

A Study on Effectiveness of Employees Onboarding Process with Reference to Saint Gobain India Pvt Ltd

Dr. Michel Ancy P¹, Soundharya M²

¹DR. H Mickle Ancy, Professor, Master Of Business Administration & Panimalar Engineering College, Chennai -600123

²Soundharya M, Student, Master Of Business Administration & Panimalar Engineering College, Chennai - 600123

Abstract -:

Employee onboarding is a vital HR function that helps new employees adapt, understand roles, and become productive. This study analyzes the effectiveness of onboarding at Saint-Gobain India Private Limited, focusing on employee experiences, role clarity, support systems, and early performance. Data were collected through questionnaires and secondary sources, using a descriptive research design with statistical tools like percentage analysis, Mann-Whitney U test, Kruskal-Wallis test, and Spearman's correlation. Findings indicate that while onboarding is generally effective, gaps exist in timely access to resources, clarity of roles, and consistent support. The study concludes that a structured and inclusive onboarding process enhances employee satisfaction, performance, and retention, recommending improved coordination and continuous support.

Key Words: Employee onboarding, role clarity, employee engagement, retention, organizational support, onboarding effectiveness, HR practices

INTRODUCTION

In today's competitive and knowledge-driven environment, employees are key to organizational success. Employee onboarding is a strategic HR practice that introduces new hires to the organization's culture, policies, and job roles, shaping their first impressions and influencing engagement, performance, and retention. Modern onboarding goes beyond basic orientation, involving continuous training, mentoring, and support to help employees adapt quickly and perform effectively. A structured onboarding process improves role clarity, job satisfaction, and organizational commitment while reducing early employee turnover. Its effectiveness is

measured through employee satisfaction, engagement, cultural adaptation, and readiness to perform. However, challenges such as poor communication, lack of structure, and limited managerial support can reduce its impact, highlighting the need for a well-planned, continuous onboarding approach.

NEED OF THE STUDY

1. Employee onboarding is important for helping new employees adjust to the organization and understand their roles clearly.
2. An effective onboarding process can improve employee job satisfaction, confidence, and overall work performance.
3. This study is needed to evaluate how effective the current onboarding process is within the organization.
4. The study helps to identify employees' experiences and opinions regarding the onboarding process. This makes it easier to find strengths as well as areas that require improvement.
5. Freshers and experienced employees may have different expectations and needs during onboarding.

OBJECTIVES OF THE STUDY

- To understand the challenges and gaps that employees may face during the onboarding period.
- To compare the onboarding experiences of freshers and experienced employees in the organization.
- To examine how HR professionals and managers support new employees during the onboarding process.
- To analyze how the onboarding process affects

employee retention and early job performance.

SCOPE OF THE STUDY

1. The study evaluates the effectiveness of the employee onboarding process in facilitating smooth employee integration and organizational adaptation.
2. It examines how new employees are welcomed, oriented, and guided to understand their roles, responsibilities, and workplace expectations.
3. The study focuses on employees who have recently joined the organization and have completed the formal onboarding process.
4. It assesses key onboarding components, including orientation programs, training sessions, and structured induction practices.
5. The study also analyzes the level of support provided by HR personnel, reporting managers.

REVIEW OF LITERATURE

1. **Chatterjee and Banerjee (2020)** examined onboarding challenges in startup organizations and found that unstructured onboarding leads to role ambiguity, confusion, and performance gaps, emphasizing the need for systematic processes. Similarly, Singh and Rao (2020) highlighted that structured onboarding practices in Indian organizations improve employee engagement and retention, while inconsistent methods result in early dissatisfaction and turnover.
2. **Allen, Bryant, and Vardaman (2021)** identified onboarding as a key factor in reducing early employee turnover, improving engagement, role clarity, and organizational commitment, with strong managerial involvement playing a crucial role. Brown and Duguid (2021) emphasized onboarding as a mechanism for knowledge sharing, where mentoring, teamwork, and informal interactions support learning and innovation.
3. **Nair and Joseph (2022)** introduced the role of HR analytics in onboarding, demonstrating that data-driven approaches enhance employee retention, engagement, and early performance outcomes.
4. **Sharma and Verma (2023)** explored virtual onboarding and found it effective when supported by structured communication and digital tools, though lack of human interaction may lead to employee isolation.

5. **Zhang and Liu (2024)** focused on cross-cultural onboarding in multinational organizations, highlighting that culturally adaptive onboarding improves employee adjustment, collaboration, and organizational effectiveness.

6. **Patel and Mehta (2025)** examined AI-driven onboarding systems, noting that automation enhances personalization, streamlines administrative tasks, and improves efficiency while still requiring human interaction.

RESEARCH METHODOLOGY

RESEARCH DESIGN

Research design is the blueprint of the study that explains how data will be collected, measured, and analyzed. For this study, a structured research design is adopted to gather information from employees regarding the effectiveness of the employee onboarding process at Saint-Gobain India Private Limited.

