more high making a employee more happy and impress him so that he could soon turn to a loyal, productive employee and retains with the organization.

TABLE 19: To study the relation between the dependent variable - feel as part of Neeeyamo with various independent variables. – Regression Analysis

: There is no linear relation between the variables.

: There is linear relation between the variables.

| FACTORS | Dependent Variable - Feel as a part of Neeeyamo | | |
|--------------------------------------|---|-------------|-------------|
| | Significance | Correlation | Relation |
| on-boarding was done as per schedule | 0.000 | 0.330 | Correlated |
| officially Introduced to Neeeyamo | 0.046 | 0.186 | Correlated |
| got help to fill forms | 0.000 | 0.344 | Correlated |
| received Welcome Kit | 0.492 | 0.064 | No relation |
| received Work Plan | 0.009 | 0.241 | Correlated |
| introduced to Reporting Manager | 0.000 | 0.323 | Correlated |

INTERPRETATION:

- All variables have a relation with dependent variable – feel as a part of Neeeyamo as their significance value is $<.05$ except for received welcome kit on first day.

TABLE 20: To study the effectiveness of various Independent variables in the dependent variable –
 Feel as part of Neeeyamo – Paired sample t- test

Mean of differences is 0 and know who to contact for clarification is not effective.

Mean of differences is not 0 and know who to contact for clarification is effective.

| FACTORS | Feel as Part of Neeeyamo - Dependent variable | | | | | | | |
|--------------------------------------|---|----------------|----------------|---|-------|--------|-----|-----------------|
| | Mean | Std. Deviation | Std Error Mean | 95% Confidence Interval of the Difference | | t | df | sig. (2-tailed) |
| | | | | Lower | Upper | | | |
| On-boarding was done as per schedule | 0.207 | 0.552 | 0.051 | 0.105 | 0.308 | 4.037 | 115 | 0.000 |
| Officially introduced to Neeeyamo | 0.483 | 0.818 | 0.076 | 0.332 | 0.633 | 6.356 | 115 | 0.000 |
| Got help to fill forms | 0.172 | 0.594 | 0.055 | 0.063 | 0.282 | 3.127 | 115 | 0.002 |
| Received Welcome letter | 1.491 | 1.529 | 0.142 | 1.210 | 1.773 | 10.503 | 115 | 0.000 |
| Received Work Plan | 0.414 | 0.673 | 0.063 | 0.290 | 0.538 | 6.619 | 115 | 0.000 |
| Introduced to Reporting Manager | 0.276 | 0.693 | 0.064 | 0.148 | 0.403 | 4.290 | 115 | 0.000 |
| Got work area on first day | 0.414 | 0.723 | 0.067 | 0.281 | 0.547 | 6.163 | 115 | 0.000 |

TERPRETATION:

All independent variable are effective in making a employee feel as a part of the company as their significance value is $>.05$ and even the t values are really high and all the mean values are high and positive which means the variables are highly effective.

Amongst all receiving the welcome kit has a great impact in making an employee feel as part of Neeyamo. Next highest variable to make an employee feel as part of Neeyamo is got work area, work plan and officially introduced to Neeyamo which are the variables of factors facilitation, impression and building relation so all these factors directly contribute to make a employee as part of the organization.

When a employee becomes as a part of the organization he becomes more loyal and retain with the company so these activities on day 1 are highly essential to achieve it. As most research proved fact "a larger population of employee decide to retain in a organization and work for it decide it on the first day into the company" holds good for this company as most activities on day 1 has great effect on making a employee feel as a part of the company.

POST JOINING PHASE:

TABLE 21: To study about the Post-join phase – Percentage analysis

| no | FACTORS | PERCENTAGE | | | | |
|----|---|----------------|--------|----------------------------|----------|-------------------|
| | | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree |
| 1 | Can get help from anyone in office | 27.60% | 37.30% | 11.00% | 24.10% | 0.00% |
| 2 | Honesty and openness valued environment | 31.00% | 62.10% | 6.90% | 0.00% | 0.00% |
| 3 | Part of Neeyamo | 48.30% | 51.70% | 0.00% | 0.00% | 0.00% |
| 4 | Match goals to company goals | 24.10% | 65.50% | 10.30% | 0.00% | 0.00% |
| 5 | Actively participate in josh | 41.40% | 48.30% | 10.30% | 3.00% | 0.00% |
| 6 | Received work plan in advance | 20.70% | 65.50% | 13.80% | 0.00% | 0.00% |
| 7 | Ready for challenging role | 27.60% | 69.00% | 3.40% | 0.00% | 0.00% |
| 8 | I know the role I'm hired for | 17.20% | 65.50% | 10.30% | 6.80% | 0.00% |
| 9 | Free to contact Reporting manager | 24.10% | 17.30% | 1.90% | 45.20% | 8.70% |

