



WWJMRD 2024; 10(09): 43-62
www.wwjmr.com
International Journal
Peer Reviewed Journal
Refereed Journal
Indexed Journal
Impact Factor SJIF 2017:
5.182 2018: 5.51, (ISI) 2020-
2021: 1.361
E-ISSN: 2454-6615

Joel Rodriguez
JR Training Design and
Consulting, USA, 153
Mountain Island Drive
Statesville, NC 28677

Kelley Walters
Western Governors University,
USA, 4001 S 700 E #300,
Millcreek, UT 84107

Correspondence:
Joel Rodriguez
JR Training Design and
Consulting, USA, 153
Mountain Island Drive
Statesville, NC 28677

Employee Onboarding for Enhanced and Distinctive Experiences within the Workplace

Joel Rodriguez, Kelley Walters

Abstract

Organizations are faced with a variety of challenges in today's labor market; therefore, it is vital for organizations to have effective onboarding practices and technology support to assist new employees during their integration process to becoming trusted contributors (Buchan et al., 2019). Organizations should create and implement efficient employee onboarding experiences to decrease turnovers and increase retention (Hassan, 2020). Organization leaders should identify the challenges experienced when creating and implementing onboarding strategies to improve their practices and create a solid foundation that encourages new employees to achieve the highest levels of productivity, satisfaction, career advancement, creativity, retention, and other necessary outcomes to thrive in today's labor market. Organizations need to consider the diversity, equity, inclusion, and generational characteristics of new employees when developing organizational long-term strategies and governance (Badshah & Bulut, 2020) as this will help with increasing the new employees' assimilation, readiness, and retention (Murphy, 2020); sense of belonging, cultural awareness, diversified career paths, and respectful interactions with other team members and leaders (Skolasky, 2022); and creating working environments that transpire job satisfaction.

Keywords: Onboarding, HRM, Training, and Retention.

Introduction

Many employees experience challenges when joining a new organization since onboarding is a demanding process (Ritz et al., 2023). Not all feel they become fully productive due to their lack of organizational, product, technical, and project knowledge. Socialization is intensive and adopting a new cultural mindset, without interrupting project advancement, requires a vast amount of time (Gregory et al., 2022). Team stability is ideal, but employees tend to change roles or careers on a yearly basis; thus, impacting their productivity for months as the onboarding process may become an overwhelming stage of their employee lifecycle (Ju et al., 2021). The organization's competitive advantage depends on fully capable employees (Blount, 2022). For this reason, leaders should pay attention to how well they integrate new employees into the organization (Badshah & Bulut, 2020).

Employee onboarding is a strategic initiative with unique requirements (Ju et al., 2021) commonly related to human resources management (HRM) practices (Cesário & Chambel, 2019). For this, organizations should have a fully capable team that is able to effectively handle complex recruiting and onboarding efforts (Haave et al., 2020), nationally and internationally (Bauer, 2022), which require open communication and proactive collaboration across the organization (Murphy, 2020). When leaders successfully hire new employees, they should have a strategy for creating workforce longevity (Hassan, 2020), loyalty (Ritz et al., 2023), and productivity (Cesário & Chambel, 2019). Organizations should invest more time and effort for retaining their top talents as part of their competitive advantage strategy (Blount, 2022; Hassan, 2020). According to Bauer (2022), employees tend to stay longer when they feel comfortable with the work environment and the support they receive from the organization; consequently, decreasing turnover rates. Fundamentally, an effective employee onboarding process assists with facilitating knowledge to new employees regarding the organization's work environment and its diverse team members and leaders (Oranburg & Kahn, 2021). It plays a vital role in nurturing employee engagement

(Murgoski, 2023), adapting employees to the organization's culture (Skolasky, 2022), communicating role expectations (Gluvakov et al., 2024), and helping employees feel they are an integral part of the organization (Hassan, 2020).

Today's labor market requires fast adaptation to rapidly evolving societies and technologies. Newly hired employees may need new skills and abilities to stay relevant with their role requirements and it may take months to hone such skills and stay productive enough to demonstrate their return on investment to the organization (Harty, 2020). Such journeys lead to increased emphasis on the employee onboarding process (Palmquist, 2023). A structured employee onboarding process is not about coordinating a session or a conference room to share information about the organization's structure, mission, goals, ethics, or common rules (Cesário & Chambel, 2019). It is about enabling new employees to become more productive, engaged, and loyal (Hassan, 2020), while protecting the fundamental elements of the organization's culture (Harty, 2020).

Stress affects employees' joy, retention, and productivity as they are experiencing a time of adaptation into a new workforce environment (Schilling et al., 2022), cognitive overload due to new systems and resources (Ju et al., 2021; Harty, 2020), and new expectations due to workforce changes (Blount, 2022). Therefore, it is vital for organizations to have effective onboarding practices and technology support (Ju et al., 2021) to assist new employees during their integration process to becoming trusted contributors (Buchan et al., 2019). Remote working environments have also increased the number of challenges as it tends to reduce or eliminate personal contact among team members (Ritz et al., 2023); consequently, the practice of socialization should be adjusted accordingly (Gluvakov et al., 2024). In addition, to assist new employees adapt to the new organizational culture, leaders should encourage hands-on training and mentoring opportunities to enhance performance (Harty, 2020). The main goal is to support new employees in achieving increased organizational commitment and job satisfaction, while learning about the organization's values and culture (Blount, 2022).

Onboarding Conceptualized

New employee onboarding programs have been utilized around the world and different organizations throughout the past several years and have provided amazing data regarding their impact.

Historical and Statistical Viewpoints

The notion of organizational onboarding goes back to the 1970s when Van Maanen and Schein provided the definitions of organizational socialization, newcomers, insiders, and outsiders. They believed that organizations had hierarchical, functional, and inclusive boundaries that new hires intersect as they socialize with team members (Gregory et al., 2022). Organizational socialization is when new employees get accustomed to the organization's culture, procedures, norms, skillsets, knowledge, and behavior necessary to effectively perform tasks based on organizational objectives (Chenji et al., 2020).

A well-structured employee onboarding program assists new employees in becoming successful through the partnership developed between employees and organization (Murphy, 2020). However, such an experience may be affected due to location, recruitment, work arrangement, retention,

turnover, and overall employee engagement practices. Regarding the location of the onboarding process, Wiseman, Ahearne, Hall, and Tirunillai (2022) mentioned 61% of survey respondents indicated their onboarding included either a centralized or decentralized component. 56% of respondents chose the centralized option (i.e., corporate headquarters); however, 49% of respondents indicated the centralized onboarding option has decreased in the next few years. Conversely, 44% of respondents chose the decentralized option (i.e., employee's workplace). 74% of respondents indicated that an online component was also utilized. From the recruitment standpoint, 46% of organizations are focusing their efforts in enhancing their recruitment practices to attract top talent (Badshah & Bulut, 2020). If such a process is not optimal, it may be costly to the organization to execute and sustain (Blount, 2022; Haave et al., 2020) since the average time for new hires to become full members of the organization may take around 6 to 24 months (Haave et al., 2020).

Diverse studies have shown that new employees also think about their work arrangements. 54% of surveyed employees commented they would depart from their job for another one, if it offers remote or more flexible work arrangements (Varshney, 2022). In addition, almost 50% of newly hired veterans working in the federal government departed their employment within the first year due to dissatisfaction with their work assignments (Murphy, 2020). In addition, according to a survey conducted by the Aberdeen Group, 86% of the new employees make their decision to either remain or depart the organization within the first six months of their employment (Hassan, 2020). 69% of employees are more likely to stay with the organization if they experience a well-structured onboarding process (Hassan, 2020; Murphy, 2020; Ziden & Joo, 2020). According to Society for Human Resource Management (SHRM), new employees who participated in a well-structured onboarding program had a 58% higher likelihood of remaining with the organization after three years (Murgoski, 2023; Ziden & Joo, 2020). The median tenure for workers between 25 to 34 years of age is 3.2 years and workers in managerial level was 5.5 years (Badshah & Bulut, 2020). According to Hassan (2020), there were 40 million employees who departed their jobs in 2018, which was 26.9% of the workforce. New employees depart the organization during the first three to six months of employment (Chillakuri, 2020; Murphy, 2020). Ritz et al. (2023) commented 50% of senior workers departed their new role within 18 months, while new hourly employees abandoned the organization within the first 120 days.

When employees feel they have meaningful jobs (roles aligned to overall organizational goals and mission), higher levels of employee engagement and reduced turnover rates can be accomplished (Murphy, 2020). A study conducted by SHRM found that several organizations failed to provide employees with meaningful work experiences; for example, out of 40,000 respondents, only 17% mentioned as being highly engaged employees. Murphy (2020) showed how the onboarding process assist new employees; for instance, 79% believed it could help employees with their integration into the organization, 78% stated that it improves the employees' attitudes toward the organization, and 73% declared that it leads to increased employee engagement. Furthermore, 21% of the 90,000 employees surveyed worldwide were engaged while at work and 38% were partly to fully engaged; thus,

revealing that the directors' lack of engagement may cause low engagement in employees.

Conceptual Viewpoint

Some organizations may define the concept of employee onboarding as an orientation session; however, an orientation session is only one element within the entire onboarding program spectrum. Orientation is focused on engaging new employees into diverse activities, such as completing administrative documents, obtaining technology devices, or setting up an email account (Blount, 2022; Pietilä, 2022). The employee onboarding program is a bigger and wider initiative, which involves all the activities and elements new employees experience in the beginning part of employment (Blount, 2022). Onboarding relates to the entrance and joining of new employees into an organization (Badshah & Bulut, 2020; Gregory et al. 2022). This is the time when leaders and team members welcome new employees into their teams (Blount, 2022; Pietilä, 2022), and new employees acquire the skillsets necessary to become effective and engaged employees (Murphy, 2020). The onboarding process is an essential element of the HRM strategy and governance (Bauer, 2022; Hassan, 2020). It is an ethical duty for leaders to find ways for building trust and commitment, while increasing new employees' productivity (Glukov et al., 2024; Murphy, 2020). Such a process may also be seen as a change management journey as it may last through an employee's first full year with the organization (Blount, 2022). It should guarantee unique employee engagement and positive impact to the employee lifecycle (Murphy, 2020).

Onboarding is also a period of transition from being an outsider to an insider (Buchan et al., 2019; Chenji et al., 2020; Gregory et al., 2022; Pietilä, 2022; Sharma & Stol, 2020; Walker-Schmidt et al., 2022). It is a time of transformation or shaping act (Murgoski, 2023; Palmquist, 2023) to ensure that new employees adjust to the new working environment and are the proper fit for the role, function, and culture (Bauer, 2022; Cesário & Chambel, 2019; Ju et al., 2021; Murgoski, 2023; Sharma & Stol, 2020); structure, mission, vision, and values (Blount, 2022; Chenji et al., 2020; Steifo & Thomasson, 2023); team members (Dominic et al., 2020; Sharma & Stol, 2020); norms and rituals (Steifo & Thomasson, 2023); and social environment and expectations (Ziden & Joo, 2020). It is the integration of new employees into an organization (Azanza et al., 2021; Gregory et al., 2022; Pietilä, 2022; Ziden & Joo, 2020) to ensure that they are equipped to perform to their full potential in a quick and timely manner (Glukov et al., 2024; Hassan, 2020; Murgoski, 2023).

Onboarding provides the time for socialization to help build confidence and new relationships (Hassan, 2020; Murphy, 2020), to build team camaraderie and communication skills (Murphy, 2020), to have a sense of belonging (Pietilä, 2022), and to become an established member of the organization (Haave et al., 2020). Socialization helps create a psychological agreement between the organization and new employees based on their unique needs (Tiainen, 2019; Walker-Schmidt et al., 2022) and acclimatization to all elements of the organization (Blount, 2022; Hassan, 2020; Murphy, 2020). It also provides the time to help new employees acquire the knowledge, behaviors, attitudes, and skills necessary to perform their new roles in an effective manner (Bauer, 2022; Dominic et al., 2020; Gregory et al.,

2022; Ju et al., 2021; Murgoski, 2023; Steifo & Thomasson, 2023). New employees bring valuable life experiences and habits to the organization (Sharma & Stol, 2020); thus, the onboarding process should include social, cultural, and situational learning opportunities (Haave et al., 2020) that help create cohesive work environments and team community (Hassan, 2020; Tiainen, 2019) and a place where new employees are able to demonstrate the values, norms, and behaviors expected from the organization (Palmquist, 2023). Through safe and practical learning experiences, new employees also learn to perform their assigned tasks and responsibilities based on expected standards (Hassan, 2020; Steifo & Thomasson, 2023) and efficiently operate in today's fast-paced and competitive workforce which require rapid learning processes (Sharma & Stol, 2020). Employee onboarding should consider the new employees' strengths, talents, and authentic self-expression so they can help create unique services, solutions, and products (Ruppel & Peacock, 2019). New employees must be able to positively start impacting and contributing to the organization at their full potential within a short period of time (Hassan, 2020; Tiainen, 2019); thus, increasing employee retention and adaptation to organizational practices (Badshah & Bulut, 2020; Skolasky, 2022).

