



A STUDY ON EFFECTIVE ONBOARDING PROCESS AND EMPLOYEE RETENTION IN JOBSCUBICLE PVT.LTD, BENGALURU.

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Abstract: Onboarding process is a critical phase in the employee lifecycle, significantly influencing employee retention and overall organizational performance. Through a review of existing literature and case studies, we highlight how tailored onboarding experiences can enhance employee engagement, satisfaction, and commitment. By fostering a sense of belonging and equipping new hires with the necessary skills and knowledge, organizations can reduce turnover and cultivate a loyal workforce. The importance of a strategic onboarding framework that not only facilitates immediate acclimatization but also aligns with long-term career development, ultimately contributing to sustainable organizational success. This paper explores the relationship between effective onboarding practices and employee retention rates. It examines key elements of a successful onboarding program, including orientation, mentorship, training, and social integration.

IndexTerms - Onboarding, Employee Retention, Job Satisfaction, Organizational Culture, Employee Engagement, Mentorship.

I.INTRODUCTION

Employee retention is crucial for organizational success, necessitating effective policies that keep skilled workers engaged and loyal. The onboarding process plays a vital role in this regard, offering new hires a structured pathway to integrate into the company culture and meet role expectations. Beyond basic orientation, onboarding provides essential tools, support, and mentorship, enhancing job satisfaction and long-term commitment. Organizations with strong onboarding programs typically see lower turnover rates, while those lacking comprehensive approaches often face disengagement and high early turnover. This study examines the onboarding process at JobsCubicle Pvt Ltd, evaluating its effectiveness in aligning new hires with company values and performance expectations. The goal is to provide actionable insights for optimizing onboarding to ensure sustained employee engagement and organizational success.

2. REVIEW OF LITERATURE

- **Garcia M. (2020):** Focused on the hospitality industry, emphasizing how a detailed and supportive onboarding process improves employee retention by fostering social integration and continuous feedback.
- **Johnson L. (2019):** Researched onboarding programs in large corporations, finding that structured onboarding significantly reduces early-stage turnover by aligning new hires with company culture and goals.
- **Kumar R. (2017):** Explored the link between comprehensive onboarding processes and employee loyalty in multinational companies, emphasizing the importance of mentorship, training, and regular feedback for retention.
- **Lee A. (2022):** Compared onboarding strategies across sectors and highlighted how personalized onboarding increases employee engagement and retention, demonstrating the value of tailored experiences.
- **Patel K. (2021):** Investigated onboarding in startups, focusing on the critical role of mentorship in retaining employees in competitive environments and enhancing their sense of belonging.
- **Smith J. (2023):** Discussed the role of digital onboarding in IT companies, emphasizing how technology enhances integration and retention through streamlined processes and virtual support.
- **Thompson R. (2023):** Analyzed the impact of gamification in onboarding programs, showing that engaging elements can boost new hire motivation and lead to higher retention rates.
- **White T. (2022):** Examined the importance of cultural fit during onboarding, revealing that aligning new hires with organizational values fosters commitment and reduces turnover in diverse workplaces.

2.1 RESEARCH GAP

THE LITERATURE THOROUGHLY INVESTIGATES ONBOARDING AND ITS IMPACT ON EMPLOYEE RETENTION, BUT SEVERAL GAPS REMAIN. MUCH OF THE CURRENT RESEARCH FOCUSES ON DIGITAL OR TRADITIONAL ONBOARDING IN SPECIFIC SECTORS LIKE IT, HOSPITALITY, AND STARTUPS. HOWEVER, HYBRID MODELS THAT BLEND ONLINE AND IN-PERSON METHODS ARE UNDER-RESEARCHED, ESPECIALLY IN TERMS OF THEIR LONG-TERM EFFECTS ACROSS INDUSTRIES. PERSONALIZED ONBOARDING, TAILORED TO INDIVIDUAL PREFERENCES, IS ALSO UNDEREXPLORED. ADDITIONALLY, FEW STUDIES EXAMINE ONBOARDING'S INFLUENCE ON RETENTION BEYOND THE FIRST YEAR.

2.2 OBJECTIVES

1. To assess the impact of onboarding practices on employee retention at JobsCubicle Pvt. Ltd.
2. To evaluate employee perceptions of the onboarding process and its effect on job satisfaction.
3. To recommend improvements in the onboarding process to enhance retention rates.

