



The Significance of On-Boarding Process in Work Dimensions

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Abstract

The present investigation of the study is to examine the significance of on boarding process in work dimensions of employees in IT sector based company. It emphasizes to find out the significance of on-boarding process in work dimensions of employees, based on various terms of gender difference and grade at different levels of employees. The sample consists of 50 employees. The on-boarding questionnaire was developed by team of students for the investigation of the study. The means, SDs and the mean differences are employed for the investigation of the study. The result indicates that the on-boarding of employees differed based on the gender difference and no significance in on-boarding of different grade levels of employees.

Keywords: On-boarding; work dimensions, gender difference, grade levels.

Introduction

The on-boarding process and the exit policy are 'moments of truths' for any organization because these are the two contact points when the employee comes in touch with the organization for the first and last time respectively. An organization committed to employee satisfaction will continuously strive to make this transition easier for its employees. Employers need to ensure that everything goes smoothly throughout the new hire's first weeks on the job. This is the prime time to provide the new employee with a general corporate background to establish the framework that will guide them throughout their career with the organization. On-boarding is successful only when human resource and the hiring manager are both actively involved. The goal of this partnership is to establish a long-term relationship with the employee that begins even before the employee is hired. While HR plays a key role in the early recruitment and orientation phase and in guiding the On-boarding process, the hiring manager must be proactive and engaged in facilitating the employee's successful integration into the organization over time.

On-boarding process clearly states that new employee expectation about job role and the job itself and Suggest what is important to learn and from who to learn it and take the new employee's perspective on what processes, procedures and changes the executive intends to implement at the end of three months, six months and one year. The on-boarding process helps the organization to share the following information with the new employee.

On the one hand, a good employer will always clear the expectation of a new employee about his job and job profile because wrong communication of expectation level can lower the satisfaction of a new employee with the organization. On the second hand, this process is also responsible for clearing employee perceptions regarding his job, job profile, career

prospects because wrong perception regarding an all this can increase dissatisfaction level which could lead to increased attrition rate in the organization. On the third hand, the on-boarding process also facilitates a new employee into the organization policies and practices and on the other hand, the on-boarding process is also responsible for establishing the mission and goal of the organization into a new employee's mind. Effective employee on-boarding serves effectively that It builds reputation organizations for being a thoughtful employer, with great training, clear leadership, and a strong organization.

It helps retain staff members, it reduces high turnover costs, it gets new employees to efficient productivity levels quickly and it builds a cohesive team, therefore raising everyone's productivity. On-boarding is the process of acquiring, accommodating, assimilating and accelerating new team members, whether they come from outside or who are inside the organization. The prerequisite to successful on-boarding is getting your organization aligned around the need and the role.

Review of Literature: Levine and Moreland¹¹, Van Maanen and Schein¹³ and Saks, Uggerslev, and Fassina¹² state that socialization and on-boarding are interchangeable terms used to describe the process that individuals, teams, and organizations go through when a new person joins. When starting a new job, individuals join the whole organization, as well as a number of smaller groups, such as their immediate work team. Levine J. M. and Moreland R.L.⁸ the culture and socialization have significance towards employees related to work dimensions in the organizations. Ostroff and Ozlowski¹⁰ and Fisher C.D.⁵ concluded that newcomers must learn many things as they onboard: how to accomplish their job tasks, how the organization is structured and what their role is within it, their team's daily routines and normal practices, where to find information, from whom to get it, and the best means to acquire it, the organizational culture, how to work and socially interact with their team, and how to succeed in their role and grow in the

organization. Whether this learning is active or passive, explicit or implicit, supported or laissez faire, eventually newcomers complete on-boarding and are considered to be competent and integrated employees.

Ashforth, Sluss, and Saks² found that newcomer pro-activity was highly correlated with learning success. Other studies found that the fit between a newcomer and her team, along with her pro-activity, account for much of the observed variance in adjustment and knowledge and Gruman, Saks, and Zweig⁷ and Miller and Jablin⁹ also focused on newcomers' information-seeking strategies, and assert that the type of information sought, the source of the information (e.g., peers, managers, documentation), and the tactics employed e.g., surveillance, testing limits, all jointly influence new comers' role ambiguity and role conflict. Flanagin and Waldeck⁶ found that the technologies newcomers choose affect their abilities to access information and develop relationships with their coworkers. All of these results suggest that how newcomers learn is as important, or even more so, than what they learn.

In the studies of Van Maanen and Schein¹³, Fisher C.D.⁵, Chao, O'Leary-Kelly, Wolf, Klein, and Gardner included that from whom newcomers, learning is also an important factor in on-boarding. A main theme in the literature says that proper socialization requires newcomers to establish successful social relationships with their coworkers. Fortunately, a newcomer's colleagues know the most about what the newcomer must learn and have a vested interest in helping him onboard as quickly as possible. Not all colleagues are equally good information sources, however. Comer⁴ found that newcomers' peers are better sources of information than their managers because peers are more available and helpful than managers.

After studying three months of team emails, Ahuja and Galvin (2003)¹ saw that while newcomers were actively engaged in conversations about how tasks should be accomplished, they did not explicitly seek information about the group's values, or procedures. They argued that social mechanisms such as peer mentoring were needed to support virtual member socialization. Miller and Jablin⁹ argued that observing, especially, helps newcomers appropriately imitate their teammates and to better evaluate their own performance.