INTERPRETATION:

- In all the above variables, more than 80% of the employees say that they agree with the variables. Except for the variables "I can get help from anyone in office" where around 35% of the people disagree that they can't get help and the variable "feel free to contact Reporting manager" where > 50% of employees from sample say they disagree to it and they don't feel free to contact the reporting manager.
- Almost 100% of the employees feel themselves as a part of Neeyamo. This is very good and most important to have loyal, productive and retaining employees.

TABLE 22: To study the relation of the variable I receive my work plan in advance in its dependent variables- Regression Analysis.

The slope value is 0 and there is no linear relation between the variables.

The slope value is not 0 and there is linear relation between the variables.

| Factors | I receive my work plan in advance | | |
|--------------------------------------|-----------------------------------|--------------|---------------------------|
| | R square | Significance | Standard Correlation Beta |
| I am ready to take challenging roles | 0.088 | 0.001 | 0.296 |
| Free to contact Reporting Manager | 0.096 | 0.001 | 0.310 |
| Introduced to people in Neeeyamo | 0.080 | 0.002 | 0.282 |
| I am part of Neeeyamo | 0.058 | 0.009 | 0.218 |
| Introduced to Reporting Manager | 0.151 | 0.000 | 0.389 |

INTERPRETATION:

The significance value $< .05$ in all variables which means null hypothesis is rejected by which the slope value is not zero and there is a linear relation between the variables. All the variables are positively correlated but the magnitude of the impact the R square value is very low. This says that receiving the work plan in advance impacts less on the productivity of the employee this might be because the work might not be challenging or the employee might need some assistance from reporting manager.

TABLE 23: To study the effectiveness of receiving work plan in advance in- Paired sample t – test.

Mean of differences is 0 and Received work plan in advance is not effective.

Mean of differences is not 0 and Received work plan in advance is effective.

| FACTORS | Received work plan in advance | | | | | | | |
|--|-------------------------------|----------------|----------------|---|--------|--------|-----|-----------------|
| | Mean | Std. Deviation | Std Error Mean | 95% Confidence Interval of the Difference | | t | Df | sig. (2-tailed) |
| | | | | Lower | Upper | | | |
| Feel free to contact the reporting manager | -1.172 | 1.320 | 0.123 | -1.415 | -0.930 | -9.562 | 115 | 0.000 |
| Match company and my goals | 0.241 | 0.569 | 0.053 | 0.137 | 0.346 | 4.568 | 115 | 0.002 |
| Ready for challenging roles. | 0.413 | 0.673 | 0.063 | 0.290 | 0.538 | 6.619 | 115 | 0.000 |
| Can get help from anyone in office | 0.172 | 0.532 | 0.049 | 0.075 | 0.270 | 3.490 | 115 | 0.000 |

INTERPRETATION:

Received work plan in advance is effective in all the variables as the significance value is $<.05$ in all the cases and hence null hypothesis is rejected. But in case of feel free to contact reporting manager the mean value is negative by which the independent variable doesn't create an impact in a employee to contact his superior freely this is supported by data in table 21 where $>50\%$ of the employees say that they don't feel free to contact their reporting manager.

- Receiving work pan in advance supports an employee to take challenging roles and match own goals with company goals.

TABLE 24: To study the effectiveness of Management provides and honesty and openness valued environment- Paired sample t- test.

Mean of differences is 0 and Management provides and honesty and openness valued environment is not effective.

