
The Influence of Human Resource Onboarding on an Employee's Intention to Stay in Rockwell Automation Pvt. Ltd.

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ABSTRACT: *Successful companies that have overcome retaining employees on a long-term basis, from the moment they entered their respective organizations have aligned their talent management and organizational goals. New employees make their first impression of their possible future during the first few months at a company. At this period, onboarding occurs, and the employees are to become adjusted to the environment. Currently, the competitive grounds of hiring new talent has imploded, which means without retaining the existing employees and managing their skill set effectively, an immense fortune in terms of effort, time and cost is wasted by repeating the process multiple times. Employees are perpetually looking at the pay packages of competitors and their non-negotiable expectations have increased. The study is conducted in the Bengaluru Office of Rockwell Automation Pvt. Ltd., a producer of industrial automation and information products, residing in the Electrical and Electronics Industry. Intention to Stay was found to be influenced by onboarding as a continuous process.*

KEY WORDS: *Onboarding, Onboarding Process, Intention to Stay and Talent Management*

INTRODUCTION TO TOPIC

The influence of human resource onboarding on an employee's intention to stay places the former as the independent variable and the latter as the dependent. Onboarding is the independent variable is defined as the action or process of integrating a new employee into an organization or familiarizing a new customer or client with one's products or services. The concept of onboarding has gone on to be much more than merely orienting the employee, it now includes getting the new organizational member on board with company culture, understanding the job function in terms of expectations and the comfort level across various aspects of the work place. Intention to Stay is the dependent variable is defined as an employee's aim and decision to remain in their current employment relationship on a long-term basis. It can also be defined as the "estimated likelihood of continued membership in an organization" (Price & Mueller, 1981).

The intention to stay is the first step towards the long-term relationship between employer-employee. Retention continues to be a challenge for the human resource department and the organization as a whole with the ever-changing needs or expectations of the various stakeholders. The alignment of the employee and employer's requirements from the employment itself vary and rarely go hand in hand on all fronts. This challenge has to be faced head on from day one, even at the time of recruitment and selection if possible, through the processes of screening and short-listing candidates from the pool of talent gathered.

Another aspect taken into account in the study is the reference to talent management. The first impression of the company for a new employee sets the tone for the manner in which the organization will support that member with respect to their career development and growth in skills or talent. This is a key determinant in terms of an employee's intention to stay as they want to further themselves in their career over time in a particular organization as well as know they have the provisions and backing from the management to do so.

According to the reviewed literature and prior research, it is evident that organizations today struggle with the task of retaining employees. The few successful companies that have overcome this have aligned their talent management and organizational goals. New employees make their first impression of their possible future during the first few months at a company. At this period, the process of onboarding occurs, and the employees are to become adjusted to the environment.

LITERATURE REVIEW

(Cheung & Wu, 2013) studied 242 employees over the age of 4, who were pooled to participate in a study from May to September in 2009. The correlation test presented that POS and the five dimensions of successful aging in the workplace, that is adaptability and health, positive relationship, occupational growth, personal security, and continued focus on goals, were significantly related to the intention to stay. POS and successful aging were positively related and the latter associates itself with intention to stay, due to them being satisfied with their job over time. The data was collected at one time and a limitation was that it was related to older workers.

(Zin, 2017) examines pay to understand its influence on employee retention. This is done especially among the IT employees. Another aspect is the facilitating role of perceived organizational support on the relationship between pay and intention to stay. The results indicated that salary and bonus were related to intention to stay. POS was found to only partially intercede the relationships between salary and intention to stay, and completely mediate the relationship between bonus and intention to stay. The authors found that pay and organizational support are vital for motivating employees to stay.

(Ghosh, Satyawadi, Joshi, & Shadman, 2013) The authors wished to recognize the prominent forecasters of intention to stay, which would directly allow employers to identify those employees in advance and formulate solutions to retain them, especially if they have high potential. Affective Commitment, Normative Commitment and Goal Clarity were found to be the best predictors of employees' intention to stay or leave by the researchers.

(Supangco, 2015) This study was conducted at a Philippine university, with 76 MBA students participating. The authors wished to determine their intention to stay in their current companies and the variables or determinants that were related to this. The findings displayed that the factors affecting intention to stay were attitudinal, relational and economic and human capital variables, which directly portrayed the employee's relationship with the company. As a result of this, organizational tenure, career satisfaction, and perceived organizational support were the determinants of a strong association with intention to stay.

