

Organizational Socialization in an IT-BPO Company: Elevating the Onboarding Process for New Hires

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Abstract

Employees that start a new job go through the process of organizational socialization. In the current scenario of socialization moving to the online mode, constant interaction with the new employees has become even more important. The lack of a well-designed organizational socialization tactics set both newly hired employees and the organization up for failure. The main objective of this research is to study and analyze the organizational socialization efforts, particularly the onboarding and orientation program in order to understand its contribution and impact on the work engagement and affective commitment of its employees who were employed and started working in the course of the work-from-home implementation. The survey questionnaire and interview were administered to investigate how onboarding was planned and implemented in the company, how employees experience their onboarding, and the best practices which could be implemented at the organization. Results revealed that the employees perceive their onboarding and welcoming experience in terms of corporate, management, and coworker's welcome as very high. Their level of work engagement and affective commitment are generally seen at high – having a mean response of 3.77 and 3.90 respectively. However, despite the favorable results of the variables individually, the regression results revealed that the three relevant components of onboarding showed insignificant effect to work engagement. While among the three components of employee onboarding, only management welcome had a significant effect to affective commitment. From all these findings, the researcher introduces an action plan that will help shape a solid onboarding process and improve work engagement and commitment of employees.

Keywords: organizational socialization; onboarding; remote working; IT-BPO

1. Introduction

An employee's first day on the job at a new organization or company is usually structured to acquainting them with the workplace environment and corporate culture. In addition to the long list of human resources forms that new hires are asked to complete, they are also informed about why the company they have joined is so unique. When starting in a new position, all employees are introduced to an organization through organizational socialization, or commonly called nowadays as "onboarding and orientation" program, where they are able to gauge a sense of fit, job satisfaction, and commitment within their first few months (Dunn & Jasinski (2009) as cited by Pevoto et al. (2017)). Through socializing, integration, and training, a welcoming orientation and onboarding program allows an employee to gain the necessary knowledge about the culture and organizational structure. Its overarching purpose is to teach new employees "how things are done around here" and to instill in them a sense of pride in their new affiliation. These processes have a common element in many firms: indoctrinating new employees into the organization's culture. Human resources professionals have been in discussions about how to attract and retain talent by emphasizing the importance of getting employees to understand and commit to the company's values from day one. This is

common practice in many companies, and it is beneficial because it allows newcomers to fit in and conform to organizational norms, giving leaders some control over what they can expect from newcomers.

ABC Company, an IT-BPO company, employs about 200 employees working across its branches worldwide. Due to the pandemic early last 2020, IT-BPO companies, which are known for its dynamic environment, were forced to operate remotely due to the risks of the COVID-19 pandemic. Remote work is not a new concept with ABC Company, yet the pandemic created an overnight shift into an unknown territory for many of its employees and posing a variety of challenges for those who are accustomed to working in a familiar office environment, integrating with their team, attending meetings, and phoning clients. Despite the need to adjust, the company continues to expand its workforce by employing additional employees, which means that many people begin their new job working from home.

Companies in the IT-BPO sector had been very creative in attracting talents. Yet, staff turnover has always been the biggest concern in the Business Process Outsourcing companies in the Philippines. According to a Wynhurst Group study, 22 percent of employees leave within the first 45 days of their employment, and roughly one-third of new recruits leave by the end of their first year (Burkett, 2017). Today's competitive labor market necessitates not only competitive pay packages for employees, but also the creation of a culture and environment in which people see opportunities for advancement. In today's business world, an effective onboarding and orientation program is critical because it makes new hires feel like they are a valuable member of the team. Organizational socialization can not only motivate and increase employee morale, but it can also ensure that the most talented and dedicated employees remain loyal to the company and are not won over by competitors.

However, according to Netsuite.com (2021), many companies do not invest enough in the onboarding and orientation process. The absence of well-designed organizational socializing strategies jeopardizes the success of both new hired personnel and the company. Some onboarding programs are entirely focused on the company and fail to focus on the workers, which creates barriers for new recruits to discover their fit in the business and its culture. In today's world, when socializing has shifted to the virtual environment, continual connection and interaction with the newcomers have become even more crucial. Though the company's remote working environment allowed for time and cost savings as well as flexibility, it was discovered that the company's socialization efforts, particularly with its onboarding and orientation activities, fell short of the required outcomes and had become increasingly unidirectional. For ABC Company, the traditional in-house onboarding and orientation have been replaced by virtual pre-recorded presentations. Employees who joined after March 2020 were all on boarded online, whereas before to that, all employees were on-boarded face to face/physically. The length of the onboarding program, including online and offline, ranged from 1 to 8 weeks. Other businesses are also struggling to adjust to the virtual mode and have been working to increase its efficacy. More and more firms are shifting their onboarding processes away from manuals and toward technology and digital information (Lavoie, 2016). And this has been a huge difficulty, especially when the new hires are recent grads from remote locations. Regardless, they are expected to fulfill deadlines, cooperate for work, and be loyal to the company while learning their roles, impressing their superiors, and befriending peers.

An effective onboarding process is a vital component in the socialization process of an organization. It guarantees that shared values, ideas, traditions, principles, and their ways of doing things are being instilled and learned in the initial joining period. New hires – especially those in contract and auxiliary roles – need increased support from managers and supervisors in order to ensure a smooth transition to a socially distanced

team, and new hires need to look for opportunities to build communities on their own terms. While the unusual circumstances created by the pandemic was difficult for many firms, particularly those with little prior experience with remote onboarding, it also provided an excellent opportunity for companies to rethink and redesign current welcoming and onboarding procedures (Sull et al., 2020).

This study sought to determine how onboarding was planned and implemented within the case organization, what the challenges and risks associated with its onboarding are, whether the current onboarding and orientation process aligned with the best practices, and what are the required developmental items of onboarding to ensure that greater work efficiency, employee engagement, and sustainability are being met. At the moment, the organization's current employee turnover has been growing for individuals who have been with the company for less than a year. Therefore, the ability of the company to attract and retain outstanding personnel is critical to the organization's future success.

Furthermore, this study will help improve the existing onboarding and orientation process of ABC Company to welcome new hires while fully on remote operations. The final output of this study is a proposed improved onboarding and orientation process for new employees working remotely to effectively facilitate newcomer adjustment, create higher levels of fit within both the job and the organization, and consequently, to reach sooner high levels of performance that are suitable to their profile garnered from the previous assessment. A mixed learning environment is created by combining e-learning and manual instruction. The rationale for this transition is straightforward: e-learning is both cost effective and efficient. E-learning delivers a ubiquitous and adaptable learning environment for employees. According to studies, individuals who receive sufficient and proper training tend to be more committed to their jobs. Thus, technology making the onboarding a welcoming experience and providing a more flexible environment for the new hires (Lebedzeva, 2016). Flexible working options, as proposed by Absah, Rini, and Sembiring (2020), play an important role in institutional success and employee engagement. Employers can engage workers soon after they are appointed if a flexible onboarding and orientation is in place. Basing from the results of the study, the proponent will design a guide to optimize the virtual onboarding and orientation plan for multiple learning and engagement strategies for the new hires and propose other organizational tactics such as welcome gifts, implementation of buddy system, etc. Not only will using technology in people processes improve and simplify the entire onboarding and welcoming process, but the organization will also be able to give a more uniform, measurable, and successful experience for the benefit of the employee themselves, the employer, and significantly, the company's bottom line.

1.1. *Organizational Socialization*

According to Bauer et al. (2007) as stated in the study of Ghielen (2021), every newcomer in an organization goes through the process of organizational socialization, or onboarding. This process of organizational socialization is defined as “the process by which newcomers make the transition from being organizational outsiders to being insiders”. Because employees are frequently shifting employment to work for different firms, socializing is important to both individuals and businesses. Socialization assists newcomers in adjusting to their new employment, enables newcomers to be trained rapidly, and minimizes early-stage turnover. An ineffective socialization can result in employees leaving their new jobs too soon or being ineffective on their roles, which often restarts the organization's hiring and recruitment cycle, resulting in a loss of time and resources, whereas a successful organizational socialization process can result in effective employees with positive work attitudes who stay with the company for a longer period of employment. Further, according to research, the socialization process is crucial as it influences new workers'

adjustment in terms of their organizational commitment, job satisfaction, effectiveness, and organizational disengagement.

During a remote organizational socialization process, determining whether newcomers "fit in" could be more difficult. They probably encounter challenges and even chances. As one may expect, having little or no physical social interaction with coworkers and receiving training and orientation to the company from home may have a detrimental impact on the employees' motivation to work (Kniffin et al., 2021; Ipsen et al., 2021). Starting a new career and working from home are challenging for new immigrants in general, especially young ones. Young workers who begin a new career from home miss out on the experience and advice of their more seasoned coworkers, have less opportunities to network, and see less recognition for their performance, which reduces their chances of advancement. Employers may find it more challenging to motivate their staff if they allow employees to work from home and use a different organizational socialization method than typical. Employers in this type of work environment have three main options for facilitating organizational socialization at home, according to Bailey et al. (2015): (1) adapting their standard methods to the working from home context; (2) developing new methods for the working from home context; or (3) attempting no socialization (doing nothing). The best outcomes will come from the second option, but it is most probable that businesses will go with the first.

In the same light, according to the results of the study of Ghielen (2021), majority of its respondents strongly believe that their employers are responsible for properly integrating new hires into the company and that they should offer opportunities for the new hires to get to know their coworkers. The difficulty in communicating was also a result of the slow process of getting to know coworkers. When working from home, new employees are more reluctant to solicit assistance from coworkers they do not know. They were unable to address problems or see how coworkers carried out their duties as a result of the detrimental influence on communication, which also slowed down their learning curve.

