Exploring the Significance of Onboarding Process in Higher Education Institutes (HEIs)

A qualitative descriptive study

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ABSTRACT

The primary aim of this study is to assess the current onboarding procedure within the organization and identify its most pivotal phase. Unlike conventional employee induction or orientation, onboarding is a systematic process that extends well beyond the initial days or weeks of employment. The primary goal of the onboarding process is to foster a long-term relationship between the employer and the employee, cultivating a sense of belonging and confidence in the right career choice. The onboarding process has gained significant attention due to its crucial role. The frequent influx of new employees necessitates the development of training programs that cater to diverse needs. The primary focus of onboarding is the seamless integration of new personnel into the organization, equipping them with the essential knowledge, skills, and behaviors required to become effective contributors.

As the educational sector transitions to remote and virtual work settings, the onboarding process for new members must adapt accordingly. Additionally, it includes an autoethnographic reflection on the onboarding experience of a new hire. The aim is to offer valuable insights and recommendations, present best practices, and guide and assist other academic fields in navigating the challenges of onsite, offsite/ remote and virtual onboarding procedures during this transformative period. The literature reviewed underscore the vital significance of effective onboarding in driving employee engagement, retention, and overall organizational triumph. They furnish essential insights and recommendations to elevate the importance of structured onboarding process in diverse scenarios.

KEYWORDS

Onboarding Process, Higher Education, New Hires, Employees.

1. INTRODUCTION

Embarking on a new job can be a rather formidable journey, irrespective of the external circumstances that may concurrently influence an individual. The process of becoming acclimated to the inner workings of an organization, understanding the nuances of trust, and identifying the go-to resources for inquiries can be a multifaceted and often unspoken or unwritten ordeal that a new hire must navigate before they can truly find their footing in a novel work environment. Many organizations have established mechanisms for introducing new hires to the intricacies of the organization and its operational dynamics. In the context of hiring practices, this educational process is variously referred to as "new hire training," "orientation," "rapid onboarding," or simply "onboarding." These terms encapsulate the array of activities and objectives designed to facilitate the seamless integration of a new member into the workforce, encompassing a specific set of tasks and goals.

In this study, it is emphasized that the careful selection of tasks and objectives during the onboarding process plays a pivotal role in acclimating the new hire to their designated role within the organization. However, the landscape of learning and adaptation has evolved in the wake of the COVID-19 pandemic, introducing unique challenges. With mandates for social distancing, remote learning and work arrangements, and restricted access to physical facilities, understanding the intricate web of relationships within an organization has become even more complex. In essence, the onboarding process, initially conceived with aspects of in-person interaction, had to swiftly adapt to a remote or virtual format due to the exigencies of the COVID-19 era. What remained paramount throughout this transformation was the inclusion of opportunities for socialization, both in formal and informal contexts, within the onboarding process.

In the realm of Higher Education, onboarding compliance stands as an indispensable facet, particularly for institutions reliant on state or federal funding. Each state and educational establishment may uphold its distinct set of standards and requisites, underscoring the utmost importance of aligning the onboarding process with these unique mandates. The implementation of a standardized onboarding procedure, coupled with transparent oversight from the Human Resources department, plays a pivotal role in ensuring that the prescribed steps are consistently adhered to. The utilization of comprehensive onboarding checklists and automated notifications, facilitated through a centralized digital platform such as People Admin's Employee Records, serves to eliminate the risk of overlooking vital contracts or forms while securely preserving all requisite information. This approach not only guarantees meticulous compliance but also positions HR team to be readily audit-ready, armed with accurate and comprehensive historical records when the need arises.

In the educational sector, the paramount objectives of new employee onboarding initiatives revolve around the enhancement of performance levels and the establishment of a profound alignment between the individual and both their role and the organization. Numerous studies have underscored the profound impact of employee fit in augmenting job satisfaction and nurturing organizational commitment, while concurrently mitigating turnover rates. As the United States continues its journey of economic recovery, high-performing employees place an increasingly greater emphasis on job satisfaction. In response, employers are actively exploring innovative strategies to cultivate this critical element of fit. Among these strategies, onboarding programs have surged to the forefront as one of the pivotal instruments for driving employee fit. However, a noticeable void exists when it comes to substantial research that unequivocally substantiates the effectiveness of these programs. This paper embarks on a quest to investigate the efficacy of onboarding programs in cultivating person-organization fit, particularly through the lens of organizational socialization tactics. Through a comprehensive analysis of the theoretical research, this study aims to scrutinize the actual impact of onboarding in facilitating cultural assimilation and reducing the prevalence of turnover, thus shedding light on its significance in the ever-evolving landscape of education.

