Optimisation of the employee onboarding process at Syntegon Technology Pvt. Ltd., Goa

An Internship Report For

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(MBA) In Human Resource

By

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GOA UNIVERSITY

Date: 06th May 2024

Examined by: Seal of the School

DECLARATION BY STUDENT

I hereby declare that the data presented in this Internship report entitled, "Optimisation of the employee onboarding process at Syntegon Technology Pvt. Ltd. Goa" is based on the results of investigations carried out by me in Human Resource at Goa Business School, Goa University, under the mentorship of Mr. Sadanand Gaonkar and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities will be not be responsible for the correctness of observations / experimental or other findings given the internship report. I hereby authorize the University/college authorities to upload this dissertation on the dissertation repository or anywhere else as the UGC regulations demand and make it available to any one as needed.

Date: 06th May 2024

Place: Goa University

Saikrishna Nadkarni

Seat no: 22P0280036

COMPLETION CERTIFICATE

This is to certify that the internship report "Optimisation of the employee onboarding process at Syntegon Technology Pvt. Ltd. Goa" is a bonafide work carried out by Mr. Saikrishna Nadkarni under my mentorship in partial fulfilment of the requirements for the award of the degree of Master of Business Administration in the Discipline Human Resource at Goa Business School, Goa University.
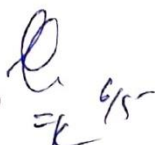
Date: 06th May 2024

Mr. Sadanand Gaonkar

Assistant Professor

Goa Business School

Signature of Dean/ HOD

Goa Business School – Goa University

Date: 06th May 2024

Place: Goa University

Seal of School/ Department

SYNTEGON
PROCESSING & PACKAGING

Programme Director
Management Discipline
Goa Business School, Goa University
Taleigao Plateau,Goa-403206

PA/HRL-IN   27.12.2023

Dear Sir/Ma'am,

Sub: Approval to undergo Internship Training for Saikrishna Santosh Nadkarni

With reference to your letter dated 21.12.2023, please note that your student Saikrishna Santosh Nadkarni has been accorded permission to undergo internship in our organization from 15.01.2024 to 04.05.2024.

Mr.Derek Dsouza, Manager (Human Resources), would be the internal guide during the internship.

Canteen facility would be extended to your student; the student will have to commute on his own to the Factory. The student will have to make his own arrangements for PPE's like safety shoes, etc. which is mandatory.

We wish Saikrishna Santosh Nadkarni, a fruitful learning experience in our Plant.

Thanking you,

For **Syntegon Technology India Private Limited,**

Raghuvir E Harish Damodar Shirodkar
Assistant Manager
Human Resources

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SYNTEGON
PROCESSING & PACKAGING

HRO-IN   03.05.2024

TO WHOM IT MAY CONCERN

This is to certify that Saikrishna Santosh Nadkarni student of Goa Business School, Goa University had undertaken his internship in our organization from 15.01.2024 to 03.05.2024.

Saikrishna Santosh Nadkarni has completed his internship in the Human Resource department at Syntegon Technology India Private Limited, according to given guidelines.

Syntegon Technology India Private Limited, being leader in the Packaging Technology, Saikrishna Santosh Nadkarni was at advantage of getting to know some of the latest aspects in Human Resource, which are followed in an organization of International repute.

We wish him the very best in all his future endeavors.

Thanking You
For Syntegon Technology India Private Limited,

Derek D'souza
Manager
(Human Resources)

Raghuvir E Harish Shirodkar
Deputy Manager
(Human Resources)

Acknowledgment

I'm deeply thankful to Syntegon's HR department for their steadfast dedication to fostering a healthy work atmosphere. Their ongoing efforts in facilitating smooth onboarding processes have been instrumental in shaping my professional path. Their guidance and encouragement have enabled me to thrive in my role and make meaningful contributions to the organization's objectives.

Foremost, I express heartfelt gratitude to Mr. Sadanand Gaonkar for his invaluable assistance and unwavering support throughout the completion of my internship report. His expertise and mentorship were crucial in delivering a high-quality report, and I truly value his commitment to my success. I acknowledge his contributions with gratitude.

Furthermost, I extend my sincere appreciation to Mr. Derek Dsouza for entrusting me with the opportunity to work alongside him. His mentorship has been invaluable in refining my skills and expanding my expertise in the field. Under his guidance, I've made significant strides in my professional growth, and I'm grateful for the chance to learn under his supervision.

I would like to express my heartfelt gratitude to my parents for their unwavering support, encouragement, and love throughout my academic journey. Their belief in me has been a constant source of inspiration, and I am truly grateful for their sacrifices and guidance.

Lastly, I am grateful to all my colleagues for their unwavering support throughout the process. Their collaborative spirit, willingness to share knowledge, and supportive demeanour have created an environment conducive to learning, growth, and the realization of my full potential

Contents

Executive summary

The internship report delves deeply into a comprehensive analysis of the intricate employee onboarding process at Syntegon Technology PVT. LTD. situated in the vibrant locale of Goa. It meticulously covers every aspect of the company's ethos, including its mission, vision, objectives, historical trajectory, and diverse product segments. Through a rigorous blend of meticulous research and insightful analysis, the report unearths pivotal findings, paving the way for valuable recommendations aimed at opti mizing the onboarding journey.

This report also underscores the crucial importance of streamlining administrative procedures, bolstering the efficacy of training and development initiatives, and establishing unequivocal performance benchmarks for newly onboarded team members. Noteworthy observations regarding trends in goal establishment and performance expectations across various job roles emerge, signalling ripe opportunities for refinement and tailoring within the onboarding framework.

Moreover, the report meticulously scrutinizes both the strengths and areas warranting enhancement within the current onboarding process, thereby spotlighting the organization's unwavering dedication to fostering employee growth and advancement. By encapsulating a wealth of insights, it emerges as an indispensable guide for organizations seeking to elevate their onboarding process, thereby indicating heightened levels of employee engagement and satisfaction.

CHAPTER 1: INTRODUCTION

1.1 Introduction to the company

Syntegon Technology, a renowned global provider of process and packaging technology, has its headquarters in Waiblingen, Germany, and boasts over five decades of experience serving the pharmaceutical and food sectors. With a workforce of more than 6,100 individuals spread across 30 locations in over 15 countries, the company achieved a total revenue of 1.3 billion euros in 2020. Their offerings encompass a wide range of intelligent and sustainable technologies, including standalone machines, comprehensive systems, and accompanying services.

Within the food industry, Syntegon's solutions cover process technology for confectionery and packaging solutions for various food categories such as dry foods (like bars, bakery products, and coffee), frozen foods, and dairy products. Commencing operations in Bangalore, India, in 1995, the company later relocated to Verna, Goa, in 2007. Just five years thereafter, a cutting-edge manufacturing and development facility was established in Goa, aimed at expanding capacity and meeting the growing demand in both domestic and international markets.

Syntegon Technology India specializes in tailoring packaging solutions for both domestic and international markets across the food and non-food segments. As an ISO 9001:2015 certified unit, it is involved in the design, manufacturing, and marketing of vertical form, fill, and seal machines, as well as horizontal flow wrap machines.

1.2 Mission, Vision and Objective of the company

1.2.1 Company Mission
Processing and packaging for a better life.

1.2.2 Company Vision
Intelligent and sustainable solutions for everyone.

1.2.3 Company Objectives

- Ensure quality, performance and commitments made to customers are fulfilled.

- Achieve Operational Excellence through lean and continuous improvement drives

- Encourage innovation in the organization and provide affordable technology which means global standards.

- Improve employee competencies and capabilities by creating learning environment

- Develop suppliers as strategic partners to meet global quality and delivery standards.

- Strict adherence to statutory, regulatory and safety requirements.

- Identify and work on opportunities to find sustainable and environment friendly.

1.3 Company History

Syntegon, formerly known as Robert Bosch Apparatebau GmbH, traces its origins back to 1969. In 2020, it transitioned from being part of the Bosch Group to operating independently under the name Syntegon. The company's rich history spans over 160 years, with roots dating back to the establishment of Geiger & Hesser in 1861, a renowned pioneer in German packaging machine engineering. Syntegon has integrated various technological advancements over the years, building on the expertise acquired through strategic acquisitions and developments.

Key milestones in Syntegon's journey include the founding of Geiger & Hesser in 1861, renowned for its contributions to German packaging machine engineering and later becoming part of Syntegon in 1977. In 1911, Hesser achieved a significant breakthrough by introducing the first fully automatic packaging machine for coffee, a success story that continues under Syntegon's banner. Similarly, Höfliger + Karg's unveiling of the first automatic capsule filling machine in 1958 paved the way for subsequent innovations such as the GKF series, eventually becoming part of Syntegon in 1970.

The establishment of Robert Bosch Apparatebau GmbH in 1969 marked a significant milestone in the company's evolution, later renamed Bosch Packaging Technology. Over the years, Syntegon has further expanded its expertise through acquisitions, such as Eisai Machinery in 2012, known for its automatic inspection machines for detecting particles in injection solutions.

Syntegon's commitment to innovation is evident in milestones like the introduction of isolators for ampoule filling and closing machines in 1991, and the adoption of linear motor technology for horizontal packaging machines in 2014, offering enhanced flexibility in format reconfiguration. Furthermore, breakthroughs like the development of reclosable Doy-Zip stand-up pouches for vertical baggers in 2015 showcase Syntegon's continuous advancements in packaging technology.

In collaboration with BillerudKorsnäs, Syntegon introduced the world's first sealed paper packaging in 2016, setting new standards for sustainable packaging solutions. This mono-material packaging, devoid of plastic components, underscores Syntegon's commitment to environmental stewardship.

In 2020, the company underwent a transformation, rebranding as Syntegon to signify its evolution and independence from the Bosch Group. Throughout its history, Syntegon's relentless pursuit of technological innovation has propelled it to the forefront of the packaging industry.

1.4 Product Segments

Syntegon Technology Pvt Ltd offers a range of product segments designed to cater to various packaging needs across different industries. Let's elaborate on each of these segments:

❖ FDH (Feeding and Packaging Machines):

- FDH machines are specifically designed for producing attractive and sustainable flow-wrap packaging to protect items such as bars, cookies, and baked goods.

- These machines have a strong market position in flat handling, indicating their efficiency in handling flat packaging materials.

- Syntegon Technology Pvt Ltd has established itself as a reliable system solution provider in this segment, with positive references from customers.

❖ FDV (Precise Dosing Units and Vertical Baggers):

- FDV machines feature precise dosing units and efficient vertical baggers.

- They are designed to combine convenient product handling with high output and easy cleaning, making them suitable for various packaging applications.

- Syntegon Technology Pvt Ltd has a strong presence in the market for salt and detergents packaging manufacturing within this segment.

- Additionally, the company is recognized for its robust aftersales service in the FDV sector, enhancing customer satisfaction and loyalty.

❖ 2P (Secondary Packaging Unit):

- 2P-2P machines offer efficient cartoning solutions for a wide range of products.

- The product portfolio includes both single machines and fully integrated systems, allowing for tailored solutions to meet specific customer requirements.

- Syntegon Technology Pvt Ltd focuses on customer-centricity within this segment, aiming to provide personalized packaging solutions.

In summary, Syntegon Technology Pvt Ltd specializes in offering innovative and efficient packaging solutions across multiple segments, including FDH, FDV, and 2P-2P. Each segment caters to distinct packaging needs, with a focus on customer satisfaction and market leadership in various industries.

1.5 Competitors of the company

Competitors in each segment of Syntegon Technology Pvt Ltd's processing and packaging manufacturing unit pose challenges and opportunities in the market. Here's an elaboration on competitors in each segment:

❖ **Food Division Vertical (FDV)**:

- **Fuji**: Fuji is a well-known Japanese company that provides various packaging solutions, including vertical form-fill-seal machines. They offer a range of products for the food packaging industry.

- **Ishida**: Ishida is a global company specializing in weighing, packaging, and inspection equipment. They offer vertical packaging solutions along with other packaging-related products.

- **Kawashima**: Kawashima is another Japanese company known for its packaging machinery, including vertical form-fill-seal machines for food and other industries.

❖ **Food Division Horizontal (FDH)**:

- **Omori**: Omori is a Japanese company known for its horizontal packaging machines. They offer a variety of solutions for packaging various types of food products.

- **Unipack**: Unipack is a company that provides horizontal packaging solutions for the food industry, among others. They offer a range of machines for different packaging needs.

- **Songben**: Songben is a manufacturer of packaging machinery, including horizontal form-fill-seal machines. They offer solutions for packaging food products and other items.

❖ **Secondary Packaging Sector (2P)**:

- **Pace**: Pace Packaging is a company specializing in secondary packaging solutions, including cartoning machines. They offer a range of machines for various packaging needs in the food and other industries.

- **SACMI**: SACMI is an Italian company known for its packaging and processing solutions, including secondary packaging machinery. They provide cartoning machines and other equipment for packaging applications.

- **SAMWOO**: SAMWOO Machinery is a manufacturer of packaging machinery, including secondary packaging solutions such as cartoning machines. They offer a range of products for different industries.