Common Employee Onboarding Concerns

Throughout the employee onboarding process, leaders and new employees may face different concerns, such as process, technical, personal, and interpersonal, which may negatively impact the overall onboarding experience.

Process Concerns

A non-systematic employee onboarding process may affect the overall efficiency of new employees (Buchan et al., 2019; Murphy, 2020). HR professionals should collaborate with each other to attract and retain top talents by examining and reshaping policies, practices, procedures, structures, and methodologies to ensure that the organization complies with all regulatory measures and new employees meet the challenges of today's labor market (Dominic et al., 2020; Magaña et al., 2021; Murphy, 2020; Oranburg & Kahn, 2021; Ritz et al., 2023). Such a vision may be affected if the onboarding process is poorly designed or executed (Buchan et al., 2019). HR is usually the first team that interfaces with new employees during the hiring process; as a result, they are mostly responsible for ensuring the design, development, delivery, evaluation, and overall quality of the onboarding process (Ziden & Joo, 2020). They ensure the interview process captures the knowledge and experiences of individuals and, when hired, welcome the new employees to guarantee long-term career satisfaction (Magaña et al., 2021).

New employees experience difficulties with the software, documents, manuals, people, and resources they will need to leverage from to perform their jobs (Azanza et al., 2021; Ziden & Joo, 2020). There are also concerns with demonstrating organizational values and expectations that have never been previously learned or developed (Magaña et al., 2021; Ziden & Joo, 2020); thus, impacting both in-person and virtual team environments. The organization should create and implement virtual working processes (Ritz et al., 2023) that sustain employees' productivity, well-being, and resiliency (Petrilli, Galuppo, & Ripamonti, 2022). New employees should also have enough documentation,

conversations, and mentorship to comprehend the tasks they support (Gregory et al., 2020). They do not want to feel overwhelmed with all the tasks they need to complete due to the always evolving working environment (Ziden & Joo, 2020; Ju et al., 2021). When new employees feel that the onboarding process is not effective or absent at all, there will be an increase in employee turnover (Palmquist, 2023), lack of motivation and low job satisfaction due to a negative onboarding process experience (Ziden & Joo, 2020).

Technical Concerns

Technology is constantly evolving and not all new employees have significant knowledge on today's complex and innovative software and systems (Azanza et al., 2021; Sharma & Stol, 2020). Therefore, onboarding new employees may be a difficult task in a digital setting; thus, requiring modifications to ensure employees success (Steifo & Thomasson, 2023). To ease the onboarding process, several organizations have a dashboard where new employees can find all necessary information, such as new employee handbook, company's benefits, software guides, policies, procedures, and other administrative activities documentation (Ritz et al., 2023). Technology should assist leaders with making new employee onboarding an effective and welcoming experience.

As previously mentioned, socialization is part of the new onboarding process and it can also be accomplished with technology, even prior to the new employees' start date (Ziden & Joo, 2020). Sometimes, new employees feel they are socially disconnected compared to traditional on-site onboarding sessions since employees have limited face-to-face interactions (Steifo & Thomasson, 2023); however, technology can help build strong relationships among team members (Ziden & Joo, 2020). The objective is to find ways for creating a realistic working environment for new employees (Steifo & Thomasson, 2023) and to help them adjust to the new social environment and role requirements in a timely manner (Ziden & Joo, 2020). New employees may feel they do not have enough real-time conversations with leader and team members; thus, resulting in unrealistic job expectations (Steifo & Thomasson, 2023; Ziden & Joo, 2020). This is the time where technology can help with providing the opportunity to seek clarification through messaging services and online chats rooms (Ziden & Joo, 2020), or detailed documentation (Steifo & Thomasson, 2023). Organizations should be capable to effectively use technology to keep new employees excited during digital onboarding activities (Steifo & Thomasson, 2023).

Personal Concerns

Since new employee onboarding is multidimensional, leaders should be aware of the new employees' mental states such as motivation, confidence, and stress level (Ju et al., 2021). Such elements play a vital role in creating and sustaining the employees' confidence towards the onboarding process (Dominic et al., 2020). According to Ziden and Joo (2020), confidence or self-efficacy help new employees in diverse areas: (1) Reduce the possibility of turnover due to confusion and sense of isolation. (2) Demonstrate higher level of performance, success, effectiveness, and impact to the organization. (3) Exhibit positive attitudes and behaviors when undertaking the challenges of the new role. (4) Higher commitment to the organisation due to overall job satisfaction. In addition, new

employees may be reluctant to ask for assistance from leaders and team members due to lack of or vast amount of information they receive during the onboarding process (Azanza et al., 2021; Brødsjø et al., 2023). They may also feel the information is too generic or not relevant to their needs (Brødsjø et al., 2023). For this reason, organizations should present organizational, project, product, domain, and technical knowledge in a more balanced and engaging way to ensure new employees become proficient employees in a timely manner (Gregory et al., 2020).

Organizations may not have any role requisition available based on the employees' expertise (Brødsjø et al., 2023). Therefore, new employees need training, coaching, and mentoring as soon as they join the organization (Ziden & Joo, 2020). Training may be a costly and time-consuming solution as employees usually participate in training sessions full-time during their onboarding process (Badshah & Bulut, 2020; Brødsjø et al., 2023), so training professionals should present the content as engaging as possible to reduce the learning curve, while keeping the new employees motivated during the learning experience (Ziden & Joo, 2020). Although many orientation sessions cover the organization's history, values, policies, objectives, and culture (Badshah & Bulut, 2020), the overall experience should be focused on the unique strengths that new employees bring to the organization (Blount, 2022). Organizations should provide consistent, structured, organized, robust, positive, and confidence-building experiences for new employees (Badshah & Bulut, 2020; Magaña et al., 2021).

Interpersonal Concerns

Sometimes, new employees do not feel empowered to use their expertise to make necessary changes to services, products, projects, and team they serve (Gregory et al., 2020). Such a concern may be due to the generational differences of today's workforce as each generation demonstrate distinct attitudes toward work (Murphy, 2020). Communication, behaviors, and beliefs are also challenges encountered by new employees when being integrated into their teams since team members have their unique personalities, goals, cultural background, values, and interpersonal skills (Azanza et al., 2021; Heimburger et al., 2020). New employees desire to be creative, socially integrated, and professionally developed by the organization; consequently, the organization should find ways to keep them engaged, motivated, rewarded, nurtured, and developed with a sense of purpose for what they do for the organization (Heimburger et al., 2020).

Overall Experience

New employee may feel frustrated with the overall onboarding experience (Azanza et al., 2021), because the foundational goal and objectives of the onboarding process are not clear enough for them (Ziden & Joo, 2020). Organizations should design and implement a structured, customized, or personalized onboarding process that eliminates new employees' boredom and stress (Ziden & Joo, 2020), while needing to be openly welcomed, coached, and mentored (Azanza et al., 2021). New employees also want constructive feedback and be empowered from the moment they join the organization (Ziden & Joo, 2020) as they want to demonstrate their expertise and productivity (Azanza et al., 2021). The goal is to eliminate negative onboarding experiences, which impacting new employees'

motivation and satisfaction (Ziden & Joo, 2020). Organizations must do all they can to shift the perspective from a state of turmoil to a state of refinement in onboarding practices; thus, ultimately benefiting both new employees and organizations (Oranburg & Kahn, 2021).

Benefits of Employee Onboarding

New employee onboarding has taken precedence in several organizations. Entire onboarding frameworks have been implemented with their own timelines and requirements, including employee attraction, interview sessions, initial offers, acceptance, welcoming, orientation sessions, technology, training, culture integration, and other transitioning tasks and experiences (Skolasky, 2022). Having an effective onboarding framework benefits new employees and organizations in different areas, such as organization's financials, health, safety, and learning initiatives; and employees' commitment, productivity, retention rates, value, well-being, job satisfaction, overall employee engagement (Murphy, 2020; Walker-Schmidt et al., 2022), and other additional benefits as presented in the next paragraphs.

Strategic Leadership and HR Management

Many organizations regard the onboarding process as a strategic initiative due to its long-lasting impression and impact on the new employees' careers (Chillakuri, 2020). The HR strategy should include the organization's vision, mission, values, goals, and objectives to initiate and sustain the practices for effective employee engagement, development, feedback, well-being, and productivity (Hassan, 2020; Murgoski, 2023). HR management may also include data analytics to assist the organization with closing the gaps in onboarding, hiring, promotion, and retaining employees through measuring, testing, and evaluating qualitative and quantitative data (Murphy, 2020). One of the HR goals is to implement a well-structured onboarding process (Bauer, 2022) to ensure the retention of employees no matter their level of hierarchy within the organization (Hassan, 2020), while supporting the overall organizational performance (Murphy, 2020). Organizations may also strategically hire college students as part-time employees and then offer them full-time positions after completing their studies as they will require minimal onboarding requirements since they already have a better understanding about the organization's culture, goals, technologies, stakeholders, and team approach (Gregory et al., 2022).

Organizational Time and Expenses

The employee onboarding program requires a significant amount of time and money to ensure the initiative is functioning properly (Chillakuri, 2020). Time is valuable because organizations need to integrate new employees into their work environments rapidly (Ziden & Joo, 2020), and such a process may require a learning curve that new employee experience prior becoming productive (Sharma & Stol, 2020). Recruiting and retention can be an enormous expense to the organization (Murphy, 2020). Employees may leave the organization if they are not valued; thus, creating expenses in terms of time and money (Ziden & Joo, 2020); and the effort to replace such employees also impact the productivity and morale of the team (Badshah & Bulut, 2020), while spending 50% to 60% of the employee's annual salary to replace them (Murphy, 2020). Organizations

should save time and money by creating consistent onboarding practices (Bauer, 2022)

Employee Lifecycle

According to Walker-Schmidt, Kaul, and Papadakis (2022), the employee lifecycle is vital as it rationalizes where the engagement and retention efforts fall in the organizational timeline; and such journey incorporates the attracting, recruiting, hiring, onboarding, training, managing performance, and offboarding of employees (Walker-Schmidt et al., 2022). When new employees feel valued since the beginning of their work experience, they will have higher engagement and retention levels (Chillakuri, 2020; Walker-Schmidt et al., 2022).

Employee Attraction

Attracting and engaging new employees are not easy tasks (Dominic et al., 2020); therefore, Badshah and Bulut (2020) provided few recommendations for ensuring effective access and attraction of new employees: Organizations should build critical relationships, create proper integration strategies into the organization's culture, enhance benefits and compensations, integrate training and development, pay for relocation expenses, and provide efficient remote or virtual work arrangements.

Recruiting Process

Recruiting is vital in today's labor market due to the high competition for skilled employees (Chillakuri, 2020; Sharma & Stol, 2020). Standardized recruitment initiatives assist organizations with staffing essential roles in a timely manner, while helping new employees feel welcome from their leaders and team members (Gregory et al., 2022). According to Tiainen (2019), recruitment may have three phases, such as (1) the pre-recruitment phase which includes job advertisements and employer branding efforts, (2) the intra-recruitment phase which entails for the actual recruitment effort, and (3) the post-recruitment phase that includes the orientation and socialization of new employees with their team and role specific duties.

Training and Development

Training and development programs enhance the employees' knowledge, skills, attitudes, behaviors to work efficiently for the organisation (Ziden & Joo, 2020). It usually includes the vision, mission, operations, products, and services (Ziden & Joo, 2020), norms and values (Bauer, 2022), activities, tools, policies, and procedures that support the employees' total experience within the organization (Petrilli et al., 2022; Skolasky, 2022; Walker-Schmidt et al., 2022). For such reasons, organizations should ensure that new employees receive the appropriate resources and assistance that fulfill their knowledge and performance gaps (Gregory et al., 2022) and advance the overall organizational growth and effectiveness (Murphy, 2020). Organizations should be able to utilize the knowledge and innovative ideas that new employees bring to the work environment (Bauer, 2022) and foment the behaviors that demonstrate involvement and dedication to organizational goals and objectives (Murphy, 2020). Technology can also be utilized in training and development sessions to provide information digitally (Ziden & Joo, 2020); for example, mobile devices provide an easy way to access travel, schedules, meetings, and support information (Murphy, 2020) and online learning

can bring the flexibility needed for employees to show higher levels of work commitment to their leaders and team members (Hassan, 2020; Ziden & Joo, 2020). Training and development assist new employees with delivering positive results, creating a sense of motivation, and building a purpose-driven identity that enhance the overall job satisfaction (Ziden & Joo, 2020).

