A STUDY ON ONBOARDING PROCESS IN SIFY TECHNOLOGIES, CHENNAI

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ABSTRACT

This Paper makes an easy attempt to Study the On boarding Process in Sify Technologies, Chennai. On-boarding refers to the mechanism through which new employees acquire the necessary knowledge, skills, and behaviors to become effective organizational members and insiders. The study focuses on measuring the effectiveness of On-boarding process at Sify technologies limited. It aims at finding out, the satisfaction level of new employees with the interview process, the barriers for new employees in receiving the necessary resources with a view to overcome such barriers. The study also throws light on the significance of the induction and orientation program. The nature of this Study is Descriptive; Data was collected from the New Joiners and hence it is Primary Data. The Entire Population of this Study was nearly 150 from which the Sample drawn was 80; Judgement Sampling was used to select the items. Predetermined Questionnaire was constructed with 5 Point Rating Scale (1-SA, 2-A, 3-N, 4-DA, and 5-SDA) to Collect the Data. The Period of Study is from Jan 2012 to April 2012. Cronbach’s Alpha Reliability Test is performed to find the Internal Consistency of Data. Univariate Analysis (Percentage Method), Bivariate Analysis (Karl Pearson’s Correlation & Simple Regression) and Multivariate Analysis (Factor Analysis) are used to find out the Results.

KEYWORDS: Interview Process, New Employees Satisfaction On boarding Process, Orientation Program.

INTRODUCTION

The first day experience at new job would have been a part of everyone’s memory. It was most likely filled with a wide range of emotions; everything from excitement to fear and many more in between. This emotional rollercoaster can occur for just a few days or last for months. Each new day will lead to new questions of what to do, how to do it, where to go and who to ask. The fear comes from the unknown. The unknown is from many different sources; how will I remember everyone’s name, where is my desk, what are the performance expectations, what time should I take lunch and what is the culture of this new company. The list could go on forever. There are many unknowns when starting at a new company. All these unknown questions should be
answered during the process of learning, networking, resource allocation, goal-setting, and strategizing to the new employee.

This socialization process is what so called ‘On-boarding’. The goal is for new hires to quickly reach maximum productivity. The process of on-boarding a new employee is different for each company. On-boarding refers to the mechanism through which new employees acquire the necessary knowledge, skills, and behaviors to become effective organizational members and insiders. Tactics used in this process include formal meetings, lectures, videos, printed materials, or computer-based orientations to introduce newcomers to their new jobs and organizations. These socialization techniques lead to positive outcomes for new employees such as; Higher Job Satisfaction, Better Job Performance, Greater organizational commitment, and Reduction in stress and intent to quit.

Sify Technologies Limited (formerly Sify Limited and Satyam Infoway Limited) (NASDAQ: SIFY) is an Indian broadband internet provider established in 1998, based in Chennai, India. Sify is an Internet service provider in India. Seventy five per cent of the 2.3 million visitors in 2011 to the web site sify.com hail from India. It was rated as one of "The ten top technology companies world-wide recommended for investment" by Fortune in 1999. Sify was one of the first private sector players to offer internet access, when internet access was opened to private sector.

OBJECTIVES OF THE STUDY

- To find the Satisfaction level of new employees with respect to interview process in Sify Technologies
- To find the relationship between the Satisfaction of the employees gained on Day 1, Day 7 & Day 30.
- To predict the Satisfaction level of the new employees on Day 90. To find the factors that influences the on boarding process in Sify Technologies.

REVIEW OF LITERATURE

On-boarding is the process of learning, networking, resource allocating, goal setting and strategizing that ends with new hires quickly reaching maximum productivity (Bauer, T. N., & Erdogan B, 2011). This formal process of on-boarding is what assimilates the new employees to rules, procedures, benefits, expectations and the goals of the organization. On-boarding is more than getting the paperwork completed and reading the long and boring employee manual. It is the integration of a new employee to become a highly productive member of the organization. On-boarding engages the new employee into the world of the organization.

