

**Summer Internship Project Report**

**“A Study to Develop and Improve upon an Organisation’s  
Onboarding Process”**



**POST GRADUATE DIPLOMA IN MANAGEMENT**

**(YEAR 2020-22)**

**By**

**Kankana Borkakati**

**PGFC2023**

**Under the guidance of:**

**Industry Mentor:**

Mr. Abhinav Alexander  
Dep. Manager HR Operations  
Spectrum Talent Management Pvt Ltd

**Faculty Mentor:**

Prof. Swati Agrawal  
Dean Academics  
JIM, Noida



**JAIPURIA INSTITUTE OF MANAGEMENT**

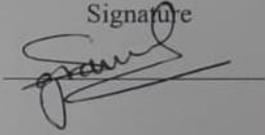
**A-32 A, Sector 62, Institutional Area, Noida- 201309 (U.P.)**

**August, 2021**

## Certificate of Approval

The following Summer Project Report titled "A study to develop and improve upon an organisation's onboarding process" is hereby approved as a certified study in management carried out and presented in a manner satisfactory to warrant its acceptance as a prerequisite for the award of Post-Graduate Diploma in Management for which it has been submitted. It is understood that by this approval the undersigned do not necessarily endorse or approve any statement made, opinion expressed, or conclusion drawn therein but approve the Summer Project Report only for the purpose it is submitted.

"Summer Project Report Examination Committee for evaluation of Summer Project Report"

	Name	Signature
1. Faculty Examiner	<u>Prof. Swati Agrawal</u>	

## Certificate from Industry Mentor



*SPECTRUM TALENT MANAGEMENT (P) LTD.*

**Date: 21<sup>st</sup> July 2021**

### **TO WHOM IT MAY CONCERN**

This is to certify that Ms Kankana Borkakati, a student of PGDM-HR from **Jaipuria Institute of Management Noida** has successfully completed **2 (Two) Months (19<sup>th</sup> May 2021 – 19<sup>th</sup> July 2021)**. Internship Programme with **Spectrum Talent Management Pvt Ltd.**

The Project under taken by Kankana for the programme was to improve and to develop a hand book for Onboarding Process for the organization.

During the period of the internship, she was found attentive to details, hardworking and inquisitive about different departmental operations.

We wish her a successful and a bright future ahead.

**For Spectrum Talent Management Pvt Ltd**

**Authorized Signatory**

---

C-142, SECTOR 63, NOIDA-201301 TEL - 0120 - 3384800 - 900  
VISIT US : [WWW.SPECTRUMTALENT.CO.IN](http://WWW.SPECTRUMTALENT.CO.IN)

---

RPO | Executive Search | Flexi-Staffing | Payroll

## **Acknowledgement**

The internship program was planned so that it gave a full learning exposure all through the internship program. I want to offer my thanks towards all the individuals who directed me all through the training program and their immediate or secondary assistance was precious for me, without their direction and backing this internship would not have been finished effectively.

I'm exceptionally obliged to Mr. Abhinav Alexander (HR Manager, Spectrum Talent Management), for setting aside out their significant time and effort for continually directing and overseeing me and giving the correct supervision to finish the project.

I would like to communicate my gratitude to Prof. Swati Agrawal (Faculty Mentor, Jaipuria Institute of Management, Noida) for her steady inspiration in directing me. This project would not have been finished in a successful way if she would not have routinely helped me entirely through the project.

I want to offer my unique thanks to all the corporate personalities for giving me their important data sources, time, and consideration, which added weight and essence to my project.

## Abstract

As per a survey undertaken by Careerbuilder and Silkroad Technology, it was found out that almost 9% of the employees, or, in other words, every 1 out of 10 employees tend to leave an organisation as they do not feel a sense of belongingness to the company. This, in most cases, happens likely due to the lack of effectiveness in organisations' onboarding processes. Most employees were also found stating that their superiors did not play adequate role in onboarding them into the organisation and familiarizing them with the company's culture.

It has thereby been noted that with lack of adequate procedures of onboarding, there occurs an increase in an organisation's employee turnover rates, with the organisation also facing loss in the productivity rates as well as disengagement of employees. Without the employees feeling included into the organisation and its established culture, they are unable to understand their position and purpose in achieving the goals of the company. This ultimately leads employees to leave the organisation they have been working in, also causing companies to pay huge sums of money in 2 core ways: a) Lost Productivity- this indicates to the revenue that an organisation could have otherwise generated with the engagement of the employees; and, b) Staff Turnover- this indicates the replacement costs associated with hiring new recruits when an employee leaves an organisation.

The process of onboarding can thus be understood as a way in which companies impart new recruits with training and guidance on their job tasks, make them understand the expectations their superiors attach to them and the organization's way of life. It is indeed crucial for organisations to have an adequate onboarding programme as it provides a major help to the new hires for a head start and become associated with their job as well as with the company. Effective implementation of onboarding process makes new recruits capable of acquiring the understanding of becoming efficient and contributing part of the organisation, thereby leading it to new heights of new hire productivity.

Having a good experience of onboarding on the part of the employees is also important as it seeks to convey that the organisation has dedication towards their contribution. This, in return, tends to improve upon the engagement of the employees, also instilling a firm association to the organisation. Taking care and adequate time to incorporate the new hires into the company and give them a sense of belongingness inspires in the employees' commitment that further retains them in the company.

## Executive Summary

This Summer Internship Project titled “A Study to Develop and Improve upon an Organisation’s Onboarding Process” was carried out at Spectrum Talent Management (Pvt) Ltd. as one of the partial fulfilment of requirements of PGDM programme at Jaipuria Institute of Management, Noida.

The study broadly covers the ways and methods to develop an effective onboarding process for organisations. The project covers two main areas of onboarding strategy- developing an onboarding handbook and examining the extent to which new and sophisticated methods can be adopted to onboard new recruits.

This study also seeks to understand the main challenges and areas of improvement in prevailing onboarding processes of organisations. In addition, the study tries to create novel ways to ensure the effectiveness of the process keeping in line with the business trends, changes and demands of the organisations.

This study is aimed at giving a solution at mitigating the problems involved in the process and to help increase the success rate of the onboarding process by increasing the retention rate of employees.

The objectives of this project can therefore be stated as under:

- To understand the key importance of onboarding process for the success of an organisation.
- To analyse and examine ways to make the implementation of the onboarding process more effective in nature.
- To study the extent to which new and sophisticated methods can be adopted to onboard new recruits.
- To understand how onboarding also plays an important role in attracting top talents and retaining new hires.
- To develop an onboarding handbook which is most effective and adaptable in the current times of remote working conditions.
- To understand the relationship between a good onboarding experience and higher retention rates.

For the purpose of the study, I have made use of primary data collection, and have collected the findings through the usage of questionnaire method. In the compilation of the overall report, the method of secondary data collection has also been applied.