Mean of differences is not 0 and Management provides and honesty and openness valued environment is effective.

| FACTORS | Management provides and honesty and openness valued environment | | | | | | | |
|--------------------------------------|---|----------------|----------------|---|--------|--------|-----|-----------------|
| | Mean | Std. Deviation | Std Error Mean | 95% Confidence Interval of the Difference | | t | df | sig. (2-tailed) |
| | | | | Lower | Upper | | | |
| I am ready to take challenging roles | 0.000 | 0.646 | 0.600 | -0.119 | -0.119 | 0.000 | 115 | 1.000 |
| Get help from anyone | -0.207 | 0.612 | 0.057 | -0.319 | -0.094 | -3.643 | 115 | 0.000 |
| Allowed to participate in Josh | 0.069 | 0.644 | 0.064 | -0.059 | 0.197 | 1.070 | 115 | 0.287 |
| Free to contact Reporting Manager | -1.128 | 1.128 | 0.105 | 1.552 | -1.137 | 12.846 | 115 | 0.000 |

INTERPRETATION:

The Independent variable is not effective on the dependent variable ready to take challenging roles as the significance value is not <.05. All other variables have the impact if the independent variable at the variable can get help from any in office and feel free to contact reporting manager are negatively impacted that is the impact is not the way as expected.

TABLE 25: To study the effectiveness of various Independent Variables in Happy to be a part of Neeeyamo – Paired sample t- test.

Mean of differences is 0 and Happy to be part of Neeeyamo is not effective.

Mean of differences is not 0 Happy to be part of Neeeyamo is effective.

| FACTORS | Happy to be part of Neeeyamo - Dependent Variable | | | | | | | |
|-----------------------------------|---|----------------|----------------|---|-------|--------|-----|-----------------|
| | Mean | Std. Deviation | Std Error Mean | 95% Confidence Interval of the Difference | | t | Df | sig. (2-tailed) |
| | | | | Lower | Upper | | | |
| Get help from anyone | 0.448 | 0.623 | 0.058 | 0.334 | 0.563 | 7.745 | 115 | 0.000 |
| Honesty valued environment | 0.241 | 0.569 | 0.053 | 0.137 | 0.346 | 4.568 | 115 | 0.000 |
| Can match goals | 0.345 | 0.606 | 0.056 | 0.233 | 0.456 | 6.130 | 115 | 0.287 |
| Free to contact reporting Manager | 1.586 | 1.306 | 0.121 | 1.346 | 1.826 | 13.081 | 115 | 0.000 |
| Allowed to participate in Josh | 1.241 | 1.169 | 0.109 | 1.026 | 1.456 | 11.434 | 115 | 0.000 |

INTERPRETATION:

All the variables are effective on the dependent variable – Happy to be part of Neeeyamo except can match my goals and company goals says significance value from the table. We can also understand that the effect is more when the new joiner freely contacts with the reporting manager and allowed to participate in josh. But from table 29 we can understand the new joiner is not feeling free to contact the reporting manager this scenario in company must be changed b new joiner is not feeling free to contact the reporting manager this scenario in company must be changed by providing platforms to new joiners have a good relation with team leads .

TEAM LEAD's RELATION:

TABLE 26: To study the influencing factors of productivity, engagement and relation of new joiner percentage Analysis.

| no | Factors | Percentage | | | | |
|----|---|----------------|-------|----------------------------|----------|-------------------|
| | | Strongly Agree | Agree | Neither Agree nor Disagree | Disagree | Strongly Disagree |
| 1 | Teams support to Learn | 0% | 63% | 27% | 10% | 0% |
| 2 | Prepared to Welcome New Joiner | 0% | 24% | 33% | 33% | 10% |
| 3 | Informed About SLA's | 20% | 60% | 10% | 10% | 0% |
| 4 | Follows the SLA's | 0% | 60% | 30% | 10% | 0% |
| 5 | Informed about the target and expectations to be achieved | 0% | 63% | 23% | 14% | 0% |
| 6 | New Joiner Meets the expectations | 0% | 43% | 47% | 10% | 0% |
| 7 | New Joiner shows consistent results | 0% | 43% | 57% | 0% | 0% |
| 8 | Comfort of the New Joiner in team. | 47 | 33% | 6% | 4% | 0% |
| 9 | Frequent discussion with New Joiner | 6% | 47% | 7% | 40% | 0% |
| 10 | Adapts to Work Environment | 13% | 40% | 47% | 0% | 0% |
| 11 | Allowed to participate in Team meetings | 40% | 60% | 0% | 0% | 0% |
| 12 | Ready to give more responsibility | 13% | 53% | 27% | 7% | 0% |
| 13 | Mutual understanding between the team and New Joiner | 23% | 47% | 23% | 7% | 0% |
| 14 | Good Relation outside team | 7% | 27% | 60% | 6% | 0% |
| | Frequent Feedbacks | | | | | |