DESCRIPTIVE RESEARCH

The present study uses a Descriptive Research Design. Descriptive research design is used to describe the characteristics of a population or phenomenon. It focuses on observing and documenting the current situation without manipulating variables.

DATA COLLECTION

Primary Data: Collected through structured questionnaires distributed among employees and HR personnel.

Secondary Data: Collected from journals, books, company records, and relevant online sources.

SAMPLING METHOD

The study uses non-probability sampling.

SAMPLING TECHNIQUE

Convenience sampling was adopted, where respondents were selected based on accessibility, availability, and willingness to participate.

SAMPLE SIZE

A total of 350 employees and HR professionals of Saint Gobain India Pvt Ltd were selected as respondents. The sample size is considered adequate to represent the population.

STATISTICAL TOOLS USED

The gathered information was examined using:

- The Mann-Whitney U Test
- The Kruskal-Wallis H Test
- Correlation of Spearman Rank

DATA ANALYSIS

The collected data were analyzed using statistical tools to interpret employee responses

$$\text{Percentage} = \left(\frac{\text{Number of Respondents}}{\text{Total Respondents}} \right) \times 100$$

RESULTS & DISCUSSION

Table -1: KRUSHAL WALLIS U TEST

	GENDER	N	Mean Rank	Sum of Ranks
Instructions clarity.	1	89	81.01	7210.00
	2	80	89.44	7155.00
	Total	169		
Onboarding period	1	89	85.11	7574.50
	2	80	84.88	6790.50
	Total	169		

The Kruskal–Wallis test was conducted to examine the differences among employees based on their work experience levels. The results indicate that the variable “overall support provided by HR” shows a statistically significant difference ($\chi^2 = 7.868$, $p = 0.020$), as the p-value is less than 0.05. However, the remaining variables such as clarity of instructions ($p = 0.067$), resources and tools provided ($p = 0.723$), HR support (second measure) ($p = 0.444$), support during initial weeks ($p = 0.414$), and influence of onboarding on retention ($p = 0.218$) have p-values greater than 0.05, indicating no significant difference among the groups.

	GENDER	N	Mean Rank	Sum of Ranks
Instructions clarity.	1	89	81.01	7210.00
	2	80	89.44	7155.00
	Total	169		
Onboarding period	1	89	85.11	7574.50
	2	80	84.88	6790.50
	Total	169		

Table 2 : MANN WHITNET U TEST

The Mann–Whitney U test was conducted to examine the difference between male and female employees in terms of onboarding experience and related factors. The results indicate that all the variables, including clarity of instructions ($p = 0.186$), challenges during onboarding ($p = 0.975$), gap between recruitment and job role ($p = 0.723$), information about policies ($p = 0.820$), feeling overwhelmed ($p = 0.709$), HR support ($p = 0.427$), and resources and tools provided ($p = 0.304$), have p-values greater than 0.05. This shows that there is no statistically significant difference between male and female respondents for any of the variables considered.

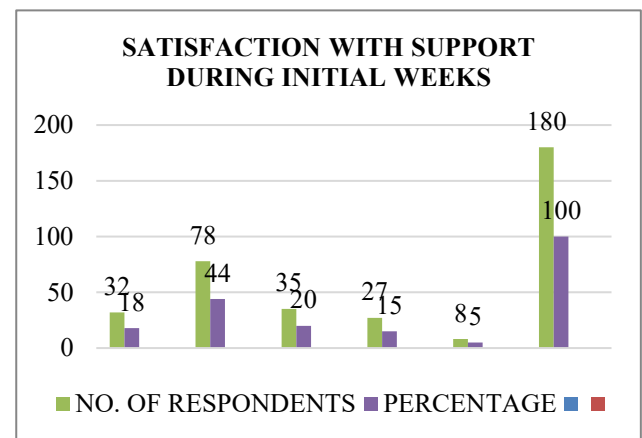


FIG NO: EMPLOYEES SATISFACTION WITH SUPPORT DURING INITIAL WEEKS.

According to the findings, 18% of the respondents are very satisfied, while 44% of the respondents are satisfied with the onboarding process. Further, 20% of the respondents remain neutral in their opinion. On the other hand, 15% of the respondents are dissatisfied, and 5% of the respondents are very dissatisfied with the onboarding experience. Overall, the responses indicate that a majority of respondents have a positive perception, suggesting that the onboarding process is generally effective, though there is still scope for improvement.

SUGGESTIONS

The study findings indicate that the employee onboarding process is generally effective, with many employees reporting positive experiences in communication, orientation, and initial support. However, several areas require improvement to ensure a more structured and consistent onboarding experience. The responses were mainly from young, mid-level employees in Operations and Finance, highlighting the need for broader inclusion across departments and roles. Delays in providing access to tools, systems, and resources were identified as a major issue affecting productivity and first impressions, requiring better coordination among HR and support teams. The study also emphasizes the need for clearer communication of roles, responsibilities, and expectations, along with role-specific onboarding materials to improve clarity, engagement, and overall employee effectiveness during the initial employment period.