## Table of Contents

	<b>Content</b>	<b>Page No.</b>
	ACKNOWLEDGEMENT	4
	ABSTRACT	5
	EXECUTIVE SUMMARY	6
<b>I</b>	<b>Chapter 1 - Introduction</b>	
1.1	Introduction to the Industry	9
1.2	Introduction to Spectrum Talent Management	13
1.2.1	Spectrum Talent Management – Offerings	14
1.2.2	Spectrum Talent Management – Managed Service	16
<b>II</b>	<b>Chapter 2 – Job Description</b>	
2.1	Roles and Responsibilities	19
2.2	Work Done	20
2.2.1	Onboarding Handbook	22
2.2.2	Onboarding Flowchart	29
<b>III</b>	<b>Chapter 3 – Hypothesis</b>	
3.1	Hypothesis	31
3.2	Research Methodology	31
3.3	Hypothesis Testing	31
<b>IV</b>	<b>Chapter 4 – Job Analysis</b>	
4.1	Job Analysis	34
<b>V</b>	<b>Chapter 5 – Findings &amp; Limitations</b>	
5.1	Findings	40
5.2	Limitations	42
<b>VI</b>	<b>Chapter 6 - Learnings, Suggestions &amp; Conclusion</b>	
6.1	Learnings	44
6.2	Suggestions	45
6.3	Conclusion	46

# **CHAPTER 1**

## **ABOUT THE INDUSTRY AND COMPANY DESCRIPTION**

## 1.1 Introduction to the Industry

In India, the recruitment industry can be seen to have developed to an unprecedented level. This is particularly true in the domain of organisations providing services in the third party payroll. There has been an active movement in the recruitment and staffing activities in India with the increase in new businesses. In fact, with the recent trends of growth, it can be said that there are predictions of a huge jump in the years to come for the recruitment industry. If we look into the records of the last 5 years, a growth rate of almost 20-25% has been observed every year of the industry. The growth rate has only been constantly growing and so far it has shown no signs of decline in the numbers.

The recruiting industry presents a stage for employment recognition, choice of work to be carried out, sensible pay and compensation, yearly benefits and medical advantages.

As per recent reports, the industry consists of firms, the top 15 of which results in revenue of Rs. 260 billion. The industry is expected to expand by 15% in the year 2021, and by 12% in 2022. It can therefore be noted that providers of third party payroll service is constantly acquiring significance in the course of recent years amongst organisations.

The Indian market for recruitment is expansive taking into consideration the large pool of available labours and hence can be estimated to grow rapidly in the coming years. The coming years can be predicted to witness India to have the biggest market of recruitment and staffing. India has also a large pool of temporary workforce. According to industry studies, the available pool of temporary workers would be at 12% of India's organised area of employment in the next 5 years. India, along with China and the United States, has one of the world's largest flexible workforces. India may even compete with other global markets in terms of temporary worker numbers in the future due to lower pay.

As per the reports published by SIA, India is among the top most markets for staffing and recruitment. The report comprises of recruiting markets of 65 countries throughout the world. The Indian market of recruitment, as per the report, is accounted to be worth Rs. 378.7 billion as of 2020, which is also noted to be growing year after year at the rate of 12 – 14 %. With this number, India is, at present, ranked fourth on the recruitment market amongst Asia, ranked only after Japan, China and Australia.

The recruiting industry comprises of organisations that lists out vacancies in job opportunities, source and registers potential candidates to referred job openings, provide workforce on contractual basis and also multiple other services related to the tasks of employment.

The recruitment industry can be categorised as under:

- **Temporary/Flexi Staffing:**

Organisations that tend to retain a pool of workers and provide workers on a contractual basis for certain specified tasks and assignments. This segment is the largest in the recruiting industry that has a market size of almost Rs. Rs. 5403 crores. With the number

so large, this segment of the industry makes 22 percent of the total market size. The primary reason for this large size of the segment is due to pass through salary costs consisted in the income of these businesses.

- **Permanent recruitment:**

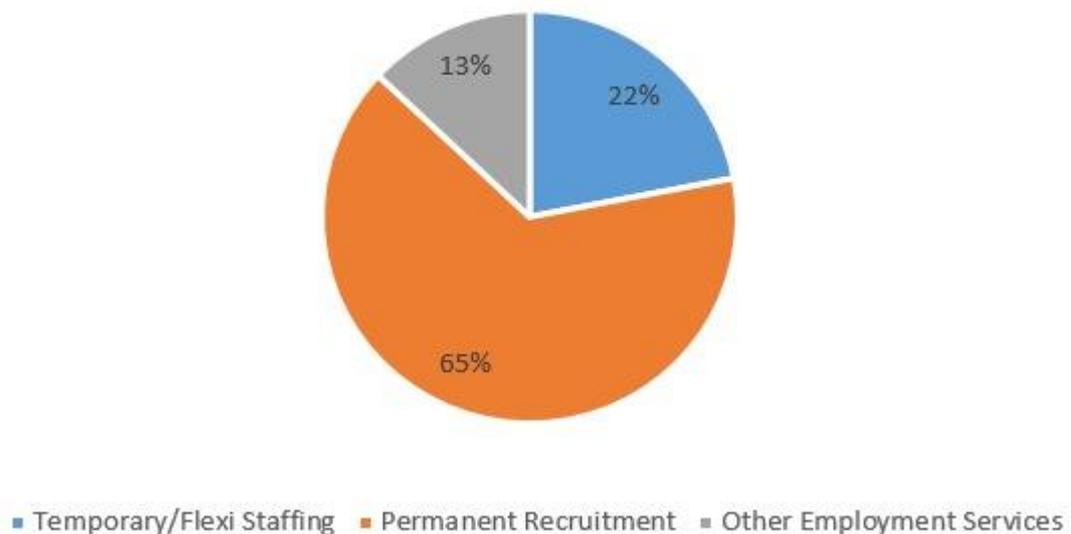
This includes analyzing job needs, identifying prospects, screening and selecting applicants, hiring, and integrating the new employee, that are all crucial responsibilities in the recruitment process. This segment of the industry makes 65% of the market, which accounts for Rs. 35,920 crores. This kind of recruitment process consists of the fees the recruitment company earns with every successful hire or convert.

- **Other Employment Services:**

The size of the market involving other such services accounts for Rs. 6070 crores, that makes up to 13% of the general market. The services under this category can be further principally classified as:

- Administering payroll
- HR consultation
- Training provided
- Assessing online job openings and portals

Recruitment Industry Share



## **Upcoming Trends observed in the Indian recruiting industry:**

- **Issues of Gap in Skill and Talent of individuals:**

Studies show that over 40% of the Indian employers find it challenging to attract and source talented individuals to hire. With a large percent of the jobs are today based on skills, the actual population of job seekers possessing the needed skills is as low as only 2%. To find the right fit of candidates for appropriate jobs can be time consuming and possess many hurdles. This therefore becomes one of the primary reasons for organisations to engage third party recruitment teams in a major way.

- **Prevalence of Gig Economy:**

The Gig economy in India is currently in its period of inception, although it is soon expected to witness a rise in numbers. According to a study recently conducted by McKinsey, it is estimated that 20 to 30 % of today's workforce is involved in carrying out work independently, primarily so in markets that are developed. With this trend continuing, there would most definitely be a change in the strategy how organisations acquire their talent force. In other words, recruitment on a contractual basis would have greater prevalence in the job market with days to come.

- **Increase in the number of platforms for digital recruitment:**

With the recent shift in trends, with the need of contractual hiring becoming prevalent for organisations, a wide range of platforms have come up that seek to pick talents for recruiting digitally. Such platforms have a large pool of candidates and job requirements of organisations in place, and through adequate ways and methods tend to complement the job requirements and talent as set out by organisations at negligible costs.

- **Technology:**

Technology, with its increasing importance in all domains of life, it has also become a vital part for companies involved in recruitment. This can be primarily seen in the domain of IT recruitment. With the advancement of AI technologies, organisations involved in recruitment use AI automation till about 75% for the completion of their hiring process. Recruitment firms in the coming times will be investing a great deal in AI technologies in order to be efficient and garner accurate results.

- **Increase in the usage of online tools for communication:**

After the pandemic, it has been noticed that many organizations have brought about changes in their strategies of recruitment. In order to make the recruitment process efficient and ongoing in the current times of lockdowns, many organizations are seen to have adopted the method of interviews through video calling in order to recruit applicants. This trend has gained a lot of importance in the current times and is likely to continue its path in the coming years as well.

