Impact of mentorship programs on onboarding of new employees at Latambarcem Brewers Pvt Ltd.

An Internship Report for

Course code and Course Title: MGA-652 Industry Internship

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Master in Business Administration in HR

by

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Under the Mentorship of

DR. PARESH LINGADKAR

Goa Business School

HR Department
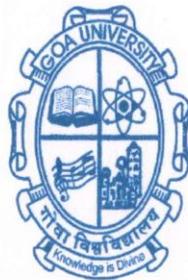
GOA UNIVERSITY

DATE: 15 MARCH 2024

Examined by:

Seal of the School

DECLARATION BT STUDENT

I hereby declare that the data presented in this Internship report entitled, "Impact of mentorship programs on onboarding of new employees" is based on the result of investigations carried out by me in the management studies at the Goa Business School, Goa University, under the mentorship of Dr. Paresh Lingadkar and the same has not been submitted elsewhere for the award of degree 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.

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(Urvesh Kotharkar)
Signature and Name of Student

Seat no: 22P0280070

Date: 06th May 2024

Place: Goa University

COMPLETION CERTIFICATE

This is to certify that the internship report "**Impact of mentorship programs on onboarding of new employees**" is a bonafide work carried out by Mr. Urvesh Uday Kotharkar under my mentorship in partial fulfilment of the requirements for the award of the degree of (Masters of Business Administration) in the Discipline (Human Resource) at the (Goa Business School), Goa University.

Date: 06th May 2024
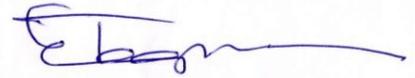
Dr. Paresh Lingadkar

Project Guide

School stamp

Prof. Jyoti Pawar

Dean

Goa Business School

Date: 06th May 2024

Place: Goa University

Date:4th May 2024

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Mr. Urvesh Uday Kotharkar,** MBA student of Goa Business School, Goa University has successfully completed a 16-week internship at **Latambarcem Brewers Pvt. Ltd.** from **15th January 2024,** to **4th May 2024.**

Throughout the duration of the internship, he was assigned to the HR Department where he actively contributed to various initiatives, demonstrating dedication, enthusiasm, and a willingness to learn. He effectively applied theoretical knowledge to practical tasks, and consistently exhibited strong interpersonal and communication skills.

This certificate is awarded as a testament to his successful completion of the internship program and his valuable contributions to Latambarcem Brewers Pvt. Ltd. We wish Urvesh the very best in his future endeavours.

Dr. DHAVAL PATEL

Research Scientist
Latambarcem Brewers Pvt Ltd

Place: **Bicholim, Goa**

Date: **4th May 2024**

EXECUTIVE SUMMARY

This executive summary encapsulates the comprehensive research conducted during my internship at Latambarcem Brewers Pvt Ltd. from January 15, 2024, to May 4, 2024. The internship, focused on the Human Resource Department, aimed to explore the efficacy of mentorship programs within the company's onboarding process, shedding light on employee satisfaction levels, motivation, and demographic dynamics.

Latambarcem Brewers Pvt Ltd., a craft brewery located in Goa, India, founded by Aditya Ishan Varshnei and Anish Varshnei in 2017, boasts a rich cultural heritage and innovative beverage offerings. The company's commitment to excellence and celebration of Goan roots are reflected in its two prominent brands, Maka di and Borécha, catering to the Indian craft beer market.

The research endeavour commenced with the formulation of research questions and objectives, seeking to evaluate efficacy of mentorship programs on onboarding of new employees. A structured questionnaire drawing from existing studies was designed, employing simple random sampling to collect data from 65 employees through offline administration. Demographic analysis revealed a gender imbalance, with male employees constituting 67.7% of the workforce. However, age demographics displayed diversity, with significant representation across different age cohorts.

Findings indicated a majority of employees (60%) reported satisfaction with onboarding information, yet 30.77% remained neutral, suggesting scope for personalized content delivery.

Similarly, while a majority felt motivated post-onboarding (56.92%), 26.15% expressed neutrality, indicating potential areas for motivation enhancement. Correlation analysis highlighted the strong positive relationship between feeling valued, welcomed, and overall satisfaction with the onboarding process, emphasizing the critical role of organizational culture and comprehensive onboarding practices.

The research underscores the importance of continuous evaluation and refinement of the onboarding process at Latambarcem Brewers Pvt Ltd. Recommendations include addressing gender imbalances, tailoring onboarding materials, and enhancing motivation strategies to foster greater employee engagement and organizational success.

The internship experience proved instrumental in professional development, providing practical exposure to various HR tasks, despite initial challenges. It facilitated the development of negotiation, communication, and time management skills, contributing to a holistic learning experience.

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1.Company Profile

Latambarcem Brewers Pvt. Ltd., founded in 2017 by brothers Aditya Ishan Varshnei and Anish Varshnei, is a distinguished craft brewery located in the heart of Goa, India. Rooted in Goa's rich cultural heritage and vibrant spirit, the brewery reflects the founders' dedication to crafting unique and flavourful beverages. The name "Latambarcem" holds deep significance, translating to "*place of red earth*" in the Konkani language, underscoring the company's strong connection to its Goan roots.

Under the Latambarcem Brewers umbrella, the company has two prominent brands—Maka di, its beer brand, and Borécha, a kombucha brand. These brands were conceptualized to address the gap in the Indian craft beer market. Maka di, featuring four distinctive varieties, incorporates premium ingredients sourced from around the globe. Notable components include honey from Jim Corbett, orange peel from Valencia, lemon from Sisley, and malts and yeast from different parts of Europe. One standout variant, the Belgian Triple, is a result of a collaborative effort with Lupulus Brasserie, recognized as one of Belgium's fastest-growing and most innovative breweries.

In addition to its product offerings, Latambarcem Brewers stands out for its commitment to research, development, and innovation. The company is set to make history in the Indian craft brewery scene by establishing its own pilot plant—a pioneering move that underscores its dedication to staying at the forefront of the industry. This facility will focus on researching unique ingredients for beer production, further emphasizing Latambarcem Brewers' position as an industry trailblazer.

As a revenue-generating entity, the alco-bev startup not only sells its beverages, including the 12 different varieties of Borécha, but also engages consumers through experiential activities

such as brewery tours. Priced at Rs 125 (in Goa), Borécha is available through various channels, including Amazon and high-end retail outlets across the country. Latambarcem Brewers has successfully positioned itself as a symbol of innovation, quality, and a celebration of Goan heritage in the dynamic landscape of craft brewing in India.

1.1 Vision

"To be the foremost choice for individuals seeking joy, flavour, and functionality in their beverages. We envision Borécha and Maka di as the pioneer and trendsetter in the industry, consistently delivering delicious and purposeful drinks that resonate with the evolving needs of our consumers. Through our commitment to excellence, we aim to redefine the beverage experience, making every sip an indulgence in taste and vitality."

1.2 Mission

"To passionately innovate and craft a diverse range of functional beverages that enrich and elevate the lifestyles of today's dynamic consumers. We strive to build an unparalleled infrastructure and collaborate with a team of young, vibrant individuals to lead the beverage industry in excellence, differentiation, and positive impact."

1.3 Products of the company

Latambarcem Brewers proudly presents a diverse array of beverages, with a spotlight on two exceptional product lines: Maka di craft beers and Borécha kombucha. Each brand embodies a commitment to excellence, with an unwavering dedication to crafting beverages of unparalleled quality and distinct character.

Maka di craft beers stand as a testament to the artistry and innovation of Latambarcem Brewers. Brewed with meticulous attention to detail, these beers showcase a fusion of traditional brewing techniques with contemporary flair. From crisp lagers to robust stouts, each Maka di brew is a masterful blend of carefully selected ingredients, resulting in a range of captivating flavours that appeal to beer enthusiasts and novices alike.

In parallel, Borécha kombucha emerges as a beacon of refreshment and vitality within the Latambarcem Brewers portfolio. Harnessing the ancient art of fermentation, Borécha kombucha captivates the palate with its effervescent tang and vibrant taste profiles. Utilizing locally sourced ingredients, such as exotic fruits and indigenous herbs, Borécha kombucha embodies a harmonious balance of flavours that reflect the rich cultural tapestry of its origins.

What unites Maka di craft beers and Borécha kombucha is a shared commitment to quality craftsmanship and a deep-rooted appreciation for local terroir. Whether it's the bold complexity of a Maka di IPA or the invigorating zest of a Borécha citrus blend, each sip tells a story of innovation, passion, and a reverence for the natural world.

MAKA DI

Makadi Beers, crafted by Latambarcem Brewers in Goa, India, epitomize the essence of flavourful and distinct craft brews. Derived from the Konkani term "Maka di," translating to "Give me," these beers embody a quest for unique taste experiences. Renowned for their superior quality and innovative brewing methods, Makadi beers have garnered widespread acclaim among India's craft beer enthusiasts. With an array of styles showcasing high-quality ingredients, they stand as a testament to excellence in the craft beer scene, continually delighting palates with their rich flavours and character. They offer variety of styles including:

1. Belgian Blanche - "In a sea of citrus"

Belgian Blanche is a meticulously crafted beer that exemplifies innovation and quality. Infused with German yeast, it offers a unique twist, accentuating delightful banana and clove aromas, setting it apart in the market. Their expertly blended combination of coriander, cumin, and Valencia orange rinds ensures a flavour profile that is both distinctive and memorable, providing customers with an unparalleled sensory experience. With its easy-drinking nature and refreshing allure, Belgian Blanche is positioned as a must-have choice for consumers seeking a premium yet approachable beverage. Crafted exclusively with 100% malted wheat, it delivers a holistic wheat profile that guarantees consistency and excellence in every pour. This beer is not just a product; it's a testament to their commitment to crafting exceptional brews that exceed expectations and leave a lasting impression on discerning palates.

Ingredients from around the globe

This beer is a celebration of diversity, with ingredients sourced from across the globe. The water profile hails from Belgium, providing the perfect canvas for creation. The malts come from Poland, adding depth and richness to the brew. Hops are a fusion of the finest varieties from the U.S.A. and U.K., lending a subtle bitterness and aroma. Valencia orange peels bring a touch of sunshine from Spain, while the yeast originates from Germany, ensuring a flawless fermentation process. Finally, coriander and cumin hail from India, adding a touch of exotic spice to the mix.

