

Constructive Onboarding Technique Maintaining Sustainable Human Resources in Organizations

Seema Bhakuni^{1,*}, Arusyak Ivanyan²

¹Department of Management, Doon Institute of Management and Research, Rishikesh, Uttarakhand, India.

²Department of International Relations, Northern University of Armenia, Yerevan, Armenia.

seemagrawal1978@gmail.com¹, arusyak.ivanyan.1981@mail.ru²

Abstract: Onboarding is an important part of HR management to add value to the organisation. An effective onboarding programme assists employees in comprehending the fundamental nature of the organisation as well as the expectations that the company has for its employees. Providing employees with a sense of belonging during the onboarding process has the potential to increase their levels of job satisfaction. When it comes to the boarding process, the performance of human resources is directly related to the organization's ability to maintain harmony. It is essential for the retention and happiness of newly hired employees to maintain their engagement throughout the onboarding process. When it comes to training staff to perform paperwork and other key activities, it is essential to make use of technology. For the purpose of this investigation, the primary quantitative approach was utilised to compile all of the pertinent information pertaining to the subject matter. Three questions pertaining to demographics and ten questions based on topics have been helpful in the process of properly producing questionnaires. A total of fifty-five volunteers actively participated in the collection of the data, which was subsequently analysed using the SPSS software. Consequently, this has been of great assistance to the study in establishing hypotheses and providing appropriate responses to the research questions.

Keywords: Constructive Onboarding; Technique Maintaining; Sustainable Human Resources; Fundamental Nature of the Organisation; Enhance Productivity; Quantitative Approach; Establishing Hypotheses.

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1. Introduction

Introducing newly joined employees into the organisation is primarily referred to as onboarding. Sustaining Human Resources in an organisation can be assured through onboarding. Proper onboarding helps new employees understand the work culture, the value of the organisation, and other important facts [7]. It is easy for an employer to connect the employee's hard work with the vision and mission of the company through onboarding, in which HR management plays an essential role. Ibrahim et al. [10] have rightly put up that onboarding is related to first providing the offer letter, then acceptance of the same by the employee to join a company; later, his co-ordination will be there with the other departments, if required training will be provided and the establishment begins. It can be seen that the onboarding process in an organisation helps add several benefits that eventually ensure the sustainability of HRM effectively. Firms with robust onboarding approaches advance new hire retention by 82% and enhance productivity by 70% [18]. Similarly, the information has revealed that employees who took part in the structured orientation program are 69% more likely to stay at the organisation for at least three years [19]. That statistical information has made it clear that HR departments in companies play the effective job of adding value to their organisation by providing all the

*Corresponding author.

requirements to the employee for performing their task. Thus, the sustainability of HRM has improved with time, and the onboarding process has been shaped accordingly.

Onboarding, no doubt, has become the essential element in a company performed by Human resources to improve productivity, competitive advantages and many other things effectively. However, companies perform the process differently, as per Figure 2. It can be seen that 25% of employees have reported only a day-long onboarding system. Among all the responses, 11% of company employees have reported several months of onboarding processes in their firm. This has helped represent the responsibilities of HR professionals of companies that depend on their credibility and ultimately leads to sustainability accordingly.

While onboarding is an effective element to improve the sustainability of HR professionals in companies, there are still so many obstacles halting many companies from processing a robust onboarding system. Training an individual employee nearly costs a company \$1,071 as of 2021 [20]. After this huge investment, many employees find better career opportunities and move out, which increases turnover and the extra cost of training another new employee for that position. Many companies are not equipped to train their employees promptly [10]. In many cases, it can be seen that workers have to do overtime duty due to workloads, which leaves no option for getting time to learn new skills. Apart from this, managing multiple onboarding channels simultaneously is challenging for HR professionals. Careful planning before the onboarding approach in companies can help save time, money, and energy. Negative onboarding reports denote the inactive functional areas of the HR department in a company, thus reducing the chances of effective sustainability.

1.1. Aim

This study has solely determined to reveal the benefit of the onboarding approach for the sustainability of the human resources in an organisation.