In addition to competition, all companies in the processing and packaging manufacturing industry need to ensure the safety of their operations and machinery and comply with standards such as CE markings to meet regulatory requirements and ensure customer confidence. Competing with these companies requires Syntegon Technology Pvt Ltd to continuously innovate, improve efficiency, and provide excellent service to maintain its position in the market.

1.6 Organisational structure
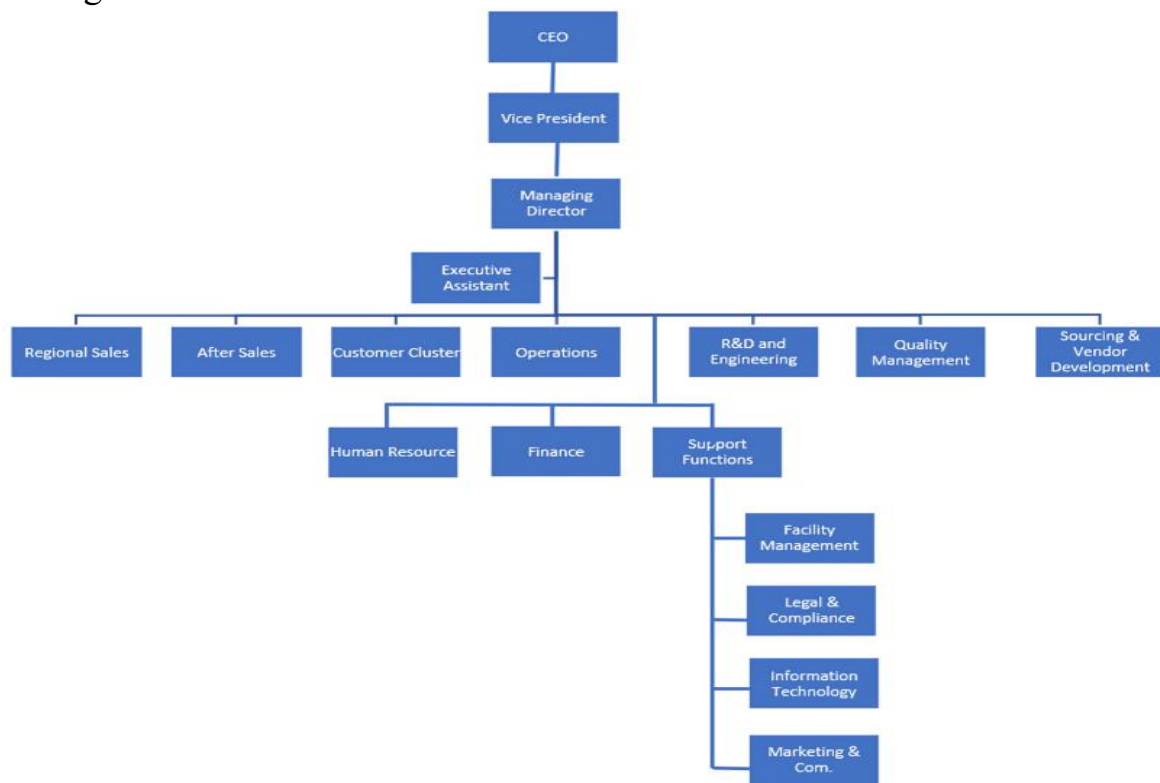
Figure 1 Organisational Structure

The organizational structure of Syntegon Technology typically follows a hierarchical framework with various departments and functions responsible for different aspects of the company's operations. Let's elaborate on each level and department within the organizational structure:

❖ **CEO (Chief Executive Officer)**:

- The CEO is the highest-ranking executive responsible for overall strategic direction, decision-making, and leadership of the company.

❖ **Vice President**:

- The Vice President usually oversees specific divisions or functions within the company, providing strategic guidance and support to achieve organizational goals.

❖ **Managing Director**:

- The Managing Director is responsible for overseeing day-to-day operations, implementing strategies, and ensuring the company's performance and profitability.

❖ **Executive Assistant**:

- The Executive Assistant provides administrative support to top executives, including the CEO, Vice President, and Managing Director, helping them manage their schedules, communications, and other tasks.

❖ **Regional Sales**:

- The Regional Sales department is responsible for managing sales activities and relationships within specific geographical regions, ensuring revenue growth and customer satisfaction.

❖ **After Sales**:

- The After Sales department focuses on providing support and services to customers after they have purchased products, including maintenance, repairs, and technical assistance.

❖ **Customer Cluster**:

- The Customer Cluster department may be responsible for organizing customers into specific groups or clusters based on their needs, preferences, or industries, allowing for more targeted marketing and support efforts.

❖ **Operations**:

- The Operations department manages the day-to-day production and manufacturing activities, ensuring efficiency, quality, and compliance with regulations.

❖ **R&D and Engineering**:

- The Research and Development (R&D) and Engineering department is responsible for designing and developing new products, as well as improving existing ones, through innovation and technological advancements.

❖ **Quality Control & Management**:

- The Quality Control & Management department oversees quality assurance processes, ensuring that products meet specified standards and regulations to maintain customer satisfaction and compliance.

❖ **Sourcing and Vendor Development**:

- The Sourcing and Vendor Development department is responsible for managing relationships with suppliers and vendors, sourcing materials and components, and developing new partnerships to support the company's operations.

❖ **Human Resource**:

- The Human Resource department manages employee recruitment, training, performance evaluation, benefits administration, and other aspects of personnel management to support organizational goals and employee satisfaction.

❖ **Finance**:

- The Finance department handles financial planning, budgeting, accounting, and reporting functions, ensuring the company's financial health and compliance with regulations.

❖ **Support Functions**: Support Functions encompass various departments that provide essential services and support to the company's operations, including Facility Management, Legal & Compliance, Information Technology, Marketing & Communication.

- **Facility Management**: Oversees the maintenance and management of company facilities, ensuring a safe and productive work environment.

- **Legal & Compliance**: Manages legal affairs, including contracts, regulatory compliance, and intellectual property protection, to ensure the company operates within the law.

- **Information Technology**: Manages the company's IT infrastructure, including networks, systems, and software applications, to support business operations and security.

- **Marketing & Communication**: Develops marketing strategies, branding initiatives, and communication campaigns to promote the company's products and services effectively.

Overall, this organizational structure ensures clear lines of authority, efficient operations, and effective support functions to drive Syntegon Technology's success in the processing and packaging manufacturing industry.

1.7 Current onboarding process at syntegon technology

The current employee onboarding process at Syntegon Technology encompasses several key steps aimed at ensuring a smooth transition for new hires and setting them up for success within the organization:

1. **Pre-boarding Communication:** Before the new employee's start date, Syntegon Technology communicates with them to provide necessary information and forms. This could include details about their first day, required documentation, and any preliminary tasks they may need to complete.

2. **Setting up Workspace:** Upon arrival, Syntegon ensures that the new employee's workspace is ready and equipped with all necessary tools and systems they'll need to perform their job effectively. This includes providing access to relevant software, hardware, and ensuring a designated workspace is available.

3. **Welcome and Orientation:** On the first day, the new employee is warmly welcomed by the team and introduced to the company culture, policies, and procedures during an orientation session. This helps them understand the company's values, mission, and expectations from the outset.

4. **Paperwork and Documentation:** During the initial days, the new hire completes necessary paperwork such as tax forms, employment contracts, and familiarizes themselves with company policies. This ensures legal compliance and clarity regarding company regulations.

5. **Introduction to Key Stakeholders:** Syntegon facilitates introductions to key colleagues, supervisors, and other relevant personnel to help the new employee build important professional relationships. This fosters collaboration and ensures they have a network of support within the organization.

6. **Integration into the Team:** The onboarding process includes activities and initiatives aimed at integrating the new employee into their team. This could involve team-building exercises, informal gatherings, and opportunities for the new hire to get to know their colleagues and understand team dynamics.

7. **Training and Development:** Syntegon provides initial training on job responsibilities, company systems, and any necessary skills or certifications required for the role. This equips the new employee with the knowledge and resources they need to excel in their position.

8. **Goal Setting and Performance Expectations:** Clear performance expectations are discussed, and goals are set to align the new employee's objectives with the organization's overall objectives. This sets a framework for performance evaluation processes and provides clarity on what is expected of them.

9. **Follow-up and Feedback:** Throughout the first weeks and months, Syntegon checks in with the new employee regularly to provide support, address any concerns they may have, and gather feedback on their onboarding experience. This ensures that any issues are addressed promptly and that the onboarding process is continuously improved.

10. **Ongoing Support and Development:** Beyond the initial onboarding period, Syntegon provides ongoing support, training, and development opportunities to help the new employee succeed in their role and grow within the organization. This could include mentorship programs, additional training sessions, and opportunities for career advancement.

Overall, the employee onboarding process at Syntegon Technology is designed to create a positive experience for new hires, integrate them into the company culture, and set them up for long-term success within the organization.

Chapter 2 : Tasks Handled, Learnings and Challenges

2.1 Tasks Handled

Tasks handled at syntegon technology pvt ltd

- **Generated Database by Working with Colleges of Neighbouring States for Recruitment:**

This involved collaborating with educational institutions in nearby regions to generate a database to identify potential candidates for trannie, apprentice or full-time positions at Syntegon Technology. collected and organized information about students' qualifications, skills, and interests to streamline the recruitment process.

- **Digitization of Company Rules & Regulations:**

This task involved converting physical documents containing the company's rules and regulations into digital format, making them easily accessible and searchable. This digitalization effort improved efficiency and ensured that employees have easy access to important information.

- **Unique Video Showcasing the New Joinee Kit:**

Creating a video to showcase the new joinee kit was a creative way to welcome new employees to the company. This video highlighted the contents of the kit, explained its significance also acted as a marketing tool to showcase the perks of joining syntegon .

- **E-File of Employee Database and Cloud Access to the German Counterpart:**

Managing the employee database electronically and providing cloud access to the German counterpart with a focus on improving data management and facilitating communication

between different branches or divisions of the company. This task involved ensuring data security and compliance with relevant regulations.

- **Supervision of Attendance to Identify Discrepancies:**

Monitoring employee attendance to identify discrepancies can help ensure compliance with company policies and regulations. This task likely involved using software or tools to track attendance, analyzing data to identify patterns or anomalies, and addressing any issues that arise.

- **Policy Conversion from Bosch to Syntegon:**

This task involved updating or adapting existing policies and procedures from Bosch (Syntegon was formerly part of Bosch) to align with Syntegon's specific requirements and objectives. Some of the policies were Employee referral policy, external traning policy, Service award policy etc.

- **Managed Syntegon cricket league finals:**

Was given the responsibility of managing and organising the syntegon cricket league finals, created a checklist to ensure all necessary items and tasks were arranged and completed for a smooth functioning of the finals, including awards and trophies, catering for the event, necessary cricket equipment etc.

- **Organised HR Open house:**

Organised HR open house where In deputy and assistant managers were called and showcased upcoming policies and activities followed by a feedback session wherein they provided feedback over various HR functions which syntegons HR department overseas.

- **Assisted in conducting employee onboarding sessions:**

Helped in conducting onboarding sessions for new joinee's which included steps like pre boarding communication, welcome and orientation, integration into the team, paperwork and documentation etc

2.2 Learnings

From my experience at Syntegon Technology Pvt Ltd, I was involved in a diverse range of tasks spanning recruitment, digitization, event management, policy conversion, and HR initiatives. Here are some potential learnings from each task:

1. **Generated Database for Recruitment:**

- Learning: Collaboration with educational institutions can be an effective way to tap into a pool of potential candidates.

- Takeaway: Building strong partnerships with educational institutions can streamline recruitment processes and ensure a pipeline of qualified candidates.

2. **Digitization of Company Rules & Regulations:**

- Learning: Digitizing important documents improves accessibility and efficiency.

- Takeaway: Embracing digital transformation enhances organizational processes and ensures that vital information is readily available to employees.

3. **Unique Video Showcasing New Joinee Kit:**

- Learning: Utilizing creative mediums like video can enhance employee onboarding experiences.

- Takeaway: Engaging and informative onboarding materials contribute to a positive employee experience and can also serve as a marketing tool to attract top talent.

4. **E-File of Employee Database and Cloud Access:**

- Learning: Securely managing and sharing data across different branches is crucial for efficient communication and collaboration.

- Takeaway: Implementing cloud-based solutions enhances data management capabilities and facilitates seamless coordination between global teams.

5. **Supervision of Attendance to Identify Discrepancies:**

- Learning: Monitoring attendance helps maintain compliance with company policies and regulations.

- Takeaway: Regularly analysing attendance data enables early identification of issues and ensures a productive workforce.

6. **Policy Conversion from Bosch to Syntegon:**

- Learning: Adapting policies to align with the company's specific goals and culture is essential during organizational transitions.

- Takeaway: Tailoring policies ensures consistency and clarity, fostering a unified organizational culture.

7. **Organized Syntegon Cricket League Finals:**

- Learning: Event management requires meticulous planning and attention to detail.

- Takeaway: Effective organization ensures a smooth and enjoyable experience for participants and spectators alike.

8. **Organized HR Open House:**

- Learning: Open communication and feedback sessions foster transparency and employee engagement.