Ashford, S. J., & Black, J. S. (1996). explains the relationship with the manager is one of the most significant in an employee’s work life and that most employee turnover is ultimately caused by that relationship (or lack of it), which makes the ability to assimilate new employees a core competency of managers. One person cannot successfully integrate a new employee into the
organization. This needs to be accomplished by a team. Just as an organization’s culture is not comprised of just one person’s ideas, thoughts and opinions, on-boarding is a fusion of many people’s experiences, views and ideas. It has been noted by the Kammeyer-Mueller, J. D., & Wanberg, C. R. (2003) that 90% of employees make their decision to stay at a company within the first six months. Making a positive impression is critical when new employees come aboard. If the new employee does not feel engaged with the organization it is highly possible this disengaged employee will detach themselves from the company and look for employment elsewhere.

Fisher, C. D. (1985) of Rockwell Collins determined it would cost his company roughly $75,000 in recruiting costs, training expenses and lost productivity to replace someone who made $50,000 a year. An unnecessary expenditure of $75000 has a negative impact on the bottom line of any organization. If an average organization could engage their new employees more effectively through a formal on-boarding process, the company could save upwards of a half a million dollars given current turnover averages.

RESEARCH METHODOLOGY

Research Methodology is the way to systematically solve the research problem. This Nature of Study is Descriptive Research; Data was collected from the Primary Source. The Entire Population of this Study was nearly 150 from which the Sample drawn was 80 and the Judgement Sampling was used to select the items. Pre-determined Questionnaire was constructed with 5 Point Rating Scale (1-SA, 2-A, 3-N, 4-DA, and 5-SDA) to Collect the Data. The Period of Study is from Jan 2012 to April 2012. Profile of the Sample was not collected due to certain Administrative reasons. Cronbach’s Alpha Reliability Test was performed to find the Internal Consistency of Data. Univariate Analysis (Percentage Method), Bivariate Analysis (Karl Pearson’s Correlation & Simple Regression) and Multivariate Analysis (Factor Analysis) are used to find out the Results.

RESULTS AND DISCUSSION

FIGURE SHOWING SATISFACTION OF EMPLOYEES WITH SIFY’S INTERVIEW PROCESS
From the above figure, it is found that 57.50% of the respondents are satisfied and 36.25% of the respondents are highly satisfied with Sify’s interview process.

### TABLE 1: TABLE SHOWING CRONBACH’S ALPHA RELIABILITY TEST

**RELIABILITY STATISTICS**

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.788</td>
<td>4</td>
</tr>
</tbody>
</table>

By using Cronbach’s Alpha Reliability Test, the Internal Consistency of a Set of Questionnaire was found to be 0.788 which means nearer to the value of 1 and it shows the Questionnaire is highly reliable.

### TABLE 2: TABLE SHOWING THE KARL PEARSON’S CORRELATION TEST

- H0: There is no relationship between Days and Satisfaction of Employees
- H1: There is a relationship between Days and Satisfaction of Employees

**CORRELATIONS**

<table>
<thead>
<tr>
<th>Rate Your Overall Pearson Correlation of Satisfaction of Employees on Day 1</th>
<th>Rate Your Overall Satisfaction of Employees on Day 1</th>
<th>Rate Your Overall Satisfaction of Employees on Day 7</th>
<th>Overall Satisfaction of Employees on Day 30</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate Your Overall Pearson Correlation of Satisfaction of Employees on Day 1</td>
<td>1</td>
<td>.078</td>
<td>.274*</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>80</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td>N</td>
<td>80</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td>Rate Your Overall Pearson Correlation of Satisfaction of Employees on Day 7</td>
<td>.078</td>
<td>1</td>
<td>.098</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.490</td>
<td>.386</td>
<td>.386</td>
</tr>
<tr>
<td>N</td>
<td>80</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td>Overall Satisfaction of Pearson Correlation of Employees on Day 30</td>
<td>.274*</td>
<td>.098</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.014</td>
<td>.386</td>
<td>.386</td>
</tr>
<tr>
<td>N</td>
<td>80</td>
<td>80</td>
<td>80</td>
</tr>
</tbody>
</table>

* Correlation is significant at the 0.05 level (2-tailed).