Pairing options

To truly appreciate the complexity of this beer, it is recommended to pair it with dishes that complement its flavours. Indulge in a white mascarpone cheese pizza for a creamy, decadent contrast, or enjoy the crispy perfection of beer-battered onion rings. For a more substantial option, try chicken satay skewers with peanut sauce, the perfect balance of savoury and sweet. Whatever your preference, this beer is sure to enhance the dining experience, elevating each bite to new heights of enjoyment.

2. MAKA DI HONEY ALE- "wild and sweet"

Maka honey ale offers a distinctive blend of wild organic honey sourced from the untouched surroundings of Jim Corbett National Park, resulting in a uniquely floral aroma profile. Crafted with precision, the honey is selectively gathered from the hives of Giant Honey Bees, infusing the ale with delightful notes of biscuit, cookie, and toffee from specialty malts. Despite its elevated alcohol by volume (ABV), this brew maintains an effortless drinkability, owing to its light to medium body and the velvety smoothness contributed by the addition of honey.

Ingredients from Around the Globe:

Crafted with a blend of ingredients sourced from various corners of the world, this beer offers a tantalizing journey for your taste buds. The water profile originates from the U.S.A., providing a solid foundation for the brew. Malts from Poland and the U.K. contribute to its depth and character, while hops sourced from the U.K. impart a subtle yet distinctive bitterness and aroma. Sugar imported from India adds a touch of sweetness to the mix, enhancing its complexity. To ensure flawless fermentation, yeast from the U.S.A. is employed, resulting in a well-balanced and flavourful beer.

Pairing Options:

Indulge in the rich flavours of this beer by pairing it with a variety of delectable dishes. Dive into BBQ chicken wings with blue cheese dressing for a perfect balance of savoury and creamy

notes. Alternatively, savour the spicy delights of Goan sausage currywurst, complementing the beer's robust profile with its bold flavours. For a vegetarian option, paneer pakoda with spicy chutney offers a delightful contrast of textures and tastes, enhancing the overall dining experience. Whatever your preference, these pairing options are sure to elevate the enjoyment of this globally inspired beer.

3. MAKA DI SHANDY- "when lager meets lemonade"

This beer presents a refreshing twist on traditional brews with its easy-drinking, low-alcohol content, and citrusy profile. Crafted in collaboration with Borécha, the lemonade infusion brings a burst of zesty flavour, courtesy of its 100% lemon juice base. What sets this concoction apart is its impeccable balance between the malty undertones of the beer and the sweet yet tangy essence of the lemonade. Each sip tantalizes the palate with a harmonious blend of flavours, making it an ideal choice for those seeking a lighter, more invigorating beverage option. Whether enjoyed on a warm summer day or as a lively companion to a laid-back evening, this beer cocktail promises a delightful sensory experience that's sure to leave a lasting impression.

Ingredients from Around the Globe:

This beer cocktail brings together a diverse array of ingredients sourced from various corners of the world, each contributing to its unique flavour profile. The water used hails from the U.K.,

providing a foundational element to the brew. A blend of malts from Poland and the U.K. adds depth and character, while hops sourced from the U.S.A. and Germany lend their distinctive aromatic qualities. The lemon concentrate, essential to infusing the cocktail with its citrusy zest, originates from India, complemented by sugar from the same region to balance the flavours. German yeast ensures a consistent fermentation process, while salt from India adds a subtle savoury note, enhancing the overall drinking experience.

Perfect Pairings:

To elevate the enjoyment of this beer cocktail, consider pairing it with a selection of delectable dishes that harmonize with its refreshing and tangy profile. For a crispy and flavourful accompaniment, fried calamari offer a delightful contrast, with its tender texture and savoury notes complementing the citrusy undertones of the cocktail. Alternatively, indulge in the rich and earthy flavours of garlic butter mushrooms served atop crispy fried toasts, creating a satisfying combination of textures and tastes. For a seafood-centric option, garlic butter prawns provide a succulent and aromatic pairing, enhancing the overall sensory experience with their delicate sweetness and buttery richness. Whether enjoyed as a standalone refreshment or alongside these tantalizing dishes, this beer cocktail promises a culinary adventure that tantalizes the taste buds and leaves a lasting impression.

4. MAKA DI BELGIAN TRIPEL- "trapped in aromas"

This beer represents a remarkable collaboration between brewers, crafted in partnership with Lupulus Brasserie in Belgium. Drawing inspiration from the time-honoured recipes pioneered by Trappist monks in 19th-century Belgium, it pays homage to centuries of brewing tradition. Matured meticulously over 30 days, this beer undergoes a transformative process, allowing it to develop complex aromas and flavours that captivate the senses. What sets it apart is its delicate equilibrium between a high alcohol by volume (ABV) content and the enticing aromas of hops. With each sip, enthusiasts can discern the craftsmanship and dedication poured into every aspect of its creation, offering a journey through history and taste that's both rich and rewarding.

Global Ingredients Fusion:

This exceptional beer embodies a fusion of ingredients sourced from across the globe, carefully selected to enhance its depth and complexity. Drawing from Belgium's rich brewing heritage, the water profile serves as a foundational element, imparting unique characteristics to the brew. The marriage of malts from Poland and the U.K. contributes to its robust flavour profile, while hops sourced from the U.S.A. and the U.K. add layers of aromatic complexity. The infusion of sugar from India introduces a subtle sweetness, harmonizing with the other components. To complete the ensemble, Belgian yeast lends its distinctive character, playing a pivotal role in the fermentation process and adding an authentic touch to this extraordinary brew.

Exquisite Pairing Selections:

Elevate your culinary experience with an array of delectable pairing options that complement the intricate flavours of this distinguished beer. Indulge in the delicate flavours of sushi and sashimi, where the freshness of the seafood harmonizes beautifully with the beer's nuanced profile, creating a symphony of taste sensations. For a more substantial pairing, savour the succulent flavours of Afghan Malai chicken accompanied by mint chutney, as the creamy richness of the dish contrasts elegantly with the beer's effervescence, resulting in a truly memorable dining experience. Alternatively, delight in the bold flavours of goat cheese bruschetta, where the tanginess of the cheese harmonizes with the beer's maltiness, culminating in a delightful fusion of tastes and textures. Whether enjoyed individually or as part of a culinary journey, these pairing options are sure to enhance the enjoyment of this exceptional beer, leaving a lasting impression on the palate.

5. MAKA DI BAVARIAN KELLER- "drink to the law of purity"

This beer embodies the essence of purity, adhering faithfully to the Bavarian Purity Law, known as the 'Reinvestigate.' Crafted as a pure lager, it maintains the integrity of its ingredients, ensuring a beer of unparalleled quality and taste. Embracing tradition, it is young and unfiltered, allowing the malt and yeast characters to shine through with every sip. What sets this brew apart is its elevated CO_2 content, a departure from traditional 'Kellerbier,' enhancing its aroma profile and providing a sensory experience that's both distinctive and invigorating. From its adherence to centuries-old brewing standards to its commitment to preserving the essence of each ingredient,

this beer stands as a testament to craftsmanship and tradition, inviting enthusiasts to savour the true essence of Bavarian brewing excellence.

Global Fusion of Ingredients:

This exceptional beer marries ingredients from diverse corners of the world, resulting in a harmonious fusion that delights the palate. Drawing from the pristine waters of Bavaria, Germany, the beer's foundation is rooted in purity and tradition. The malts, sourced from Poland and the U.K., contribute to its rich and complex flavour profile, while hops from the U.S.A. and Germany lend their unique aromas and bitterness. The addition of German yeast ensures a consistent fermentation process, enhancing the beer's character and depth. Together, these ingredients create a brew that transcends borders, embodying the best of brewing traditions from around the globe.

Delightful Pairing Selections:

Embark on a culinary adventure with an array of delectable pairing options that complement the nuanced flavours of this exceptional beer. Indulge in the bold and aromatic spices of tandoori chicken, accompanied by a tangy chutney, as the beer's crispness provides a refreshing contrast to the dish's heat. For a savoury delight, savour glazed pork ribs slathered in spicy BBQ sauce, where the beer's malty undertones complement the dish's smoky sweetness, creating a symphony of flavours. Alternatively, enjoy the crunchy texture and zesty flavours of masala papad, where the beer's effervescence cleanses the palate between bites, enhancing the overall dining experience. Lastly, explore the vibrant and diverse flavours of Mexican cuisine, where the beer's versatility pairs effortlessly with dishes ranging from tacos to enchiladas, adding depth and dimension to every bite. Whether enjoyed individually or as part of a culinary

journey, these pairing options promise to elevate the enjoyment of this exceptional beer, leaving a lasting impression on the senses.

BORECHA

Borécha kombucha epitomizes a beverage experience that transcends mere refreshment, offering an exquisite symphony of flavours that captivate the palate and invigorate the senses. Each variant is meticulously curated utilizing premium, natural ingredients, culminating in a distinct and gratifying sensory journey. Distinguishing itself through unwavering dedication to excellence, Borécha prides itself on sourcing only the finest teas, fruits, herbs, and botanicals. This commitment ensures that every bottle of Borécha kombucha delivers unparalleled taste and vitality, setting a new standard in quality and craftsmanship within the industry.

Central to the success of Borécha is the expertise and artistry of its master brewers, who skilfully blend and ferment each batch to perfection. Through their expertise, Borécha achieves a harmonious balance of flavours, creating an indulgent experience that resonates with the refined preferences of discerning clientele. Moreover, Borécha is not merely a beverage but a holistic wellness solution. Enriched with probiotics and other beneficial nutrients, Borécha kombucha offers a healthy alternative to traditional sugary drinks, aligning with the growing consumer demand for functional beverages that support overall well-being.

Whether enjoyed as a revitalizing beverage or paired with gourmet cuisine, Borécha kombucha elevates the drinking experience, delivering a fusion of taste, sophistication, and health-consciousness. Positioned at the forefront of the market, Borécha stands as a beacon of innovation and excellence, catering to the evolving preferences of modern consumers seeking premium, all-natural refreshment options.

Their Flavours (Probiotic Kombucha)

Rose Litchi:

Rose Litchi is a delightful kombucha that combines the delicate fragrance of rose petals with the sweetness of ripe litchi. This exquisite blend offers a sophisticated taste experience with floral and fruity notes dancing harmoniously on the palate. The subtle sweetness of litchi complements the fragrant essence of rose, creating a refreshingly nuanced flavour profile that lingers pleasantly after each sip.