2. NEED OF THE STUDY

Onboarding, a term often bandied about in the domain of Human Resources, is a concept that remains somewhat elusive to many. Unlike the traditional employee induction or orientation, onboarding transcends the initial days or weeks of employment, evolving into a systematic process with a far-reaching objective. This objective is to cultivate a lasting rapport between the employer and the employee while fostering a profound sense of belonging and the assurance of a well-made career choice. It's worth noting that each organization possesses its unique character, making it challenging to pinpoint a one-size-fits-all approach to the onboarding process for new hires. However, it is essential to acknowledge that first impressions are enduring, underscoring the importance of exerting extra effort to create the most favorable initial encounters. The Society for Human Resource Management succinctly defines "onboarding as the process through which new hires swiftly and smoothly adapt to all facets of their roles, assimilating the knowledge, skills, and behaviors essential for effective functioning within the organization".

Crucially, the onboarding process shouldn't be relegated solely to the purview of HR; it requires active involvement from every frontline manager from its inception. Onboarding should be viewed as a holistic process, seamlessly integrated into the broader organizational framework rather than an isolated routine. This comprehensive approach facilitates the enhanced assimilation of new employees into the entire system. Experience has shown that inadequately on boarded employees tend to necessitate more guidance and training, incurring greater costs in terms of effort, time, and financial resources. Thus, the need to delve deeper into the onboarding process within the education sector becomes evident, as it can yield benefits ranging from cost-efficiency to organizational integration. The imperative nature of onboarding programs in the realm of education becomes strikingly clear when we consider their multifaceted significance. These programs are meticulously crafted to achieve several vital objectives. First and foremost, they aim to expedite the transition of new hires into roles where they can contribute effectively and swiftly, thus minimizing the often disruptive "shock factors" experienced by newcomers. This accelerated time to productivity not only benefits the institution but also directly impacts the new employees, enabling them to find their footing more rapidly.

Another crucial facet is the reduction of turnover rates. High turnover can be not only disruptive but also significantly costly for educational institutions. Onboarding plays a pivotal role in retaining top-performing talents and identifying those who may not align with the organization's values and culture. Organizational socialization, a cornerstone of this process, aids in nurturing a workforce that embodies the institution's ethos. By facilitating this assimilation, onboarding becomes instrumental in retaining talent that is not only competent but also culturally aligned with the institution. In essence, new hires tend to either assimilate successfully into the institutional culture and values or consider alternative opportunities. Onboarding expedites this discernment, helping to identify and potentially release employees who may not be an ideal fit within the organization within a shorter time frame. Thus, the need for a comprehensive study in the education sector to scrutinize the effectiveness and impact of onboarding programs is evident, as it can yield benefits ranging from cost savings to the cultivation of a more harmonious and aligned educational community.

3 DEFINITION AND PHASES

Onboarding in the education sector is the process of integrating new employees, such as teachers, administrative staff, and support personnel, into an educational institution like a school, college, or university. The primary goal of onboarding is to help new hires become familiar with the organization, its culture, policies, and procedures, and to provide them with the necessary tools and information to succeed in their roles. The onboarding process typically consists of four phases:

3.1 Pre-Arrival Phase:
● Recruitment and Selection: This phase begins with the recruitment and selection of candidates. The HR department or hiring committee identifies suitable candidates and extends job offers to them.
● Background Checks: Before new employees start, background checks and credential verifications may be conducted to ensure the candidates meet the necessary qualifications and are eligible to work in the education sector.
● Employment Documentation: During this phase, new hires complete necessary paperwork, such as tax forms, benefits enrollment, and other administrative requirements.
● Communication: Employers should maintain clear and consistent communication with new hires regarding their start date, job expectations, and any pre-arrival preparations.

3.2 First Day and Orientation Phase:
● Welcome and Introduction: On the first day, new employees are welcomed and introduced to key personnel, including HR representatives, supervisors, and colleagues.

●   Orientation: A structured orientation program is typically conducted to provide an overview of the institution's mission, vision, values, policies, and culture.

●   Compliance and Training: New employees may receive training on various topics, including safety protocols, harassment policies, and technology systems they will use in their roles.

●   Provision of Resources: Access to necessary resources, such as employee handbooks, email accounts, and identification badges, is provided during this phase.

3.3 Integration and Training Phase:

●   Job-Specific Training: New hires receive job-specific training that equips them with the skills and knowledge needed to perform their roles effectively. This may include pedagogical training for educators or specific job-related skills for support staff.

●   Mentoring and Support: Some institutions pair new employees with mentors or experienced colleagues to provide guidance and support as they adapt to their new roles.

●   Feedback and Assessment: Ongoing feedback and performance assessments help new employees understand how they are progressing and where they may need to improve.