1.2. Onboarding and Orientation

Onboarding is an organizational socialization process. Developed from the traditional human resource management practices, onboarding has relatively become the new term of orienting and welcoming new hires (Chillakuri, 2020). The goal of an employee onboarding process is to integrate and acclimate new hires (or existing employees who have been promoted or transferred to a new function or position) into a new workplace environment. This encompasses all of the processes and practices that an organization engages in to assist new workers adapt with their new organizations and support retention efforts – such as analyzing, identifying, and aligning the needs or requirements of new recruits with the culture and reinforcing the business's vision and strategic goals (Peacock & Ruppel, 2019). Onboarding is a proactive process that aims to substantially improve a new hire's capacity to contribute to the team, develop meaningful relationships, recognize the culture, understand the leadership team, and ultimately, perform at his or her best. The term was coined in the 1990s, when the management in a company were given a procedure to prepare them for their employment, whilst subordinates merely got new hire orientation. Since then, the onboarding process has emerged as the most relevant terminology for the more in-depth development of organizational socialization; following Klein and Polin's (2012) statement as noted by Alharbi (2021), "Socialization is a process that occurs within a person, whereas onboarding is the set of practices, policies, and procedures, formal or informal, put in place by managers and HR departments to help structure newcomers' early experience and thus facilitate the socialization of new employees."

Further on the book of Dessler (2020), employee onboarding serves four purposes: making the new hire feel welcome; assisting them in understanding the organization's identity; ensuring that they can access the primary data and information needed to perform their roles efficiently; and initiating the onboarding into the company's culture, values, and practices. He added that a significant area on which firms could focus their redesign and innovative efforts is the onboarding process, which should be viewed as a vital success element for an attraction and retention strategy. Conforming to their findings, Hassan (2020) has noted that the entire onboarding and welcoming process is considered as an investment to the employee and add value to their experience in the new position, eventually helping them feel much committed to the company.

New hire onboarding and orientation are often viewed as interchangeable terms for the same process. However, they are different sets of tasks with somewhat similar objectives. The goal of orientation is to provide the new employee with the necessary tools and core information to execute the job. On the other hand, onboarding seeks to integrate the new employee into the corporate culture. The distinction between orientation and onboarding impacts both newcomers' and companies' expectations. But their purpose lies in the same line – to finish everything needed to bring on a new employee.

Correspondingly, as cited by Britt (2021) as per the survey conducted by Glassdoor, Business Wire, and Gallup Great, onboarding may increase employee retention by 82 percent, however 88 percent of firms don't onboard successfully; this is largely due to the fact that more than half of organizations believe their onboarding program is mainly focused on paperwork and processes. According to research, around 30% of businesses spend little time thinking about their onboarding process, 50% spend time and effort on their onboarding process but do not regard it as a strategic project, while only the remaining 20% of those participate in proactive onboarding.

Even so, there are companies who struggle to retain skilled and exemplary employees for a number of reasons – studies show that employees leave because they are dissatisfied with their lack of proper training and career development – but they can improve their employer-employee relations with an effective onboarding program. Employee retention, tenure, engagement, turnover, job attitude, and productivity are all known to be affected by onboarding. Employees are known to not instantly engage and be loyal to the organization as a new recruit, however the foundation of contented and engaged individuals in the labor force starts with an efficient and successful onboarding procedure. Onboarding allows a business to create a strong first impression on new workers. According to Ziden and Joo's (2020) research, onboarding is a crucial milestone since it enhances employee motivation, work satisfaction, and loyalty to the company. Thus, the purpose of onboarding is to focus on the workers rather than just presenting the organization's vision, mission, history, and values. When the onboarding and orientation process is properly designed and implemented, employees have the opportunity to evaluate the organization's strategy and culture and determine whether there are gaps or conflicts between their position and strategic, operational, and performance goals. They have the time and knowledge necessary to get a deeper grasp of the culture, study business processes, learn how to connect with their team members and supervisors, and obtain clarity on performance objectives and deliverables.

According to Karambelkar and Bhattacharya (2017), a preferable approach would be to view onboarding as a change for both the new employee and the organization, and to integrate a change management process. Whatever structure the onboarding program takes, it should consist of four components: compliance, culture, clarity, and connections. Education regarding the organization's policies, rules, and regulations is covered in the compliance component. The culture component is the element of the process in

which the employee is given a sense of the organization's norms and group behavior, both formally and informally. While the clarification component explains the job itself and other job-related requirements for the new recruit. Lastly, the new hire is in charge of the connecting component. This is the phase in which they build interpersonal ties and information networks within the organization. Organizations may customize these components to best serve themselves and their new recruits, benefiting everyone involved.

While for Cesario and Chambel (2019), efficient onboarding provides firms with clear and substantial benefits such as improved employee/manager communication, faster cultural assimilation, better ties among colleagues, and a major contribution to employee engagement and retention. They emphasized that a strategic onboarding model should be designed based on three relevant components: structured corporate welcome, management welcome, and coworkers' welcome. Corporate welcome programs with newcomers often comprise sharing information about the company, such as its history, mission, vision, structure, and fundamental values, as well as offering a written copy of the policies and ethics code, all of which are illustrated utilizing high-quality digital materials. It may also include particular conference room seminars where information on the benefits package, how to successfully administer the organization's domain or the employee self-service portal, or how the performance appraisal system or the cafeteria plan works is discussed is shared.

This method is followed by the functional integration level or the management welcome. New recruits are classified at this level based on the operational area for which they were hired, such as marketing, finance, or human resources. A functional manager leads these meetings and provides thorough information about the newcomers' job area. Organizations must have top managers who are devoted to onboarding. The senior manager and supervisor must provide real support to the new employee. Managers play an essential role in the onboarding period, not only outlining roles and task goals (or KPIs if appropriate), but also assisting the new employee develop a successful social network. Employees are given detailed information on their job description, the duties they will execute, the processes they must follow, and their performance targets.

Finally, but not least, the micro level or coworkers' welcome. Organizations could also train coworkers to host new employees on their first day on the job. First impressions are important, and how the team makes the newbie feel at ease and indicates that he is not a threat makes a difference. It is vital to guarantee that a new employee is introduced to all of his coworkers and that a pleasant environment is ingrained in the company's DNA. Organizations that are more effective in integrating newcomers typically employ a relational strategy, which assists new recruits in developing a network of ties with coworkers. Coworkers are also important in assisting newcomers; early connection development with a range of coworkers lets newcomers feel more connected to an organization, which boosts their happiness and loyalty to the company.

New employees, particularly the Generation Z digital natives, no longer expect to spend the entire day in a training session learning about the organization or their job-related information. Onboarding is organically linked to their preference for social collaboration and makes use of social networking technologies for information acquisition. While most companies have been adopting or developing the best digital tools and processes to improve user experiences (through self-service portals for onboarding and off boarding), the majority of human resource professionals still believe that an online onboarding and orientation program falls short of both ends' expectations, and that they would likely recommend to return to the physical model of onboarding post-pandemic (Lamb, 2019; Yadav, 2020).

1.3. Current Onboarding and Orientation Practices of ABC Company

ABC Company's new employee onboarding program went from face-to-face sessions to virtual pre-recorded presentations starting March 2020. The program comprises of 3 major topics – general workplace orientation, functions and performance expectations, and job-specific trainings. During the general workplace orientation, the new hire is given an introduction and briefing for their trainings, discussion about the company background, computer and basic IT knowledge, product basics, and supporting processes such as payroll, reimbursement processing, and facilities and HSE. Meanwhile, the functions and performance expectations are being conducted by the new hire's department manager, which run simultaneously with the general workplace orientation. On this stage, the manager discusses the employee's duties and responsibilities, performance expectations, and appraisal and regularization process. Lastly, new hires go through a series of job specific trainings. This includes 8-week trainings necessary for the employee to learn competencies to be functional at work. During their training, employees are expected to immerse themselves on the actual processes within the department and perform their tasks to test how much they are learning.

In the future, a sustainable onboarding process would include a combination of online and offline channels. Traditional onboarding is frequently one-way communication, while technology-based onboarding, such as online onboarding, can provide new workers a more meaningful onboarding experience. Furthermore, it provides for a change in the process by allowing pre-onboarding to begin as soon as a job offer is accepted, rather than waiting until the scheduled start date. As a result, firms must alter their onboarding focus from organization-centered to employee-centered, which may be accomplished through the use of technology. Last but not least, while employing technology for onboarding has numerous advantages and benefits, it is important to remember that effective onboarding does not imply one size fits all. Managers may use digital onboarding technologies to collect critical success indicators like improved employee retention and engagement. Furthermore, this procedure aids in the improvement of clarity and communication inside businesses.

1.4. Work Engagement

Work engagement is not the same thing as happiness or employee satisfaction, although both of these are good indicators of engagement. According to Forbes, it is the employee's emotional commitment to the organization and its goals. Employees that are highly engaged are driven and excited about their job, constantly give it their all, eagerly take on new challenges, and go the additional mile. They do all of this because they care about their company and get a sense of achievement and validation from helping it achieve its objectives. Casey & Meredith (2017) emphasized that when new employees feel that they are part of a group and have a sense of belonging, they are more motivated to make meaningful contributions for the organization. Employee engagement is pivotal to the organizational success. An employer's first impression of newly hired personnel leaves a lasting impact in. When hiring new employees, the human resources team establishes the first line of engagement by ensuring that the employee is a good match for the job and, as a result, building a predisposition for the employee's degree of engagement. Employees who are able to stay on a job for more than 90 days are more likely to stay for a long time (Gaul, 2017).

