

REPORT ON

“Employee Experience During The Onboarding Process”



By

Muskan Mazumdar

2029

MBA-II

Goa Business School- Goa University.

DECLARATION

I hereby certify that this report has been prepared by me. This report has not previously formed the basis of any diploma or degree. The report is to be submitted to Goa Business School- Goa University as partial fulfillment of the Final Internship paper of the Master of Business Administration program.

Muskan Mazumdar

Roll No: 2029

Goa Business School- Goa University

Class: MBA-II

Dated: 9th May 2022

CERTIFICATE

This is to certify that this project report is a record of work done by Miss Muskan Mazumdar during the period of study; under my guidance to the best of my knowledge and that it has not previously formed the basis of an award of any degree or diploma at the Goa University or elsewhere.

Signature

Mrs. Teja Dicholkar

(Lecturer, Project Guide,

Department of MBA,

Goa Business School- Goa University)

LETTER FROM COMPANY

sesa goa iron ore

INTERNSHIP CERTIFICATE**TO WHOMSOEVER IT MAY CONCERN**

This is to certify that **Muskan Mazumdar**, student of Goa Business School, Goa University has successfully completed her semester internship. The details of which are as under:

Title of the Project:

1. Creating a streamlined and standard Onboarding Process Flow
2. Benchmarking of HR Practices
3. Freshers' Recruitment Process

Tenure of Project: 07th Jan 2022 to 30th April 2022

During her internship period, we found her sincere and disciplined while delivering the assignment. We are satisfied with her project report and wish her luck for all the future endeavors.

For Vedanta Limited

Praveen George
Chief HR Officer – Iron Ore Business & FACOR

Date: **30th Apr 2022**

Place: **Panaji, Goa**

VEDANTA LIMITED

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ACKNOWLEDGEMENT

It gives me immense pleasure to express my gratitude to the entire staff of Vedanta Sesa Goa, for allowing me to do my semester internship and for being so helpful, supportive, and cooperative with me throughout my internship period.

I especially thank my supervisor and guide Mr. Praveen George (CHRO) and Ms. Ankita Singh (Head Talent Head) for their kind and helpful attitude and listening to and guiding me throughout the internship period and for sharing their knowledge and guiding me during the survey. I would also like to thank the Staff members for attending to my queries whenever needed.

I would also like to express my sincere gratitude and appreciation to my college faculty and project mentor Mrs. Teja Dicholkar for her helpful attitude and attending to my queries, for giving me the opportunity to undergo this project, and to provide me with a better understanding and knowledge of the various aspects to look under when preparing an internship report and furthermore guiding me throughout the project and for sharing her knowledge and helping me during the survey.

I would also like to express my gratitude towards the scholars who had explored a similar topic of interest and documented the same on the internet, which I could refer to and gain understanding on my topic. Access to such research papers was very helpful to me throughout the dissertation period.

I would also like to thank the various people I interacted with to carry out the survey and who helped me obtain information and knowledge during the tenure of my internship, despite their busy schedules.

Finally, I would like to thank my college and faculty for giving us such an opportunity to get exposure to the industry of my choice.

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INDUSTRY ANALYSIS

MINING & METALS INDUSTRY

Introduction to the mining industry:

India holds a fair advantage in production and conversion costs in steel and alumina. Its strategic location enables export opportunities to develop as well as fast-developing Asian markets. The rise in infrastructure development and automotive production are driving growth. Power and cement industries are also aiding the growth of the sector. Demand for iron and steel is set to continue given the strong growth expectations for the residential and commercial building industry.

As of 2012, India is the largest producer of sheet mica, the third-largest producer of iron ore, and the fifth largest producer of bauxite in the world. India's metal and mining industry was estimated to be \$106.4bn in 2010. However, mining in India is also infamous for human rights violations and environmental pollution. The industry has been hit by several high-profile mining scandals in recent times.

Market size:

Coal production in the country stood at 715.95 million tonnes (MT) in FY21. Between April 2021 and October 2021, coal production in India stood at 379.597 million tonnes (MT). Iron ore production in the country stood at 189 million tonnes in FY21. According to the Directorate General of Commercial Intelligence & Statistics, in FY22 (until August 2021), iron ore exports reached US\$ 2.23 billion, registering an increase of 21.8% YoY.

Production of aluminum stood at 3.65 MT in FY20. In value terms, aluminum export from the country stood at US\$ 20.18 million in FY20. Aluminum production stood at 3,285,186 tonnes between April 2020 and January 2021. India is the world's second-largest coal producer as of 2021. India is the world's second-largest crude steel producer, as of 2020.

Investments/ Developments:

- Vedanta Limited is planning a US\$ 20 billion investment across its operations, including increasing silver production and steel capacity.
- Epsilon Carbon, a coal tar derivatives company, has built India's first integrated carbon black complex in Bellary, Karnataka, with an Rs. 550-crore (US\$ 74.02 million) investment.
- In July 2021, India shipped its first coal export to Rampal Power Plant in Bangladesh, giving a boost to the country's coal exports.
- In June 2021, announced to expand its production and sales of stainless steel to 1.5 lakh tonnes per annum from 1 lakh tonnes at Thane (Mumbai) unit, which is expected to boost its turnover by ~Rs. 7,000 crore (US\$ 939.88 million) per annum.
- In May 2021, Vedanta Ltd. announced its plan to invest Rs.10,000 crore (US\$ 1.34 billion) in setting up an aluminum park in Odisha to facilitate companies that use metal to set up their manufacturing units in the facility.
- In February 2021, two new iron ore mines were inaugurated in Odisha, with a production capacity of 15 lakh tonnes per month and ~275 million tonnes of consolidated iron ore reserves. These mines will bring in ~Rs. 5000 crore (US\$ 679.28 million) in annual revenue for the state and employment opportunities for locals.

Government Initiatives:

- The Ministry of Mines notified the Mineral Conservation and Development (Amendment) Rules in November 2021 to provide rules regarding the conservation of minerals, systematic and scientific mining, and development of minerals in the country for environmental protection.
- Steel Authority of India Ltd. (SAIL) and Central Public Sector Enterprises (CPSEs), under the Ministry of Steel, supplied 48,200 tonnes of steel for the Purvanchal

Expressway, which was inaugurated by Prime Minister Narendra Modi on November 16, 2021.

- As part of unlocking India's vast mineral potential by exploration this year, the Ministry of Mines has handed over 152 mineral block reports to different state governments until November 2021. Also, 52 potential G-4 mineral blocks approved by the Geological Survey of India (GSI) have been handed over to 15 state governments.
- To increase the availability of iron ore in India, the government took several initiatives, such as 'Mining and Mineral Policy' reforms, to ramp up production and maximum capacity utilization by government mining companies. For example, SAIL, with the approval to sell 25% fresh fines and 70 MT dumps and tailings, accelerated the sale of iron ore.

Road Ahead:

There is significant scope for new mining capacities in iron ore, bauxite, and coal and considerable opportunities for future discoveries of sub-surface deposits. Infrastructure projects continue to provide lucrative business opportunities for steel, zinc, and aluminum producers. Iron and steel make up a core component of the real estate sector. Demand for these metals is set to continue given strong growth expectations for the residential and commercial building industry.

Impact of lockdown on the mining industry in India:

Mining is an essential industry that will provide key materials needed for the country's infrastructure development. Mining is one of the core sectors and growth drivers of the Indian economy. Minerals and ores provide basic raw materials to many important industries like power generation, iron, and steel, cement, petroleum and natural gas, petrochemicals, etc. The rapid spread of COVID-19 has disrupted operations across industries, and the mining sector is no exception. The restrictions of lockdown were excluded inter alia concerning operations of mines of iron ore, coking coal, thermal coal, limestone, dolomite, manganese ore, chromite,

etc. as well as operation of ferroalloy, iron ore pellet plants, etc. The mining sector in India was poised for robust growth in the financial year 2020–2021, on the back of rising demand from end-use sectors and fresh investments announced by the mining companies. However, the spread of COVID-19, right at the beginning of the financial year, has led to disruptions across industries.

In light of the current COVID-19 pandemic, the mine owners and operators have faced lots of challenges. Both state and central government revenue collections against statutory levies and taxes are expected to get affected collection due to the lower volume of mineral production during the COVID-19 crisis. This is due to lower mineral offtake on account of lack of demand from end-user sectors and also non-availability of labour. The COVID-19 led to disruption to the global trade as well, and subdued global markets are also likely to impact the demand and production of minerals. The government has started moving in this direction with initiatives like pre-embedded clearances.

Major Players in The Market:

Competitive Landscape of the players in the market:

Players Profiled (Leading Companies) as of 2021:

1. National Mineral Development Corporation	2. Hindalco Industries	3. Vedanta	4. Coal India
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PESTLE Analysis:

Political	<ul style="list-style-type: none"> • <u>Government Backing:</u> Difficulty in obtaining clearances and leases from the state governments. Various clearances need to be obtained from different ministries which is a time-consuming process. The government could ease up the restriction laid down on this industry slightly. • <u>Foreign Direct Investments:</u> The flight of foreign capital in the mining sector has outweighed the inbound FDI flows. From \$592 million in 2010-11, FDI in mining has subsided by more than half to \$247 million
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	at the end of 2018-19. The government could have taken more initiatives to strengthen the industry by some major relaxations.
Economical	<p><u>Foreign Exchange Rates:</u> The fluctuations in the exchange rates impact the performance of the mining Industry. The Indian iron ore industry thrives on exports. Goa exports 96% of its iron ore production and 84% of revenues are accounted for by exports to China. The key driver of the global iron ore industry is China as it is the highest buyer of iron ore. The exchange rates fluctuations are a dominant concern. The import taxes and international trade cycle are also important economic factors for the mining industry.</p> <ul style="list-style-type: none"> • <u>Foreign Affairs:</u> India's foreign relations & economic scenario impacts the entire industry. Very high capital investment is required in the mining industry. Thus, interest rates make a major impact. Mining generally involves the import and export of products as not all countries are rich in deposits of minerals.
Social	<ul style="list-style-type: none"> • <u>Community Backing:</u> Support of the local community is the most needed and underlying factor for mining because the industry impacts the surrounding environment in the area of its operation. Mining, though, a resource-based industry, cannot be carried out in areas of high population because of the concerns that it may affect public health. Various activist groups are keeping an eye on mining over the recent years and the industry has also been attracting continuous media attention. • <u>Socially Smart Positioning:</u> Vedanta Limited has positioned itself to be an extremely socially conscious brand. Its CSR activities and social causes over the period have made Vedanta's existence in the eyes of people a mindful brand.
Technological	<ul style="list-style-type: none"> • <u>Technological Developments:</u> The process involved in the mining industry right from raw material transportation to export involves risky processes. The laws prevent the use of human resources in these conditions, making the mining industry heavily dependent on technology.

	<p>Recently the mines are using computerized machines that operate according to their program and automated conveyor belts to reach their specified destination. An example would be SESA Goa's team which did detailed experimentation involving studies on the temperature profile of the oven and redesigning the refractories. It developed 'energy recovery coke making', an environment-friendly technology, followed by the system plant trials, which is an environment-friendly technology that is characterized by low capital and operating cost, high energy recovery, and capable of producing high-quality met coke.</p> <ul style="list-style-type: none"> • <u>Evolving Technologies</u>: It has become difficult for companies to maintain relevance with the evolution of technology due to constant innovation in technological space and the companies must pay a higher cost to acquire such technologies.
Legal	<ul style="list-style-type: none"> • <u>Permitting Standards</u>: Minerals are seen as a nation's wealth; the mining industry has to operate under a lot of political and legal pressure. It involves a large and complicated process for licensing because they are mainly state-owned or nationalized. The industry is very much regulated by governmental law that mainly focuses on environmental factors. The government has been pressurizing the mining policies due to the increasing concern of environmental issues and the media focus is still more an added pressure on the mining industry. • <u>Labour Law</u>: The labour law has recently benefited labours and the labour unions help labours to achieve their rights and safeguard them from being wrong. Also, the company needs to have a clear understanding of the Employment laws.
Environmental	<ul style="list-style-type: none"> • <u>Environment Regulations</u>: Almost all countries demand an investigation of its impact on the environment before any activity can start as any mining activity has to go through several clearances and regulations concerning the environment due to the fact that after the process is done, mining affects and

	<p>makes a negative impact on the environment.</p> <ul style="list-style-type: none"> • <u>Climate and Environmental Changes:</u> Climatic changes have been an integral part of the business as the climate of the country where Vedanta's operations take place is important.
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PORTER'S FIVE FORCE ANALYSIS:

<p>Competitive Rivalry</p> <p>(Moderate)</p>	<ul style="list-style-type: none"> ▪ Some of the competitors of Vedanta Group are Hind Zinc, Hind Copper, Gravita India, Bharat Wire Rop, Madhav Copper, Rio Tinto, BHP Billiton Ltd, Grupo- Mexico, Hindalco, etc. ▪ The competition is moderate as every player is striving to achieve a good percentage of market share as the resources are becoming restricted and limited. ▪ Price wars hurt a company's profitability in the long run. ▪ Strategic interdependence is high therefore, competitive moves are expected to persist.
<p>Threat of New Entrants</p> <p>(Low)</p>	<ul style="list-style-type: none"> ▪ It is very difficult for new entrants to venture into this industry because of the limited resources in mining and the costs of exploration, the various government laws, the equipment and capital investment required, and additional costs incurred in the rehabilitation of people living at the mining sites, etc. ▪ Vedanta Limited has been a market leader for the last 30 years so there is a low level of threat from new entrants. Vedanta has over the years acquired its competitors and therefore has been able to survive in this market for over 3 decades.