2.3 STATEMENT OF THE PROBLEM

Many organizations struggle with employee retention due to insufficient onboarding programs, which can cause anxiety and disengagement in new hires. This study focuses on JobsCubicle Pvt. Ltd. to identify ways to enhance onboarding practices and improve employee retention.

2.4 RESEARCH METHODOLOGY

This study employs a descriptive research method with both qualitative and quantitative approaches. A structured questionnaire was used to collect primary data from 40 employees at JobsCubicle Pvt Ltd to evaluate their onboarding experience and retention decisions. Data were analyzed using statistical tools such as correlation analysis and chi-square tests to determine the relationship between onboarding effectiveness and employee retention.

3.SOURCES OF DATA COLLECTION

Primary Data: Data were collected through a structured questionnaire administered to 40 employees at JobsCubicle Pvt. Ltd. The questionnaire assessed employee perceptions of the onboarding process, satisfaction levels, and their intention to stay with the company.

Secondary Data: Relevant literature, company reports, and online sources were reviewed to gather information on onboarding best practices, retention strategies, and industry benchmarks.

3.1 SAMPLING METHOD

The **convenience sampling method** was used to gather data, selecting employees readily available and willing to participate in the survey.

3.2 POPULATION AND SAMPLING UNIT

The population consists of all employees at JobsCubicle Pvt Ltd. The sampling unit includes employees who have undergone the company's onboarding process.

3.3 SAMPLE SIZE

The total sample size consisted of 40 employees, reflecting a diverse range of experiences within the organization.

4.1 HYPOTHESIS OF THE STUDY:

➤ Hypothesis-1

Onboarding effectiveness and job satisfaction

(H₀): There is no significant relationship between onboarding effectiveness and job satisfaction among employees.

(H₁): There is a significant positive relationship between onboarding effectiveness and job satisfaction among employees.

➤ Hypothesis-2

Employee perception and retention rates

(H₀): There is no significant relationship between employee perceptions and retention rates in the organization.

(H₁): There is a significant relationship between employee perceptions and retention rates in the organization.

□ Hypothesis-3

Mentorship and Employee Retention:

(H₀): There is no significant relationship in retention rates between employees who receive mentorship during the onboarding process and those who do not.

(H₁): There is a significant relationship in employees who receive mentorship during the onboarding process have higher retention rates compared to employees who do not receive mentorship.

➤ Hypothesis-4

Onboarding Support and Employee Performance:

(H₀): There is no significant relationship between level of ongoing support provided during the onboarding process and employee performance or their retention rate.

(H₁): There is a significant relationship between level of ongoing support provided during the onboarding process and employee performance which consequently influences their retention rate.

5.1 STATISTICAL DESIGN

The collected data is presented in tabular format and analysed using statistical tools, including percentage analysis. SPSS software is employed to determine the relationship between two variables. The data is visualized through percentage calculations and bar chart analysis, providing a clear understanding of employee perceptions and retention levels, and accurately highlighting the key variables.

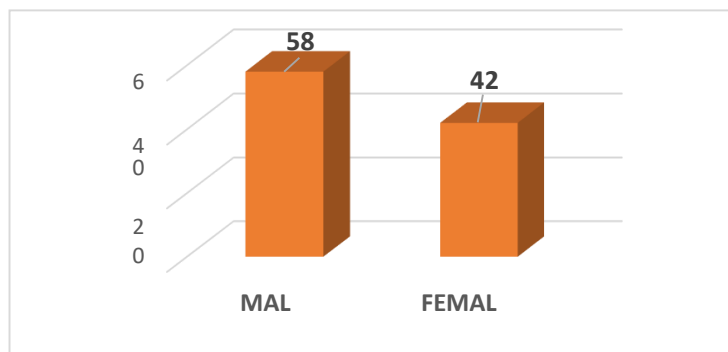
5.1. TABLE SHOWING THE EMPLOYEE GENDER RATIO

Particulars	No Of Respondents	Percentage
Female	23	58%
Male	17	42%
Total	40	100%

Analysis:

By studying the above table, we come to recognize that, 42% of personnel are male and handiest 58% of personnel are woman on this business enterprise.

5.1. GRAPH SHOWING THE EMPLOYEE GENDER RATIO



Interpretation:

From the above graph, the data shows that most of the employees are female, making up 58% of the workforce, whereas male workers make up 42%. This means the organization has hired further more female than male employees.

