

A Study on Onboarding Process and Employee Engagement at Sundaram Finance, Chennai

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ABSTRACT

This study focuses on analysing the onboarding process and its impact on employee engagement at Sundaram Finance. Onboarding is a crucial human resource function that helps new employees adapt to the organizational environment, understand their roles, and become productive members of the workforce. Employee engagement, on the other hand, plays a significant role in determining organizational performance, employee satisfaction, and retention. The primary objective of this study is to evaluate the effectiveness of the onboarding process and examine its relationship with employee engagement levels. The study also aims to identify the key factors influencing employee perception of onboarding and suggest improvements to enhance the overall experience. Data for the study was collected through a structured questionnaire distributed among employees, covering various aspects such as recruitment experience, orientation, training, role clarity, communication, and engagement levels. The analysis of the data reveals that the onboarding process at Sundaram Finance is generally well-structured and effective. Most employees expressed satisfaction with the recruitment procedures, orientation programs, and support provided during the initial stages of employment. The findings indicate a strong positive relationship between onboarding and employee engagement, as employees who experienced a smooth and informative onboarding process reported higher levels of motivation, emotional connection, and job satisfaction. However, the study also identifies certain areas for improvement, including the need for more interactive sessions, practical training, and enhanced communication. Strengthening these aspects can further improve employee experience and engagement levels. The study concludes that an effective onboarding process is essential for building a committed and high-performing workforce, and it significantly contributes to employee retention and organizational success.

KEYWORDS: Onboarding Process, Employee Engagement, Human Resource Management, Employee Satisfaction, Organizational Performance, Training and Development, Recruitment Experience, Employee Experience.

I. INTRODUCTION

In today's highly competitive and dynamic business environment, organizations increasingly recognize that human resources are not merely operational assets but strategic partners in achieving long-term success. The ability of an organization to attract, integrate, engage, and retain talented employees has become a key determinant of sustainable competitive advantage. While recruitment focuses on attracting suitable candidates, the real challenge begins after hiring ensuring that new employees effectively transition into their roles, understand organizational culture, and develop a sense of belonging. This transitional phase is commonly known as the onboarding process. Employee onboarding is a structured and systematic process designed to integrate new employees into the organization. It involves familiarizing them with job roles, organizational culture, policies, performance expectations, and team dynamics. Onboarding is not limited to a single orientation session; rather, it is a comprehensive process that may extend from pre-joining activities to several months after employment begins. A well-designed onboarding program helps reduce uncertainty, increases clarity, and builds confidence among new employees. At the same time, organizations today are equally concerned about maintaining high levels of Employee engagement. Employee engagement refers to the emotional, cognitive, and behavioural commitment an employee demonstrates toward the organization and its goals. Engaged employees are enthusiastic, motivated, and willing to go beyond their formal job responsibilities. Research consistently shows that organizations with high employee engagement experience better productivity, lower attrition rates, improved customer satisfaction, and stronger financial performance. The relationship between onboarding and employee engagement is increasingly gaining attention in human resource management studies. The initial experiences of an employee within an organization significantly shape their

attitudes, perceptions, and long-term commitment. A positive onboarding experience can create a strong psychological contract between the employee and employer, while a poor onboarding process may lead to dissatisfaction, disengagement, and early turnover.

CONCEPT OF ONBOARDING

Onboarding can be defined as a strategic process that helps new employees acquire the necessary knowledge, skills, and behaviors to become effective organizational members. It involves both formal and informal mechanisms through which organizations socialize new hires.

The onboarding process generally includes:

- Pre-boarding communication
- Documentation and compliance formalities
- Introduction to organizational mission, vision, and values
- Role clarification and expectation setting
- Training and skill development
- Social integration with teams and leadership
- Continuous feedback and support

Modern onboarding practices go beyond paperwork and orientation sessions. Organizations now focus on creating meaningful first impressions, structured mentoring programs, interactive training modules, and regular check-ins. Many companies also use digital onboarding platforms to enhance employee experience.

Onboarding can be understood through the following key dimensions:

1. PRE-BOARDING PHASE

The onboarding process starts even before the employee joins the organization. Pre-boarding includes activities such as sending welcome emails, sharing company policies, providing joining instructions, and introducing team members virtually. This stage reduces anxiety and creates a positive first impression. When employees feel welcomed and prepared before their first day, they enter the organization with enthusiasm and confidence.

2. FORMAL ORIENTATION

Formal orientation typically occurs on the first day or first week of joining. It includes introduction to the organization's history, vision, mission, values, policies, code of conduct, and compliance requirements. This stage ensures that employees understand the broader purpose of the organization and how their roles contribute to overall goals.

A structured orientation session helps employees feel connected to the organization's identity and builds clarity about expected behaviour and ethical standards.

3. ROLE CLARIFICATION AND EXPECTATION SETTING

One of the most important components of onboarding is clear communication of job responsibilities and performance expectations. Employees must understand:

- a. What tasks they are responsible for
- b. Performance standards and evaluation criteria
- c. Reporting structure

d. Key performance indicators (KPIs)

e. Short-term and long-term goals

When employees clearly understand their roles, confusion and stress are minimized. Role clarity increases confidence and enables employees to contribute effectively.