Turnover and Retention

Employee turnover is the ratio of employees replaced during a period of time compared to the average number of employees, so the more employees are retained the better (Hassan, 2020), because the organization experience more organizational success and financial stability (Murphy, 2020). Retention is focus on the effort to maintain a work environment that supports and encourages employees to remain with the organization (Hassan, 2020), so they can achieve their strategic objectives and organizational needs (Murphy, 2020). Managing turnover and retention have become an enormous challenge for organizations (Hassan, 2020); therefore, it is important for organizations to create and implement efficient employee onboarding practices to decrease turnovers and increase retention (Bauer, 2022; Murphy, 2020). When turnover rates are high, organizations should focus their effort on implementing practical solutions (Badshah & Bulut, 2020) that create a working environment where employees feel they are fulfilled and productive (Bauer, 2022), the organization is being perceived as having a good reputation to attract top talent (Murphy, 2020).

Employees leave their organizations for various reasons, for example: the number of projects to be completed and lack of innovation (Dominic et al., 2020); job dissatisfaction, low compensation, unhealthy working environment, limited opportunities for career development, organizational culture, hiring practices, organizational stability, flexible environment, and shortage of skilled professionals (Hassan, 2020); lack of understanding about their role requirements and low employee engagement (Murphy, 2020); vast amount of job requirements (Schilling et al., 2022); and poor onboarding and emotional connection with leaders and team members (Walker-Schmidt et al., 2022). Hassan (2020) believed there are three main constructs that affect employee retention: (1) Fit which is the level of feeling employees have towards the organization regarding their personal goals and future growth plans. (2) Link is the connection between the employees, external environment, and ability to integrate into the organization. (3) Sacrifice concerns with the benefits that employees can lose if they leave the organization, including their networks and social connections. In addition, Badshah and Bulut (2020) provided additional practices to help organizations with retaining their employees: Creating a friendly working environment, utilizing internal communication, recognizing employee achievements, involving employees in decision making, and implementing efficient career planning.

Generational Workforce

According to Murphy (2020), today's workforce is multigenerational; however, as younger generations begin to support the workplace, organizations should provide opportunities for flexible work environments regarding work schedules and job assignments. In addition, organizations should take advantage of technology as it helps the newer generations with implementing their

innovative ideas and completing professional development sessions just by using their mobile devices. Organizations should innovate their onboarding practices to maximize employee engagement and help employees become better contributors, rather than just employees.

Organizational Culture and Capability

There may be organizations that simply provide a plethora of information to new employees during their onboarding process; however, such information does not assist with creating the cultural connection that new employees need (Walker-Schmidt et al., 2022). New employees should not only learn about organization's values (Palmquist, 2023; Murphy, 2020), norms and traditions (Petrilli et al., 2022; Skolasky, 2022), but also have a tour of the facility to see how the organization operates and where the employee fits within the organization (Skolasky, 2022). Although the onboarding process may be resource-consuming, new employees must be fully familiar with the organization's culture, so they can successfully adapt, integrate, and become productive members of the organization (Palmquist, 2023). Effective onboarding practices result in increased performance, job satisfaction, and loyalty (Chillakuri, 2020), and overall high organizational capacity (Buchan et al., 2019).

Mental Health

Well-designed new employee programs assist with reducing new employees' anxiety (Chillakuri, 2020; Walker-Schmidt et al., 2022) by providing clarity to role requirements and expectations (Chillakuri, 2020). According to Walker-Schmidt, Kaul, and Papadakis (2022), when organizations do not provide clearly defined roles, it creates uncertainty and obstructs the new employees' ability to connect with the organization; thus, increasing the probability of mental health concerns. Organizations should implement effective socialization tactics to influence the new employees' perception and response toward the organization (Pietilä, 2022). The goal is to reduce the new employees' mental health concerns by finding the proper fit or compatibility between the work environment and employees' role, attitudes, and behaviors (Chillakuri, 2020; Pietilä, 2022).

Integration and Socialization

Effective employee onboarding programs provide for intentional human connections and interactions among new hires, leaders, and team members (Schilling et al., 2022; Walker-Schmidt et al., 2022; Ziden & Joo, 2020). Emotional connections are usually created within the first 12-18 months after new employees join an organization (Walker-Schmidt et al., 2022), so all onboarding activities should be planned in advance to assist new employees with their integration into the organization (Chillakuri, 2020; Schilling et al., 2022). Human connections help close the gaps between new employees and team members through the development of effective relationships (Skolasky, 2022) and informational networks which are vital for successful new employee performance (Petrilli et al., 2022).

During the socialization process, the objective is to help new employees rapidly integrate with the organization's culture (Chillakuri, 2020; Ritz et al., 2023; Walker-Schmidt et al., 2022), comprehend job expectations (Walker-Schmidt et al., 2022), and have access to information to become effective in their daily jobs (Chillakuri, 2020). Integration and

socialization help create the foundation for positive, strong, and efficient working relationships (Ritz et al., 2023; Ziden & Joo, 2020). Furthermore, integration and socialization have positive effects in performance, job attitudes, retention, adjustment, job satisfaction, organizational commitment, and perceptions of employee and organizational fit (Pietilä, 2022; Petrilli et al., 2022); employee curiosity (Petrilli et al., 2022), and connection among employees and organisation (Ziden & Joo, 2020).

Adjustment and Trust Building

Adjustment is essential during the onboarding process as it help organizations with protecting new employees against stress and premature turnover (Pietilä, 2022; Schilling et al., 2022). The adjustment period should also provide clear roles and responsibilities to ensure understanding of how new employees can best contribute to the success of the organization (Petrilli et al., 2022; Skolasky, 2022). According to Pietilä (2022), trustful working environments increase the employees' attitudes, engagement, and confidence toward the organization, while creating positive behavioral impact during conflict resolution, role ambiguity, perceived fit, organizational commitment, job satisfaction, job performance, retention, and role orientation.

Employee Engagement

Employee engagement is the foundational element of the relationship between employees and organization (Walker-Schmidt et al., 2022). According to Murgoski (2023), it is the connection between the employees' sense of self with their roles, which can be expressed in diverse manners such as physically, cognitively, emotionally, and overall performance. High levels of employee engagement offer several advantageous outcomes: Strong feelings of accomplishment and desire to engage in meaningful work (Murphy, 2020); improved organizational performance and competitiveness, joy and fulfillment in their work, profitability, clear comprehension of role, responsibilities, and expectations, social integration into the workplace, organizational loyalty and affiliation, positive working relationship between new employees and leaders, determination, and internal drive to achieve great things (Murgoski, 2023); higher emotional connection with the organization and work (Walker-Schmidt et al., 2022); increased productivity at a much faster rate, decreased absenteeism and turnover, greater employee and customer satisfaction, and higher innovation and development of new capabilities (Murgoski, 2023; Walker-Schmidt et al., 2022); willingness to put in extra efforts beyond the normal workload, employee retention of top talent, and significant commitment to organizational objectives (Murgoski, 2023; Murphy, 2020; Walker-Schmidt et al., 2022); and effective communication that create an open and honest environment (Murphy, 2020; Walker-Schmidt et al., 2022). Onboarding is a vital component of employee engagement; therefore, organizations should invest their effort in designing practices that efficiently sustain employee engagement (Murgoski, 2023).

Commitment and Contribution

Organizational commitment happens when new employees find a way to affiliate with organizational goals, mission, vision, and values; therefore, effective onboarding practices assist new employees with achieving such an effort

(Murphy, 2020; Ziden & Joo, 2020). This effort intensifies when new employees have leadership positions in the organization due to the role's visibility and impact on organizational strategy and financials (Pietilä, 2022). It is vital to create personal attachment between new employees and organization because employees want to become effective assets of the organization (Ziden & Joo, 2020) and be able to translate the organizational vision into their own (Hassan, 2020).

Although it may take six to twelve months for new employees to become productive (Sharma & Stol, 2020), the onboarding process should help new employees to be satisfied with their decision of joining the organization as they want to demonstrate their commitment, loyalty, and expertise as soon as possible (Chillakuri, 2020; Hassan, 2020; Pietilä, 2022). Organizations can also foster commitment and contribution when they show flexibility, support, and understanding of new employees' needs (Hassan, 2020).

Job Satisfaction and Overall Experience

New employees' job satisfaction and organizational effectiveness increase because of valuable onboarding experiences (Bauer, 2022; Walker-Schmidt et al., 2022). Organizations that implement successful onboarding experiences see positive effects in diverse areas: Rapid new employees adjustment (Bauer, 2022); better understanding of roles, reduced ambiguity, lower stress and burnout, efficient employee attraction initiatives, empowered employees, and tone in professional relationships (Murphy, 2020); enhanced connection with organizational culture, higher employee engagement, increased productivity, better retention rates, positive employee experience, and efficient connection among employees (Walker-Schmidt et al., 2022). The leaders managing onboarding processes should be able to coordinate with different teams to ensure the initial and overall new employee experience is well established to increase confidence, productivity, assimilation, and satisfaction in a timely manner (Chillakuri, 2020).

Characteristics of Inclusive Employee Onboarding

Inclusive onboarding practices support all new employees no matter who they are or coming from. When new employees feel the organization is a welcoming institution, employees can be their authentic selves. Organizational transparency plays a vital role when making a good impression on new employees as it helps to know if the workplace culture is a good fit for them. The onboarding experience is when organizations highlight the best of its people, practices, and programs to new employees; therefore, organizations need to ensure that everything they do is unbiased, fair, and promote the best of their new employees through effective socialization and inclusive initiatives. According to Magaña et al. (2021), effective onboarding practices consist of acclimation period, peer connections, ongoing feedback for continued new employee support, set performance expectations, understand organizational norms, culture introduction, team meetings attendance, administrative and compliance training session, new hires buddy and departmental sponsor assignment, meetings with leadership, and performance reporting, if necessary. Badshah and Bulut (2020) shared successful onboarding experiences should consider four major levers: (1) Programs that increase new employees' self-confidence,

(2) role clarity that ensures full new employees' contribution, (3) effective peers and leaders' relationships to ensure job satisfaction; and (4) comprehension of organizational goals and values to safeguard new employees' commitment and reduced turnover. Hence, socialization and inclusive elements are vital for successful onboarding experiences.

Socialization Element

Socialization is the process that new employees experience when they begin a new job (Bauer, 2022) to become insiders, active, and fitted members of the new organization (Ruppel & Peacock, 2019; Steifo & Thomasson, 2023). It is the process of familiarizing new employees with organizational practices, values, and culture (Oranburg & Kahn, 2021), new working environment (Bauer, 2022), functional knowledge and skills (Ruppel & Peacock, 2019; Steifo & Thomasson, 2023), and strengths and interests for ultimate individual and organizational success (Walker-Schmidt et al., 2022). According to Wiseman, Ahearne, Hall, and Tirunillai (2022), organizational socialization is focused on (1) organization-initiated tactics to assist new employees assimilate to the new environment, (2) proactive approaches to integrate new employees into the new role and required tasks, and (3) social interactions that keep new employees motivated and engaged with the new workplace. Gregory, Strode, AlQaisi, Sharp, and Barroca (2020) stated socialization has six associated dimensions, such as joining as individual or group, formal or experiential learning, personal achievements, scheduled activities, role models support, and development of new employees' skills, values, attitudes to fit the organisation.

Organizations should do their best to onboard new employees in a rapid manner to assist with the socialization process, which may begin way before onboarding (Ritz et al., 2023), to ensure rapid introduction to organizational culture and role expectations (Steifo & Thomasson, 2023). The socialization process is not about showing the organization's vision, mission, history, and value but focusing on the new employees to improve their motivation, satisfaction, and commitment to the organization (Ziden & Joo, 2020). There are changes that new employees experience during the socialization process, for example, (1) role behavioral changes due to the identification and priorities of tasks, time management requirements, skills and preferences, conflict resolution expectations, and training opportunities (Haave et al., 2020), and employee-centered technology (Steifo & Thomasson, 2023; Ziden & Joo, 2020); (2) skills and abilities changes due to professional qualifications, clear job descriptions, match between job requirements and skillsets, and effective performance feedback (Haave et al., 2020), and clearly presented organizational information, such as history, products, services, structure, and job responsibilities (Steifo & Thomasson, 2023); and (3) norms and values changes due to group influences, peer trust, sense of inclusion, innovative cooperation, communication venues, and team cohesiveness (Haave et al., 2020); interactions and organizational culture (Steifo & Thomasson, 2023); positive relationships, workplace space, documentation, and welcoming (Godinho et al., 2023); integration training, career development, and demonstrated first impression (Ziden & Joo, 2020).