(Steer, 2013) delves into the concept or main subject is to convey all the components or content that should be covered and accomplished during the process of onboarding and is depicted in eleven steps or points: 1. Be clear about your goals. 2. Satisfaction equals expectations minus perceived reality. 3. Know what new hires want. 4. Don't start on day one. 5. Don't end on day two. 6. Create real learning. 7. Create connections. 8. Be granular. 9. Gamify it. 10. Get the right people involved. 11. Evaluate success. The key factor or result that the authors have tried to imply is by getting employees to quickly become productive and safe, they would be reiterating their choice of employer simultaneously.

(Gaul, 2017) stresses on the importance of onboarding in the healthcare industry is the overall topic or subject covered in the research article. The healthcare profession is one of the fastest growing fields in the United States and Theresa Scepanski, an expert in healthcare and OD explains that the talent shortages allow doctors, nurses, radiologists, and others in the field to be selective about where they work, which has led to being stretched thin-and, for forward-looking organizations, to reconsider their talent development and retention practices. This led to employee engagement and for organizations that realize its importance, it makes sense to start at the beginning, in onboarding.

(Friedman, 2006) provides the findings of this study, a good program design is not enough to meet the various HR challenges, such as recruitment, retention and development of top talent. The example of some firms welcoming their new hires with a big event similar to a wedding that is inclusive of a formal orientation,

all to ensure that the new employee feels valued and remains happy with the job. The findings of this study show that without integrating the new employee into the office culture and introducing he/she to the best practices, such as support collaboration and preparation, there is a direct result or contribution towards low retention rates.

(Hendricks & Louw-Potgieter, 2012) The main aim of the study was to observe whether or not the program theory behind an induction program was believable and would lead to the intended conclusions as defined by the manager. Although induction is considered to be one of the most common training programs, there is negligible research to assess whether or not the activities actually produce the desired outcomes. In this paper, a descriptive design for evaluation is used that measured their perceptions of the program's final conclusions, relationship with the organization and intentions to stay. From this study it was seemingly evident that an initiation program based on a program theory could lead to problems.

RESEARCH GAP

The findings of the reviewed literature indicate that onboarding is critical with respect to inducting and orienting new employees. The programs have to be extensive and a long-lasting effect, beyond than just the first day of employment. In the long-run, talent management plays a role in how the employees' feel valued and a sense of belongingness. The alignment of the HR strategies to the company's business strategy is also essential. The lack of recognizing employees' intention to stay in a firm can lead to shortages in areas that are essential or organization-specific.

Retention is viewed as the further concept or extended method of intention to stay. HR challenges like recruitment and development are met through strategic objectives and proposed models. The literature also conveys steps to a successful program as well as the determinants of intention to stay. The relationship of onboarding as a process and its effect on intention to stay has not been significantly related as two variables in a relationship, which is what will be analyzed in this study.

The problem put forth in this paper is the lack of consistency in retaining an employee once hiring the talent. This is a gap in the overall talent management process, specifically focusing on the onboarding step, that plays a role in whether the employee intends to stay or not. This occurs between the entry and exit of an employee.

The concept of onboarding itself has not been widely related in research studies to an employee's intention to stay, and the influence of one over another, which is what, will be covered by this study. The two variables have been analyzed and interpreted to identify the relationship between both as well as the extent of the impact.

RESEARCH DESIGN

Objectives:

- (i) To produce results that proves that the impact of onboarding on an employee's intention to stay is significant.
- (ii) To provide accurate and sufficient information to the company, Rockwell Automation, for them to utilize whenever need be.
- (iii) To understand and need for the onboarding process.
- (iv) To find a common method or standard by which the process of getting an employee on-board can be managed.

Hypotheses:

H₀: The influence of human resource onboarding poses no significant effect on an employee's intention to stay.

H₁: The influence of human resource onboarding has a significant effect on an employee's intention to stay.

Data Collection Methods:

Quantitative – Survey, constructed and physically distributed at the office (Sample Size: 60, Responses: 50). The scales used to formulate the questions were Bauer's Model for Onboarding (Compliance, Culture, Clarification and Connection) and for Intention to Stay, ISI (21 topics, 76 subtopics- Job Description, Supportive Management, Management Style, Insufficient Challenge).