4. TRAINING AND SKILL DEVELOPMENT

Onboarding includes both technical and behavioural training programs. Technical training equips employees with the skills required to perform job-specific tasks, while behavioural training focuses on communication, teamwork, and organizational culture. Organizations may use classroom sessions, e-learning modules, simulations, and mentoring systems to ensure skill development. Continuous training during the initial months enhances competence and accelerates productivity.

II. PROBLEM STATEMENT

In today's competitive business environment, organizations increasingly recognize that an effective onboarding process plays a critical role in shaping employee engagement, satisfaction, and long-term retention. Onboarding is not limited to initial orientation; it is a structured process that integrates new employees into the organizational culture, clarifies roles and responsibilities, and equips them with the necessary tools and knowledge to perform effectively. When executed well, onboarding can foster a sense of belonging, improve confidence, and enhance employee commitment to organizational goals.

However, in many organizations, onboarding programs are often inconsistent, overly formal, or lack personalization, which can result in disengagement, confusion, and reduced productivity among new hires. In financial service organizations like Sundaram Finance, where operations demand accuracy, compliance, and strong customer relationships, ineffective onboarding can negatively impact both employee performance and service quality.

Employees who do not experience a smooth and engaging onboarding process may struggle to adapt to the organizational culture, leading to lower levels of motivation and commitment. Additionally, insufficient interaction, lack of clarity in job roles, and limited support during the initial stages may reduce employee engagement and increase the likelihood of early attrition. Given these concerns, there is a need to examine how the onboarding process influences employee engagement within the organization. Understanding this relationship will help identify gaps in current practices and provide insights for designing more effective onboarding strategies that enhance engagement, improve job satisfaction, and contribute to overall organizational success.

III. OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE:

- A study the onboarding process and employee engagement levels at Sundaram finance, Chennai.

SECONDARY OBJECTIVES:

- To examine the existing onboarding process in the organization.
- To measure employee engagement levels among new employees.
- To identify factors influencing employee engagement during onboarding.
- To analyse the relationship between onboarding effectiveness and engagement.
- To suggest improvements for enhancing onboarding effectiveness.

HYPOTHESIS OF THE STUDY

Table 1: Hypothesis Table

HYPOTHESIS	HYPOTHESIS STATEMENT
H1	The onboarding process has a significant relationship with employee engagement.
H2	A structured onboarding program significantly improves employee job satisfaction.
H3	Effective onboarding has significant impact on employee retention.
H4	Clarity of roles during onboarding significantly enhances employee engagement
H5	Training and support provided during onboarding have a significant effect on employee performance.

IV. REVIEW OF LITERATURE

1. Title: Onboarding Practices that Boost Employee Engagement from Day One Authors: Maharani, A.D., Izzati, U.A., & Ramadhan, R.D. **Year:** 2025

This research used a systematic literature review approach to analyze onboarding practices between 2020 and 2025. The study identified a five-stage onboarding framework: preboarding, orientation, integration, execution, and performance delivery. The findings confirm that onboarding is a strategic HR tool that directly enhances employee engagement, role clarity, and organizational commitment. It also emphasizes that modern onboarding goes beyond orientation and focuses on continuous employee development.

2. Title: Employee Onboarding Statistics: Top Trends and Insight Author: Pappas, C. **Year:** 2025

This study highlights recent trends in onboarding and its impact on employee engagement and retention. It emphasizes that modern onboarding is a strategic investment that significantly improves employee satisfaction, productivity, and engagement. The study also notes that ineffective onboarding can lead to disengagement and early attrition, while structured onboarding enhances long-term employee commitment.

3. Title: Early Results from Teaching Modelling for Software Comprehension in New- Hire Onboarding Author: Kumar, M., & Choppella, V. **Year:** 2025

This study examined onboarding in the context of skill development and learning. The findings show that structured onboarding interventions improve employee understanding and engagement, especially among new hires with lower initial competency levels.

The study highlights that onboarding programs that include learning modules and practical training significantly enhance employee involvement and job performance.

4. Title: The Role of Onboarding in Enhancing Employee Well-being and Retention Author: De Jong, J. **Year:** 2023

This study focused on how onboarding influences employee well-being and retention. The findings indicate that structured onboarding programs significantly improve workplace well-being, which acts as a mediator between onboarding and employee engagement. The study also highlights that onboarding activities such as manager support and peer interaction contribute to stronger engagement and lower turnover rates.

5. Title: The Relationship between Onboarding Programs and Newcomers' Turnover Intention, The Role of Organizational Identification as Mediator Author: Narayansany, K., & Isa, R.M. **Year:** 2021

This study examined how onboarding programs influence employee retention through organizational identification. The authors found that effective onboarding significantly improves employees' sense of belonging, which in turn reduces turnover intention. The research highlights that onboarding plays a critical role in shaping employee engagement by strengthening psychological attachment to the organization.