	<ul style="list-style-type: none"> ▪ The Company has gone a long way in popularizing and exploring a whole range of products based on. So, all the advantages of first-mover, learning curve, brand loyalty, patents, and economies of scale exist with Vedanta limited.
Threat of Substitute Product (Low)	<ul style="list-style-type: none"> ▪ This is mainly because metals are required basically for all types of manufacturing industries as an input. Even if substitution is considered, it has limited scope. ▪ Also, the price/performance ratios of iron, aluminum, etc. are low, making the threat of substitutes even less. ▪ Vedanta limited products have a strong brand image with more than 30 years of experience in the market, making the threat of substitution even less.
Bargaining Power of Customers (Low)	<ul style="list-style-type: none"> ▪ Bargaining power is low as the demand for metals and metal products is very high. ▪ Also switching costs are high as the customers normally have contracts with the company. ▪ Buyers' bargaining power is low since they cannot influence prices to a great extent. ▪ Dabur competes at prices that reduce product switching costs.
Bargaining Power of Suppliers (High)	<ul style="list-style-type: none"> ▪ The suppliers include the suppliers of raw materials required, equipment, etc. ▪ The bargaining power is very high because there are very few suppliers. Also, the cost of switching suppliers is high making it difficult to do so. ▪ Companies have entered into long-term contracts with their suppliers, thus reducing the costs. It also ensures that companies get the supply of goods without being affected by market fluctuations.

COMPANY PROFILE

Introduction to Vedanta Resources:

Vedanta Resources Limited is a globally diversified Natural Resources Company with interests in zinc-lead-silver, Iron ore, Steel, Copper, Aluminum, Power, Oil, and Gas. Vedanta's dynamic portfolio follows a history of consistent geological discovery, technological advancement, and sustainable development. With a business model focused on growth, expansion, and value creation for our shareholders, positive impact on the community, we operate in and leave a legacy of pride. While our business has expanded over the last 3 decades into many locations around the world, our operations have positively impacted the communities we operate in.

Vedanta Resources supplies natural resources that help the world grow. Our strategic capabilities and alliances are singularly focused on creating and preserving value for our wide stakeholder groups and our clientele. Geographically, our operations are centered in India, Africa, and Australia with over 65,000 employees. We have undertaken several Greenfield and Brownfield expansion projects throughout the world, and successfully completed capital expansions involving complex technologies and large investments, in record time and at significantly lower costs. The company holds industry-leading market shares across its core divisions.

Introduction to Vedanta Limited:

Vedanta Limited, a subsidiary of Vedanta Resources Limited, is one of the world's leading Oil & Gas and Metals companies across India, South Africa, and Namibia. For two decades, Vedanta has been contributing significantly to nation-building. Governance and sustainable development are at the core of Vedanta's strategy, with a strong focus on health, safety, and the environment. Vedanta has put in place a comprehensive framework to be the ESG leader in the

natural resources sector. Vedanta is committed to reducing carbon emissions to zero by 2050 or sooner and has pledged \$5 billion over the next 10 years to accelerate the transition to net-zero operations.

The company was founded in Bombay (now Mumbai) in 1976 by Anil Agarwal, who is also its Executive Chairman. Agarwal founded Sterlite Industries, a business operating in the industrial sector in 1976, and then in 1986 established Vedanta Resources bringing together a variety of businesses owned by the Agarwal family. It was first listed on the London Stock Exchange in 2003 when it raised \$876 million through an Initial Public Offering. Meanwhile, in 2006 it acquired Sterlite Gold, a goldmining business. It raised an additional \$2bn through an ADR issue in 2007. In 2008 it bought certain of the assets of Asarco, a copper mining business, out of Chapter 11 for \$2.6bn. In December 2011 it announced the US\$8.67 billion acquisition of Cairn India, a subsidiary of Cairn Energy, heralding its foray into the oil sector. An Initial Public Offering. Meanwhile, in 2006 it acquired Sterlite Gold, a gold mining business. It raised an additional \$2bn through an ADR issue in 2007. In 2008 it bought certain of the assets of Asarco, a copper mining business, for \$2.6bn.

Introduction to Sesa Goa:

Vedanta Limited, formerly known as Sesa Sterlite/Sesa Goa Limited, a Vedanta Group company is one of the world's largest globally diversified natural resource majors, with operations across zinc-lead-silver, oil & gas, iron ore, copper, aluminum, and commercial power.

Sesa Goa Iron Ore, a Vedanta Group company is engaged in the exploration, mining, and processing of iron ore. The company was founded in 1954, as Scambi Economici SA Goa. Since then, it has grown to be one of the top low-cost producers of iron ore in the country. During 1991-to 1995, it diversified into the manufacture of pig iron and metallurgical coke. It has also developed indigenous and environment-friendly technology for producing high-quality metallurgical coke. Sesa Goa Iron Ore also has a 60 MW power plant that produces clean power by using the waste heat recovery from its coke ovens and blast furnace gas.

In 2007, it became a majority-owned subsidiary of Vedanta Resources Plc, listed on the London Stock Exchange, when Vedanta acquired a 51% controlling stake from Mitsui & Co., Ltd. In June 2009, Sesa Goa Limited acquired VS Dempo & Co. Private Limited (now Sesa Resources Limited) along with its fully owned subsidiary Dempo Mining Corporation (now Vedanta Limited) and 50% equity in Goa Maritime Private Limited. In 2010, Vedanta acquired the zinc assets of British miner Anglo American plc.

Vision:

To be the highest value creator in the iron ore industry contributing to the growth of the nation.

Mission:

- To continue to maintain our pre-eminent position in safety, environment, and quality control management in the respective industry sectors.
- To constantly seek high levels of productivity and technical efficiency; to maintain technological superiority over competitors.
- To be an organization with best-in-class people and a performance-driven culture by attracting and retaining quality manpower.
- To contribute to the development of the communities that we operate in or have an influence on our business activities.

Objectives:

- Improving Governance in terms of security services, biometrics, sustainability, financial systems, etc.
- Cost leadership and international benchmarking in cost of production. (COP)
- Increase machine utilization towards higher productivity.

Corporate Governance:

The Board of Vedanta Resources plc believes that high standards of Corporate Governance are critical to business success. Vedanta is committed to high standards of corporate governance for which the Board of directors is accountable to shareholders.

The Board also believes that, in the interests of shareholders, the application of corporate governance standards must reflect the nature and location of the Group's businesses, the ownership of the Company and its subsidiaries, and the Group's development needs whilst ensuring the talents within the Group are utilized to their fullest potential. Detailed information about Vedanta's financial performance, strategy, structure, executive bodies, risk management, and corporate governance are published in the Annual Report.

SWOT ANALYSIS:

(Based on my observations and interactions with the employees)

Strengths:	<ul style="list-style-type: none"> ▪ <u>Strong Brand Presence:</u> Vedanta limited is a 3 decades-old company that has created a strong brand presence for itself nationally and globally. It today is a well-established brand in the market with a major market share. ▪ <u>Employer branding:</u> Vedanta can establish itself as an excellent employer brand in the industry, which helps to attract the right pool of talent and to retain them. ▪ <u>Learning & Development:</u> Vedanta gives a lot of significance to learning and development where they provide their stakeholders with customized programs for diverse Capability Building needs and mentoring and coaching by senior industry leaders. ▪ <u>HR Practices:</u> Vedanta has a pool of unique HR practices in the industry. Some of these are: Employee promotions are not based on seniority but performance, continuously benchmarks its remuneration policies with
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	industry peers, diversity and inclusion along with progressive people culture, etc.
Weakness:	<ul style="list-style-type: none"> ▪ <u>Dated Induction Process</u>: Currently Vedanta does not have the technology back up to fully support its induction process in online mode. There are a few hurdles in the current onboarding process, COVID19 calls for virtual interventions in the onboarding process and Vedanta needs to bring in some changes to its existing Onboarding process. ▪ <u>Higher Employee Expectations</u>: The employees of Vedanta have high expectations from the company, in terms of employee engagement, overseas training, and social and cultural activities. ▪ <u>Increased workload</u>: The existing workload of employees is high and this may hamper the employee's productivity. ▪ <u>Lack of motivational Tools</u>: Vedanta can work on improving its reward and recognition system for improved performance from its employees.
Opportunities:	<ul style="list-style-type: none"> ▪ <u>CSR Activities</u>: Development of nearby region to improve brand image among communities. Continue to invest in several activities to give back to communities. ▪ <u>Global Growth</u>: New geographic market to recruit from. ▪ <u>Virtual Onboarding</u>: Using AI-supported software/applications to make the entire onboarding and offboarding process seamless and efficient. ▪ <u>Employee Engagement Activities</u>: will help increase employee motivation, productivity, and efficiency and reflect in better relationship management.
Threats:	<ul style="list-style-type: none"> ▪ <u>Cost Of Training</u>: Employee training and development is costing the company a huge amount. ▪ <u>Accusation of Illegal Mining Activities</u>: Vedanta's link to ongoing regulatory investigations/ legal cases and name involved in alleged illegal mining practices.

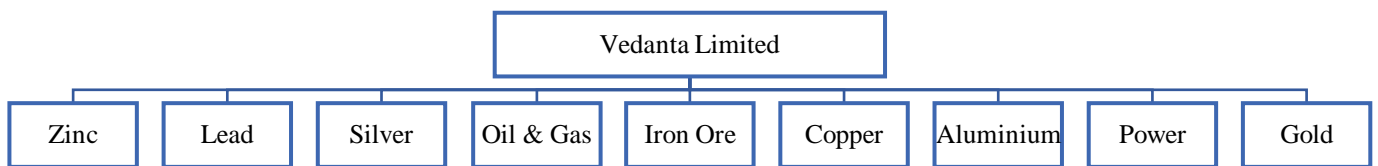
	<ul style="list-style-type: none"> ▪ <u>Learning & Development</u>: Competitors' constant focus on the Learning & development of their employees. ▪ <u>Technology Investment</u>: High cost of technology investment for efficiency in the department.
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VRIO ANALYSIS:

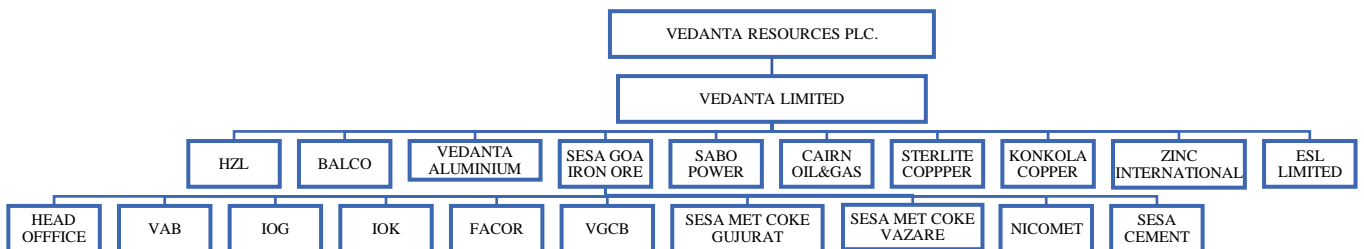
Resources	Valuable	Rare	Imitable	Organization	Competitive Advantage
Positive Market Reputation	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Leadership Team	Yes	Yes	No	Yes	Temporary Competitive Advantage
Employee Training	Yes	Yes	No	Yes	Temporary Competitive Advantage
Employee-Manager Relationship	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage.
Employees Job Knowledge	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage

BUSINESS STRUCTURE

Verticals:



Business Structure:



INTRODUCTION TO THE TOPIC

TOPIC: “Employee experience during the onboarding process at Vedanta Sesa Goa”.