- **Candidate experience:**

Among all other key factors of recruitment process, today the experience that a candidate undergoes also hold a lot of importance for the organization. This is so because candidate experience goes beyond the process of recruitment to also establish a positive impression in the minds of the people working in the organization. As per a report published by Hay Group, as many as 70% of the candidature feel to have a negative outlook about the organization if tend to face any kind of ill experiences during their hiring process. A good experience faced by the candidates is likely to attract multiple talents into the organization as almost 70% of the candidates tend to refer and share their positive experience with their friends, family or on social media.

- **Increase in the employment of gamification by organisations:**

In the recent times, the method of gamification is seen to have gained popularity among most organisations. Companies are seen to also adopt this process in recruitment in order to keep up with the changing market needs. Usage of gamification in recruitment seeks to make the entire process of recruitment less hectic in nature. It can also be particularly used to test certain skills specific to the requirement of job in a less stressful manner. Moreover, the use of gamification in recruitment also is effective in saving time.

Therefore, it can be seen that along with the growth in the recruitment industry, there are many new developments and trends coming up in the industry, which is making recruitment a fast-serving process. The studies and estimations made by many organisations show that the recruitment industry is likely to grow majorly in the coming times, thereby making the business of recruitment in India a majorly profitable one.

## **1.2 Introduction to Spectrum Talent Management**

Spectrum Talent Management is among the top Indian companies for recruitment, that seeks to impart efficient HR tactics and solutions. The wide range of services that STM provides include Recruitment, Payroll, On-boarding, and Flexible Staffing.

STM has been on the way of relentless development right from its beginning from the year of 2008. After enduring abundant involvement and learnings along the way, STM has rightfully gained critical understanding in almost all major segments of the industry of recruitment. With the help of this particular understanding, STM has fulfilled the recruiting and enlistment requirements of organisations around the world. The large pool of talents and profound comprehension of the employing business that STM comprises has assisted it to accomplish huge steps in conveying effective HR solutions.

Varying from providing solutions of staffing, recruitment of permanent employees, Outsourcing of processes of recruitment, managing payroll of organisations to augmenting staffing requirements, STM is known to have given efficient answers for its customers throughout a considerable long tenure. Thus, it would not be wrong to say that Spectrum Talent Management is the primary option to go for various and effective HR solutions for maximum clients across India and many other nations.

With its headquarters in Noida, STM also has established offices regionally across India. The 9 locations with STM's offices are: Lucknow, Hyderabad, Gurgaon, Bangalore, Pune, Chennai, Ahmedabad and Noida. STM has also managed to establish offices in international locations like Shanghai (China) and Dubai (UAE).

Aside from STM's immense and huge connections, articulate functions, and dedicated skills, the gathering of experts working closely in STM to provide relevant, efficient and optimised solutions to clients, has indeed helped the organisation to achieve great heights and become known as one of the greatest enlistment organizations in India.

STM has successfully been able to understand the needs of its customers and provide optimised solution to its clients. STM works intimately with its clients and render customised solutions to their requirements. These tailored and customised solutions are offered to the clients at prices that are convenient for organisations to undertake. STM is also known to have focussed exhaustively on maintaining high quality, which has in return guided it to gain the confidence of many trusted customers. The clients that STM has gained under its umbrella as service provider is massive and which belongs to various kinds of industries, that include Consumer Business, Manufacturing, Consulting – to name a few among many others.

## 1.2.1 Service Offerings of Spectrum Talent Management

- **Contingent Recruitment**

This is a form of recruitment when the client assigns an agency to look out for a rightful candidate and select the most appropriate candidate to fill in the vacancy for specific time period, as is required by the client. The service provider of this form of recruitment receives their due fee only after they have successfully filled in the vacancy of their client's organisation.

Although the income generated through this process tends to vary from client to client, it generally ranges from about 15 – 18 % of the selected individual's first year salary.

- **Contracts Staffing**

This form of hiring candidates is also popularly termed as recruitment through contracts. As the name suggests, this form of hiring is based on contracts. That is, there exists an arrangement where the company recruiting the candidate and that of the client or the contractor comes together as per the specified time period. The candidate has to complete a job assigned as per the rate previously decided.

This form of staffing is also popularly known as flexible or temporary staffing.

- **Executive Search (PRO-Spect)**

This segment of offerings by Spectrum Talent Management deals with looking for eligible applicants, selecting and finally hiring the candidates for posts that are at higher levels. This includes hiring for job openings for executive head, Presidents, VPs and directors of companies.

This form of recruitment differs from the general processes of recruitment as this process demands large sum of money and time. As it needs to be ensured that only professionals with higher levels of achievements and experience can go in for the opening at the client's organisation, there is a requirement for the service provider or agency to have a vast network of potential and eligible applicants.

Over the years, Spectrum Talent Management has been able to establish contacts with a vast network of workers, thereby acquiring many clients to provide this service offering.

- **Global Recruitment – MENA**

This form of recruitment process refers to the method of sourcing candidates eligible to fill in the openings for various positions in the client's company which cannot be accomplished through the workforce available in the country.

It involves an organized mission for worldwide human resource executives for the intention of preparing, allotting, acclimating, and enrolling both homegrown and worldwide abilities for and from global business sectors.

- **IT Staff Augmentation**

IT Staff Augmentation enables a firm to be ready to recruit experts worldwide and oversee them on a direct basis.

In this form of recruitment, the employing of HR is carried on the basis of the necessary abilities and the eligibility to accomplish a given assignment for a specified time period. The business has the opportunity to choose the seekers of jobs who fit its needs and requirements effectively. This form of recruitment offering makes it possible to develop a group of skilled and talented recruits for both short and long term in an efficient and comfortable manner.

- **Payroll Management**

The process of payroll management can be understood as the method of looking into the monetary records of an organisation and its employees.

It might comprise of subtleties of a staff's pay rates, net compensation, compensation, motivators, reductions, and rewards. In this of activities of business, an association should deal with the finance of its workers. In addition, it should save the files of the records of the employees' payroll as according to the law. Overlooking this procedure may cause the organisation to confront lawsuits.

- **RPO (Managed Recruitment Services)**

Referred to as RPO, the Recruitment Process Outsourcing, it refers to a strategy where the provider scans for appropriate candidates for a third party. Regarded as an extension to outsourcing of business processes, RPO intends to track down eligible applicants for the third party organisation with minimal efforts from the HR members. Simultaneously, the RPO specialist co-op may assume or may provide its own innovation, detailing, systems, and staff.

## 1.2.2 Spectrum Talent Management – Managed Service

Spectrum Talent Management provides an efficient portfolio of managed services. It provides meticulous and tailor made mix of people, methods and techniques in order to fit in and accomplish the requirements of the demands of its clients. The services provided by STM is in accordance to the specific needs of the clients keeping in sight their goals, so that adequate growth can be achieved by the company in due process.

This division of managed services was started off in Spectrum Talent Management in the year 2015, and since then it has achieved a year on year growth of approximately 47%.

