



To study the attitude of employees about on boarding process and early development plan

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Abstract

On-boarding is a major tool for successful talent management and it is critical for successful employee integration. On-boarding creates an understanding of the organizational culture that helps the newly hired employee feel better connected to the organization's business strategy and creates a sense of belongingness. In the present study an attempt has been made to investigate the attitude of the employees about onboarding process and early development plan at Mondelez India Food Ltd. (Cadbury), Baddi, Himachal Pradesh. A sample of 100 employees was taken in the present study. The onboarding process and early development plan questionnaire was used to measure the attitude of the new employees. Findings of the present study reveal that employees working in at Mondelez India Food Ltd. are highly satisfied with the onboarding process and early development plan

Keywords: Onboarding process, early development plan

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1. Introduction

Onboarding is the process of integrating and acculturating new employees into the organization and providing them with the tools, resources, and knowledge to become successful and productive. Onboarding helps employees get "on-board" with the culture of the workplace and the expectations of their new job. The commonwealth's onboarding process consists of both online and face-to-face orientations depending on the conditions under which the employee accepts the job. It is the process of integrating new employees into the organization, preparing them to succeed in their job, to become engaged and productive members of the organization. Organizational researchers have been investigating 'new employee orientation programs' and 'socialization techniques' for decades. Onboarding appears to be a process more focused on the integration of new senior-level managers or executives into the company. The ultimate goal of onboarding is to prepare managers to

succeed in their job as quickly as possible. There are two keyperformance indicators of successful onboarding:

- a. Time to productivity
- b. Engagement and retention.

Typically, onboarding includes the initial orientation process and the ensuing three-to-six months. Onboarding may be considered within the larger context of socializing the newcomer to the organization. Employee onboarding, also known as new-employee orientation or assimilation, is the process by which a practice acclimatizes its new employees. It is one of the keys for building employee loyalty and engagement, fostering a stronger team, and helping new employees become successful early in their careers with your practice. Onboarding includes the processes that allow new employees to learn about the practice, its structure and its vision, mission and values, as well as to complete new-employee paperwork relative to benefits and legal documents such as non-competes, at-will statements and employee handbooks.

2. Literature Review

Aberdeen Group Inc. (2006) revealed that 76% of companies are implementing a formalized process, 90% of companies believe that their employees make their decision to stay at the company within the first six months and 36% of companies still do not use nay technology for the onboarding solution. Wright (2012) indicated that healthcare organizations can benefit from employing an onboarding strategy. The Medical Center can enhance healthcare sustainability through improved performance in regard to new employee productivity, engagement, and retention. Laurano conducted a research in 2013 and found that only 13% of organizations have a fully automated process, 54% have a partially automated process, and 34% still have a paper-based process.

Reddy et al (2013) examined the significance of on boarding process in work dimensions of employees in IT Sector Company, based on various terms of gender difference and grade at different levels of employees. They have concluded that there is gender difference between employees of work dimensions with regard to on-boarding process. It has been found that there is no significance difference between the employees of higher, middle and lower grade levels. Falola et al(2014)studies the induction and staff attitude towards retention and

organizational effectiveness. The findings of the study revealed that induction significantly influences staff attitude towards retention and behavior towards organizational effectiveness. It has been concluded that well packaged induction programs will positively influence staff attitude.

Objective of the study

To evaluate attitude of employees about existing onboarding process and early development plan at Mondelez India Food Ltd., Baddi, HP.