1.2. Research objectives

RO1: To discover the ways onboarding can benefit the human resources sustainability process

RO2: To determine the impact of onboarding on the overall well-being of an organisation

RO3: To identify the challenges have to face the HR professionals in the onboarding system

RO4: To recommend that HR professionals mitigate the issues in the onboarding process

1.3. Research questions

RQ1: How has onboarding benefited human resources sustainability in companies?

RQ2: What is the impact of onboarding on the well-being of a company?

RQ3: Which issues can threaten the onboarding system in an organisation?

RQ4: How can HR professionals mitigate the challenges in the onboarding system?

1.4. Hypothesis

H1: There is a positive relationship between the proper onboarding process and HR sustainability

H2: Reduced employee turnover and efficiency of HR management are correlated.

H3: Improvement of brand value through onboarding and the sustainability of human resources possess a strong correlation

This study has helped improve productivity, talent retention, and revenue collection through a proper onboarding system, which ultimately helps improve the sustainability of HR in companies. The role of necessary training, skill enhancement programs, and resources to improve the brand reputation of a firm in a competitive market can be gathered through the analysis of this study. It is important to understand how companies can introduce their values, goals, mission vision, and other essential elements to the newly joined employees [15]. This can also reinforce a sense of responsibility among the existing employees, which strongly impacts the HR management of the employees. Thus, the significance of this research is justified and serves a great value for future events.

2. Literature Review

2.1. Impact of onboarding on the overall well-being of an organisation

Onboarding is a structural approach, especially for the newly joined employee in a company, starting from the primary orientation stage. HR professionals are responsible for letting new employees know the firm's working process, the

responsibility they have to take to perform towards the company's goal, and the skills needed to work accordingly. In this context, Jeske & Olson [13] added that onboarding helps a company improve its productivity and foster a positive work culture. It can be seen that well-structured onboarding approaches help workers understand their roles, duties, and expectations of the company. According to Srivastava and Roychoudhury [21], new hires in an organisation need to feel welcomed and supported by seniors for better engagement with work from the start. This rule of onboarding can help reduce the rate of employee turnover significantly.

Srivastava and Roychoudhury [22] have highlighted the most useful benefits of an organisation's proper onboarding system. Properly understanding the policies and regulations of the company can help employees make the right decisions while working in companies. Similarly, it can be observed from Ziden & Joo's [17] explanation that the onboarding approach of human resources makes new employees proficient in their roles more quickly. Through onboarding, employees can receive sufficient resources for the reduction of learning curves and better working strength, which allows them to contribute to the company's success faster. According to Kepler and Bauer [4], it can be learned that onboarding is the smooth approach to quicker integration of employees' working ability through faster adaptation of responsibilities as per the position they hold in the company. A well-structured onboarding approach by human resources can contribute to a positive employer brand that increases competitive advantages.

Getting to know the company's core values in which an employee has started working makes them accountable for their work, reducing the stress of errors and mistakes. The sense of belonging through the onboarding system can improve the job satisfaction level of employees, and they will feel motivated to engage with their work and the company effectively. Mert [23] mentioned teamwork can be strong and fruitful for an organisation when training is provided to new and existing employees during onboarding. This can lead to a positive relationship among the workers, leading to a better work environment. Thus, human resource professionals have done a great job of making the onboarding system robust in firms to effectively gain overall success for their organisation.

2.2. Benefits of onboarding to the sustainability of human resources in companies

Effective onboarding systems reduce the loads of constant recruitment and reinforce company regulations regarding the behaviour of employees in an organisation. As stated by Batool et al. [24], a properly planned onboarding program guarantees that new hires have all the required information regarding their work. It also helps complete all the paperwork before employees start working for a company. This lowers the burdens of administration on HR staff and authorises them to concentrate on further crucial characteristics of the hiring process. Proper training in the initial stage of joining can help workers learn how to complete tasks, which can help reduce the chance of mistakes and errors. This can help the HR department ensure guaranteed success for the company and help the management grant the sustainability of the HR department effectively.

An organisation's lower employee turnover rate helps the HR department spend less money and time recruiting new talents. Kholod et al. [14] reminded us that reduced stress from frequent recruiting can help the HR departments of a company focus on strategic HR initiatives and plans. An optimistic onboarding experience for employees constructs a favourable impression of the company on new employees. According to Żywiołek [25] satisfied new hires are more likely to recommend the organization to others. This process can help boost the company's brand value and strengthen the sustainability of human resources in that firm. HR management is the only means for employees to learn the company values, policies, and other information. Thus, a smoother transition into the given role through a proper onboarding system can help HR lower the chance of frequent requests for training and solving queries from the employees.