The socialization process usually includes three stages, they are (1) pre-arrival stage which is focused on the selection

process to determine if candidates match the organizational culture, core values, and job requirements; (2) encounter stage when new employees experience the actual organizational settings, leaders, team members, and orientations; and (3) metamorphosis stage used to transform and train new employees to become comfortable with the new work environment through stories, rituals, mentorship, and meet ups (Hassan, 2020). According to Godinho, Reis, Carvalho, and Martinho (2023), organizations may include five methods for conducting new employee socialization: (1) Selective process which starts when individuals contact the organization to learn more about the culture, teams, activities, challenges, rewards, and management style to ensure they meet role requirements and competencies. (2) Job content begins when new employees start experiencing the challenges of role activities so they can feel motivated to accomplishing such tasks based on prescribed performance standards in a successful manner. (3) Supervisory coaching is provided so new employees feel they are being guided through the tasks at hand with constructive feedback. (4) Staff support which gives new employees a sense of acceptance and influence on the beliefs and attitudes necessary for meeting organizational needs and expectations. (5) Integration program which is basically the initial training experience for new employees aimed to familiarize them with the organization's mission, objectives, culture, values, norms, structure, products, and services relevant for top performance. In addition, Buchan, MacDonell, and Yang (2019) recommended organizations provide team social events and access to high quality knowledge artefacts, formal training, proactive feedback, and knowledge sharing opportunities.

Pietilä (2022) mentioned there are several dimensions of socialization tactics, for example, (1) collective versus individual tactics where new employees experience diverse onboarding actions as a group versus having their own unique actions; (2) formal versus informal tactics where there are particular actions to be completed versus a more trial and error type of onboarding process; (3) sequential versus random tactics where there are ordered steps to be followed versus unknown or changing steps on a regular basis; (4) fixed versus variable tactics where there is a clear time schedule for actions to be completed versus ambiguous or unknown dates assigned to actions; and (5) serial versus disjunctive tactics where new employees are trained by experienced team members or by no clear role models. Furthermore, Schilling, Wittner, and Kauffeld (2022) recommended additional interventions for digital or virtual socialization, for example, digital chat interactions, instant messengers, video-based telecommunication sessions, digital group chats, digital scavenger hunts, virtual office trivia, virtual pet photo competitions, interactive musical theaters, virtual small-group meetings, and virtual learning events (Schilling et al., 2022). Socialization assists new employees with reducing uncertainty and stress associated with a new job, while increasing task clarity, perceived competence, employee retention, commitment, performance, and overall job satisfaction (Ruppel & Peacock, 2019; Steifo & Thomasson, 2023).

Inclusion Element

Diversity provides several benefits to organizations in relation to the new employees' background and perspectives (Murphy, 2020). Skolasky (2022) commented that diversity

leads to higher creativity, innovation, and engagement because it helps new employees with feeling they truly belong to the organization. Organizations should consider new employees representing diverse groups to achieve labor market success and competitiveness, for example, highly skilled (Bauer, 2022), international (Bauer, 2022; Harty, 2020; Skolasky, 2022), hybrid capable (Steifo & Thomasson, 2023), fully remote (Pietilä, 2022), professionally experienced (Oranburg & Kahn, 2021; Skolasky, 2022), physically or mentally impaired, single parents, religious, spiritual, and politically oriented (Skolasky, 2022). In addition, organizations should consider new employees from different age groups to ensure inclusive work environments (Skolasky, 2022), for example:

- **Traditionalists:** They were born between 1922 and 1945. It is the oldest generation with only 2% in the workforce and aspire to retire within the next few years. They are referred to as the veteran or silent generation because they experienced the Great Depression, Vietnam War, and Civil Rights Movement. They tend to be loyal to the organization, family, and nation, while resisting rapid technological changes in the workplace (Murphy, 2020).
- **Baby Boomers:** They were born in between 1946 and 1964. They mainly represent the senior and midlevel organizational roles with more than 25% in the workforce and are expected to work until their 60s and 70s. They experienced the Civil Rights movement, women's liberation, Cuban missile crisis, and introduction of color television. They tend to be independent, competitive, disciplined, resourceful, and with high degree of work ethics. They prefer in-person interactions, conventional mail methods, and monetary recognition. They embrace technological advances such as Facebook as their social media means of communication (Murphy, 2020).
- **Generation X:** They were born between 1965 and 1979 and represent 33% of the workforce. They are categorized as the lost generation because they grew up in the shadows of the Baby Boomers. They experienced the influence of economic wars, such as the post-Vietnam Watergate Era, AIDS epidemic, fall of the Berlin Wall, and end of apartheid in South Africa. They are perceived as cynical and skeptical but also compulsive workers who experienced high divorce rates as they were challenged to balance work obligations and family life. They tend to prefer an informal work environment and have the capability of managing high amount of money and resources. They demonstrate diversity, technological awareness, and informal communication preferences (Murphy, 2020).
- **Generation Y:** They were born between 1980 and 1994 with 35% in the labor workforce representing the largest working generation. They are young, educated, assertive, outgoing, family-centric, environmentally friendly, and with high degree of diversity, equality, and social and civic engagements. They are characterized as job hoppers, but it is because they want a work-life balance. They tend to expect instant and continuous feedback, appreciation, mutual respect, fairness, justice, and social equity. They are technologically skilled generation which created highly skilled professionals that desire to work in team environments (Chillakuri, 2020; Murphy, 2020).

- **Generation Z:** They were born between 1995 and 2009 and represent 5% of the labor workforce. They are characterized as digital natives with the ability to multitask and collect information from multiple sources, such as smartphones, iPads, laptops, and computers. They tend to be open-minded, financially conscious, and global-minded. They are well educated individuals with clear career goals who prefer hands-on, real-life learning opportunities. They also seek meaningful work as freelance workers due to work flexibility, independency, and autonomy (Chillakuri, 2020; Murphy, 2020).

Murphy (2020) stated managing a multigenerational workforce requires organizations to maintain business continuity while recognizing the differences among the employees' beliefs, values, innovative ideas, and cultural origins and providing them the opportunity to positively contribute to the organization. Human resource professionals should know how they can assist employees from different generations to work collaboratively, guiding and motivating them to meet organizational objectives in a timely and effective manner. Although human resource professionals experience constant challenges, such as the changes and pressures in demographics, economics, and politics, they should keep advancing the organization's employee retention, productivity, and engagement to ensure organizational competitive advantage in today's labor market. Generations differ in many areas and may encounter concerns with job security, benefits, and retirement expectations; for these reasons, organizations should find ways for addressing such concerns to ensure the multigenerational workforce is supported and protected through efficient policies, procedures, and organizational culture that foster, facilitate, and maintain positive relationships and mutual respect.

Employee Onboarding Framework

Employee onboarding is an organizational strategic effort (Walker-Schmidt et al., 2022) which requires effective communication and collaboration among human resources professionals to ensure new employees comprehend the job expectations and have the required knowledge, skills, and abilities that will help them succeed in today's competitive labor force (Murphy, 2020). Onboarding programs should be more employee centered (Petrilli et al., 2022) to assist new employees with making sense of the transition process (Palmquist, 2023), organizational practices (Ruppel & Peacock, 2019), and organizational culture (Murphy, 2020). Efficient onboarding practices facilitate the fulfilment of new employees' needs (Murphy, 2020) via socialization and support from team members and leaders; thus, achieving increased job satisfaction (Ruppel & Peacock, 2019), decreased frustrations and anxiety (Murphy, 2020), and positive organizational perceptions and multigenerational cohesiveness (Petrilli et al., 2022). Although it may bring diverse challenges and implications, onboarding can also be conducted remotely due to advances in technology (Murphy, 2020; Petrilli et al., 2022). Onboarding activities should create a sense of commitment, job satisfaction, and organizational fit in new employees to allow them to easily adapt to the new working environment (Petrilli et al., 2022). Organizations may also provide an onboarding checklist laying out the time [line, goals, and responsibilities to guide

new employees as they learn to be successful in their new roles (Murphy, 2020). Challenging tasks empower new employees to demonstrate their expertise, communication, and decision-making skills (Ruppel & Peacock, 2019). The goal is for organizations to find unique onboarding practices that assist new employees with becoming more competitive, engaged, and productive team members (Walker-Schmidt et al., 2022), while demonstrating their full potential for achieving organizational goals and personal aspirations in a rapid manner (Petrilli et al., 2022; Ruppel & Peacock, 2019).

Onboarding Objectives

The main objectives of the onboarding process is to assist new employees comprehend their fit with the culture, norms, expectations, responsibilities, authorities, tasks, standards, mindsets, artifacts, techniques, work structures, products, and services that require their knowledge and support (Gregory et al., 2020), which ultimately help with increasing team morale, productivity, working relationships, networking skills, and employee engagement (Badshah & Bulut, 2020). Chillakuri (2020) shared various expectations that should be undertaken during the onboarding process, such as meaningful work, performance management, work-life balance, personal connection, big picture mindset, learning and development, rewards and recognition, innovation, career development, diversity and inclusion, organizational culture, internal mobility, corporate social responsibility, human resources policies, core values, leadership, supportive teams, and office events. Schilling, Wittner, and Kauffeld (2022) shared examples of different onboarding settings, such as learning platforms (i.e., Moodle), homepages (i.e., intranet), virtual environments (i.e., 3D multi-user virtual reality), apps and mobile applications (i.e., apps linking smartphone with virtual reality technology), and telecommunication software (i.e., Zoom, Microsoft Teams, or Skype). Setting the tone on the onboarding process is also valuable.

Oranburg and Kahn (2021) provided several recommendations for achieving the objectives of onboarding programs. They shared by setting the tone, organizations can establish the atmosphere and character of the culture while new employees become capable of interpreting the unwritten rules and norms and have a sense of belonging. Leaders should ensure that all materials shared with new employees convey the essential elements of the organization, such as ethics, values, and code of conduct. Organizations should implement a mentoring program that pairs experienced team members with new employees to help with the acclimatization, contributions, and success of new employees. Mentors should be empathetic, enthusiastic, and respected team members who possess the skillsets needed to provide constructive feedback to new employees. Organizational leaders may connect with new employees during one-on-one meetings to have a conversation about the organization's culture, strengths, opportunities, dynamics, and viewpoints. Business meetings may be used to help new employees gain understanding on the challenges and innovations of the organization. Leaders need to encourage meeting attendance by ensuring all meeting start and end on time, including an agenda in meeting email invitations, and encouraging active participation. Motivation connects new employees with the organization's purpose; thus, demonstrating high performance, resourcefulness, and autonomy. Mission-driven organizations generate engaged,

productive, and strategic new employees because their purpose ("why") is prevalent in the working environment. Having a mission-driven mindset may require setting clear, concise, and business-prioritized goals linked to organizational success. Such goals should be quantified outcomes committed to achieve the organization's mission and objectives. Goal setting is vital in producing a collaborative and innovative working environment, which motivates new employees to perform their jobs in an effective and efficient manner. Autonomy originates from the organization's culture as it gives enough freedom to employees to think for themselves, make independent decisions, and become accountable for their actions. Having autonomy motivates new employees with demonstrating organizational values, trust, and self-confidence.