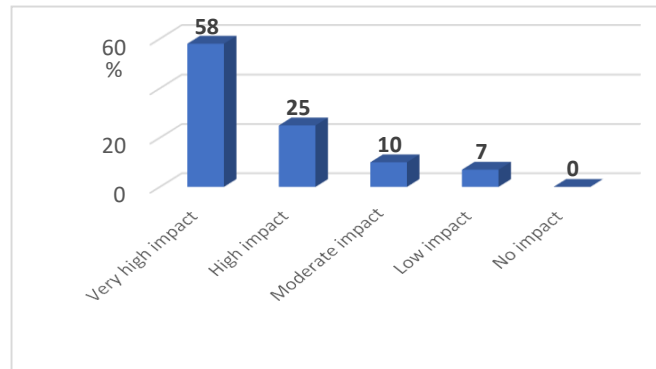
5.2 TABLE SHOWING IMPACT OF STRUCTURED ONBOARDING PRACTICES ON EMPLOYEE RETENTION RATES

Particulars	No Of Respondents	Percentage
Very High Impact	23	58%
High Impact	10	25%
Moderate Impact	4	10%
Low Impact	3	7%
No Impact	0	0%
Total	40	100%

Analysis:

From the above table, it shows that, a greater number respondents believe that the impact is very high. This specifies that most people believe the impact is significantly substantial.

5.2 GRAPH SHOWING IMPACT OF STRUCTURED ONBOARDING PRACTICES ON EMPLOYEE RETENTION RATES"



Interpretation:

From the above graph, it interprets that, most respondents see the impact as very high, indicating that it is viewed as having a strong effect. Only a few regard the impact as moderate or low, and no one believes it has no impact. This shows a broad agreement on its significant influence.

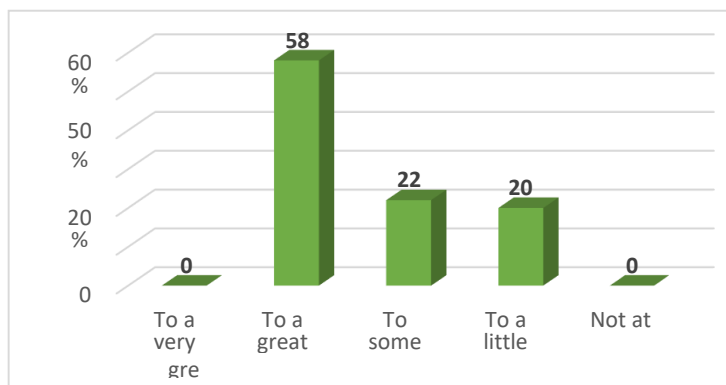
5.3 TABLE SHOWING IMPACT OF ONBOARDING PRACTICES ON REDUCING EARLY EMPLOYEE TURNOVER RATES

Particulars	No Of Respondents	Percentage
To A Very Great Extent	0	0%
To A Great Extent	23	58%
To Some Extent	9	22%
To A Little Extent	8	20%
Not At All	0	0%
Total	40	100%

Analysis:

From the above table, it shows that, the common number among the responders feel the effect or influence is to a great extent. This indicates the majority of people think it has a significant impact.

5.3 GRAPH SHOWING IMPACT OF ONBOARDING PRACTICES ON REDUCING EARLY EMPLOYEE TURNOVER RATES



Interpretation:

From the above graph, it shows that, most respondents believe the effect or influence is significant, while a smaller number think it is to some or a little extent. No one feels it has no effect at all. This demonstrates a strong general belief in its substantial influence.

6.1 Results and Discussions

6.1.1 Hypothesis testing using ANOVA

(H₀): There is no significant relationship between onboarding effectiveness and job satisfaction among employees.

(H₁): There is a significant positive relationship between onboarding effectiveness and job satisfaction among employees.

ANOVA					
Motivation to Give Best Effort at Work					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.587	3	1.196	.804	.500
Within Groups	53.513	36	1.486		
Total	57.100	39			

Interpretation:

(p value 0.500 > LOS 0.05)

From the ANOVA table, the “F” calculated value at degrees of freedom 3 and 36 is 0.804, where p-value is 0.500. The significance level is 5% (0.05). from the output table it is observed that p value is larger than the level of significance i.e. **0.500>0.05**. Therefore, the null hypothesis is accepted, and the alternative hypothesis is ignored.

Hence, there is no significant difference between the groups regarding how often employees feel motivated to give their best effort at work.

6.1.2 Hypothesis Testing Using Chi-Square

(H₀): There is no significant relationship between employee perceptions and retention rates in the organization.