3.4 Full Integration and Ongoing Development Phase:

●   Social Integration: As new employees become more comfortable in their roles, they are encouraged to fully integrate into the educational community, participating in school events and collaborative activities.

●   Continuous Learning and Development: The onboarding process extends beyond the initial orientation and training, with opportunities for ongoing professional development and growth.

●   Evaluation: Periodic evaluations are conducted to assess an employee's performance and provide constructive feedback for improvement.

●   Support and Engagement: Educational institutions should continue to offer support and engagement opportunities to ensure that employees feel valued and remain committed to the organization.

●   Effective onboarding in the education sector helps new employees acclimate to their roles, ensures compliance with institutional policies, and contributes to a positive work environment, ultimately benefiting both the individual and the organization.

4. ONBOARDING PROCESS IN PRE AND POST INDEPENDENCE

4.1 Onboarding process in education sector before Independence

The onboarding process in the education sector before independence, especially in the context of colonial or pre-independence eras, was often shaped by the specific historical, social, and political conditions of the time. Here are some key aspects of the onboarding process in the education sector before independence:

➢   Colonial Influence: In many cases, employee selection and onboarding in pre-independence times were heavily influenced by colonial powers. The recruitment methods, policies and administrative structures were often designed to serve the interests of the colonial rulers, which could include perpetuating their culture, language, and values.

➢   Limited Access: Access to suitable employment in the pre-independence era was often limited, with educational opportunities primarily available to the elite or those from privileged backgrounds. Vacancies were often established in urban centers and for specific social or ethnic groups, contributing to employment inequalities.

➢   Curriculum and Content: The recruitment in pre-independence was designed to reflect the values and priorities of the colonial rulers. It often downplayed or excluded the history, culture, and languages of the indigenous population. The job profile was often Eurocentric and lacked relevance to the local context.

➢   Teacher Recruitment: Teachers in pre-independence education systems were often recruited and trained by the colonial authorities. These teachers were expected to follow the prescribed curriculum and teaching methods, which did not always align with the needs and aspirations of the local communities.

➢   Language of Instruction: The language of instruction to the employees in pre-independence was typically the language of the colonial power. This language barrier could hinder effective teaching and learning, especially in regions with diverse linguistic backgrounds.

➢   Inadequate Resources: Offices in the pre-independence era often lacked basic resources, including guidelines, policies, work ethics, materials, and proper infrastructure. This lack of resources could affect the quality of deliverables.

➢   Limited Focus on Local Needs: The onboarding process of new hires in that era often did not address the specific needs and challenges of employee communities. They were designed to meet colonial objectives rather than the development of indigenous knowledge and skills.

➢   Resistance and Alternative Employment: In some regions, there were movements to resist the colonial employee onboarding system. Indigenous communities established their own alternative employment and initiatives to preserve their cultural heritage and provide other modes of earnings that met their specific needs.

➢   Inequalities and Discrimination: Pre-independence employee selection systems could perpetuate social and economic inequalities. Discrimination based on race, gender, or social status was prevalent, limiting opportunities for marginalized groups.

➢   Cultural Preservation: Some indigenous communities made efforts to preserve their cultural traditions and knowledge, often outside of the formal colonial recruitment process to counteract the erasure of their heritage.

In summary, the onboarding process for the employees in the education sector before independence was often characterized by the dominance of colonial powers, limited access to all types of employment, focus on foreign languages, and the perpetuation of social

inequalities. It was only after gaining independence that many states undertook significant reforms to create proper onboarding processes in educational systems that reflected cultural identities, values, and aspirations, and addressed the needs of populations.

4.2 Onboarding process in education sector after Independence

The onboarding process in the education sector after independence can vary significantly depending on the country, its history, and its specific employee policies. Nonetheless, there are some common themes and considerations that often come into play when discussing onboarding of new hires in the education sector after achieving independence:

➢ National Identity and Curriculum Development: After gaining independence, many states emphasized the development of a national identity and culture through their recruitment system. The onboarding process includes the development of a policy that reflects the values, history, and cultural heritage of the state or country..

➢ Teacher Training and Professional Development: Newly independent states invested in teacher's training and professional development to improve the quality of employee. This involves training programs, workshops, and collaboration with international partners to enhance pedagogical skills.

➢ Language and Multilingualism: In countries with diverse linguistic communities, inclusive onboarding focused on language policies and multilingual employment, ensuring that teaching and non-teaching staff are proficient in the official languages of the country.

➢ Infrastructure and Access: Developing and expanding infrastructure to provide access to quality employees is a key concern. This includes building offices, providing necessary resources, and ensuring equitable access for all communities.