- Takeaway: Regularly engaging with employees and soliciting feedback demonstrates a commitment to continuous improvement in HR practices.

9. **Assisted in Conducting Employee Onboarding Sessions:**

- Learning: Comprehensive onboarding sets the tone for new employees' experiences and contributes to their long-term success.

- Takeaway: Investing time and resources in onboarding pays off in higher employee satisfaction and retention rates.

Overall, these experiences demonstrate the importance of collaboration, innovation, communication, and attention to detail in various aspects of HR and organizational management. These learnings can inform future decision-making and contribute to ongoing improvement within the company.

2.3 Challenges
Here are challenges I faced and how I tackled them.

1. **Generated Database for Recruitment:**

- Challenge: Gaining access to accurate and up-to-date information from educational institutions was a challenge.

- Solution: Establishing strong relationships with these institutions and ensuring clear communication channels helped overcome this challenge.

2. **Digitization of Company Rules & Regulations:**

- Challenge: To process lots of information into a easily accessible and understandable.

- Solution: Using technology like AI to create a intuitive and a attractive video format of the company rules and regulations.

3. **Unique Video Showcasing New Joinee Kit:**

- Challenge: Balancing creativity with informational content in the video was challenging.

- Solution: Collaboration between marketing and HR team ensured the video effectively conveys the necessary information while engaging new employees.

4. **E-File of Employee Database and Cloud Access:**

- Challenge: Ensuring seamless integration and accessibility of the employee database across different branches and regions may have been a technical challenge.

- Solution: Thorough testing, training, and ongoing support can help address technical challenges and ensure smooth implementation.

5. **Supervision of Attendance to Identify Discrepancies:**

- Challenge: Identifying patterns or anomalies in attendance data accurately and efficiently could have been time-consuming.

- Solution: Implementing semi-automated attendance tracking systems, using data analysis tools streamlined this process and improved accuracy.

6. **Policy Conversion from Bosch to Syntegon:**

- Challenge: Adapting policies from a different organizational culture while maintaining compliance and consistency had been complex.

- Solution: Involving key stakeholders and working with the company secretary along with clear communication, and thorough review processes helped address this challenge.

7. **Organized Syntegon Cricket League Finals:**

- Challenge: Coordinating various aspects of the event, such as logistics, scheduling, and participant management, could have been challenging.

- Solution: Detailed planning, effective communication, innovative checklist and contingency plans can help overcome these challenges and ensure a successful event.

8. **Organized HR Open House:**

- Challenge: Ensuring active participation and constructive feedback from attendees may have been a challenge.

- Solution: Engaging presentations, interactive sessions, and follow-up mechanisms can encourage participation and facilitate valuable feedback.

9. **Assisted in Conducting Employee Onboarding Sessions:**

- Challenge: Tailoring onboarding sessions to meet the diverse needs and expectations of new employees may have been challenging.

- Solution: Customizing onboarding materials and activities, as well as providing ongoing support, can helped address individual differences and ensure a positive experience for all new hires.

Facing these challenges provided valuable learning experiences and opportunities for growth, helping me develop problem-solving skills and resilience in navigating complex tasks.

CHAPTER 3: INTRODUCTION TO THE RESEARCH

3.1 Introduction to Employee Onboarding

Employee onboarding refers to the process of integrating new employees into an organization and helping them adjust to their new roles and responsibilities. It's a crucial step in ensuring that new hires feel welcomed, equipped with the necessary knowledge and resources, and ready to contribute effectively to the organization(Godinho et al., 2023). Here's some information about employee onboarding:

The primary purpose of employee onboarding is to set new hires up for success by providing them with the information, tools, and support they need to become productive members of the organization as quickly as possible(Graybill et al., 2013). It also aims to integrate them into the company culture and foster a sense of belonging.

Employee onboarding typically lasts from a few days to several months, depending on the complexity of the role and the organization's onboarding process(Guðmundsdóttir & Lundbergsdóttir, 2016). Employee onboarding programs usually include various components such as Orientation, Training, Mentorship, Integration, Feedback and Resources. Effective employee onboarding offers several benefits to both the organization and the new hires, these include, Increased employee engagement and retention, accelerated time to productivity, enhanced job satisfaction and morale and also Improved organizational culture and teamwork(Palmquist, 2023).

Many organizations use technology to streamline and enhance the employee onboarding process. This may include using onboarding software or platforms to automate administrative tasks, deliver training materials online, and facilitate communication between new hires and various stakeholders(Cesário & Chambel, 2019). Employee onboarding is not a one-time event but rather an ongoing process that should be continually evaluated and improved. Soliciting

feedback from new hires and stakeholders, analysing onboarding metrics, and making adjustments based on insights are essential for optimizing the onboarding experience(Blount, 2022). Employee onboarding also involves ensuring that new hires complete necessary paperwork, such as tax forms and employment contracts, and receive required training on topics such as safety protocols, harassment prevention, and data security(Nalband, 2017).

Overall, effective employee onboarding plays a critical role in shaping the early experiences of new hires and setting the stage for their long-term success within the organization.

In today's competitive landscape, manufacturing companies are constantly striving to enhance operational efficiency, reduce costs, and improve overall productivity. One critical aspect that significantly impacts these objectives is the onboarding process of new employees(Varshney, 2022). Effective onboarding not only sets the tone for the employee's tenure but also plays a pivotal role in their assimilation into the organizational culture, thereby directly influencing their performance and contribution to the company's success(John, 2013).

The onboarding process is much more than just paperwork and orientation sessions; it is a strategic initiative that lays the foundation for a positive employee experience, fosters engagement, and accelerates time-to-productivity(Krugiełka et al., 2023). However, despite its significance, many manufacturing companies still overlook the importance of optimizing their onboarding processes, often adhering to traditional methods that are outdated and inefficient (Perpétua et al., 2023).

The manufacturing industry faces unique challenges when it comes to employee onboarding. With diverse roles ranging from production line workers to engineers and technicians, each requiring specific skill sets and training, the onboarding process must be tailored to address these distinct needs while ensuring consistency and compliance across the organization(Caldwell & Peters, 2018). Moreover, the transient nature of the workforce in

manufacturing, with high turnover rates in some segments, amplifies the importance of a streamlined and effective onboarding process to minimize disruptions and maximize retention(Johnson & Senges, 2010).

Inefficient onboarding processes not only impede the seamless integration of new employees but also result in increased costs associated with prolonged training periods, decreased productivity, and potential errors or safety hazards on the shop floor(Kurnat-Thoma et al., 2017). Moreover, a subpar onboarding experience can lead to disengagement and dissatisfaction among new hires, ultimately affecting morale and organizational culture(Nalband, 2017).

Recognizing these challenges, progressive manufacturing companies are increasingly focusing on optimizing their employee onboarding processes as a strategic imperative(Godinho et al., 2023). By leveraging technology, data-driven insights, and best practices in human resources, they aim to create a seamless and personalized onboarding experience that enhances employee engagement, accelerates proficiency, and ultimately drives business performance(Cheikh-Ammar et al., 2024).

This project aims to explore the various facets of optimizing the employee onboarding process in manufacturing companies. By delving into the key components of an effective onboarding strategy, such as pre-boarding activities, training and development programs, mentorship initiatives, and ongoing support mechanisms(Kumar & Suruchi, 2017), we seek to identify opportunities for improvement and recommend actionable strategies to enhance the onboarding experience.

Through comprehensive research, case studies, and expert insights, this project will provide valuable insights and practical recommendations for manufacturing companies looking to revamp their onboarding processes to meet the evolving needs of the workforce and achieve

sustainable competitive advantage in the industry. By prioritizing employee onboarding as a strategic initiative, manufacturing companies can cultivate a culture of excellence, foster talent development, and drive organizational success in the dynamic and competitive landscape of the manufacturing sector(Johnson & Senges, 2010).

3.2 Research Problem

The research problem addressed in the paper is the need to optimize the onboarding experience for newly recruited employees at Syntegon Technology Pvt Ltd in Goa. This involves gaining insights into their perceptions of the current onboarding process and identifying areas for enhancement, such as critical phases, valuable resources, reducing the initial onboarding process time, and streamlining the overall onboarding process and experience.

3.3 Literature Review

1) (Cheikh-Ammar et al., 2024) The paper discusses the significance of knowledge sharing in the onboarding process of new employees within organizations. It emphasizes the importance of investing in knowledge sharing capabilities, integrating various channels, and fostering a culture of knowledge sharing to support new hires. The study also highlights the impact of knowledge sharing satisfaction on competency development during onboarding, emphasizing the role of digital tools, employee satisfaction, and continuous learning in shaping employee perceptions of competency.

2) (Yu et al., 2023) The paper explores the network dynamics of new hires in a remote work environment over a 24-week onboarding period. It compares the communication networks of new hires to those of tenured employees, highlighting trends in network development, differences based on managerial status and job function, and the impact of web-based applications on network growth. The study emphasizes the importance of addressing

socialization challenges for new employees through both human capital investments and technical solutions.

3) (Krugiełka et al., 2023) The paper discusses a study on onboarding practices in companies, focusing on HR specialists. It highlights the different types of onboarding identified (general, position, and team), the preferences for onboarding practices based on gender, age, and seniority of HR specialists, and the importance of onboarding in employee integration and organizational development. The study found that while there is no significant relationship between the type of company and the type of onboarding implemented, differences in preferences for onboarding practices exist based on individual characteristics.

4) (Palmquist, 2023) This paper focuses on the design elements and stakeholder perceptions of gamified employee onboarding applications. The studies explore the challenges, conflicting meanings, and implications of using gamification in HRM processes. Key themes include the importance of clear communication, understanding stakeholder preferences, and aligning gamification design with organizational infrastructure.

5) (Godinho et al., 2023) This study focused on analyzing onboarding handbooks from different organizations to understand their importance in integrating new employees and facilitating the onboarding process. The results highlighted that while most handbooks contained essential information, there were some inconsistencies in the content. Overall, onboarding handbooks were recognized as crucial tools for organizational integration.

6) (Perpétua et al., 2023) This paper discusses the onboarding process for new employees in software development organizations, highlighting the importance of organizational context, onboarding activities, and challenges faced. It emphasizes the need for a well-structured onboarding process tailored to the organization's context, addressing approaches, practices,

trends, and challenges in Software Engineering. The study identifies different dimensions of onboarding activities, such as Learning Development, Building Trust, and Promoting Socialization, and highlights the impact of factors like company size and the COVID-19 pandemic on the onboarding process.

7) (Blount, 2022) The article emphasizes the significance of high-quality, personalized onboarding programs in enhancing employee retention. It stresses the need for intentional, individualized onboarding experiences that last throughout the employee's first year to improve retention rates. The research discussed in the article underscores the positive impact of well-executed onboarding programs on employee retention and organizational outcomes.

8) (Varshney, 2022) This paper discussed the importance of virtual employee onboarding (VEO) in integrating new employees into company culture, the challenges faced in virtual onboarding, and the tools and strategies for successful virtual onboarding experiences. It emphasized the need for clear goals, communication, engagement, trust, and a mix of physical and virtual activities in onboarding programs to ensure new employees succeed in remote work settings.

9) (Bell, 2021)This article emphasizes the importance of effective onboarding processes in enhancing relationships and teamwork within organisations. Research indicates that a significant percentage of new managers fail due to their inability to build strong relationships and teamwork with peers and subordinates. Implementing robust onboarding programs can lead to increased productivity and engagement among employees. Organizations are encouraged to invest in onboarding programs to position their employees for success and reduce turnover rates.

10) (Cesário & Chambel, 2019)This article discusses the significance of employee onboarding, focusing on the impact of a welcoming approach, organizational commitment, and employee engagement. It presents a three-component perspective on onboarding, highlighting the importance of structured corporate welcome, manager welcome, and coworker welcome in influencing work outcomes like work engagement and affective commitment. The study emphasizes the need for designing integrated onboarding programs to enhance organizational commitment and engagement among new employees.

11) (Caldwell & Peters, 2018) This paper emphasizes the importance of effective onboarding in creating value for both the organization and the new employees. They highlight the ethical implications of the onboarding process and stress the significance of honouring the psychological contract between employers and employees. Additionally, the papers discuss the role of trust, ethics, and leadership in successful onboarding programs. Overall, the literature underscores the need for organizations to prioritize ethical leadership and value creation in their onboarding processes to enhance organizational success and employee engagement.

12) (Kurnat-Thoma et al., 2017) The paper discusses various interventions and strategies implemented by healthcare settings to reduce nurse turnover, improve job satisfaction, and enhance retention. These interventions include onboarding programs with multiple elements, such as new employee profiles, buddy systems, and stay interviews. The success of these programs is attributed to factors like managerial compliance, executive support, and continuous evaluation.

13) (Nalband, 2017) This paper states that the onboarding process, also known as organizational socialization, is crucial for new employees to understand the company culture, required skills, and receive feedback early on. Failing to properly onboard new

employees can lead to high turnover rates. Automating the onboarding process can enhance efficiency and productivity by streamlining various elements such as socializing, mentorship, manager involvement, and success measurement.