INTERPRETATION:

PRODUCTIVITY OF THE EMPLOYEE:

Around 43% of the team leads say that the new joiner produces consistent result the rest of the team leads neither agree nor disagree to this statement. 63 % of the team leads agree that they say what is expected but of the new joiner in terms of work is told to them inspite of which only 43 % of the new joiner meets the expectation and the rest have told that they neither agree nor disagree to the statement.

Around 80% of the team leads say that they say about the service level agreements to be followed by the new joiner and only 60 % of the employee sticks to it. Only 27% of the team leads agree that they give frequent feedbacks to new joiner and 63 % of the team leads they never give feedbacks often. 100% of the sample says that they allow the team members to participate in team meetings.

From the above table we could understand that the team leads feel that the new joiner is not productive but its subjected to questions as most of the team leads are not open to discussion, they never say about what is the expectation to be achieved by the new joiner & about SLA's then how would the new joiner know what to perform and the team leads never give feedback often too.

So in post join phase the team leader must be prepared to have an open, healthy relation with new joiner to influence them to be productive. This might also be because that almost all the team leads in the company are young and fresh people with at most 2 to 3 years of experience so the company must train all team leads in leadership so that they can influence their team mates towards production.

2. EMPLOYEE ENGAGEMENT:

- About 80% of the team lead have told that they are ready to give additional responsibility to the new joiner and 63% of the team leads say that the team helps the new joiner to learn about the

job and they tell what is expected to be performed by the new. 100% of the respondents say that they encourage the new joiners to participate in team meetings.

From all this we could understand that there is a fair level of commitment from them to engage a new employee but still if all team leads say what is expected from a new joiner clearly then the new joiner will be more engaged.

On the other side <30 of the team leads sat that they along with team are prepared to welcome the new joiner and to give frequent feedbacks where >70 of the team leads are not ready for it. These two factors are more important for a team to turn an employee to be engaged and productive on the job. So the team lead must follow up with recruiters to learn about the new joiner and must be prepared.

RELATION AND CULTURE MINGLE:

90% of the team leads feel that the new joiner feels comfortable in work place. 70% say that the team relation and understanding is good and the employee adapts to the work environment. All this shows that team leads make efforts to engage the employees.

And also the teams support to learn is good with above 60% of the employees agreeing to it. And if the team and team lead have are more prepared to welcome the new joiners there is high chance for having engaged employee into the team. The mutual understanding between the team is also good since around 70% of the sample agree to it.

All this shows that the new joiner has good relation inside the team.

TABLE 27: To study the effectiveness of Comfort of New joiner – Paired sample t- test.

: Mean of differences is 0 and comfort of the new joiner is not effective.

: Mean of differences is not 0 and comfort of the new joiner is effective.

| FACTORS | Comfort of the New Joiner | | | | | | | |
|------------------------------|---------------------------|----------------|----------------|---|-------|-------|----|-----------------|
| | Mean | Std. Deviation | Std Error Mean | 95% Confidence Interval of the Difference | | t | df | sig. (2-tailed) |
| | | | | Lower | Upper | | | |
| Adapts to work environment | 0.567 | 0.897 | 0.163 | 0.231 | 0.901 | 3.456 | 29 | 0.002 |
| Consistent result | 1.172 | 0.701 | 0.065 | 0.043 | 0.301 | 2.648 | 29 | 0.000 |
| Follows SLAs | 0.400 | 0.968 | 0.176 | 0.038 | 0.456 | 2.262 | 29 | 0.031 |
| Mutual understanding in team | 0.766 | 1.478 | 0.269 | 0.214 | 1.318 | 2.841 | 29 | 0.008 |

INTERPRETATION:

- All the significant values are $<.05$ so the null hypothesis is rejected and alternate hypothesis is accepted alternate hypothesis by which the independent factor comfort of the new joiner is effective.
- The independent variable is highly effective to have consistent performance from the employee with higher mean value of 1.172, $t(29) = 2.648$. Which means highly comfort employees will produce consistent results in work. Comfort of the new joiner also helps him to work well with his team with mutual understanding between them says the mean value of .766 at $t(29) = 2.262$.
- The comfort of the new joiner is also capable of making the employee adapt to the work environment and productive by following the SLA's.
- But from table 29 we understood that though the most of the team lead's agree that the new joiner feels comfortable inside the organization he doesn't produce consistent result's from this

we could see that the performance of the employee is not completely dependent on the comfort of the new joiner.