6. Title: The Role of Socialization Tactics in Onboarding

Author: Tang (Research Author) **Year:** 2021

This literature review examines the importance of socialization tactics in the onboarding process. The study identifies several onboarding practices such as orientation programs, mentoring, job previews, and training sessions that help employees adapt to their roles and the organizational culture. The research highlights that these socialization tactics play a significant role in improving employee outcomes such as job satisfaction, engagement, and organizational commitment. The study also emphasizes that onboarding programs should be tailored to the needs of employees and the nature of the organization. Effective onboarding practices not only help employees integrate into the workplace but also improve their long-term engagement and productivity.

7. Title: Employee Engagement in the Financial Sector: A Review Study Authors: Habiba Akter et al. Year: 2021

This review study focuses on employee engagement in the financial sector and highlights the factors that influence engagement among employees. The authors identified several organizational factors such as leadership support, organizational culture, training opportunities, and onboarding practices that significantly impact employee engagement. The research found that organizations in the financial sector must focus on improving onboarding programs to ensure that employees feel supported and valued during their early stages of employment.

Effective onboarding helps employees understand organizational goals, build relationships with colleagues, and develop confidence in their roles. The study concludes that organizations that invest in employee engagement strategies, including strong onboarding programs, experience better employee performance, job satisfaction, and organizational commitment.

8. Title: Reinventing Employee Onboarding Author: Daniel M. Cable Year: 2013

This study focuses on how onboarding can be redesigned to improve employee engagement and performance. The author suggests that onboarding programs should encourage employees to express their personal strengths and unique identities in the workplace. By doing so, employees feel more comfortable and motivated to contribute their skills and ideas. The research highlights that traditional onboarding programs often focus too much on rules and procedures rather than helping employees build relationships and connect with organizational values. When employees are encouraged to participate actively in the onboarding process, they develop a stronger sense of belonging and commitment to the organization. The study concludes that onboarding should focus on empowering employees and helping them feel confident about their roles. Organizations that adopt a more personalized and interactive onboarding approach can improve employee engagement and reduce turnover rates.

9. Title: The Impact of Human Resource Practices on Employee Engagement Authors: Alfes, Truss, Soane, Rees & Gatenby Year: 2013

This study examined how human resource management practices influence employee engagement. The authors found that HR practices such as training, performance management, and onboarding significantly impact employees' attitudes and behaviors.

The research suggests that organizations must invest in structured onboarding programs to help employees integrate into the workplace. When employees feel supported and valued during their initial days, they are more likely to become engaged in their work. The study concludes that HR practices play a crucial role in building employee engagement and improving organizational performance.

10. Title: Are Organizations on Board with Best Practices Onboarding?

Authors: Howard J. Klein & Benjamin Polin **Year:** 2012

This research examines whether organizations follow effective onboarding practices and how these practices influence employee retention and engagement. The authors emphasize that onboarding should not be viewed as a one-time orientation event but rather as a continuous process that supports employees during their initial months in the organization. The study found that organizations that implement structured onboarding programs experience higher levels of employee engagement, commitment, and job satisfaction. Employees who receive proper onboarding feel welcomed and supported, which encourages them to develop positive attitudes toward the organization.

The research also highlights that onboarding programs should include mentorship, training, and regular feedback sessions.

These elements help employees integrate into the workplace and build strong relationships with supervisors and coworkers. The authors conclude that effective onboarding is a critical human resource strategy for improving employee retention and organizational performance.

V. RESEARCH GAP

Despite the growing recognition of onboarding as a critical human resource function, there is a noticeable lack of comprehensive empirical studies examining its direct impact on employee engagement, particularly within the financial services sector. While many organizations have formal onboarding programs in place, existing research often treats onboarding as a one-time orientation activity rather than a continuous and strategic process that influences long-term employee outcomes.

A significant portion of prior studies on onboarding and employee engagement are descriptive in nature and lack robust statistical validation. There is limited use of quantitative tools to examine the strength and significance of relationships between onboarding practices and key employee outcomes such as engagement, job satisfaction, retention, and performance. This creates a gap in understanding how specific components of onboarding—such as training effectiveness, role clarity, and managerial support—contribute to employee engagement in measurable terms.

Although studies such as Bauer (2010) highlighted the importance of structured onboarding in improving new hire adjustment, and Saks and Gruman (2018) emphasized its role in enhancing engagement, there remains limited research that specifically investigates these relationships within highly process-driven and compliance-oriented organizations there is a scarcity of research that examines the influence of demographic factors—such as age, experience, and job role—on employees' perceptions of onboarding and their level of engagement. Existing studies also do not sufficiently explore how variations in onboarding practices across departments or job levels impact engagement outcomes. Therefore, this study seeks to address these gaps by providing a structured and statistical analysis of the relationship between onboarding processes and employee engagement. It also incorporates demographic variables to offer deeper insights into how different groups of employee's experience onboarding, thereby contributing to a more comprehensive understanding of its role in enhancing employee engagement and organizational effectiveness.