14) (Guðmundsdóttir & Lundbergsdóttir, 2016) The study examines the onboarding process of Icelandic self-initiated expatriates working for the Nordic co-operation. It identifies areas for improvement in practical aspects of relocation but notes overall satisfaction with work-related onboarding. Recommendations include better sharing of practical information and involving spouses in the onboarding process. Understanding the challenges faced by self-initiated expatriates can aid human resource departments in facilitating a smoother transition. The study underscores the significance of onboarding for self-initiated expatriates and calls for further research in this area.

15) (Pike, 2014)The paper explores the role of social identities, shared mental models, and cognitive schema in new employee onboarding, emphasizing the impact of socialization tactics on newcomer adjustment. It highlights the effectiveness of high-intensity onboarding programs with institutionalized approaches in fostering person-organization fit and reducing turnover rates. Recommendations include needs assessments and buy-in at all organizational levels, with future research opportunities focusing on specific onboarding activities and newcomer information-seeking behaviors. The study underscores the importance of person-environment fit in enhancing employee retention and job satisfaction within organizations.

16) (Hall-Ellis, 2014) This article emphasizes the significance of a well-structured onboarding process for new library employees, outlining the advantages such as improved retention

rates, productivity, and overall job satisfaction. It offers five key steps for library administrators to create and execute a successful onboarding program, stressing the need for transparent communication, ensuring new hires are aligned with the library's objectives, and facilitating continuous professional growth. Additionally, the article includes additional resources for those interested in delving deeper into the subject.

17) (Graybill et al., 2013) This paper focuses on the significance of employee onboarding in academic libraries, emphasizing the need for improvement in various areas such as socialization, policies, communication, and mentoring. It highlights the importance of incorporating onboarding at the recruitment stage and integrating key components into the onboarding process to enhance the new employee experience.

18) (Johnson & Senges, 2010) This research on employee onboarding emphasizes the critical role of effective socialization programs in retaining new hires. Studies highlight the importance of instilling positive attitudes toward learning and collaboration early on. Onboarding practices, such as those at Google, are designed to facilitate practice-based learning and knowledge dissemination. The incorporation of practice-based learning in onboarding processes is essential for getting new employees up to speed and ensuring their successful integration into the organization.

3.4 Research Gap

The literature review on employee onboarding reveals several significant gaps in research that need to be addressed:

1. **Specific Industry Focus:** While the literature covers various industries such as healthcare, software development, libraries, and academic institutions, there's a noticeable lack of focus on the engineering or technology sector, particularly within manufacturing-related

industries like Syntegon Technology Pvt Ltd. Research specific to this sector is essential as it may have unique onboarding needs and challenges.

2. **Geographical Context:** Despite including studies from diverse countries and regions, there's a notable gap in research specific to the onboarding process in Goa, India, where Syntegon Technology Pvt Ltd is situated. Understanding the cultural, regulatory, and socioeconomic factors unique to this region is crucial as they may significantly influence the effectiveness of employee onboarding strategies.

3. **Company-Specific Analysis:** While the literature offers insights into general principles and practices of employee onboarding, there's a distinct lack of research examining the onboarding process of companies involved in food production and packaging machinery, such as Syntegon Technology Pvt Ltd. Understanding the company's unique culture, organizational structure, and industry-specific challenges is imperative for tailoring effective onboarding programs.

4. **Long-Term Impact:** Although numerous studies discuss the immediate outcomes of effective onboarding, such as enhanced employee engagement and retention, there's a noticeable gap in research on the long-term impact of onboarding programs. Investigating how onboarding influences factors like career progression, job satisfaction, and organizational commitment over time can provide valuable insights for refining onboarding initiatives and ensuring sustained benefits for both employees and the organization.

Addressing these research gaps could provide valuable insights for optimizing the employee onboarding process at Syntegon Technology Pvt Ltd in Goa and contribute to the existing body of knowledge on effective onboarding practices in the engineering and technology sector.

3.5 Research Questions

1. How do employees perceive the effectiveness and efficiency of the current onboarding process?

2. Which phase of the onboarding process is considered the most critical by employees?

3. What is the average duration for each stage of the onboarding process?

3.6 Research Objectives

1. To analyse the current employee onboarding process in the company.

2. To find the most critical path of the employee onboarding process

3. To help reduce the overall time taken to complete the initial onboarding process.

3.7 Research Hypothesis

- H0: There is no significant relationship between the examined factors (Pre-boarding communication, Setting up workplace, Welcome and orientation, Paperwork and documentation, Introduction to Key Stakeholders, Integration into the team, Goal setting & Performance expectation, Follow-up and feedback, Training & Development, and Ongoing support & Development) and Overall Average Effectiveness in organizational settings.

- H1: There is a significant relationship between at least one of the examined factors and Overall Average Effectiveness in organizational settings.

  This hypothesis tests whether any of the factors examined collectively have a significant impact on Overall Average Effectiveness.

3.8 Research Methodology

3.8.1 Research Population

The research population comprises a total of 191 employees at Syntegon Technology Pvt Ltd in Goa, consisting of 156 management and superintendent staff, 11 diploma apprentices, 13 diploma trainees, 10 graduate apprentices, and 1 management trainee.

3.8.2 Research sampling group

The sample group consisted of newly hired employees within the past year at Syntegon Technology Pvt Ltd in Goa, encompassing various departments and job roles, overall 58 employees out of 60 who had joined last year answered the survey.

3.8.3 Sampling Method and Techniques

Given that the population consists of different employee categories at Syntegon Technology Pvt Ltd Goa, a stratified sampling technique and random sampling technique was selected. This method involves dividing the population into distinct strata based on characteristics such as job roles (e.g., management, apprentices, trainees) and then randomly selecting samples from each stratum. This ensures representation from each category within the population, allowing for a more accurate analysis of the onboarding process across various employee groups.

3.8.4 Period of the study

The study spanned a duration of 16 Weeks, from January 15, 2024 to May 04, 2024

3.8.5 Data Collection Method

Data collection will be carried out using a survey administered through verbal communication, encompassing both face-to-face interviews and telephonic interactions. Respondents' names will not be disclosed to maintain their privacy.

3.8.6 Questionnaire Designing

A questionnaire was formulated to gather pertinent information from newly hired employees, aligning with the research objectives. (Nikhita Kumar, Dr Suruchi Pandey,2017) This research paper was used to form the majority of the questioner. This questionnaire included Likert scale items aimed at systematically evaluating employee attitudes and opinions concerning different facets of the onboarding process.

3.8.7 Tools and Techniques

The data was analysed by using Statistical Package for Social Sciences (SPSS) software where in Frequency distribution, cross tabs, data visualisation like bar graphs and pie charts and regression analysis were used to determine the outcomes.

3.8.8 Scope of the study

The scope of the study for Syntegon Technology Pvt Ltd involves evaluating the current employee onboarding process to identify areas for improvement and determine its effectiveness. Specifically, the study aims to pinpoint the most critical stage of the onboarding process that significantly influences employee integration and productivity. Through surveys, feedback from newly hired employees will be gathered and analysed to validate findings and provide insights for enhancing the onboarding experience. The study will focus on the onboarding process within the organization's Goa branch, encompassing various departments and job roles. Confidentiality and anonymity of survey respondents will be maintained to ensure the integrity of the research.

3.8.9 Limitations

Limitations of the study for Syntegon Technology Pvt Ltd may include potential sample size constraints, which could impact the generalizability of findings, and response bias in survey data due to socially desirable responses or limited representation of employee perspectives.

Time constraints may limit the depth of data collection and analysis, while external factors like industry trends may influence the effectiveness of the onboarding process and study outcomes. Additionally, the scope of the project was confined to new hires for the last one year only.

Chapter 4: Data Analysis and Results

4.1 Data Analysis

Reliability Statistics

Cronbach's Alpha	N of Items
.826	23

Table 1

Total number of scale questions in the questionnaire were 23 and the reliability of these 23 scale questions were tested through the Cronbach's Alpha method, and the coefficient of the same was .826. Therefore, since the coefficient was above .7, it indicates that the data of the items included in the analysis is to be considered reliable.

Demographics

Employee Category	Frequency	Percent	Cumulative Percent
M&SS	30	51.7	51.7
DA	10	17.2	69.0
DT	7	12.1	81.0
GA	10	17.2	98.3
MT	1	1.7	100.0
Total	58	100.0	

Table 2 Source Authors Compilation

- **M&SS (Managerial and Superintendent Staff)**: This category comprises individuals holding managerial or supervisory positions within the company. They are responsible for overseeing various departments, managing teams, making strategic decisions, and ensuring

the smooth operation of the organization. In the dataset, there are 30 employees classified under this role, accounting for 51.7% of the total.

- **DA (Diploma Apprentice)**: DA represents employees who are undergoing a diploma apprenticeship program within the company. These individuals are likely receiving hands-on training and practical experience in their respective fields while working towards obtaining their diplomas. There are 10 employees in this category, making up 17.2% of the total.

- **DT (Diploma Trainee)**: DT includes individuals who are undergoing a diploma training program. Similar to DA, these employees are likely gaining practical experience and skills relevant to their diploma qualifications. In the dataset, there are 7 employees classified as Diploma Trainees, accounting for 12.1% of the total.

- **GA (Graduate Apprentice)**: GA refers to employees participating in a graduate apprenticeship program. These individuals typically hold a degree and are undergoing training and development within the company to gain practical experience in their chosen field. There are 10 employees categorized as Graduate Apprentices, representing 17.2% of the total.

- **MT (Management Trainee)**: MT represents individuals enrolled in a management trainee program within the company. These employees are being groomed for future leadership roles and are likely undergoing rotational training across various departments to develop a broad understanding of the organization's operations. There is 1 employee classified as a Management Trainee, accounting for 1.7% of the total.

This breakdown provides insight into the distribution of job roles at Syntegon Technology Pvt Ltd, highlighting the presence of different levels of staff, from managerial positions to entry-level apprenticeships and trainee programs.

Duration of employment at syntegon	Frequency	Percent	Cumulative Percent
1-3 months	15	25.9	25.9
3-6 months	25	43.1	69.0
6-12 months	18	31.0	100.0
Total	58	100.0	

Table 3 Source Authors Compiltion

The above table indicates how long the employees who have answered the survey have been employed in syntegon technology pvt ltd.

- **1-3 months**: This category includes employees who have been with the company for a relatively short period, ranging from 1 to 3 months. There are 15 employees falling into this category, accounting for 25.9% of the total.

- **3-6 months**: Employees in this category have been employed for a slightly longer duration, ranging from 3 to 6 months. There are 25 employees in this group, representing 43.1% of the total.

- **6-12 months**: This category comprises employees who have been with the company for a period ranging from 6 to 12 months. There are 18 employees falling into this category, making up 31.0% of the total.

This breakdown provides an overview of the distribution of employees based on their length of employment at Syntegon Technology Pvt Ltd, indicating that a significant portion of the workforce who answered the interview has been with the company for less than 6 months, with a smaller proportion having been employed for 6 to 12 months.

4.1.1 How do employees perceive the effectiveness and efficiency of the current onboarding process.

Crosstabulation between Job role and effectiveness Pre boarding communication

		Pre boarding communication			Total
		Neutral	Agree	Strongly Agree	
job role at Syntegon Technology Pvt Ltd	M&SS	4	21	5	30
	DA	3	6	1	10
	DT	1	6	0	7
	GA	4	5	1	10
	MT	0	1	0	1
Total		12	39	7	58

Table 4 Source Authors Compilation

The crosstabulation analysis reveals how different job roles at Syntegon Technology Pvt Ltd perceive the Pre-boarding Communication step. Among Managerial and Superintendent Staff (M&SS), there were 21 respondents who agreed and 5 who strongly agreed with the communication process, indicating overall satisfaction. Similarly, Graduated Apprentices (GA) showed a positive response, with 5 agreeing and 1 strongly agreeing. However, Diploma Apprentices (DA) and Diploma Trainees (DT) displayed more varied responses, with some expressing neutrality or disagreement. For instance, among DA, 3 were neutral and 6 agreed, while DT had 6 agreeing but 1 neutral response. Notably, Management Trainees (MT) respondent who agreed to this step, Overall, while the majority of respondents across job roles viewed the Pre-boarding Communication positively, there were variations in perceptions, suggesting potential areas for improvement tailored to specific roles or needs.

Crosstabulation between Job role and Effectiveness of setting up workspace

		Setting up workplace			Total
		Neutral	Agree	Strongly Agree	
job role at Syntegon Technology Pvt Ltd	M&SS	7	21	2	30
	DA	1	8	1	10
	DT	1	5	1	7
	GA	0	9	1	10
	MT	1	0	0	1
Total		10	43	5	58

Table   5

Source Authors Compilation

The crosstabulation analysis provides insights into how different job roles at Syntegon Technology Pvt Ltd perceive the "Setting up workplace" step of the onboarding process. Among Managerial and Superintendent Staff (M&SS), the majority (21) agreed that the workplace setup was satisfactory, while 7 expressed neutrality and 2 strongly agreed. Similarly, Diploma Apprentices (DA) and Diploma Trainees (DT) generally showed positive responses, with 8 and 5 agreeing, respectively. However, there were some neutral responses from these groups as well. Graduated Apprentices (GA) had 9 respondents agreeing and 1 strongly agreeing, indicating a largely positive perception. Interestingly, Management Trainees (MT) which was the respondent from the group expressed neutrality,. Overall, while the majority of respondents across job roles viewed the workplace setup positively, there were variations in perceptions, emphasizing the importance of addressing individual needs and ensuring a satisfactory experience for all employees during onboarding.