**INTERPRETATION**

The above table may be interpreted as follows;
• There exist a very low positive correlation between Day 1 and Day 7 but the Significance value is 0.490 which is greater than 0.05 and the Null Hypothesis is accepted. It is concluded that there is no relationship between the Satisfaction on Day 1 and Day 7. (When the day goes up the Satisfaction of Employees is very slightly increased)

• There exist a low positive correlation between Day 1 and Day 30 but the Significance value is 0.014 which is lesser than 0.05 and the Null Hypothesis is rejected. It is concluded that there is a relationship between the Satisfaction on Day 1 and Day 30. (When the day goes up the Satisfaction of Employees is gradually increased)

• There exist a very low positive correlation between Day 7 and Day 30 but the Significance value is 0.386 which is greater than 0.05 and the Null Hypothesis is accepted. It is concluded that there is no relationship between the Satisfaction on Day 7 and Day 30. (When the day goes up the Satisfaction of Employees is very slightly increased)

**TABLE 3: TABLE SHOWING THE SIMPLE REGRESSION ANALYSIS**

**MODEL SUMMARY**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.959a</td>
<td>.919</td>
<td>.879</td>
<td>.05801390</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Days

The above table shows the Coefficient of Determination, represented by $R^2$. It is the Square of $R$, the Coefficient of Correlation which is also shown here. Kindly ignore the Adjusted $R^2$ because it is used in Multiple Regression. Here the $R^2$ value is 0.919 i.e. 91.9 % of the total variation observed in the dependent variable. The remaining 8.2 % of the total variation in dependent variable remains unexplained by the regression equation.

**ANOVA**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>.077</td>
<td>1</td>
<td>.077</td>
<td>22.826</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>.007</td>
<td>2</td>
<td>.003</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Total</td>
<td>.084</td>
<td>3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Days

b. Dependent Variable: Satisfaction of Employees

From the above table, it was found that the significance value is 0.041 which is lesser than 0.05 and hence the Null Hypothesis is rejected and it may be concluded that there is a significant difference between the Days and Satisfaction of employees.
COEFFICIENTS

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>3.881</td>
<td>.047</td>
</tr>
<tr>
<td>Days</td>
<td>.099</td>
<td>.021</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Satisfaction of Employees

From the above table the coefficients are found (Intercept and Slope of the regression equation). The estimated line \( Y = a + bx \) may be written as follows;

Satisfaction of Employees = 3.881 + 0.099 (Days)

Let us check the Satisfaction of Employees on Day 90. Substitute 90 in the above said regression line and the result obtained is;

Satisfaction of Employees = 3.881 + 0.099 (90)

Satisfaction of Employees = 12.8

FACTOR ANALYSIS

- Null Hypothesis (H0): The Factor is not valid
- Alternative Hypothesis (H1): The Factor is valid

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.

<table>
<thead>
<tr>
<th>Bartlett's Test of Sphericity</th>
<th>Approx. Chi-Square df Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The KMO Value is 0.565 and Bartlett’s Test Significance Value is 0.000. As the Significance Value is Less than 5%, the Researcher Rejected the Null Hypothesis and the
Alternative Hypothesis is accepted. By doing the Factor Analysis in SPSS, the following tabular column is generated. It shows the possibility of Five components.

**ROTATED COMPONENT MATRIX(A)**

<table>
<thead>
<tr>
<th>Component</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lunch partner</td>
<td>.119</td>
<td>.173</td>
<td>.185</td>
<td>-.189</td>
<td>.744</td>
</tr>
<tr>
<td>Manager Introduction</td>
<td>.057</td>
<td>.821</td>
<td>-.102</td>
<td>-.061</td>
<td>-.139</td>
</tr>
<tr>
<td>Team support</td>
<td>.857</td>
<td>-.050</td>
<td>.003</td>
<td>-.076</td>
<td>.136</td>
</tr>
<tr>
<td>Tools received</td>
<td>.256</td>
<td>.561</td>
<td>-.030</td>
<td>-.013</td>
<td>.320</td>
</tr>
<tr>
<td>Key Personnel</td>
<td>.890</td>
<td>.161</td>
<td>-.022</td>
<td>-.128</td>
<td>-.050</td>
</tr>
<tr>
<td>Orientation</td>
<td>-.027</td>
<td>.032</td>
<td>-.004</td>
<td>.876</td>
<td>.040</td>
</tr>
<tr>
<td>Roles</td>
<td>.802</td>
<td>.048</td>
<td>-.010</td>
<td>.159</td>
<td>-.080</td>
</tr>
<tr>
<td>KRA</td>
<td>-.189</td>
<td>-.103</td>
<td>-.191</td>
<td>.230</td>
<td>.608</td>
</tr>
<tr>
<td>Team Introduction</td>
<td>-.124</td>
<td>.757</td>
<td>.002</td>
<td>.055</td>
<td>.078</td>
</tr>
<tr>
<td>Comfortness</td>
<td>.606</td>
<td>-.153</td>
<td>-.043</td>
<td>.546</td>
<td>-.051</td>
</tr>
<tr>
<td>Job Expectation</td>
<td>.026</td>
<td>.094</td>
<td>.761</td>
<td>.277</td>
<td>.093</td>
</tr>
<tr>
<td>Company Goals</td>
<td>-.044</td>
<td>-.131</td>
<td>.759</td>
<td>-.137</td>
<td>.015</td>
</tr>
<tr>
<td>Good work place</td>
<td>-.031</td>
<td>-.106</td>
<td>.449</td>
<td>-.220</td>
<td>-.317</td>
</tr>
</tbody>
</table>