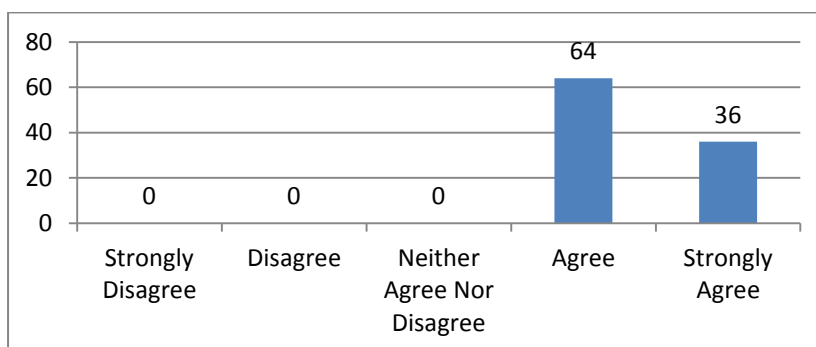
3. Research Methodology

To fulfill the objective of the study a sample size of 100 employees was drawn by purposive sampling procedure. The onboarding process and early development plan questionnaire contains 15 items was used. The questionnaire on Onboarding process and early development plan items are measured on a five point Likert scale. All items were scored 1-5. The Score of one being the least (strongly disagree) and five (strongly agree) being the most. Both primary and secondary tools for data collection were used. Primary data was taken through questionnaire and secondary was taken from books, articles and Journals. The analysis has been done with using frequency tables and graphical representation.

4. Data analysis and interpretation

To evaluate the existing onboarding plan

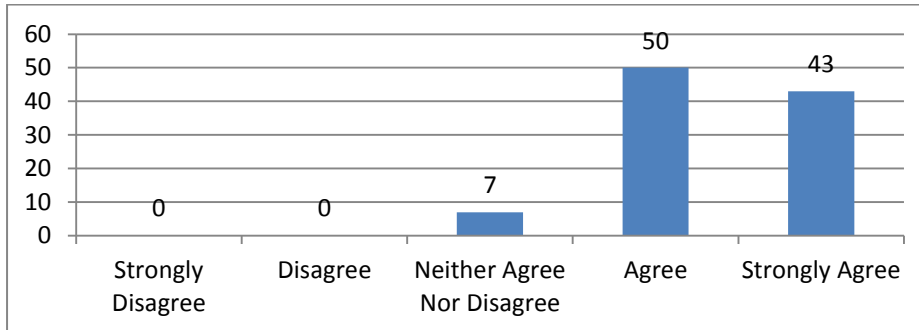
4.1 Joining formalities carried out smoothly



	Frequency
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	0
Agree	64
Strongly Agree	36

From the above graph it is evident that most of the respondents satisfied with the joining formalities carried by Mondelez India

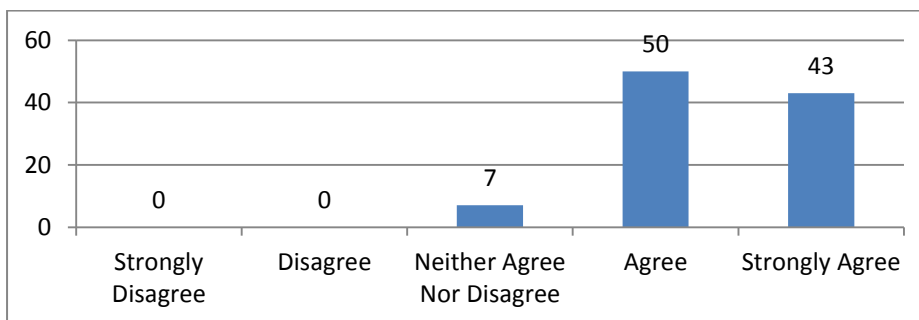
4.2 Understanding of the organization's goals and values



	Frequency
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	7
Agree	50
Strongly Agree	43

From the above graph 4.2 it is clear that most of the employees agree that they are well understood the organizational goals and values. Organizational goals and values are defined properly to their employees.

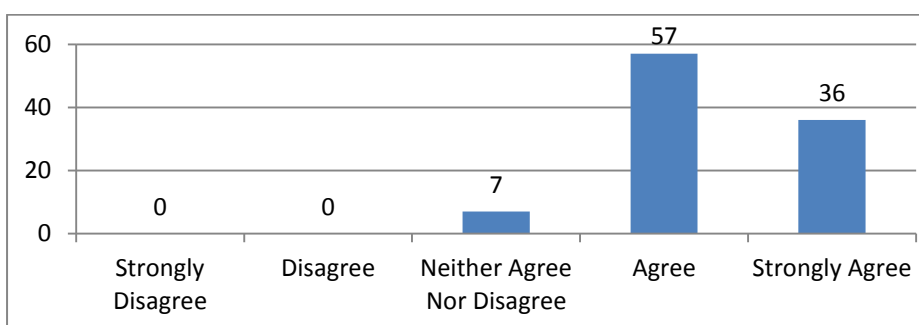
4.3 Understand Cadbury- Mondelez Company and business



	Frequency
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	7
Agree	50
Strongly Agree	43

From the above graph it has been depicted that major number of employees understands of Cadbury- Mondelez Company and business in excellent way.