Onboarding Framework

Organizations should develop and implement an onboarding strategy to ensure such initiative positively impacts the organization and new employees. According to Pietilä (2022), the onboarding strategy can be classified into one of three levels: Level 1 is the passive onboarding focused on compliance concerns, role clarification elements, processes for communicating the organizational culture, or support for interpersonal connections. Level 2 is categorized as high potential onboarding focused on executing the elements from Level 1 at a high level with formal standards. Level 3 is the proactive onboarding approach where all elements of the onboarding process are systematically integrated into the organizational onboarding strategy. In addition, Pietilä mentioned that onboarding may be divided into two complementary sections: (1) General onboarding is offered to all new employees and includes foundational elements of the organization, such as culture, mission, vision, values, history, policies, and procedures. (2) Role-specific onboarding is offered to department-specific team members that need specialized knowledge and skills to perform their job roles. The main goals for implementing an onboarding strategy are to assist new employees with experiencing the organization's culture and team norms; job responsibilities and authority of other team members; standard of work quality; adopt the team's mindset and work techniques; and comprehend work structures, aims, implications, and terminology (Buchan et al., 2019). There are two commonly known frameworks regarding new employees onboarding, they are Four C's and IWG frameworks:

The *Four C's framework* was developed by Talya Bauer. This framework divides the onboarding content into four levels, such as compliance, clarification, culture, and connection (Bauer, 2022). The first C is focused on compliance and includes the organization's policies, procedures, rules, and regulations regarding attendance, dress code, terms, and conditions of employment; the second C is focused on clarification and includes performance expectations, job roles and descriptions, rules of engagement, and reporting procedures; the third C is focused on the organization's culture with its history, traditions, norms, values, and philosophy; and the fourth C is focused on connection which enhances the new employees' relationships, networks, integration, hierarchy, and socialization (Bauer, 2022; Chenji et al., 2020; Ibrahim et al., 2022). According to Gregory, Strode, AlQaisi, Sharp, and Barroca (2020), the Four C's framework has six functions for successful new employee onboarding: (1)

Recruiting process provides information to assist with creating realistic expectations regarding the organisation and role. (2) Orientation assists with comprehending diverse organizational and role elements, such as culture, values, goals, history, and power structure through face-to-face interactions, documentation, online programs, and socialization opportunities. (3) Support tools and processes include a written onboarding plan with timelines, goals, responsibilities, support systems, and employee assistance information. (4) Coaching, mentoring, and support via internal or external role models to assist with learning more about the role, social, and political elements of the organisation. (5) Training entails for learning diverse skills through informal (i.e., on-the-job training) or formal (mandatory scheduled courses) methods. (6) Feedback and guidance to offer information on progress, strengths, and weaknesses via formal (i.e., performance appraisals) and informal (i.e., asking questions about the expectations and evaluations of co-workers and supervisors) venues. In addition, the Four C's framework includes adjustments that new employees go through during the onboarding process, such as self-efficacy, role clarity, social integration, and cultural knowledge.

The *IWG framework* was developed by Howard Klein and Aden Heuser. According to Bauer (2022), this framework organizes the onboarding process into three categories, such as Inform, Welcome, and Guide to help integrate and familiarize new employees with the organization's history, beliefs, goals, and people. The Inform category provides new employees with the information, materials, and experiences needed to be successful in their new role by including communication (i.e., welcome letters, conversations, and schedule calls), resources (i.e., frequently asked questions), and training (i.e., orientation program); the Welcome category provides an opportunity for new employees acknowledgment, socialization, and appreciation through meetings and lunch sessions with team members and leaders to help establish efficient and trusted relationships; and the Guide category assists new employees with transitioning from outsider to insider status through guidance, mentoring (i.e., buddy system), and coaching regarding roles, responsibilities, and expected experiences (Bauer, 2022; Haave et al., 2023; Pietilä, 2022).

According to Harty (2020), a well-defined and structured onboarding framework provides an opportunity for new employees to be individually mentored by experienced employees during one to three months, or by cohort-based experiences every two weeks for three months. In addition, if hiring new employees is experienced on an ongoing basis, organizations may include iterative pilot sessions to ensure the new employees receive the latest technology, benefits, leadership context, and support based on labor market dynamic.

Onboarding Process

Onboarding is the process of familiarizing new employees with the new organization's history, products, services, expectations, goals, values, rules, responsibilities, procedures, influences, and culture, and adjusting to the social and performance elements of the new role (Bauer, 2022; Brødsjø et al., 2023; Chillakuri, 2020; Murgoski, 2023). Onboarding is also a strategic tool which benefit both organizations and new employees by ensuring that the overall engagement and growth are sustained in a systematic

manner (Hassan, 2020). Onboarding processes may differ in procedures, techniques, style, size, and level (Chillakuri, 2020; Hassan, 2020; Ritz et al., 2023) according to the organization's strategic needs (Bauer, 2022). During the onboarding process, new employees are empowered to demonstrate their creativity, competences, and self-determination by providing value-added insights for improving organizational practices, procedures, and methods (Chenji et al., 2020). Organizations have the option of implementing a structured onboarding process to ensure replication and measurement on a regular basis (Bauer, 2022) or a customized process based on hiring goals and individual attributes (Hassan, 2020). Nevertheless, the main objective is to ensure that the onboarding process is effectively enhancing the new employees' experience throughout their journey with the organization (Murgoski, 2023).

The onboarding process can be either formal or informal based on organizational objectives and be conducted in-person or via technology. The informal approach does not provide a clear organizational plan, and new employees must discover how to engage in their new work environment by themselves; conversely, the formal approach is written with the goals, objectives, policies, procedures, responsibilities, and support necessary for new employees to comprehend the work environment (Bauer, 2022; Hassan, 2020; Pietilä, 2022). According to Cesário and Chambel (2019), organizations such as IBM, EY, Facebook, MasterCard, and Apple offer formal and structured onboarding to new employees at different levels: (1) Macro level is focused on group sessions that include organizational information, such as history, structure, mission, vision, values, code of ethics, benefits, intranet system access, and performance appraisal system. (2) Functional level is focused by operational areas, such as marketing, human resources, or finance to share detailed information about their respective areas. (3) Micro level is focused on sharing detailed information about job description, tasks, procedures, performance objectives, company mission, and expectations through, sometimes, gamification to enhance new employees' motivation and engagement.

Hassan (2020) stated a successful onboarding process may include five stages: (1) Preparation stage is when new employees receive background material and detailed plans of their onboarding process. (2) Orientation stage is a schedule session to provide the organization's history, mission, vision, core values, and culture. (3) Integration stage is the practice which assist new employees with their adjustment into the role, work environment, team members, and leaders. (4) Engagement stage is about keeping new employees motivated to perform their new roles, which may last for weeks due to challenges experienced on the job. (5) Follow up stage is focused on monitoring the new employees' progress to ensure they comprehended and adjusted to their roles and responsibilities. Badshah and Bulut (2020) provided an example for onboarding senior leaders: (1) Input session which includes information about the organization, onboarding agenda, mentoring process, and skills development. (2) Mentoring meetings sessions with stakeholders, shareholders, peers, customers, and employees. (3) Board meetings sessions with the CEO, division heads, and senior leaders. (4) Output session which includes information about performance evaluation, continuous interactions, engagement opportunities,

competency-development needs, and onboarding improvements. Commonly, onboarding processes include the preparation, pre-onboarding, orientation session, and new employee support phases:

Preparation. The preparation phase is focused on the time prior the new employees begin the onboarding process. Ritz, Donisi, Elshan, and Rietsche (2023) recommended diverse measures to ensure an efficient start for new employee, such as preparing the workplace (i.e., equipment), tasks list, timeline of events, web-based platform with updated information, personalized welcome session by senior leader and manager, welcome kit and gifts, team activities agenda (i.e., lunch), and email announcements. In addition, Buchan, MacDonell, and Yang (2019) shared several techniques that may be used to assist new employees with their onboarding process: (1) Mentoring sessions with experienced team members to interact in a regular or ad hoc basis. (2) Online communities to find answers to questions. (3) Peer support through guidance, questions and answers, and observation sessions. (4) Team socialization outside work-related areas. (5) Training courses to achieve learning objectives or work-related certifications. (6) Internal documentation regarding projects or products. (7) Product overviews with functionalities, features, and business value. (8) Stand ups with team members and supervisor. (9) Simple tasks considered as low risk with required tools, process, technology, and norms. (10) Self-learning through diverse libraries, tools, books, and courses (i.e., Lynda, Udemy, or other learning resources). (11) Induction, which is focused on learning about the organization's history, beliefs, values, goals, structure, safety, security, health, responsibilities, accountability, and career progression. (12) Knowledge database access and contributions regarding product information, decisions, standards, and other topics. (13) Team leader support which requires hoc assistance with answering questions or decisions. (14) Team retrospective to review team challenges and learning opportunities. (15) Review projects' long-term plan to better understand all completed and upcoming tasks. (16) Attend a national, regional, or international conference. (17) Set expectations about the onboarding process and role-specific goals and activities. (18) Electronic communication to receive assistance from team members, such as emails, chats, or social media. (19) Meet with team members from other branches or geographical locations in person. (20) Floor map diagram illustrating the distribution of team members in the floor with their respective authority, expertise, and department. (21) Checklists to assist with remembering diverse work-related tasks.

Furthermore, the onboarding staff should consider the time it takes for new employees to assimilate into the new work environment as it varies depending on different factors, such as work experience, attitude, skills, and support opportunities (Buchan et al., 2019); and associated costs due to initial low-level productivity or organizational bureaucracy (Sharma & Stol, 2020). However, onboarding programs may last between two to 30 days (Chillakuri, 2020; Varshney, 2022), 45 days (Murphy, 2020), 90 days (Bauer, 2022; Sharma & Stol, 2020), or even 12 to 18 months (Murphy, 2020) to ensure new employees fully assimilate to the new work environments depending on organizational requirements, expectations, and resources.

Pre-Onboarding. According to Godinho, Reis, Carvalho, and Martinho (2023), organizations can adapt their

onboarding programs to ensure their procedures are more welcoming oriented to ultimately reduce organizational costs and employee turnover. Pre-onboarding occurs prior the new employees' scheduled start dates and offers an opportunity for organizations to engage new employees earlier in the process with the goal of improving self-confidence, self-efficacy, commitment, job satisfaction, and retention of new employees (Ziden & Joo, 2020), while giving a truthful impression of the organization's culture, relationships, requirements, and expected results (Pietilä, 2022). Organizations should have clearly defined onboarding processes to ensure all new employees feel welcomed and are an essential part of the organization; thus, positively influencing their attitudes, behavior, performance, and retention (Godinho et al., 2023). Pietilä (2022) shared three views regarding the importance of engaging new employees in a timely manner, for examples, it helps with reducing uncertainty, familiarizing with the new workplace, and receiving all necessary resources to effectively perform according to proposed standards.

Godinho, Reis, Carvalho, and Martinho (2023) commended that new employees may experience stress, anxiety, and uncertainty about the new working environment. For this, organizations should have a welcoming process to ensure they provide comfort to new employees. A welcoming process generates new employees' adjustment, integration, learning, and positive attitudes. When the welcoming process is conducted well, then the organization and new employees will benefit from such a good integration. Such a process may be conducted formally where organizations guide new employees throughout the entire process or informally where new employees are only introduced to team members through daily interactions. A welcoming session may be considered as reception to ensure new employees interact with their leaders and team members (Godinho et al., 2023). Cesário and Chambel (2019) stated organizations should have (1) leaders who are committed to welcoming new employees to provide the necessary resources, communication, and support to building efficient social networks; and (2) team members who can provide a first good impression to new employees so they can feel comfortable with the team dynamics and start establishing positive relationships. Team harmony is foundational for communicating clarity and security to new employees (Godinho et al., 2023). New employees may also receive a list of learning experiences according to their functions' roles and responsibilities and organizational culture and policies (Godinho et al., 2023). Such list may be provided digitally which may allow for accelerated engagement, productivity, and career success (Ziden & Joo, 2020). To circumvent any future concerns with new employees' work habits, beliefs, behaviors, and attitudes, the learning experiences may include information about the organization's principles, mission, objectives, values, standards, customs, culture, work areas, leisure areas, communication venues, function, role, technology, and other resources (Godinho et al., 2023).

Orientation Session. Team leads, project managers, and/or human resources representatives lead orientation sessions (Gregory et al., 2022) to introduce all new employees to their respective jobs, team members, and organization through socialization and diverse activities during a short period of time (Sharma & Stol, 2020). Organizations may also provide a new employee handbook for easy reference regarding the

organization's background, operations, technology, and personnel; and presentation sessions focused on timelines, roles, questions and answers, facilities, terms, conditions, norms, contacts information, and other vital information (Gregory et al., 2022). The objective is to achieve new employees' long-term success through job satisfaction, commitment, self-efficacy, coping capabilities, and social integration (Sharma & Stol, 2020). According to Schilling, Wittner, and Kauffeld (2022), organizations may share information through their webpages (i.e., systems and software), virtual events (i.e., via Zoom, Skype, or MS Teams about the onboarding process, welcoming sessions, or facilities), or virtual facilities events (i.e., campus tours). Organizations also continue their effort to support socialization during the orientation session to assist new employees with their integration, relationship building, and commitment as organizational restructuring, downsizing, and redundancies may negatively interfere with employees loyalty (Godinho et al., 2023); however, socialization may also assist new employees with creating trust and the necessary confidence to openly interact with other team members and leaders, breaking down the barriers of communication, by attending social events inside and outside the workplace such as team building activities, games, lunch sessions, or any other events (Gregory et al., 2022). The emotional connection between the new employees and their respective organizations creates high levels of motivation, job satisfaction, and commitment (Godinho et al., 2023) and assists with communicating compliance requirements while promoting a positive image of organizations (Sharma & Stol, 2020).