Hawaiian Passion Fruit:

Hawaiian Passion Fruit kombucha is an exotic delight that transports you to a tropical island paradise with its tangy sweetness and vibrant intensity. The flavour profile is invigorating and satisfying, evoking images of sun-kissed beaches and swaying palm trees. Each sip offers a refreshing reminder of the tropics, making it the perfect beverage for a refreshing escape.

Cuban Watermelon Mojito:

Cuban Watermelon Mojito kombucha offers a refreshing twist on the classic mojito, blending juicy watermelon with a hint of mint for a revitalizing experience. The sweetness of the watermelon perfectly complements the cooling sensation of mint, creating a flavourful and invigorating beverage reminiscent of a Cuban summer day.

Orange Blossom:

Orange Blossom kombucha combines the delicate aroma of orange blossoms with the refreshing taste of kombucha for a truly captivating experience. Each sip transports you to springtime meadows with its floral and citrusy delight, offering a fragrant escape from the ordinary.

Sicilian Lemon & Lime:

Sicilian Lemon & Lime kombucha offers a refreshingly tart flavour experience with its perfect balance of lemon and lime. This classic citrus combination awakens the senses with its burst of flavour, leaving you feeling invigorated and satisfied with every sip.

Mango Kombucha:

Mango Kombucha provides the taste of ripe mangoes in a convenient and healthy format, delivering a burst of tropical sweetness with every sip. This delicious variety is perfect for those seeking a taste of sunshine and natural sweetness in a refreshing beverage option.

Other than their Probiotic Kombucha Borecha also offers:

BORÉ CHA® FIZZING GOOD ICEY
SPARKLING ICED TEA
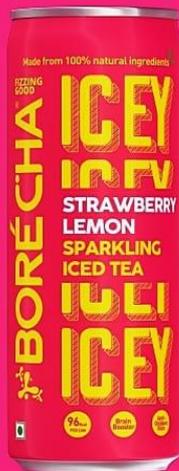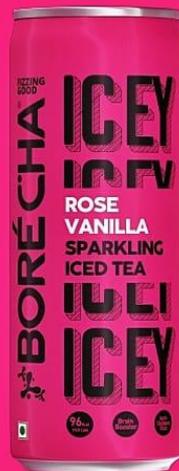
STRAWBERRY LEMON
ROSE VANILLA
GINGER ALE
CHATPATA IMLI

330mL Can
• Low cal
• Brain Booster
• No added Preservatives
• Antioxidant rich
• Fizzy & Refreshing

BORÉ CHA® FIZZING GOOD
Vintage Soda Series

Masala Cola
Basil Shikanji

330mL Can
• Half the sugar as regular drinks
• Energy Booster
• No added Preservatives
• Lite, Bubbly & Refreshing
• Nostalgic

1.4 **Organisation structure**

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                  ┌────────────────┐
                  │ BUSINESS HEAD  │
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HR (HOD)	PRODUCTION (HOD)	MARKETING (HOD)	R & D (HOD)	OPERATIONS (HOD)
ASSISTANT HR	PRODUCTION SUPERVISOR	GRAPHICS HEAD	R & D ASSISTANT	SUPERVISOR
EMPLOYEES	EMPLOYEES	EMPLOYEES	EMPLOYEES	EMPLOYEES
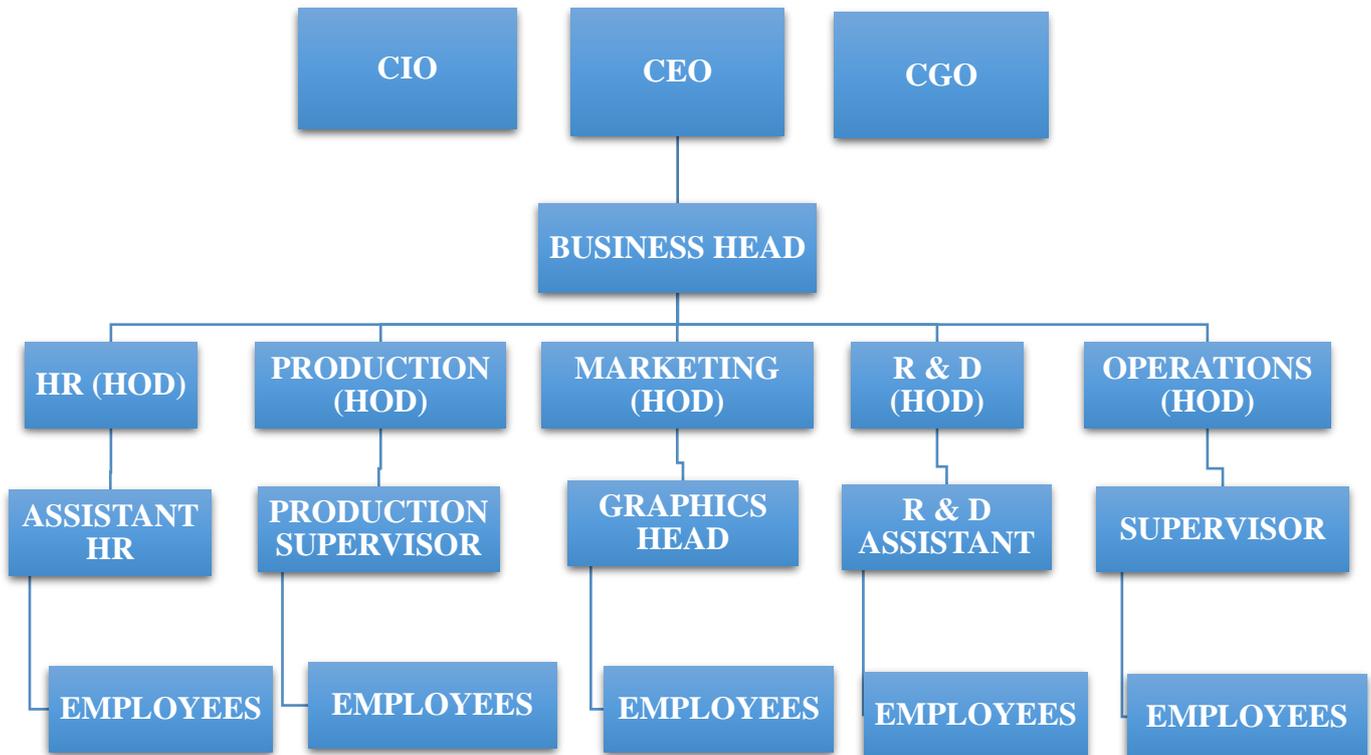
1.5 Departments within the company

- **Human resource**

At Latambarcem Brewers Pvt Ltd, the Human Resources department, led by Mr. Sooraj Kumar, plays a pivotal role in ensuring the company's workforce operates smoothly and efficiently. Mr. Kumar, as the Head of HR, oversees various aspects such as recruitment, employee relations, training and development, and performance management. Moreover, he is responsible for ensuring compliance with labour laws and regulations, as well as handling any legal matters pertaining to the workforce. Under his guidance, the HR department strives to create a conducive work environment that fosters growth, productivity, and employee satisfaction.

- **Production**

The Production department, under the leadership of Mr. Pritish Rathod, is instrumental in the manufacturing process of Latambarcem Brewers Pvt Ltd.'s products. Mr. Rathod, as the Head of Production, oversees the entire production process, ensuring efficiency, quality control, and adherence to production schedules. Assisting him are production supervisors Siddharthi and Shuja, who work closely with the production team to streamline operations and optimize output. Together, they ensure that the company's production targets are met while maintaining the highest standards of product quality and safety.

- **Marketing**

Under the guidance of Mr. Ashraf Ahmed, the Marketing department at Latambarcem Brewers Pvt Ltd spearheads the company's efforts to promote its products and build brand awareness. As the Head of Marketing, Mr. Ahmed formulates marketing strategies, conducts market research, and identifies opportunities for growth and expansion. Within the marketing team, Manjit Singh leads the graphics department, where he conceptualizes and designs visual elements for marketing campaigns, packaging, and branding initiatives. Together, they strive to create compelling marketing campaigns that resonate with consumers and drive sales.

- **Research and Development**

The Research and Development department, headed by Dr. Dhaval Patel, is dedicated to innovation and product development at Latambarcem Brewers Pvt Ltd. Dr. Patel leads a team of researchers and scientists, including assistant Vrushali Prabhu Dessai, who are responsible for exploring new brewing techniques, developing new products, and improving existing ones. Their efforts are focused on staying ahead of market trends, meeting consumer demands, and maintaining the company's competitive edge in the beverage industry through continuous research and innovation.

- **Operations**

  Overseeing the day-to-day operations of Latambarcem Brewers Pvt Ltd is the Operations department, jointly led by Pankaj Thakare and Aniket Gaonkar. As Operations Heads, Thakare and Gaonkar are responsible for managing various operational aspects such as supply chain management, logistics, and inventory control. They work closely with other departments to ensure seamless coordination and execution of business processes, ultimately contributing to the company's overall efficiency and profitability.

1.6 Commitment to Sustainability

Latambarcem Brewers is dedicated to sustainability, recognizing its pivotal role in fostering environmental responsibility across all facets of their operations. Their commitment extends to sourcing practices, where a conscious effort is made to procure ingredients locally, not only to minimize their carbon footprint but also to bolster the livelihoods of Goan farmers. The brewery takes strides in water conservation by employing advanced technologies that reduce consumption. Furthermore, they actively engage in recycling initiatives to manage and repurpose waste generated during the brewing process, showcasing a comprehensive approach to waste reduction. This steadfast commitment to sustainability not only reflects the company's ethos but also aligns with the evolving consumer preferences for eco-friendly products, positioning Latambarcem Brewers as a responsible and environmentally conscious player in the brewing industry.