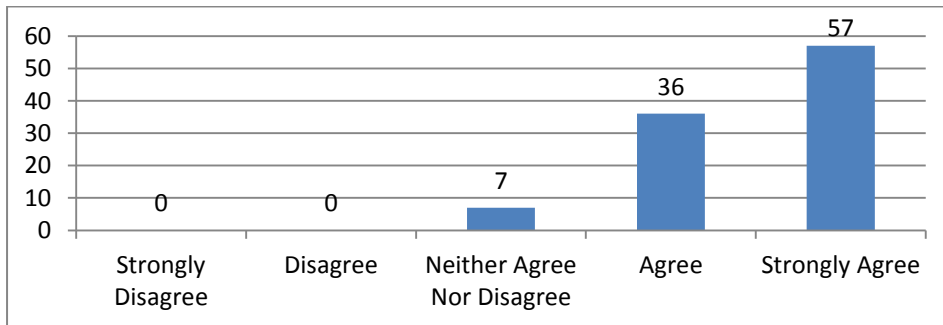
4.4 Understand HR policies



	Frequency
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	7
Agree	57
Strongly Agree	36

From the above graph it is clear that employees working in Mondelez India food ltd. is well understood the HR policies. It is the strength of the company that employees are well versed with the HR policies with the help of onboarding process.

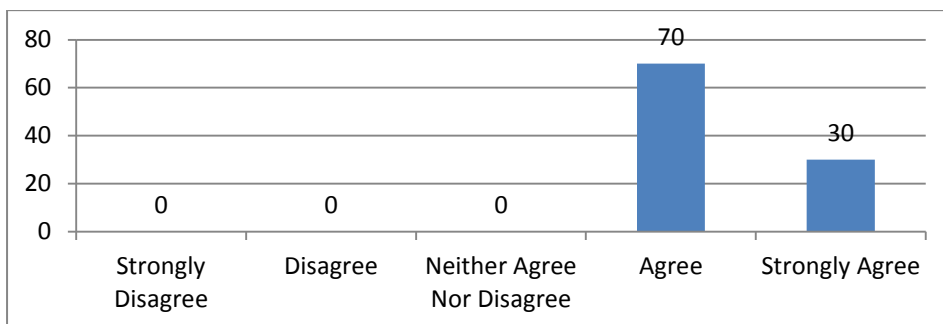
4.5 Understand the organization structure and my role



	Frequency
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	7
Agree	36
Strongly Agree	57

It is evident that employees working at Cadbury- Mondelez understand the organization structure very well. Majority of the respondent strongly agree that they understand organization structure as well as understand their role in organization structure.

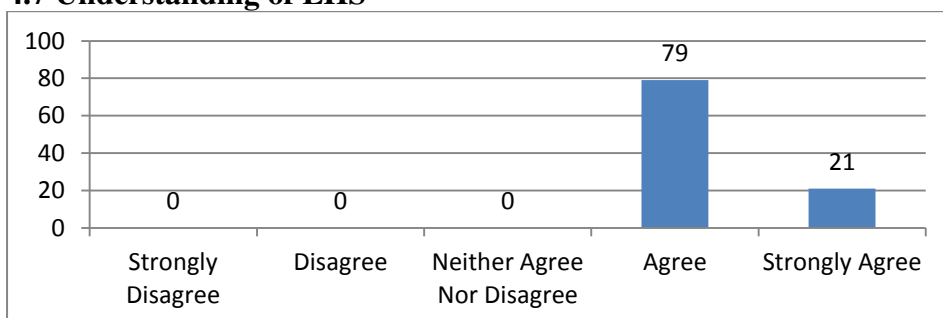
4.6 Performance appraisal process was explained clearly to me



	Frequency
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	0
Agree	70
Strongly Agree	30

From the above graph it is clear that more than 70% respondents said that the performance appraisal process in Mondelez India was very good.