Learning the skills makes employees efficient, which increases support in the workplace and increases teamwork. This can help reduce employee clashes, inappropriate behaviour with colleagues, and other complaints to HR. The onboarding initiative of HR, thus, can help in keeping a healthy work environment with the acknowledgement of the company value and its policies by all [6]. A compelling onboarding approach improves the reputation of the HR department in the organization. By constantly delivering a positive onboarding experience to the employees, human resource professionals can become valued partners in an employer's journey.

2.3. Challenges faced by HRs in organisations for the onboarding process

The onboarding approach in an organisation is mandatory; however, it can be challenging for the HR professionals of companies sometimes. HR professionals must simultaneously deal with various onboarding systems, which can be highly time-consuming. It can be seen from the explanation of Anwar & Abdullah [3] that balancing administrative tasks, looking after individual needs, and conducting training sessions can be challenging for HR professionals. During peak hiring season, managing the onboarding system can be hampered, which reduces HR's efficiency. A lack of understanding by HR professionals regarding the importance of onboarding can lead to lower approaches from onboarding companies. Apart from this, confirming that all the onboarding

activities are properly aligned with the legal regulations and policies of the firm can be complex [9]. HR must be updated properly on changing company laws or policies and compliance benchmarks to evade legal issues or penalties.

During the onboarding session, new joiners can receive information that overwhelms employees. In this part, the job of HR professionals is to make strategic plans to provide information to all employees in a receivable manner. Aburumman et al. [1] stated prioritising the essential details, such as flexibility in getting resources, restrictions in work, and policies regarding these affairs, is the primary element to understand. Following this step can prevent information overload and reduce the stress level of working for the newly joined employees. It can be seen that remote working systems have recently gained popularity and delivering essential information to new employees is tough for the HR profession [11]. This has disrupted the onboarding system and made the sustainability positioning of the HRs in the company unstable.

Each new hire has a different set of skills, experience levels, and distinct expectations from the job, and HR professionals need to align them all together to ensure employees' well-being and job satisfaction. Moe et al. [16] mentioned HR professionals in an organisation ensure the company. Precisely explaining, onboarding requires the collaboration of multiple departments, such as training faculties, IT departments, and the company's accountants, to inform all the vital aspects of including new employees in the company. Thus, the task for HRs can be challenging. This requires a proper blend of the skills of managing time, convincing ability and completing the collaboration efficiently and faster.

3. Methodology

Collecting relevant information is highly important to understand the role of onboarding to the benefit of the organisation and the sustainability of HR professionals. Jerrim & Jones [12] mentioned data collection helps provide detailed knowledge of a topic and makes it easy to understand the topic's characteristics. Thus, this research has selected the primary quantitative method for the data collection process. It can be seen that collecting data through primary quantitative methods can help in collecting real-time information. Questionnaires were made based on 13 questions, and responses were collected from 55 responses. Close-ended questions through surveys provide numeric results that can be easy to understand and explain [2]. Later in the study, the gathered data is analysed using SPSS software. Regression analysis, correlation test and demographic analyses have been done properly.

4. Findings and Analysis

4.1. Demographic Analysis [28]

Figure 1 is based on the age group of the participant. As a result, thirty participants are in the age range of thirty-one to forty years old. Eight of the respondents are in the age range of twenty to thirty.

What is your age?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 to 30	8	14.5	14.5	14.5
	31 to 40	30	54.5	54.5	69.1
	41 to 50	9	16.4	16.4	85.5
	Above 50	8	14.5	14.5	100.0
	Total	55	100.0	100.0	

Figure 1: What is your Age? [28]

(Source: SPSS)

Following that, participants in the age group of 41-50 years old carried out nine frequencies of their responses. On top of that, eight of the contestants are in the age bracket of fifty years and older. Following that, participants in the age group of 41-50 years old carried out nine frequencies of their responses. On top of that, eight of the contestants are in the age bracket of fifty years and older.