(H₁): There is a significant relationship between employee perceptions and retention rates in the organization

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	17.722 ^a	9	.039
Likelihood Ratio	19.162	9	.024
Linear-by-Linear Association	8.900	1	.003
N of Valid Cases	40		
a. 14 cells (87.5%) have expected count less than 5. The minimum expected count is .15.			

Interpretation:

P value is 0.039

Level of significance = 0.05(5%)

(P value 0.039 < LOS 0.05)

From the above chi square table, it is observed that the p-value is lower as associated with level of significance of 5% i.e. **0.039<0.05**. for the reason alternative hypothesis is accepted and null hypothesis rejected.

Hence, there is a significant association between employee perception and retention.

6.1.3 Hypothesis Testing Using Correlation

(H₀): There is no significant difference in retention rates between employees who receive mentorship during the onboarding process and those who do not.

(H₁): There is a significant difference in employees who receive mentorship during the onboarding process have higher retention rates compared to employees who do not receive mentorship.

Correlations			
		employee retention	Experience and recommendation
employee retention	Pearson Correlation	1	.259
	Sig. (2-tailed)		.107
	N	40	40
Experience and recommendation	Pearson Correlation	.259	1
	Sig. (2-tailed)	.107	
	N	40	40

Interpretation:

P value is 0.107

Level of significance = 0.05(5%)

(P value 0.107 >LOS 0.05)

From the above table, the analysis shows a Pearson correlation of 0.259 between mentorship and employee retention, with a p-value of 0.107 using a two tailed test. There is no significant correlation between mentorship and employee retention because the p-value (0.107) is higher than the significance level (**0.107>0.05**) at the 5% significance level.

6.1.4 Hypothesis Testing Using Independent Sample T-Test

(H₀): There is no significant relationship between level of ongoing support provided during the onboarding process and employee performance or their retention rate.

(H₁): There is a significant relationship between level of ongoing support provided during the onboarding process and employee performance which consequently influences their retention rate.

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Which element of the onboarding process did you find most beneficial	Equal variances assumed	0.022	0.88	-0.2	20	0.88	-0.07	0.475	-1.061	0.918
	Equal variances not assumed			-0.2	14.7	0.88	-0.07	0.474	-1.083	0.940

Interpretation:**P value is 0.88**

Level of significance = 0.05(5%)

(P value 0.88 <LOS 0.05)

According to the table's results of the two-sample t-test, Levene's test indicates equal variances ($F = 0.022$, $p = 0.88$), which permits the use of the t-test. The results indicate that there is no significant difference between the groups, with a t-value of -0.2 and a p-value of 0.88, because the p-value is greater than 0.05. The 95% confidence interval (-1.061 to 0.918) and mean difference are both -0.07. Given that the p-value (**0.88**) is significantly higher than the 0.05 cutoff, the null hypothesis is thus accepted. This indicates that there is no discernible statistical difference in the ways the groups responded to the onboarding procedure.

7.1 FINDINGS

- Most employees found the onboarding process to be satisfactory, with 65% reporting a very satisfactory experience.
- Orientation sessions and clear role definitions were cited as the most beneficial elements of the onboarding process.
- A positive relationship between onboarding effectiveness and employee retention was confirmed through statistical analysis.
- Key challenges identified included a lack of clear communication and insufficient mentorship.

7.2 CONCLUSION

The study concludes that an effective onboarding process significantly enhances employee retention by providing new hires with clarity on their roles, mentorship, and integration into the company culture. Organizations that invest in structured and continuous onboarding programs see reduced turnover and higher job satisfaction. To further improve retention, JobsCubicle Pvt Ltd should enhance communication, provide more structured mentorship, and focus on personal development initiatives.

7.3 SUGGESTIONS AND RECOMMENDATIONS

To enhance employee retention and engagement at JobsCubicle Pvt. Ltd., the organization should focus on improving diversity and inclusivity by actively recruiting male talent, while offering targeted professional development programs, including leadership training and work-life balance support, tailored for employees aged 25-35. Initiatives aimed at personal development, such as social engagement, wellness programs, and flexible work arrangements, will benefit unmarried employees. Education sponsorships and upskilling opportunities should be provided to encourage further studies among undergraduates. A competitive compensation structure must be reassessed to reflect employee contributions, alongside mentorship programs to guide less experienced staff and create growth pathways for those with more experience. Enhancing the onboarding process will help new hires feel welcomed, while improving communication about roles and expectations will address existing gaps. Finally, ongoing well-being initiatives will help maintain a positive work environment, fostering employee satisfaction and engagement.

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