➢ Curriculum Revisions: In many cases, post-independence, the curriculum was revised to meet the changing needs and goals of the nation. This involves incorporating onboarding of trained employees, updating the existing employees and aligning them with international standards.

➢ Teacher Recruitment and Deployment: The onboarding process often involves recruiting and deploying teachers to underserved areas or communities that lack access to education. In some cases, incentives may be offered to attract teachers to remote or disadvantaged regions.

➢ Inclusivity and Equity: Ensuring inclusivity and equity in employment is a critical aspect of onboarding. Efforts may be made to address gender disparities, provide employment to persons with disabilities, and bridge socio-economic gaps.

➢ Educational Policy and Governance: Newly independent states established new education policies and governance structures. This involves the creation of ministries of education, educational boards, and the development of policies that govern the education sector.

➢ International Partnerships and Aid: Many states seek partnerships and aid to support their employment initiatives. This involves collaboration with organizations, agencies, and foreign governments to secure resources and expertise.

➢ Teacher and Staff Support: Supporting teachers and staff members, particularly those who may have experienced the changes brought about by independence, is vital. This support includes professional development opportunities, counseling services, and efforts to improve working conditions.

➢ Assessment and Evaluation: Establishing feedback, assessment, appraisal and evaluation systems to monitor the quality of deliverables by the new hires in the education sector is essential. This can help identify areas for improvement and guide policy decisions.

The onboarding process for new hires in the education sector after independence is a complex and multifaceted endeavor that aims to shape the educational landscape of a newly independent nation. It often involves a mix of policy development, process design, infrastructure development, and teaching, non-teaching staff training to provide accessible and equal opportunity to all citizens, laying the foundation for the nation's future growth and development.

5. REVIEW OF LITERATURES

The article titled "New Employee Onboarding Guide: Proper onboarding is key to retaining, engaging talent" by **Roy Maurer (2019)** discusses the importance of onboarding new employees in an organization and provides insights into creating an effective onboarding program. The article highlights several key points and best practices related to employee onboarding. In summary, the "New Employee Onboarding Guide" by Roy Maurer underscores the strategic and extended nature of the onboarding process. It provides a comprehensive overview of the key components of effective onboarding, emphasizing the use of technology, team alignment, and ongoing evaluations. The guide recognizes that successful onboarding is crucial for employee retention and engagement, contributing to long-term organizational success [1].

The article by **Yadav, S., Meena, et.al. (2020)** discusses the significance of the onboarding process in transforming new recruits from outsiders to insiders within an organization. Effective onboarding facilitates knowledge acquisition, skill development, and behavioral adaptation for new employees. It is instrumental in socializing newcomers into the organization, enabling them to understand its norms and culture, and potentially enhancing employee retention and performance. Despite its potential benefits, many organizations struggle to fully utilize the onboarding process due to various reasons such as ignorance or resource constraints. The COVID-19 pandemic has brought new challenges to onboarding, particularly for fresh graduates from remote locations. In this context, the article aims to provide a comprehensive review of industry onboarding processes and assess how they have evolved during the pandemic. The study also investigates the impact of effective onboarding on employee engagement and compares the effectiveness of online and offline induction programs. The article highlights a gap in the literature regarding the analysis of online onboarding tools and their performance outcomes compared to traditional onboarding methods. While digitization models have been suggested, there is a lack of a comprehensive and organized onboarding process that not only provides training but also eases the transition to a physical work environment post-pandemic. The article emphasizes the importance of incorporating workplace norms and unspoken rules in the onboarding process. Employee engagement is a critical aspect discussed in the article, as it is increasingly recognized as a driver of productivity and organizational performance. Effective onboarding contributes to engagement by helping employees understand their

role in achieving the organization's goals and by fostering a sense of belonging. The article highlights the need for organizations to actively promote employee engagement by focusing on factors such as training and development, cooperation, communication, and a harmonious work environment. Various measurement instruments are available to assess employee engagement within organizations. The article also underscores the role of organizational culture in onboarding, emphasizing the importance of creating an environment that encourages positive, collaborative, and supportive behaviors among employees. The onboarding process plays a crucial role in conveying an organization's values, beliefs, and behavioral norms to new employees. In terms of research methodology, the study employed both primary and secondary research methods, including interviews with HR practitioners and surveys with employees who experienced different onboarding modes. The findings indicate that physical onboarding is generally preferred by employees, as it allows for better communication, personal bonding, and a deeper understanding of the organizational culture. The article concludes by recommending various strategies to enhance the effectiveness of the onboarding process, such as gamification, mobile applications, personal identity socialization, and active communication. It highlights the need for organizations to establish strong connections with new recruits before their official start date and maintain ongoing communication to ensure a smoother transition into the organization. The article underscores the importance of continuous improvement and feedback mechanisms in the onboarding process [2].