When analyzing work-related attitudes and behaviors, the importance of work engagement is a crucial factor. According to Christian, Garza, and Slaughter (2011), work engagement has a variety of sources, mediating effects, and is also a source of a number of job-related outcomes. Higher organizational commitment (Kim, Kim, Woo, Park, Jo, Park & Lim, 2017), organizational productivity (Harter, Schmidt &

Hayes, 2002), improved job performance (Kapárková, Vaculk, Procházka & Schaufeli, 2018; Yongxing, Hongfei, Baoguo & Lei, 2017), and lower employee turnover (Simpson, 2009) are all strongly correlated with the concept. According to Rich, Lepine, and Crawford (2010), being engaged entails being emotionally, cognitively, and physically absorbed in one's task. Therefore, according to Schaufeli, Salanova, González-Romá, and Bakker (2002), "engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption." Vigor is the quality of working hard and resolutely, even under adverse circumstances. While enthusiasm, identification, and sentiments of pride are traits of dedication. One becomes engaged cognitively and emotionally and finds purpose in their work. According to Schaufeli et al. (2002), "absorption" is a mental state in which one is intensely focused and time passes quickly.

In effect, employee onboarding is a tool in the larger scheme of employee engagement. According to a recent report by an HR tech company, Hibob, 64% of new employees are less likely to stay at a job following a negative onboarding experience. In lieu, only 12% of employees strongly believed that their company does a good job onboarding new employees, according to a Gallup poll from 2018. Furthermore, according to a study conducted by Kronos and the Human Capital Institute, 76% of their respondents' organizations do not effectively onboard new employees. To grasp the link between onboarding and employee engagement, it is important to recognize the very main goal of onboarding: to assist new workers succeed. Starting them off on the right foot makes new recruits feel good about their decision about joining the company, and therefore creating the groundwork for long-term involvement. Every interaction a new employee has with the company is a chance to increase engagement – making proper onboarding essential to every organization.

Further, the SHRM Foundation's Effective Practice Guidelines stated that enterprises with engaged and dedicated employees enjoy a variety of competitive advantages, including decreased employee turnover and higher productivity. Therefore, it should come as no surprise that businesses of all shapes and sizes have invested much in the policies and procedures that promote employee engagement and inspire commitment. Similar to this, Hewitt Associates LLC defines engagement as a state of emotional and intellectual commitment to a group or organization that results in conduct that will help the organization meet its obligations to consumers, improving business outcomes. They stressed that engaged personnel are more likely to stay with a firm since they have a strong desire to do so. Say – they advocate for the organization by referring potential customers and employees, are constructive in their criticism and are positive with co-workers; and Strive – they put in extra effort and engage in behaviors that help contribute to business success.

An organization must invest in its human resource operations in order to both engage and gain from its employees. However, just like any other investment, it is important to think about its potential return – that is, allocating money to the HR practices that a business feels will provide the "biggest bang" for the investment. It is equally important to consider how much participation and dedication their firm requires – and at what price. Training and development can serve as additional levers for enhancing engagement and commitment. And orientation is generally the first step in training new employees. Orientation provides a number of opportunities, such as explaining employee pay, work schedules, and corporate regulations. More significantly, it allows them to foster employee engagement by demonstrating how the new hire's role relates to the organization's purpose. Through orientation, the firm can discuss how it is organized, give them a tour of the area where they will be working, introduce new employees to his or her co-workers, and explain safety standards and regulations and other procedural matters. In other words, the company promotes a person-organization fit, which is an important factor in generating a productive and committed personnel.

1.5. Affective Commitment

According to Porter et al. (1974) as stated on the study of Cesario & Chambel (2019), organizational commitment is defined as “an attachment to the organization, characterized by the intention to remain in it; an identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf”. Affective commitment, normative commitment, and continuation commitment are the three multidimensional construct of organizational commitment. Affective commitment, being one, has become a well-studied concept for examining employees' emotional attachment and engagement in the business. As defined by Allen and Meyer (1990), affective commitment is “an emotional attachment to the organization such that the strongly committed individual identifies with, is involved in, and enjoys membership within the organization”. To further, according to a recent study on onboarding success, work satisfaction mediates the association between effective onboarding and the likelihood of turnover (Sharma & Stol, 2020). And that employee retention is related with individuals that are devoted to the organization and continue to work for it because they want to (Rose & Raja, 2016).

Additionally, according to Chan et al. (2021), organizational socialization is significant in empowering the workers in the fashion retail business to excel. It has been a great prospect for trainers and managers to transform temporary workers to skilled permanent employees; and if seen that they are affectively committed, the short-term hires may become long-term assets. Hence, addressing the beginning of employment seriously sets the tone for future relationships, and retailers may guarantee a value-added employee with lesser turnover costs. The researchers discovered a positive link between organizational socialization and affective commitment in their study. In summary, organizational socialization is not just a one-time event, it is a valuable component for employee commitment and should be revisited and improved from time to time. Employee input should be solicited on a regular basis, and retailers should be on the lookout for innovative technologies that might help to improve the onboarding process. Given that the objective and goal of onboarding is to improve the level to which employees feel comfortable in their roles, successful onboarding with all the organizational socialization dimensions is presumed to strengthen their commitment to the organization.

They also mentioned that a strategic onboarding process based on a design thinking approach is an innovative way to identify new workers' genuine needs and improve employees' experience. To engage them and integrate their own beliefs into their new environment, acculturation tactics should be implemented. Managers may deliberately develop a strong business culture and identity, which includes history socialization for the new employees. Also, psychometric evaluations, for example, can be completed on the first day of onboarding training. New recruits can benefit from trainers and managers who can help them understand how to maximize their talents and their personality traits in order to convey personal values that are matched with business goals. The emotional culture of companionate love, as explained by Ackley (2016), calls to group membership and attachment. Further, team building exercises and activities also need to highlight the emotional intelligence and know-how of expressions such as compassion, empathy, and care, rather than only being employed as an icebreaker or networking opportunity. Because a bigger proportion of the respondents were Generation Z, who are known to be digital natives who prefer instant access to answers and communication (Noe, 2020), human resource and training managers should maximize the use of networking platforms social media, and online learning tools to help them engage digitally in light of working in the remote environment. Organizations are adopting a new normal that includes digital onboarding initiatives (Ziden & Joo, 2020). To engage new recruits in a pleasant learning environment, virtual tours, customized digital materials, and gamification can be produced. Managers may control emotional culture by

keeping track of new recruits' day-to-day onboarding experiences and responding to their issues promptly (Barsade & O'Neill, 2016).

Arguably, the most notable issue in organizations related to commitment is the high employee turnover due to the financial implications. Porter et al. (1976), as quoted by Mercurio (2015), evaluated 212 management trainees in a longitudinal research which assessed attitudes over a 15-month period in an initial exploration of how commitment influences turnover. Attitudes were assessed in respect to identified characteristics of emotional commitment, such as a desire to stay with the organization, a readiness to put up a high level of effort, and a belief in the organization's principles. Employees who had a negative attitude about the company in their first week of employment have been more likely to resign from the company, according to the study. They also discovered that sentiments of "disaffection" were a prelude to turnover. Even so, Calamusa (2021) cited the study of Morrow (2011) where he found an evidence that high-commitment human resource (HR) practices, socialization, and interpersonal relationships positively correlate to higher levels of affective commitment. Employee attitudes linked to affective commitment to organizations can be favorably shaped by HR strategies based on organizational commitment theories.

Mercurio (2015) also noted on his study the findings of Hellman and McMillin (1994) that the organizations which provide socialization experiences where newcomers are able to clearly define their roles in the organization and accustomed their selves to its norms faster have resulted to higher levels of affective commitment when combined with socialization practices. Allen and Meyer (1990) also discovered that newcomer socialization experiences in which anxiety was reduced by the existence of a specified structure and procedure were positively connected to organizational commitment. Saks and Ashforth (1997) used Van Maanen and Schein's (1979) framework of socialization to discover that reducing anxiety and uncertainty affects the new hires' affective commitment to their respective organizations and, as a result, facilitates the process of integrating newcomers into the culture and value systems of the organization. Furthermore, studies have discovered that such newcomer socializing sessions might help newcomers integrate into their companies.

According to Aberdeen Group's research as stated in an article of Lebedzeva (2016), only 32% of companies have a formal onboarding process in place. Meanwhile, Maier (2017) pointed out that only 9% of HR managers believe that their onboarding process is fine. With so much depending on the success of newcomers' induction – work efficiency, job satisfaction, and ultimately, staff retention, these percentages can be seen as extremely low. Talented individuals expect their employers to give possibilities for personal and professional advancement in today's highly competitive recruitment climate. Positive experiences are important for job satisfaction and loyalty – a desire for new assignments, backed up by a simple relocation procedure, is high on the list.

While there are many studies conducted to understand gaps in onboarding, not many have been carried out to understand its challenges in the remote working arrangement and effect in new employees' engagement and commitment specifically in the Philippine setting. The onboarding and orientation phase of an attraction and retention strategy should be clearly regarded as a vital success component. Optimized onboarding provides firms with clear and significant benefits, such as improved employee/manager communication, faster cultural absorption, better ties among colleagues, and a major contribution to employee engagement and retention. Lebedzeva (2016) contends that technology may make onboarding a welcoming process and experience. It is believed that by utilizing digital onboarding strategies, new hires and employees would have easy access to all necessary information via a tailored onboarding dashboard. The dashboard, for

example, might include an employee handbook, materials detailing the company's advantages, as well as guidance to utilizing the software and equipment required for everyday tasks, and so on.