1.7 Market presence and Impact

Latambarcem Brewers has emerged as a leading force in the dynamic Goan craft beer scene, earning accolades for its exceptional brews and steadfast commitment to sustainability. The widespread availability of their products in pubs, restaurants, and retail establishments across Goa has facilitated a broad consumer reach, contributing significantly to the flourishing local craft beer market. Actively participating in beer festivals and industry events, the brewery not only elevates its brand presence but also plays a crucial role in fostering and propagating the craft beer culture. By actively engaging with consumers and sharing insights into their unique brewing philosophy, Latambarcem Brewers has become a catalyst for increased awareness and appreciation of craft beer in the region. Beyond its regional impact, the success story of Latambarcem Brewers serves as an inspirational benchmark for aspiring craft brewers throughout India, highlighting the substantial potential and viability of the craft beer industry in the country. Their influence extends beyond the confines of Goa, contributing to the broader narrative of the vibrant and evolving craft beer landscape in India.

1.8 Looking ahead: Future growth and aspirations

Latambarcem Brewers envisions a future marked by significant growth and aspirations that extend well beyond the borders of Goa. Their strategic plan involves broadening their market presence to encompass other states in India, while also exploring opportunities in international markets for their exceptional range of beers and kombuchas. To meet the burgeoning demand for their products, the brewery is poised to make substantial investments in expanding its production capacity. Underscoring their dedication to sustainability, Latambarcem Brewers is committed to continuous exploration of innovative practices aimed at further minimizing their

environmental impact. As the brewery embarks on this exciting next phase, it remains firmly anchored in its core values of quality, innovation, and community engagement. In doing so, Latambarcem Brewers not only shapes its own future but also assumes a pivotal role in steering the trajectory of craft brewing in India, combining excellence with a sustainable ethos to leave an indelible mark on the evolving landscape of the brewing industry.

2.Introduction to the research topic

In the contemporary landscape of organizational development, the success of onboarding processes has become a pivotal factor influencing employee satisfaction, performance, and overall organizational effectiveness. This study focuses on the role of mentorship programs in shaping the onboarding experience, specifically within the unique context of Latambarcem Brewers Pvt Ltd. Our aim is to explore the dynamics of Latambarcem Brewers Pvt Ltd.'s onboarding process and assess how mentorship interactions contribute to the seamless integration of new employees into the organizational fabric.

As organizations increasingly emphasize the significance of effective onboarding in maximizing the potential of their workforce, mentorship programs have gained prominence as strategic tools. However, existing literature tends to provide a broad overview of mentorship benefits during onboarding, lacking a detailed understanding of the nuanced impact within specific organizational frameworks. Through a detailed case study of LBPL's onboarding practices, this research aims to provide practical insights for organizational practitioners and contribute to the academic discourse on effective onboarding strategies. The specificity of the case study allows for a deeper exploration of mentorship dynamics, potentially uncovering best practices applicable in diverse organizational contexts.

This research seeks to assess the impact of mentorship programs in Latambarcem Brewers Pvt Ltd.'s onboarding process, shedding light on the specific ways in which mentorship interactions impact new employees' journey towards becoming integral contributors to the organizational tapestry. Through this exploration, we aim to offer practical guidance for organizational improvement and contribute to the broader enhancement of effective onboarding practices. (Hassan, 2020)

3.Literature review

- (Jillian Gustin, 2010), in their article offers valuable insights into the transition of junior faculty members within academic medical centres, drawing from business management literature and the authors' own experiences. It identifies a gap in the medical literature regarding effective on-boarding strategies for new faculty and addresses this by adapting principles from the business world's on-boarding practices. The strategies outlined include starting early, defining one's role, investing in early wins, managing relationships with supervisors, understanding organizational culture, reassessing goals, and utilizing mentors effectively. These strategies are designed to help new faculty members integrate into their roles more smoothly and navigate the challenges of their new positions. The article emphasizes the importance of proactive engagement, self-awareness, and ongoing reflection in the on-boarding process.

- The literature review presented examines the role of mentoring in the onboarding process of Occupational Safety and Health (OSH) professionals. Mentoring is described as a valuable tool for guiding new employees and reducing role ambiguity, which can lead to negative outcomes such as propensity to leave the organization. Mentoring is seen as particularly crucial in professions like safety, where there's a need for rapid integration into the organizational culture and a transfer of knowledge due to impending retirements. Mentoring benefits both mentors and mentees, offering career advancement, increased job satisfaction, and knowledge transfer. Despite its benefits, the challenge lies in finding time for mentoring and convincing potential mentors of its value. The review also highlights the lack of research specifically addressing the relationship between mentoring, learning curve, and retention intent among safety

professionals, underscoring the need for further investigation in this area (y Wanda Minnick, 2014).

- (Warren E. Ross, 2014), in their article "Executive Onboarding: Ensuring the Success of the Newly Hired Department Chair" discussed the critical importance of effective onboarding programs for newly recruited department chairs in academic health centres. They a emphasized the need for a comprehensive onboarding process that goes beyond traditional orientation activities and encompasses assimilation, relationship formation, clarity of performance goals, leadership and management skill development, and feedback mechanisms. Drawing from corporate literature and their own experiences, they highlight the potential consequences of onboarding failures, such as high executive turnover rates and organizational disruptions. Through examples and recommendations, the authors underscore the value of structured onboarding initiatives in enhancing executive engagement, performance, and retention, ultimately benefiting both the individual chair and the institution as a whole.

- In examining the effectiveness of onboarding programs in fostering person-organization fit and reducing turnover rates, (Pike, 2014) highlights the crucial role of organizational socialization tactics. Drawing upon empirical research and theoretical frameworks, such as Maslow's Hierarchy of Needs and organizational culture theories, Pike explores how onboarding programs address various needs of new hires, including physiological, safety, belonging, self-esteem, and self-actualization needs. The paper emphasizes the significance of aligning new employees with the company's culture, values, and social norms through structured onboarding processes. Furthermore, it

underscores the importance of follow-up and continuous support to sustain new hires' engagement and integration within the organization. Through this comprehensive analysis, Pike aims to provide insights into the efficacy of different intensities of onboarding programs in enhancing employee fit and reducing voluntary turnover rates.

- Onboarding, also known as organizational socialization, is a process aimed at helping new employees integrate into their organization. It encompasses various activities such as orientation, training, and mentorship, all designed to familiarize newcomers with the organization's culture, processes, and expectations. Research on onboarding has primarily focused on conventional organizations, but there is growing interest in understanding onboarding practices in open-source software (OSS) projects. OSS projects present unique challenges due to their distributed and often informal nature. Studies have shown that effective onboarding can lead to increased newcomer satisfaction, productivity, and retention. Mentoring has been identified as a key component of successful onboarding, providing guidance and support to new contributors. Additionally, project characteristics such as size, age, and community dynamics can influence the onboarding process. Overall, understanding the role of mentoring and project characteristics is essential for optimizing the onboarding experience in OSS projects (Fagerholm, 2014).

- The literature review provides a comprehensive understanding of the role of mentoring in organizations, particularly focusing on its significance in developing a positive workforce. It begins by acknowledging employees as critical stakeholders in

organizational success, highlighting their direct influence on productivity and the need for organizations to cater to their needs beyond mere employment. Mentoring is identified as a key employee development activity, both formally and informally, aimed at nurturing talent and fostering a conducive work environment. The review discusses the concept of mentoring, emphasizing the dyadic relationship between mentor and mentee and the benefits it offers in terms of professional and psychosocial development. It also explores the forms of mentoring, distinguishing between informal and formal approaches, with a focus on the latter's deliberate structure and purpose within organizational contexts. Furthermore, it presents a detailed case study of formal mentoring at Essar Services India Private Limited, illustrating various initiatives and programs designed to promote mentoring and its positive impact on workforce development (Tewari, 2014).

- The literature on effective onboarding practices underscores the critical role of strategic design in integrating new employees successfully into organizations, thereby enhancing productivity, engagement, and retention. Research emphasizes the need to move beyond mere transactional activities and focus on the holistic employee experience during the crucial assimilation period of their initial 12-18 months. Key aspects include engaging stakeholders in well-defined roles, measuring results, and gathering feedback to refine onboarding initiatives. Differentiating onboarding processes to accommodate the diverse needs of employees is paramount, with strategies such as managing perceptions of fair treatment and access, facilitating assimilation through mentorship and affinity groups, and holding managers accountable for fostering inclusive cultures. Additionally, literature highlights the importance of leveraging available resources to tailor onboarding practices for international hires, acknowledging their unique cultural

backgrounds and workplace norms. It also emphasizes the role of inclusive leadership in reducing turnover among diverse groups, advocating for training programs that equip managers with the skills to cultivate quality relationships with all employees (Kim, 2015).

- The literature on onboarding underscores its critical role in organizational socialization and talent management, emphasizing its significance in retaining employees. Research indicates that effective onboarding programs contribute to higher retention rates, with studies showing that organizational approaches to newcomer socialization result in greater role clarity and positive job attitudes. Statistics further highlight the necessity of onboarding, pointing out the costs associated with employee turnover and the potential impact on organizational reputation. Moreover, onboarding serves as the primary interface between newcomers and organizations, offering a platform to foster employee loyalty and engagement from the outset. As such, there is a growing imperative to redesign onboarding programs to address the drivers of early employee departure and ensure long-term retention (Joseph, 2015).

- The literature review provided in this paper offers a comprehensive overview of the foundational research on faculty mentoring programs within higher education. It highlights the widespread recognition of mentoring as a crucial practice for career success and satisfaction, citing various studies and reports that emphasize the positive outcomes associated with effective mentoring programs. Key findings include the association between mentoring and faculty retention, the importance of creating an

inclusive academic climate through mentoring, and the effectiveness of structured mentoring programs over informal ones. Additionally, the review underscores the necessity for ongoing assessment and revision of mentoring programs to ensure their effectiveness. The paper also discusses specific attributes and practices associated with successful mentoring programs, drawing from a range of scholarly sources in the field (Eisner, 2015).

- The literature on onboarding programs highlights their significance in facilitating the successful integration of new employees into organizations. Onboarding, often spanning from one day to one year, encompasses activities such as orientation, training, mentoring, and networking, aiming to equip employees with the skills and knowledge necessary for their roles. Research indicates that effective onboarding enhances organizational and employee productivity, as well as job satisfaction and retention rates. It is emphasized that the initial connection established during the recruitment process evolves through participation in onboarding programs, influencing perceptions of organizational fit and commitment. Given the high costs of turnover, organizations are urged to implement efficient onboarding strategies to foster engagement and mitigate early attrition. The study draws on various theories, including social exchange theory, leader-member exchange theory, and team-member exchange theory, to understand the dynamics of relationships during the onboarding process. The research aims to contribute to enhancing onboarding practices by incorporating employee perspectives and feedback, ultimately benefiting organizational performance and employee satisfaction (Staunton, 2017).