This study by **Pratiwi, et.al. (2018)** explores the impact of employee turnover on the development of startup companies, focusing on the role of onboarding processes, especially in software engineering startups. Employee dissatisfaction is identified as a key driver of high turnover rates. Effective onboarding is crucial to enhance job satisfaction and facilitate employee integration into the company culture and work environment. The research incorporated a combination of literature review, interviews with leaders of six Yogyakarta startups, and questionnaires distributed to employees with approximately one year of tenure. The findings indicate that all startups included the five essential aspects in their onboarding processes, yet their overall performance averages below 80%. The lowest-rated aspect was documentation, with an average score of 67%, particularly the developer-oriented documentation sub-aspect, which scored 58.22%, indicating areas needing improvement. Although most startups excelled in management and software development aspects, the questionnaire responses revealed that 52.72% of employees believed their onboarding process had not been adequately implemented. The context aspect was rated positively, but some startups could enhance their direct introduction of this element to new employees. Additionally, the study highlighted the importance of providing detailed information on workflow and organizational structure to minimize confusion among new hires. The research suggests that startups should provide more intensive monitoring of new employees and implement better documentation aspects to improve their onboarding processes. These findings can serve as a foundation for developing structured onboarding models for startups. Further studies and improvements in these aspects are essential for ensuring long-term success and growth within startups [3].

This literature by **Sharma, G. G., & Stol, K.-J. (2019)** addresses the challenges of talent acquisition and low retention rates in the IT sector, with a specific focus on software professionals. The research aims to establish a theoretical model that explores the relationship between onboarding processes for new hires and their intention to leave or stay within an organization. The study identifies onboarding activities and their connection to onboarding success, emphasizing the significance of "organizational fit," which includes job satisfaction and workplace relationships, as mediators for long-term retention. The theoretical model was evaluated using data from 102 software professionals. The findings indicate that providing support to new hires is crucial for onboarding success, and support activities are continuous and interactive. On the other hand, training and orientation programs have a modest impact on onboarding success. The study also highlights the importance of job satisfaction as a significant factor influencing turnover intention, while workplace relationships did not show a significant correlation. The study underscores the importance of support and feedback in the continuously changing and evolving IT industry, suggesting that a supportive environment is essential for employees to keep up-to-date. It recommends prioritizing support over potentially expensive orientation and training programs for successful onboarding. Additionally, the research identifies several avenues for future exploration, such as investigating other factors influencing employees' decisions to leave an organization and tailoring support for different roles within the software industry. It also suggests exploring the evolution of the relationship between onboarding success and job satisfaction over time and the effects of workplace relationships on productivity and retention. The study contributes to the limited literature on onboarding of software professionals, providing insights into how organizations can design effective onboarding processes and strategies to retain talent in a fast-paced and competitive industry. The research encourages future work in this area, addressing the evolving landscape of the software industry, including mergers, acquisitions, and the influence of personal attributes on workplace relationships and retention. Overall, it offers a valuable starting point for further research and practical implications for talent management in the IT sector [4].

This literature by **Ziden, A. A., & Joo, O. C. (2020)** explores the significance of employee onboarding and its transformation into a digital process to enhance engagement and effectiveness. Employee onboarding is a critical step in integrating new employees into an organization, ensuring that they become productive as quickly as possible. The paper identifies gaps in the existing literature and proposes the conceptualization of digital onboarding programs to address these gaps. Studies have shown that the engagement of employees during the onboarding process significantly impacts their motivation, job satisfaction, and commitment to the organization. The paper suggests that integrating technology into onboarding can mitigate this issue by shifting from traditional manual onboarding to a digital approach that begins as soon as a job offer is accepted. The Technology Acceptance Model (TAM) is introduced as a framework to understand how technology can support human resources, enhance employee motivation, and boost self-efficacy in using technology during pre-onboarding. Traditional onboarding is often one-way communication that focuses on presenting the organization's vision, mission, history, and values. In contrast, digital onboarding through technology can make the onboarding experience more meaningful for new employees, creating a more employee-centered approach. This shift is essential as research shows that dissatisfaction with training and career development contributes to employee turnover. The review emphasizes that while digital onboarding offers numerous advantages and value, it is not a one-size-fits-all solution. Effective onboarding should be tailored to the specific needs and preferences of new employees. However, the review points out a limited number of studies on the use of digital onboarding in various industries. It suggests the need for quantitative research to assess the acceptance of digital onboarding among new employees and to explore contributing factors like perceived ease of use, self-efficacy, outcomes, and human resources support. In conclusion, the literature review underscores the potential benefits of digital onboarding as a means to enhance employee

engagement, motivation, and commitment. It calls for further research to better understand the adoption and impact of technology in the onboarding process and to ensure its effectiveness in different organizational contexts [5].