VI. RESEARCH METHODOLOGY

RESEARCH DESIGN

This study adopts a descriptive research design to systematically examine the nature, effectiveness, and current practices of the onboarding process within the organization. The research focuses on understanding employees' perceptions, experiences, and satisfaction levels with various aspects of onboarding, including orientation programs, training, role clarity, and organizational support. The study aims to capture how these onboarding practices influence employee engagement, particularly during the initial stages of employment. It evaluates the extent to which new employees feel integrated into the organization, aligned with its culture, and motivated to contribute effectively.

DATA COLLECTION

The study is based on both primary and secondary research. The primary research was done through a questionnaire filled out by employees. The secondary research was done through journals, books, and previous studies related employee autonomy and flexible work.

SAMPLING TECHNIQUE

Sampling refers to the process of selecting a subset of individuals from a larger population for the purpose of research. For this study, convenience sampling is used. Convenience sampling is a non-probability sampling technique where respondents are selected based on their accessibility and willingness to participate in the study. Employees who were available and willing to respond to the questionnaire at Sundaram Finance were selected as respondents.

SAMPLE SIZE

Sample size refers to the number of respondents selected for the study. In this research, a total of 150 employees from different departments of Sundaram Finance were selected as respondents. The sample includes employees who have recently joined the organization as well as those who have completed the onboarding process.

RESEARCH INSTRUMENT

A structured questionnaire was used as the primary method of data collection. The questionnaire was designed to assess key aspects of the onboarding process and their influence on employee engagement. It included items related to orientation effectiveness, clarity of job roles, training and development, organizational support, and overall onboarding experience.

TOOLS USED FOR DATA ANALYSIS

For the purpose of this study, various statistical and analytical tools were employed to ensure accurate interpretation of data collected from respondents at Sundaram Finance. The primary data was analysed using percentage analysis, which helped in understanding the distribution of responses and identifying general trends among employees. Tabular analysis was used to systematically organize the data, making it easier to interpret and compare different variables. Additionally, charts and graphical representations such as bar charts and pie charts were utilized to present the data visually, enhancing clarity and understanding. A normality test was conducted to examine whether the data followed a normal distribution, ensuring the suitability of further statistical analysis. Furthermore, correlation analysis was applied to identify the relationship between onboarding practices and employee engagement variables, thereby determining the strength and direction of association between them. These tools collectively helped in deriving meaningful insights and supporting the objectives of the study in a structured and reliable manner.

EMPIRICAL VALIDATION

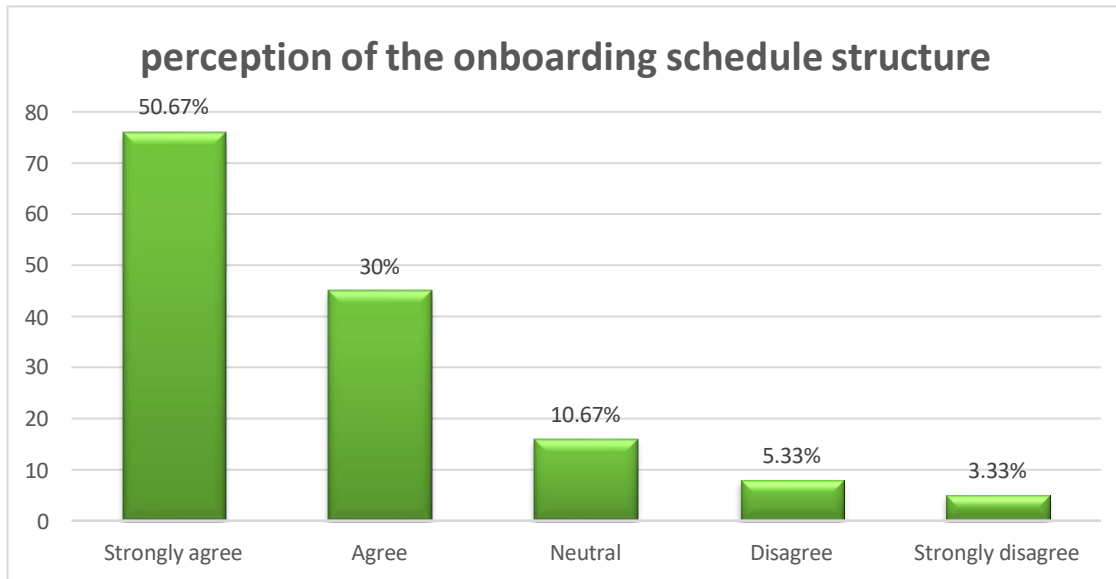
The collected data were analyzed using appropriate statistical techniques to test the hypotheses and validate the research findings. Statistical tools such as the Mann whitney, Spearman’s rank correlation, and Kruskal–Walli’s test was applied to examine the relationships between variables related to the onboarding process and employee engagement. These techniques helped in determining the significance of associations between key onboarding factors such as orientation effectiveness, role clarity, training support, and overall onboarding experience with employee engagement levels. Additionally, the analysis was used to identify differences in employee perceptions across demographic variables such as age, experience, and job role. This empirical approach ensures the reliability, validity, and accuracy of the study results, providing meaningful insights into the effectiveness of onboarding practices at Sundaram Finance.