Crosstabulation between Job role and effectiveness of welcome and orientation

		Welcome and orientation			Total
		Neutral	Agree	Strongly Agree	
job role at Syntegon Technology Pvt Ltd	M&SS	6	19	5	30
	DA	1	8	1	10
	DT	2	4	1	7
	GA	4	5	1	10
	MT	0	1	0	1
Total		13	37	8	58

Table 6 Source Authors Compilation

The The crosstabulation analysis for the "Welcome and orientation" step of the onboarding process reveals varying perceptions among different job roles at Syntegon Technology Pvt Ltd. For Managerial and Superintendent Staff (M&SS), the majority (19) expressed agreement with the welcome and orientation process, with 5 strongly agreeing and 6 remaining neutral. Similarly, Diploma Apprentices (DA) showed mostly positive responses, with 8 agreeing and 1 expressing neutrality. Diploma Trainees (DT) had mixed responses, with 4 agreeing, 2 expressing neutrality, and 1 strongly agreeing. Graduated Apprentices (GA) had 5 respondents agreeing and 4 expressing neutrality, indicating a slightly less positive perception compared to other groups. Interestingly, Management Trainees (MT) had only one respondent who agreed, suggesting potential areas for improvement in the welcome and orientation process specifically tailored to this group. Overall, while most respondents across job roles viewed the welcome and orientation positively.

Crosstabulation between job role and effectiveness of paperwork and documentation

		Paperwork and documentation			Total
		Neutral	Agree	Strongly Agree	
job role at Syntegon Technology Pvt Ltd	M&SS	6	21	3	30
	DA	0	8	2	10
	DT	0	4	3	7
	GA	1	8	1	10
	MT	0	1	0	1
Total		7	42	9	58

Table 7 Source Authors Compilation

In the "Paperwork and documentation" step of the onboarding process at Syntegon Technology Pvt Ltd, the crosstabulation analysis shows a generally positive perception among different job roles, albeit with some variations. For Managerial and Superintendent Staff (M&SS), the majority (21) expressed agreement with the paperwork and documentation process, with 3 strongly agreeing and 6 remaining neutral. Diploma Apprentices (DA) also had positive responses, with 8 agreeing and 2 strongly agreeing, indicating satisfaction with this aspect of onboarding. Diploma Trainees (DT) showed similar positivity, with 4 agreeing and 3 strongly agreeing. Graduated Apprentices (GA) had 8 respondents agreeing and 1 expressing neutrality, indicating a mostly positive perception. Management Trainee (MT) respondent also agreed, suggesting majority of the groups feel adequately supported through the paperwork and documentation process.

Crosstabulation between job role and effectiveness of introduction to key stakeholders.

		Introduction to Key Stakeholders			Total
		Neutral	Agree	Strongly Agree	
job role at Syntegon Technology Pvt Ltd	M&SS	6	20	4	30
	DA	1	8	1	10
	DT	0	4	3	7
	GA	1	8	1	10
	MT	1	0	0	1
Total		9	40	9	58

Table 8 Source Authors Compilation

In the "Introduction to Key Stakeholders" step of the onboarding process at Syntegon Technology Pvt Ltd, the crosstabulation analysis reveals varying perceptions among different job roles. Managerial and Superintendent Staff (M&SS) exhibited a positive sentiment, with the majority (20) agreeing and 4 strongly agreeing to the introduction to key stakeholders. However, there were also 6 respondents who remained neutral. Diploma Apprentices (DA) showed similar positivity, with 8 agreeing and 1 strongly agreeing, but with 1 respondent expressing neutrality. Diploma Trainees (DT) demonstrated a mixed response, with 4 agreeing, 3 strongly agreeing, and none remaining neutral. Graduated Apprentices (GA) had 8 respondents agreeing, 1 strongly agreeing, and 1 remaining neutral. Interestingly, the only Management Trainee (MT) in the company also expressed agreement with the intntroduction to the key stakeholder process. Overall, while there were some neutral responses and variations across job roles, the majority of employees felt positively integrated into the team during the onboarding process.

Crosstabulation between job role and effectiveness of integration into the team

		Integration into the team			Total
		Neutral	Agree	Strongly Agree	
job role at Syntegon Technology Pvt Ltd	M&SS	4	21	5	30
	DA	1	7	2	10
	DT	1	4	2	7
	GA	1	9	0	10
	MT	0	1	0	1
Total		7	42	9	58

Table 9 Source Authors Compilation

In the "Integration into the Team" step of the onboarding process at Syntegon Technology Pvt Ltd, the crosstabulation analysis shows predominantly positive sentiments across different job roles. Managerial and Superintendent Staff (M&SS) expressed mostly positive feelings, with the majority agreeing (21) and 5 strongly agreeing to feeling integrated into the team, although there were also 4 respondents who remained neutral. Diploma Apprentices (DA) and Diploma Trainees (DT) also showed positive trends, with a majority expressing agreement or strong agreement. Graduated Apprentices (GA) similarly demonstrated positive perceptions, with most respondents indicating agreement. Notably, the only Management Trainee (MT) in the company also expressed agreement with the integration process. Overall, while there were some neutral responses and variations across job roles, the majority of employees felt positively integrated into the team during the onboarding process.

Crosstabulation between job role and effectiveness of training and development

		Traning & Development			Total
		Neutral	Agree	Strongly Agree	
	M&SS	7	21	2	30
	DA	1	7	2	10
What is your job role at Syntegon Technology Pvt Ltd?	DT	0	4	3	7
	GA	1	7	2	10
	MT	1	0	0	1
Total		10	39	9	58

Table 10 Source Authors Compilation

In the "Training & Development" phase of the onboarding process at Syntegon Technology Pvt Ltd, the crosstabulation analysis reveals varied sentiments among different job roles. Managerial and Superintendent Staff (M&SS) demonstrated mixed responses, with a significant number agreeing (21) and a few remaining neutral (7), while only 2 strongly agreed. Diploma Apprentices (DA) showed a similar trend, with a majority indicating agreement, although there were also a few who remained neutral. Diploma Trainees (DT) exhibited mostly positive sentiments, with a majority agreeing or strongly agreeing. Graduated Apprentices (GA) also displayed positive perceptions, with the majority agreeing or strongly agreeing, despite a few neutral responses. Notably, the only Management Trainee (MT) in the company remained neutral regarding the training and development phase. Overall, while there were some neutral responses, the majority of employees across different job roles expressed positive attitudes towards the training and development aspect of the onboarding process.

Crosstabulation between job role and effectiveness of goal setting and performance expectation

		Goal setting & Performance expectation			Total
		Neutral	Agree	Strongly Agree	
job role at Syntegon Technology Pvt Ltd	M&SS	2	23	5	30
	DA	2	7	1	10
	DT	2	3	2	7
	GA	1	6	3	10
	MT	1	0	0	1
Total		8	39	11	58

Table 11 Source Authors Compilation

In the "Goal Setting & Performance Expectation" phase of the onboarding process at Syntegon Technology Pvt Ltd, there are notable trends across different job roles. Managerial and Superintendent Staff (M&SS) demonstrated a strong inclination towards agreement, with a significant majority (23) expressing their agreement and 5 indicating strong agreement. Diploma Apprentices (DA) also showed a positive outlook, with the majority agreeing, although there were a couple of neutral responses. Similarly, Diploma Trainees (DT) and Graduated Apprentices (GA) exhibited predominantly positive sentiments, with most individuals either agreeing or strongly agreeing. However, it's worth noting that there was one Management Trainee (MT) who remained neutral regarding this phase. Overall, the majority of employees across various job roles perceived the goal setting and performance expectation phase positively, with few neutral responses and no strongly disagreeing individuals.

Crosstabulation between job role and effectiveness of follow up and feedback

		Follow up and feedback			Total
		Neutral	Agree	Strongly Agree	
job role at Syntegon Technology Pvt Ltd	M&SS	7	20	3	30
	DA	0	10	0	10
	DT	1	5	1	7
	GA	2	6	2	10
	MT	1	0	0	1
Total		11	41	6	58

Table 12 Source Authors Compilation

In the "Follow-up and Feedback" phase of the onboarding process at Syntegon Technology Pvt Ltd, there are discernible patterns across different job roles. Managerial and Superintendent Staff (M&SS) exhibited a mix of responses, with a relatively even distribution across neutral, agree, and strongly agree categories. Diploma Apprentices (DA) predominantly expressed agreement, with all respondents indicating agreement and no neutral or strongly disagree responses. Diploma Trainees (DT) also leaned towards agreement, although there were a couple of neutral responses. Graduated Apprentices (GA) showed a similar trend to M&SS, with a mix of responses across the categories. Interestingly, there was one Management Trainee (MT) who remained neutral in this phase. Overall, the majority of employees, regardless of their job roles, perceived the follow-up and feedback phase positively, with agreement being the dominant sentiment.

Crosstabulation between job role and effectiveness ongoing support and development

		Ongoing support & development			Total
		Neutral	Agree	Strongly Agree	
job role at Syntegon Technology Pvt Ltd	M&SS	4	23	3	30
	DA	5	5	0	10
	DT	0	4	3	7
	GA	1	8	1	10
	MT	1	0	0	1
Total		11	40	7	58

Table 13 Source Authors Compilation

In the "Ongoing Support & Development" phase of the onboarding process at Syntegon Technology Pvt Ltd, there is a noticeable variation in responses among different job roles. Managerial and Superintendent Staff (M&SS) mostly expressed agreement or strong agreement, indicating a positive perception of ongoing support and development. Diploma Apprentices (DA) had a more balanced response, with some respondents indicating neutrality along with those who agreed. Diploma Trainees (DT) mostly agreed with the ongoing support and development, although there were a couple of neutral responses. Graduated Apprentices (GA) exhibited a similar trend to M&SS, with most respondents expressing agreement or strong agreement. Notably, there was only one Management Trainee (MT) in the sample, who remained neutral regarding ongoing support and development. Overall, the majority of respondents across job roles perceived ongoing support and development positively, with agreement being the predominant sentiment.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.028	1.515		3.980	.000
	Pre boarding communication	-.210	.139	-.228	-1.511	.138
	Setting up workplace	-.120	.155	-.115	-.776	.442
	Welcome and orientation	.121	.118	.137	1.023	.312
	Paperwork and documentation	-.155	.133	-.155	-1.167	.249
	Introduction to Key Stakeholders	-.142	.133	-.152	-1.070	.290
	Integration into the team	-.063	.134	-.063	-.472	.639
	Traning & Development	.263	.120	.287	2.181	.034
	Goal setting & Performance expectation	.150	.123	.164	1.217	.230
	Followup and feedback	-.106	.134	-.109	-.795	.431
	Ongoing support & Dev	-.266	.124	-.282	-2.141	.038

a. Dependent Variable: Overallavgeffectiveness

Table 14 Source Authors Compilation

Constant: The constant term represents the value of the dependent variable when all independent variables are zero. In this case, when all other factors are absent, the dependent variable (Overall Average Effectiveness) is estimated to be 6.028.

Pre-boarding communication: The coefficient for pre-boarding communication is -0.210, indicating that for a one-unit increase in pre-boarding communication, the Overall Average Effectiveness decreases by 0.210 units. However, this coefficient is not statistically significant (p = 0.138).

Setting up workplace: The coefficient for setting up the workplace is -0.120. This suggests that a one-unit increase in setting up the workplace is associated with a decrease of 0.120 units in Overall Average Effectiveness. However, this coefficient is not statistically significant (p = 0.442).

Welcome and orientation: With a coefficient of 0.121, welcome and orientation have a positive impact on Overall Average Effectiveness. However, this coefficient is not statistically significant (p = 0.312).

Paperwork and documentation: The coefficient is -0.155, indicating that paperwork and documentation negatively affect Overall Average Effectiveness. However, this coefficient is not statistically significant (p = 0.249).

Introduction to Key Stakeholders: The coefficient is -0.142, suggesting that introduction to key stakeholders has a negative impact on Overall Average Effectiveness. However, this coefficient is not statistically significant (p = 0.290).

Integration into the team: The coefficient is -0.063, implying a slight negative impact on Overall Average Effectiveness, but it is not statistically significant (p = 0.639).

Training & Development: The coefficient is 0.263, indicating that training and development have a positive impact on Overall Average Effectiveness, and this coefficient is statistically significant (p = 0.034).

Goal setting & Performance expectation: With a coefficient of 0.150, goal setting and performance expectations positively affect Overall Average Effectiveness, but this coefficient is not statistically significant (p = 0.230).

Follow-up and feedback: The coefficient is -0.106, suggesting a slight negative impact, but it is not statistically significant (p = 0.431).

Ongoing support & Development: The coefficient is -0.266, indicating that ongoing support and development have a negative impact on Overall Average Effectiveness, and this coefficient is statistically significant (p = 0.038).