Self-study is another element that organizations may include in orientation sessions as it stimulates new employees to become active members of the organization (Schilling et al., 2022). It provides self-improvement opportunities by completing internal or external articles or learning courses via Udemy for example (Gregory et al., 2022). Organizations may include examinations to ensure new employees have the right knowledge, skills, and attitudes expected in their roles or utilize virtual discussion boards or workspaces, such as Google Docs, which include task lists and documents to exchange materials with other team members (Schilling et al., 2022). Orientation sessions may include other tasks and activities that new employees must complete. According to Ju, Sajani, Kelly, and Herzig (2021), tasks may be structured as simple-complex, priority-first, or exploration based: (1) Simple-complex tasks challenge new employees with experiencing the depth and breadth of assigned tasks through smooth learning experiences. (2) Priority-first tasks is where all project's features are divided into tasks so new employees can select the tasks in an organic manner and receive assistance from other experienced team members. (3) Exploration-based tasks is focused on assigning loosely defined tasks to new employees to learn more about the products and services, while building social networks throughout the task completion process. In addition, there may be additional activities that could be planned for orientation sessions: Access to technology, webpages, online platforms, social media, software, and workspaces (Dial et al., 2021; Schilling et al., 2022; Varshney, 2022); online libraries, orientation videos, and virtual team welcome sessions (Varshney, 2022); meetings with staff, team, and leaders inside or outside the functional area (Dial et al., 2021; Varshney,

2022); training experiences focused on role-specific, technical skills, or compliance requirements (Dial et al., 2021; Varshney, 2022); video tutorials, webinars, discussion boards, augmented reality, peer mentoring, assignments, quizzes, labs, scavenger hunt, games, office trivia, campus tours, and counseling sessions (Schilling et al., 2022); and finally satisfaction surveys (Varshney, 2022).

Organizations may provide all necessary information by using a wide range of materials: (1) Onboarding handbooks help new employees with their integration into the organization by providing information regarding the organization's history, mission, values, policies, facilities, training, job shadowing, mentoring program, standards of conduct, and benefits (Godinho et al., 2023). (2) Interactive step-by-step guides that include information of products' features, attributes, descriptions, steps, visualizations, markers, instructions, annotations, explanations, and legends that can be used in an interactive manner (Stoiber et al., 2021). (3) Checklists with diverse information such as strategy, cultural norms, performance expectations, organizational structure, and training requirements (Skolasky, 2022); or digitally shared with systems' user login, access requirements, Wi-Fi capacity, VPN requirements, video-conferencing tools, reports, and other necessary resources (Varshney, 2022). (4) Visualization tools utilized for analyzing, filtering, and rendering of large and complex organizational datasets (Stoiber et al., 2021). (5) Scrolly-telling tutorials which provide complex information in a narrative manner by scrolling up and down the user interface (Stoiber et al., 2021). (6) Video tutorials which provide introductions, instructions, interactions, and explanations with voice-over or textual descriptions with subtitles for each step of required processes (Stoiber et al., 2021). (7) Gamification which provides structured rules, definitions, scenarios, outcomes, and consequences to enhance new employees' motivation and engagement (Lipson, 2021; Palmquist, 2023) via role-specific, bingo, QR-hunting, quizzes, social media, or other types of games (Heimburger et al., 2020).

Employee Support Programs. Employee support programs provide continuous assistance through counseling interventions, coaching and mentoring, life adjustment sessions, performance feedback, communities of practice, and learning experiences when employees face the challenges of today's labor market. (1) Counseling interventions assist new employees with finding ways to resolving their concerns and issues by meeting with other professionals in-person or virtually (Schilling et al., 2022). (2) Coaching and mentoring involve connecting new employees with more experienced team members (Dominic et al., 2020; Gregory et al., 2022) to assist with creating a learning-oriented environment where team members demonstrate empathy, provide opportunities for the transfer of knowledge (Gregory et al., 2022; Sharma & Stol, 2020), and support career development through role modeling, pair programming, planning and review meetings, and other collaborative experiences (Gregory et al., 2022; Sharma & Stol, 2020). (3) Life adjustment sessions assist new employees with receiving an optimal onboarding experience through self-efficacy which is when new employees believe in their ability to succeed in a situation or completing a task, role clarity by having a full understanding on how to perform a wide range of job tasks, social integration by assisting new employees with becoming part of the team and building

positive relationships, knowledge of culture based on shared context and belief systems to help influence team operations; mindset change to create diverse ways of thinking to impact the values, principles, trust, and openness of new employees to adapting and growing in the workplace; team composition by having a well-balanced and stable group of employees working together to achieve expected goals and objectives, and team communication which is focused on the ability to change communication styles and venues to support team and organizational needs (Gregory et al., 2022; Pietilä, 2022). (4) Performance feedback helps with providing guidance, direction, and clarity in accordance with prescribed standards and such feedback may be collected via open-ended questions surveys or one-on-one, performance review, testing, retrospectives, or tasks sessions (Gregory, Strode, Sharp, & Barroca, 2022; Varshney, 2022). (5) Communities of practice which are groups of employees who share the same passion or concerns regarding particular themes and find ways to learning more about it regularly (Gregory et al., 2022). (6) Learning experiences that help increase new employees' productivity and job satisfaction (Hassan, 2020; Ziden & Joo, 2020) and help them make sense of the organization to deliver significant value (Harty, 2020) through formal, informal, reskilling, upskilling, on-the-job, on-demand, or other course methodologies (Dial et al., 2021) focused on tasks, software, and systems (Gregory et al., 2022; Sharma & Stol, 2020), diverse tools (Michalíková, 2021), and organization specific topics such as history, customs, ethics, core values, laws, regulations, policies, and other topics (Ibrahim et al., 2022).

International Onboarding

International onboarding is an element that cannot be overlooked as it brings additional challenges to organizations, new employees, and family members. International onboarding is when new employees join organizations from abroad and such a transition may bring challenges regarding cultural, behavioral, customs, courtesies, climate, and language differences (Bauer, 2022; Pietilä, 2022). As a result, new employees should comprehend the differences and similarities between cultures prior joining international organizations (Bauer, 2022).

According to Bauer (2022), domestic and international onboarding processes may include similar elements, such as recruiting, training, compensation, talent management, and policies. However, organizations may invest more time and effort in ensuring that new employees have a positive acclimatization and adjustment experience due to time in country, housing, furnishings, healthcare, social networks, daily life routines, and other personal needs and expectations. Although the onboarding phases differ among organizations and countries, new international employees may expect to experience four common phases: (1) Pre/post departure cultural training to ensure new employees feel comfortable with the new working environment and culture, including coping mechanisms, local norms, behavioral patterns, building strong positive relationships, and additional subjects as point of reference. (2) Prior to first day of work is when organizations increase communication with their new international employees to ensure they have enough information about the organization to prepare for the new role and responsibilities, while finding ways for enhancing job satisfaction and performance. (3) First day of

work is when organizations create a positive first impression by ensuring all activities, tasks, information, workplace, team members, and leaders are readily available to integrate their new employees and families. (4) First three months is when new international employees have more experience about the new organization, country, and culture, while team members and leaders provide more opportunities for receiving and providing feedback, support, and guidance, and assisting with creating networks where new employees can expand their views regarding the organization and culture through socialization and group conversations.

According to Bauer (2022), social networks and language are also vital elements during international onboarding. New international employees should have continuous social support to assist them with their integration and adjustment into the new environment. Such an effort enhances the relationship with team members and leaders, while experiencing and benefiting from the cultural diversity of the organization. A buddy system may be offered to accelerate the socialization process by pairing new employees with team members who have more time in the country to enhance organizational knowledge, resolve personal challenges, increase motivation, and become more open minded regarding local residents and culture. Organizations should also invest more time and effort in supporting family members by providing all necessary resources for them to quickly adjust into the new country, culture, and social environment by assisting with school registration, fees, supplies, cultural training, career development, and creating relationships with other international and local families. Furthermore, many employees who work for international organizations do not speak the same language of the country they are located at; as a result, organizations tend to use English for business purposes, while providing resources for language translation and enhanced proficiency.

Employee Onboarding Best Practices

Employee onboarding practices differ among organizations; however, the foundational objective is to ensure that new employees adjust and integrate into the organization efficiently, while providing the time, structure, and resources necessary for a flexible and ideal work-life balance (Magaña et al., 2021; Ruppel & Peacock, 2019). Onboarding may be conducted in-person or via technology devices (Hassan, 2020). Organizations should provide information regarding mission, vision, core values, culture, roles, responsibilities, expectations, assumptions, procedures, systems, operations, policies, and other topics to avoid new employees' confusion or frustration (Hassan, 2020; Magaña et al., 2021; Ruppel & Peacock, 2019). Generational differences and challenges may be better managed through regular check-ins, social interactions, coaching, mentoring, and buddy systems which may also assist with enhancing acclimatization and retention rates (Hassan, 2020; Ruppel & Peacock, 2019). New employees want to be respected, valued, and nurtured in the new working environment, a place where they can develop caring and positive relationships with other team members and leaders (Magaña et al., 2021; Ruppel & Peacock, 2019). Knowledge development is also an essential element in onboarding. Organizations should strengthen the new employees' knowledge through standardized knowledge-sharing venues at every step of the orientation process to ensure they receive consistent contextual information and are able to apply their skills in the new workplace in a timely

manner (Magaña et al., 2021; Ruppel & Peacock, 2019). New employees should have access to diverse training programs which may include online, social, technical, operational, leadership, and other learning solutions to develop and enhance necessary competencies (Hassan, 2020; Magaña et al., 2021). Throughout the onboarding process, new employees and organizational practices need regular assessments and feedback to ensure continued performance and processes improvements (Hassan, 2020; Magaña et al., 2021; Ruppel & Peacock, 2019).

Employee Experience During the Onboarding Process

The new employees' experience during the onboarding process should be optimal. The efficient integration and acclimatization of new employees assist with sustaining and enhancing retention rates. New employees may experience diverse challenges through the onboarding process regarding practices, mindsets, norms, and team dynamics; for such reasons, they should be aware that learning is a proactive competency (Gregory et al., 2022). Murphy (2020) recommended focusing on the new employees' readiness to reduce the potential barriers experienced in today's labor market by streamlining processes and programs, while ensuring that new employees are fully supported and motivated to achieve their highest potential.

Organizational leaders need to consider the creation of personalized onboarding experiences to further strengthen the new employees' integration and retention through clear and purposeful direction and communication (Blount, 2022). New employees want to feel comfortable in their new roles, so leaders should become the mediators for achieving such a goal (Sharma & Stol, 2020). Strategic planning, open communication, and trust play a vital role in the onboarding experience as it demonstrates that leaders really care for their new employees by being transparent and improving perceptions toward organizational policies, procedures, initiatives, and practices (Murphy, 2020; Ruppel & Peacock, 2019). Leaders need to also foster a culture of innovation and reduce any technological barriers that may impede virtual connections and collaboration via Zoom, WebEx, YouTube, or other systems (Murphy, 2020). The main goal is to improve the new employees experience so they can feel valued, recognized, comfortable, accepted, and confident to successfully perform their duties which ultimately enhance retention rates and job satisfaction (Sharma & Stol, 2020).

Organizational culture impacts the new employees' adaptability, motivation, behavior, and productivity; thus, aligning the organization's beliefs, values, and norms with job requirements is important to overcome the challenges experienced in today's labor market (Hassan, 2020), which also assist with creating an environment that sustains the resources for new employees to become suitable to organizational expectations and ultimately achieve optimal results (Cesário & Chambel, 2019). To achieve such results organizations may need to tailor their onboarding practices based on project requirements and new employee's needs, experiences, and abilities (Gluvakov et al., 2024).

New employees tend to appreciate the flexibility, customization, and personalization of onboarding practices (Gluvakov et al., 2024) as it assists them with sustaining their previously gained skills and experiences and receive additional support from mentors, leaders, and other team members when necessary (Farakish et al., 2022). Structured onboarding programs should clearly communicate

organizational demands and expectations to new employees though realistic job previews by including transparent and truthful information regarding the roles and organization to avoid disillusionment when the new employees join the organization (Gluvakov et al., 2024).

Efficient onboarding programs improve new employee satisfaction by influencing behaviors, attitudes, and knowledge (Chenji et al., 2020), assist organizations with attracting and retaining top talents (Badshah & Bulut, 2020), and help with positioning new employees in the correct teams and line of duties (Ju et al., 2021). Such actions ultimately help new employees with gaining role clarity, self-efficacy, and social acceptance (Chenji et al., 2020). The proactive behaviors of team members play a vital role during the new employee's integration process as they help connect the new members with other leaders and departmental members among the organization; thus, start creating diverse opportunities for peer-to-peer and leadership conversations and support (Dial et al., 2021; Ruppel & Peacock, 2019). The quality of such peer-to-peer and leaders-team members relationships affects the team's dynamics, creativity, retention, communication, and development (Badshah & Bulut, 2020; Chenji et al., 2020; Dial et al., 2021; Sharma & Stol, 2020).