TABLE 2: SHOWING PERCEPTION OF THE ONBOARDING SCHEDULE’S STRUCTURE

The onboarding schedule was structured and systematic.	Number of Respondents	Percentage
Strongly agree	76	50.66667
Agree	45	30
Neutral	16	10.66667
Disagree	8	5.333333
Strongly disagree	5	3.333333
	150	100

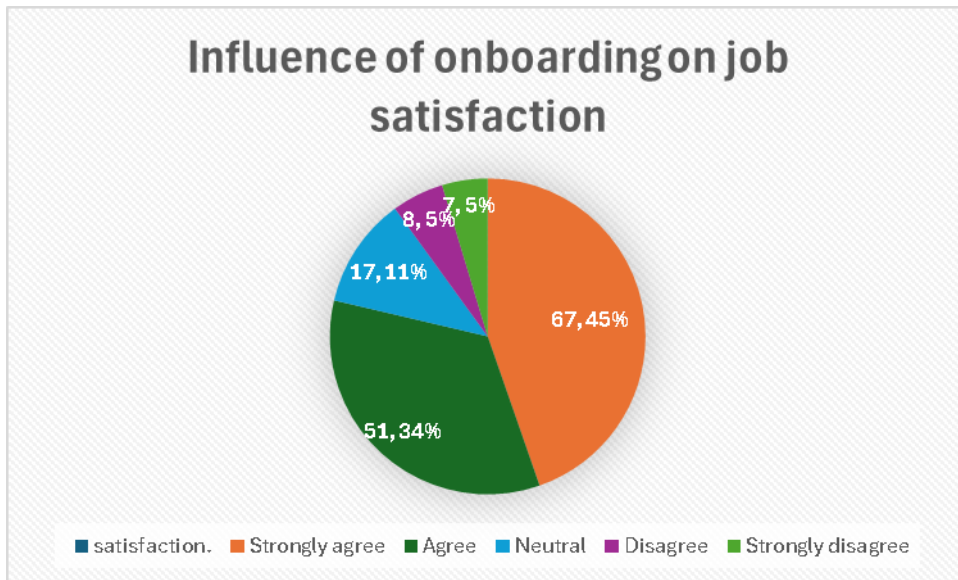
Onboarding schedule is effectively designed and implemented, contributing positively to employees’ initial experience. However, the presence of neutral and negative responses indicates scope for further improvement to ensure a more uniformly positive onboarding experience across all employees at Sundaram Finance.

TABLE 3: TABLE SHOWING INFLUENCE OF ONBOARDING ON JOB SATISFACTION



The onboarding process influenced my level of job satisfaction.	Count	Percentage
Strongly agree	67	44.66667
Agree	51	34
Neutral	17	11.33333
Disagree	8	5.333333
Strongly disagree	7	4.666667
	150	100

The table shows that the onboarding process plays an important role in enhancing job satisfaction among employees. However, the presence of neutral and negative responses highlights the need for further improvements to ensure a more consistent and impactful onboarding experience for all employees at Sundaram Finance.



TEST OF NORMALITY

KOLMOGORO- SMIRNOV AND SHAPIRO-WILK TEST

NULL HYPOTHESIS (H₀):

The data for all onboarding-related variables are normally distributed.

ALTERNATIVE HYPOTHESIS (H₁):

The data for the variables are not normally distributed.

TABLE SHOWING NORMALITY TEST OF THE VARIABLES:

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
1. The recruitment and joining formalities were smooth and well- organized	.297	150	.000	.781	150	.000
8. The Onboarding process helped me to understand my responsibilities clearly.	.244	150	.000	.792	150	.000
12. I feel Motivated to perform well in my job.	.217	150	.000	.839	150	.000

17. The onboarding process influenced my level of job satisfaction.	.255	150	.000	.776	150	.000
22. Interaction with colleagues during onboarding improved my sense of belonging.	.272	150	.000	.820	150	.000
a. Lilliefors Significance Correction						

FINDINGS

The results of the normality tests using both Kolmogorov-Smirnov and Shapiro-Wilk indicate that all the study variables have significance values less than 0.05 ($p = 0.000$). This shows that the responses related to recruitment formalities, onboarding clarity, employee motivation, job satisfaction, and interaction with colleagues are not normally distributed among the respondents. The consistency of results across both tests confirms a strong deviation from normality in the dataset.

INFERENCE

Since the significance values for all variables are below the threshold level of 0.05, the null hypothesis of normal distribution is rejected. This implies that the data do not meet the assumption of normality. Therefore, non-parametric statistical techniques are more suitable for further analysis of the data to ensure accurate and reliable results.

KRUSKAL WALLIS TEST H- TEST

NULL HYPOTHESIS (H₀):

There is no significant difference in onboarding effectiveness and employee engagement variables across different levels of work experience.

