PERCEPTION TOWARDS VIRTUAL ONBOARDING AFTER CAMPUS PLACEMENT

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INTRODUCTION

Virtual onboarding has almost become a necessity in current ongoing global pandemic. Management institutions attracts students joining with one of their objectives of getting a job through the campus placement process provided by the institutions. Across the globe management institutions experienced complete virtual placement process been held by most of the organizations due to ongoing Covid-19 pandemic. Technology has been an enabler towards ensuring trouble free virtual placement process in which corporate, institute and students from across India connected with each other and completed the process in virtual form. After the virtual teaching learning experience and campus placement process the most critical and final stage, students must still go through is their virtual onboarding with the company after completing of their two-year post-graduation in management. Meaning of Onboarding refers to induction of an individual as a new employee into the new work environment of an organization to become part and existing team where he or she will be joining (Adler and Castro 2019). Virtual onboarding poses many challenges for all key stakeholders i.e., the company, new hire, and the institution involved in the campus placement process.

LITERATURE REVIEW

Table 1: Summary of literature review is as follows

Title	Authors Year	Journal Name	Key findings / conclusion
Onboarding during COVID-19	Scott, C. P. R., Dieguez, T. A., Deepak, P., Gu, S., & Wildman, J. L. 2021	Organizational Dynamics	The three C's of onboarding Create structure, Connect people, and Continue **adapting**
Onboarding new hires: recognising mutual learning opportunities.	Jeske, D., & Olson, D. 2021	Journal of Work-Applied Management	• Need to revisit the concept of onboarding as a one-shop-one-stop experience. • The changing nature and remit of future role and organisational expectation that new hires have, which also affect their evaluation of their onboarding experiences. • Need for organisations to recognition that onboarding can generate numerous mutual learning opportunities.
Into the Unknown: Onboarding Early Career Professionals	Martyniuk, J., Moffatt, C., & Oswald, K.	The Canadian Journal of Library and	For employers, advertising new employees, organizing their onboarding, and ensuring concerted efforts for

in a Remote Work Environment	2021	Information Practice and Research	introductions are recommended. For new librarians, forming communities of practice and building relationships in the remote work environment to battle feelings of isolation and not belonging are recommended.
Pivoting Prelude: A High Impact Graduate Student Onboarding and Retention Initiative	Rodgers, E. D., Yoder, M. (Meg), Alford, B., & Berry, I. 2021	A Journal of Leisure Studies and Recreation Education	Well-crafted onboarding initiatives are among the highest impact retention practices and key to enhancing the graduate student experience.
Transitioning to a 100% virtual onboarding process during the COVD-19 pandemic: An interview with Kat Judd, vice president of people and culture at Lucid	Prince, N. R. 2021	Business Horizons	Four C's of onboarding employees Compliance, refers to the processes to help employees understand the company policies and procedures Clarification, refers to giving employees a clear understanding of their role Culture, refers to helping employees learn and integrate into the organization's Culture and Connection, refers to helping employees develop relationships with their co-workers
Online Onboarding: Corporate Governance Training in the COVID-19 Era	Oranburg, S., & Kahn, B. 2020	Corporate and Business Law Journal	The essentials of onboardings are Information, Socialization and Motivation How to move onboarding online – Provide information ahead of time, Host a virtual meeting and Socially-distant socialization
Understanding Generation Z expectations for effective onboarding.	Chillakuri, B. 2020	Journal of Organizational Change Management	The results from the study can help organizations to fine-tune the onboarding program that meets the needs of Generation Z. The study identified six essential variables that could be addressed in the onboarding enabling the new hires to quickly onboard the organization.
New employee onboarding – psychological contracts and ethical perspectives	Caldwell, C., & Peters, R. 2018	Journal of Management Development	The paper confirms that onboarding is not done well by organizations Employees expect that they will be treated with appropriate concern for their interests as part of their assumptions in coming into a new organization Onboarding new employees is fraught with ethical implications, and that the process can be greatly improved by following the ten-step model provided

Relationship between onboarding experience and turnover intention: intervening role of locus of control and self-efficacy	Gupta, P. D., Bhattacharya, S., Sheorey, P., & Coelho, P. 2017	Industrial and Commercial Training	Aspects of socialization and leadership are most significant factors in determining TI across industrial sectors, whereas in case of the hospitality and automobile manufacturing sector it was found that better the task characteristics higher is the chance of TI.