- The literature on onboarding in commercial software development organizations underscores the critical importance of effectively integrating new hires into the organizational culture and processes. With software professionals being highly mobile and regularly changing jobs, successful onboarding becomes a key factor in talent retention. Studies highlight the challenges of bridging the gap between formal education and industry requirements, emphasizing the need for comprehensive onboarding to address both technical and non-technical skill development. While existing research provides insights into onboarding practices, including strategies from companies like Google and Microsoft, there remains a lack of theoretical models explaining the success factors and their impact on professionals' organizational fit and turnover intentions. This study aims to fill this gap by developing a theoretical model linking onboarding activities to organizational fit, job satisfaction, and turnover intention, with implications for enhancing the effectiveness of onboarding processes in the software industry (Gaurav G. Sharmaa, 2019).

- The literature review highlights the significance of mentoring programs in organizations, tracing its roots back to ancient Greek literature and emphasizing its modern relevance in organizational development. Mentoring, both formal and informal, is portrayed as vital for workplace learning, career advancement, and psychosocial support. While formal mentoring involves structured relationships with specific objectives, informal mentoring is more flexible and based on individual needs. The study addresses a gap in understanding the predictive role of mentoring programs on individuals' career development and psychosocial support, particularly in the Malaysian

context. Drawing on organizational behaviour theories such as the similarity-attraction paradigm and Bowlby's attachment theory, the study hypothesizes positive relationships between formal and informal mentoring and individuals' career development and psychosocial support. The methodology involves a cross-sectional design with in-depth interviews, pilot studies, and survey questionnaires, with data analysis conducted using statistical techniques like factor analysis, correlation analysis, and regression analysis. The study aims to shed light on the effectiveness of mentoring programs in fostering individuals' advancement within the Malaysian organizational setting (Ismail, 2019).

- The study investigates onboarding practices in an Estonian start-up, focusing on employee motivation and retention. Using a mixed-method approach, it analyses qualitative data from interviews and quantitative data from questionnaires. Findings highlight the importance of onboarding for employee loyalty, particularly in fast-paced organizations like TransferWise. Suggestions for improvement include post-boarding activities and employee feedback mechanisms. Estonia's start-up ecosystem is examined, noting challenges in talent retention due to limited resources and foreign investment. The study aims to provide insights into onboarding processes in successful Estonian start-ups and offer recommendations for enhancement (Hassan, 2020).

- The literature indicates a growing concern regarding turnover intention among newly hired employees, particularly in the context of industries like Information Communication Technology (ICT). As Gen Y and millennials dominate the workforce, understanding the factors influencing turnover intention, such as organizational identification, becomes crucial. The study by Kannaki Narayansamy and Rosmah Mat

Isa investigates the mediating role of organizational identification between onboarding programs and turnover intention in the ICT industry. Previous studies have shown that effective onboarding programs play a vital role in reducing uncertainty among newcomers and facilitating their integration into the organization, thereby decreasing turnover intention. Furthermore, organizational identification, which involves a deep emotional and cognitive bond between individuals and their organization, has been linked to lower turnover intentions. The theoretical framework of this research is rooted in social identity theory and uncertainty reduction theory, suggesting that onboarding programs enhance organizational identification, thereby reducing turnover intention among newcomers. This study contributes to the existing literature by focusing on the ICT industry in Malaysia, where turnover rates are high despite the industry's significant contribution to the economy. By examining the relationships between onboarding programs, organizational identification, and turnover intention, the study offers valuable insights for organizations aiming to retain talented newcomers in the rapidly growing ICT sector (Narayansany, 2021).

- The research conducted for the creation of the Onboarding Program drew upon various sources including scholarly articles, professional organizations, and interviews with Oregon local government human resource management (HRM) professionals. One prominent finding from the American Public Human Services Association emphasized the importance of effective onboarding in ensuring employees understand company culture and work environment, thereby enabling them to make better decisions aligned with organizational practices. This underscores the significance of onboarding in preventing employee confusion, alienation, or lack of confidence, which can lead to disengagement or attrition. Effective onboarding is not just about familiarizing new

hires with policies and procedures but also about fostering a sense of belonging and confidence in their roles, ultimately contributing to employee retention and engagement (Ahmed, 2021).

- The literature review reveals that effective onboarding programs play a crucial role in enhancing employee performance, assimilation into the organizational culture, job satisfaction, and reducing turnover. Traditional orientation processes have evolved into comprehensive onboarding strategies aimed at engaging and supporting new employees throughout their integration into the company. Studies indicate that organizations with structured onboarding programs experience increased productivity, reduced turnover costs, and improved revenue generation by providing consistent and relevant training content to newcomers. However, deficiencies in onboarding processes, such as inadequate training relevance to job roles, lack of hands-on guidance, and unclear pathways for task completion, can lead to employee frustration and disengagement, ultimately contributing to high turnover rates. Therefore, addressing these shortcomings through strategic enhancements to the onboarding process is essential for fostering employee satisfaction, retention, and organizational success (Glaudell, 2021).

- The literature underscores the critical need for structured orientation processes and mentoring relationships, particularly in academic environments such as graduate nursing programs. The transition from expert clinician to novice faculty member poses significant challenges, exacerbated by the lack of formal training in education among new faculty. Studies reveal that without proper onboarding, new nurse educators often struggle with disorientation, seeking clarity and guidance from colleagues to

understand their roles and develop their professional identities. The consequences of inadequate onboarding include decreased job satisfaction, diminished focus on teaching responsibilities, and increased turnover, with associated costs both in terms of financial resources and educational quality. Therefore, the implementation of formal mentorship programs emerges as a vital strategy to support the transition of new faculty, enhance their career development, and ultimately contribute to the retention and success of faculty members and the educational institutions they serve (Skelly, 2022).

- The literature review section of this study explores the concepts of onboarding, mentoring, and eMentoring, serving as the foundation for the research. It delves into the definitions and significance of these processes within Human Resource Management (HRM), emphasizing the importance of successful onboarding in facilitating new employees' integration into organizations. Mentoring, particularly formal mentoring, is identified as a key element of effective onboarding, providing knowledge transfer and support for new hires. However, the traditional face-to-face (F2F) mentoring model faces challenges due to the shift towards virtual work environments, necessitating the adaptation of mentoring processes to eMentoring. Despite the recognized benefits of eMentoring, such as overcoming geographical barriers and saving time, literature is lacking in providing specific strategies for transforming F2F mentoring into eMentoring. Therefore, the thesis aims to address this gap by investigating how organizations can transition from traditional mentored onboarding to eMentored onboarding amidst limited face-to-face interaction and resources (Sophia Hofer, 2023).

- The literature review on onboarding and induction underscores their pivotal role in shaping new employees' perceptions, behaviours, and engagement within organizations. Structured onboarding processes, as highlighted by Jackson and Schuler (2005), contribute significantly to job satisfaction and success by clarifying roles and expectations. Effective socialization, per Scott and Taylor (2010), fosters integration, job commitment, and reduced turnover intentions through activities like team-building and informational sessions. Integrating technology, as found by Riordan and Witt (2000), enhances efficiency and engagement, while early feedback and support, as demonstrated by Riggio and Schneider (2015), improve job performance and satisfaction. Additionally, Cox and Blake (1991) emphasize the importance of inclusivity in fostering a positive workplace culture during onboarding. Collectively, these insights underscore the critical role of onboarding and induction programs in facilitating new employees' successful integration and retention within organizations (Patel, 2023).

- The literature review provides a comprehensive examination of the impact of mentorship programs on career advancement and satisfaction across different regions, including the United States, Canada, Europe, and African countries. Drawing on various studies and examples from diverse industries, the review highlights the significance of mentorship in fostering career growth, job satisfaction, leadership development, skill enhancement, and networking opportunities for employees. It discusses the role of mentorship within the context of organizational culture, work-life balance, and community support systems, emphasizing the universal benefits of structured mentorship programs in supporting individual professionals and enhancing organizational success. The review identifies gaps in existing research, such as the need

for more comprehensive studies examining the simultaneous effects of mentorship on career advancement and job satisfaction, as well as the importance of considering contextual factors and diverse populations in future research endeavours (Balinda, 2023).

4.Research gaps

While there is a growing body of literature on mentorship programs and their impact on employee onboarding, there is a noticeable research gap in understanding the specific efficacy of mentorship interactions within the context of Latambarcem Brewers Pvt Ltd.'s onboarding process. Existing studies provide general insights into the benefits of mentorship during onboarding but lack focused examination of the unique features and outcomes within Latambarcem Brewers Pvt Ltd.'s organizational structure. Investigating this specific mentorship program can reveal insights into the effectiveness of the program in a real-world setting, potentially uncovering nuances and best practices that may be absent in more generalized studies.

5.Research Questions

- What is the satisfaction level of employees with the content of information received for the job role during the onboarding process?

- To what extent does the availability of a mentor contribute to new employees' motivation for their job after the first week of onboarding process?

6.Research Objective

- The examine and evaluate the role of mentorship programs in the onboarding process at Latambarcem Brewers Pvt Ltd.

- To uncover specific insights and best practices unique to Latambarcem Brewers Pvt Ltd., contributing both practical guidance for organisational improvement and valuable

knowledge to the broader discourse on effective onboarding strategies in diverse organisational contexts.

7. **Methodology**

- This research aims to investigate the impact of mentorship programs on the success of onboarding new employees at Latambarcem Brewers Pvt Ltd. To achieve this, a questionnaire is being designed, drawing upon existing research studies conducted by (Hassan, 2020).

- The questionnaire is divided into two parts. The first part gathers demographic information about the employees, such as age, gender. The second part focuses on variables such as employee satisfaction during onboarding process, mentor-mentee interactions, and other factors related to onboarding at Latambarcem Brewers Pvt Ltd.

- Data collection shall be conducted using a structured questionnaire with closed-ended questions, designed in alignment with the research objectives. Simple random sampling is employed to select a total sample size of 65 employees, encompassing both probationary and permanent employees, covering the entire population of 65 employees.

- The survey is being administered offline at Latambarcem Brewers Pvt Ltd, with physical questionnaires circulated among the employees. Data collection shall take place from January 15, 2024, to May 4, 2024.