Ziden and Joo (2020) emphasized Sanders' (2014) findings that 1 in 6 new workers left their jobs owing to inadequate onboarding, demonstrating the significance of onboarding. The objective is to quickly and seamlessly acclimatize new hires to the social and performance elements of their new roles/positions. And here is where human resources come into play. HR is the key interaction with new employees throughout the employment process as they are in charge of the entire process from hiring, administration, and training. It is critical in establishing a high-quality onboarding procedure. HR is in charge of the whole design, development, delivery, assessment, and results of onboarding. As a result, HR's assistance to new workers during onboarding will affect their confidence and view of the technology that the firm has to offer. Organizations may use technology to enhance and accelerate the onboarding process by implementing online distribution techniques. However, Bauer (2010) stated that employing technology in onboarding may not be entirely helpful; in some instances, workers participating in digital onboarding had poorer comprehension of the job and the organization than those who attended conventional face-to-face onboarding. Because onboarding is a component of the socialization process, it is recommended that onboarding be done in a participative way in order to involve workers via the use of technology to ease the process. Further, Ziden and Joo (2020) argued that there is no doubt however that technology allows a meaningful onboarding experience. Many of the manual tasks can be automated to provide a modernized experience (Nizri, 2017). This minimizes boredom and stress for new employees (Lavoie, 2016). Clark (2021) shared on his article that employee training including onboarding has actually improved despite the prolonged remote work environment, said Farnaz Ronaghi, co-founder and CTO at NovoEd, an online learning platform. According to a survey conducted by NovoEd to 150 L&D professionals, more than half (54%) believe that the quality of employee training has increased during the pandemic, and 79% believe online training produces better results than in-person learning. A new method arose out of need, yet it has resulted in opportunity. Onboarding with technology creates a sense of belonging and familiarity. Employers may now actively connect with their employees from the moment they first make a contact with the organization, all the way through the onboarding process and beyond. New employees may also enjoy and experience a standard learning environment, or even a tailored and personalized onboarding process if necessary, particularly when onboarding an executive or senior employee, allowing new employees to feel more in charge and empowered right from the start.

1.6. Conceptual Framework.

The foundation of this study was built on the operational framework of Cesario and Chambel (2019) on their study entitled, "On-boarding New Employees: A Three Component Perspective of Welcoming." The proponents suggested that by considering all three types of onboarding - corporate welcome, management welcome, and co-workers' welcome – one may have a better understanding of an employee's transition inside a company. The goal of this study was to put to the test a conceptual model for capturing employees' experience and perception of how they were inducted and welcomed into their respective organizations, as well as a survey instrument capable of assessing a wide range of onboarding challenges and concerns. They think that understanding the success of organizational strategies for inducting new employees may be improved by taking into account not just formal onboarding programs, but also managers' and coworkers' attitudes toward newly hired employees. The independent factors in this study model are corporate welcome, management welcome, and coworkers' welcome, whereas the dependent variables are work engagement and

emotional commitment. The decision to include the emotive commitment component stems from the notion that it has the strongest positive link with desirable outcomes such as the desire to stay with the company. Despite the fact that research identifies two additional types of commitment – continuous and normative – the affective, which entails an emotional bond and identification with organizational values and goals, is the one most associated with onboarding newcomers (Meyer and Bartels, 2017). The decision to incorporate work engagement as another dependent work outcome is based on past research findings that show a strong association between it and employee performance, retention, and better perceived fit (Klein et al., 2015). The study included 347 workers from Portuguese enterprises who were chosen using the snowball approach, mostly owing to their availability of time for data collection. The factors were then analyzed using self-reported data, raising the possibility that the results were tainted by common method variation. Nonetheless, because the study was centered on workers' opinions of the onboarding process at their business, self-reported data appeared suitable.

According to the findings of their study, all three types of welcome during the onboarding period were positively correlated to work engagement and affective commitment. As predicted, corporate welcome, management welcome, and colleagues welcome also have a positive correlation. It was important to demonstrate that the three components of onboarding contribute to the prediction of job engagement and affective commitment in order to justify their inclusion in future organizational research. The findings of the regression analysis revealed that the three types of onboarding made a substantial contribution to the prediction of both work engagement and affective commitment. Thus, the findings suggest that perceived structured corporate welcome, management welcome, and co-workers' welcome all impact how employees interact with their job and whether they have a strong desire to stay with the organization. The researchers discovered that the impacts of onboarding explain over half of the variation in work engagement by evaluating the link between work engagement and the three components of onboarding. A similar impact was seen in regard to affective commitment, with perceptions of the three components of onboarding welcome explaining 44 percent of its variance.

1.7. Operational Framework.

While the study of Cesario and Chambel (2019) was conducted in Portuguese firms, this study will be conducted in the Philippines, specifically in ABC Company. Illustrated on the figure below is the framework which represents the researcher's operational model of the study that intends to assess and enlighten the understanding towards the impact of the following variables investigated upon the research. The conceptual framework has been replicated to test if the same implications exist on the local setting – focusing on a single organization – and to extend how broadly and in what instances it exists. The researcher classified the paradigm into independent and dependent variables. These encompasses the establishment of the profile of the respondents, knowledge regarding their experience with the corporate, management, and co-workers' welcome, and degree of work engagement and affective commitment. The responses regarding each of the variables will be individually and holistically assessed and evaluated to be able to establish the influence of the experience of the respondents with their overall onboarding process to their work engagement and affective commitment. To further reference the responses of the sample with regards to their perception on the said variables, additional questions/statements have been added to provide a comprehensive review of the current onboarding and orientation setup in the organization and the challenges encountered by the organization and the employees. Significantly, results from this study have been analyzed to create an

improved onboarding and orientation process for new employees working remotely to effectively facilitate newcomer adjustment, create higher levels of fit within both the job and the organization, and consequently, to reach sooner high levels of performance that are suitable to their profile garnered from the previous assessment.

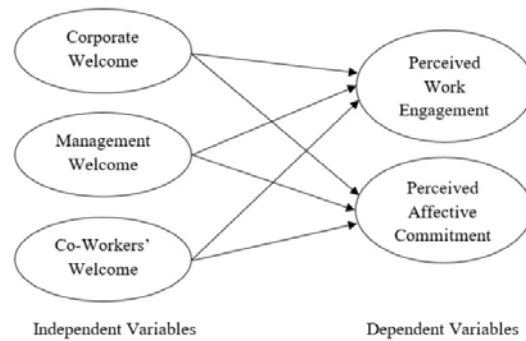


Figure 1. Operational Framework

The main objective of this paper is to study and analyze the organizational socialization efforts, particularly the onboarding and orientation program, of a branch of ABC Company in Lucena City, Quezon in order to understand its contribution and effect on work engagement and affective commitment. This will also help access all of the materials related and relevant to onboarding processes – discovering the policies, procedures, and processes in place in order to effectively retain and manage the right talents within the company. Moreover, this sought to understand how the employee onboarding and orientation process is performed virtually in a remote setting and collectively describe these experiences and the critical elements essential to the success of onboarding in the case company across multiple departments and roles. There are several approaches techniques to developing onboarding and orientation programs, but the general objective of any organization's program is to immediately make new hires feel welcomed and prepared for their roles so that they may effectively contribute to the organization's goals.

Specifically, this sought to find answers to the following research objectives:

1. To determine the profile of the respondents in terms of
 - a. Gender;
 - b. Age;
 - c. Number of jobs done before the current one; and
 - d. Employment date
2. To determine the onboarding welcome experience of the respondents in terms of the following:
 - a. Corporate Welcome;
 - b. Management Welcome; and
 - c. Coworkers' Welcome
3. To assess the respondents' work engagement and affective commitment.
4. To identify if corporate welcome, management welcome, and coworkers' welcome have significant effect on the respondents' work engagement and affective commitment.

5. Lastly, to develop and propose an onboarding and orientation program for ABC Company based from the current organizational needs to improve the effectivity of its socialization efforts in the remote working setup.

Hypotheses

Ho1: Corporate welcome during the onboarding phase has no significant effect to perceived work engagement.

Ho2: Corporate welcome during the onboarding phase has no significant effect to perceived affective commitment.

Ho3: Management welcome during the onboarding phase has no significant effect to perceived work engagement.

Ho4: Management welcome during the onboarding phase has no significant effect to perceived affective commitment.

Ho5: Coworkers' welcome during the onboarding phase has no significant effect to perceived work engagement.

Ho6: Coworkers welcome during the onboarding phase has no significant effect to perceived affective commitment.

2. Materials and Methods

This study was conducted using both qualitative and quantitative methods of research, particularly descriptive-causal design, in order to gain a holistic view of the status of onboarding at the organization and insights into the development needs for its onboarding and orientation process. That is, the researcher collected or analyzed not only the numerical data, which is customary for quantitative research, but also narrative data, which is the norm for qualitative research in order to address the research objectives defined herewith.

The current situation in the company was analyzed using multiple methods of data collection, known as triangulation. These methods consisted of engaging with employees through the use of electronic surveys, interviewing human resource practitioners, and reviewing and analyzing documentation. The survey questionnaire and interview guide (in Appendices A and B) functioned as a guideline to make sure that the main themes will be discussed. These themes included questions about the employees' perception of working and socialization process from home and questions about the way they think their organization is handling the situation.