Sampling Method – Convenience Sampling was conducted as the strength of the Bengaluru branch being 295, the respondents were subjected to the limitation of having to have joined within the past one and half years.

Coverage – the study will largely be focused on the operations of the company in Bengaluru, India and the relevance of the topic here.

Statistical Tools For Analysis:

SPSS for Analysis and Tests conducted were Correlation and Regression.

ANALYSIS AND INTERPRETATION

Onboarding

Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.803	10

The independent variable, that is Onboarding, has been tested for reliability on the basis of ten questions in the survey. The variable is acknowledged in terms of reliability of the scale and it's one-dimensional character, as the Cronbach Alpha value is 0.803, above the accepted value of 0.7. Therefore, the data can be further analyzed and will yield dependable results or findings.

Intention to Stay

Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.814	10

The dependent variable, that is Intention to Stay, has been tested for reliability on the basis of ten questions in the survey. The variable is acknowledged in terms of reliability of the scale and it's unidimensional character, as the Cronbach Alpha value is 0.814, above the accepted value of 0.7. Therefore, the data can be further analyzed and will yield dependable results or findings.

CORRELATION

This statistical measure is used to test the existence of a relationship between two variables. It indicates the agreement or disagreement of a relationship through values ranging from -1 to +1. In this bivariate analysis, a perfect positive or negative relationship would be portrayed if the value is +1 or -1. As the value moves towards zero, the association between both variables becomes weaker. Pearson's Correlation Coefficient is represented by r and is the most widely used form of measuring the linearity between two variables.

Correlations

		AVG_O	AVG_I
AVG_O	Pearson Correlation	1	.542**
	Sig. (2-tailed)		.000
	N	50	50
AVG_I	Pearson Correlation	.542**	1
	Sig. (2-tailed)	.000	
	N	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

This table analyses the correlation between both averages of the independent variable and the dependent variable, that is Onboarding and the Intention to Stay respectively. The value must be in between 0 and 1 for there to be a positive relationship. In this study, the sample size of 50 depicted a correlation value of 0.542, which falls in the 0 to 1 bracket and the percentage of relationship is 54.2%. The two variables are confirmed to be positively correlated and a significant influence as well, as the significance value of 0.00 is less than 0.05. Hence, the above test confirms a valid relationship between both variables.

REGRESSION

This statistical test measures the extent to which the dependent variable is affected by the independent variable. In other words, the impact or influence of one variable on a another is analyzed. There are two types, linear regression and multiple linear regression, that determines the strength of the relationships. It aids in predicting and forecasting, especially in companies that work with finance and investment.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.542 ^a	.294	.279	.44436

a. Predictors: (Constant), AVG_O

Predictability is shown through the R square value, which can usually be represented in the form of a percentage or within the range of 0 to 1. In this study, the R square value is 0.294, which indicates that the predictability of the study is 29.4% and the dependent variable is influenced by the independent variable by this margin. The std. error of the estimate tests the accuracy of the predictions, which in this case is 0.44.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.943	1	3.943	19.969	.000 ^b
	Residual	9.478	48	.197		
	Total	13.421	49			