❖ Reason Being:

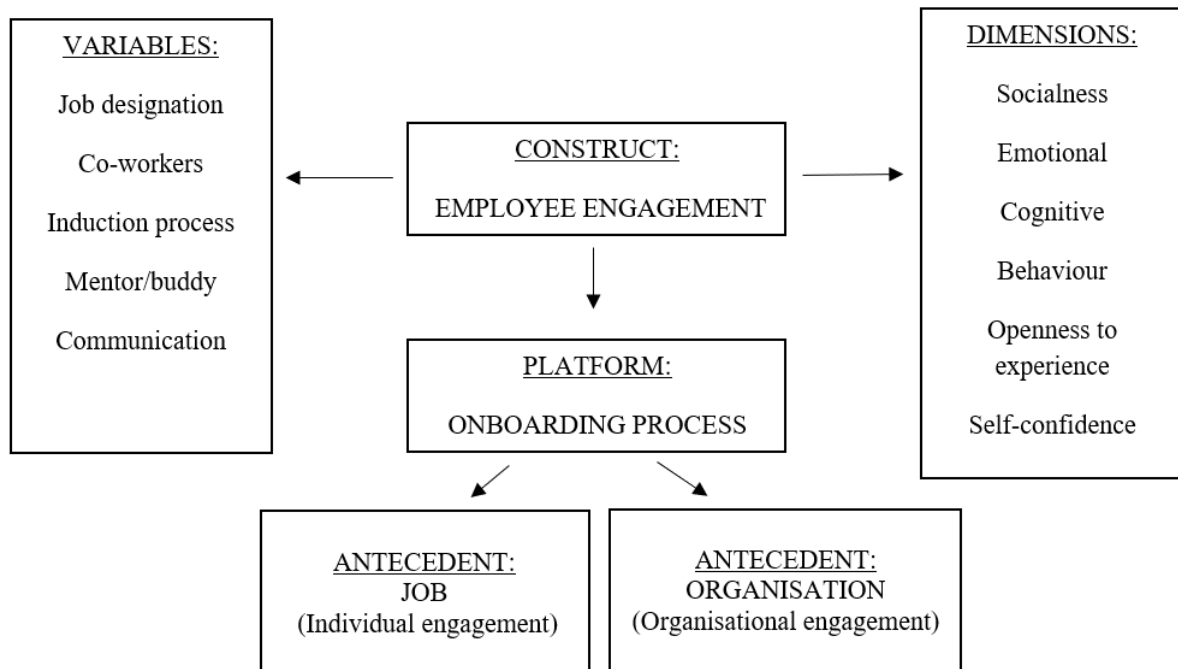
(Kumar, 2017) Onboarding is the process by which new hires get familiarized with all aspects of their jobs rapidly and easily, and learn the KSA anbehaviorsrs required to function effectively within an organization. (Daniel) “Employee experience refers to a worker's perceptions about his or her journey through all the touchpoints at a particular company, starting with job candidacy through to the exit from the company”. An employee onboarding experience survey from the joiners of 2020 and 2021 at Vedanta Sesa Goa will help know the level of engagement of the employees. The reason I am conducting this survey is that, although Vedanta Sesa Goa exists for over 3 decades it is observed that the current onboarding module needs to be streamlined to make the online onboarding process seamless, hassle-free as well as enhance employee experience, the company needs to shift towards a seamless and digitally developed onboarding process. Conducting this survey will help in understanding the employee experience and engagement level of their employees.

NEED FOR STUDY

Vedanta Sesa Goa is existing for more than 3 decades and currently, after the COVID19 outbreak, the management is facing issues in conducting a virtual, hassle-free, and engaging induction process for new joiners, because of which the Talent Acquisition team felt that it's a great opportunity to find out the overall onboarding experience of the employees and look for gaps in the process. In view of the TA team's suggestion, a study like this will help Vedanta to acknowledge the level of employee engagement and to find out the gaps in the current onboarding process. Some of the symptoms seen at Vedanta are lower levels of employee engagement, lower confidence among employees, and lack of energy and motivation which was brought to the management's notice from an annual satisfaction survey.

Thus, an employee onboarding experience survey is necessary to get clarity into the finer aspects of the problem, this survey at Vedanta will express the level of engagement of an individual in his professional environment. A management approach focused on employee experience and engagement may improve employee loyalty and productivity, thus, increasing the positive image of the organization. After which the management will be able to create an effective onboarding module for the upcoming employees in the future. If disengagement is not taken care of then it could be a hindrance to the firm as well as the employee. This could lead to an increased attrition rate in the organization and reduce the productivity of the employee. Conducting an employee experience study will help the organization become aware of its scope for an increase in its employee retention.

RESEARCH FRAMEWORK



LITERATURE REVIEW

Existing literature confirms that employee experience has positive outcomes for organizations as well, **(Harter)** stated the significant role of employee experience in business results. Thus, the following diagram discusses the various consequences of employee experience. Several studies have identified that employee experience is an important factor to foster employee performance and it has found that there is a positive correlation between experience and employee performance **(London)**. According to Saks, employee experience could affect business results through individual performance as experience is an individual-level construct.

Employee engagement can be an outcome

of the employee experience as well as a driver. For example, when an employee has an amazing onboarding experience (or learning or internal mobility or in any other aspects), we can expect that this will lead to higher levels of engagement. Employee Experience is a fairly new concept and there are very few papers available to define what employee experience is and how to map it according to our needs.

PROJECT QUESTIONS

- What is the level of employee experience during onboarding amongst the employees of Vedanta Sesa Goa?
- Is the current Onboarding module engaging the new hires at Vedanta Sesa Goa?
- What action can be taken to improve the experience levels during onboarding amongst the employees of Vedanta Sesa Goa?

OBJECTIVES

- ❖ To identify and evaluate the importance of employee experience.
- ❖ To study the factors that affect employee experience during the induction process.
- ❖ Uncover insights to improve each stage of onboarding. Formulating a virtual employee onboarding module flow for the new employees of Vedanta Sesa Goa.

PROJECT HYPOTHESIS

H0: There is no relation between experience level and an engaging onboarding process.

H1: There is a relation between experience level and an engaging onboarding process.

METHODOLOGY OF STUDY

During the course of my internship, to understand employee experience during employee onboarding at VEDANTA SESA GOA I have gathered the required information from primary and secondary data sources.

❖ Data Sources/ Data Collection Methods:

- Primary Data- Questionnaire, Observation, Interaction with employees, Pilot study and experience survey.
- Secondary Data- Internet, previous and current records, brochure, company database, Online information and Company website.

❖ Area of study:

The area of study is 'Employee Experience During Onboarding Survey Conducted at Vedanta Sesa Goa', this survey will help to find out the level of employee experience and reasons as to why employee experience is low.

❖ Sampling Design:

- Sample Unit: The target population for this project are employees of Vedanta Sesa Goa.
- Sample size: 51
- Sample method: Simple Random Sampling.

❖ Research Design:

A structured questionnaire is used as the research design for the study.

❖ **Questionnaire Design:**

The questionnaire framed for the research study is a structured questionnaire in which all the questions are predetermined before conducting the survey. The forms of question are of both closed and open type.

The scales used to evaluate questions are:

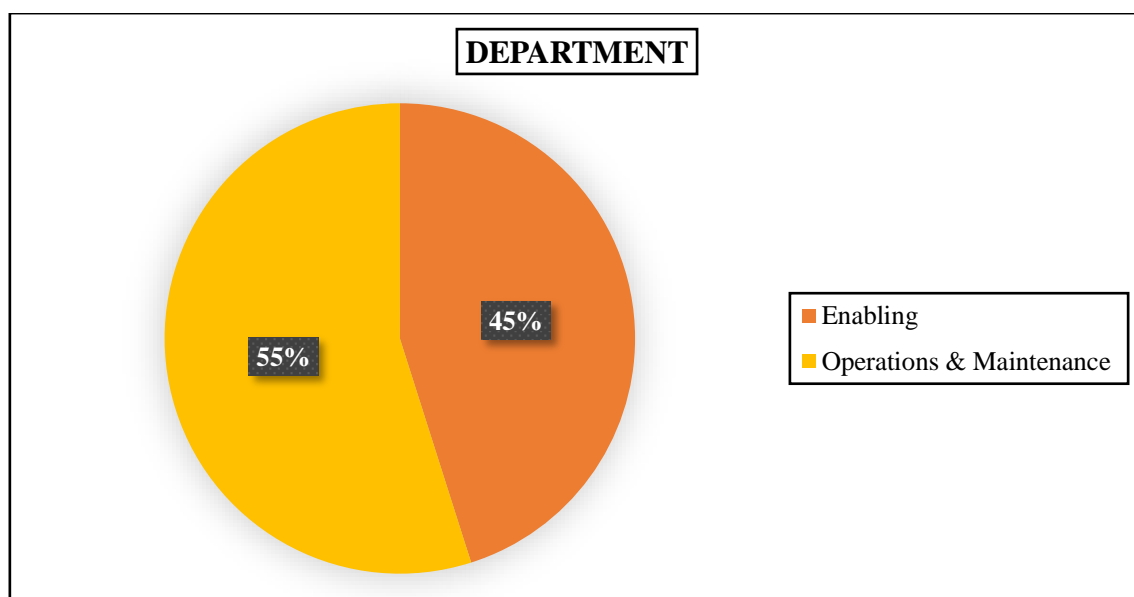
- Dichotomous question (Yes or No)
- Likert 1-5 rating Scale
- Multiple choice questions
- Open-ended questions

The questions were framed in such a manner that enabled the employees to understand them and answer them easily. The questionnaire, on the whole, was designed in such a way that the questions are short and simple, and arranged in a logical manner.

ANALYSIS AND FINDINGS

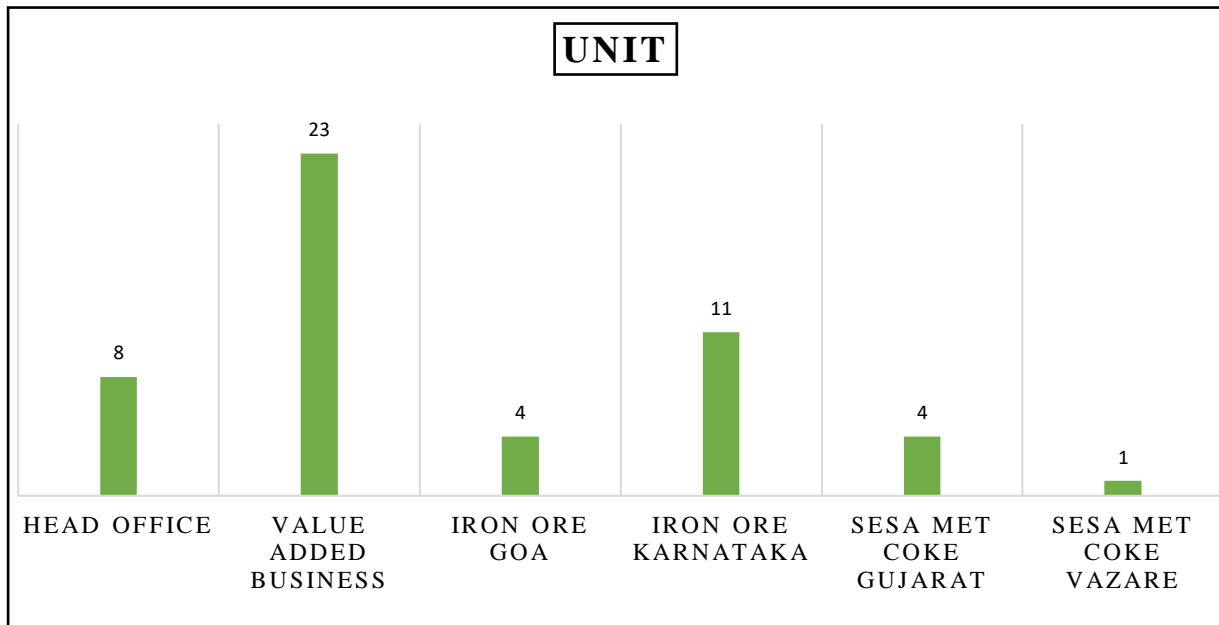
1. Department:

Department:	No of responses:	Percentage:
Enabling	23	45%
Operations & Maintenance	28	55%



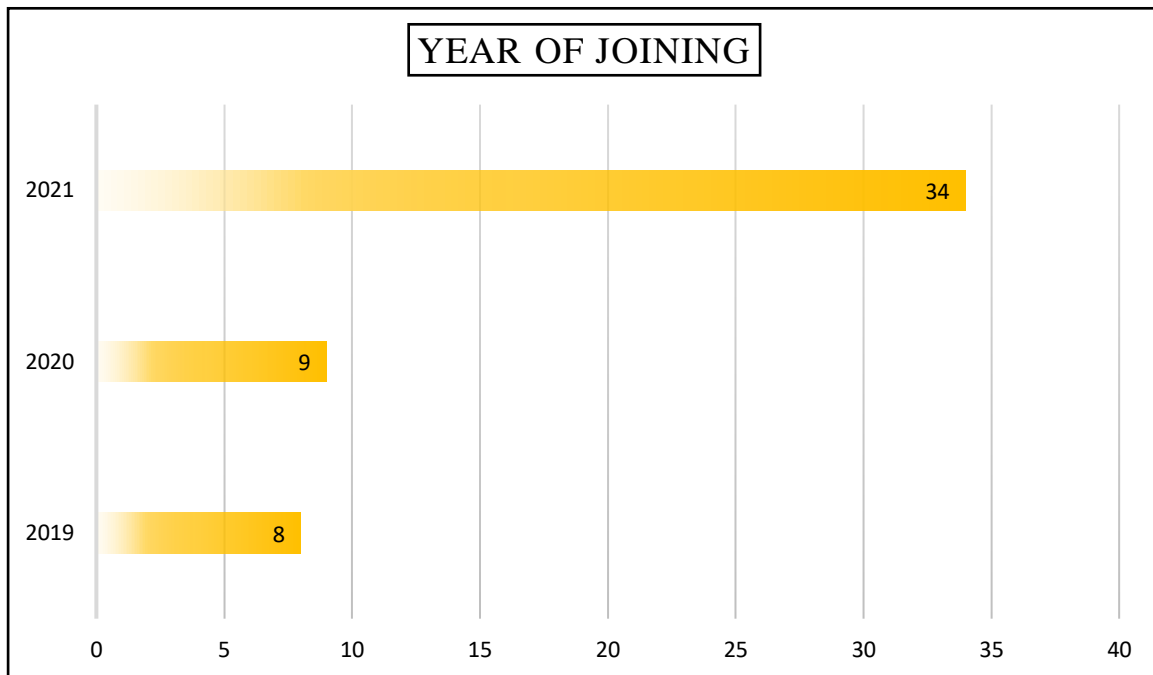
INTERPRETATION: The above pie-chart vividly characterizes the department of the respondents from a pool of 51 respondents, where 23 respondents are from enabling department and 28 respondents are from the Operations & Maintenance department.