The first set was a survey questionnaire administered online. The first part of the questionnaire included socio-demographic questions to establish the profile of the respondents and better understand if their background characteristics fit in the general population. The second part comprises of a 13-item scale to assess the employee's onboarding and orientation experience – 4 items for corporate welcome (Cronbach's $\alpha = 0.82$), 4 items for management welcome (Cronbach's $\alpha = 0.76$), and 4 items for co-workers' welcome (Cronbach's $\alpha = 0.82$). Third part discusses the affective organizational commitment and work engagement of the respondent – comprising of 15 items for affective commitment (Cronbach's $\alpha = 0.80$), and 17 items for work engagement (Cronbach's $\alpha = 0.88$). All these items have a 5-point Likert response scale adopted from the study of Cesario & Chambel (2019). The last part consists of a series of open-ended questions from the study of Yadav (2020) concerning the challenges and recommendations of the respondents in the onboarding process of the company.

Because the experiences of the interviewees varied a lot from each other, incorporating open-ended questions is a good technique to ask follow-up questions about their specific responses (Adams, 2015). This would provide a better understanding of the employee perception towards the company's organizational socialization process from home and help in identifying if an effective onboarding process increases employee engagement and their affective commitment to the organization. The statements were retrospective mainly because the respondents will be asked to reflect on their work experience by drawing from the beginning they were employed up until the time of answering the survey.

Meanwhile, the second set is a semi-structured interview for the human resource practitioners, adopted from the study of Yadav (2020), to provide a comprehensive review of the current company onboarding processes and how they have developed it in a virtual scale and remote setting arrangement. This helped in understanding the challenges faced in both the models and the preferred mode by the managers. Existing corporate data from March 2020 to October 2021 were evaluated to acquire a comprehensive perspective of the organization's present onboarding process. This information comprised pre-existing onboarding materials, processes, and policies. Through these techniques, a range of data for analysis were acquired to study how onboarding was currently planned and conducted in the firm, how workers experienced their onboarding, and the best practices that might be applied at the organization.

The survey questionnaire was administered to ABC Company's employees who were employed and started working in the company's Philippine branch office in the course of the work-from-home implementation and were on-boarded through the online mode – comprising of 74 employees who joined the company in the same timeframe between March 16, 2020 up until October 31, 2021. The participants were surveyed after the end of their probationary period – specifically those on their 7th month of working in the company to allow for enough time to have elapsed for socialization outcomes to manifest themselves (i.e., for a sense of commitment to develop), but soon enough after starting the job for participants to clearly recall their socialization experiences (Ashforth & Saks, 1996). Employees who joined after the said period have been excluded from the survey as it would have been too early to evaluate their onboarding experience. Since the target group is of manageable size and has a well-defined characteristic from the population, total enumeration approach was used to provide a complete statistical coverage and more reliable results about the variables and factors concerned. Follow-up emails were sent to non-respondents a week after each initial message. Of the 74 target respondents, all were able to complete the survey – representing an overall response rate of 100 percent.

Responses and data gathered from the survey and interviews are statistically treated in order to test the aforementioned hypotheses and objectives. These were carried out in two phases – the first part, which is based on the results of the questionnaire, dealt with a quantitative analysis of data. The second, which is based on the results of the interview, has a qualitative interpretation.

To further, for the demographic profile of the respondents, frequency and percentage were used to analyze the gender, age, number of jobs done by the respondent before the current one, and their employment date. On the other hand, for objectives number 2 and 3, mean was used to measure the central location of the distribution of the responses of the new hires on the Likert scale with regards to their onboarding and orientation experience, level of work engagement, and affective commitment to the organization.

Lastly, regression was used to analyze the effect of the three types of onboarding to the dependent variables – work engagement and affective commitment. If the resulting p-value is less than 0.05 (typically ≤ 0.05), then the effect is statistically significant, indicating a strong evidence against the null hypothesis. Therefore, accepting the alternative hypothesis. And if the p-value is more than 0.05, then the effect is not

significant, accepting the null hypothesis.

3. Results and Discussion

Table 2 shows the frequency and distribution of the respondent's profile in terms of gender, age, number of jobs before the current one, and employment date. Females represented 58.1% of the population of the respondents while 41.9% are male. Among 74 of them, 66 are aged 20 to 29 years old. Majority of the respondents have been hired for a period greater than 1 year but less than 1 year and 6 months.

Table 2. Respondent's Profile in terms of Gender, Age, Number of Jobs Before the Current One, and Employment Date

Item	Frequency	Distribution (%)
Gender		
Male	31	41.9
Female	43	58.1
Age		
20 to 29 years old	66	89.2
30 to 39 years old	6	8.1
40 to 49 years old	2	2.7
Number of Jobs Before the Current One		
None	26	35.1
1	21	28.4
2	15	20.3
3	1	1.4
>3	11	14.9
Employment Date		
Less than 7 Months	2	2.7
Greater than 7 Months but		
less than 1 Year	20	27
Greater than 1 year but		
less than 1 year and 6 months	38	51.4
More than 1 year and 6 months	14	18.9
Total	74	100%

Generation Y, commonly referred to as the "millennial" generation, makes up 89% of the respondents. The generational differences between the cohorts have been investigated and sought to be understood by a number of scholars (Grow and Yang, 2018). Deloitte (2021) asserts that Generation Y has distinctly different requirements and desires from earlier generations. Gen Y is accustomed to obtaining what they want and has a strong vision of how work should be done in the workplace. They want to be challenged, treated with respect, and to work alongside positive individuals in a welcoming workplace. They typically place a higher priority on lifelong learning, career advancement, and regular feedback from their employers than previous generations did. Many people expect increased work flexibility, work/life balance, and sustained remote work opportunities, especially in the aftermath of the coronavirus epidemic, and would even prefer those advantages above financial compensation. They expect the organizations that employ them to be

as tech-savvy as they are and to provide technology options that support their mobile lifestyles (Valentine, 2021).

Meanwhile, 35% of those surveyed worked for ABC Company for the first time. Rolfe (2021) claims in her article "Virtual Onboarding Guides Easing New Graduates into the Remote Workforce of the Pandemic" that the COVID-19 pandemic changed the way people start new jobs, replacing office-wide introductions and water cooler conversations with virtual onboarding guides and Zoom or Slack check-ins. The fact that these people might not be aware of what to anticipate upon beginning their first career-track employment has provided an extra issue as a result of this procedure. She said in her interview with D'Abreu that "for new grads, this might actually be their first professional job, so this is why it's important when onboarding to set clear expectations so that they feel comfortable navigating their new role and the organization." They consider this milestone an exciting moment in their lives so companies may want to match that enthusiasm with an experience that allows them to move through the process with ease, leaving them feeling set up for success.

She also advised employers and managers to explicitly describe corporate rules and procedures on time off, working hours, the dress code for virtual meetings, and even little details that they may take for granted, such as email etiquette, calendar management, and professional meeting behavior. Managers should also encourage new recruits to ask any questions they have, since these are topics that someone new to the workforce is likely to learn naturally and with far more comfort in an in-person situation. Time in-office socializing may not happen for a while, D'Abreu says firms have lots of tools at their disposal to ensure new employees meet their colleagues on different teams and develop a sense of culture and connection. She suggested that new graduates be given one-on-one meetings with members of their own team, people on other teams, and senior members of the organization in order to "build a chain of connections," or that they be paired up with another employee who can answer questions they might be too embarrassed to ask their manager.

Table 3 presents the mean and standard deviation on the respondent's onboarding welcome experience in terms of corporate welcome. The respondents generally perceived corporate welcome as very high (mean = 4.30, std. deviation = 0.679).

**Table 3. Perception on the Level of Onboarding Welcome Experience
in Terms of Corporate Welcome**

Item	Mean	Interpretation	Std. Deviation
1. I was provided with information about its history, mission, corporate values, etc., thereby facilitating my integration.	4.32	Very High	1.008
2. I was clearly informed about the internal rules (policies, regulations, ethic code, etc.).	4.58	Very High	0.759
3. The information I received was helpful in understanding the business.	4.35	Very High	0.801
4. I received adequate information to perform my duties.	3.96	High	0.943
Average	4.30	Very High	0.679

Two of the four aspects of onboarding as studied by Bauer (2010) stated on the study of Pratiwi et al. (2018) – compliance and culture – are bridged through corporate welcome. The very high mean results of the perception of the respondents may indicate that ABC Company was able to properly perform a good onboarding process in terms of organizational level. Information about the company such as its history, mission, vision and core values, organizational structure, and policies and regulations have been well-delivered. Research by Brandon Hall Group found that organizations with a strong onboarding process improve new hire retention by 82 percent and productivity by over 70 percent. Higher levels of onboarding provide more information from more sources to help the employee succeed on the job and in the organization. New employee attitudes and beliefs toward their organization are established early on and can persist through their tenure, emphasizing the importance of imparting positive experiences and attitudes during organizational entry (Bauer & Green, 1994).

However, employees – especially those who didn't had prior background with regards to the IT-BPO industry – perceived lack of information on the product and software development aspect and that there were jargons used that were not “relatable” for some. Compared to the very high average responses of the experience of employees in the context of the internal rules and information about the company, job-specific information, though still in a good criterion, had the lowest average. As shared by one respondent, “The onboarding included Job-specific Trainings which I didn't really receive. I began with the tasks outright after I was hired. It was very challenging for me as I wasn't very familiar on the process of my position here in this company. My previous work experience had helped me a lot in figuring things out in the company. I just hope I've received that training mentioned to prevent the burn out which caused an immense stress to me. I think this onboarding process is vital on employee retention as this initially shows how a company will hone and will support their growth.”