- The questionnaire utilizes a 5-point Likert scale to measure responses, ranging from "1= Strongly Disagree" to "5= Strongly Agree".

- Once the data is collected, correlation analysis will be employed to analyse the impact of mentorship programs on employee onboarding. SPSS software will be utilized for conducting the correlation analysis. Additionally, the collected data will be represented in the form of pie charts to facilitate interpretation.

8.**Data analysis and Results**

Demographic analysis

Gender

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	21	32.3	32.3	32.3
	Male	44	67.7	67.7	100.0
	Total	65	100.0	100.0	
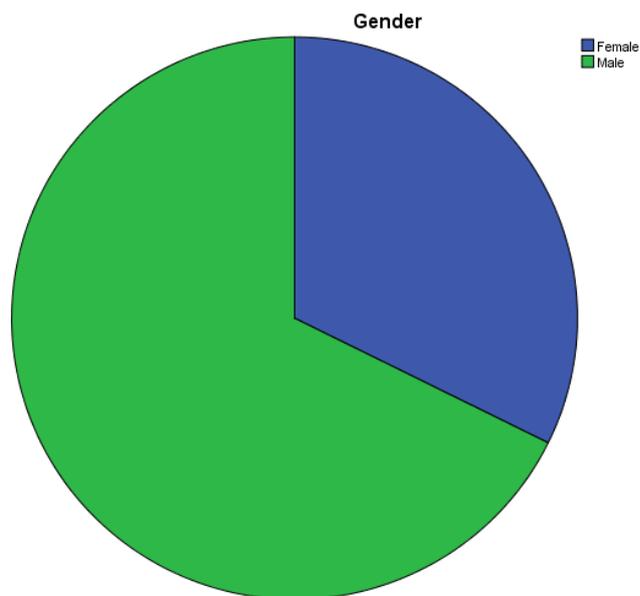
Gender

Interpretation

The gender demographics of the surveyed population reveal a majority of male respondents, constituting 67.7% of the total sample, while female respondents account for 32.3%. This distribution suggests a higher representation of male employees within the organization compared to female employees. Out of the total 65 respondents, 44 identified as male, while

21 identified as female. These figures provide an initial glimpse into the gender composition of the workforce participating in the survey, laying the groundwork for further analysis regarding gender-related perspectives on the onboarding process and its outcomes.

Age

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 to 25 years	15	23.1	23.1	23.1
	26 to 35 years	38	58.5	58.5	81.5
	36 to 45 years	10	15.4	15.4	96.9
	46 years and above	2	3.1	3.1	100.0
	Total	65	100.0	100.0	

Age

18 to 25 years
26 to 35 years
36 to 45 years
46 years and above
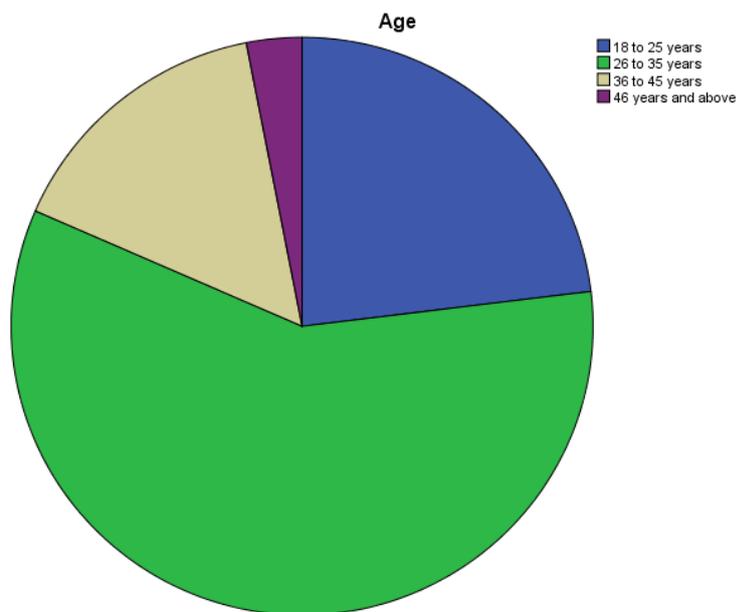
Interpretation

The age demographics of the surveyed population reveal a diverse distribution across various age brackets. The majority of respondents fall within the age range of 26 to 35 years, comprising 58.5% of the sample. This group represents the largest segment of the surveyed population. Following closely behind, individuals aged 18 to 25 years constitute 23.1% of the respondents, indicating a significant presence of younger participants. Moreover, there is

representation from older age groups, with 15.4% of respondents aged 36 to 45 years and a smaller proportion of 3.1% aged 46 years and above. This distribution underscores the importance of capturing perspectives from different age cohorts to gain a comprehensive understanding of employee experiences and perceptions within the organization.

Are you satisfied with the content of information you received for the job role during the onboarding?
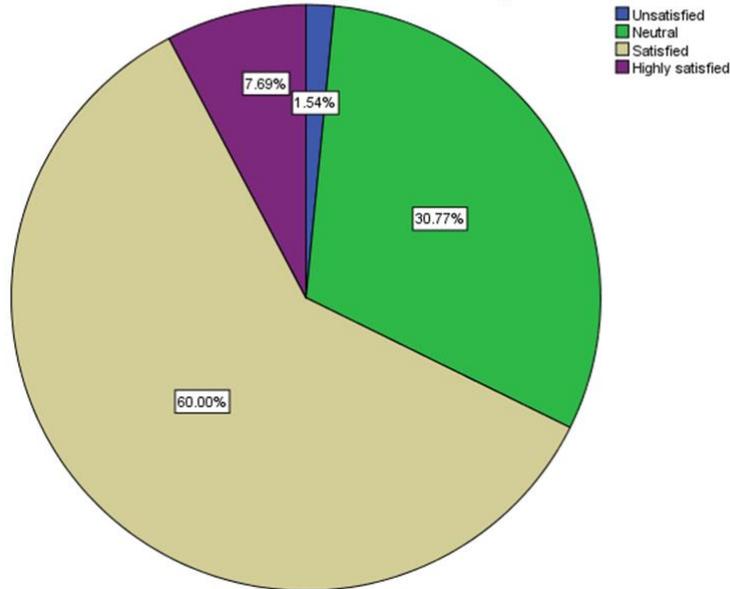
Interpretation

The pie chart depicts the satisfaction levels of employees regarding the information content received during their onboarding for the job role. Among the 65 respondents, it is noteworthy that 7.69% expressed being highly satisfied with the provided information. A significant majority, constituting 60% of the respondents, reported feeling satisfied with the content they received. Additionally, 30.77% of the respondents stated a neutral stance towards the information, indicating a lack of strong inclination either way. It's essential to address that a small portion, specifically 1.54% of the respondents, expressed dissatisfaction with the content provided during their onboarding process.

You felt motivated for your job after the first week of your on-boarding?

- Disagree
- Neutral
- Agree
- Strongly agree

7.69%

9.23%

26.15%

56.92%
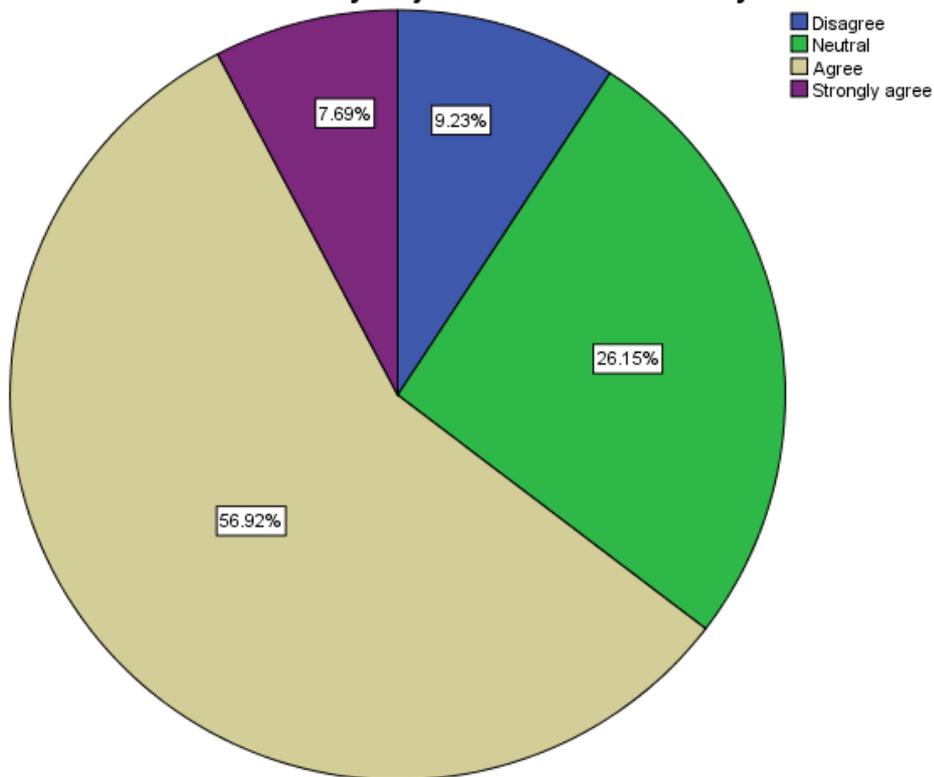
Interpretation

The pie chart provided illustrates the sentiments of employees regarding their motivation levels after the first week of onboarding. Out of the 65 respondents, it is noticeable that 7.69% strongly agreed that they felt motivated. Additionally, a considerable majority, accounting for 56.92%, expressed agreement with feeling motivated after the initial onboarding period. However, it's worth mentioning that 26.15% reported feeling neutral. Lastly, 9.23% of respondents disagreed with feeling motivated

How satisfied were you with the on-boarding experience in general?