Implementing efficient mentoring programs also assist new employees with becoming successful employees (Ruppel & Peacock, 2019). Mentors may be the first individuals to answer the questions and concerns of new employees, introduce them to other team members and leaders, provide role-specific guidance, and reduce organizational barriers (Ju et al., 2021). In addition, dependency and collaboration during tasks completion assist new employees with establishing social connections, engagement, motivation, confidence, capacity, and camaraderie (Ju et al., 2021; Ruppel & Peacock, 2019). Furthermore, the work-life balance element is something that cannot be overlooked. New employees may need different working hours due to family commitments, traffic conflicts, and social life (Ruppel & Peacock, 2019), which ensure job security, satisfaction, loyalty, and retention by demonstrating they are valued and appreciated in their work environments and personal lives (Hassan, 2020).

Organizations create and implement diverse support programs that help connect new employees with organizational resources, such as social and professional networks, mental health professionals, and learning solutions to enhance their knowledge, skills, and abilities to perform their tasks and connect with others successfully (Ruppel & Peacock, 2019; Sharma & Stol, 2020). Support programs are essential for growth in today's challenging work environments as they provide real-time information, tools, processes, and other resources in times of need (Ju et al., 2021; Ruppel & Peacock, 2019). Leaders may utilize diverse strategies to strengthen the synergy between organizational needs and new employees' capabilities via candid conversations regarding career goals and developmental opportunities (Ruppel & Peacock, 2019). Systematic learning experiences focused on contextual or role-specific tasks, tools, and responsibilities enhance the new employees' confidence, which may also be supported by documentations, presentations, tutorials, and demonstrations (Ju et al., 2021), and any other network applications (i.e., Google Apps) that store necessary information (Ruppel & Peacock, 2019).

Ruppel and Peacock (2019) recommended selecting projects where new employees can collaborate with other team members while demonstrating immediate skills utilization, work styles, social behaviors, decision making, and organizational fit; such projects opportunities give new employees a sense of meaning, value, respect, and belonging. Job satisfaction is essentially the contentment of new employees regarding their role and responsibilities (Hassan, 2020; Murgoski, 2023). It may include the psychological, emotional, physiological, environmental, and work-related inputs and results (Ibrahim et al., 2022; Murgoski, 2023). Job satisfaction may be impacted by several factors such as responsibilities, effort, time, interest, autonomy, appreciation, respect, recognition, empowerment, achievement, advancement, compensation, perks, bonuses, benefits, work conditions, relationships, and others (Hassan, 2020; Ibrahim et al., 2022). High job satisfaction results in efficiently demonstrating higher loyalty, productivity, engagement, emotions, performance, retention rates (Hassan, 2020), and organizational core values (Ibrahim et al., 2022).

Turnover and retention of employees are driving forces for organizational success (Walker-Schmidt et al., 2022). Turnover is the tendency or inclination to leave the organization (Sharma & Stol, 2020), which may cause additional costs, time, and effort for organizations due to program sustainment requirements and expectations in the areas of learning opportunities, employee engagement, job satisfaction, relationships building, work materials, and others (Walker-Schmidt et al., 2022; Ziden & Joo, 2020). According to Walker-Schmidt, Kaul, and Papadakis (2022), employee turnover may be preventable by implementing meaningful work strategies, positive work environments, socialization opportunities, respectful and trustful relationships, and purposeful work deliverables.

Organizations should also focus their time and effort on retention initiatives to create an attractive, practical, contextual, and employee centric experience (Blount, 2022; Farakish et al., 2022; Walker-Schmidt et al., 2022). Structured retention efforts may contain elements of cultural integration to assist new employees with comprehending organizational functions and norms, socialization opportunities to create a sense of camaraderie and emotional connection among new employees, and relationship building to ensure that new employees are supporting the right organization with their strengths and experiences (Farakish et al., 2022; Walker-Schmidt et al., 2022). To enhance employee retention, organizations need to ensure that all information is easily accessible to reduce the new employees' feeling of isolation (Farakish et al., 2022), appropriate to develop robust competency development plans (Brødsjø et al., 2023) and provide clear reference to contextual work tasks (Godinho et al., 2023).

Organizations should meticulously create and implement thoughtfully integrated new employees' experiences (Blount, 2022) that help showcase the reasons why new employees decide to join the organization over other institutions with comparable roles, compensation, benefits, career paths, and other opportunities (Badshah & Bulut, 2020). New employees may prefer to engage in job opportunities that offer creative, innovative, skillful, and positive working environments where they feel welcomed, valued, appreciated, and supported (Brødsjø et al., 2023; Walker-Schmidt et al., 2022). New employees' experiences

are crucial for organizational competitiveness and sustainability in today's challenging labor market (Godinho et al., 2023).

Digital Perspective of Employee Onboarding

Technological advances have given organizations additional options for implementing onboarding programs where new employees feel valued and rewarded (Blount, 2022). Digital technology includes information, communication, and connectivity systems which help with personalizing onboarding experiences, while driving organizational performance by reducing costs and fulfilling customer expectations (Gottlieb & Pongratz, 2019). Digital technology may have direct implications on new employees (Steifo & Thomasson, 2023) as it may force them to think differently due to higher demand on digitalization competencies (Brødsjø et al., 2023; Gottlieb & Pongratz, 2019). Therefore, organizations should implement practical digital onboarding experiences when introducing new employees to the organization and role as more individuals are working in hybrid or from home arrangements than ever before (Steifo & Thomasson, 2023). Digital innovation may lead to enhanced processes, products, services, and frameworks (Gottlieb & Pongratz, 2019). For this, Palmquist (2023) recommended a clear understanding of the organization's digital infrastructure to improve the technical readiness of all materials, which may be utilized during the onboarding process, through tutorials that provide step-by-step processes on integration, socialization, and information regarding the organization's history, structures, vision, and mission; self-reporting tools that demonstrate the health and well-being of employees; and functions that could be customized and scaled down to modern technologies.

Digital Onboarding

The digital onboarding framework utilizes technology to create blended experiential environments (Ziden & Joo, 2020) where well-structured processes positively impact knowledge sharing, socialization, attitudes, and behavior of new employees within the lenses of self-efficacy and expectancy (Petrilli et al., 2022; Ziden & Joo, 2020). Such programs may be adapted to allow for virtual socialization that assist new employees with better understanding of roles and responsibilities, adapting to tasks and work contexts, and receiving real-time guidance, advice, and feedback on performance which ultimately enhance career opportunities (Petrilli et al., 2022). Digital onboarding should reduce the uncertainty, stress, and anxiety that new employees experience when joining an organization by helping with making sense of the work environment and providing all necessary information, resources, and training to become fully engaged, adaptable, and functional employees (Petrilli et al., 2022; Ziden & Joo, 2020). Digital onboarding must lead to positive outcomes (Ziden & Joo, 2020) and generate a culture that invest in the new generation of employees that will sustain the competitive advantage of the organization (Petrilli et al., 2022).

According to Brødsjø, Sandøy, and Hustad (2023), organizations may implement diverse knowledge management initiatives to establish transfer of knowledge to new employees. Usually, leaders ensure that new employees receive training and introduction to work-related tasks through conversations with other team members, while assigned coaches and mentors provide necessary support and

assistance; and then, new employees start attending learning sessions regarding organization-specific knowledge (i.e., core values, mission, vision, history, culture, etc.) and other collaborative and networking opportunities. Brødsjø, Sandøy, and Hustad (2023) also shared ten knowledge management initiatives that support onboarding and knowledge flow: (1) Knowledge sharing platform to share resources such as best practices, guidelines, templates, and lessons learned; (2) communities of practice to bring together employees with shared professional interests and expertise to foster knowledge sharing, problem solving, learning, and innovation; (3) knowledge capture and documentation which are processes and communication media tools that capture tacit knowledge from experienced employees through exit interviews, written reports, videos, or audio recordings; (4) competence management programs which include training, workshops, and seminars that enhance employees' skills and knowledge focused on leadership development, project management, technological advancements, and services innovations; (5) coaching and mentoring programs where experienced employees can provide guidance, support, and knowledge transfer to less experienced employees; (6) knowledge repositories that contains easily accessible and updated information, policies, procedures, and templates; (7) performance evaluation and recognition to employees who demonstrate a commitment to knowledge management initiatives; (8) collaboration technologies such as project management software, share document repositories, virtual communication tools, and online platforms to facilitate real-time collaboration, information sharing, and teamwork; (9) organizational learning culture that promotes continuous learning and knowledge sharing within the organization; and (10) leadership and knowledge management to create awareness on leadership support, clear communication, and ongoing evaluation.

Organizations may use diverse communication tools, such as physical wallboards to provide a visual summary of teams' work tasks and digital communication resources such as Microsoft Teams, Slack, and email to connect with other co-located or remote employees (Gregory et al., 2022). Brødsjø, Sandøy, and Hustad (2023) and Dominic, Houser, Steinmacher, Ritter, and Rodeghero (2020) shared additional tools utilized by organizations for knowledge sharing: (1) Intranet which is an internal webpage that provides an overview of the organization and serves as a learning portal; (2) Confluence which is an internal wiki used to document needs analyses, technical solutions, tasks, and experiences; (3) Jira used for project management documentation; (4) OneDrive which is a file hosting service used for real-time file sharing; (5) Microsoft Teams is a collaboration platform for holding virtual meetings, document sharing, and instant messaging; (6) Mattermost which is an instant messaging and collaboration system used in development environments; and (6) Bots which are software applications that perform particular tasks based on previously programmed instructions.

Moving Onboarding Online

Several organizations have moved their onboarding programs online due to different factors, such as community crises, technology advances, and other reasons. Therefore, Oranburg and Kahn (2021) recommended providing information to new employees by using three different

methods: (1) Create virtual data rooms, such as Dropbox, which are secure digital spaces where files can be organized, stored, and tailored to help reduce information overload. (2) Host virtual plenary sessions for all new employees to introduce senior leaders, organizational goals, peers, and other topics; short virtual breakout sessions by using Zoom for small groups to have interactive discussions on specific topics possibly by using the Socratic method to identify, understand, and analyze issues experienced in the organization; and virtual all-hands sessions to enhance the socialization process, hold discussions about hot topics to achieve collaborative resolutions, and conclude with a call to action and inspirational message. (3) implementing online socialization opportunities via Zoom by attending virtual happy hours to create a sense of community where all new employees are encouraged to ask casual questions and maintain conversations with other members, playing pair-and-share games with the goal of creating new relationships while resolving issues through discussions, and fostering mentor-mentee relationships to identify new employees' leadership development opportunities while creating mutual trust and confidence.

According to Varshney (2022), virtual new employee onboarding may focus on role-specific or technology learning sessions through blended modalities. Such sessions may include games, quizzes, and competitions to keep new employees active during the onboarding experience. Technology learning sessions may include topics on file-sharing, apps, security software, cloud software, and other topics. Virtual shadowing sessions may also be offered to integrate new employees into their new teams, projects, assignments, and processes while receiving support, recommendations, and feedback through engaging conversations. Foundationally, digital onboarding uses technology interfaces to connect with new employees who are geographically separated with degree of virtualization depends on the complexity of assignments, physical settings, and meetings frequency to develop robust, trustful, and cohesive working relationships that will ultimately enhance the organization's competitive edge through innovative and productive products and services.

Conclusion

New employees onboarding is an essential and strategic initiative used to attract and retain top talent in today's labor market (Badshah & Bulut, 2020). The onboarding process is a dynamic, profound, and critical experience (Ju et al., 2021) where new employees can share their voices and experiences that are valuable to the organization (Skolasky, 2022). Organizations have the responsibility of finding efficient ways for attracting and retaining new employees by demonstrating organizational values, norms, and social integration through various venues, such as social learning, coaching, mentoring, collaborative projects, and other opportunities (Badshah & Bulut, 2020; Murphy, 2020). Onboarding offers an opportunity for creating long-lasting trustful relationships and partnerships with the goal of developing employees to their full potential (Ju et al., 2021; Murphy, 2020; Skolasky, 2022).