2. Unit:



INTERPRETATION: The above chart graphically indicates the work locations of the respondents in terms of units, where 8 respondents are from Head Office, 23 respondents are from Value added business, 4 respondents are from Iron Ore Goa, 11 respondents are from Iron Ore Karnataka, 4 respondents are from Sesa Met Coke Gujarat and 1 respondent is from Sesa Met Coke Vazare out of a total pool of 51 respondents.

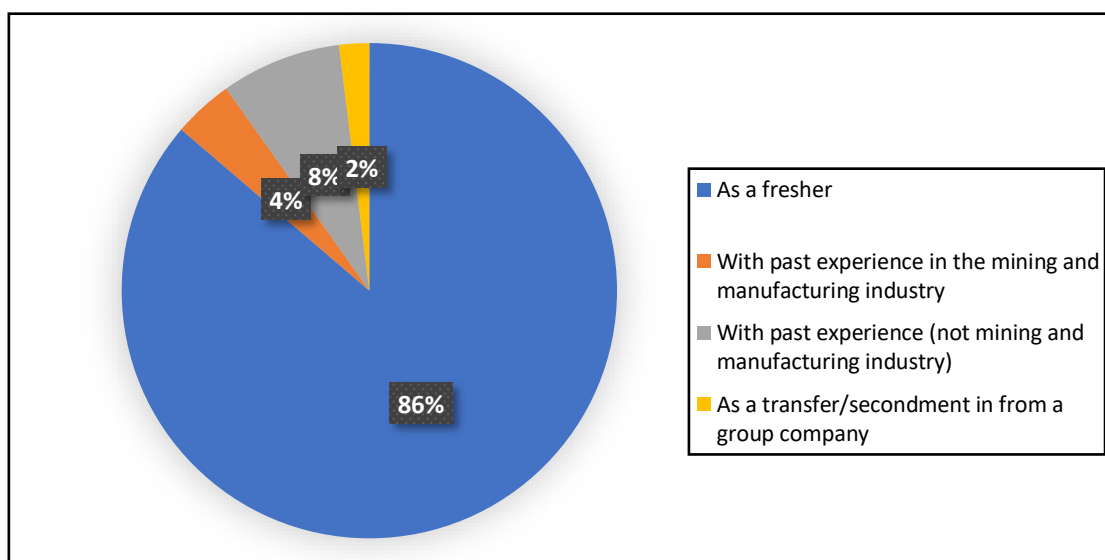
3. Year of joining:



INTERPRETATION: The chart clearly shows the year of joining of the where 8 respondents joined in 2019, 9 respondents joined in 2020, and 34 respondents in 2021 out of a total pool of 51 respondents.

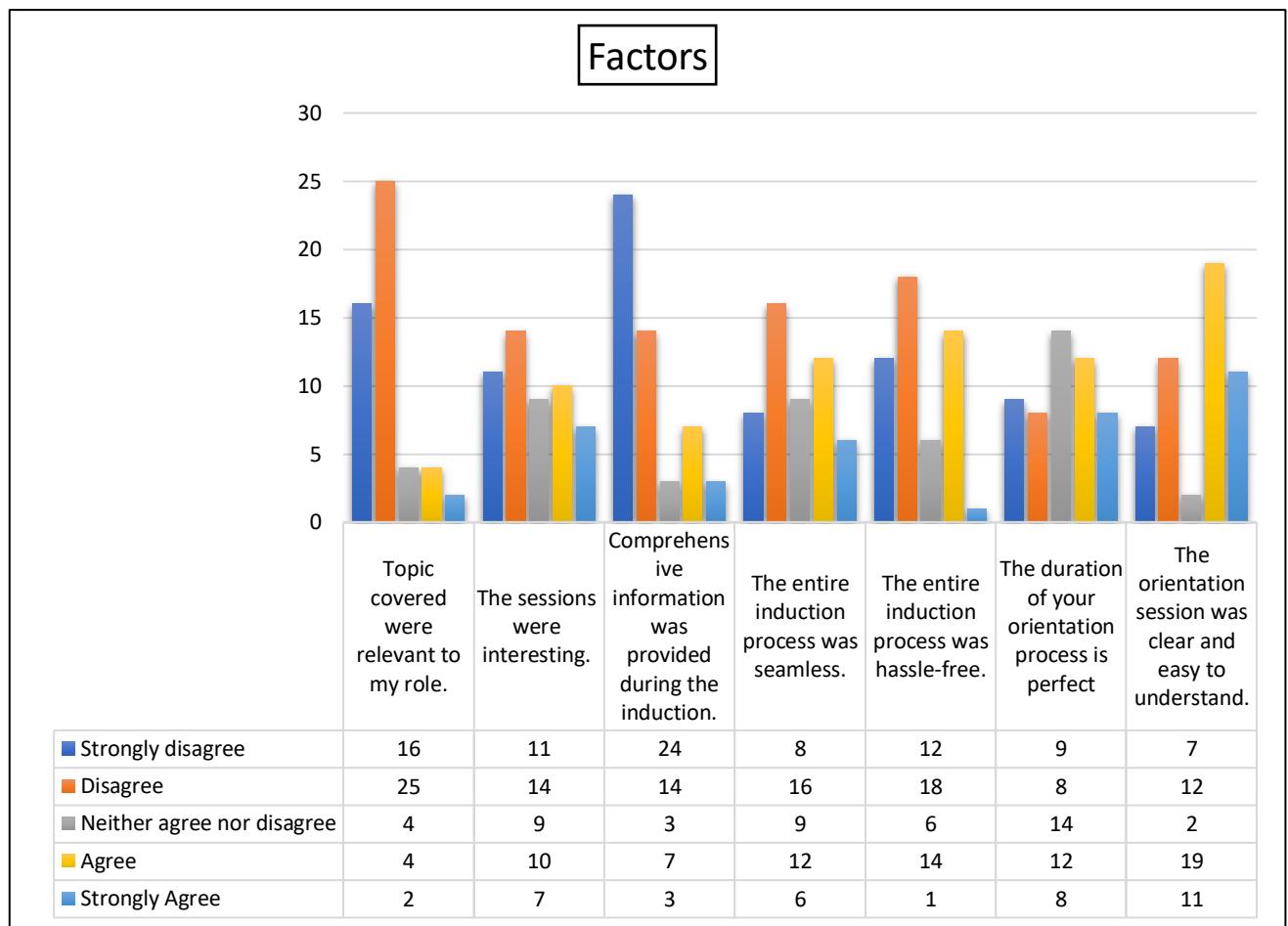
4. I joined the iron ore business as:

Joined as:	No. of responses
As a fresher	44
With past experience in the mining and manufacturing industry	2
With past experience (not mining and manufacturing industry)	4
As a transfer/secondment in from a group company	1



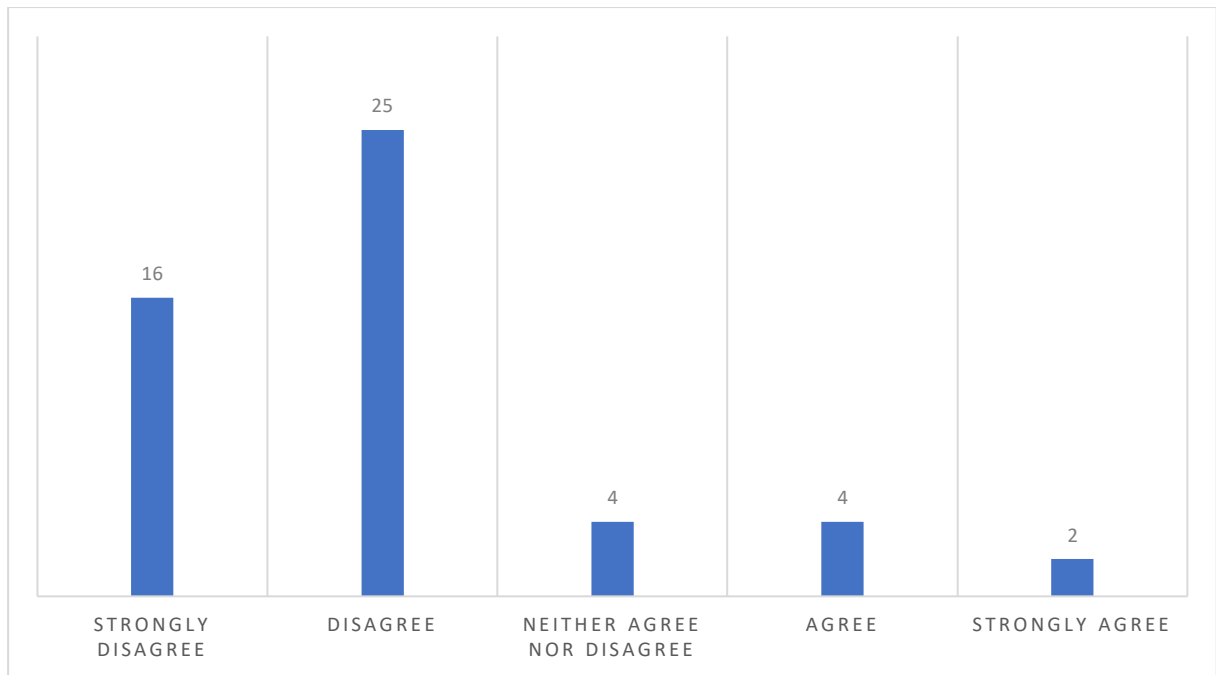
INTERPRETATION: The above pie-chart vividly characterizes that the respondents joined Vedanta as following from a pool of 51 respondents, where 44 respondents joined as freshers, 2 respondents joined with past experience in mining and manufacturing industry, 4 respondents joined with past experience (not mining and manufacturing industry) and 1 respondent as a transfer/secondment in from a group company.

5. you agree or disagree with the following statements?



i. Topic covered were relevant to my role:

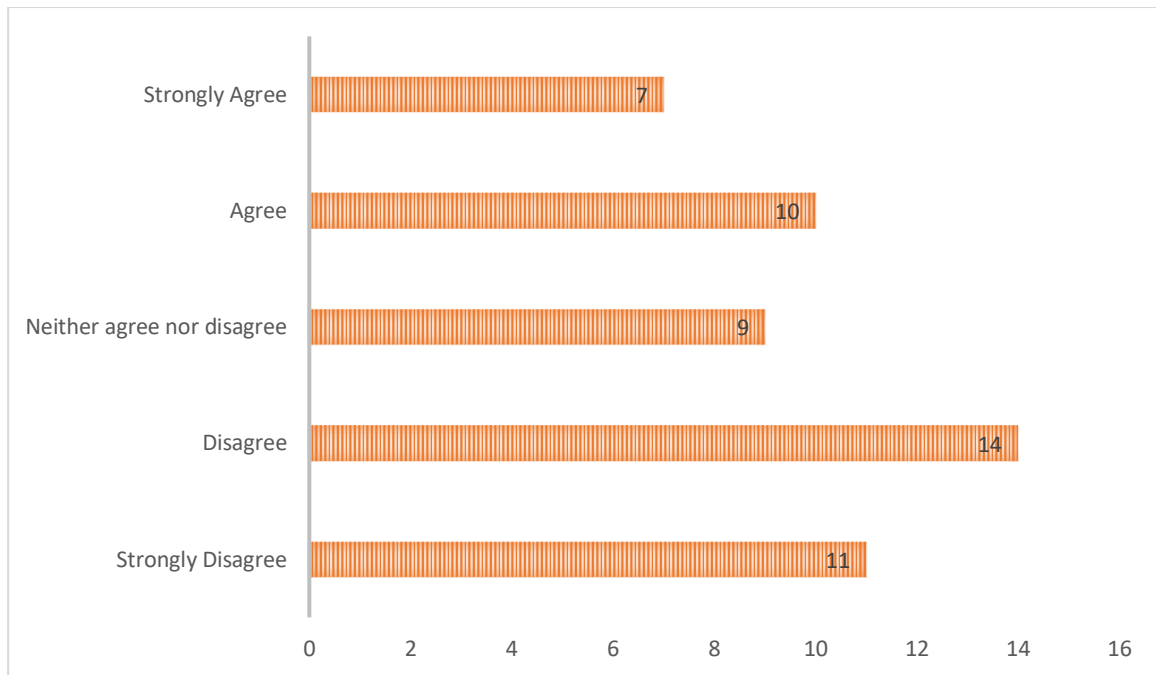
Topic covered were relevant to my role:	NO. OF RESPONDENTS
Strongly Disagree	16
Disagree	25
Neither agree nor disagree	4
Agree	4
Strongly Agree	2
TOTAL	51