- Unsatisfied
- Neutral
- Satisdied
- Highly satisfied

7.69% 6.15%

27.69%

58.46%
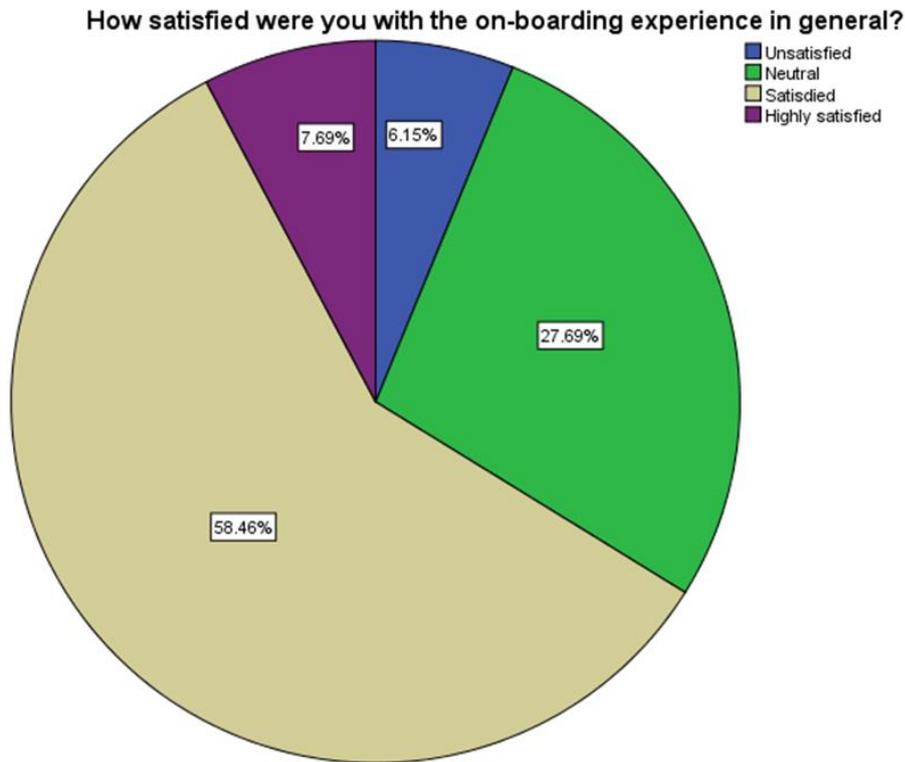
Interpretation

The pie chart above represents the level of satisfaction among employees regarding their onboarding experience. The data is based on responses from 65 individuals. According to the chart, 7.69% of respondents expressed being highly satisfied, indicating a significant level of contentment with the onboarding process. Furthermore, 58.46% reported being satisfied. About 27.69% indicated a neutral stance, implying neither strong satisfaction nor dissatisfaction with the onboarding process. Whereas, 6.15% of respondents expressed being unsatisfied.

Reliability Statistics

Cronbach's Alpha	N of Items
.930	13

Interpretation

The table shows the Cronbach's Alpha coefficient and number of items for a measure or scale with thirteen items. The Cronbach's Alpha coefficient is a measure of internal consistency reliability that indicates how well the items in the scale are correlated with each other. The coefficient ranges from 0 to 1, with higher values indicating greater internal consistency.

In this case, the Cronbach's Alpha coefficient is 0.930, which suggests a high level of internal consistency reliability. This means that the thirteen items in the scale are reasonably related to each other and that they are measuring the same construct.

Correlations

Correlations

		How valued do you feel at work?	Are you happy with the roles, responsibilities and duties you carry out for the company?	Are you satisfied with the content of information you received for the job role during the onboarding?	Your mentor was ready to provide help and guidance all the times?	How welcomed did you feel in the company when you first joined?	Your on-boarding mentor effectively provided you with regular feedback on your performance?	The information you received before your first day helped you understand what to expect and where to go?	The company culture and values were well elaborated during the on-boarding?	The organization's mission and your role in achieving it have been well reinforced throughout the on-boarding process?	Your mentor daily contacted you during the first few weeks of your job, for any guidance, follow-up or feedback session?	How satisfied were you with the on-boarding experience in general?	You felt motivated for your job after the first week of your on-boarding?	How likely are you to recommend your organization as a great place to work for, to your friends?
How valued do you feel at work?	Pearson Correlation	1												
Are you happy with the roles, responsibilities and duties you carry out for the company?	Pearson Correlation	.672	1											
Are you satisfied with the content of information you received for the job role during the onboarding?	Pearson Correlation	.547	.619	1										
Your mentor was ready to provide help and guidance all the times?	Pearson Correlation	.547	.562	.506	1									
How welcomed did you feel in the company when you first joined?	Pearson Correlation	.691	.733	.560	.598	1								
Your on-boarding mentor effectively provided you with regular feedback on your performance?	Pearson Correlation	.600	.607	.508	.651	.654	1							
The information you received before your first day helped you understand what to expect and where to go?	Pearson Correlation	.332	.455	.488	.457	.487	.659	1						
The company culture and values were well elaborated during the on-boarding?	Pearson Correlation	.492	.573	.404	.410	.571	.546	.375	1					
The organization's mission and your role in achieving it have been well reinforced throughout the on-boarding process?	Pearson Correlation	.365	.558	.467	.288	.585	.513	.521	.465	1				
Your mentor daily contacted you during the first few weeks of your job, for any guidance, follow-up or feedback session?	Pearson Correlation	.143	.216	.096	.234	.172	.252	.265	.362	.233	1			
How satisfied were you with the on-boarding experience in general?	Pearson Correlation	.523	.741	.516	.472	.698	.585	.491	.563	.620	.168	1		
You felt motivated for your job after the first week of your on-boarding?	Pearson Correlation	.557	.604	.421	.461	.641	.495	.327	.503	.431	.292	.614	1	
How likely are you to recommend your organization as a great place to work for, to your friends?	Pearson Correlation	.621	.654	.492	.513	.696	.586	.443	.676	.542	.325	.694	.759	1

Interpretation

The correlation table provides insights into the interrelationships among various facets of the employee onboarding experience and workplace satisfaction. It illustrates that feeling valued at work is strongly positively correlated with multiple factors, including happiness in one's roles and responsibilities (0.672), feeling welcomed in the company (0.691), overall satisfaction with the onboarding process (0.523), and the likelihood of recommending the organization as a great place to work (0.621). Similarly, feeling welcomed in the company exhibits robust positive correlations with overall satisfaction with onboarding (0.698) and the likelihood of recommending the organization (0.696). Moreover, satisfaction with the onboarding process demonstrates strong positive correlations with happiness in roles and responsibilities (0.741) and the likelihood of recommending the organization (0.694). These findings underscore the critical importance of fostering a culture where employees feel valued and welcomed, as well as the significance of a comprehensive onboarding process in enhancing overall satisfaction and organizational advocacy. They highlight the potential impact of these factors on employee motivation and engagement within the workplace.

Additionally, the correlation table reveals some values that do not exhibit strong correlations with other variables. For instance, the frequency of contact with a mentor during the first few weeks of employment shows only a weak positive correlation with overall satisfaction with onboarding (0.168) and feeling welcomed in the company (0.143). Similarly, the clarity of information received before the first day of work demonstrates only moderate positive correlations with certain factors, such as overall satisfaction with onboarding (0.491) and feeling welcomed in the company (0.332), suggesting that while it contributes to some extent, it may not be as influential as other aspects of the onboarding process. These findings suggest that certain elements of the onboarding experience, such as mentorship frequency and the clarity of pre-employment information, may have less impact on overall employee satisfaction

and organizational advocacy compared to factors like feeling valued and welcomed in the workplace.

9. Research findings and Discussion

The findings suggest that there is a notable gender imbalance within the organization, with male employees comprising the majority of the workforce at 67.7%, while female employees represent 32.3% of the surveyed population. This gender distribution sets the stage for further exploration into potential gender-related dynamics within the onboarding process and the broader organizational context.

In terms of age demographics, the research reveals a diverse distribution, with the majority of respondents falling within the age range of 26 to 35 years (58.5%). Notably, younger employees aged 18 to 25 years also constitute a significant portion of the sample at 23.1%. This diversity in age groups underscores the importance of considering the perspectives and experiences of employees across different life stages within the organization.

Regarding the satisfaction levels of employees with the content of information received during the onboarding process, the findings indicate that a majority (60%) reported feeling satisfied, with an additional 7.69% expressing high satisfaction. However, a notable portion (30.77%) remained neutral, suggesting room for improvement in effectively delivering onboarding information tailored to individual needs and preferences. Moreover, 1.54% of respondents

expressed dissatisfaction, highlighting potential areas for enhancement in the content and delivery of onboarding materials.

In terms of motivation levels after the first week of onboarding, the research findings reveal positive sentiments among employees, with a significant majority (56.92%) agreeing that they felt motivated. Additionally, 7.69% strongly agreed with feeling motivated, indicating a substantial level of engagement and enthusiasm among new hires. However, a noteworthy proportion (26.15%) reported feeling neutral, suggesting the need for further exploration into factors influencing employee motivation during the onboarding phase. Furthermore, 9.23% of respondents disagreed with feeling motivated, indicating potential challenges or gaps in the onboarding process that may impact employee engagement and commitment to their roles.

Correlation analysis indicates strong positive relationships between feeling valued, welcomed, and satisfied with the onboarding process. Factors like happiness in roles, feeling welcomed, and overall satisfaction with onboarding show robust correlations, highlighting their critical role in employee satisfaction and organizational advocacy

Overall, the findings suggest a generally positive perception of the onboarding experience among employees at Latambarcem Brewers Pvt Ltd., with a majority expressing satisfaction (58.46%). However, there is room for improvement, as evidenced by the presence of neutral responses (27.69%) and a small percentage of respondents expressing dissatisfaction (6.15%). These findings underscore the importance of continuously evaluating and refining the onboarding process to ensure the seamless integration and engagement of new hires, ultimately contributing to organizational success and employee retention.

10.**Conclusion**

The research was conducted to investigate the efficacy of mentorship programs within Latambarcem Brewers Pvt Ltd.'s onboarding process. By examining the satisfaction levels of employees with the information received during onboarding and the impact of mentor availability on their motivation post-onboarding, the study aimed to uncover insights crucial for organizational improvement. Based on the research conducted, it can be concluded that while the majority of employees at Latambarcem Brewers Pvt Ltd reported satisfaction with the information received during the onboarding process, a significant portion remained neutral, suggesting opportunities for improvement in tailoring information to individual needs and preferences. Similarly, although a majority of employees felt motivated after the first week of onboarding, a notable proportion reported neutrality, indicating the need for further exploration into factors influencing motivation. These findings emphasize the importance of refining onboarding materials and enhancing motivation strategies to ensure the seamless integration and sustained engagement of new hires.