This literature by **Cesário, F., & Chambel, M. J. (2019)** examines the critical but often overlooked phase of employee onboarding within the context of human capital management. The paper introduces a comprehensive three-component perspective of onboarding, encompassing structured corporate welcome, manager welcome, and coworker welcome. Its primary aim is to investigate employees' perceptions regarding these dimensions and their impact on key work outcomes, such as work engagement and affective organizational commitment. To achieve this, the authors conducted an empirical study using self-reported surveys, involving a sample of 347 workers from Portuguese firms. Their hypothesis was that all three components of onboarding—corporate welcome, manager welcome, and coworker welcome—would positively correlate with work engagement and affective organizational commitment. The findings from the study demonstrated the validity of the three-component onboarding scale and confirmed the positive relationships between these components and the specified work outcomes. This research contributes to the literature by highlighting the significance of designing onboarding programs that integrate these three components, ensuring a well-rounded and effective welcoming process for new employees. The study underscores the importance of not only formal corporate activities but also preparing managers and coworkers to host new employees effectively. Additionally, the research findings are consistent with prior studies that have emphasized the positive impact of perceived coworker involvement and supervisor support on various aspects of employee job satisfaction, work-life balance, commitment, and retention. While acknowledging some limitations in the study, such as potential recall bias among long-tenured employees and the reliance on self-reported data, the authors propose that their three-component model and measurement instrument offer a valuable framework for further research. They suggest that this model can assist organizations in designing more effective onboarding processes that foster employee engagement and commitment, ultimately contributing to attraction and retention strategies. In conclusion, this research highlights the importance of a holistic approach to employee onboarding, emphasizing the corporate, managerial, and coworker aspects. It calls for further exploration of these dimensions and their impact on person-organization adjustment and urges organizations to prioritize onboarding as a critical success factor in talent retention and engagement [6].

This literature by **Cesário, F., & Chambel, M. J. (2019)** discusses the significance of the onboarding process and how it can be impacted by external crises, with a specific focus on the challenges posed by the COVID-19 pandemic. Effective onboarding is critical for a positive employee experience and contributes to employee and organizational outcomes. However, without proper design and implementation, onboarding can become a source of stress for new hires, which can have negative consequences. The COVID-19 pandemic has added an extra layer of complexity to the onboarding process, forcing organizations to adapt to virtual onboarding due to stay-at-home orders. This has created challenges for both virtual and in-person onboarding. The authors argue that while the pandemic has created obstacles, it also offers an opportunity for organizations to develop evidence-based tools and resources to enhance the onboarding experience and make it more crisis-proof. The authors introduce the concept of the "three C's of onboarding," which includes creating structure, connecting people, and continuously adapting. These principles provide concrete guidelines for organizations to navigate the challenges of crises and ensure that new hires receive the necessary knowledge, confidence, well-being, and social connections. The three C's can be applied not only to the current COVID-19 crisis but also to future crises, making the onboarding process effective and flexible. This literature review emphasizes the importance of organizations proactively addressing the challenges brought about by crises like the pandemic. It underscores the need for structure, connection, and adaptability in the onboarding process to support employees in their journey towards success. By focusing on these principles, organizations can create an onboarding experience that equips new hires with the knowledge and confidence they need, even in the face of unexpected challenges [7].

This literature by **Becker, K., & Bish, A. (2021)** discusses the concept of onboarding from a learning theory perspective, shedding new light on the onboarding process. The traditional psychological perspective has primarily focused on the socialization of newcomers within an organization. However, this paper introduces the notion of unlearning as a crucial component of onboarding, suggesting that it plays a pivotal role in helping new employees adapt to their roles and organizational culture. The paper also highlights the importance of recognizing the unique learning needs of different talent segments within an organization. It suggests that the design of onboarding should cater to specific talent segments to enhance retention rates and maximize the contribution of newcomers. Additionally, when new hires are brought in for their distinct perspectives and capabilities, it may be essential for both newcomers and existing employees to engage in unlearning to embrace new ideas and approaches. This shift from a generic onboarding process to one that promotes interaction and learning for both newcomers and the organization is crucial for enhancing the onboarding experience. The paper not only contributes to the human resource management literature by adopting a learning lens but also extends the unlearning literature by demonstrating its applicability to specific HRM functions like onboarding. It presents a conceptual framework and propositions that can serve as a basis for advancing the understanding of unlearning in HRM. From a practical perspective, this approach to onboarding provides HR professionals with insights into designing and implementing more effective onboarding programs. It emphasizes the importance of allocating time for unlearning previous experiences and aligning the onboarding process with the newcomers' backgrounds and recruitment purposes. It also encourages meaningful interactions between newcomers and existing employees, promoting knowledge exchange and adaptation within the organization. Overall, this literature review offers a valuable perspective on onboarding, enhancing our understanding of the psychological processes involved and providing guidance for improving the onboarding experience for newcomers while optimizing organizational outcomes [8].