RESEARCH METHODOLOGY

Authors had drawn inferences from recent literatures and their own experience with campus placement process and how the students and industry work to generate new insights and to recognize both the advantages and challenges virtual onboarding pose to both a new hire and companies. Respondents as new hire has been identified by shortlisting those who went through virtual onboarding process while joining their job via campus placement process from batch of 2018-20 and batch of 2019-21

Data Analysis: For the said study the researcher has considered quantitative primary research and used questionnaire for collecting responses from 100 participants. Valid responses of 79 participants were analysed to understand the outcomes. The data was tested for Reliability. Tools used largely were correlation, means, t-test, ANOVA. Graphs and charts are also used for better representation of results.

HYPOTHESIS

For few parameters the researchers have used hypothesis to validate their findings. Following 4 hypothesis were used for assessing few parameters in the study.

Hypothesis 1

Null Hypothesis 1-There is no significant difference for Perception about Quality of Training Program among the participants based on the duration of training

Alternate Hypothesis 1- There is a significant difference for Perception about Quality of Training Program among the participants based on the duration of training

Hypothesis 2

Null Hypothesis 2 - There is no significant difference for Perception about Clarity of communication among the participants from different Specialisations.

Alternate Hypothesis 2 - There is a significant difference for Perception about Clarity of communication among the participants from different Specialisations.

Hypothesis 3

Null Hypothesis 3 - There is no significant difference for Perception about sense of belongingness among the participants from different industries.

Alternate Hypothesis 3 - There is no significant difference for Perception about sense of belongingness among the participants from different industries.

Profile of Respondents- *Number of Respondents 79*

Course	MMS -44%	PGDM-28%	PGDM-AIMA-28%	
Batch	2018-20-72%	2019-21-28%		
Specialization	Marketing-51%	Finance-28%	Operations-9%	HR-12%
Gender	Male-51%	Female-49%		

Industry Representation: Participants from the following 11 industry have responded to the questionnaire-

Table 2: Industry

Bank	Financial Services	FMCG and Consumer Durables	Consulting
Telecom	Media and Advertising	Education	KPO/BPO
Real Estate	E-commerce and Retail	IT and ITES	

Table 3: Reliability Test

Case Processing Summary					Reliability Statistics		
		N	%		Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Cases	Valid	79	94.3		0.925	0.925	8
	Excluded[a]	4	5.7				
	Total	75	100				
a. Listwise deletion based on all variables in the procedure.							

The Cronbach's Alpha value of .925 is an indicator that the data is reliable, and we can conduct the research on this questionnaire.

Analysis of data collected

The Analysis of data was done considering the type of research idea the researcher has in mind.

Choice of Onboarding process

Table 4: Descriptive Statistics			
	Mean	**Std. Deviation**	**N**
Gender1	1.50	.504	79
If given a choice in future, what will you prefer	2.08	.664	79

There is a high preference for Physical Onboarding among the participants in the sample.
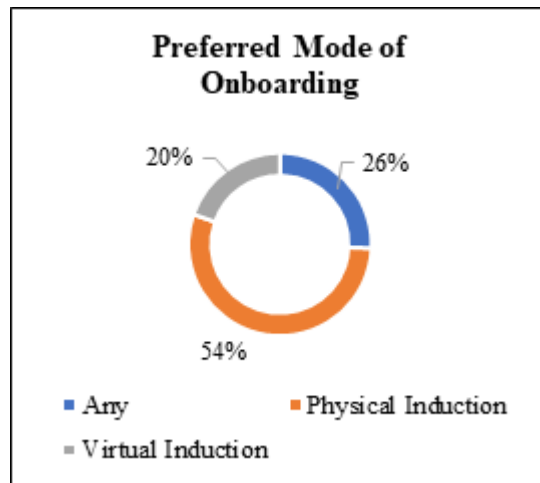
Graph 3: Preferred mode of onboarding