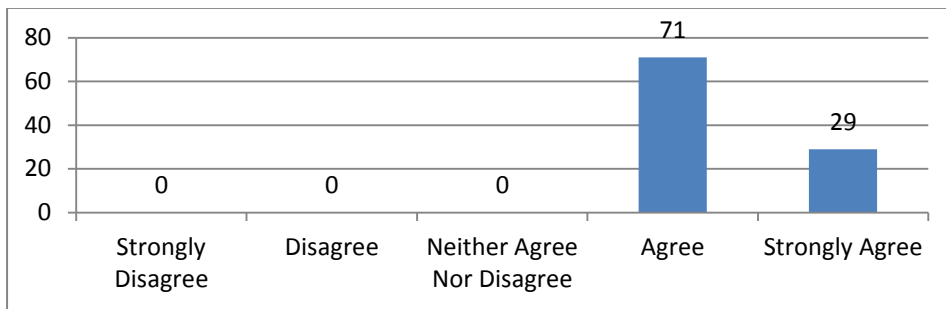
4.7 Understanding of EHS



	Frequency
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	0
Agree	79
Strongly Agree	21

From the above graph it is evident that 21% respondents said excellent about the understanding of EHS (Environment Health safety) in Mondelez India. And 79% percent respondents says that understanding of EHS were very good

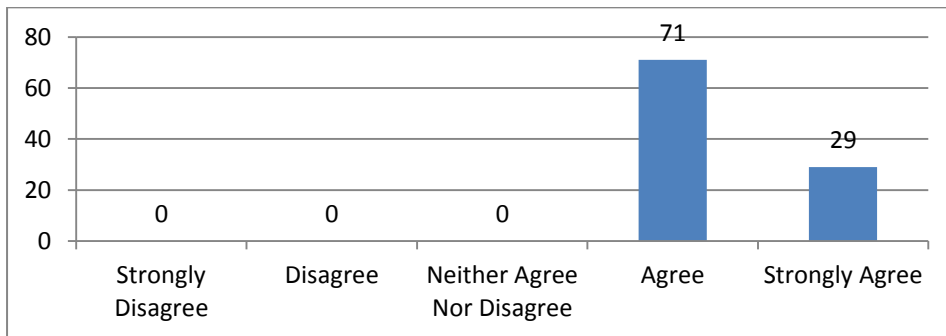
4.8 Understanding of quality and food safety



	Frequency
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	0
Agree	71
Strongly Agree	29

From the above graph it is clear that more than 71% of respondent agree on the above said statement.

4.9 Understand GMP practices

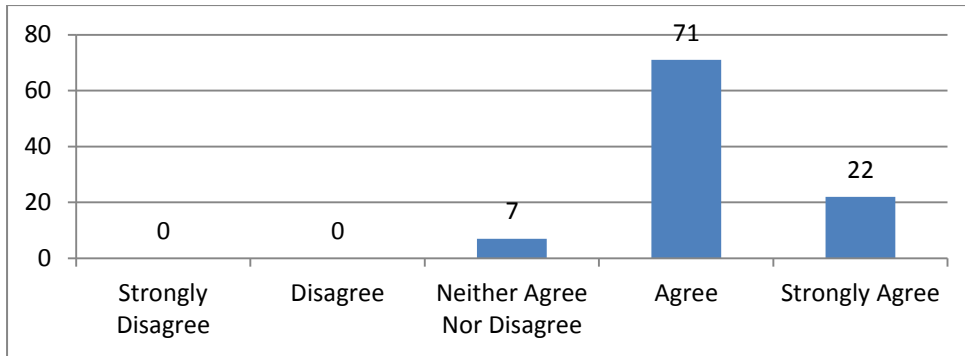


	Frequency
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	0
Agree	71
Strongly Agree	29

From the above graph it is evident that 71% of employees respond very good and 29% of respondent says excellent for the understanding of Good Manufacturing Practices in Mondelez India.