The article by **Friedrich, H. (2019)** highlights the significance of successful onboarding for organizational success, emphasizing the role of technology in enhancing engagement and retention. The research project was conducted as part of a Bachelor of Applied Management program, focusing on an organization's onboarding process to identify challenges, align with best practices, and improve efficiency, engagement, and sustainability. The study involved various data collection methods, including surveys of recently onboarded employees, interviews with hiring managers, and documentation analysis. The findings underscore the lack of consistency in the current onboarding process, highlighting areas for improvement such as timeframes, communication of expectations, and follow-up procedures. Recommendations were made to extend the time frame of the onboarding process and implement performance metrics for early employment. The research also identified the need to explore the integration of technology in onboarding processes. The paper emphasizes the importance of formal onboarding programs and the positive impact of technology-driven onboarding on engagement

and retention. Employee retention is a crucial aspect of human resource management, as high recruitment costs and staff turnover can be detrimental to an organization. The article cites Bauer's definition of onboarding as a process that helps new employees quickly adjust to their roles, ensuring they acquire the necessary knowledge, skills, and behaviors to become productive members of the organization. The research project was conducted during an internship at a large public organization, identifying the need for an improved onboarding process to address high employee turnover within the first year of employment. The study emphasizes the need for organizations to adapt to the changing global workplace and leverage their human capital effectively. Additionally, it recommends further research into e-orientation and technology-based onboarding programs to transform onboarding from a static to a strategic process. In summary, the article underscores the importance of onboarding and the potential benefits of technology in improving the onboarding experience, ultimately leading to increased engagement, retention, and organizational success [9].

6. DISCUSSION

Effective employee onboarding is crucial for organizational success. It helps new employees acclimate to their roles, acquire the necessary skills and knowledge, and become productive members of the organization. Effective onboarding can also lead to increased employee engagement, retention, and satisfaction. The onboarding process should be structured, comprehensive, and tailored to the specific needs of the organization and its new employees. It should include a variety of activities, such as training, orientation, and mentorship. Technology can be used to enhance the onboarding experience and make it more accessible to new employees. The COVID-19 pandemic has created new challenges for onboarding, but it also presents an opportunity for organizations to develop more innovative and effective onboarding programs. Organizations should focus on creating structure, connecting people, and continuously adapting to ensure that new hires receive the support they need to succeed. Unlearning is an important component of onboarding. New employees need to be able to unlearn old habits and behaviors in order to adapt to the new organization and its culture. Organizations should adopt a learning lens when designing and implementing onboarding programs. This will help them to create programs that are more effective in helping new employees learn and adapt. Technology can be used to enhance onboarding and make it more engaging and effective. Organizations should consider using technology to provide training, orientation, and other onboarding activities. Onboarding is a strategic process that should be aligned with the organization's goals and objectives. Organizations should continuously evaluate their onboarding programs to ensure that they are effective in achieving their desired outcomes.

The table below summarizes the key differences between the onboarding process during pre- and post-independence.

Features	Pre-Independence	Post-Independence
Formality	Informal	Formal
Structure	Unstructured	Structured
Socialization and integration	Minimal	Greater
Training	Minimal or non-existent	Comprehensive and effective

The onboarding process compared in the pre and post-Independence, can be summarized as follows:

During the pre-independence, the onboarding process was informal and unstructured. There was no formal onboarding process in place, and new employees were simply expected to learn on the job. This often led to confusion and frustration for new hires, who were left to fend for themselves in a complex and unfamiliar environment.

There was little focus on socialization and integration. New employees were not given much opportunity to get to know their colleagues or to feel like part of the team. This made it difficult for them to feel comfortable and confident in their new roles.

Training was minimal or non-existent. New employees were not provided with much training or support, and they were often expected to learn the ropes on their own. This could lead to them making mistakes and feeling overwhelmed.

Whereas in post-independence, onboarding has become more formal and structured. There is now a formal onboarding process in place, which helps to ensure that new employees are given the information and support they need to be successful in their new roles.

There is a greater focus on socialization and integration. New employees are given opportunities to get to know their colleagues and to feel like part of the team. This helps them to feel comfortable and confident in their new roles.