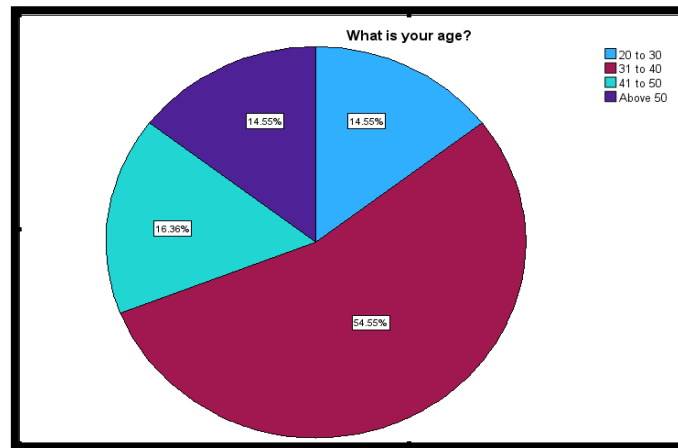


Figure 2: Age Group [28]

(Source: SPSS)

The age group of men and women between the ages of 31 and 40 had the highest response rate, with 54.5 percent of the participants providing their responses. It can be concluded that the age group of those aged 50 and above has the lowest response rate, with a response rate of 14.5 percent.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	27	49.1	49.1	49.1
	Male	19	34.5	34.5	83.6
	Prefer not to say	9	16.4	16.4	100.0
Total		55	100.0	100.0	

Figure 3: What is your gender? [28]

(Source: SPSS)

According to this number, there were 3, 27 female participants and 14 male participants who took part. Consequently, 19 of the participants made the decision to opt out of taking part in this data collection mechanism.

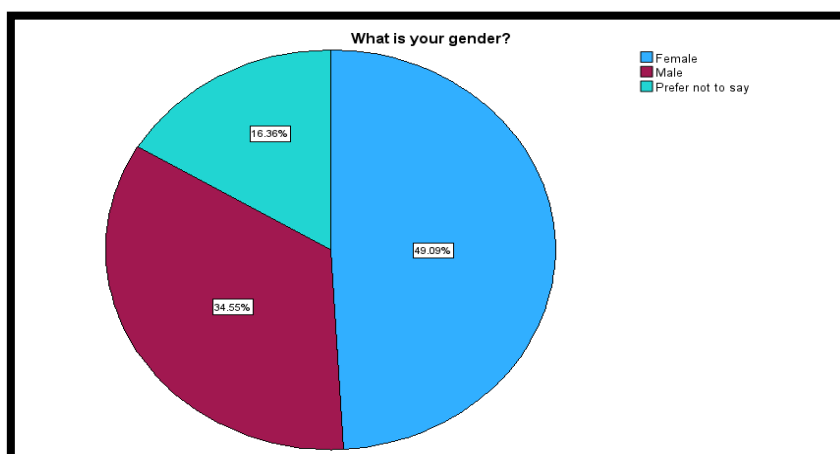


Figure 4: Gender [28]

(Source: SPSS)

This data reveals that there were 3, 27 female participants and 14 male participants who took part in the study. Following that, 19 individuals made the decision to remove themselves from the process of data collecting.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Above 60,000	8	14.5	14.5	14.5
	From 20,000 to 30,000	8	14.5	14.5	29.1
	From 31,000 to 45,000	8	14.5	14.5	43.6
	From 46,000 to 60,000	31	56.4	56.4	100.0
Total		55	100.0	100.0	

Figure 5: What is your Income? [28]

(Source: SPSS)

The response rate of the participants is plotted in Figure 5, which is based on the income range of the participants. Within the range of incomes exceeding \$60,000, eight persons are included. When that is taken into consideration, the frequency of response rate is 31, and the respondents came from income brackets ranging from 46,000 to 60,000.