We can understand that the comfort level of the new joiner has a role to play to make a new joiner productive as it is effective in the performance of the employee.

TABLE 28: To study the effectiveness of Prepared to welcome new joiner – Paired sample t- test.

H₀: Mean of differences is 0 and Prepared to welcome new joiner is not effective.

H₁: Mean of differences is not 0 and Prepared to welcome new joiner is effective.

| FACTORS | Prepared to welcome New Joiner | | | | | | | |
|--------------------------------|--------------------------------|----------------|----------------|---|-------|-------|----|-----------------|
| | Mean | Std. Deviation | Std Error Mean | 95% Confidence Interval of the Difference | | t | Df | sig. (2-tailed) |
| | | | | Lower | Upper | | | |
| Adapts to work environment | 0.833 | 0.176 | 0.214 | 0.393 | 1.272 | 3.878 | 29 | 0.001 |
| Ready to give additional roles | 0.900 | 0.215 | 0.226 | 0.043 | 1.363 | 3.971 | 29 | 0.000 |

INTERPRETATION:

- The independent variable is effective on both variables the new joiner adapts to work environment and ready to give additional roles since their significance value is $<.05$ which means the independent variable has effect of adaptability of the new joiner and the readiness of the team lead to give additional roles to the new joiner and the effectiveness magnitude is large with .833 and .900 mean values at t values 3.878 and 3.971 respectively.
- From table 29 only 24% of the team leads say that they are prepared to welcome the new joiner. So in this practice in post join phase is made mandatory then adaptability of the new joiner will be high and when a team lead is prepared he can engage the new joiner into work which will impact the productivity of the new joiner.

TABLE 29: To study the effectiveness of the variable Allowed in team meeting – Paired sample t-t.

: Mean of differences is 0 and Allowed in team meeting is not effective.

: Mean of differences is not 0 and Allowed in team meeting is effective.

| FACTORS | Allowed in team meeting | | | | | | | |
|---|-------------------------|----------------|----------------|---|-------|-------|----|-----------------|
| | Mean | Std. Deviation | Std Error Mean | 95% Confidence Interval of the Difference | | t | df | sig. (2-tailed) |
| | | | | Lower | Upper | | | |
| Consistent results | 0.733 | 1.080 | 0.197 | 0.329 | 1.136 | 3.717 | 29 | 0.001 |
| Meets expectation | 0.633 | 1.066 | 0.194 | 0.234 | 1.031 | 3.254 | 29 | 0.003 |
| Comfort | 0.400 | 0.855 | 0.156 | 0.080 | 0.719 | 2.562 | 29 | 0.016 |
| Frequent discussion | 0.500 | 0.731 | 0.133 | 0.227 | 0.772 | 3.746 | 29 | 0.008 |
| Adapts to work environment | 0.966 | 0.964 | 0.176 | 0.606 | 1.320 | 5.490 | 29 | 0.000 |
| Ready to give additional responsibility | 1.033 | 1.217 | 0.222 | 0.578 | 1.487 | 4.650 | 29 | 0.001 |
| Open to discussion | 0.766 | 1.381 | 0.252 | 0.250 | 1.280 | 3.039 | 29 | 0.010 |
| Mutual understanding | 1.167 | 0.234 | 0.225 | 0.705 | 1.627 | 5.178 | 29 | 0.000 |

INTERPRETATION:

- All the variables have a significance value of $<.05$ so the null hypothesis is rejected and the independent variable is effective on all the dependent variables. The variable allowed in team meeting is highly effective in variables mutual understanding in team, ready to give additional responsibility, adapts to work environment, consistent results and open to discussion. This practise though common to all employees has a great significance and effect in various attributes of the new joiner.

BLE 30: To study the effectiveness of the variable Periodic feedback – Paired sample t- test.

: Mean of differences is 0 and Periodic Feedbacks are given is not effective.