Another employee also mentioned that there was a lack of role clarity and direction on the KPI during the first 90 days and that the actual job did not align with the role that he was expecting to fulfill. Employees, for their part, oftentimes fail to ask for explanation. They are hesitant to approach their management and inquire about what is required of them. They are scared that asking for assistance in prioritizing activities and making decisions would make them appear inept. As a result, they fumble about in the dark on their own (Schalm, 2019). According to Robertson Ryan and Associates (2019), having a detailed job description is important in generating a specific set of expectations for the employer to express to the employee. So that there is less uncertainty regarding job expectations, the employee is made aware of his or her tasks as described in the job description. It may also be used by employers to assess job performance based on pre-defined job requirements. Because newcomers rely on many sources for socialization information, it is in the organization's best interest to focus on the best way to structure message content and message sources during the onboarding process (Hart, 2012).

Table 4 presents the mean and standard deviations on the respondent's onboarding welcome experience in terms of management welcome. Results showed that the respective line managers of the employees have been effective in terms of management welcoming as shown by very high mean average responses (mean = 4.43, std. deviation = 0.594).

Employees felt that their supervisors have provided adequate support to facilitate their integration through regular check-ins and providing mentoring support. Within structured onboarding, current internal members (e.g., supervisors and work unit cohorts) play a proactive and predetermined role in helping the newcomer acclimate to the organization. Organizations must have top managers who are devoted to

onboarding. The senior manager and supervisor must offer genuine assistance to the new employee. Management support has been found to have a considerable positive impact on employee well-being and attitudes toward work (Saks, 2006). Managers play an important part in onboarding by not just articulating duties and task goals (or KPIs if applicable), as well as priorities and team goals, but also by supporting the new employee in creating a successful social network (Saks and Gruman, 2011). It is important to support a new employee in the first days and weeks of work, because this is a crucial period where they are the most stressful, and the attention and care of the leader will help the newcomer to quickly feel like a significant, valuable employee in the organization (Vasilik and Murza, 2020).

According to Tse (2014), the manager is essential to the success of the new employee integration, as he/she will have a continued relationship with each direct report based on the various needs, personalities, performances, and behaviors. The relationship between the manager and the employee is an important part of the team's success, as well as the onboarding program effectiveness, as the dynamic between the leader and the employee can influence the dynamic of the entire team. If the relationship between the manager and the employee is not successfully established within the onboarding program, the success of the entire onboarding program can be influenced (Liu, Keller, & Shih, 2011).

More recently, Korte, Brunhaver, and Sheppard (2015) explored the socialization experiences of new engineers entering into the organizations, as well as their relationships with their managers. When interviewing the new employees and the managers about new employees' socialization process and ability to learn and integrate into their jobs, Korte et al. (2015) found the need for clear expectations between managers and new hires. These expectations pertained to the learning structure, managerial support, and the level of new hire job initiative. This information allowed the organizations to better align onboarding program expectations of the organization with those of the new employee to prevent turnover and improve the socialization process.

Table 4. Perception on the Level of On-Boarding Welcome Experience in Terms of Management Welcome

Item	Mean	Interpretation	Std. Deviation
1. I did not feel comfortable with my supervisor's welcome. (-)	4.51	Very High	0.864
2. My supervisor provided adequate support to facilitate my integration.	4.32	(reverse-coded) Very High	0.742
3. Whenever I had a problem or difficulty, my supervisor was available to help me.	4.50	Very High	0.667
4. My supervisor's attitude helped me to reduce my initial insecurity.	4.39	Very High	0.841
Average	4.43	Very High	0.594

Table 5 presents the mean and standard deviations on the respondent's onboarding welcome experience in terms of co-workers' welcome. The respondents generally perceived co-workers' welcome as very high (mean = 4.45, std. deviation = 0.527).

Table 5. Perception on the Level of Onboarding Welcome Experience in Terms of Co-workers' Welcome

Item	Mean	Interpretation	Std. Deviation
1. My colleagues were always spontaneously available to clarify my doubts.	4.46	Very High	0.623
2. My colleagues' attitudes helped to reduce my fears of job inadequacy.	4.46	Very High	0.686
3. My colleagues always shared information I needed to adapt to my job.	4.59	Very High	0.521
4. My colleagues shared pleasant moments of conviviality with me (coffee breaks, lunch time, etc.).	4.27	Very High	0.849
5. My colleagues provided adequate support to facilitate my integration.	4.46	Very High	0.623
Average	4.45	Very High	0.527

The very high perception of the employees claim that their colleagues have been supportive during their onboarding period. It is reasonable to believe that employees given an opportunity to build connections and an internal network during their onboarding program find the program more valuable, as they are not only introduced to their duties, company policy, and norms, but also to their peers and colleagues who may serve as sources of information and social support. However, to some, given the remote working setup, they initially felt a little disconnect from their team since there is no physical presence of their workmates outside virtual meetings. Among the statements provided for co-workers' welcome, statement 4 – "My colleagues shared pleasant moments of conviviality with me (coffee breaks, lunch time, etc.)." – had the least mean responses of 4.27. Correspondingly, one respondent shared that, "Not being able to meet up with my coworkers was also a challenge because we can't really form a bond (outside work) as strong as the one established when you're able to meet each other personally. Although they are all welcoming, there's still some awkwardness at some point." Co-workers play an important role in welcoming newcomers; early ties with a range of coworkers helps newcomers feel more connected to an organization, which boosts their satisfaction and commitment to the company (Allen and Shanock, 2013). Prior studies (Adkins et al., 1996; Morrison and Robinson, 1997) discovered empirical support for the idea that coworker interaction is essential to the onboarding process because newcomers exhibit proactive behavior in seeking out information in the workplace, and such information is sometimes more likely to be sought from coworkers rather than supervisors.

Being part of a team, whether in-person or virtual, could result in a different experience, depending upon the structure and personalities of its members. HR and management should tap more experienced employees to be on deck to help with introductions and orientation for their teams. According to Seers, Petty, and Cashman (1995) as stated by Chen (2018), as the entering employee continues to encounter, engage, and establish relationships with others on the team, he/she continues to make adjustments to the thoughts and impressions about the organization and those within it. The employee benefits from interactions with teammates in many ways, as he/she learns how to politically navigate the organization, gains a potential mentor, develops friendships, partakes in transfer of knowledge, and/or obtains advice on how to interact and manage a shared manager. The way an employee fits into a team impacts the very function of a team, as those who feel that they are integrating into the team seamlessly are more likely to achieve better fit. In addition, they are more apt to share information and are more effective. Conversely, if the teammates do not feel that the incoming employee adds value to the team, they may not share, assist, or develop a mutually beneficial

relationship. Work unit peers also are potential positive supportive influences for newcomers because they provide access to resources and social acceptance, which represent forms of favorable and supportive treatment and may lead to positive views of the organization (Hayton et al., 2012). Organizations could also train coworkers to host new employees on their first day on the job. First impressions matter, and how the team puts the newcomer at ease and shows that he is not a danger makes a difference. It is critical to ensure that a new employee is introduced to all of his coworkers and that a pleasant environment is imprinted in the DNA of the organization. Organizations that integrate newcomers more well use a relational approach, which supports new recruits in creating a network of links with coworkers (Rollag et al., 2005). Their employee onboarding strategy also promotes cooperation and coordination activities so that new workers do not feel lonely. Organizational culture has a large influence on newcomers because it represents how the firm conveys its values with new members, which serve as guiding principles for organizational norms and activities (Wanberg, 2012). Onboarding programs are intended to improve organizational fit by matching business culture with that of newly hired workers. Teamwork is essential for learning. Because not every information is documented, new developers must seek assistance from their teammates.

According to Ju et al. (2021), new developers are more confident when they receive team assistance while working on a job. As one respondent shared, "I'm conscious that there are many things I don't know, but I also know that there are those who do... and I'm confident that there are those who can assist me when I needed help." When new developers realize there is a specific person to whom they can seek assistance, they feel more confident. When inexperienced developers work on a project with a veteran developer, they generally have a lot of confidence in their skills. As a result, assigning tasks supported by the team and making assistance available to new employees may improve onboarding. 29 of the 38 job items where social interactions were mentioned resulted in a stronger bond between the developer and the team. However, new developers may be hesitant to ask questions because they are concerned about their safety or do not want to bother others.

Most interviewees also mentioned peer support as being helpful for onboarding. They defined it as other team members' assistance in answering questions, explaining components of the work, or assisting with the actual work effort. Although one respondent highlighted team support as involving other team members making concessions for their "slow work and many inquiries," team support tended to be reactive and self-driven. Another participant mentioned that they found it useful during onboarding to be "allowed" to observe others at work and participate in some meetings as an observer only (i.e., legitimate peripheral participation). One of the issues cited in the interviews about peer assistance was the need to avoid interrupting other team members too frequently. Some respondents stated that they would rather use online/electronic resources to address particular problems than ask other team members or mentors. Most interviewees emphasized the necessity of team socialization throughout the onboarding phase. This was defined as instances when the team socialized instead of working together. It included organization-wide social gatherings, team celebrations (e.g., going out to lunch to celebrate a project success, sharing a cake for a team member's birthday), as well as informal gatherings (eating lunch together in the lunch room) and 'watercooler-type' interactions. During onboarding, interviewees emphasized the importance of socializing in building mutual trust and respect. According to one interviewee, it helps to achieve acceptance if the team "understands me as a person, not simply a developer."

Moreover, table 6 presents the mean and standard deviations for the three employee engagement dimensions under study which are vigor, dedication and absorption. The table further details that dedication has the highest (mean = 4.054, std. deviation = 0.634) among employees' work engagement. This reflects the employees' excitement, identification, and sentiments of pride for the organization. This isn't because these individuals are workaholics or insist on working long hours because they are afraid of losing their

employment. They truly enjoy and are energized by their work. Furthermore, they believe they are genuinely making a difference (Gaither, 2016). Following dedication is vigor, which has a mean of 3.691 and std. deviation = 0.582; while the lowest type of employee engagement among the employees is absorption (mean = 3.615, std. deviation = 0.557).