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a Rotation converged in 6 iterations.

**INTERPRETATION**

From the above table, it is clear that Five Factors are formed;

**FACTOR 1: TEAM**

Key Personnel, Team Support, Roles & Comfortness
FACTOR 2: INDUCTION

Manager Introduction, Team Introduction & Tools Received

FACTOR 3: ORGANIZATION’S CULTURE / ENVIRONMENT

Company Goals, Good Work Place & Job Expectation

FACTOR 4: OTHER FACTORS (COMPONENT 4 & COMPONENT 5)

Orientation, KRA/KPI & Lunch Partner

FINDINGS OF THE STUDY

- > 90% of the respondents are satisfied with the interview process of Sify.

- From the Cronbach’s Alpha Reliability Test, the Internal Consistency of Questionnaire was found to be 0.788 (near to 1) which shows the high reliability of the Questionnaire.

- There exist a very low positive correlation between Day 1 and Day 7 but the Significance value is 0.490 which is greater than 0.05 and the Null Hypothesis is accepted. It is concluded that there is no relationship between the Satisfaction on Day 1 and Day 7. (When the day goes up the Satisfaction of Employees is very slightly increased)

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- From the Simple Regression the coefficients are found (Intercept and Slope of the regression equation). The estimated line (\(Y = a + bx\)) may be written as follows;

\[
\text{Satisfaction of Employees} = 3.881 + 0.099 \text{ (Days)}
\]

The Satisfaction of Employees on Day 90 was found the Result is given below;

\[
\text{Satisfaction of Employees} = 3.881 + 0.099 (90)
\]

\[
\text{Satisfaction of Employees} = 12.8
\]
The factors such as Team, Induction, Work Environment & Some Other Related Factors has influence over the effectiveness of On-boarding process.

SUGGESTIONS OF THE STUDY

- Some of the new joiners are unhappy with the provision of necessary tools like Laptop and other relevant kits, the Management may speed up this process soon after the completion of Induction. (This Finding is not shown here due to the excess no. of page)
- Organization may give special attention towards the enhancement of the On-boarding process.

SCOPE OF THE STUDY

- This study is to bring out the importance of On-boarding process.
- It also contributes to investigate the satisfaction level of new employees with the interview process.
- It helps to find out the factors affecting the comfort level of new employees at workplace and also this study throws light on the significance of appropriate induction & orientation program.

LIMITATIONS OF THE STUDY

- The research findings cannot be generalized to other organization.
- The response of some of the respondents may be biased.
- The respondents were often in a hurry to respond due to the nature of the work.
- Due to time constraint, in-depth study could not be carried out.

CONCLUSION OF THE STUDY

The result of this study throws light on the significance of On-boarding process. The various positive outcome of this onboarding process are employees are satisfied with the Interview Process; a slight positive correlation between the day and the Satisfaction of the employees as the day goes up employee’s satisfaction level is meagerly increased. The Satisfaction level of the employees is predicted for day 90 by using Simple Regression Analysis and it is found to be higher level. Some of the major factors like Team, Induction Process, and Organizational Culture influence the employees towards the job Satisfaction.

REFERENCES