4.10 Aware of communicable diseases and the actions taken to prevent contamination of the product

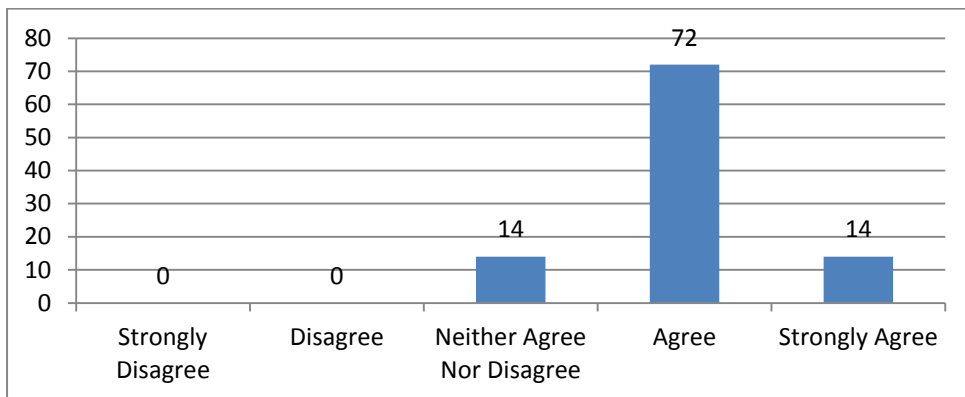
	Frequency
Strongly Disagree	0
Disagree	0



Neither Agree nor Disagree	7
Agree	71
Strongly Agree	22

It is clear that 71% of respondents agree in this statement and aware about communicable diseases and the actions taken to prevent contamination of the product.

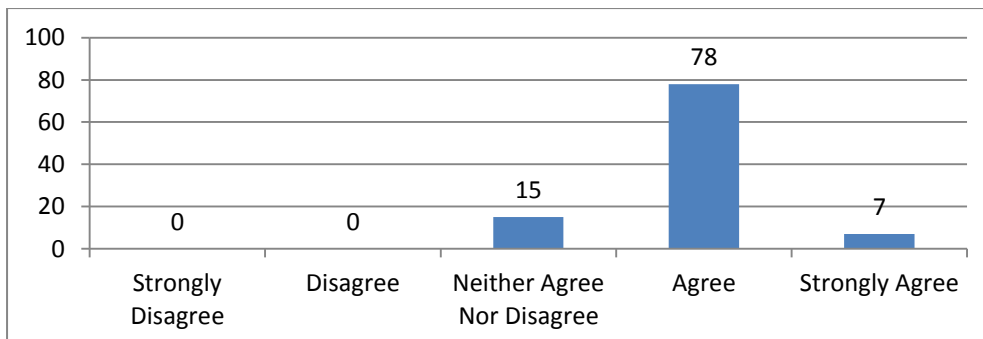
4.11 Aware about the HPWS principles



	Frequency
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	14
Agree	72
Strongly Agree	14

72% of respondents reported that they have the awareness of HPWS (High Performance Work Systems) principles in Mondelez India.

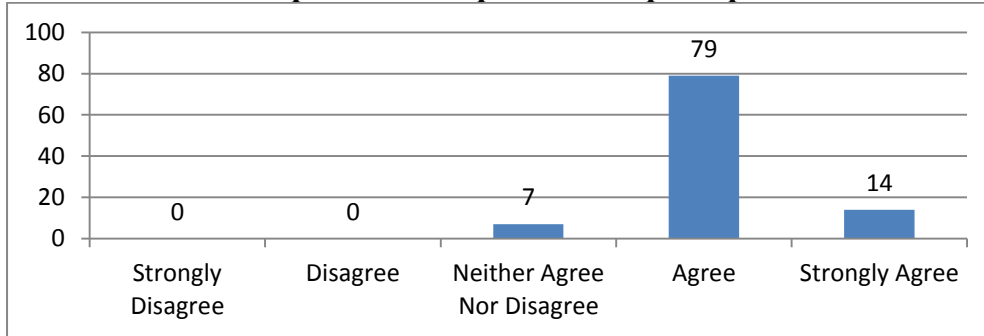
4.12 Aware of the shop floor manufacturing processes



	Frequency
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	15
Agree	78
Strongly Agree	7

From the above graph it is evident that 78% of respondents said that they are aware about the shop floor manufacturing process.