Among the factors examined for their impact on Overall Average Effectiveness, Training & Development and Ongoing support & Development emerge as statistically significant contributors, whereas the remaining factors—Pre-boarding communication, Setting up workplace, Welcome and orientation, Paperwork and documentation, Introduction to Key

Stakeholders, Integration into the team, Goal setting & Performance expectation, and Follow-up and feedback—do not exhibit statistically significant effects. Training & Development shows a significant positive relationship with Overall Average Effectiveness, implying that enhancing training programs could lead to improved effectiveness. Conversely, Ongoing support & Development demonstrates a significant negative association, suggesting that increased ongoing support might paradoxically reduce effectiveness. These findings underscore the importance of continuous evaluation and enhancement of training initiatives while cautiously monitoring ongoing support mechanisms to optimize Overall Average Effectiveness in organizational settings.

4.1.2 Which phase of the onboarding process is considered the most critical by employees.

Which step in the current onboarding process is most critical according to the employees.

	Frequency	Percent	Valid Percent	Cumulative Percent
Pre-Boarding Communication	2	3.4	3.4	3.4
Setting up Workspace	2	3.4	3.4	6.9
Welcome and Orientation	6	10.3	10.3	17.2
Paperwork and Documentation	8	13.8	13.8	31.0
Introduction to Key Stakeholders	8	13.8	13.8	44.8
Integration into the Team	6	10.3	10.3	55.2
Training and Development	9	15.5	15.5	70.7
Goal Setting and Performance Expectation	3	5.2	5.2	75.9

Follow up and Feedback	7	12.1	12.1	87.9
Ongoing Support and Development	7	12.1	12.1	100.0
Total	58	100.0	100.0	

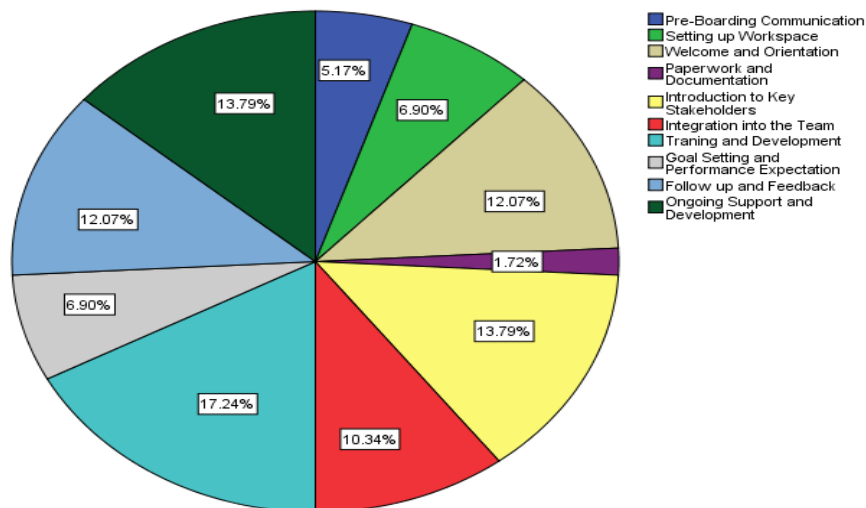Which step in the current onboarding process is most critical.

Figure 2 Pie Chart

The prioritization of steps in the current onboarding process at Syntegon Technology Pvt Ltd highlights the critical elements necessary for facilitating a seamless integration of new hires into the company. Topping the list is "Training and Development," ranked as the most critical step, emphasizing the significance of providing employees with the necessary skills and knowledge to excel in their roles. Following closely is "Paperwork and Documentation," ensuring that all necessary administrative tasks are completed efficiently, laying the groundwork for a smooth transition. "Introduction to Key Stakeholders" comes next, emphasizing the importance of building relationships with key individuals within the organization. "Ongoing Support and Development" and "Follow-up and Feedback" are also prioritized, indicating the importance of continuous support and communication throughout the onboarding process to address any challenges and provide constructive feedback.

Further down the list, but still significant, are steps like "Welcome and Orientation," "Integration into the Team," and "Goal Setting and Performance Expectation," highlighting the importance of creating a welcoming environment, fostering teamwork, and establishing clear performance expectations. Lastly, "Setting up Workspace" and "Pre-Boarding Communication" are ranked lower, indicating that while they are still important aspects of the onboarding process, they may be considered less critical compared to other steps in ensuring the successful integration and development of new employees.

This prioritization underscores the importance of a comprehensive and structured onboarding process that not only covers administrative and logistical aspects but also focuses on providing support, training, and opportunities for growth to new hires, ultimately contributing to their long-term success and retention within the organization.

Most crucial step of onboarding process according to different job roles.

		Pre-Boarding Communication	Setting up Workspace	Welcome and Orientation	Paperwork and Documentation	Introduction to Key Stakeholders	Integration into the Team	Traning and Development	Goal Setting and Performance Expectation	Follow up and Feedback	Ongoing Support and Development	Total
Crosstabulation between the most critical step of the onboarding process and different job catagories												
Count												
		10. Where rank 1 means most critical and rank 10 means least critical.										
What is your job role at Syntegon Technology Pvt Ltd?	M&SS	2	2	4	1	1	3	7	3	2	5	30
	DA	0	0	2	0	5	1	0	0	1	1	10
	DT	0	1	1	0	0	1	2	0	1	1	7
	GA	1	1	0	0	2	1	1	1	2	1	10
	MT	0	0	0	0	0	0	0	0	1	0	1
Total		3	4	7	1	8	6	10	4	7	8	58

Table 16 Source Authors Compilation

1. **Managerial and Superintendent Staff (M&SS)**:

- **Training and Development** ranks highest, with a total count of 7, indicating its crucial role in preparing M&SS employees for their roles.

- This is followed by **Welcome and Orientation** and **Ongoing Support and Development**, tied at second place with a count of 4 each.

- Other steps like **Pre-boarding Communication**, **Setting up Workspace**, and **Goal Setting and Performance Expectation** hold moderate importance, ranking in the middle.

- **Introduction to Key Stakeholders**, **Integration into the Team**, and **Follow-up and Feedback** are of relatively lower priority for M&SS employees, based on the provided counts.

2. **Diploma Apprentice (DA)**:

- **Introduction to Key Stakeholders** emerges as the most critical step for DA employees, with a count of 5, indicating the importance of early networking.

- This is followed by **Training and Development** and **Follow-up and Feedback**, each with a count of 1.

- Other steps like **Welcome and Orientation**, **Ongoing Support and Development**, and **Pre-boarding Communication** hold moderate importance.

- **Setting up Workspace** and **Paperwork and Documentation** are rated lower in priority for DA employees.

3. **Diploma Trainee (DT)**:

- **Training and Development** is ranked highest, with a count of 2, reflecting the emphasis on skill enhancement for DT employees.

- **Welcome and Orientation** and **Training and Development** follow, each with a count of 1.

- **Introduction to Key Stakeholders** and **Follow-up and Feedback** hold moderate importance, while **Setting up Workspace** and **Paperwork and Documentation** are rated lower.

- Notably, **Goal Setting and Performance Expectation** is not ranked by DT employees in the provided data.

4. **Graduated Apprentice (GA)**:

- **Introduction to Key Stakeholders** and **Ongoing Support and Development** are deemed most critical for GA employees, with a count of 2 each.

- **Training and Development** and **Setting up Workspace** follow, each with a count of 1.

- Other steps like **Pre-boarding Communication**, **Welcome and Orientation**, and **Follow-up and Feedback** hold moderate importance.

- **Paperwork and Documentation** and **Goal Setting and Performance Expectation** are rated lower in priority for GA employees.

5. **Management Trainee (MT)**

- **Followup and feedback** was the most crucial step of the onboarding process acording to the management trainee.

- Since there was only one respondent under the management trainee job role as there is only one management trainee in the company, we can assume that Followup and feedback is the most critical fase of the onboarding process followed by the other steps according to him.

Based on the aggregated rankings across all job roles, the overall ranking of the onboarding process steps from most critical to least critical is as follows: Pre-Boarding Communication ranks highest, emphasizing the importance of effective communication before the official start date. Following closely are Welcome and Orientation, crucial for acclimating new hires, and Introduction to Key Stakeholders, essential for fostering connections within the organization. Traning and Development, emphasizing initial skill-building, and Ongoing Support and Development, highlighting continuous growth opportunities, follow suit. Setting up Workspace is moderately ranked, reflecting the need for a conducive work environment. Goal Setting and

Performance Expectation, Follow-up and Feedback, and Integration into the Team are perceived as less critical but still vital aspects of the onboarding journey. Finally, Paperwork and Documentation are ranked lowest, indicating that while necessary, administrative tasks are viewed as less pivotal compared to other relational and developmental components of onboarding.

4.1.3 What is the average duration for each stage of the onboarding process.

Average duration of each step of the onboarding process

Variables		Frequency	Percent
Pre boarding Communication	Less than a week	58	100
Setting up the workplace	Less than a week	58	100
Welcome and orientation	Less than a week 1-2 Weeks	30 28	51.7 48.3
Paperwork and Documentation	Less than a week 1-2 Weeks	28 30	48.3 51.7
Introduction to Key Stakeholders	1-2 Weeks 2-3 Weeks	24 34	41.4 58.6
Integration into the team	1-2 Weeks 2-3 Weeks	26 32	44.8 55.2
Training and development	3-4 Weeks	58	100
Goal settings and performance expectations	2-3 Weeks 3-4 Weeks	28 30	48.3 51.7
Follow up & Feedback	3-4 Weeks More than 4 Weeks	26 32	44.8 55.2
Ongoing support and development	More than 4 weeks	58	100

Table 17 Source Authors Compilation

1) Pre boarding communication

All respondents completed the pre-boarding communication process at Syntegon Technology Pvt Ltd in less than a week. This quick turnaround time indicates an efficient and prompt approach to providing new hires with essential information before their official start date. Such timely communication ensures that employees are well-prepared and informed about their roles and responsibilities, contributing to a smooth onboarding experience. This data reflects

positively on the organization's commitment to effective communication and proactive onboarding practices.

2) Setting up the workplace

All respondents reported that their workspace was fully set up and equipped in less than a week at Syntegon Technology Pvt Ltd. This swift setup timeframe underscores the organization's efficiency and readiness to ensure new employees have the necessary tools and resources to begin their roles promptly. A workspace that is prepared quickly enables employees to start their work without unnecessary delays, facilitating a smooth transition into their new positions. This expedited setup process not only demonstrates the company's commitment to supporting its employees but also contributes to their productivity and satisfaction from the outset. Overall, the data indicates a proactive approach by Syntegon Technology Pvt Ltd in providing a conducive work environment for its employees, reflecting positively on its onboarding procedures.

3) Welcome and orientation

The data shows that over half of the respondents (51.7%) felt fully acclimated after the welcome and orientation process within less than a week at Syntegon Technology Pvt Ltd. This indicates an efficient and effective onboarding procedure that swiftly helps new employees integrate into their roles and the company culture. Additionally, nearly half of the respondents (48.3%) reported feeling fully acclimated within 1-2 weeks, still reflecting a relatively quick adjustment period. Overall, these findings suggest that the welcome and orientation process at Syntegon Technology Pvt Ltd plays a crucial role in ensuring new hires feel comfortable and ready to contribute to the organization's success shortly after joining.

4) Paperwork and documentation

The data reveals that approximately half of the respondents (48.3%) at Syntegon Technology Pvt Ltd completed all necessary paperwork and documentation in less than a week. This indicates an efficient administrative process, allowing new hires to swiftly handle required formalities. The remaining respondents (51.7%) took 1-2 weeks to complete these tasks, still reflecting a relatively prompt timeline. Overall, the findings suggest that the paperwork and documentation process at Syntegon Technology Pvt Ltd is generally efficient, ensuring minimal delays in the onboarding process and enabling new employees to focus on their roles quickly.

5) Introduction to key stakeholders

The data reveals that approximately 41.4% of respondents at Syntegon Technology Pvt Ltd were introduced to key stakeholders within 1-2 weeks of joining. This suggests a relatively prompt introduction process. Conversely, 58.6% reported that it took 2-3 weeks for them to be introduced to key stakeholders. Overall, the findings highlight the organization's effort to ensure new hires have the opportunity to meet and engage with key stakeholders within a reasonable timeframe after joining.

6) Integration into the team

The data reveals that 44.8% of respondents at Syntegon Technology Pvt Ltd felt fully integrated into their teams within 1-2 weeks of joining, indicating a relatively quick integration process. Conversely, 55.2% reported taking 2-3 weeks to feel fully integrated. Overall, the findings suggest the organization's commitment to supporting new hires in acclimating to their teams, fostering a sense of belonging, and ensuring a smooth integration process.

7)Training and development

All respondents at Syntegon Technology Pvt Ltd completed initial training and development sessions within 3-4 weeks. This indicates a structured training program designed to equip new

hires with essential skills and knowledge within a defined timeframe. This commitment to thorough training from the outset reflects the organization's dedication to supporting the professional growth and success of its employees.