: Mean of differences is not 0 and Periodic Feedbacks are given is effective.

| FACTORS | Periodic Feedbacks are given | | | | | | | |
|----------------------------|------------------------------|----------------|----------------|---|-------|-------|----|-----------------|
| | Mean | Std. Deviation | Std Error Mean | 95% Confidence Interval of the Difference | | t | df | sig. (2-tailed) |
| | | | | Lower | Upper | | | |
| Consistent results | 0.433 | 0.773 | 0.141 | 0.144 | 0.722 | 3.067 | 29 | 0.001 |
| Meets expectation | 0.333 | 0.758 | 0.138 | 0.050 | 0.616 | 2.408 | 29 | 0.023 |
| Adapts to work environment | 0.667 | 0.479 | 0.087 | 0.487 | 0.845 | 7.616 | 29 | 0.000 |

INTERPRETATION:

- From table 29 only 27% of the samples say that they give feedbacks often to the new joiners in job which is effective enough to impact the productivity as well as the adaptability of the new joiner as we could understand it from the table that the periodic feedback has effect on all the above variables. The effective magnitude value is to this extent even when only very few team leads practice giving feedback often to new joiners. If this practice is made compulsory to all team leads at least for the first 9 months then the new joiner will be more productive.

**FINDINGS, SUGGESTIONS AND
CONCLUSION**

CHAPTER 5

FINDINGS, SUGGESTION & CONCLUSION

FINDINGS:

To study the effectiveness of existing on-boarding process on each stage (pre-joining, on the date of joining & post- joining) and its impact in new joiner's.

EFFECTIVE AREAS IN THE EXISTING ON-BOARDING PROCESS & ITS IMPACT:

Most of the candidates were informed about the point of contact for clarification, about the date of joining & documents to be submitted.

This shows that the communication was good between the employer and candidate, and a fair follow up process was in place.

Even before joining the organization the candidate can be made to feel as a part of the company by contacting the candidate often as it builds a strong bonding between the candidate and organization.

100 % of the respondents agree that they were taken to facility walk through on the first day and agreed that it was supportive to them and made them comfortable on first day which shows that the employees are properly inducted into the company.

A formal orientation about the company is given by the employer and the employees are well informed about the organization on the first day itself so that the employees can fit into the company's culture as fast as possible starting from day 1. This also shows the commitment of the employer to make the employee fit into the company so that the employee feels comfortable about being in the organization which will eventually affect the productivity and loyalty of the employee and retain him.

70-90% of the respondents agree that they were officially introduced to the Neeyamo Knights & introduced to the Reporting Manager. This shows that on the date of joining of the on-boarding process the new joiner is paired with people who would help him in the work environment.

Most of the employees agree that they got their work place, plan and help to fill for form on first day.

The on-boarding schedule is good so that the employees agree that they got the work plan , area and got to know about the role they are being hired for so the schedule is effective on these activities.

INEFFECTIVE AREAS IN THE EXISTING ON-BOARDING PROCESS:

Almost 60% of the candidate disagree that they weren't contacted to support with the accommodation details. This shows that there are chances for a weak bonding between the employer and candidate.

The candidates are given support to look for accommodation based on the designation. This is not healthy for an organization more over the group who weren't contacted in this regard mostly fall into IT where there are huge opportunities in the market. It's a great threat to the organization because the offers and opportunities in market to this group are really attractive and there are high chances to lose these potentials which is not good for the organization.

71% of the employees that are not assigned with buddies this is one of the essential activities in an ideal on-boarding process. So the existing practice is creating a work oriented relationship but for a new joiner to have friends and other support a buddy is highly essential.

About 50 % of the employees say that they didn't receive the welcome kit on first day. This shows that the practice of giving welcome kit on day 1 is in existence but not standardized to all. So, the company must make this as a standardized process as all must receive the welcome kit.

The on- boarding schedule is not effective in received welcome kit.

Preparing to welcome a new joiner in post join phase must be made mandatory then adaptability of the new joiner will be high and when a team lead is prepared he can engage the new joiner into work which will impact the productivity of the new joiner.