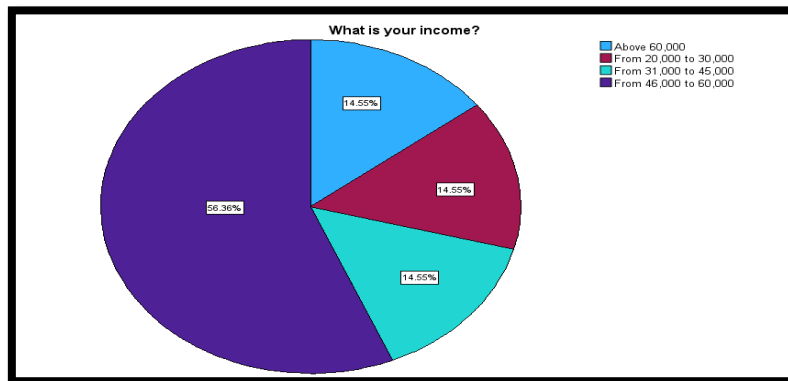


Figure 6: Income [28]

(Source: SPSS)

Figure 6 is based on the response rate of the participants, and it demonstrates that the highest possible response rate is 56.4%, and that respondents come from income ranges that range from 46,000 to 60,000.

4.2. Statistical Analysis [28]

	N	Minimum	Maximum	Mean	Std. Deviation	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
DV	55	3	5	4.38	.102	-.814
IV 1	55	3	5	4.38	.102	-.814
IV 2	55	3	5	4.38	.102	-.814
IV 3	55	3	5	4.38	.102	-.814
Valid N (listwise)	55					

Figure 7: Descriptive analysis of different variables [28]

(Source: IBM SPSS)

Figure 7 reveals that the "mean value" of the dependent variable (DV) is 4.38, while the "standard deviation" value is .757. Both of these values are significant.

Hypothesis 1

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics				
						F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.341 ^a	.117	.100	.417	.117	6.995	1	53	.011	3.270
a. Predictors: (Constant), DV										
b. Dependent Variable: IV 1										

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.217	1	1.217	6.995	.011 ^b
	Residual	9.220	53	.174		
	Total	10.436	54			

a. Dependent Variable: IV 1
b. Predictors: (Constant), DV

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.293	.552		4.152	<.001
	DV	.341	.129	.341	2.645	.011

Figure 8: Linear regression analysis [28]

(Source: SPSS)

The results of the regression analysis of the first hypothesis are presented in Figure 8. As per the “model summary” figure, the significance value of the first variable is 0.011. As a result, the significant value of this variable is also 0.011, as indicated by the figure from "The ANOVA." The "t value" of this variable is therefore 2.645, as previously stated. Furthermore, with the assistance of this figure, it is claimed that there is no correlation that is found to exist between these two variables.

Hypothesis 2

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics				
						F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.819 ^a	.671	.665	.417	.671	107.963	1	53	<.001	3.270
a. Predictors: (Constant), DV										
b. Dependent Variable: IV 2										

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.780	1	18.780	107.963	<.001 ^b
	Residual	9.220	53	.174		
	Total	28.000	54			

a. Dependent Variable: IV 2
b. Predictors: (Constant), DV

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.707	.552		-3.092	.003
	DV	1.341	.129	.819	10.391	<.001

Figure 9: Linear regression analysis for Hypothesis 2 [28]

(Source: IBM SPSS)

Given that the significance value is .001 and that this significance value is lower than 0.05, it may be concluded that there is a significant link between the variables that are independent and those that are dependent (Figure 9).

Hypothesis 3

Model Summary ^c										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	1.000 ^a	1.000	1.000	.000	1.000		1	53		. ^b

a. Predictors: (Constant), DV
 b. Not computed because there is no residual variance.
 c. Dependent Variable: IV 3

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.436	1	10.436	106.900	<0.001. ^b
	Residual	.000	53	.000		
	Total	10.436	54			

a. Dependent Variable: IV 3
 b. Predictors: (Constant), DV

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.000	.000		3.023	.004
	DV	1.000	.000	1.000	9.974	<0.001

Figure 10: Linear regression analysis for Hypothesis 3 [28]

(Source: SPSS)

According to the figure titled "model summary," the significance value is .001, and the "t value" for this particular variable is at 9.974. Because of this, there is a considerable relationship between the factors we are considering (Figure 10).