Table 5: Correlations Gender/Preferred mode of Induction

		Gender1	If given a choice in future, what will you prefer
Gender1	Pearson Correlation	1	.069
	Sig. (2-tailed)		.582
	N	79	79
If given a choice in future, what will you prefer	Pearson Correlation	.069	1
	Sig. (2-tailed)	.582	
	N	79	79

Graph 4: Preferred mode of onboarding (Gender wise)
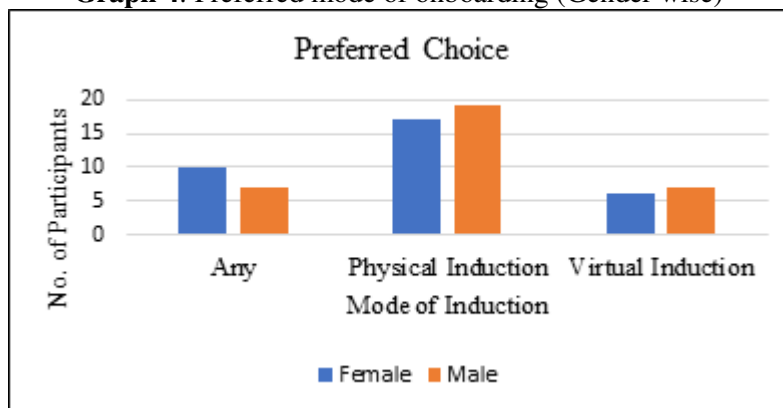
There is a significant difference in correlation between the Gender & Preferred mode of Training. Both males & females have similar preferences. They have preferred Physical mode over Virtual.

Table 6: Overall Process Experience

Criterion	Excellent	Very Good	Good	Average	Below Average
Clarity of Communication regarding joining process	26%	38%	24%	9%	3%

Interaction with HR and Team	26%	28%	28%	13%	4%
Training Program (Content and Delivery)	25%	31%	31%	9%	4%
Sense of Belongingness	26%	38%	18%	10%	7%
Quality of Trainers	29%	34%	24%	10%	3%
Documentation Formalities	37%	34%	21%	6%	3%
Process Quality	28%	38%	25%	4%	4%

Graph 5: Onboarding Experience

Table 7: Correlations- overall virtual onboarding experience/Tenure		overall virtual onboarding experience	Tenure of your virtual onboarding in days
overall virtual onboarding experience	Pearson Correlation	1	-.077
	Sig. (2-tailed)		.536
	N	79	79
Tenure of your virtual onboarding in days	Pearson Correlation	-.077	1
	Sig. (2-tailed)	.536	
	N	79	79

There is a positive co relation between the Tenure of Training and overall satisfaction level.

Most people who have undergone training for more no. of days have given higher rating for satisfaction level. However, all the participants have more than average satisfaction level

Table 8: Overall virtual onboarding experience from various Industries			
Industry	Mean	N	Std. Deviation
BFSI	3.75	20	.967
CONSULTI	4.09	12	.701
E-COMMER	4.00	5	.902
FMCG / C	3.33	5	.577
IT AND I	4.10	21	.788
MEDIA /	4.00	5	.879
OTHERS	4.00	6	.894
REAL EST	3.75	5	.957
Total	3.92	79	.829

Analysis of means depending on industry indicates overall very good to excellent level of satisfaction for overall process of Virtual onboarding.