STM provides offering to clients belonging not only to India but also to MNCs across India. These services are delivered with an approach that is at par the concerned ethics, prioritizing the relations with the clients. The said services provided are as under:

<b>Commercial Collection</b>	AR Collection, Statutory Forms Collection (C, H, A1), Ongoing Invoicing Collection.
<b>KYC Management</b>	Customer Records Updation (Contact Person, Contact No, KYC Updation- Aadhar Card, Pan Card, Bank details etc.)
<b>Vendor Management System</b>	Handling Registration, Vendor Payout, Vendor Record Management.
<b>Reimbursement Management</b>	Record Keeping, Cross Verification of bills Submitted, Payout Management.
<b>Mystery Audit</b>	End to End Solution basis Client Input (Sample Check, On Ground Verification, Site Verification, Data Validation, Customer Interaction)
<b>TDS Reconciliation</b>	26AS Reconciliation, Cross Verification.
<b>Asset Management</b>	Record Keeping, Assets Tagging, Assets Allocation, Asset life determination and Depreciation.

STM seeks to fulfil all requirements of its clients by prioritizing them and accomplishing all business purposes to the best of its capacity. The approach method that STM follows in order to retain clients and give them the best of services has the following strengths:

- Focussed on maintain healthy client relationships and fulfilling the expectation of the customers to the best of its capacity.
- Managing all records and data tactfully and callings made on backend.
- Making sure to source and create resources all across the country and also abroad.
- Carrying forward efficient coordination between clients and candidates.
- Keeping track of all activities, updating and sharing of records continuously.

# **CHAPTER 2**

## **JOB DESCRIPTION**

## **2.1 Description of the Job:**

Title of the job – HR Intern

Internship Duration - 60 days (19<sup>th</sup> May – 19<sup>th</sup> July, 2021)

Domain: HR

Reporting Head: Deputy Manager, HR Operations

### **2.1.1 Roles and Responsibilities:**

- Understanding the workings of the company.
- Starting with the training of various forms of recruiting processes undertaken by the company.
- Researching about ways and methods to develop and maintain the vast pool of client networks.
- Learning ways for screening and sourcing candidates and applications.
- Research on various topics related to HR recruitment tasks.
- Preparing reports on HR related topics.
- Research about onboarding practises undertaken by the company.
- Prepare reports on how to make onboarding effective.
- Suggesting ways on how to make the new recruits feel welcomed into the organisation.
- Citing out the importance of including preboarding methods in the onboarding process of organisations.
- Analysing the requirements for conducting training sessions for the employees.
- Examining the various possibilities of introducing AI into the onboarding practises.
- Understand the recent and upcoming trends of recruitment.

- Conducting research on the effectiveness of onboarding practices in organisations.
- Carrying out study on the relation between good onboarding experience and high retention rates of companies.
- Suggesting new ways to be included in the prevailing onboarding practise.
- Creating a flowchart on onboarding.
- Developing an Onboarding Handbook for the company.

## **2.2 Work Done:**

During the tenure of my internship period, I have been assigned tasks varying from conducting researches and creating reports on recruitment process to developing handbooks and flowcharts on effective onboarding practises.

### **Task 1: Attending training sessions and learning about various HR recruitment practises in the organisation:**

The initial few days of the internship programme comprised of understanding the workings of the company and the various services they offer to their clients. I was asked to also learn about the various processes that are associated with the recruiting procedures in an organisation. I was also asked to conduct an analysis on the scopes and methods of acquiring appropriate talents from the large pool of job seekers.

During the first week, we were also assigned with our individual mentors. As my mentor belonged to the department of internal HR Operations, I was further asked to research about the efficiency of the department and its impact on the smooth functioning of the organisation on a whole. Moreover, I was also asked to suggest various ways to employ healthy employee engagement and maintain relationships with them in order to increase their levels of efficiency and productivity, that further has an impact on the successful workings of the organisation.

### **Task 2: Conducting research about the significance of onboarding practises in organisations:**

The process of onboarding can be understood as a way in which companies impart new recruits with training and guidance on their job tasks, make them understand the expectations their superiors attach to them and the organization's way of life. It is indeed crucial for organisations to have an adequate onboarding programme as it provides a major

help to the new hires for a head start and become associated with their job as well as with the company. Effective implementation of onboarding process makes new recruits capable of acquiring the understanding of becoming efficient and contributing part of the organisation, thereby leading it to new heights of new hire productivity.

Having a good experience of onboarding on the part of the employees is also important as it seeks to convey that the organisation has dedication towards their contribution. This, in return, tends to improve upon the engagement of the employees, also instilling a firm association to the organisation. Taking care and adequate time to incorporate the new hires into the company and give them a sense of belongingness inspires in the employees' commitment that further retains them in the company.

### **Task 3: Suggesting ways and making reports on different onboarding activities and how to make them effective**

Onboarding is an important tool of the recruitment process, which goes beyond the initial day of formally welcoming new recruits into the organisation. Providing an effective onboarding experience is crucial as it further has an impact on the acquiring higher retention rate of the company's employees.

On research it was found that organisations today are putting in enormous efforts to make their onboarding practises more and more effective in nature. Along with research, I was also given the task of suggesting ways for making the onboarding process effective and its implementation more efficient in nature. As to convey my suggestions to the company, I developed a report citing out different ways and methods that could be incorporated in order to have effective onboarding results. Few points that I thought an onboarding process could incorporate are: conducting informal meets for the new recruits with their superiors, allotting mentors to the new hires, introducing AI technology to get onboarding tasks done, use of gamification to keep the level of excitement of onboarding intact, providing trainings which are specific to the demands of the job, etc.

### **Task 4: Developing Onboarding Handbook and Flowchart**

After conducting ways and methods that could be incorporated to make the onboarding process effective in nature, I was assigned the task to finally develop a handbook along with a flowchart for onboarding. The handbook that I developed not only comprised of ways and activities to be undertaken in order to welcome the new recruits into the organisation, but also details about the time duration required for the implementation of each of those suggestions, and also the departments that would be assigned and responsible for carrying those tasks forward. The flowchart was made in a way that imparts an easy understanding of the entire onboarding process suggested for the company.

## **2.2.1 Onboarding Handbook**

### **Welcome!**

The particular manual consists of specificities on the department of internal HR's responsibilities in the process of onboarding beginning from the offerings of job letter till the end of an employee's initial year of his career. It also includes the various ways and activities of onboarding for all the new recruits of an organisation.

### **Onboarding – what is it?**

The process of onboarding is carried on in order to make the new employees well integrated into the company that they have chosen to join. Onboarding helps in making these employees understand the roles and responsibilities that they are assigned to and the expectations that is implanted upon them by their superiors and the company. It also helps the employees to understand the on-going culture of the organisation and the systems and unsaid rules about their workplace.

In proper definition of Human Resources, onboarding is a procedure in which recently recruited workers are invited and brought into the association. It is a significant piece of assisting representatives with understanding their new position, work necessities and furthermore gives them a thought regarding what is generally anticipated out of them as a worker of a specific association. The onboarding cycle comprises of both virtual and physical interactions relying upon the conditions under which the worker acknowledges the work.

### **Onboarding's importance:**

Beginning a new career is both exhilarating and stressful! When an incoming employee begins new responsibilities, a really well onboarding process can make them feel more welcome and at ease. Furthermore, by expediting the in-processing process, such as completing new hire documentation, badging, and gaining access to IT systems, the employee will be well on their way to becoming efficient and motivated.

Finally, onboarding can assist the employee identify with the firm by communicating the mission and values of the organisation. This is critical in acquainting the employee to the organisational strategy and providing suggestions for how he or she might contribute to its objectives.

It's worth noting that the efficiency of this procedure is critical to preserving the employees' proficiency and level of contribution to the company. An effective onboarding process also helps the organisation since it increases retention rates, and because new recruits are more engaged, the company enriches from greater production and efficiency.

### **Who is involved in the onboarding process?**

Each and every new employee! Every employee who joins the company for the first time should go through an onboarding procedure.