Further breaking down the findings for vigor, statement 6 – “At my work, I always persevere even things do not go well.” – resulted the highest average response of 4.11; followed by statement 5 – “At my job, I am very resilient, mentally.” – with a mean response of 3.89. In terms of dedication, statement 5 – “To me, my job is challenging.” – had the highest average response of 4.45; followed by statement 4 – “I am proud on the work that I do.” – with a mean response of 4.26. Lastly, the statement with the highest average response is “Time flies when I’m working” – with a rating of 4.26; followed by “I am immersed in my work,” having a mean of 3.86. Employee engagement has been defined as active employee job involvement, implying that incumbents have favorable feelings toward their work if their obligations or duties are seen to be important and encouraging for future growth and development (Mishra, Boynton, & Mishra, 2014). On average, the employees have high levels of engagement within ABC Company (mean = 3.771, std. deviation = 0.508). Employees who are highly engaged are passionate about what they do in their role. They are the types of employees who bring a positive attitude, which eventually can influence other departments within the company. They also have meaningful relationships and interactions with their colleagues and feel like they belong to a supportive and close-knit team (Morrison, 2021). Further, according to Firstup.io (2022), moderate to highly engaged employees see their organization in a favorable light. They like their company but see opportunities for improvement. There is something about the organization or their job that holds them back from full engagement. The benefits of having an engaged workforce are clear and important for every business unit to be involved in solving. Engagement extends from one person to the next, creating significant ripple effects in teams (Bakker et al., 2006; Gutermann et al., 2017; Van Mierlo and Bakker, 2018). Understanding levels of engagement, while crucial, is only one of an HR professional's concerns. More essential, from the perspective of a firm, is the process of influencing engagement and moving more "moderately involved" individuals to a state of "high engagement." Employees feel more engaged when they have opportunities to offer feedback and contribute actively in the workplace.

Management also plays a significant role in fostering and maintaining engagement. Front-line managers are the "glue" in the company, helping to link individuals to the larger institution in tangible ways. Many of the most significant work-environment practices for employees, such as access to skill-building opportunities or having a clear grasp of compensation, promotion, and other regulations, are obtained through contacts with direct supervisors. Data and experience demonstrate that good managers prioritize coaching and mentoring above administrative chores. Fortunately for many organizations, the introduction of technology-driven self-service for both employees and supervisors has now equipped managers to make this move much more easily.

Table 6. Perception on the Respondent's Level of Work Engagement

Employee Engagement Dimensions	Mean	Interpretation	Std. Deviation
Vigor	3.691	High	0.582
Dedication	4.054	High	0.634
Absorption	3.615	High	0.557
Average	3.771	High	0.508

Meanwhile, table 7 presents the mean and standard deviations on the respondent's level of affective commitment. On average, the employees have high levels of affective commitment within ABC Company (mean = 3.90, std. deviation = 0.462).

Table 7. Perception on the Respondent's Level of Affective Commitment

Item	Mean	Interpretation	Std. Deviation
1. I am willing to put in a great deal of effort beyond that normally expected in order to help this company be successful.	4.49	Very High	0.667
2. I talk up this organization to my friends as a great company to work for.	4.26	Very High	0.760
3. I feel very little loyalty to this organization. (-)	3.86	High (reverse-coded)	0.998
4. I would accept almost any type of job assignment in order to keep working for this company.	2.99	Moderate	0.944
5. I find that my values and the company's values are very similar.	4.03	High	0.844
6. I am proud to tell others that I am part of this company.	4.41	Very High	0.701
7. I could just as well be working for a different company as long as the type of work were similar. (-)	3.04	Moderate (reverse-coded)	1.053
8. This company really inspires the very best in me in the way of job performance.	3.96	High	0.711
9. It would take very little change in my present circumstances to cause me to leave this company. (-)	3.26	Moderate (reverse-coded)	1.034
10. I am extremely glad that I chose this company to work for over others I was considering at the time I joined.	4.18	High	0.690
11. There's not too much to be gained by sticking with this organization indefinitely. (-)	3.88	High (reverse-coded)	0.964
12. Often, I find it difficult to agree with this company's policies on important matters relating to its employees. (-)	3.85	High (reverse-coded)	1.131
13. I really care about the fate of this company.	4.20	Very High	0.641
14. For me this is the best of all possible companies for which to work.	3.55	High	0.953
15. Deciding to work for this organization was a definite mistake on my part. (-)	4.53	Very High (reverse-coded)	0.726
Average	3.90	High	0.462

Employees with high affective commitment are known to be emotionally connected to the organization, management, and members of the group to which they belong (Krajcsák, 2018). Several studies have found that affectively committed individuals are organically driven and passionate about achieving corporate goals. Employees with high levels of affective commitment demonstrate loyalty and a strong desire to stay with the company (Lee et al., 2008, as cited by Sharma and Dhar, 2016). While affectively committed personnel who have a feeling of belonging to their business have a greater drive to perform (Bakker et al.,

2012) and meet the objectives established. Employee performance is strongly related to commitment, according to Chang and Chen (2011). Committed personnel are more likely to make persistent attempts to exceed organizational standards (Leong et al., 1994).

Similarly, Sharma and Dhar (2016) discovered that perceived organizational support (POS) had a positive relationship with emotional commitment, implying that POS might instill in employees a sense of belonging to a company. This demonstrates that when there is greater organizational support, the emotional exchange relationship between employees and employers is stronger, and vice versa. An organizational support system is critical in creating a mutually beneficial and healthy working environment. Their research found that the support structure for nursing personnel is relatively inadequate (reflected by mean value of 2.157 on a five point Likert scale). The low score is attributed to the HCIs' unwillingness to assist, insufficient welfare policies, and disregard for the unique aspirations and values of nursing staff. Due to the reciprocity norm, this tends to weaken interpersonal trust, and nursing personnel experience a lack of emotional commitment to the HCI and their profession (according to the SET). The nursing staff's excellent exchange relationship with HCI is hampered by a lack of support and credit for their accomplishments. All of this can have major consequences for nursing staff loyalty and emotional commitment to the organization, as well as for patients (Colakoglu et al., 2010).

Further, table 8 presents information regarding the onboarding welcome experience of the respondents in terms of corporate welcome, management welcome and coworkers' welcome as predictor variables of affective commitment. The adjusted R² of 0.225 indicates 22.50 percent of variance in affective commitment can be predicted by measures of corporate welcome, management welcome and coworkers' welcome collectively.

Table 8. Effect of Corporate Welcome, Management Welcome and Coworkers' Welcome on Perceived Affective Commitment

	Unstandardized B Coefficients	Standardized B Coefficients	p-value	Interpretation
<i>Constant</i>	1.853		0.000	
<i>Corporate Welcome</i>	0.090	0.132	0.258	<i>Not Significant</i>
<i>Management Welcome</i>	0.256	0.329	0.008	<i>Significant</i>
<i>Coworkers' Welcome</i>	0.118	0.134	0.270	<i>Not Significant</i>
R ² = 0.225	F-value = 6.773		P-value = 0.000	

Dependent Variable: Perceived Affective Commitment

The estimated regression model for AC is:

$$AC = 1.853 + 0.090 CW + 0.256 MW + 0.118 CoW$$

The regression equation above shows that the predictors of workers' affective commitment have the amount of effect on the latter. Compared with the results from the study of Cesario and Chambel (2019) where all three forms of welcome during the on-boarding phase correlated significantly and positively with affective commitment, results of this study revealed that a 1-unit percentage increase in corporate welcome, management welcome and coworkers' welcome result to a 0.090, 0.256, and 0.118 increase in affective commitment. The hypotheses that corporate and co-workers' welcome during the onboarding phase has no significant effect to work engagement were supported by the analysis. These effects are not statistically

significant at $p\text{-value} > 0.05$ for corporate welcome and coworkers' welcome but is significant for management welcome. This suggests that if employees were to receive the required support from the managers, employees would show positive behavior towards their organization in exchange. The findings of this study is consistent with the results on the study of Ahmad et al. (2020). Employees with high affective commitment are emotionally connected to the organization, management, and members of the group to which they belong (Krajcsák, 2018). Leadership, unsurprisingly, is one of the critical elements in the commitment equation. Employees express a fair amount of skepticism about leadership, especially in terms of senior management's vision, ability to inspire, commitment to open communication and interest in employee well-being. According to Dewar (2022), when a manager takes an active role in onboarding, its team members are 3.4 times as likely to feel like their onboarding process was successful. For teams that are working remotely, getting more frequent updates from leaders and managers helps employees feel in the loop and more connected to the company as a whole. Many studies also identified the supervisor's support as one of the most significant factors affecting commitment (Adu, Li, Mohammed, Antwi, & Boamah, 2019; Khalid, 2020). Watson (2009) argues that employees who receive more support from supervisors show more commitment to their organization than those who receives less support from supervisors. Moreover, supervisors' decisions have an impact on commitment (J. P. Meyer & Espinoza, 2016) and the negligence of subordinates' contributions by the supervisors will lead to low confidence level among the staff. According to Ahmad et al. (2020) the employee would have a good attitude towards their organization when the employer provides ample support in return. Social exchange theory (Balu, 1964) provided that if management shows serious concern for the advancement of its employees, the workers would reciprocate in similar way, which will maintain a positive working relationship by linking personnel to the organization objectives. Employees who perceive that their manager are qualified, competent and trustworthy are more likely to support the organizational values and objectives (Cannella, Finkelstein, & Hambrick, 2008). Pleasant connections among supervisors and workers enhance the worker's willingness to remain longer in the company and hence increase commitment (Cannella et al., 2008; Rhoades & Eisenberger, 2002).