Quality of Training

Table 9: Correlations Training Content/Industry			
		Training Program (Content and Delivery	Industry1
Training Program (Content and Delivery	Pearson Correlation	1	-.088
	Sig. (2-tailed)		.487
	N	79	78
Industry1	Pearson Correlation	-.088	1
	Sig. (2-tailed)	.487	
	N	79	78

There is a positive Correlation between Industry & training program (Content & Delivery)

There is a significant correlation between Training & Industry type. The participants from all industry have more than average satisfaction level for the training content & delivery.

Only participants from Real estate industry have average satisfaction for Training program during induction.

Table 10: ANOVA TEST- Training Program (Content and Delivery)					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.081	5	1.027	.915	.439
Within Groups	69.586	72	1.122		
Total	72.667	77			

Null Hypothesis 1 - There is no significant difference for Perception about Quality of Training Program among the participants based on the duration of training

Alternate Hypothesis 1 - There is a significant difference for Perception about Quality of Training Program among the participants based on the duration of training

According to the above table Null hypothesis is rejected. There is a significant difference for Perception about Quality of Training Program among the participants based on the duration of training

There is a positive correlation between the Tenure of Training program and Quality of Training. The participants who have undergone training for more no of days have given rating as very good & excellent. We can witness less no. of participants giving an average rating from all type of training tenures.

Table: 11: Quality of Trainers-Correlations		Quality of Trainers	Specialisation1
Quality of Trainers	Pearson Correlation	1	.076
	Sig. (2-tailed)		.545
	N	79	79
Specialisation1	Pearson Correlation	.076	1
	Sig. (2-tailed)	.545	
	N	79	79

There is a positive correlation between the Participants from various specializations and their perception related to Quality of Trainers

Participants from all the specialisations have given more than average rating for the quality of trainers. Large no. of participants from operations and HR specialisation have given excellent rating

Platform Experience
The companies used different platforms for the virtual onboarding process based on their requirements. Some of the platforms which were widely used were as follows-

CISCO WebEx	Company App or Software	Google Meet
MS Teams	Skype	Zoom

The researcher has tries to understand the perception of the participants on their experience with technology.

Table 12: Correlations - Platform Experience		platform experience	Technology1
platform experience	Pearson Correlation	1	-.208
	Sig. (2-tailed)		.094
	N	79	79
Technology1	Pearson Correlation	-.208	1
	Sig. (2-tailed)	.094	
	N	79	79

There is a significant correlation between the Technology used for conduction Virtual Onboarding and Platform Experience.

Students using all type of technology have indicated their satisfaction for the same.

Documentation Process

Table 13: ANOVA TEST -Documentation Formalities					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.822	10	.353	.346	.944
Within Groups	57.117	69	1.020		
Total	59.938	79			

According to the above table Null hypothesis 1 is rejected. There is a significant difference for Perception about documentation process among the participants from different industries

Table 14: Case Processing Summary- Documentation Formalities						
	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Documentation Formalities * Batch	75	94.3%	4	5.7%	79	100.0%

Report -Documentation Formalities			
Batch	Mean	N	Std. Deviation
2018-20	3.79	25	1.134
2019-21	4.09	54	.929
Total	4.00	79	.992

The mean value of 3.79 & 4.09 suggests very good level of satisfaction regarding documentation process from Batch 2018-20 and 2019-21.

Clarity of Communication

Table:15 ANOVA TEST-Clarity of Communication regarding joining Process					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.989	8	.330	.322	.809
Within Groups	63.451	71	1.023		
Total	64.439	79			

According to the above table Null hypothesis 2 is rejected. There is a significant difference for Perception about Clarity of communication among the participants from different Specialisations.

From the data we can infer that most of the participants from HR, Finance Marketing have rated the clarity of communication at very good and only a few students from operations have found it below average.

Sense of Belongingness

Table 16: Paired Samples Test-Sense of Belongingness									
		Paired Differences							
					95% Confidence Interval of the Difference				Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper	t	df	
Pair 1	Sense of Belongingness - Gender1	2.197	1.338	.165	1.868	2.526	13.335	77	.000

Paired Samples Statistics					
		Mean	**N**	**Std. Deviation**	**Std. Error Mean**
Pair 1	Sense of Belongingness	3.70	79	1.163	.143
	Batch1	1.71	79	.456	.056

There is a significant level of difference in the sense of belongingness between the male & female.