### **What does Onboarding entail?**

Employee onboarding encompasses the full duration from the moment an offer is made to the time an employee becomes a valuable contributor to the company.

Onboarding occurs between the moment you make an offer and the time the individual begins to perform well in their new position.

Onboarding encompasses all processes that take place during that time frame, such as the orientation process, training plan, establishing performance metrics, and establishing a feedback loop.

### **How does the onboarding procedure work?**

The greatest method to welcome and keep new staff is to create a strong onboarding process. Effective onboarding requires forethought and consideration of the incoming employee's perspective. It does not really start and finish with the fresh hire's first week on the job. It begins with the recruitment process and finishes when the hired employee is fully integrated into their position.

Hr managers and recruiters can utilise the following planning schedule and checklists to create a positive employee onboarding experience:

#### **1. Pre-boarding:**

- The Hr department must guarantee that the recently recruited employees' contact information is collected.
- Sending welcome emails to new hires with a mobile video feed greeting from the team expressing they are looking forward to their arrival can help new members of the organisation feel a sense of belongingness.
- Creating a work email account for your new hire.
- Send them key personnel guidelines and documents so they may read it according to their own time, as well as any instructional videos, which they can view at their leisure.

- Continue to reassure personnel of the company's unique value propositions, such as flexible schedules, the company's culture, and so on.
- Prior to the new staff's first week, Hr managers could have the fresh employee's coworkers approach them via their new email account. They'll get to learn the important names and faces ahead of time, and they'll be able to start building virtual relationships prior meeting the person.
- Creating a first-day (or first week) plan is a great approach to reassure new employees while also increasing efficiency. There is nothing more intimidating than the unfamiliar, and while the applicants should be familiar with your goods and mission, they are unlikely to be familiar with the day-to-day operations of your business. HR specialists can put together a timetable for them and inform them know what to expect.
- Employees can also be given a welcome package. Sending prospects a letter, a present, or some corporate swag in the mail before they start is a lovely touch. It's a nice break from the obligatory forms as well as other electronic data they'll have to fill out. Corporate swag (t-shirts, plastic bottles, etc.) will promote the organization's brand image and, presumably, assist the new hire in establishing a positive first impression.

## **2. Allot mentors:**

- Be familiar with the field of job and the assistance that new employees are likely to involve.
- Assign mentors to departments based on where they were employed.
- Make the assignments based on the advisor's area of expertise and amount of expertise.
- Schedule an informal meeting between the supervisor and the mentees well before incoming hire's scheduled date.
- Request that the supervisor assign specific assignments to the mentee in order for the mentee to gain a deeper understanding of their work functions and the company.

## **3. Provide job specific training:**

- Determine whether new hire training is needed and collect the information needed to develop a training programme.

- Figure out what kind of training is required. The learning objectives must be defined and linked to the areas indicated in the job analysis. They must be difficult, precise, attainable, and easy to comprehend by all participants.
- Assess and describe the aims and objectives effectively.
- Staff are expected to understand how the instruction is organised and what it means. Employees are encouraged to attend the training session by making statements, giving their understanding and information, understanding via hands-on situations, and sometimes even role-playing activities.
- Assessing the learning including by the participants and the trainers is one essential to secure that the learning programme is meeting its objectives.

#### **4. Introducing employees to the company's expectations and work culture:**

- Hold a proper orientation meeting for new employees to learn about the company's objectives, strategy, goals, and previous accomplishments.
- Utilize oratory skills to tell inspirational stories that demonstrate a company's goal, history, and beliefs.
- Assemble groups and have them engage with each other in a casual setting.

#### **5. Introduction of AI in onboarding practices:**

- Hold a training course for new employees to familiarise them with the many aspects of the AI tool or application that will be utilised during the onboarding process.
- Introduce new staff to the AI-powered digital assistant, which will aid them in accessing crucial data and completing the onboarding process.
- Make sure hires have a thorough understanding of how to use the technology and AI helper. Throughout the meeting, keep giving them attention and allowing them to tackle their problems.
- The next phase after the instruction is data gathering. The new hire must enter his name and email address, and the Artificial intelligence will immediately pull information from the previously updated personnel database.

- The next stage is to use an AI technology to check typical papers like PAN Cards for any irregularities.
- Furthermore, using an Intelligence dialog system, new hires must fill out statutory requirement documents in accordance with government norms. New hires can use the AI virtual assistant to fill out these widely applied model on the go.

#### **6. Gamification:**

- During the onboarding stage, Hr managers could create engaging games and events for new employees (such as ice breaker meetings, game shows, and so on).
- The exercises and activities might also be related to the new hires' job responsibilities. This can assist new members in becoming ready for their impending assignments. For instance, if a new client service professional is being onboarded, they can have them position with a co-worker a set bunch of times.
- Take advantage of the points earned by new employees in various activities and games and award the best performers.

#### **7. Create opportunities for the new hires to connect with one another and their supervisors:**

- Schedule introduction meetings with leadership and staff throughout the first weeks.
- Arrange a digital fun time or coffee break for the new hire to meet their colleagues in a relaxed environment.
- Mean that appropriate recruits and their relevant teams keep open communication through group or person sessions.

### **Onboarding Roles and Responsibilities**

#### **HR Office**

- Organize the first day for the employee by working along the department of IT as well as the department of security.
- Inform the recruits of the needs and timelines for the online induction.

- Ascertain that the individual has a workspace, guidelines, and enough period of time at hand in order to fully attend the orientation programme.

### **IT Office**

- Got an automated mail with information about potential hires.
- By the beginning of the first day, start an internal mechanism to assure readiness of the IT Department

### **Space Management Office**

- Receive an email with information about potential hires.
- By the beginning of the first day, start an internal mechanism to verify the readiness of the provided workstation.

### **Badge/Security Office**

- Got an automated mail with information about potential hires.
- By the beginning of the first day, start an internal mechanism to provide the security badges to the new recruits