8)Goal setting and performance expectations

For new hires at Syntegon Technology Pvt Ltd, the process of setting clear performance goals and expectations typically occurred within 2-4 weeks. Approximately 48.3% reported this happening within 2-3 weeks, indicating a relatively prompt process. Additionally, 51.7% reported it taking 3-4 weeks, suggesting a slightly longer timeframe but still reflecting the organization's commitment to ensuring clarity regarding performance expectations early in employees' tenure. This proactive approach aligns new hires with organizational objectives and supports their success and development within the company.

9) Follow-up and Feedback

For new hires at Syntegon Technology Pvt Ltd, the timing of follow-up sessions and feedback discussions varied. Approximately 44.8% reported these discussions starting within 3-4 weeks after their start date, indicating relatively prompt initiation. However, the majority (55.2%) stated that these sessions began more than 4 weeks after their start date. Despite the variability, the organization demonstrates a commitment to providing ongoing support and feedback to new employees, supporting their success and development within the company.

10) Ongoing support and development

For new hires at Syntegon Technology Pvt Ltd, the timing of follow-up sessions and feedback discussions varied. Approximately 44.8% reported these discussions starting within 3-4 weeks after their start date, indicating relatively prompt initiation. However, the majority (55.2%) stated that these sessions began more than 4 weeks after their start date. Despite the variability,

the organization demonstrates a commitment to providing ongoing support and feedback to new employees, supporting their success and development within the company.

Onboarding process which consumed the least time

Onboarding process, least time consumed	Frequency	Percent	Cumulative Percent
Pre Boarding Communication	26	44.8	44.8
Setting up the workplace	32	55.2	100.0
Total	58	100.0	

Table 18 Source Authors Compilation

Among the provided onboarding processes, "Pre-Boarding Communication" was completed in less time, with 44.8% of respondents indicating this. This indicates that the communication process before the official start date of employees was relatively quick and efficient. Conversely, "Setting up the Workplace" took more time, with 55.2% of respondents reporting this. This process likely involved various logistical tasks such as arranging workstations and providing necessary equipment. Overall, the data suggests that pre-boarding communication was completed more swiftly compared to setting up the workplace, demonstrating the organization's efficiency in ensuring new hires are well-informed even before their first day.

Onboarding process which consumed the most time

Onboarding process, most time consumed	Frequency	Percent	Cumulative Percent
Training and development	34	58.6	58.6
Goal setting and performance expectation	24	41.4	100.0
Total	58	100.0	

Table 19 Source Authors Compilation

Among the provided onboarding processes, "Training and Development" consumed the most time, with 58.6% of respondents indicating this. This indicates that the initial training sessions

took the longest duration to complete, suggesting a comprehensive and thorough program designed to equip new hires with necessary skills and knowledge for their roles. Conversely, "Goal Setting and Performance Expectations" took less time, with 41.4% of respondents reporting this. Overall, the data indicates that training and development sessions were the most time-consuming aspect of the onboarding process, underlining the organization's commitment to providing thorough training to new hires.

Satisfaction of the overall duration of the onboarding process

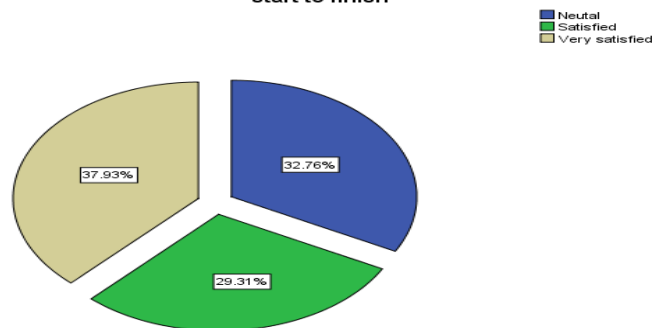| Satisfaction on duration of onboarding process	Frequency	Percent	Cumulative Percent
Neutral	19	32.8	32.8
Satisfied	17	29.3	62.1
Very satisfied	22	37.9	100.0
Total	58	100.0	

Figure 3 onboarding time

The data indicates varying levels of satisfaction with the overall duration of the onboarding process at Syntegon Technology Pvt Ltd. Approximately 32.8% of respondents expressed neutrality, while 29.3% reported satisfaction and 37.9% indicated being very satisfied. Overall, the majority of respondents showed positive sentiments, with a notable portion highly satisfied with the duration of their onboarding experience. These findings suggest that the organization

generally managed the onboarding duration well, contributing to positive experiences for new hires.

4.2 Research Results

Research question 1: How do employees perceive the effectiveness and efficiency of the current onboarding process?

The analysis of the onboarding process at Syntegon Technology Pvt Ltd across different job roles unveils a mixture of positive sentiments and areas for enhancement. While managerial and superintendent staff generally expressed satisfaction, particularly in pre-boarding communication, setting up the workplace, and integration into the team, there were pockets of neutrality or mixed responses, especially among diploma apprentices and trainees. Notably, aspects like paperwork and documentation, introduction to key stakeholders, and ongoing support and development received predominantly positive feedback. However, training and development showed varying perceptions, with some roles indicating neutrality or mixed responses. These results underscore the importance of tailored onboarding experiences to accommodate the diverse needs and expectations of different job roles, thereby ensuring a smoother transition and greater overall satisfaction among employees. Overall we can say that the employees of syntegon technology pvt ltd fell that the current onboarding process followed by them is effective and efficient.

Research Question 2: Which phase of the onboarding process is considered the most critical by employees?

The data reveals that across different job roles at Syntegon Technology Pvt Ltd, the most critical phase of the onboarding process varies:

- For Managerial and Superintendent Staff (M&SS), "Training and Development" ranks highest, followed by "Welcome and Orientation" and "Ongoing Support and Development."

- For Diploma Apprentices (DA), "Introduction to Key Stakeholders" emerges as the most critical step, followed by "Training and Development" and "Follow-up and Feedback."

- For Diploma Trainees (DT), "Training and Development" is ranked highest, followed by "Welcome and Orientation."

- For Graduated Apprentices (GA), "Introduction to Key Stakeholders" and "Ongoing Support and Development" are deemed most critical.

- For Management Trainees (MT), "Follow-up and Feedback" was identified as the most crucial step.

Overall, the aggregated rankings across all job roles indicate that "Pre-Boarding Communication" ranks highest, followed by "Welcome and Orientation" and "Introduction to Key Stakeholders," emphasizing the importance of effective communication, acclimation, and relationship-building in the onboarding process.

Research Question 3: What is the average duration for each stage of the onboarding process?

The average duration for each stage of the onboarding process at Syntegon Technology Pvt Ltd varies:

- Pre-Boarding Communication and Setting up the Workplace are completed within less than a week for all respondents, indicating efficient and prompt processes.

- Welcome and Orientation typically takes less than a week for over half of the respondents, with the remainder completing it within 1-2 weeks.

- Paperwork and Documentation are mostly completed within less than a week or 1-2 weeks, reflecting an efficient administrative process.

- Introduction to Key Stakeholders and Integration into the Team usually occur within 1-2 weeks for most respondents, indicating a relatively prompt integration process.

- Training and Development typically takes 3-4 weeks, reflecting a comprehensive training program.

- Goal Setting and Performance Expectations are usually established within 2-4 weeks, ensuring clarity regarding performance expectations early in employees' tenure.

- Follow-up and Feedback discussions vary, with approximately half starting within 3-4 weeks and the rest beginning more than 4 weeks after the start date.

- Ongoing Support and Development usually starts more than 4 weeks after the start date for most respondents.

Overall, the majority of respondents express satisfaction or high satisfaction with the duration of their onboarding process, indicating that Syntegon Technology Pvt Ltd generally manages the duration well, contributing to positive onboarding experiences.

Chapter 5: Findings, Recommendations, Conclusion and Managerial implications

5.1 Key Findings of the Research

Based on the analysis of the onboarding process at Syntegon Technology Pvt Ltd, several key findings emerge:

1. **Critical Steps in Onboarding**: The research highlights the critical steps perceived by employees during the onboarding process. These include "Training and Development," "Introduction to Key Stakeholders," and "Follow-up and Feedback," indicating the importance of providing skills, fostering relationships, and offering continuous support.

2. **Efficiency of Initial Processes**: Initial onboarding processes such as "Pre-Boarding Communication" and "Setting up the Workplace" are completed swiftly, within less than a week for all respondents. This efficiency reflects the organization's proactive approach to providing essential information and preparing workspaces for new hires.

3. **Positive Sentiments Towards Duration**: The majority of respondents express satisfaction or high satisfaction with the overall duration of the onboarding process. This suggests that employees feel the duration adequately supports their integration into the company and aligns with their expectations.

4. **Variability in Follow-up and Feedback**: While the timing of follow-up and feedback discussions varies, with some occurring within 3-4 weeks and others starting later, the majority of respondents still express satisfaction with this aspect of the process. This variability may reflect organizational practices or job role-specific needs but does not detract from the overall effectiveness of the process.

5. **Job Role-Specific Priorities**: The analysis also breaks down the prioritization of onboarding steps by job role, highlighting differences in perceived importance across managerial and non-managerial positions. This understanding allows for tailored approaches to meet the unique needs of different employee groups.

6. **Training Duration as a Focus**: Training and development sessions are identified as the most time-consuming aspect of the onboarding process. This underscores the organization's commitment to providing comprehensive training to equip new hires with essential skills and knowledge for their roles.

7. **Satisfaction with Onboarding Process**: Overall, employees perceive the onboarding process positively, with a majority expressing satisfaction or high satisfaction. This indicates that the process effectively supports their integration into the company and contributes to a positive experience during the initial stages of employment.

These key findings provide valuable insights into the strengths of the current onboarding process at Syntegon Technology Pvt Ltd and areas for potential refinement to further enhance the employee experience and organizational effectiveness.

5.2 Recommendation

Based on the key findings of the analysis, here are several recommendations to enhance the effectiveness and efficiency of the onboarding process at Syntegon Technology Pvt Ltd:

1. **Streamline Administrative Processes**: While initial administrative processes such as pre-boarding communication and workspace setup are efficient, continuous efforts should be made to streamline paperwork and documentation tasks further. Implementing digital solutions or automated workflows can reduce paperwork processing time and enhance efficiency.

2. **Standardize Follow-up and Feedback Practices**: To address variability in the timing of follow-up and feedback discussions, establish standardized protocols across teams or job roles. Clearly define expectations for when these sessions should occur, ensuring that all new hires receive timely support and guidance from their managers or mentors.

3. **Enhance Training and Development Programs**: Given the emphasis on training and development, continue to invest in comprehensive training programs tailored to different job roles. Incorporate interactive and hands-on learning experiences, e-learning modules, and mentorship opportunities to facilitate skill acquisition and knowledge transfer effectively.

4. **Foster Early Relationship Building**: Recognizing the importance of introducing new hires to key stakeholders, develop structured networking events or orientation sessions to facilitate early relationship building. Encourage managers to proactively facilitate introductions and provide opportunities for informal interactions between new hires and key individuals within the organization.

5. **Personalize Onboarding for Different Job Roles**: Tailor onboarding experiences to meet the specific needs and priorities of different job roles. Consider creating customized onboarding checklists, training modules, and support mechanisms to address the unique responsibilities and challenges faced by employees in managerial and non-managerial positions.

6. **Implement Continuous Feedback Mechanisms**: Establish mechanisms for collecting feedback from new hires throughout the onboarding process. Regularly solicit input on their experiences, challenges, and suggestions for improvement. Use

this feedback to iteratively refine and enhance the onboarding process, ensuring that it remains responsive to evolving employee needs and preferences.

7. **Promote a Culture of Ongoing Support and Development**: Emphasize the importance of ongoing support and development beyond the initial onboarding period. Encourage managers to maintain regular check-ins with new hires, provide constructive feedback, and identify opportunities for further growth and skill development. Foster a culture of continuous learning and professional development to support employee engagement and retention.

By implementing these recommendations, Syntegon Technology Pvt Ltd can further optimize its onboarding process, leading to improved employee satisfaction, retention, and overall organizational effectiveness.

5.3 Conclusion

In analyzing the onboarding process at Syntegon Technology Pvt Ltd, it's evident that the organization places a significant emphasis on creating an effective and efficient integration experience for its new hires. The findings highlight several key strengths, such as the promptness of pre-boarding communication and workspace setup, which contribute to a smooth transition for employees. Particularly noteworthy is the prioritization of training and development, indicating a robust commitment to equipping employees with the necessary skills and knowledge for success. However, there are areas where enhancements could be made, including the standardization of follow-up procedures and the streamlining of administrative tasks to further optimize efficiency.

One notable opportunity for improvement lies in tailoring the onboarding process to better accommodate the diverse needs of employees across different job roles. By customizing onboarding experiences to align with specific roles, the organization can ensure that new hires

receive tailored support and resources that directly contribute to their success within the company. Additionally, there is room to enhance the clarity and consistency of goal setting and performance expectations, which are vital for aligning new hires with organizational objectives and fostering a sense of direction and purpose.

Despite these areas for improvement, Syntegon Technology Pvt Ltd demonstrates a strong commitment to ongoing support and development throughout the onboarding journey. By providing continuous opportunities for growth and feedback, the organization fosters a culture of learning and advancement, which is essential for employee engagement and retention in the long term.