INTERPRETATION: The chart pictorially illustrates the perception of respondents in terms of if the topics covered during induction were relevant to their role. 16 respondents strongly disagreed, 25 respondents disagree, 4 respondents neither agree nor disagree, 4 respondents agree and 2 respondents strongly agree. It is inferred that a higher percentage of the respondents disagreed that the topics covered at the induction were relevant to their roles.

ii. The sessions were interesting:

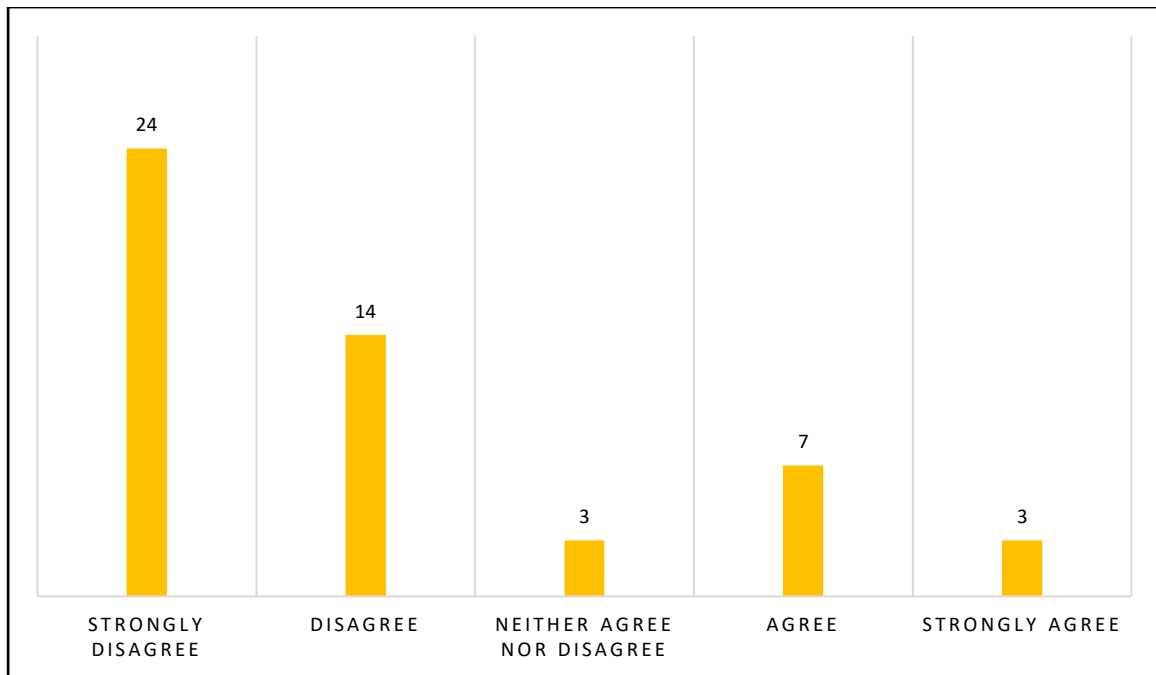
The sessions were interesting:	NO. OF RESPONDENTS
Strongly Disagree	11
Disagree	14
Neither agree nor disagree	9
Agree	10
Strongly Agree	7
TOTAL	51



INTERPRETATION: The chart pictorially exemplifies the perception of respondents in terms of if the sessions covered were interesting. 11 respondents strongly disagreed, 14 respondents disagree, 9 respondents neither agree nor disagree, 10 respondents agree and 7 respondents strongly agree. It is inferred that a higher percentage of the respondents have disagreed that the sessions covered were interesting.

iii. Comprehensive information was provided during the induction:

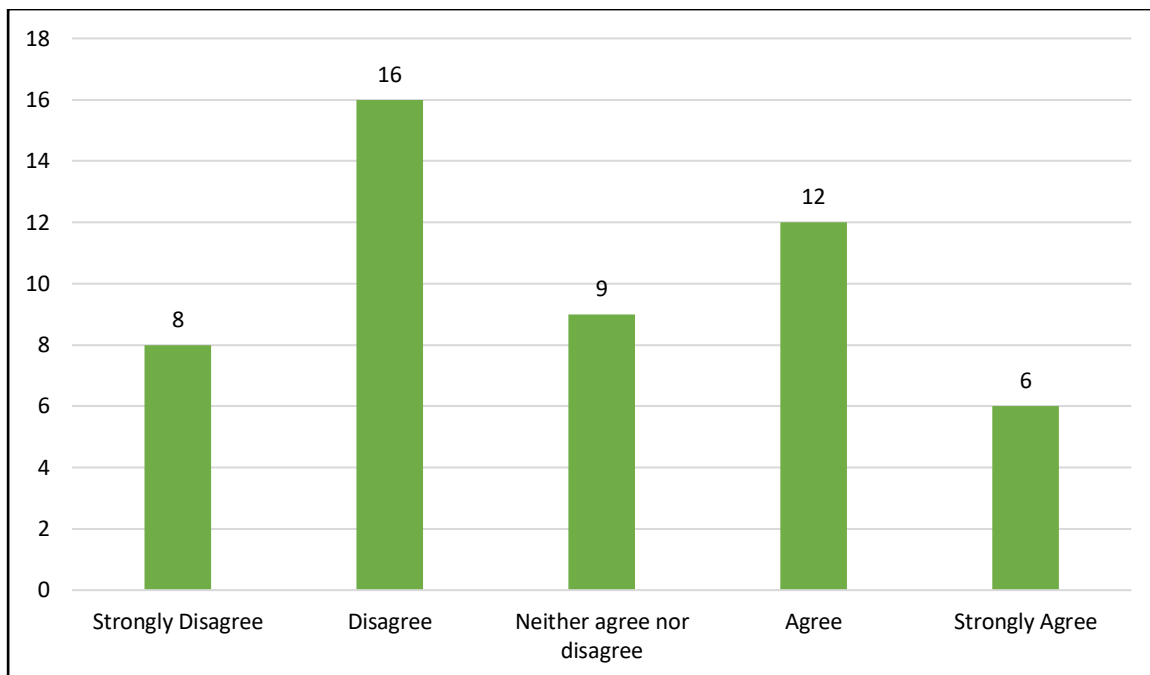
Comprehensive information was provided during the induction:	NO. OF RESPONDENTS
Strongly Disagree	24
Disagree	14
Neither agree nor disagree	3
Agree	7
Strongly Agree	3
TOTAL	51



INTERPRETATION: The chart pictorially illustrates the perception of respondents in terms of if comprehensive information was provided during the induction. 24 respondents strongly disagreed, 14 respondents disagree, 3 respondents neither agree nor disagree, 7 respondents agree and 3 respondents strongly agree. It is inferred that a higher percentage of the respondents strongly disagreed that comprehensive information was provided during the induction.

iv. The entire induction process was seamless:

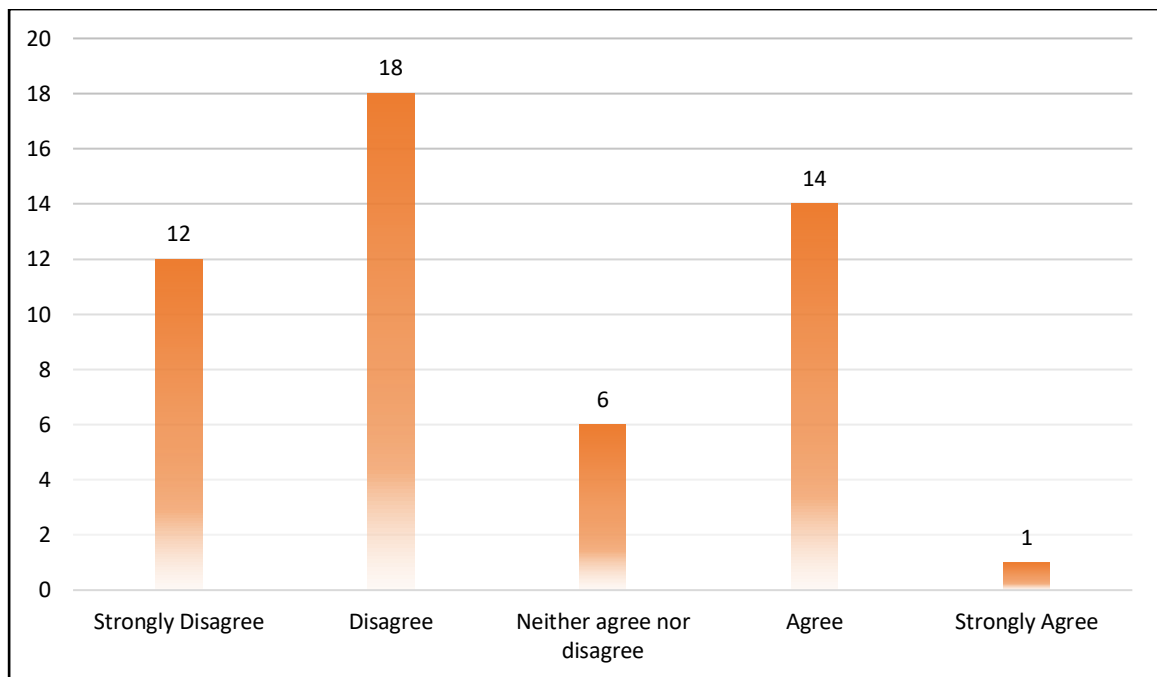
The entire induction process was seamless:	NO. OF RESPONDENTS
Strongly Disagree	8
Disagree	16
Neither agree nor disagree	9
Agree	12
Strongly Agree	6
TOTAL	51



INTERPRETATION: The chart graphically demonstrates the perception of respondents in terms of if entire induction process was seamless. 8 respondents strongly disagreed, 16 respondents disagree, 9 respondents neither agree nor disagree, 12 respondents agree and 6 respondents strongly agree. It is inferred that a higher percentage of the respondents disagreed that the entire induction process was seamless.

v. The entire induction process was hassle-free:

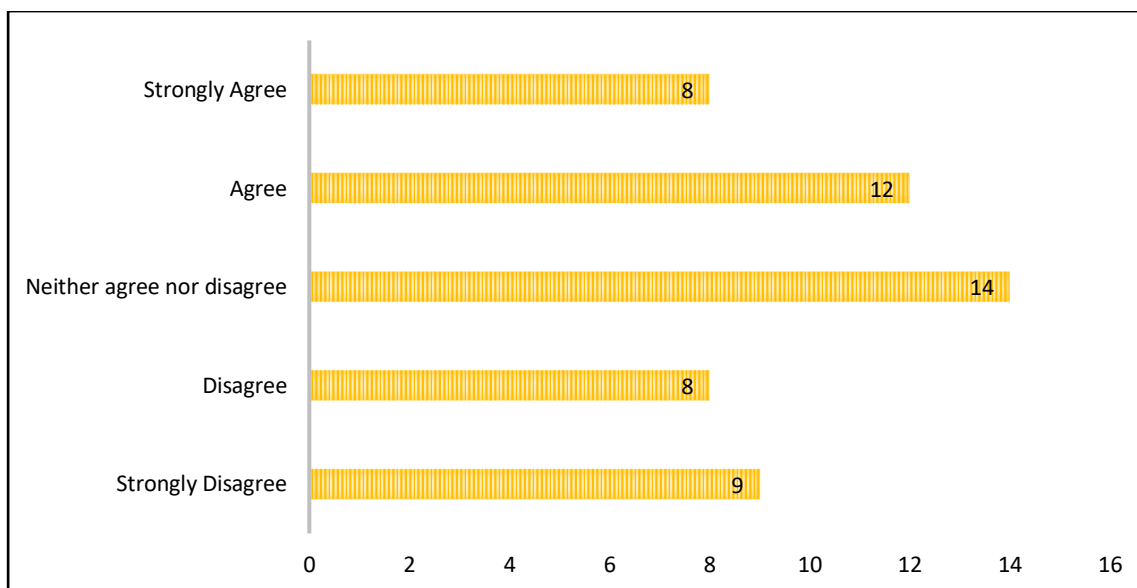
The entire induction process was hassle-free:	NO. OF RESPONDENTS
Strongly Disagree	12
Disagree	18
Neither agree nor disagree	6
Agree	14
Strongly Agree	1
TOTAL	51