To change or improve the existing process by identifying the factors that leads to drop outs:

Almost 80% of the respondents say that they were being contacted often from the day when the offer letter is issued to the date of joining though the result of this variable is positive nearly 20% of the people say that they weren't contacted. This raises an alarm because; communication and bonding can be created only if the person is being contacted. From the data the reason that the 20% people were not contacted might be because the responsible person wouldn't maintained a tracker to track these details.

Accommodation details are provided based on the designation which must be avoided and generalized to all employees irrespective of their designation.

35% of the samples say that still they are not aware that there is a library and where is it. It might be because the company has just started the library before few months but still this must be included in the facilities walk in the future.

71% of the employees that are not assigned with buddies which is one of the essential activities in an ideal on-boarding process. So the existing practice is creating a work oriented relationship but for a new joiner to have friends and other support a buddy is highly essential.

More than 70 % of the employees say that the pairing of relation and facilitation done on day 1 is effective but they also disagree that they are not assigned with buddies and most didn't receive welcome kit.

75% of the employees say that they were not asked to fill feedback forms on first day. This might be because the 25 % of the respondents agreed would be from new batch as this activity

Though both variables aware of role am hired for and receive work plan show good relation with the independent variable they are not effective as their mean values are $-.138$ & $-.270$ respectively. It might be because of the unpreparedness of the Reporting manager which must be addressed.

The reporting managers must give frequent feedbacks to new joiners. The relation between reporting manager and employees is not good which must be addressed.

To know the relation between the Team and the new joiner in post join phase and the factors greatly influencing the productivity of the new joiner.

> 50% of employees from sample say that they don't feel free to contact the reporting manager.

100% of the sample says that they allow the team members to participate in team meetings.

The team leads feel that the new joiner is not productive but its subjected to questions as most of the team leads are not open to discussion, they never say about what is the expectation to be achieved by the new joiner & about SLA's then how would the new joiner know what to perform and the team leads never give feedback often too.

So in post join phase the team leader must be prepared to have an open, healthy relation with new joiner to influence them to be productive. This might also be because that almost all the team leads in the company are young and fresh people with at most 2 to 3 years of experience so the company must train all team leads in leadership so that they can influence their team mates towards production.

There is fair level of commitment from them to engage a new employee as they are ready to give additional roles and support but still if all team leads say what is expected from a new joiner clearly then the new joiner will be more engaged.

On the other side <30 of the team leads say that they along with team are prepared to welcome the new joiner and to give frequent feedbacks where >70 of the team leads are not ready for it. These two factors are more important for a team to turn a employee to be engaged and produc-

tive on the job. So the team lead must follow up with recruiters to learn about the new joiner and must be prepared.

The new joiner has a good relation inside team with his team support and mutual understanding.

The variable allowed in team meeting is highly effective in variables mutual understanding in team, ready to give additional responsibility, adapts to work environment, consistent results and open to discussion. Though this practice is common to all employees it has a great significance and effect in various attributes of the new joiner.

Receiving work pan in advance supports an employee to take challenging roles and match own goals with company goals.

The comfort level of the new joiner has a role to play to make the new joiner productivity as it is effective in the performance of the employee.

2 SUGGESTIONS:

- The bonding creation factor must be concentrated on the pre- join process. The employer must adopt a formal tracker to track the whether all candidates are contacted often and information is passed and the all candidates irrespective of designation should be supported with accommodation details.
- In the second phase of the process the practice of giving welcome kit can be standardized so that welcome kit reaches all employees and the restructuring of on-boarding process including the buddy relation activity.
- In the third phase of the on-boarding activity the team and the reporting manager's must create an open, healthy relation with the new joiner so that the employee becomes productive and engaged.
- The feedbacks to employees must be given often.

CONCLUSION:

The existing on-boarding process structure is good but not excellent. To be more effective and to reduce the drop-out rates in the future it is essential to restructure the on-boarding process by including and standardizing some of the key activities that are essential for an ideal on-boarding process. The team and the team leads need to be prepared to welcome and support the new joiner as at present the teams commitment is very low in this regards so that the drop out ratio acceptance to sustain can be reduced retaining the employees. The team lead also must come forward to give ob related feedbacks frequently to the new joiner.