The challenges experienced during the new employees onboarding processes may be resolved by implementing structured practices, training, information, and resources that fulfill the basic employees' psychological, safety, belonging, esteem, and self-actualization needs and ensure the best fit

for the job (Skolasky, 2022). Robust needs analyses may also assist organizational leaders with identifying the challenges experienced when creating and implementing onboarding experiences (Dial et al., 2021; Gregory et al., 2022) to improve their practices and create a solid foundation that encourage new employees to achieve the highest levels of productivity, satisfaction, career advancement, creativity, retention, and other necessary outcomes to thrive in today's labor market (Ju et al., 2021; Murphy, 2020; Skolasky, 2022).

Organizations invest a substantial number of resources to creating, implementing, and supporting organizational initiatives, it can be a costly experience (Skolasky, 2022). As a result, the staff supporting new employee onboarding processes should find ways to reduce costs while disseminating knowledge regarding the organization's values, mission, vision, culture, policies, and tasks (Godinho et al., 2023). For this, organizations need to ensure the structure of onboarding programs also meet the new employees' expectations regarding their values, attitudes, thinking, behaviors, and experiences (Chillakuri, 2020; Farakish et al., 2022) as employees would like to remain at the organization to assist with enhancing organizational productivity and competitiveness (Badshah & Bulut, 2020; Chillakuri, 2020). New employee onboarding programs may include diverse technologies, such as learning platforms, webpages, virtual environments, mobile applications, and telecommunication software (Schilling et al., 2022), and bots that interact with new employees to connect them to programs, services, and other necessary resources (Dominic et al., 2020).

New employee onboarding programs must be practical, robust, and comprehensive enough to prepare employees for their roles while setting them up for success both professionally and personally (Dial et al., 2021; Gregory et al., 2022). Onboarding practices may include diverse information, socialization, counseling, and self-study interventions (Schilling et al., 2022) based on geographical locations (Schilling et al., 2022), which may be customized to fulfill the needs of new employees (Skolasky, 2022). Interventions may include immersive learning experiences (Gregory et al., 2022); peer-led, one-on-one, role specific, and technical learning solutions (Harty, 2020), or gamification to ensure the onboarding experience is more employee-oriented (Heimbürger et al., 2020). Interventions should foster collaborative working among new employees, team members, and leaders (Harty, 2020), and help guide future onboarding interventions that may be measured in terms of employee engagement and value they bring to organizations (Badshah & Bulut, 2020; Schilling et al., 2022).

Onboarding staff should consider the diversity, equity, inclusion, and generational characteristics of new employees when developing and implementing organizational long-term strategies and governance (Badshah & Bulut, 2020) as this will help with increasing the new employees' assimilation, readiness, and retention (Murphy, 2020); sense of belonging, cultural awareness, diversified career paths, and respectful interactions with other team members and leaders (Skolasky, 2022); and creating working environments that transpire job satisfaction (Badshah & Bulut, 2020). New employees bring diverse talents, experiences, skillsets, and perspectives to the organization (Chillakuri, 2020); therefore, organizations should fully

evaluate the new employees' capabilities (Skolasky, 2022) to improve onboarding programs with enhanced learning solutions, career development opportunities, and resources that ensure higher retention rates and positive onboarding experiences (Badshah & Bulut, 2020; Farakish et al., 2022; Gregory et al., 2022).

References

1. Azanza, M., Irastorza, A., Medeiros, R., & Díaz, O. (2021, May). Onboarding in software product lines: Concept maps as welcome guides. In 2021 IEEE/ACM 43rd International Conference on Software Engineering: Software Engineering Education and Training (ICSE-SEET), 122-133. IEEE.
2. Badshah, W., & Bulut, M. (2020). Onboarding—the strategic tool of corporate governance for organizational growth. *European Journal of Social Sciences*, 59(3), 319-326.
3. Bauer, J. A. (2022). The onboarding process of highly skilled self-initiated expatriates: An exploratory study in the Austrian information technology sector. [Master's Thesis, Johannes Kepler University]. [ePUB Repository of the University Library Linz](#)
4. Blount, J. B. (2022). Betting on talent: Examining the relationship between employee retention and onboarding programs. *Engaged Management Review*, 5(3), 1.
5. Brødsjø, V., Sandøy, B., & Hustad, E. (2023, September). Exploring onboarding processes for IT professionals: The role of knowledge management. In European Conference on Knowledge Management, 24(1), 148-158.
6. Buchan, J., MacDonell, S. G., & Yang, J. (2019). Effective team onboarding in agile software development: techniques and goals. In 2019 ACM/IEEE International Symposium on Empirical Software Engineering and Measurement (ESEM) (pp. 1-11). IEEE.
7. Cesário, F., & Chambel, M. J. (2019). On-boarding new employees: a three-component perspective of welcoming. *International Journal of Organizational Analysis*, 27(5), 1465-1479.
8. Chenji, K., Raghavendra, S., & Mushtakhusen, S.M. (2020). Does onboarding effect employee creativity: Moderating role of psychological empowerment? In Proceedings of the International Conclave on Globalizing Indian Thought, 311-317.
9. Chillakuri, B. (2020). Understanding Generation Z expectations for effective onboarding. *Journal of Organizational Change Management*, 33(7), 1277-1296.
10. Dial, M., Bouknight, J., & McKeown, P. (2021). Appreciative onboarding and professional development of academic advisors. *Journal of Appreciative Education*, 8, 47-61.
11. Dominic, J., Houser, J., Steinmacher, I., Ritter, C., & Rodeghero, P. (2020, June). Conversational bot for newcomers onboarding to open-source projects. In Proceedings of the IEEE/ACM 42nd international conference on software engineering workshops, 46-50.
12. Farakish, N., Cherches, T., & Zou, S. (2022). Faculty Success Initiative: An Innovative Approach to Professional Faculty Onboarding and Development. *Journal of Formative Design in Learning*, 6, 113-126.

13. Gluvakov, V., Kavalić, M., Stojanov, Z., Vecstejn, I., & Gaborov, M. (2024). Onboarding process exceptions in small IT companies. *Engineering Management and Competitiveness (EMC 2024)*, 99-104.
14. Godinho, T., Reis, I. P., Carvalho, R., & Martinho, F. (2023). Onboarding handbook: An indispensable tool for onboarding processes. *Administrative sciences*, 13(3), 79.
15. Gottlieb, M., & Pongratz, H. (2019). Towards Digital Business Process Models in Higher Education Institutions: a Case Study based on the Onboarding of Student Employees. In the 13th Mediterranean Conference on Information Systems (MCIS), 1-13.
16. Gregory, P., Strode, D. E., AlQaisi, R., Sharp, H., & Barroca, L. (2020, May). Onboarding: how newcomers integrate into an agile project team. In International conference on agile software development, 20-36. Cham: Springer International Publishing.
17. Gregory, P., Strode, D. E., Sharp, H., & Barroca, L. (2022). An onboarding model for integrating newcomers into agile project teams. *Information and Software Technology*, 143, 106792.
18. Haave, H. M., Peters, P., Khadir-Poggi, Y., & Vold, T. (2023). Onboarding and Knowledge Sharing: Cases from the Netherlands and Norway. In European Conference on Knowledge Management, 24(1), 486-490.
19. Haave, H., Vold, T., & Kaloudis, A. (2020). The Importance of Tacit and Explicit Knowledge Transfer in an Onboarding Programme. In ECKM 2020 21st European Conference on Knowledge Management (pp. 300-307). Academic Conferences International Limited.
20. Harty, J. (2020, June). Designing engineering onboarding for 60+ nationalities. In Proceedings of the 15th International Conference on Global Software Engineering, 76-80.
21. Hassan, S. H. (2020). Impacts of implementation of extensive onboarding process on employee retention – A case study from transferwise. [Master's Thesis. Tallinn University of Technology]. Tallinn, Estonia.
22. Heimbürger, L., Buchweitz, L., Gouveia, R., & Korn, O. (2020). Gamifying onboarding: How to increase both engagement and integration of new employees. In Advances in Social and Occupational Ergonomics: Proceedings of the AHFE 2019 International Conference on Social and Occupational Ergonomics, July 24-28, 2019, Washington DC, USA 10, 3-14.
23. Ibrahim, U. S. G., Yusof, R. B., & Ibrahim, H. I. B. (2022). The role of employee onboarding training program in mitigating deviant workplace behavior: Job satisfaction as a mediator. *Global Business and Management Research*, 14(3s), 983-1007.
24. Ju, A., Sajnani, H., Kelly, S., & Herzig, K. (2021). A case study of onboarding in software teams: Tasks and strategies. In 2021 IEEE/ACM 43rd International Conference on Software Engineering (ICSE), 613-623. IEEE.
25. Lipson, S. D. (2021). Platforming Gamification as a Means of Engagement in Employee Recruitment and Onboarding. Management Undergraduate Honors Theses Retrieved from <https://scholarworks.uark.edu/mgmtuht/11>.
26. Magaña, C., Harsh, C., Báez, J., Ahmad, F., Junk, C., & Olayiwola, J. N. (2021). Thank you for not letting me crash and burn” the imperative of quality physician onboarding to foster job satisfaction, strengthen workplace culture, and advance the quadruple aim. *JCOM*, 28(2), 57-61.
27. Michalíková, L. (2021). Onboarding and training plan for new digital tool implementation (webshop). [Master's thesis. Hame University of Applied Sciences]. Open Repository Theseus.
28. Murgoski, T. (2023). Relationship between Onboarding Process and Employee Engagement in the Pharmaceutical Industry in North Macedonia. *Universal Journal of Management*, 11(3), 76-85.
29. Murphy, F. L. (2020). Challenges of Human Resource Professionals Onboarding Generation Z into the Federal Government (Doctoral dissertation, Walden University).
30. Oranburg, S. C., & Kahn, B. P. (2021). Online onboarding: Corporate governance training in the COVID-19 era. *Corporate and Business Law Journal*, 2(1), 1-21.
31. Palmquist, A. (2023). Design elements of conflict: A design study of a gamified smartphone application for employee onboarding. *Technology, Knowledge and Learning*, 28(3), 1133-1173.
32. Petrilli, S., Galuppo, L., & Ripamonti, S. C. (2022). Digital onboarding: Facilitators and barriers to improve worker experience. *Sustainability*, 14(9), 5684.
33. Pietilä, R. (2022). Improving the new employee onboarding process in a case company [Master's Thesis, University of Oulu]. University of Oulu Library.
34. Ritz, E., Donisi, F., Elshan, E., & Rietsche, R. (2023, January). Artificial Socialization? How Artificial Intelligence Applications Can Shape a New Era of Employee Onboarding Practices. In HICSS (pp. 155-164).
35. Ruppel, M., & Peacock, R. (2019). Holistic onboarding of a Generation Y team member. In Onboarding 2.0: Methods of designing and deploying effective onboarding training for academic libraries (pp. 63-87). Nova Science Publishers, Inc.
36. Schilling, H., Wittner, B., & Kauffeld, S. (2022). Current interventions for the digital onboarding of first-year students in higher education institutions: A scoping review. *Education Sciences*, 12(8), 551.
37. Sharma, G. G., & Stol, K. J. (2020). Exploring onboarding success, organizational fit, and turnover intention of software professionals. *Journal of Systems and Software*, 159, 110442.
38. Skolasky, C. (2022). Case study of Otis: Diversity, equity, inclusion, belonging, and mattering in onboarding practices. Management Undergraduate Honors Theses. Retrieved from <https://scholarworks.uark.edu/mgmtuht/17>.
39. Steifo, T., & Thomasson, O. (2023). Hybrid onboarding – Its impact on newly hired employees [Master's thesis. Gothenburg University]. Gothenburg University Library.
40. Stoiber, C., Walchshofer, C., Grassinger, F., Stitz, H., Streit, M., & Aigner, W. (2021, September). Design and comparative evaluation of visualization onboarding methods. In Proceedings of the 14th International Symposium on Visual Information Communication and Interaction, 1-5.
41. Tiainen, A. I. (2019). New employee Orientation and

- Onboarding. SMEREC – New Generation Recruitment Skills for SMEs and Workforce, 80-84.
42. Varshney, D. (2022). Understanding virtual employee onboarding (VEO): The new normal and beyond. *Emirati Journal of Business, Economics and Social Studies*, 1(1), 58-80.
 43. Walker-Schmidt, W., Kaul, C., & Papadakis, L. C. (2022). Onboarding effects on engagement and retention in the IT sector. *Impacting Education: Journal on Transforming Professional Practice*, 7(4), 8-15.
 44. Wiseman, P., Ahearne, M., Hall, Z., & Tirunillai, S. (2022). Onboarding salespeople: Socialization approaches. *Journal of Marketing*, 86(6), 13-31.
 45. Ziden, A. A., & Joo, O. C. (2020). Exploring digital onboarding for organizations: A concept paper. *International Journal of Innovation, Creativity and Change*, 13(9), 734-750.