It is important to share responsibilities for onboarding, because either the human resources team or a manager alone cannot control everything. The task of HR is to outline the format of the adaptation process and monitor its implementation. The immediate supervisor determines the mentor for the newcomer, his responsibilities, job, forms an adaptation letter and is responsible for the probationary period. The mentor acquaints the employee with the work process, the team and gives feedback on the results. Excess information and overload of responsibilities in the first weeks of work. Many managers immediately test the newcomer for strength, forgetting that other employees of the department have experience and have mastered the company. The new employee is under stress and at the same time must learn quickly and meet expectations. A manager can be considered as a representation of the organization (Herriot and Pemberton, 1997), and all of the manager's greetings are interpreted as greetings from the organization. According to this assumption, the organizational support theory (Eisenberger, Huntington, Hutchison, and Sowa, 1986) proposed that workers not only develop a general perception of how much the organization values their contributions and cares about their well-being (perceived organizational support, or POS), but they also develop a perception of supervisor support.

Subsequently, table 9 presents information onboarding welcome experience in terms of corporate welcome, management welcome and coworkers' welcome as predictor variables of work engagement. The R^2 of 0.180 indicates 18.0 percent of variance in work engagement can be predicted by measures of corporate welcome, management welcome and coworkers' welcome collectively.

Table 9. Effect of Corporate Welcome, Management Welcome and Coworkers' Welcome on Perceived Workers' Engagement

	Unstandardized B Coefficients	Standardized B Coefficients	p-value	Interpretation
<i>Constant</i>	1.664		0.003	
<i>Corporate Welcome</i>	0.106	0.141	0.240	Not Significant
<i>Management Welcome</i>	0.149	0.174	0.162	Not Significant
<i>Coworkers' Welcome</i>	0.223	0.232	0.066	Not Significant
$R^2 = 0.180$	F-value = 5.119		P-value = .003	

Dependent Variable: Perceived Workers' Engagement

The estimated regression model for WE is:

$$WE = 1.664 + 0.106 CW + 0.149 MW + 0.223 CoW$$

The regression equation above shows that the predictors of workers' engagement have an effect on the latter. The findings were also inconsistent with the results from the study of Cesario and Chambel (2019) where all three forms of welcome during the on-boarding phase correlated significantly and positively with work engagement, as results of this study revealed that a 1-unit increase in corporate welcome, management welcome and coworkers' welcome result to a 0.106, 0.149, and 0.223 increase in workers' engagement. Therefore, these effects are not statistically significant at $p\text{-value} > 0.05$. This might imply that the current onboarding process of the company may not be sufficient to foster employee engagement. As respondents have shared, they encounter difficulties in assessing and adapting to the company culture and engage with other employees due to the limited interaction and exposure brought by the new working setup. Remote working has transformed employee engagement. Invariably, this challenge also affected how companies onboard new employees - with in-person interactions limited, hiring and onboarding new employees must happen digitally, which makes adopting a new culture and operating model inherently more difficult. The amount of time employees has to engage and motivate a new employee during the onboarding stage is quite limited in terms of making the right impression and having them begin to feel like a team member.

According to Peterson (2022), it has been a common routine that ends with a big mistake – the boss hires a talented new employee, walks them around the office on their first day, shows them to their desk, and leaves them to do their work. As also observed on the challenges encountered by some employees –

“In my case, it's like I'm thrown in a sea and I need to learn to swim to survive. I have colleagues that I can ask for help but it's like a self-learning approach that I have experienced.”

“The challenge is that I have to do self-learning regarding the products but it was great to have a colleague who can assist with my query.”

One of the major differences between effective and ineffective onboarding plans is what happens after the first few days. Ineffective onboarding puts organizations at risk of experiencing what has become known as the “ghosting phenomenon”: where excited new hires become disengaged employees who are no longer invested, less productive and tend to erode culture before eventually leaving. It's critical that

organizations devote adequate time and energy to making sure that new employees are invested in the vision and work of the organization and team (Marra, 2021).

A respondent also suggested that since the onboarding process is being done virtually, it might be good to have a simple engagement activity that will let the new hires coming from different departments or team build a relationship with each other, a good communication to know more about themselves, the company, and their colleagues. As stated by Houghton (2019), practically speaking, managers and supervisors need to define engagement goals in pragmatic, everyday terms. This means that goals and expectations need to be presented in meaningful ways to employees and their day-to-day experiences. To do this, managers should combine emotive language with powerful descriptions regularly. They should also schedule periodic one-on-one sessions where they can discuss employee engagement and how they can improve it during the onboarding process. In essence, they need to use every opportunity they have to transform their new employees' onboarding process into a fulfilling and motivating experience, thereby increasing their engagement to the organization.

4. Conclusion and Recommendations

The welcoming and onboarding phase offers an opportunity for new employees to obtain relevant information about the organization, its values and mission, how it works, its business challenges, what is expected regarding employee performance and the relation between the employees' work and the firm's objectives. Many factors can influence an employee's onboarding program, such as the organizational orientation process, the job expectations, the training provided, the ability to network within the organization, the manager relationship, the peer relationship, having a mentor, and ability to provide feedback. The orientation process, job expectations, the training provided, and the ability to network are controlled by the organization. However, both the organization and the employee influence the relationship between the employee and the manager, and that between the employee and his/her peers, where having a mentor and the ability to provide feedback can be greatly beneficial. These influences were reflected in themes that emerged when examining the onboarding experiences of the participants (Pevoto et al., 2017).

This research study focused on the experiences of employees working in an IT-BPO company, who shared their views on the onboarding programs. Its main objective is to identify if an organization onboard effectively it can influence the newcomer engagement to his work and to his affective commitment to the organization. In organizations with effective onboarding, employees may perceive higher person-organization fit and organizational commitment than those without effective onboarding (Meyer and Bartels, 2017). And based on the results of the study that has been conducted, it is concluded that the three relevant components of onboarding – corporate, management, and coworkers' welcome – showed insignificant effect to work engagement. While among the three components of employee onboarding, only management welcome has a significant effect to affective commitment. This has considerable implications for organizations looking to increase the impact of their onboarding programs for new employees. There is support that if organizations improve their onboarding practices in terms of management welcome, they are likely to see increased onboarding utility to perceptions of affective commitment of its employees.

Overall, the results have been inconsistent with the study of Cesario and Chambel (2019). And as such, results which showed insignificant impact can be attributed to the small sample size and little variation in data. In addition, in these cases, the low calculated p-values do not allow expectations set in the hypotheses to be rejected. Hence, those who will conduct future studies that concern organizational socialization process,

commitment, and work engagement ought to ensure a bigger number of survey respondents and interviewees to achieve more accurate results.

The respondents have also provided detailed answers about the onboarding process and it is imperative for the purpose of the study the study to align the interview findings with those of the secondary sources and the survey results. Their responses revolved around the general features of the company' onboarding process. According to their responses, the organization's management understands the importance of employee onboarding programs to develop work engagement and commitment. Most of them considered it a good program but still required improvements in terms of its structure, content, timeline, and interaction. While this study focused on the experiences of new hires within one IT-BPO company in Lucena City, Quezon, it generally applies to a global concern as companies continue to struggle to adjust to the virtual mode of onboarding and improve its efficacy. As it was found that management welcome significantly influences the affective commitment of new hires, it is recommended for companies to review the structure of their onboarding program – providing much emphasis on the programs and activities facilitated by the managers. New hires need increased support from managers and supervisors in order to ensure a smooth transition to a socially distanced team, which is why they must be involved early and often to fully enable the reimagined onboarding experience of the new hires. The employees should feel like a part of the organization right from the start, and this can be achieved only with a good onboarding process. Some of the critical management tips to be considered in a new hire onboarding and orientation process are as follows.

First is to welcome new hires uniquely. The employees would like to feel cherished and valued in the company and managers can satisfy this by welcoming them to onboard creatively and uniquely – creating a memorable experience for the employees. They can start by preparing a welcome package for their new hires. A welcome kit says that the company cares about their employees and want them to have a good company experience. When new employees are welcomed with onboarding kits or a token of appreciation, they instantly engage with the company's environment. The feeling of awkwardness goes away and confidently takes up the position. Further, the manager should arrange a departmental welcome and conduct casual events to engage with them distinctively.

Next, since the employees are new, bombarding them with so many rules and regulations can overwhelm them instantly. Such situations can be managed by implementing one-on-one sessions with the new hires. These sessions can be a tool that can help them in understanding all the aspects of the company policies. Managers need to fully explain employees' initial activities when they arrive, as well as the expectations that exist in the short and long term. To help new employees feel accomplished on their first week, managers should assign initial tasks while offering guidance, providing resources, and answering questions. Some employees may be hesitant to ask questions of their busy managers. So, pairing them with existing employees who can provide insight into how things are done in the company, answer everyday office questions, as well as give support and encouragement can also be helpful. The employees should be monitored at regular intervals through a regular check-ins and feedback. The constant monitoring can sometimes be a little suffocating for the employees. So, the managers should be careful when approaching the employees with the performance reviews. Moreover, having a periodic check every month can help analyze their monthly performance and keep them in loop about their work progress.

From the aforementioned recommendations, the researcher formulated a much detailed onboarding program that companies may use as a reference to evaluate and improve their respective onboarding processes to effectively facilitate newcomer adjustment, create higher levels of fit within both the job and the

organization, and consequently, to reach sooner high levels of commitment to the organization – contributing to the attainment of sustainability developmental goal, specifically SDG 8 which is to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

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