a. Dependent Variable: AVG_I

b. Predictors: (Constant), AVG_O

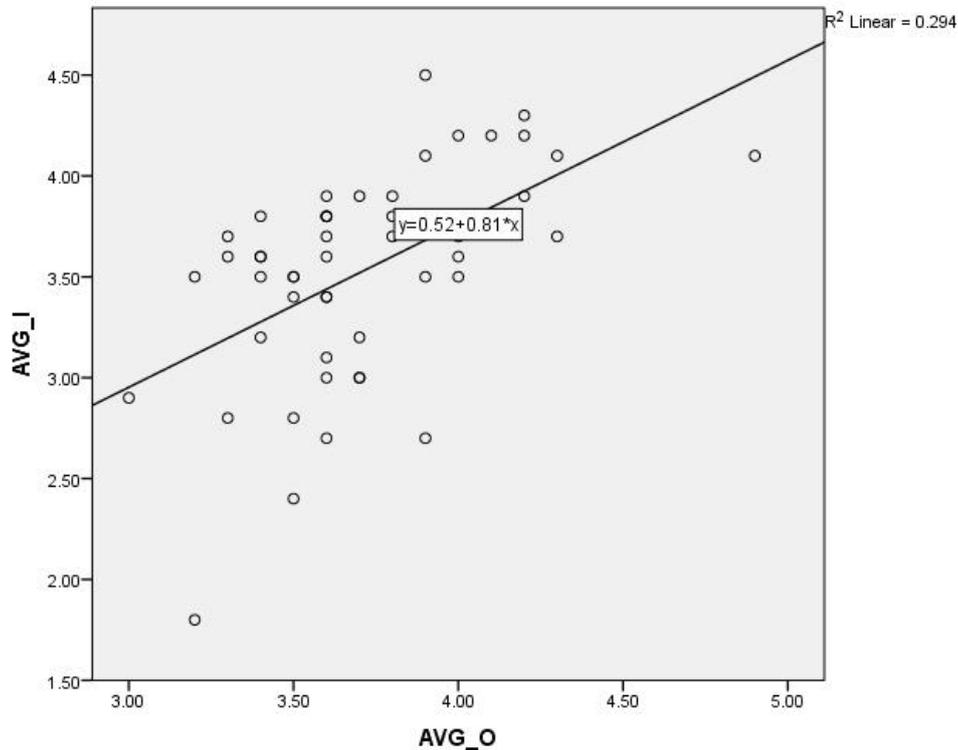
The Analysis of Variance is conducted between the averages of both variables, Onboarding and Intention to Stay. The significance level is below 0.05, which indicates that there is a significant impact of the independent variable on the dependent variable. It also conveys the fact that if another study is done on the same two variables, with similar aspects, such as sample size and statistical tests, 29.4% of the time, the findings will be alike.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.522	.676		.772	.444
	AVG_O	.810	.181	.542	4.469	.000

a. Dependent Variable: AVG_I

If the independent variable, which is Onboardingshifts by a factor of 0.5, it means that the dependent variable, which is Intention to Stay will be influenced by a degree of 0.810. This can be further justified as the significance value is 0.00, which is less than 0.05 and implies that the regression equation is significant.



HYPOTHESES RESULT

H_0 : The influence of human resource onboarding poses no significant effect on an employee's intention to stay.

H_1 : The influence of human resource onboarding has a significant effect on an employee's intention to stay.

Hence, the findings of the study reveal that through the statistical test of correlation, a relationship between Onboarding and Intention to Stay exists at 54.2% and through the regression analysis, there is an influence of Onboarding on the employee's Intention to Stay by 29.4%. This confirms the Null Hypothesis is rejected (H_0) and the Alternate Hypothesis (H_1) has been accepted. The regression equation $y = 0.81x + 0.52$ mathematically represents the relationship between both variables. It is also revealed that onboarding gives an impression as to how the employee's talent will be managed in the company on a long-term basis.

RECOMMENDATIONS

Industry: Presently, the Electrical and Electronics has become a billion-dollar industry. The progression of this industry solely depends on heavy investments, in the right growing and relevant companies, as well as continuous research and development. This would be increasingly effective if such methods were used across the globe, which would result in further integration between countries and the transfer of knowledge. In this transfer of knowledge, the manner in which employees can be incentivized to stay from the beginning, with respect to the onboarding process, can be utilized to effectively retain employees that are specific to the industry itself and therefore the organizations can implement an onboarding program on that basis.

Organization: Currently employing over 22,000 people, Rockwell Automation, a Fortune 500 American company, has their services present in over 80 countries worldwide, headquartered in Milwaukee, Wisconsin, is evidence of their success over the past years. With respect to their Bengaluru operations, there is scope for them to better their onboarding program, as the influence is not by a large margin when it has the potential to incentivize employees. This could happen perhaps in terms of the topics covered as well as the manner in

which it is carried out, as the responses indicate that onboarding on its own did not incentivize them, there were other aspects.

Academics: There is definitely scope for further research for both variables as they are trends in this field as well as the restriction to one company and industry could broaden the research perspectives and insight towards the two variables.

CONCLUSION

The first and foremost objective of the study was to produce results that prove that the impact of onboarding on an employee's intention to stay is significant, which has been correctly or positively related. Simultaneously, accurate and sufficient information to the company, Rockwell Automation, for them to utilize whenever need be for improvement. The need for onboarding as a first step towards talent management and as a continuous process has been comprehended so that a common method or standard to on-board an employee can be managed.

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