The mean value of 3.70 suggests more than average level of satisfaction for the entire sample. The satisfaction level of considerable sample size of male & female participants was very good on a scale of 5.

Table 17: ANOVA TEST-Sense of Belongingness					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.346	11	.918	.662	.722
Within Groups	77.669	62	1.387		
Total	85.015	73			

According to the above table Null hypothesis 3 is rejected. There is a significant difference for Perception about sense of belongingness among the participants from different industries.

Quality of Process

Table 18: Paired Samples Test- Quality of Process								
		Paired Differences						
					95% Confidence Interval of the Difference			
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper	t	df	Sig. (2-tailed)
Pair 1	Process Quality - Batch1	2.136	1.080	.133	1.871	2.402	16.075	79	.000

Paired Samples Statistics					
		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Process Quality	3.85	79	.996	.123
	Batch1	1.71	79	.456	.056

The mean value of 3.85 suggests more than average level of satisfaction for the entire sample. The satisfaction level of considerable sample size of participants was very good & excellent on a scale of 5.

FINDINGS AND CONCLUSION

Analysis of means depending on industry indicates overall very good to excellent level of satisfaction for overall process of Virtual onboarding

- Both males & females have similar preferences. They have preferred Physical mode over Virtual.

- Most people who have undergone training for more no. of days have given higher rating for satisfaction level. We can witness less no. of participants giving an average or low rating from all type of training tenures.

- The participants who have undergone training for more no of days have given rating as very good & excellent. We can witness less no. of participants giving an average rating from all type of training tenures.

- The participants from all industry have more than average satisfaction level for the training content & delivery. Only participants from Real estate industry have average satisfaction for Training program during induction.

- Participants from all the specialisations have given more than average rating for the quality of trainers. Large no. of participants from operations and HR specialisation have given excellent rating

- Students using all type of technology have indicated their satisfaction for the same.

- There is a significant difference for Perception about documentation process among the participants from different industries. The mean value suggests very good level of satisfaction regarding documentation process from Batch 2018-20 and 2019-21

- From the data we can infer that most of the participants from HR, Finance Marketing have rated the clarity of communication at very good and only a few students from operations have found it below average

- The mean value suggests more than average level of satisfaction for the entire sample. The satisfaction level of considerable sample size of male & female participants was very good on a scale of 5.

- The mean value suggests very good to excellent level of satisfaction for Process Quality. A considerable sample size of participants was very satisfied with process quality

- The satisfaction level of overall onboarding experience of the participants for virtual process was between incredibly good and excellent.

RECOMMENDATIONS

The process of onboarding an employee into the system of any organisation is a crucial activity which sets up a perception in the mind of new joiners regarding their association, belongingness, and ownership of the company.

It is extremely important therefore to focus on the people by understanding employees' emotions and perspectives at all touch points, so that the organisations can act and focus experiences on what matters to the people who drive their business. Also, move beyond traditional learning to create a culture of curiosity and growth and build a strong, knowledgeable workforce. Leverage powerful technology to develop a workforce that can take on any challenge.

In the last few years when the employees had to face the compulsion of virtual process focus of the organisations shifted to large extent on employee well-being, while gaining full visibility into their entire workforce and automating processes for the benefit of employee & employer both.

It is too pre-mature for us to decide on the best practice within 2 years of extreme difficult situation which both people and organisations have faced. Whether good or bad there was no choice for either of the party in the last 2 years. More research and more experience with similar process may eventually be able to throw better light on the best plan.

Based on the research there is a need for HR departments of the organisation to eliminate or decrease factors leading to dissatisfaction among new hires during each stage of virtual on-boarding process.

There is further scope to find ideal virtual onboarding process for the new hires depending upon the industry type and training requirement by effective collaboration between industry and institution.

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