Training is more comprehensive and effective. New employees are provided with comprehensive training and support, which helps them to learn the skills they need to be successful in their new roles.

Overall, the onboarding process for new employees in the education sector has improved significantly since independence. The process is now more formal, structured, and focused on socialization and integration. New employees are also given more comprehensive training and support. These changes have helped to ensure that new employees are better prepared for their roles and are more likely to be successful in the long term.

This figure showcases the onboarding process in higher education that typically involves a few steps.

Onboarding is a crucial process that helps new employees integrate into their roles and become productive members of the organization. In higher education, onboarding is particularly important due to the complex and often bureaucratic nature of these institutions. An effective onboarding process can help in the sustainability of job and increase productivity.
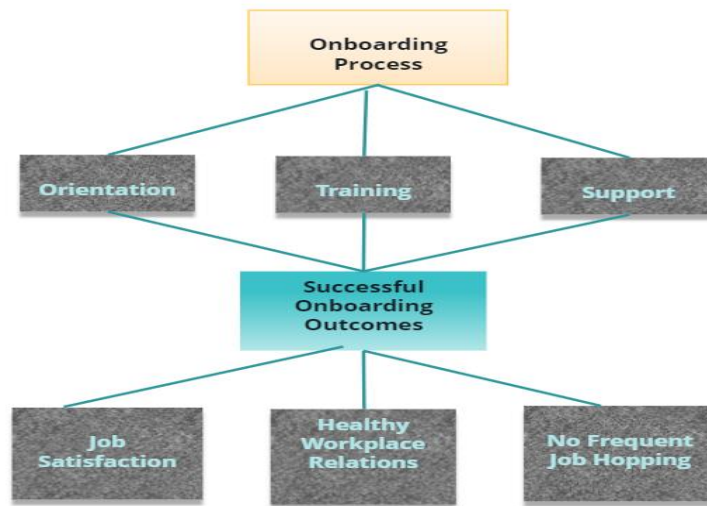
This layout indicates the outcome of a proper and efficient onboarding process in an organization.

7. ANALYSIS, CONCLUSION AND SUGGESTION

The significance of effective onboarding for employee engagement, retention, and overall business performance is analyzed in all of the reviewed publications. They offer perceptive analysis and recommendations for enhancing the onboarding process in various contexts.

The essay highlights the lengthy and deliberate process of onboarding and encourages technology use, team alignment, and ongoing assessments. It highlights the link between successful onboarding, employee retention, and sustained organizational success. The study investigates the process by which onboarding transforms strangers into insiders. It talks about the challenges posed by the COVID-19 pandemic and recommends developing standardized onboarding procedures, putting a focus on better communication and documentation to cut down on miscommunications. The findings demonstrate the significant benefits of onboarding practices for software engineering startups and emphasize the critical role that successful onboarding plays in enhancing worker integration and job satisfaction, particularly in the areas of management and documentation. The study investigates the relationship between the onboarding process's activities and software professionals' intention to stick with a company. It provides advice for personnel management in the IT sector by highlighting the significance of job satisfaction in retention and the superiority of assistance over training. The study examined the shift from conventional to digital onboarding, highlighting the contribution of technology to increased engagement, motivation, and commitment. More research is needed to fully understand technology adoption and how it affects various types of organizations. Articles introduce the three-component concept of onboarding, emphasizing the role that corporate, management, and coworker welcomes play in fostering employee engagement and commitment. It forces companies to place a high premium on having a thorough onboarding strategy. It has been reported how the COVID-19 pandemic produced issues with onboarding, and as a crisis management tactic, the "three C's of onboarding" were provided.

In conclusion, the cited publications present important viewpoints on the importance of onboarding and offer recommendations for methods to enhance the procedure in various contexts. The onboarding process fosters flexibility, structure, and connection by focusing on specific skill groups and highlighting the importance of unlearning. It argues that onboarding should give HR professionals direction

while facilitating communication and education for both the organization and new personnel. There is a need for consistent and technology-driven onboarding processes in order to boost sustainability, productivity, and engagement. It emphasizes how crucial onboarding is to keeping staff members on board and recommends considering technology-based onboarding solutions.

The discussion on the importance of onboarding in non-corporate organizations can be well understood as the statements emphasize that in order to increase employee engagement, retention, and organizational performance, we need programs that are structured, technology based, and thorough onboarding processes are essential. Both the new hire and the business can benefit greatly from an onboarding investment. By implementing an effective onboarding process, higher education institutions may ensure that their new hires are ready to succeed in their roles and contribute positively to the organization. The major research gap focuses on the allotment of financial structure to conduct a proper onboarding framework for the new hires. There is a need to do in depth study on how the allocated budgets can actually be utilized for the professional development of the employees.

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