INTERPRETATION: The chart graphically demonstrates the perception of respondents in terms of if entire induction process was hassle-free. 12 respondents strongly disagreed, 18 respondents disagree, 6 respondents neither agree nor disagree, 14 respondents agree and 1 respondent strongly agree. It is inferred that a higher percentage of the respondents disagreed that the entire induction process was hassle-free.

vi. The duration of your orientation process is perfect:

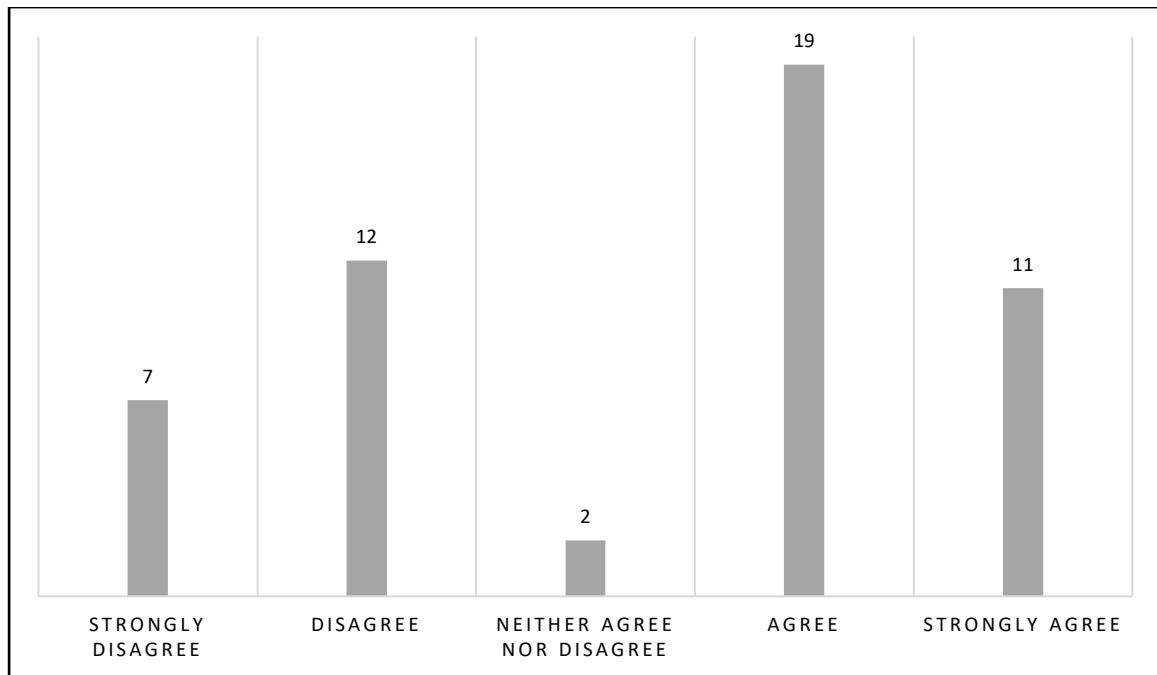
The duration of your orientation process is perfect:	NO. OF RESPONDENTS
Strongly Disagree	9
Disagree	8
Neither agree nor disagree	14
Agree	12
Strongly Agree	8
TOTAL	51



INTERPRETATION: The chart pictorially illustrates the perception of respondents in terms of if the duration of orientation process is perfect. 9 respondents strongly disagreed, 8 respondents disagree, 14 respondents neither agree nor disagree, 12 respondents agree and 8 respondents strongly agree. It is inferred that a higher percentage of the respondents neither agree nor disagree that the duration of the orientation process is perfect.

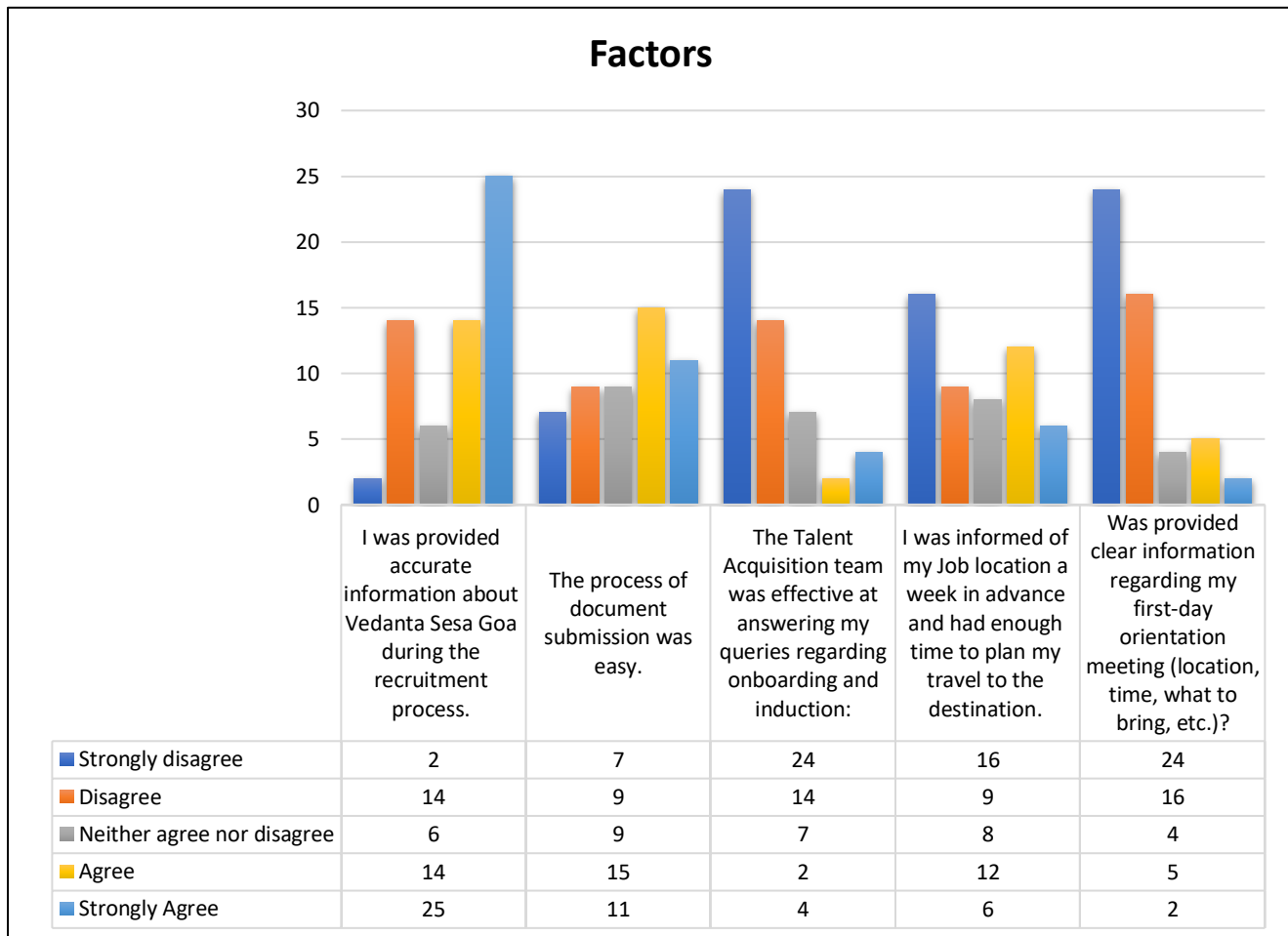
vii. The orientation session was clear and easy to understand:

The orientation session was clear and easy to understand:	NO. OF RESPONDENTS
Strongly Disagree	7
Disagree	12
Neither agree nor disagree	2
Agree	19
Strongly Agree	11
TOTAL	51



INTERPRETATION: The chart pictorially illustrates the perception of respondents in terms of if the orientation session was clear and easy to understand. 7 respondents strongly disagreed, 12 respondents disagreed, 2 respondents neither agree nor disagree, 19 respondents agree and 11 respondents strongly agree. It is inferred that a higher percentage of the respondents agree that the orientation session was clear and easy to understand.

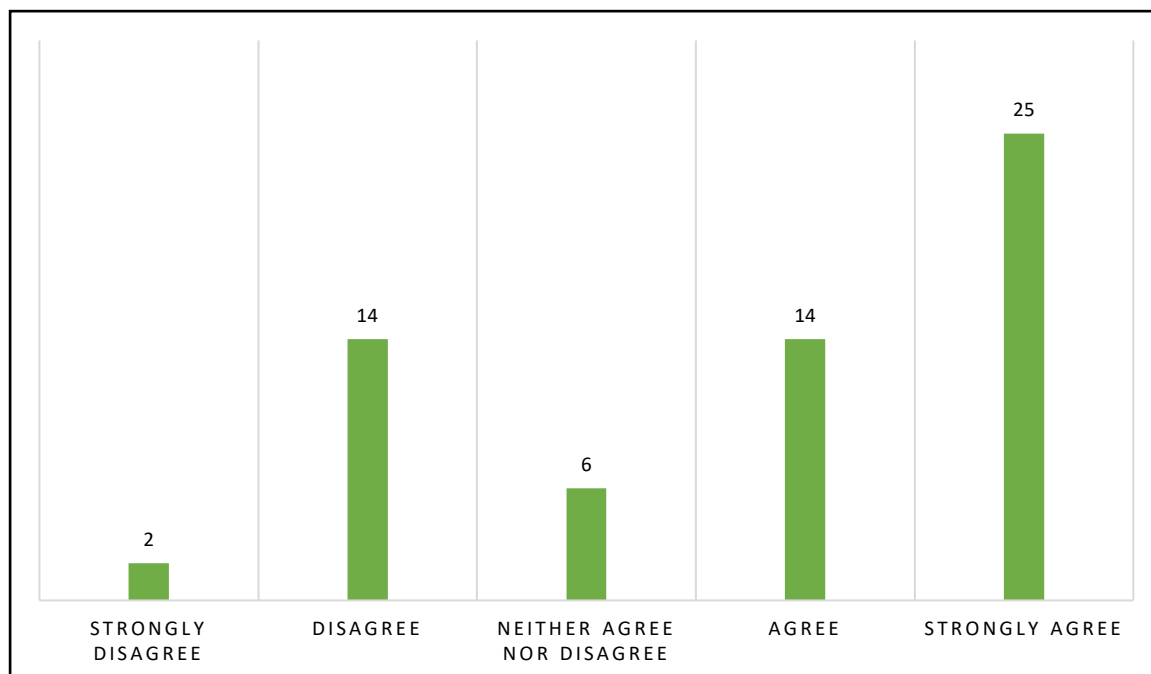
6. Do you agree or disagree with the following statements?



- i. I was provided accurate information about Vedanta Sesa Goa during the recruitment process:

I was provided accurate information about Vedanta Sesa Goa during the recruitment process:	NO. OF RESPONDENTS
Strongly Disagree	2
Disagree	4
Neither agree nor disagree	6

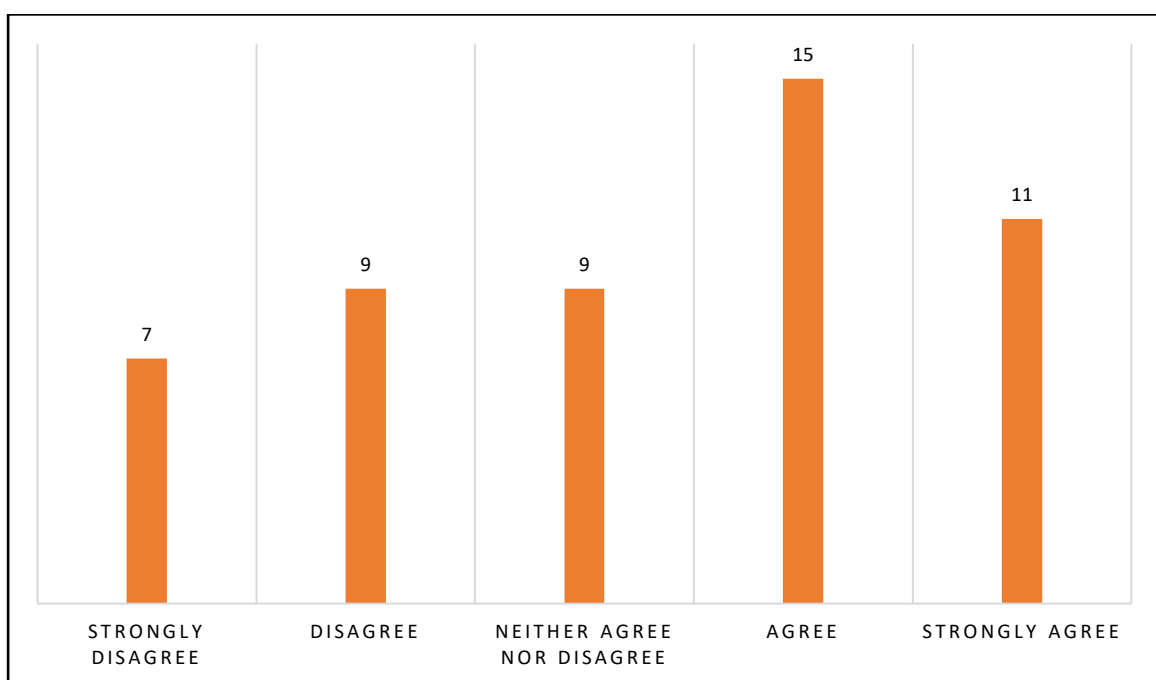
Agree	14
Strongly Agree	25
TOTAL	51



INTERPRETATION: The chart pictorially illustrates the perception of respondents in terms of if they were provided accurate information about Vedanta Sesa Goa during the recruitment process. 2 respondents strongly disagreed, 14 respondents disagree, 6 respondents neither agree nor disagree, 14 respondents agree and 25 respondents strongly agree. It is inferred that a higher percentage of the respondents strongly agree that they were provided accurate information about Vedanta Sesa Goa during the recruitment process.