Also, there is a notable gender imbalance within the organization, with males comprising the majority of the workforce. This underscores the need for further exploration into potential gender-related dynamics within the onboarding process and broader organizational context.

Additionally, it was also noticed that there is a diverse age distribution among employees, emphasizing the importance of considering varied perspectives and experiences within the organization.

Overall, while the findings reflect a generally positive perception of the onboarding experience, there is room for improvement. Neutral and dissatisfied responses highlight areas for

enhancement in delivering tailored information and fostering sustained motivation among new hires.

In conclusion, the research underscores the importance of continuously evaluating and refining the onboarding process at Latambarcem Brewers Pvt Ltd. By addressing gender imbalances, tailoring onboarding materials, and enhancing motivation strategies, the organization can foster greater employee engagement, retention, and ultimately, organizational success.

11.**Managerial Implications**

The research shed light on various aspects of the organization's onboarding process, including employee satisfaction with information received, the impact of mentorship on motivation, gender demographics, age distribution, and overall satisfaction levels. These findings provide valuable insights into the strengths and areas for improvement within the onboarding process, offering a foundation for actionable recommendations to enhance employee integration, engagement, and organizational success.

The managerial implications of this study for Latambarcem Brewers Pvt Ltd. are as follows:

Tailored onboarding materials: The study highlights the importance of tailoring onboarding materials to individual needs and preferences. Managers should consider implementing a more personalized approach to delivering information during the onboarding process. This may involve assessing the specific knowledge gaps and learning styles of new hires and adjusting the content and delivery methods accordingly.

Enhanced mentorship programs: Since mentor availability was found to positively impact employee motivation post-onboarding, there is a clear opportunity for Latambarcem Brewers Pvt Ltd. to invest in and enhance their mentorship programs. Managers should focus on matching new employees with suitable mentors who can provide guidance, support, and encouragement throughout the onboarding period and beyond. Additionally, providing mentors with training and resources to effectively fulfil their roles can further enhance the efficacy of the mentorship program.

Promoting engagement through feedback: Given that a portion of employees expressed neutrality or dissatisfaction with certain aspects of the onboarding process, managers should prioritize creating channels for open communication and feedback. Encouraging new hires to share their experiences, concerns, and suggestions can provide valuable insights for refining the onboarding process. Regular feedback sessions, anonymous surveys, or suggestion boxes can be effective methods for facilitating employee input and promoting engagement.

Training for managers and mentors: To ensure the success of mentorship programs and the overall onboarding process, managers and mentors should receive adequate training and support. Providing training sessions or workshops on effective mentoring techniques, communication skills, and cultural sensitivity can help mentors build rapport with mentees and provide meaningful guidance.

Create a welcoming onboarding process : Invest resources and effort into creating a welcoming and supportive onboarding process for new employees. Ensuring that new hires feel valued, welcomed, and satisfied from the very beginning can significantly contribute to their overall satisfaction and engagement with the organization.

Continuous evaluation and improvement: The study underscores the importance of continuously evaluating and refining the onboarding process at Latambarcem Brewers Pvt Ltd. Managers should establish mechanisms for soliciting feedback from new hires and regularly assess the effectiveness of onboarding initiatives. This may involve conducting follow-up surveys, focus groups, or one-on-one discussions to identify areas for improvement and implement targeted interventions to enhance the onboarding experience.

12.Tasks Handled

During my internship, I engaged in a variety of tasks that provided me with practical experience in the HR department. These responsibilities allowed me to apply theoretical knowledge in real-world scenarios, contributing to both my personal growth and the company's objectives. Below, I outline the key tasks I handled during my internship tenure.

Attendance Management: I assisted the manager with attendance management tasks, such as maintaining accurate records of employee attendance and tracking leave requests.

SOP Revision Support: Additionally, I provided support in revising Standard Operating Procedures (SOPs), helping to ensure that procedures were up-to-date, consistent, and aligned with organizational objectives. This involved analysing existing procedures, documenting revisions, and collaborating with team members to optimize processes.

Drafting Employee Communication: I was responsible for drafting various employee communications, including warning letters when necessary. This required effective written communication skills and a careful approach to addressing performance or conduct issues while maintaining professionalism and compliance with company policies.

Handling Employee Inquiries: As part of my role, I addressed minor employee inquiries and provided assistance as needed. For more complex issues, I directed employees to the appropriate HR staff for resolution, ensuring that all inquiries were handled promptly and efficiently.

Onboarding Assistance: I assisted in the onboarding process by preparing new hire paperwork and facilitating a smooth transition for incoming employees. This involved ensuring all necessary documents were completed accurately.

Drafted letter of visit: I was also given the responsibility of drafting letter of visit addressed to colleges that recently paid a visit to our esteemed company. This letter not only expressed our profound appreciation for their visit but also served as a platform to extend our gratitude for their interest and engagement in our organizational endeavours.

Filing Work: Lastly, I was tasked with organizing and maintaining various documents and records. This filing work was essential for ensuring that information was easily accessible and properly stored, contributing to overall efficiency and organization within the workplace

13.**Learnings derived**

During my internship, I undertook various tasks ranging from attendance management to drafting employee communications and assisting in SOP revisions. These experiences provided me with valuable insights and helped me develop essential skills such as organization, communication, and attention to detail. In this reflection, I will outline some key learnings derived from these responsibilities.

Organizational Skills: Managing attendance, revising SOPs, drafting communications, and handling inquiries all required strong organizational skills. Learning how to prioritize tasks, maintain accurate records, and stay on top of various responsibilities contributes to overall effectiveness in a professional environment.

Communication Skills: Drafting employee communications, including warning letters and letters of visit, necessitated effective written communication skills. Learning to convey messages clearly, professionally, and diplomatically is crucial in maintaining positive relationships within the organization and with external stakeholders.

Attention to Detail: Accuracy is essential in tasks like attendance management, onboarding assistance, and filing work. Attention to detail ensures that records are accurate, documents are completed correctly, and information is properly stored, contributing to the smooth functioning of the organization.

Interpersonal Skills: Handling employee inquiries and assisting in the onboarding process required good interpersonal skills. Learning to communicate effectively, empathize with others' concerns, and provide assistance in a friendly and professional manner helps in fostering a positive work environment and building strong working relationships.

Compliance and Professionalism: Drafting warning letters and ensuring compliance with company policies highlight the importance of professionalism and adherence to established procedures. Understanding and following company policies and legal regulations are essential to avoid potential liabilities and maintain a respectful workplace culture.

Process Optimization: Supporting SOP revisions involves analysing existing procedures and collaborating with team members to optimize processes. Learning to identify inefficiencies, suggest improvements, and work collaboratively towards common goals contributes to organizational effectiveness and efficiency.

Gratitude and Appreciation: Drafting a letter of visit underscored the significance of expressing gratitude and appreciation to external stakeholders. Recognizing and acknowledging the contributions of others fosters positive relationships and strengthens ties with partners, clients, and collaborators.

14.**Challenges**

Integration into company culture: Adjusting to the company's culture, norms, and dynamics presented an initial hurdle in my integration process. Understanding the intricacies of the company's established practices and unwritten rules took time and effort.

Communication: Communication proved to be a significant challenge in the early stages, particularly in my interactions with my manager. Misunderstandings and a lack of clarity on assigned tasks and expectations arose due to communication barriers.

Completing tasks on time: Meeting deadlines for tasks, notably attendance management, proved to be a daunting task. The expectation to complete such responsibilities well before the given time added pressure, and ensuring timely completion required extra effort and focus.

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Appendix I

Samples of the work done

	A	B	C	D	E	F	G	H
95								
96		Week 1	28:00:00	25:22:00	32:26:00	17:07:00	23:06:00	27:52:00
97		Week 2	47:00:00	41:51:00	68:45:00	44:32:00	25:07:00	46:35:00
98		Week 3	51:14:00	49:47:00	67:34:00	46:14:00	51:41:00	55:18:00
99		Week 4	49:01:00	29:54:00	52:41:00	55:34:00	43:26:00	48:32:00
100		Week 5	53:13:00	42:50:00	48:28:00	58:31:00	40:23:00	47:01:00
101		Total	228:28:00	189:44:00	269:54:00	221:58:00	183:43:00	225:18:00
102		Days Off/Holiday	7	7	7	7	7	7
103		Leave/ Absent						
104		Total Work days excluding leaves	24	24	24	24	24	24
105		Total Days	31	31	31	31	31	31
106		Target Working Time	210.00	210.00	210.00	210.00	210.00	210.00
107		Total Time Worked	228:28:00	189:44:00	269:54:00	221:58:00	183:43:00	225:18:00
108		Time Difference						
109								
110								

Working hours calculation of employees

	A	B	C	D	E	F	G	H	I
2		IN	09:55	11:59	10:32	09:41	09:51	09:48	09:10
3	1	Out	19:02	18:06	21:00	18:10	15:28	18:14	17:51
4		Diff	09:07	06:07	10:28	08:29	05:37	08:26	08:41
5		IN	09:33	10:49	10:58		09:50	09:51	09:04
6	2	Out	19:14	20:44	23:36		18:06	19:49	18:37
7		Diff	09:41	09:55	12:38	00:00	08:16	09:58	09:33
8		IN							07:30
9	3	Out							17:46
10		Diff	00:00	00:00	00:00	00:00	00:00	00:00	10:16
11		IN	10:44	10:37	10:46	09:38	09:56	09:48	07:20
12	4	Out	19:56	19:57	20:06	18:16	19:09	19:16	21:14
13		Diff	09:12	09:20	09:20	08:38	09:13	09:28	13:54
14		IN	09:36	11:00	11:00	09:27	10:38	09:53	09:23
15	5	Out	19:31	19:30	20:44	18:54	18:23	19:19	18:24
16		Diff	09:55	08:30	09:44	09:27	07:45	09:26	09:01
17		IN	10:10	13:41	10:39	09:57	10:00	10:08	09:18
18	6	Out	19:41	19:53	19:53	18:53	18:50	18:37	18:43
19		Diff	09:31	06:12	09:14	08:56	08:50	08:29	09:25
20		IN	09:44	10:16	10:57	09:42	09:49	10:03	09:04
21	7	Out	19:21	21:13	22:08	18:22	18:21	18:47	20:38

Appendix II

Photos at work