### **New Employee**

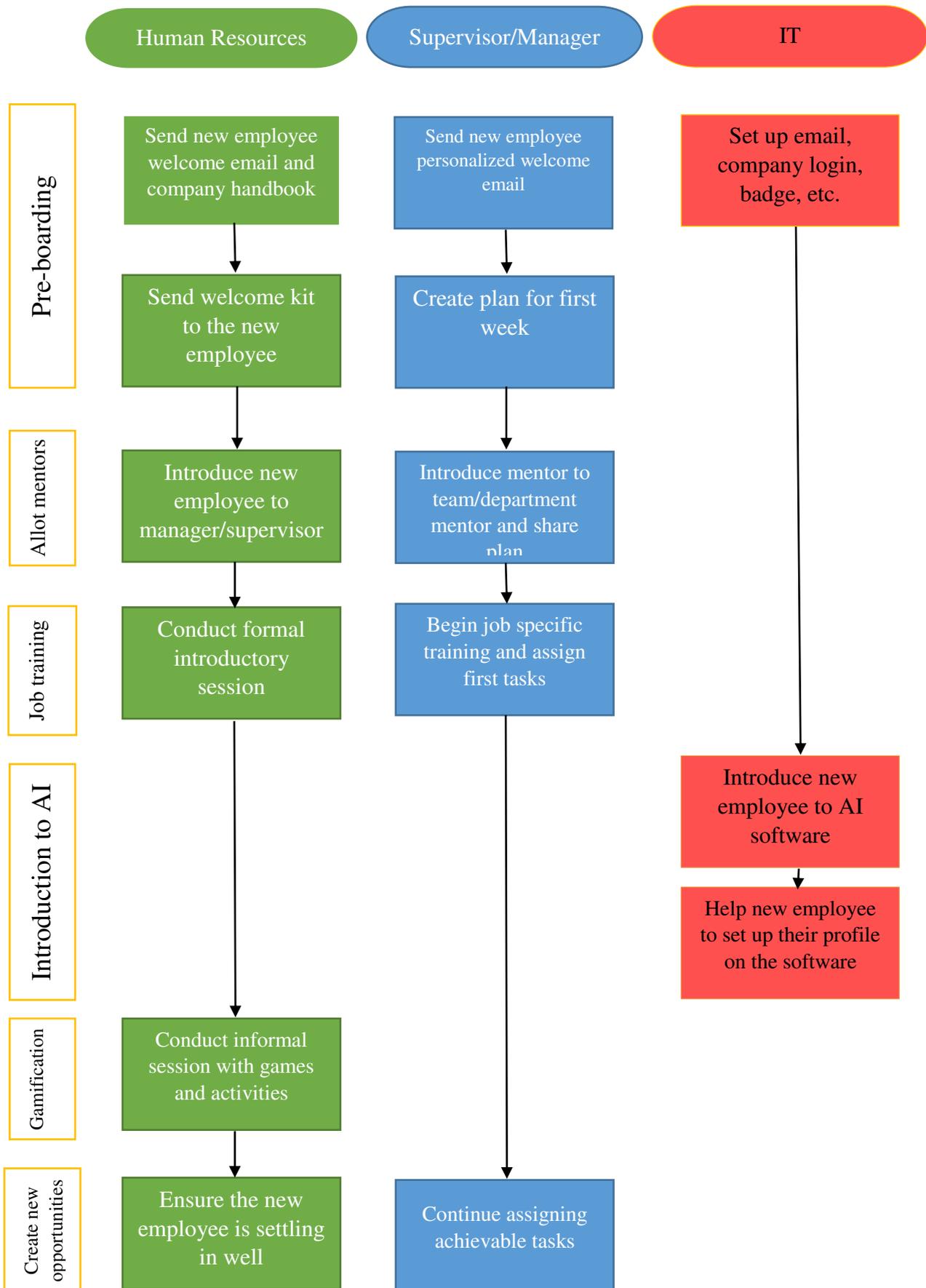
- Receive an email with reminder and information about the orientation.
- Private details, job qualification, bank deposit details, details of contacts at the time of emergency, and health benefits and plan are all essential to fill in the form of employment to be completed by the end of the orientation programme on the first day.
- Come to workplace on the set date.
- Aim to attend all forms of orientations, introductory sessions and meetings as per the assigned deadlines.

- Fill in the given survey of orientation upon receiving the notification to do so by mail, more so by the end of the first month.
- Fill in the given survey of onboarding upon receiving the notification to do so by mail, more so by the end of six months.

### **HR Service Centre**

- Make sure to reply to all queries as presented by the new recruits during the onboarding programme.
- Track the records of progress of each employee.
- Ensure to make outreach available for the employees in order to fulfil the requirements of payroll.
- Ensure to clarify all kinds of doubts of employees and in case of any technical queries, make the training team available to solve the same.

### 2.2.2 Onboarding Flowchart:



# **CHAPTER 3**

## **HYPOTHESIS**

### 3.1 Hypothesis

The Hypothesis of the study to Develop and Improve upon an Organisation's Onboarding Process are:

- Onboarding and Employee Satisfaction
- Onboarding and Employee Productivity
- Onboarding and Employee Retention Rate

### 3.2 Research Methodology

To conduct the study on developing and improving an Organisation's Onboarding Process, the research method used was survey method. In the survey method questionnaire tool was used to gather insights from the respondents of the survey. The sample size was of 35 respondents. The research design was Causal research design. The type of data collected through the research was primary data and tests used for hypothesis were Correlation, Regression and ANOVA test.

### 3.3 Hypothesis Testing

#### Hypothesis 1:

H0: There is no significant impact of onboarding process on employee satisfaction.

H1: There is a significant impact of onboarding process on employee satisfaction.

		Values	Interpretation
Correlation	R	0.829	There is a strong and positive relation between onboarding process and employee satisfaction.
Regression	R – Square	0.688	There is a positive and significant impact of onboarding process on employee satisfaction.
ANOVA	P - value	0.000	There is a significant relationship between onboarding process and employee satisfaction.

**Conclusion:** Therefore, Null Hypothesis (H0) is Rejected and Alternate Hypothesis (H1) is Accepted.

**Hypothesis 2:**

H0: There is no significant impact of onboarding process on employee productivity.

H1: There is a significant impact of onboarding process on employee productivity.

		Values	Interpretation
Correlation	R	0.849	There is a strong and positive relation between onboarding process and employee productivity.
Regression	R – Square	0.717	There is a positive and significant impact of onboarding process on employee productivity.
ANOVA	P - value	0.000	There is a significant relationship between onboarding process and employee productivity.

**Conclusion:** Therefore, Null Hypothesis (H0) is Rejected and Alternate Hypothesis (H1) is Accepted.

**Hypothesis 3:**

H0: There is no significant impact of onboarding process on employee retention rate.

H1: There is a significant impact of onboarding process on employee retention rate.

		Values	Interpretation
Correlation	R	0.811	There is a strong and positive relation between onboarding process and employee retention rate.
Regression	R – Square	0.659	There is a positive and significant impact of onboarding process on employee retention rate.
ANOVA	P - value	0.000	There is a significant relationship between onboarding process and employee retention rate.

**Conclusion:** Therefore, Null Hypothesis (H0) is Rejected and Alternate Hypothesis (H1) is Accepted.

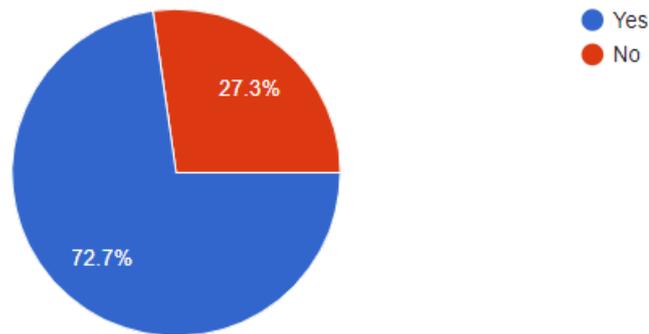
# **CHAPTER 4**

## **JOB ANALYSIS**

## 4.1 Job Analysis

1.

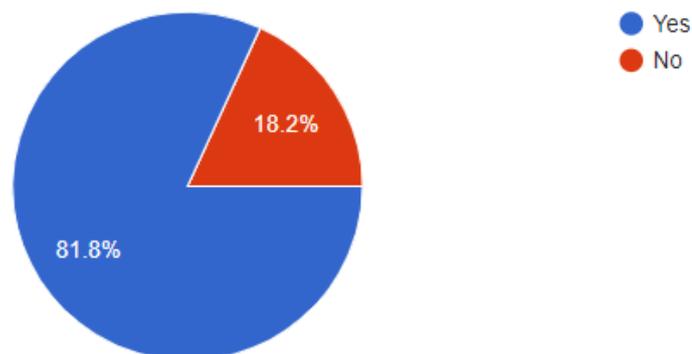
Did your organisation conduct onboarding session when you first joined the company?



72% of the respondents say that their organisation conducted an onboarding process when they first joined.

2.