ii. The process of document submission was easy:

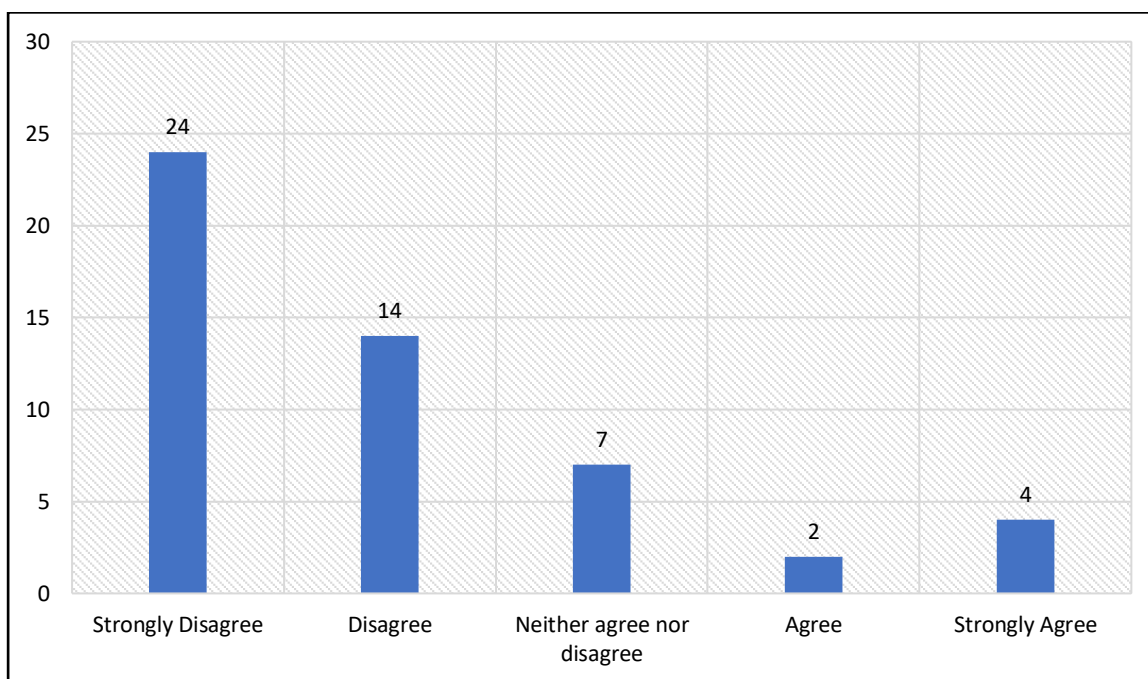
The process of document submission was easy:	NO. OF RESPONDENTS
Strongly Disagree	7
Disagree	9
Neither agree nor disagree	9
Agree	15
Strongly Agree	11
TOTAL	51



INTERPRETATION: The chart pictorially illustrates the perception of respondents in terms of if the process of document submission was easy. 7 respondents strongly disagreed, 9 respondents disagree, 9 respondents neither agree nor disagree, 15 respondents agree and 11 respondents strongly agree. It is inferred that a higher percentage of the respondents agree that the process of document submission was easy.

- iii. The Talent Acquisition team was effective at answering my queries regarding onboarding and induction:

The Talent Acquisition team was effective at answering my queries regarding onboarding and induction:	NO. OF RESPONDENTS
Strongly Disagree	24
Disagree	14
Neither agree nor disagree	7
Agree	2
Strongly Agree	4
TOTAL	51

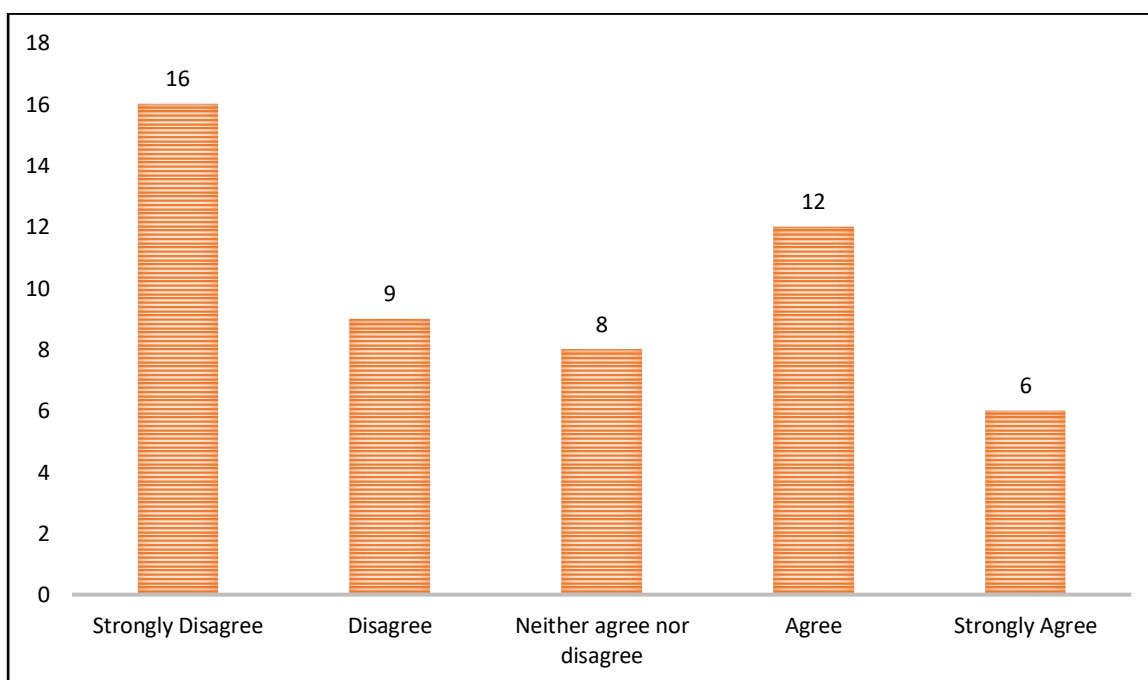


INTERPRETATION: The chart pictorially illustrates the perception of respondents in terms of if the Talent Acquisition team was effective at answering my queries regarding onboarding and induction. 24 respondents strongly disagreed, 14 respondents disagree, 7 respondents neither agree nor disagree, 2 respondents agree and 4 respondents strongly

agree. It is inferred that a higher percentage of the respondents strongly disagree that the Talent Acquisition team was effective at answering my queries regarding onboarding and induction.

- iv. I was informed of my Job location a week in advance and had enough time to plan my travel to the destination:

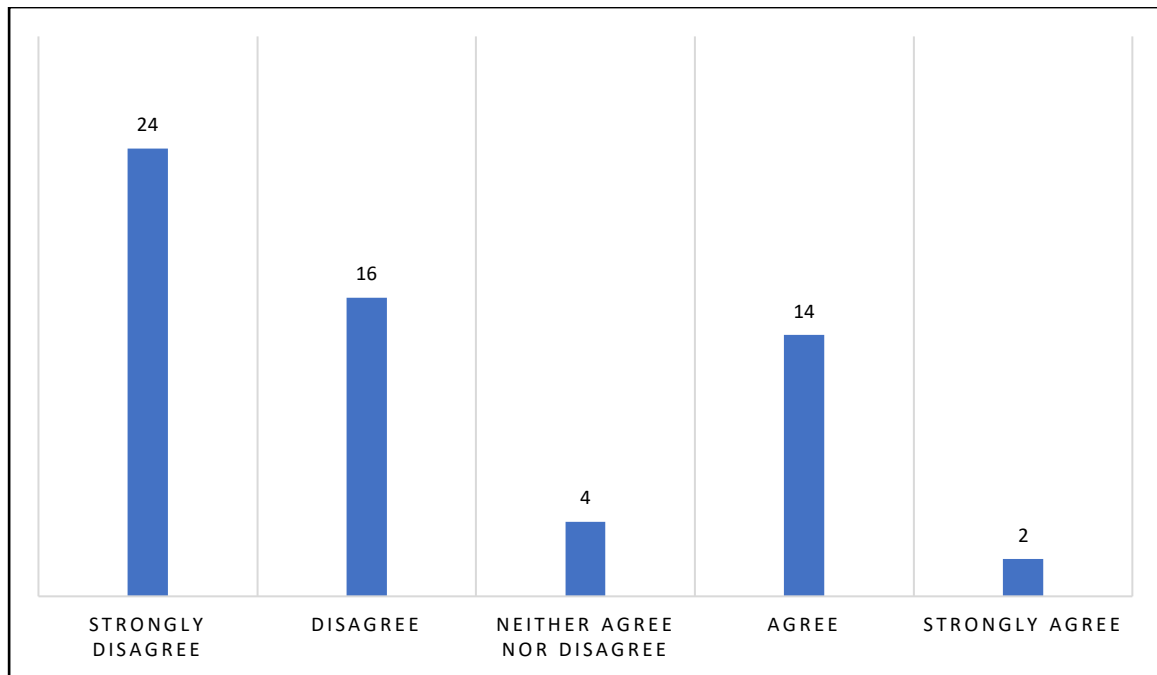
I was informed of my Job location a week in advance and had enough time to plan my travel to the destination:	NO. OF RESPONDENTS
Strongly Disagree	16
Disagree	9
Neither agree nor disagree	8
Agree	12
Strongly Agree	6
TOTAL	51



INTERPRETATION: The chart pictorially illustrates the perception of respondents in terms of if they were informed of their Job location a week in advance and had enough time to plan their travel to the destination. 16 respondents strongly disagreed, 9 respondents disagree, 8 respondents neither agree nor disagree, 12 respondents agree and 6 respondents strongly agree. It is inferred that a higher percentage of the respondents strongly disagree that they were informed of their Job location a week in advance and had enough time to plan their travel to the destination.

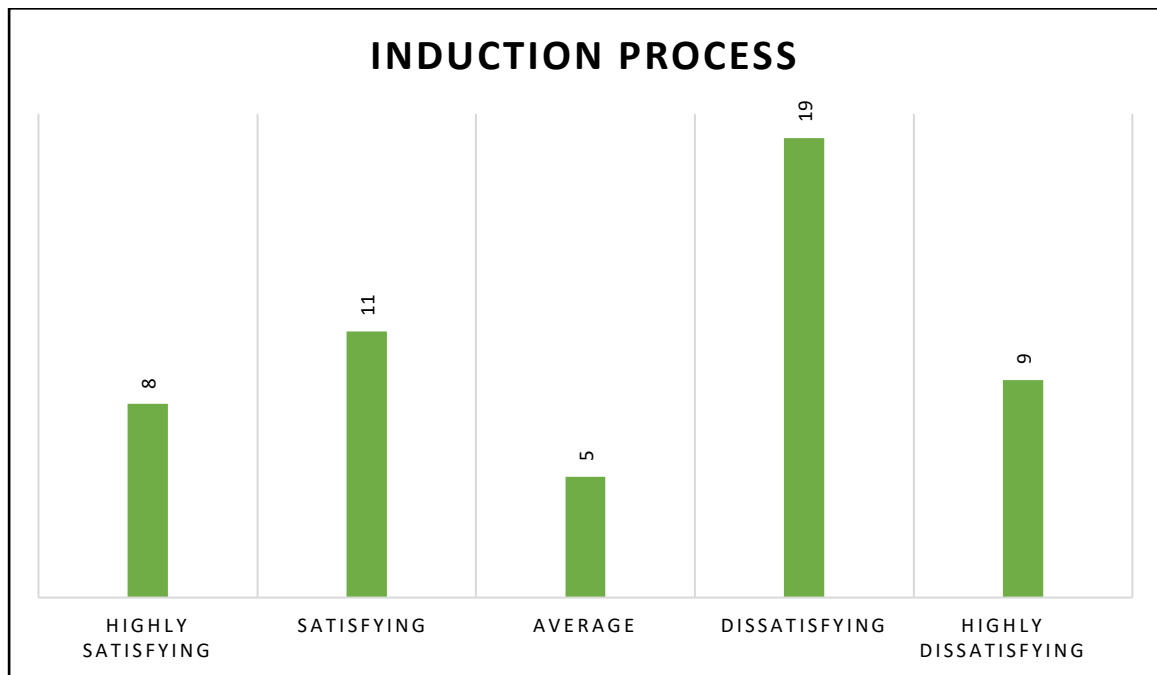
- v. Was provided clear information regarding my first-day orientation meeting (location, time, what to bring, etc.):