ALTERNATIVE HYPOTHESIS (H₁):

There is a significant difference in onboarding effectiveness and employee engagement variables across different levels of work experience.

TABLE SHOWING KRUSKAL WALLIS H TEST

Ranks

Work Experience	N	Mean Rank	
ONBOARDING PROCESS RESPONSIBILITIES	LESS THAN 1 YEAR	35	54.91
	1-3 YEARS	36	85.04
	3-5 YEARS	30	75.87
	5-10 YEARS	35	86.46
	MORE THAN 10 YEARS	14	74.25
	Total	150	
ONBOARDING CONFIDENCE	LESS THAN 1 YEAR	35	61.51
	1-3 YEARS	36	90.92
	3-5 YEARS	30	78.92
	5-10 YEARS	35	80.83
	MORE THAN 10 YEARS	14	50.18
	Total	150	
FEELING VALUED	LESS THAN 1 YEAR	35	61.40
	1-3 YEARS	36	84.83
	3-5 YEARS	30	68.22
	5-10 YEARS	35	81.73
	MORE THAN 10 YEARS	14	86.79
	Total	150	

Test Statistics^{a, b}

	ONBOARDING PROCESS RESPONSIBILITIES	ONBOARDING CONFIDENCE	FEELING VALUED
Chi-Square	13.440	15.259	8.761
df	4	4	4
Asymp. Sig.	.009	.004	.067

a. Kruskal Wallis Test

b. Grouping Variable: Work Experience

FINDINGS

The findings of the Kruskal–Wallis H test indicate that there is a statistically significant difference in employees’ perception of onboarding process responsibilities across different work experience groups ($p = 0.009$). Employees with higher experience levels, particularly those with 5–10 years and above, demonstrate a better understanding of their roles and responsibilities compared to employees with less than one year of experience, who show the lowest mean rank.

This suggests that experience plays a crucial role in shaping clarity and awareness during the onboarding process, and less experienced employees may require more structured guidance. Similarly, a significant difference is observed in onboarding confidence levels among employees based on their work experience ($p = 0.004$). Employees with 1–3 years of experience exhibit the highest confidence levels, followed by those with 3–5 years, while employees with more than 10 years show comparatively lower confidence. This variation indicates that confidence during onboarding is not linear with experience and may be influenced by role expectations, adaptability, and organizational support systems. It highlights the need for customized onboarding strategies to address the confidence gaps among different experience groups.

INFERENCE

Since $p < 0.05$, (<0.009) there is a statistically significant difference in employees’ perception of onboarding process responsibilities across different work experience groups. There is a significant difference in the perception of onboarding process responsibilities among employees with different levels of work experience. Employees with higher experience levels tend to have a better understanding and perception of onboarding responsibilities. Since $p < 0.05$, (0.004) there is a statistically significant difference in onboarding confidence across work experience groups. There is a significant difference in onboarding confidence among employees based on their work experience. Employees with 1–3 years of experience exhibit higher confidence levels compared to other groups. Since $p > 0.05$, (0.067) there is no statistically significant difference in employees’ feeling of being valued across work experience groups. There is no significant difference in employees’ perception of feeling valued across different work experience groups. This indicates that employees, regardless of their experience level, have similar perceptions of being valued by the organization.

The results of the Kruskal–Walli’s test indicate that work experience significantly influences employees’ perceptions of onboarding process responsibilities and onboarding confidence. However, work experience does not have a significant impact on employees’ perception of feeling valued. This suggests that while onboarding effectiveness varies with experience, the organization maintains a relatively consistent approach in making employees feel valued across all experience levels.

MANN- WHITNEY U TEST

NULL HYPOTHESIS (H_0):

There is no significant difference in motivation towards job between male and female employees.

ALTERNATIVE HYPOTHESIS (H_1):

There is a significant difference in motivation towards job between male and female employees.

TABLE SHOWING THE TEST STATISTICS OF MANN-WHITNEY U- TEST

Ranks					
		GENDER	N	Mean Rank	Sum of Ranks
MOTIVATION TOWARDS JOB	MALE		90	71.76	6458.50
	FEMALE		60	81.11	4866.50
	Total		150		

Test Statistics^a

	MOTIVATION TOWARDS JOB
Mann-Whitney U	2363.500
Wilcoxon W	6458.500
Z	-1.356
Asymp. Sig. (2-tailed)	.175

a. Grouping Variable: GENDER

FINDINGS

The Mann–Whitney U test was conducted to examine whether there is a significant difference in motivation towards the job between male and female employees. The results indicate that male employees (N = 90) have a mean rank of 71.76, while female employees (N = 60) have a higher mean rank of 81.11. Although female employees appear to exhibit slightly higher motivation levels compared to male employees, the difference in mean ranks is not substantial.

This suggests that both male and female employees demonstrate relatively similar levels of job motivation within the organization. Further, the test statistics show that the Mann–Whitney U value is 2363.500 with a significance value (p = 0.175), which is greater than the standard threshold of 0.05. This indicates that the difference in motivation towards the job between male and female employees is not statistically significant. Therefore, the null hypothesis is accepted, concluding that gender does not have a significant impact on employee motivation levels. This finding implies that the organization maintains a balanced and inclusive work environment where motivation is consistent across both genders.