CONCLUSION

The study concludes that the employee onboarding process at Saint-Gobain India Private Limited is moderately effective in supporting new employees' adjustment to the organization. It helps employees understand the work environment, job roles, and organizational culture, with most reporting satisfactory experiences in HR communication and initial support. However, challenges such as delays in system access, lack of role clarity, and information overload were identified. The study also found inconsistencies in onboarding practices across departments. Effective onboarding positively influences employee confidence, engagement, and early performance. The findings emphasize the need for clear communication, timely resource allocation, and continuous support. A more structured and standardized onboarding process, along with better coordination among HR, managers, and support teams, can enhance overall employee satisfaction, productivity, and retention.

REFERENCES

1. Van Maanen, J., & Schein, E. H. (1995). Toward a theory of organizational socialization. In B. M. Staw (Ed.), *Research in organizational behavior* (Vol. 1, pp. 209–264). Greenwich, CT: JAI Press.
2. Wanous, J. P. (1997). *Organizational entry: Recruitment, selection, orientation, and socialization of newcomers* (2nd ed.). Reading, MA: Addison-Wesley.
3. Klein, H. J., & Weaver, N. A. (2000). The effectiveness of an organizational-level orientation training program in the socialization of new hires. *Personnel Psychology*, 53(1), 47–66.
4. Bauer, T. N., & Erdogan, B. (2011). Organizational socialization: The effective onboarding of new employees. In S. Zedeck (Ed.), *APA handbook of industrial and organizational psychology* (Vol. 3, pp. 51–64). Washington, DC: American Psychological Association.
5. Saks, A. M., & Gruman, J. A. (2012). Getting newcomers engaged: The role of socialization tactics. *Journal of Managerial Psychology*, 27(3), 383–402.
6. Bauer, T. N., Erdogan, B., & Taylor, S. (2014). Creating and maintaining newcomer capital: Strategies for onboarding success. *Academy of Management Perspectives*, 28(3), 239–252.
7. Johnson, R., & Taylor, S. (2016). Onboarding as a strategic HR intervention: Its role in employee adjustment and integration. *Human Resource Development Review*, 15(4), 455–478.
8. Dessler, G. (2017). *Human resource management* (15th ed.). Pearson Education.
9. Kim, S., & Park, J. (2017). The relationship between onboarding practices and organizational commitment among new employees. *International Journal of Human Resource Studies*, 7(4), 1–15.
10. Kumar, R., & Sharma, P. (2018). Impact of employee onboarding on job satisfaction. *International Journal of Management Studies*, 5(2), 45–53.
11. Lopez, M., & Peters, R. (2018). Onboarding practices in service organizations: Implications for employee confidence and customer satisfaction. *Service Business Review*, 12(3), 211–228.
12. Williams, A. (2019). Employee experience and onboarding: Shaping organizational perception and engagement. *Journal of Organizational Effectiveness: People and Performance*, 6(2), 134–149.
13. Bauer, T. N. (2019). Organizational socialization and onboarding effectiveness. *Journal of Applied Psychology*, 104(6), 765–778.
14. Chatterjee, S., & Banerjee, R. (2020). Onboarding challenges in startup organizations: *Entrepreneurship and Innovation*, 9(1), 88–102.
15. Singh, P., & Rao, K. (2020). Employee onboarding practices in Indian organizations. *Indian Journal of Human Resource Management*, 7(2), 120–136.
16. Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2021). The role of onboarding in employee retention. *Human Resource Management Review*, 31(2), 100–115.

17. Brown, J. S., & Duguid, P. (2021). Onboarding and knowledge sharing: Building learning cultures in organizations. *Management Learning Journal*, 52(3), 287–304.
18. Nair, A., & Joseph, M. (2022). HR analytics and onboarding effectiveness: A data-driven approach to employee integration. *International Journal of Human Resource Analytics*, 4(1), 55–72.
19. Sharma, V., & Verma, R. (2023). Effectiveness of virtual onboarding in organizations. *Journal of Digital Human Resource Management*, 8(2), 95–110.
20. Zhang, Y., & Liu, H. (2024). Cross-cultural onboarding practices in multinational organizations. *International Journal of Cross Cultural Management*, 24(1), 25–42.
21. Patel, A., & Mehta, R. (2025). Impact of AI-driven onboarding systems on employee experience. *International Journal of Human Resource Technology*, 10(1), 45–60.
22. Rao, S., & Iyer, K. (2026). Flexible onboarding models in hybrid work environments. *Journal of Modern HR Practices*, 12(1), 20-35.