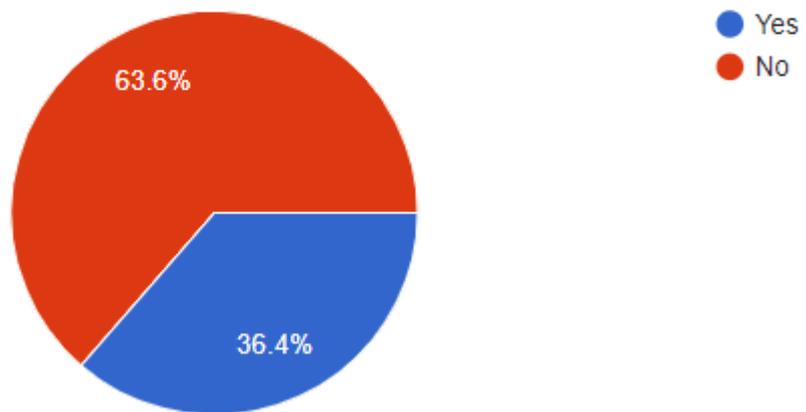
Did your organisation made you feel welcome when you first joined the company?



Over 81% of the respondents says that their organisation made them feel welcome when they first joined the company.

3.

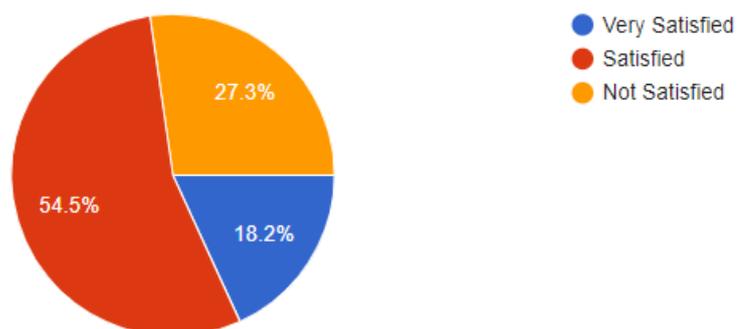
Were you assigned a mentor when you first joined the company?



63% of the respondents were assigned mentor when they first joined their company.

4.

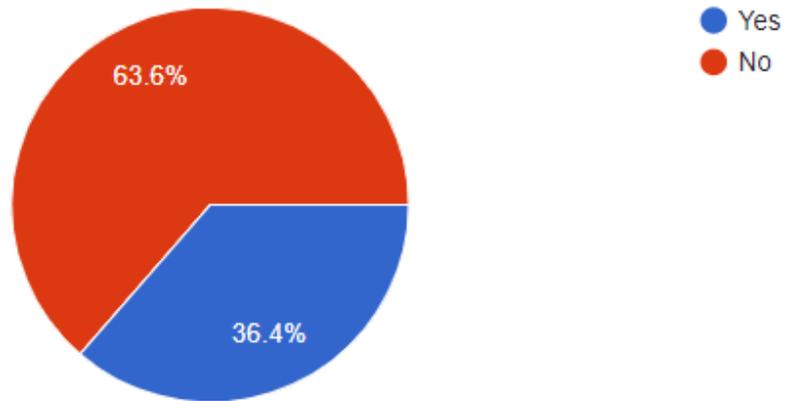
How satisfied were you with the training that you had received for your new role when you first joined your company?



A significant percentage of the respondents (27%) feel that they were not satisfied with the training that they received when they first joined their company.

5.

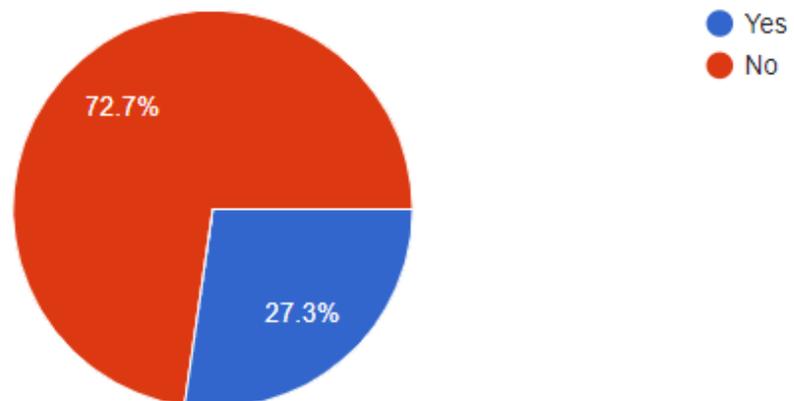
Did your organisation make use of AI procedures for onboarding?



63% of the respondents says that AI procedures were not used during onboarding.

6.

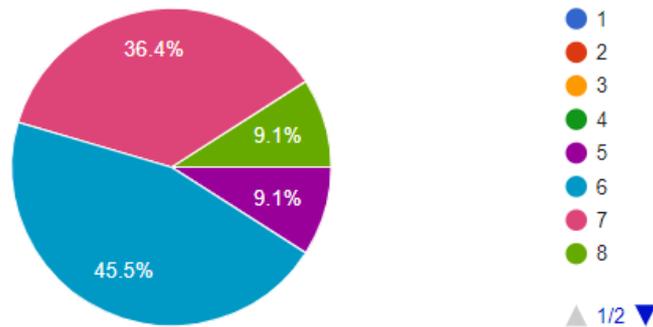
Did your organisation use the method of gamification?



Over 72% says that method of gamification was not used during onboarding process.

7.

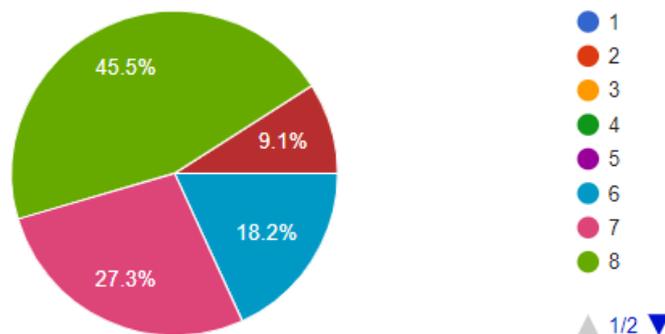
On a scale 1 to 10, how would you rate your onboarding experience? (1 being the lowest and 10 being the highest)



45% of the respondents give 6 rating of their onboarding experience on a scale of 1 to 10.

8.

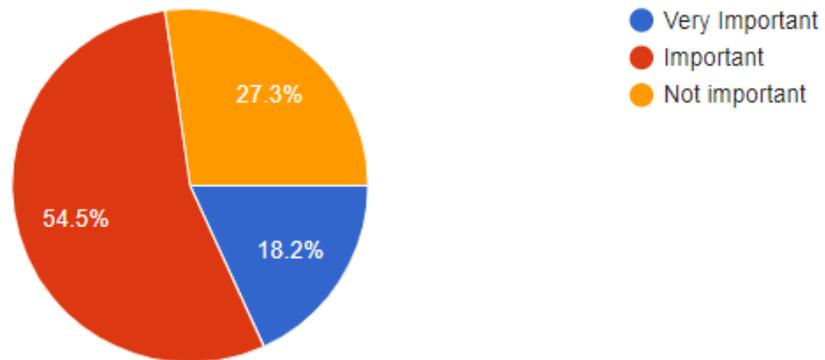
On a scale 1 to 10, how satisfied are you with your job so far? (1 being the lowest and 10 being the highest)



45% of the respondents give 8 rating of their satisfaction levels with their jobs on a scale of 1 to 10.

9.