INFERENCE

A Mann–Whitney U test was conducted to examine whether there is a significant difference in motivation towards job between male and female employees. The test results indicate that there is no significant difference in motivation towards job between male and female employees (U = 2363.500, p > 0.05). Although female employees show slightly higher mean rank scores compared to male employees, the difference is not statistically significant. This suggests that gender does not significantly influence employees’ motivation levels in the organization.

SPEARMANS RANK CORRELATION

NULL HYPOTHESIS (H₀):

There is no significant relationship between interaction with colleagues and emotional connection towards the organization.

ALTERNATIVE HYPOTHESIS (H₁):

There is a significant relationship between interaction with colleagues and emotional connection towards the organization.

TABLE SHOWING ANALYSIS OF CORRELATION BETWEEN VARIABLES

Correlations

			INTERACTION WITH COLLEAGUES	EMOTIONALLY CONNECTED TOWARDS ORGANIZATION
Spearman's rho	INTERACTION WITH COLLEAGUES	Correlation Coefficient	1.000	.317**
		Sig. (2-tailed)	.	.000
		N	150	150
		<hr/>		
	EMOTIONALLY CONNECTED TOWARDS ORGANIZATION	Correlation Coefficient	.317**	1.000
		Sig. (2-tailed)	.000	.
		N	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

FINDINGS

The correlation analysis using Spearman's rho reveals a moderate positive relationship between interaction with colleagues and employees' emotional connection towards the organization ($r = 0.317$). This indicates that as the level of interaction among colleagues increases, employees tend to feel more emotionally connected to the organization. The positive direction of the relationship suggests that healthy workplace communication and collaboration play an important role in strengthening employees' attachment and sense of belonging within the organization.

Furthermore, the significance value ($p = 0.000$) is less than 0.05, confirming that the relationship is statistically significant. This means the observed association is not due to chance and is reliable across the sample of 150 respondents. The finding highlights that organizations fostering strong interpersonal relationships and teamwork are more likely to enhance employees' emotional engagement, which can ultimately contribute to higher job satisfaction and organizational commitment.

INFERENCE

A Spearman's rank correlation test was conducted to examine the relationship between interaction with colleagues and emotional connection towards the organization. It revealed a moderate positive relationship between interaction with colleagues and emotional connection towards the organization ($\rho = 0.317, p < 0.01$). This indicates that employees who have better interaction with their colleagues tend to develop stronger emotional attachment towards the organization. The relationship is statistically significant, suggesting that interpersonal relationships at the workplace play an important role in enhancing employee engagement.

VII. RESULTS AND DISCUSSION

The analysis of data collected from 150 respondents provides meaningful insights into the effectiveness of the onboarding process and its impact on employee engagement. The findings indicate that a majority of employees hold a positive perception of the onboarding practices, as they believe the process is well-structured, informative, and helpful in understanding their roles and responsibilities. Employees reported that a systematic onboarding experience supports their smooth transition into the organization, enabling them to adapt more quickly to the work environment.

Respondents expressed that an effective onboarding process enhances their confidence, clarity, and comfort in performing job-related tasks. Elements such as proper orientation, training programs, and guidance from supervisors were found to play a crucial role in shaping employee engagement. A well-executed onboarding process helps employees feel valued and supported, which in turn increases their motivation, commitment, and involvement in organizational activities. The results also reveal that onboarding significantly influences job satisfaction and early-stage engagement. Employees who experienced clear communication, structured training, and continuous support during onboarding were more likely to exhibit higher levels of engagement and positive work attitudes. However, a small proportion of respondents indicated neutral or negative perceptions, suggesting that there is still scope for improvement in ensuring consistency and effectiveness across all onboarding practices.

STATISTICAL ANALYSIS SUMMARY

To examine the effectiveness of the onboarding process and its impact on employee engagement, statistical methods such as the Chi-square test, Mann–Whitney U test, Kruskal–Walli’s test, and correlation analysis were employed. These techniques were useful in identifying the relationships between key onboarding variables—such as orientation effectiveness, role clarity, training support, and overall onboarding experience—and employee engagement outcomes.

TABLE 4: SHOWING SUMMARY OF STATISTICAL ANALYSIS

STATISTICAL TEST	VARIABLES	RESULT	INTERPRETATION
Kruskal–Wallis Test	Onboarding process responsibilities × Work experience	$p > 0.05$	There is no significant difference in employees’ perception of onboarding responsibilities across different levels of work experience.
Kruskal–Wallis Test	Onboarding confidence × Work experience	$p > 0.05$	There is no significant difference in onboarding confidence among employees with varying work experience.
Kruskal–Wallis Test	Feeling valued during onboarding × Work experience	$p > 0.05$	There is no significant difference in employees’ feeling of being valued across different experience groups.
Mann–Whitney U Test	Motivation towards job × Gender	$p > 0.05$	There is no significant difference in motivation levels between male and female employees.