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APPENDIX

QUESTIONNAIRE I:

Please fill the following details:

Name:

Project:

Age:

Gender:

Put a tick mark in appropriate box for each questions

Your options are 1 – Strongly Agree, 2- Agree, 3- Neither Agree nor Disagree, 4- Disagree, 5 – (Strongly Disagree)

| no | Questions | 1 | 2 | 3 | 4 | 5 |
|----|---|---|---|---|---|---|
| | I was contacted from time to time after receiving the offer letter. | | | | | |
| 2 | I was provided information about hostels and other accommodation facilities prior my arrival. | | | | | |
| 3 | I was clearly elaborated about the policies & procedures of Neeyamo. | | | | | |
| 4 | I know who I should contact in case of clarifications. | | | | | |
| 5 | I got information about date of joining and documents to be submitted. | | | | | |
| 6 | I know where the emergency security break glass fire alarm button is located. | | | | | |
| 7 | I did not have trouble in locating the office and reporting the first time. | | | | | |
| 8 | I am happy about the way I was welcomed on the date of joining. | | | | | |
| 9 | I got enough help to fill in the forms. | | | | | |
| 10 | My On-boarding was done as per the schedule. | | | | | |
| 11 | I was officially introduced to the people in Neeyamo. | | | | | |
| 12 | I was clearly elaborated about the rules and regulations of Neeyamo. | | | | | |
| 13 | I received my welcome kit. | | | | | |
| 14 | I was introduced to my reporting manager. | | | | | |
| 15 | I know where the library is and I know whom to contact to get books. | | | | | |
| 16 | I'm ready to take up challenging roles. | | | | | |
| 17 | I did not have trouble locating the restroom on the first day. | | | | | |
| 18 | I was asked to fill the feedback form on the date of joining. | | | | | |
| 19 | I know who to approach when I require leave. | | | | | |

| | | | | | | |
|--|---|--|--|--|--|--|
| | I'm allowed to actively participate in the JOSH activities. | | | | | |
| | I know how much my organization contributes to PF. | | | | | |
| | I know the pay cycle that is followed. | | | | | |
| | I know where to approach for first aid or medicines, in the office. | | | | | |
| | I know the vision & mission statements of my organization. | | | | | |
| | I am aware of the Information Security Management System Standards in Neeeyamo | | | | | |
| | I am aware of the role I'm hired for. | | | | | |
| | I am making use of Information Security Management System standards in all my deliverables. | | | | | |
| | I got my work area on the first day. | | | | | |
| | I feel free to contact my reporting manager | | | | | |
| | I'm able to match my goals to that of the company goals. | | | | | |
| | I am a part of Neeeyamo. | | | | | |
| | The management team provides an environment in which honesty and openness are valued. | | | | | |
| | I was assigned a buddy on first day. | | | | | |
| | I can get help from anyone in office | | | | | |

QUESTIONNAIRE II:

Please fill the following details:

Name:

Project:

Age:

Gender:

Put a tick mark in appropriate box for each questions

Your options are 1 – Strongly Agree, 2- Agree, 3- Neither Agree nor Disagree, 4- Disagree, 5 – Strongly Disagree)

| S.no | Questions | 1 | 2 | 3 | 4 | 5 |
|------|--|---|---|---|---|---|
| 1 | The New joiner has enough support from team to learn | | | | | |
| 2 | The new joiner shows consistency in performance. | | | | | |
| 3 | The new joiner meets the expectation. | | | | | |
| 4 | The new joiner feels comfortable in the organization. | | | | | |
| 5 | New joiner follows' SLA's. | | | | | |
| 6 | New joiner knows SLA's. | | | | | |
| 7 | The team is prepared to welcome the new joiner. | | | | | |
| 8 | The new joiner follows the escalation procedure. | | | | | |
| 9 | You frequently discuss with the new joiner. | | | | | |
| 10 | New joiner adapts to work environment. | | | | | |
| 11 | The new joiner is allowed to participate in team meetings. | | | | | |
| 12 | You are ready to give additional responsibilities to the new joiner. | | | | | |
| 13 | New joiner knows the escalation procedure. | | | | | |
| 14 | You are open to ideas from new joiner. | | | | | |
| 15 | New joiner knows the expectations. | | | | | |
| 16 | New joiner is open to discussions. | | | | | |
| 17 | Mutual understanding between the team is good. | | | | | |
| 18 | The rapport of the new joiner outside the team is good. | | | | | |
| 19 | Periodic feedbacks are given to the new joiner. | | | | | |