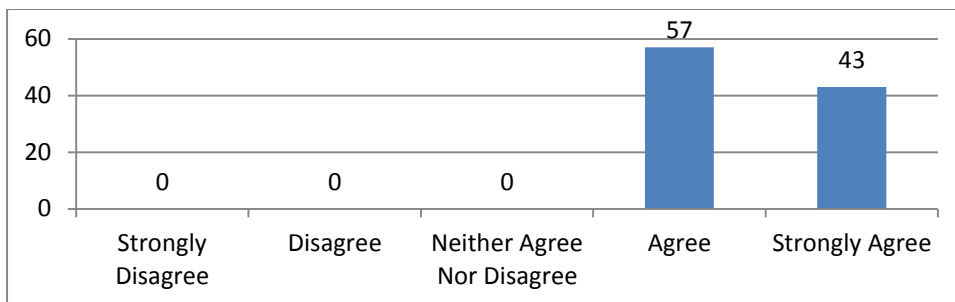
4.13 Understand the procurement policies and principles



	Frequency
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	7
Agree	79
Strongly Agree	14

In the above graph 79% of employees reported that they are well understand the procurement policies and principles.

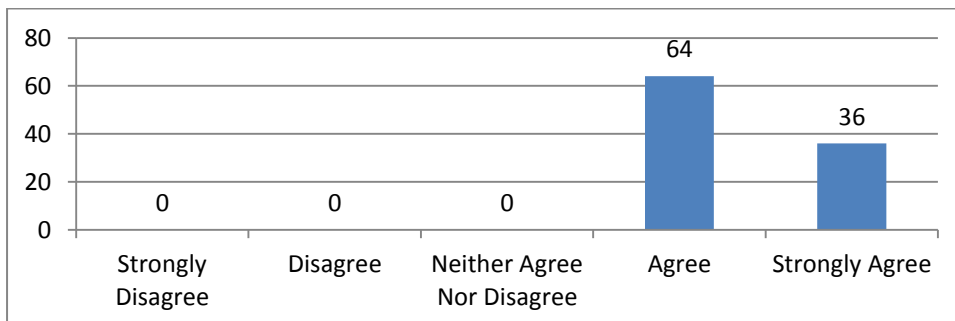
4.14 Realize the importance of my role in the company



	Frequency
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	0
Agree	57
Strongly Agree	43

From the above graph it is clear that most of the employees realized the importance of their role in the Mondelez India.

4.15 Role has been explained effectively



	Frequency
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	0
Agree	64
Strongly Agree	36

Graph no 4.15 showed that most of the respondent agreed that their role has been explained effectively.

Conclusion and Suggestions

Implementing a well-managed on-boarding process can have a significant and measurable impact on employee productivity, retention, employment brand, services, workplace safety, and future hiring. Successful onboarding is a key part of any talent management strategy. With the high cost of recruiting, business leaders must understand that effectively integrating new hires into the organization is an important step to ensure their success. Understanding who owns the onboarding process as a whole and who controls various steps in the process is vital to onboarding success and sustainability over time. Simply writing down a formal plan will not help new employees succeed. The key is to engage important stakeholders and new employees in interactions that help them understand one another and how they interact over time. Used in conjunction with HRM best practices, effective onboarding will result in a faster learning curve for new hires, improved communication, and a more productive and engaged workforce. The present study revealed that employees working in at Mondelez India Food Ltd. are highly satisfied with the onboarding process and early development plan. They are strongly agreed on most of the statements. That showed that they are well versed with their roles, GMP practices, HPWS principles, manufacturing process, procurement policies and procedure. They have also good understanding of organizational goals and values, HR policies, performance appraisal process, organization structure and company business. So on the basis of then result it can be concluded that the onboarding process and early development plan is very successful in Mondelez India Food Ltd.

Suggestions by employees

- Need more detail regarding the FACTORY (Like History)
- Providing HANDOUTS or CD containing important policies
- There should be follow up meetings

Other Suggestions

- Explanation of basic manufacturing process through either video or photos
- Providing a factory map or something similar
- Lunch with their heads & team (to make them feel important)

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