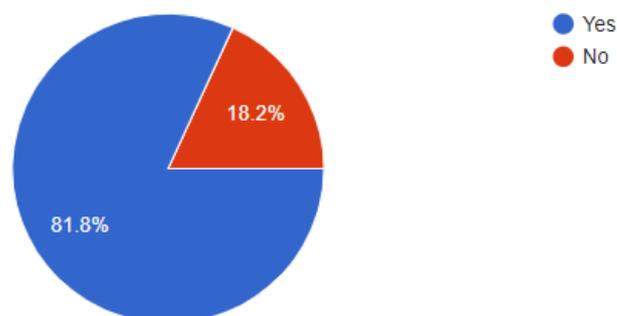
How important do you think onboarding process is?



Over 54% of the respondents feel that onboarding process is important.

10.

Do you think there is a connection between good onboarding experience and high employee retention rates?



A very large percentage (81%) of the respondents say that there is a connection between good onboarding experience and high employee retention rates.

# **CHAPTER 5**

## **FINDINGS AND LIMITATIONS**

## 5.1 Findings

After conducting primary and secondary research I arrived at the following output and below are the findings from the study:

- A large number of organisations conduct onboarding process as they feel that onboarding plays an important role in increasing employee productivity rate and reducing employee turnover.
- Most of the employee feel welcomed by their new organisation when they experience onboarding during joining because of the various employee interaction activities in onboarding process.
- Most employees, when joining a new organisation, are not assigned mentors during the onboarding process which leads to more time in settling and getting to know their tasks.
- Significant number of employees are not satisfied with the training they receive when they join a new organisation because they feel there is lack of job specific training and a lack of clarity in tasks assigned to them.
- Large number of organisations still do not use AI in the onboarding process and because of that onboarding process becomes tedious and usage of paper increases.
- Still many organisations do not instil gamification in their onboarding process and because of that new employee does not feel the excitement in onboarding games and activities.
- Many employees are still not highly satisfied with the onboarding process when they join the new organisation this can be tackled by providing job specific training, assigning mentors, using AI and gamification of onboarding activities.

- Because of some dissatisfaction in onboarding process, new employees don't feel highly satisfied in their new job which shows us how vital onboarding is.
- Large number of employees feel that onboarding is very important process when joining a new organisation as it makes them feel welcomed and in turn increase their overall morale.
- Very large number of employees feel that there is a connection between a good, interactive and useful onboarding process and high employee retention rate. This is because employee productivity increase when a new employee undergoes a properly conducted onboarding process when joining a new company.

## 5.2 Limitations

In the 2 months of Human Resource internship opportunity at Spectrum Talent Management I experienced few limitations which are as follows:

- As the internship was in work from home (online) mode, it became difficult to grasp the full experience of working in a Human Resource department of an organisation.
- In online mode of internship the study on onboarding was done on remote perspective rather than onboarding in offline mode.
- Interaction with mentor and other employees of the organisation feel more remote in online mode of internship.
- Unable to experience the process of onboarding in offline mode and interact with employees directly therefore study was dependent on both primary and secondary research.
- Unable to conduct face to face interview with new employees to understand more about onboarding process due to online mode.
- Unable to conduct interview over conference or call as it is difficult to ask for time from new employees, so I was dependent on online survey for my research.
- The study was not done on a high number of new employees who experience onboarding therefore the study might have some errors in the result.
- The survey conducted have responses given by new employees and it depicts their views on onboarding so it might be biased information.
- Difficult to increase the number of respondents for the study.

# **CHAPTER 6**

## **LEARNINGS, SUGGESTIONS AND CONCLUSION**

## 6.1 Learnings

It was an advantageous opportunity to serve as an HR intern at Spectrum Talent Management and gathered many positive experiences which will help me in my career in the future. The following are some key takeaways from the 2-month internship:

- My roles and responsibilities during the internship helped me to gain knowledge about the best HR practices involved in an organisation.
- The friendly environment in the company helped me to grow as a professional and motivated me to do a better job every day.
- Working in the HR department and gaining practical knowledge made my foundations of Human Resource learnings even stronger.
- I learned about various recruitment techniques involving third parties like LinkedIn and Naukri.com.
- I gained knowledge about pre-boarding procedures and how to welcome an employee into an organisation.
- During my study, I got to know the importance of AI in Onboarding as well as all Human Resource practices and how AI is the future.
- I understood the value of time and learned about how to handle myself in a professional environment.
- During the survey conducted for my study, I learned to face rejections as well.

## 6.2 Suggestions

After completing my study and doing an extensive research on Onboarding practices followed by organisations and how it impacts their new employees I conclude with the following suggestions:

- Onboarding should become a mandatory part of each organisation HR department and it should be more than just filling some paperwork. HR department should be responsible to make the new employee feel welcome even before their joining date.
- Job specific training should be provided to the new employee so that they can hit the ground running and do not waste organisation's useful time and money.
- Assigning mentors and giving task to new employee should be done before the join and not after their joining.
- During these remote working times, it is HR department's responsibility to hold introductory and ice breaking session between current employees and the new employee to make them feel part of the team.
- Artificial Intelligence is the future in Human Resource but still many organisations use paper forms and tedious processes for onboarding. AI not only makes the process faster and leaner, it also helps the environment by cutting out on paper.

### **6.3 Conclusion**

The top most target of any company is to increase profit but employees plays a very significant role in that. Any employee who does not feel motivated and do not feel happy while working in a company leads to high attrition rates. The process of making the employees feel happy and motivated and retaining them for the long run should start as soon as they join your organisation. A properly conducted onboarding plays an important role in helping the new employee feel welcome, it increases their motivation levels which leads to increase in productivity and high retention rate.

Onboarding helps not only with senior level managers and employees of the organisation but also with lower level employees as well as it is important for lower level employees to feel part of the organisation and feel engaged with the work culture.

From the study I conducted I conclude that organisations should make more efforts in to the onboarding process. As employees are the most important asset of every organisation, making them feel part of the company from the start and engaging them in different activities in the workplace results in high retention rate of the organisation and high productivity, which results in more profit and business for organisations which is the ultimate goal.

## References

- Spectrum Talent Management - <https://www.stmpl.co.in/>
- Recruitment Industry - <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/ere-recruiting-trends.aspx>
- HR Magazine Onboarding tips - <https://www.hrmagazine.co.uk/content/features/remote-onboarding-five-tips-for-the-perfect-virtual-welcome>
- Human Resource Today Onboarding handbook examples - <https://www.humanresourcetoday.com/examples/handbook/onboarding/?open-article-id=16490608&article-title=employee-handbook-examples-and-sample-policies&blog-domain=businessmanagementdaily.com&blog-title=business-management-daily>
- SHRM employee onboarding guide - <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/new-employee-onboarding-guide.aspx>
- Mathis, R.L., Jackson, J.H. and Tripathy, M.R. Human Resource Management – A South-Asian Perspective. New Delhi: Cengage Learning.
- Dessler, G. & Varkkey, B. (2018). Human Resource Management (15 ed.). New Delhi: Pearson.
- Bhattacharyya D.K. (2017). Performance Management Systems & Strategies, Pearson, New Delhi.
- Aguinis Herman (2018). Performance Management, Pearson Education, 3rd Edition New Delhi.
- Sahu, R.K. (2009). Competency Mapping, Excel Books, New Delhi.

- Armstrong Michael (2010). Armstrong's Handbook of Performance Management, Kogan Page India, New Delhi.
- Phillips J.M., Gully S.M.(2017). "Strategic Staffing", Pearson Education.
- Rao, T.V.(2011). "Hurconomics for Talent Management". Pearson Education.
- Diane Arthur (2011). Recruiting, Interviewing, Selecting and Orienting New Employees, 4ed, Prentice Hall: India.
- Foster M.(2003). "Recruiting on the Web: Smart Strategies for Finding the Perfect Candidate", McGraw Hill, New York.