Was provided clear information regarding my first-day orientation meeting (location, time, what to bring, etc.):	NO. OF RESPONDENTS
Strongly Disagree	24
Disagree	16
Neither agree nor disagree	4
Agree	14
Strongly Agree	2
TOTAL	51



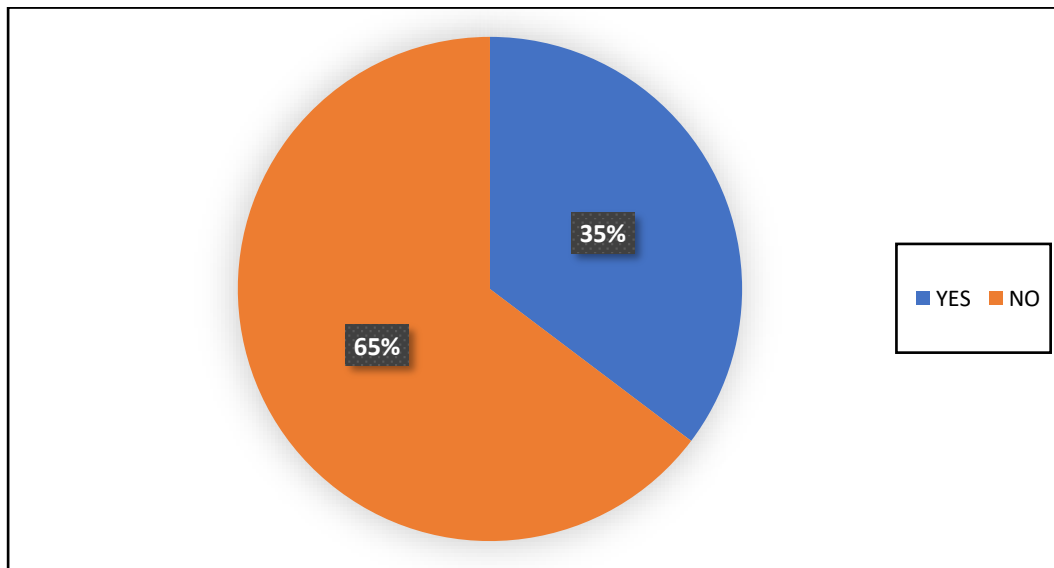
INTERPRETATION: The chart pictorially illustrates the perception of respondents in terms of if they were provided clear information regarding first-day orientation meeting (location, time, what to bring, etc.). 24 respondents strongly disagreed, 16 respondents disagree, 4 respondents neither agree nor disagree, 14 respondents agree and 2 respondents strongly agree. It is inferred that a higher percentage of the respondents strongly disagree that they were provided clear information regarding first-day orientation meeting.

7. How would you rate your induction process?



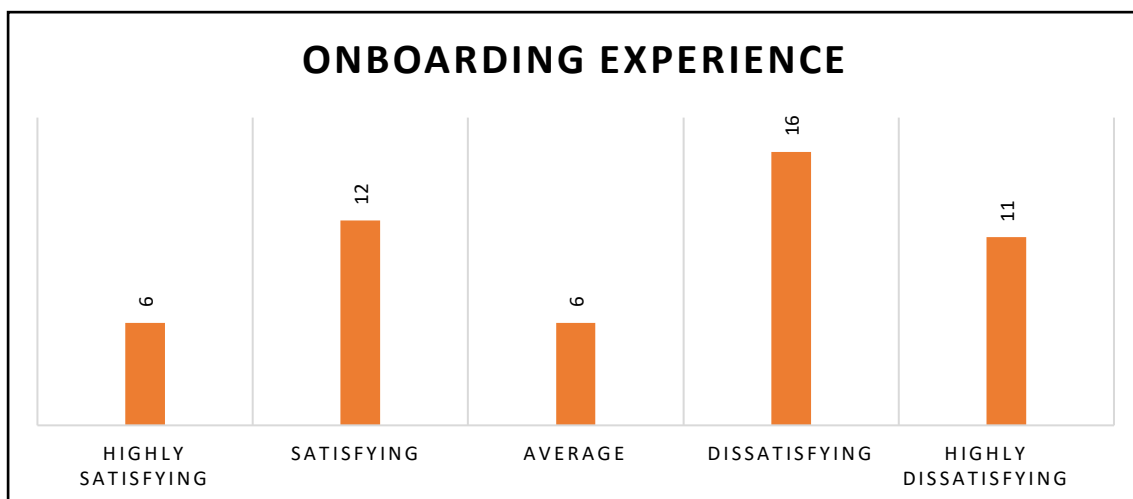
INTERPRETATION: The chart pictorially illustrates the rating of respondents on their induction process. 8 respondents said it was highly satisfying, 11 respondents said it was satisfying, 5 respondents said it was average, 19 respondents said dissatisfying and 9 respondents said highly dissatisfying. This hints toward the fact that the company needs to work towards building a better experience for the new joiners during the induction process.

8. Do you feel your onboarding experience was engaging?



INTERPRETATION: The pie-chart pictorially illustrates if the respondents think that the onboarding process was engaging. 65% respondents said no and 35% respondents said yes. This is a sign for Vedanta Sesa Goa to enhance the current onboarding process and make it more engaging.

9. How would you rate your onboarding experience?



INTERPRETATION: The chart pictorially illustrates the rating of respondents on their onboarding experience. 6 respondents said it was highly satisfying, 12 respondents said it was satisfying, 6 respondents said it was average, 16 respondents said dissatisfying and 11 respondents said highly dissatisfying. This hints toward the fact that the company needs to work towards building a better experience for the new joiners during the induction process.

LEARNINGS

- Was given the responsibility of conducting employee engagement activity for employees of Vedanta Sesa Goa.
- Assisted in conducting virtual Personal interview and Group discussion processes for multiple Management trainee positions. (CA, Corporate Communications & Cost Accounting)
- Arranging panels for the interview and GD processes. Creating evaluation sheets and getting approval from panel members. Contacting the college and intimating the process results.
- Helping the Talent Acquisition team with the onboarding process- intimating the employees of their job offer, collecting the documents, informing their business units, etc.
- Benchmarking of the HR practices in the industry. Comparing industry standards with Vedanta and looking for the scope for improvement.
- Benchmarking of joining kit vendors and looking at the facilities provided and suggesting best vendors in order to help make a decision in finalizing one vendor for future joining kit needs.

CONCLUSION

In review of the survey, we see that respondents are moderately satisfied with their current onboarding process Vedanta Sesa Goa. At Vedanta, approximately 35% of respondents believed the onboarding process was engaging, while the remaining 65% stated it was not. The majority of respondents were dissatisfied with their onboarding experience. The majority of responders were dissatisfied with their induction procedure. We can see that the survey analysis was generally unfavourable, thus Vedanta needs to look into the subject and implement some effective software tools to improve its onboarding process for new hires.

When asked if the topics covered were relevant to their role most of the respondents disagreed (16), majority of the respondents strongly disagreed that comprehensive information was provided during induction (24). Very few respondents agreed that the sessions covered were interesting (10). On average respondents disagreed that the entire induction process was seamless and hassle-free. Most of the respondents disagreed that the duration of the orientation process was perfect and that the sessions were not very clear and easy to understand.

When asked if they were provided accurate information about Vedanta during the recruitment process most of the respondents strongly agreed, the respondents agreed that the process of document submission was easy, and a majority of the respondents highly disagree that the talent acquisition team was effective at answering queries related to onboarding and induction and that they were provided clear information related to the first-day orientation meeting. Hence Vedanta will have to work on improving these factors and improve employee satisfaction on various levels. Vedanta must look deeper into the matter and take up some concrete measures to improve the same.

Research states that for the current generation employee engagement is a very important factor, in order to satisfy and engage this generation Vedanta should also try to make the onboarding experience more satisfactory and make the induction process more engaging by use of

employee onboarding tools, onboarding kits, site visits, etc. Here it can be seen that the majority of the respondents are dissatisfied with their onboarding experience. This hints towards the fact that the Vedanta needs to work towards enhancing onboarding experience of new hires

To sum it up, the company is doing well at retaining their new hires, but keeping them dissatisfied as we see major negative responses on satisfaction and engagement with regards to the employee onboarding process which the company will have to work on to improve their employee experience during onboarding.

In review, this internship has been an excellent and rewarding experience. I have been able to meet and network with so many people that I am sure will be able to help me with opportunities in the future.

I have gained a lot of knowledge in the field of Human Resource. This experience has brought out my strengths and also the areas I needed to make up. The objective of an internship is to gather real-life working experience and put the knowledge into practice.

During my training, I thoroughly enjoyed the challenges that came along every single day. The experience I have got in this company will help me face the management world in the future. I would like to thank Vedanta for giving me this opportunity to be a part of the organization as an intern as well as the feeling of being one of their employees.

Overall, my internship at Vedanta Sesa Goa for 16 weeks has been a success. I was able to gain knowledge, work in a fantastic environment and also make new friends.

RECCOMENDATIONS

- The existing onboarding process at Vedanta is fully manual and requires full human intervention. For those involved in the onboarding of new hires, the process becomes monotonous and tedious. Because the procedure is both energy and time consuming, the new induction module will help everyone participating in this process save time and energy.
- I would advise Vedanta to transition to a digitally aided induction module using software and resources that support the virtual onboarding goal such as Darwinbox, Leena AI, Comparably, etc. There are various alternatives available that may be used to ensure a smooth and flawless onboarding process.
- Darwinbox is one such software vendor that I would suggest as it meets the needs of easing the onboarding process through excellent technology backup. It contributes to the goal of virtual onboarding. Vedanta must transition from manual onboarding to technology interventions in this dimension. This software is intended to automate and streamline many of the more time-consuming HR administrative activities associated with onboarding new employees. In fact, with a digital onboarding process, you can store everything in a central database. Employees can upload any document online and it will be saved in the cloud system.
- New hires can be given an overview of Vedanta Resources, Vedanta Limited, the Iron & Steel Sector, the Iron Ore Business, Vedanta Sesa Goa Limited, and Functionals virtually. Following that, they can meet with department heads and Senior Leaders to clear any doubts. After which they can then visit sites and plants to learn about mines operations.
- During my interaction with the employees, a few employees said that they have very few employee engagement activities due to which employees feel disengaged at work, the HR team can look upon it and increase the number of employee engagement activities.

APPENDIX

ONBOARDING EXPERIENCE FEEDBACK FORM

1. Department:

☐ Enabling

☐ Operations & Maintenance

2. Unit:

☐ Head office

☐ Value-added business

☐ Iron ore Goa ☐

☐ Iron ore Karnataka

☐ FACOR

☐ VGCB

☐ Nicomet

☐ Sesa met coke Gujarat

☐ Sesa met coke Vazare

☐ Sesa Cement Business

3. Year of joining:

☐ 2020

☐ 2021

4. I joined the iron ore business as:

☐ A fresher

☐ With past experience in the mining and manufacturing industry

☐ With past experience (not mining and manufacturing industry)

☐ A transfer/secondment from a group company.

5. Do you agree or disagree with the following statements?

FACTORS	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
(Pavlou, n.d.), (Li, 2020)					
(Parida, 2020) (Laning, 2015)					
(Kumar) (Graybill, 2012)					

Topic covered were relevant to my role.					
The sessions were interesting.					
Comprehensive information was provided during the induction.					
The entire induction process was seamless.					
The entire induction process was hassle-free.					
The duration of your orientation process is perfect					
The orientation session was clear and easy to understand.					

6. Do you agree or disagree with the following statements?

Pre onboarding: (Parida, 2020), (Cullen), (Li, 2020), (Graybill, 2012)	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I was provided accurate information about Vedanta Sesa					

Goa during the recruitment process.					
The process of document submission was easy.					
The Talent Acquisition team was effective at answering my queries regarding onboarding and induction.					
I was informed of my Job location a week in advance and had enough time to plan my travel to the destination.					
Was provided clear information regarding my first-day orientation meeting (location, time, what to bring, etc.)?					

7. How would you rate your induction process: (5point scale)?

☐ Highly satisfying

☐ satisfying

☐ average

☐ Dissatisfying

☐ Highly dissatisfying

8. How would you rate your onboarding experience?

1	2	3	4	5
---	---	---	---	---

9. Do you feel your onboarding experience was engaging?

☐ Yes

☐ No

10. Please provide your suggestions and feedback: _____

THANK YOU FOR YOUR VALUABLE TIME, CORPORATION & PATIENCE ☺

REFERENCES

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- (Nair, 2018) <https://www.lexology.com/library/detail.aspx?g=6e1b8cb8-f7bd-4905-9d0e-13a304d9cb4d>
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