Correlation Analysis (Spearman's rho)	Interaction with colleagues & Emotional connection towards organization	r = 0.317, p < 0.05	A moderate positive and statistically significant relationship exists between interaction with colleagues and emotional connection towards the organization.
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OVERALL INFERENCE

The statistical analysis reveals that demographic factors such as work experience and gender do not significantly influence employees' perceptions of the onboarding process or their motivation levels. The results of the Kruskal–Walli's test indicate that employees across different experience levels share similar views regarding onboarding responsibilities, onboarding confidence, and their feeling of being valued. Similarly, the Mann–Whitney U test shows that there is no significant difference in motivation towards the job between male and female employees.

However, the correlation analysis presents an important insight: there is a moderate positive and statistically significant relationship (r = 0.317, p < 0.05) between interaction with colleagues and emotional connection towards the organization. This suggests that employees who engage more with their colleagues during the onboarding process tend to develop a stronger emotional attachment to the organization.

Overall, while demographic variables do not create differences in onboarding perceptions, social interaction and interpersonal relationships play a crucial role in enhancing employee engagement. This highlights the importance of fostering communication, teamwork, and collaborative environments during the onboarding process at Sundaram Finance.

VIII. FINDINGS

The study reveals that the onboarding process plays a crucial role in shaping employee engagement within the organization. A majority of respondents indicated that the onboarding schedule is well-structured and systematic, which helps new employees understand organizational policies, procedures, and expectations effectively.

It was found that an effective onboarding process has a significant positive influence on employee job satisfaction. Employees who experienced clear orientation, proper training, and continuous support during the onboarding phase reported higher levels of satisfaction, motivation, and confidence in performing their roles.

The findings also highlight that clarity in job roles and responsibilities during onboarding enhances employee engagement. When employees clearly understand their tasks and expectations, they are more likely to feel comfortable, involved, and committed to their work. Further, training and guidance provided during onboarding were identified as key factors influencing employee performance. Employees who received adequate support and learning opportunities during their initial stages demonstrated better adaptability and efficiency in their job roles.

The study also indicates that interaction with colleagues during the onboarding process has a significant positive relationship with employees' emotional connection to the organization. This emphasizes the importance of social integration and teamwork in fostering engagement.

IX. IMPLICATIONS & FUTURE RESEARCH

The findings of the study indicate that organizations should focus on developing well-structured and comprehensive onboarding programs to enhance employee engagement. An effective onboarding process enables new employees to integrate smoothly into the organization, gain clarity about their roles, and align with organizational objectives. It is important for management to view onboarding as a continuous process rather than a one-time activity, ensuring consistent support, guidance, and feedback during the initial stages of employment.

Organizations should implement systematic onboarding frameworks that include clear communication of job responsibilities, structured training programs, and opportunities for interaction with colleagues. Such practices help

employees feel comfortable, confident, and connected to the organization. Encouraging teamwork and social interaction during onboarding plays a significant role in strengthening employees' emotional attachment and engagement. The study also highlights the importance of training and support in improving employee confidence and performance. Therefore, organizations should invest in effective learning and development initiatives, including digital onboarding platforms and interactive training methods. Regular follow-ups and feedback sessions can further enhance the onboarding experience and ensure that employees are progressing effectively.

Additionally, creating a supportive environment where employees feel valued during onboarding can lead to higher job satisfaction and long-term commitment. Implementing mentorship programs, open communication channels, and engagement activities can significantly improve the overall onboarding experience.

With regard to future research, further studies can explore onboarding practices across different industries such as banking, information technology, and manufacturing to identify variations in effectiveness. Researchers can also examine the role of digital and virtual onboarding tools, especially in the context of remote and hybrid work environments. Moreover, future research may focus on the long-term impact of onboarding on employee retention, performance, and organizational commitment, as well as the influence of demographic factors on employees' onboarding experiences.

X. CONCLUSION

The study examined the impact of the onboarding process on employee engagement at Sundaram Finance. The findings indicate that a well-structured and systematic onboarding program plays a significant role in shaping employees' initial experiences and their level of engagement within the organization. Effective onboarding practices, including clear orientation, role clarity, training, and organizational support, help employees adapt quickly and perform their responsibilities with confidence. The results further reveal that onboarding has a positive influence on job satisfaction, motivation, and overall employee involvement. Employees who experienced a smooth and supportive onboarding process demonstrated higher levels of engagement and a stronger emotional connection with the organization. Interaction with colleagues and guidance from supervisors were also found to enhance employees' sense of belonging and commitment.

However, the study also identified certain areas for improvement, such as the need for more consistent onboarding practices across departments, increased personalization, and continuous follow-up beyond the initial stages. Addressing these aspects can further strengthen the effectiveness of onboarding and ensure a more uniform experience for all employees. In conclusion, the study highlights that onboarding is a critical factor in fostering employee engagement and organizational success. Organizations that invest in comprehensive and well-designed onboarding programs can enhance employee satisfaction, improve performance, and build a more committed and productive workforce.

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