Hypotheses

After throw evaluation and understanding of the researcher's views the following hypotheses were framed for the investigation of the study. i. There is gender difference between employees with regard to on- boarding process. ii. There is no significance difference between the employees who are in higher grade level have more familiarized and adoptable perceptions with regard to on- boarding than the employees who are in middle and lower grade levels.

Sample: The sample consists of 50 employees of IT sector based company for the investigation of the study. The sample randomized sample technique is adopted for choosing the sample. The distribution of sample can be done through the various departments of this IT based company such as Administration, HR, Finance and IT departments.

Instrument used: The on- boarding questionnaire consists of 10 items to be responded on a 5 point scale from very poor to very good. A response on very good is given a numerical value 5, good 4, average 3, poor 2, and very poor 1 respectively. The maximum and minimum possible scores on this scale are 50-10 respectively.

Results and Discussion

Results: The scores of means, SDs and mean difference of employees relating to gender differences with regard to on-boarding in work dimensions, presented in table 1.

Table-1 Represents the means, SDs and mean difference of gender differences of employees with regard to on- boarding process

**Table-1
 Gender Difference**

	Male	Female
N	35	15
Mean	39.63	43.47
SD	4.87	2.92
t	2.83*	

**Significance at 0.05

In the analysis, the t-test was employed to find out the significance difference with regard to on- boarding process in work dimensions between male and female. The mean difference is 2.83 significant at 0.05 level. It can be said that there is significant difference with regard to on- boarding between employees of male and female.

Based on the result obtained, the 1st hypothesis which predicted that "there is gender difference between employees of work dimensions with regard to on-boarding process", is accepted as warranted by the results.

Discussion: On-boarding in work dimensions is simple and at the same time it contributes effectively. If the employees have well understood the procedure then it will be beneficial to the to them as well as the organization. Here both organization and employees have equal responsibilities. The organization has to clearly state them their requirements expected and the on-boarding procedure. Likewise employees should also follow their guideline properly and effectively involve in the induction program.

Basically women have more understanding nature to work more and easily have adoptable nature and have good perception.

They have good professional attitude and continuously put strong work efforts in order to achieve the goals of the organization. In case of men, they have different roles to manage including cultural milieu. Also male employees are more attentive and efficient culture in the work. It means that female employees have more commitment and tries to contribute effectively. They should not go for reference by management in order to fulfill the work or not. This is one of the reasons for there is gender difference between the employees.

Based on the result obtained, the 1st hypothesis which predicted that “there is gender difference between employees of work dimensions with regard to on-boarding process”, is accepted as warranted by the results.

Results: The scores of means, SDs and mean difference of on-boarding process in work dimensions of employees working in different grades levels of the organization, presented in table 2.

Table 2 presents scores of the means, SDs and mean difference of on-boarding process in work dimensions working in different grades levels - A-Lower level employees, B-Middle level employees, C-Top level employees in the organization.

Table-2
Designation

	A	B	A	C	B	C
N	10	27	10	13	27	13
Mean	40.40	40.56	40.40	41.31	40.56	41.31
SD	4.86	4.76	4.86	5.04	4.76	5.04
T	0.09@		0.44 @		0.46 @	

@ Not Significant A-lower level employees B-middle level employees C-top level employees

In the analysis, the t-test was employed to find out the significance difference with regard to on-boarding process in work dimensions who are working in different grade levels of the organization.

It can be said that there is no significance difference between employees those who are working at different grade levels, with regard to on-boarding in work dimensions. It means that the different grade levels might not be influenced the on-boarding process in all work dimensions.

Based on the result obtained, the 2nd hypothesis which predicted that “the employees who are in higher grade level, have more familiarized and adoptable perceptions with regard to on-boarding process that employees who are in middle and lower grade levels”. is not accepted as unwarranted by the result.

Discussion: As it was already known that this on-boarding procedure is applicable across the organization for all grades of employees. That means irrespective of the grade levels all the employees have to undergo this procedure as a new employee to the organization.

The top grade level employees discuss with the other grade level employees and form the procedure for on-boarding. And the HR and hiring manager have to actively involve for making it successful. So here we can find that there is no significance difference in all grade levels of employees. This is one of the reasons in such work environment.

Also when we compare the employees of different grade levels there is no significance difference among them. All of them have to pass through this procedure. So by this they can easily understand the organization culture in their work place. In all the organizations even though they have to place employees in different grade levels yet as a new employee every normal and highly educated employee have to go through this process. It means irrespective of the grade levels all have the same procedure to undergo. This is also one of the reasons for there is no significance difference between top, middle and lower levels of employees.

Based on the result obtained, the 2nd hypothesis which predicted that “the employees who are in higher grade level, have more familiarized and adoptable perceptions with regard to on-boarding process that employees who are in middle and lower grade levels”. is not accepted as unwarranted by the result.

Conclusion

i. There is gender difference between employees of work dimensions with regard to on-boarding process. ii. There is no significance difference between the employees who are in higher grade level have more familiarized and adoptable perceptions with regard to on-boarding that who are in middle and lower grade levels.

Implications: i. Promoting the on-boarding process, the HR practices will be much more effective to understand work dimensions quickly and effectively. ii. Moreover the employees will be more productive, the on-boarding terms and its functions will be familiarized in the organization culture.

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