In conclusion, Syntegon Technology Pvt Ltd's onboarding process serves as a solid foundation for nurturing strong relationships, fostering skill development, and promoting a culture of continuous learning and growth within the organization. By leveraging employee feedback and implementing targeted improvements, the organization can further enhance its onboarding experience, ultimately driving higher employee engagement, satisfaction, and overall organizational success.

5.5 Managerial Implications

The findings of this research carry several managerial implications that can guide Syntegon Technology Pvt Ltd and other organizations in optimizing their onboarding processes:

1. **Customized Onboarding Programs**: Tailoring onboarding programs to the specific needs of different job roles can enhance their effectiveness. By understanding the unique requirements of managerial staff, apprentices, trainees, and other roles, managers can design onboarding experiences that address the distinct challenges and expectations of each group, thereby maximizing their integration and productivity.

2. **Prioritization of Training and Development**: The emphasis on training and development highlighted in the research underscores its critical role in the onboarding process. Managers should allocate sufficient resources and attention to providing comprehensive training programs that equip new hires with the skills and knowledge necessary for success in their roles. Investing in ongoing learning opportunities can further support employees' growth and development over time.

3. **Clear Goal Setting and Performance Expectations**: Establishing clear performance goals and expectations early in the onboarding process is essential for aligning new hires with organizational objectives. Managers should ensure that expectations are communicated effectively, providing clarity on performance metrics, milestones, and evaluation criteria. Regular feedback sessions can help reinforce these expectations and facilitate continuous improvement.

4. **Efficient Administrative Processes**: Streamlining administrative tasks such as paperwork and documentation can contribute to a smoother onboarding experience. Managers should review and optimize these processes to minimize delays and ensure that new hires can focus on their roles without unnecessary administrative burdens.

5. **Enhanced Communication and Feedback Mechanisms**: Effective communication and feedback mechanisms are vital for supporting new hires throughout their onboarding journey. Managers should establish regular channels for communication, providing opportunities for new hires to ask questions, seek clarification, and receive feedback on their performance. Encouraging an open and supportive communication culture can foster trust, engagement, and collaboration within the organization.

6. **Continuous Improvement and Evaluation**: Onboarding processes should be viewed as dynamic and subject to continuous improvement based on feedback and evaluation.

Managers should regularly review the effectiveness of onboarding programs, soliciting feedback from new hires and stakeholders to identify areas for enhancement. By adopting a mindset of continuous improvement, organizations can adapt their onboarding practices to evolving needs and circumstances, ensuring that they remain effective and relevant over time.

Overall, the managerial implications of this research underscore the importance of strategic planning, customization, communication, and continuous improvement in optimizing the onboarding experience. By implementing these recommendations, managers can create onboarding processes that effectively integrate new hires, foster their development, and contribute to the long-term success of the organization.

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Annexure

QUESTIONNAIRE

My name is Saikrishna Nadkarni, and I am pursuing my Master's degree. As part of my academic research for my dissertation, I am collecting employee feedback through this questionnaire. Your participation in this survey is invaluable and will contribute significantly to my study. Your time and effort in completing this questionnaire will be greatly appreciated. Thank you in advance for your participation.

Demographic Information:

1. What is your job role at Syntegon Technology Pvt Ltd?

   - Management Staff & Superintendent Staff

   - Diploma Apprentice

   - Diploma Trainee

   - Graduate Apprentice

   - Management Trainee

   - Other (please specify): _____

2. How long have you been employed at Syntegon Technology Pvt Ltd?

   - Less than 1 month

   - 1-3 months

   - 3-6 months

   - 6-12 months

How would you rate the effectiveness of the current employee onboarding process in the company, using the following scale: Strongly Disagree (SD=1), Disagree (D=2), Neutral (N=3), Agree (A=4), and Strongly Agree (SD=5)?

Particulars	1	2	3	4	5
I. Pre-boarding Communication					
i. The company effectively conveyed information about my first day, including where to report and necessary documentation and forms required for onboarding.					
ii. The company effectively addressed any questions or concerns I had during the pre-boarding communication phase.					
iii. There is a clarity and effectiveness of the pre-boarding communication					
II. Setting up Workspace	1	2	3	4	5
i. It ensured that my workspace was fully prepared and set up before my arrival.					
ii. It provides timely access to relevant software and hardware necessary for carrying out my job responsibilities.					
iii. It set up my workspace, ensuring I had everything I needed to start my new role effectively.					

III. Welcome and Orientation	1	2	3	4	5
i. The orientation session was well-organized and engaging.					
ii. The orientation session effectively introduced me to the company's culture, values, and mission also informed me about policies and procedures.					
iii. The welcome and orientation helped me transition smoothly into my new role.					
IV. Paperwork and Documentation	1	2	3	4	5
i. The paperwork for completing tax forms, employment contracts, and other necessary documentation was clearly organized and easy to understand.					
ii. I received sufficient support and guidance from HR department or relevant personnel while completing paperwork and documentation.					
iii. The paperwork and documentation process facilitated a smooth transition into my new role while ensuring legal compliance.					
V. Introduction to Key Stakeholders	1	2	3	4	5
i. I received sufficient guidance and support in understanding the roles and responsibilities of key stakeholders within the organization.					
ii. The introductions provided helped me establish important professional networks within the organization.					
iii. It helped me establish valuable connections within the organization.					
VI. Integration into the Team	1	2	3	4	5
i. The team integration activities helped me feel welcomed and included within my team.					
ii. I felt supported by my team members during the integration process, with opportunities to seek guidance and assistance as needed.					
iii. It helped me establish meaningful connections and feel like a valued member of the team.					
VII. Training and Development	1	2	3	4	5
i. The training adequately addressed any necessary skills or certifications required for my role.					
ii. I felt well-equipped with the knowledge and resources necessary to excel in my position after completing the initial training.					
iii. The training and development prepared me adequately for success in my role.					
VIII. Goal Setting and Performance Expectations	1	2	3	4	5
i. It has provided opportunities for me to discuss and clarify any questions or concerns regarding performance expectations and goals.					
ii. I received sufficient guidance and support from my supervisors or managers in setting goals that were challenging yet achievable.					
iii. It has helped me in setting my individual goals and performance expectations.					
IX. Follow-up and Feedback	1	2	3	4	5
i. Demonstrated a commitment to continuous improvement by seeking feedback on the onboarding process.					
ii. The follow-up sessions helped me feel valued and supported as a new employee.					
iii. The follow-up and feedback process were satisfactory.					
X. Ongoing Support and Development	1	2	3	4	5
i. The ongoing support helped me succeed in my role beyond the initial onboarding period.					

ii. Demonstrated a commitment to investing in the growth and development of its employees beyond the initial onboarding period.					
iii. The ongoing support and development initiatives helped me grow professionally.					
XI. My overall onboarding experience at Syntegon Technology met my expectations.					
XII. Overall, I am satisfied with my onboarding experience at Syntegon Technology.					

Please prioritize the steps of the current onboarding process from most critical to least critical, assigning ranks from 1 to 10. Where rank 1 means most critical and rank 10 means least critical.

Particulars	1	2	3	4	5	6	7	8	9	10
I. Pre-boarding Communication										
II. Setting up Workspace										
III. Welcome and Orientation										
IV. Paperwork and Documentation										
V. Introduction to Key Stakeholders										
VI. Integration into the Team										
VII. Training and Development										
VIII. Goal Setting and Performance Expectations										
IX. Follow-up and Feedback										
X. Ongoing Support and Development										

What was the average time taken to complete each aspect of the employee onboarding process in the company?

Particulars	Less than a week	1-2 weeks	2-3 Weeks	3-4 weeks	More than 4 weeks
1. Pre-boarding Communication: How long did it take for you to complete the pre-boarding communication process?					
2. Setting up Workspace: How long did it take for your workspace to be fully set up and equipped?					
3. Welcome and Orientation: How long did the welcome and orientation process take before you felt fully acclimated?					
4. Paperwork and Documentation: How long did it take to complete all necessary paperwork and documentation?					
5. Introduction to Key Stakeholders: How long did it take for you to be introduced to key stakeholders within the organization?					
6. Integration into the Team: How long did it take for you to feel fully integrated into your team?					
7. Training and Development: How long did it take for you to complete initial training and development sessions?					

8. Goal Setting and Performance Expectations: How long did it take for you to set clear performance goals and expectations?					
9. Follow-up and Feedback: How long did it take for follow-up sessions and feedback discussions to begin after your start date?					
10. Ongoing Support and Development: How long has Syntegon Technology provided ongoing support and development opportunities since your start date?					

11.   Which onboarding process consumed the least time?

1.   Pre-boarding Formalities

2.   Setting up Workspace

3.   Welcome and Orientation

4.   Paperwork and Documentation

5.   Introduction to Key Stakeholders

6.   Integration into the Team

7.   Training and Development

8.   Goal Setting and Performance Expectations

12.   Which onboarding process consumed the most time?

1.   Pre-boarding Formalities

2.   Setting up Workspace

3.   Welcome and Orientation

4.   Paperwork and Documentation

5.   Introduction to Key Stakeholders

6.   Integration into the Team

7.   Training and Development

8.   Goal Setting and Performance Expectations

13.   How satisfied are you with the overall duration of the onboarding process, from start to finish?

•   1 - Very dissatisfied

•   2 - Dissatisfied

- 3 - Neutral

- 4 - Satisfied

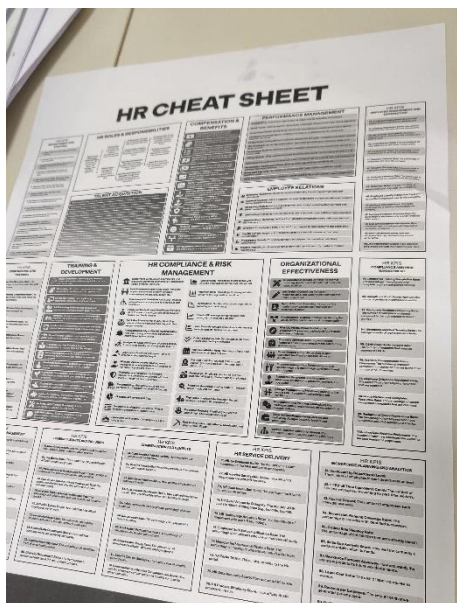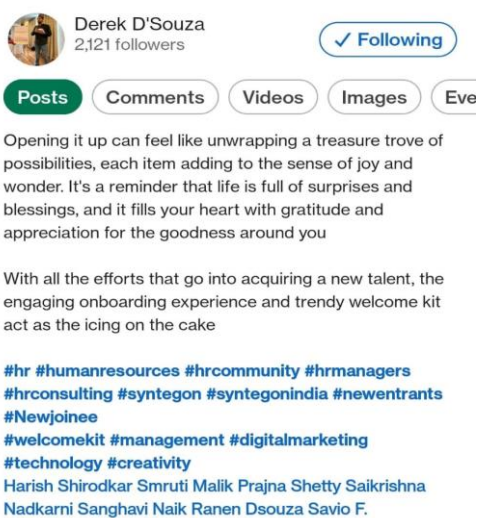- 5 - Very satisfied

Appendix I Tasks Handled

Figure 4 HR Cheat sheet

Figure 5 Cricket Tournament

Figure 6 Welcome Kit Reel

Figure 7 HR Open House

Figure 8 Apollo Healthy Eating

Appendix II Photos at work

Figure 9 Work Laptop

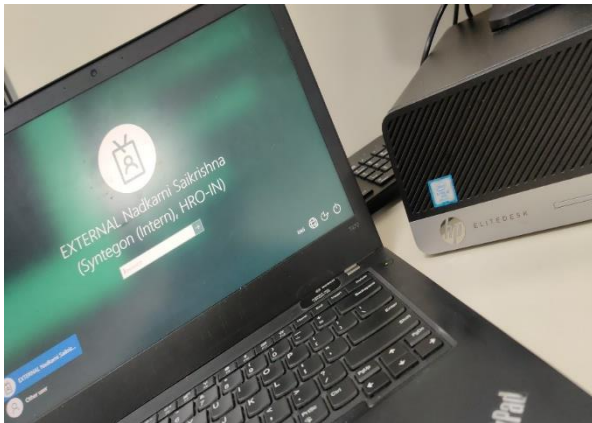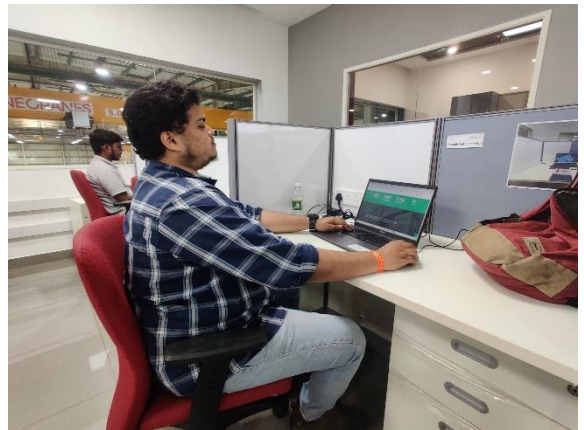*Figure10 Work Place*

Figure 11 Work Place

Figure 12 Work Place