Correlations					
		DV	IV 1	IV 2	IV 3
DV	Pearson Correlation	1	1.000**	1.000**	1.000**
	Sig. (2-tailed)		<.001	<.001	<.001
	N	55	55	55	55
IV 1	Pearson Correlation	1.000**	1	1.000**	1.000**
	Sig. (2-tailed)	<.001		<.001	<.001
	N	55	55	55	55
IV 2	Pearson Correlation	1.000**	1.000**	1	1.000**
	Sig. (2-tailed)	<.001	<.001		<.001
	N	55	55	55	55
IV 3	Pearson Correlation	1.000**	1.000**	1.000**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	55	55	55	55

Figure 11: Correlation test between a dependent variable and independent variables [28]

(Source: SPSS)

With the significance value of the first variable being .001, as shown in Figure 11, it can be concluded that these two variables are related to one another. Both the second and the third variables have significance levels of .001, both of which are significant. Given this, it can be concluded that these variables likewise have associations that are positively connected with one another.

5. Results

This study has undertaken the primary quantitative method for collecting relevant data, and analysis of the collected data through the SPSS software has helped shape further discussion of this study effectively. HR professionals play the most vital role in ensuring the continuous growth of the firm through the proper engagement of employees [8]. It also requires a timely hiring system of new talents in the organisation; thus, the onboarding system plays the most vital role. The use of the onboarding approach helps HR professionals increase their company sustainability. The established relation between independent variable one or IV1 and the dependable variable or DV has revealed a positive relation, thus confirming that informing employees through onboarding all the values a company possesses and informing about the goal it has set can help HRs to add value to the respective organisation.

It can be stated that the assessment of a successful onboarding process is highly tricky, in which HR professionals need to define all the KPIs for the new and existing employees [5]. Maintenance of organisational harmony depends on the performance of the HRs in their onboarding approach. In the context of the topic, Rajest and Regin [26] stated that keeping the newly hired engaged during the onboarding process is vital for their retention and satisfaction. In this process, HR professionals must sketch interactive onboarding sessions to help employees learn from the basic to the moderate stage of working in a particular organisation. This can be drawn from the established relationship between IV 2 and DV. Similarly, the positive correlation between IV 3 and DV has proved the importance of the establishment of the value and culture of the company to the employees through onboarding, which can help HRs make the firm a leading competitive market.

In the discussion of Regin et al., [27], it can be seen that the installation of the values and culture of a firm in new hires can be challenging. Such challenges can be seen more in larger organisations with a diverse team working in different locations. The onboarding approach in this matter needs to be creative and understandable for the new and existing employees, which can help them develop new skills, techniques, and information aligning with their tasks effectively. It can be seen that identifying the challenges in the onboarding process is important to prevent disruption in productivity. It is important to use technology to train employees, complete paperwork, and perform other vital tasks. The onboarding process for remote workers is the hardest process, where tracking the performance of employees and aligning them with a proper skill development program is troublesome. It can be seen that gathering feedback from the employees regarding their experience in the onboarding process can help HRs to refurbish their approach.

6. Conclusion

The sustainability of the HR department in any organisation depends on the performance of HR in recruiting and training new and existing employees and maintaining harmony in the workplace. Thus, onboarding plays a significant role in ensuring the sustainability of company HR. This study has collected information regarding the benefit of a proper onboarding system for the growth and success of an organisation. It also helps to understand the relation of the proper onboarding process to the increased sustainability of the HRM in firms. Employees can accurately know how to work in the company by understanding the objectives and goals the firm has planned to achieve. This helps employees to feel motivated to work effectively, which makes them engaged with their work. The overall process eventually helps to increase the level of productivity. The use of SPSS software for analysing the collected information has helped establish this study's hypothesis effectively. It can be seen that the relationship between employee retention and performance quality improvement can be done through the onboarding process, fostering a positive relationship with the sustainability assurance of HR in companies. This study has disclosed the challenges HRs in companies can face during onboarding. Lack of understanding of the benefit of onboarding, absence of a proper plan for proceeding with the onboarding approach, and lack of support from the hierarchies often impose challenges for HR professionals. Strategic planning, time management capabilities, and the proper use of technology can help effectively mitigate such challenges for HR in companies.

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Ethics and Consent Statement: The consent was obtained from the organization and individual participants during data collection, and ethical approval and participant consent were received.

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