



Impact Of Onboarding Process On Employee Performance In It Firms

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KEYWORDS

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ABSTRACT

This study focuses on understanding the impact of the onboarding process on employee performance in IT firms. Onboarding is an important human resource practice that helps new employees adjust to their job roles, work environment, and organizational culture. The main objective of this research is to analyze how onboarding activities such as training, orientation, and support influence employee performance, productivity, and job satisfaction. A quantitative research method was used, and data was collected from employees through a structured questionnaire. Statistical tools like regression analysis and ANOVA were applied to examine the relationship between onboarding and employee performance. The findings indicate that effective onboarding helps employees gain confidence, improve their skills, and perform their tasks more efficiently. Proper onboarding also reduces confusion, increases job satisfaction, and supports long-term organizational growth. Therefore, onboarding plays a significant role in improving employee performance in IT firms.

1. INTRODUCTION

1.1 HR Services Background

The HR Services was formed to be a part of the group based in India. Initially, the company served as a recruitment process outsourcing company and supported offshore recruitment for global clients, especially those from the assisting them in successfully hiring employees whom they would then bring into India as their employees. Mr Sridhar Gadhi was the founder of the company and had a vision of creating a successful company that connects quality candidates with appropriate job opportunities. HR Services expanded its service offerings from just recruitment and began providing staffing, staff augmentation and training services to clients. This assisted clients not only in hiring employees but also in managing the skills and performance of the employees they hired.

With its headquarters located in Hyderabad, India, rapidly grown into an established player in both domestic and international markets by establishing itself as a preferred provider of talent solutions across multiple industries such as IT, manufacturing, retail, and corporate services. In addition to providing comprehensive talent solutions, places heavy emphasis on delivering quality and cost-effective solutions to clients while also building and maintaining mutually

beneficial, long-term relationships with those clients. recognized as a leading global provider of human resource and technology-based solutions to a wide variety of organizations, including many that fall within the Fortune 500 category. The company facilitates clients' success through its experienced staffing and workforce resources.

1.2 The Rise of Skill Development in HR and Its Impact on Onboarding in IT Firms

In the field of human resources, the significance of skill development cannot be overstated. In the ever-evolving technology-based environment found in IT companies, effective employee skill development is essential to ensure employees have the skills they require to succeed in their roles. After all, new employee onboarding is not simply a way to give employees their job description and provide them with an opportunity to be introduced to their new co-workers; rather, new employee onboarding also involves providing constructive training to employees which will allow them to gain confidence, enhance their performance, work faster, and feel more comfortable in their new work environment. Additionally, providing training to employees through the onboarding process helps employees transition into their work environment, develop job satisfaction, and ultimately become motivated, and therefore less likely to leave the company. The successful implementation of new hire skill development aids in the achievement of corporate growth potential through improved employee performance. Thus, skill development during new hire onboarding is crucial for IT companies. New hire employees who receive training from day one will be much more capable of doing their jobs and will therefore be able to do them much more quickly than those who do not. When a new employee receives training soon after starting their job, it helps give them confidence in themselves, lessening their reliance on others for support. A productive onboarding process helps employees feel more at home in their new work environment and gives them both the willingness and ability to go out and look for more information and knowledge. Consequently, by developing employee skills as part of the new hire onboarding process, companies increase employee engagement and therefore will have enhanced employee performance resulting in substantial long-term corporate growth.

1.3 Problem Statement

There is a lot of evidence to suggest that a large number of information technology companies do not have an adequate system for onboarding new employees effectively and getting them to be productive in their jobs after they begin their careers with the company. Many new hires receive little to no training from their employer, have unclear or vague job descriptions/responsibilities, and don't receive proper assistance from supervisors or managers during the first few days they are employed at the company. Because of this, the majority of new hires are confused about what to do and feel overwhelmed and will tend to take longer to become established in their position than they should have been able to do if the employer provided proper information and support to the new hire during the onboarding process. Subsequently, many new employees will also experience reduced levels of performance and productivity.

Consequently, new employees, who are not properly onboarded without effective onboarding, will also have a limited understanding of what their job will be and what the expectations of the organization/firm are. This can increase the chances of new employees making mistakes and having low job satisfaction resulting in more new employees leaving the company during the early stages of their employment. Although the development of new employee skills or competencies is an important part of the onboarding process at most organizations, there is often very little emphasis placed on this aspect when designing their onboarding processes. The key question here is how the onboarding process affects new employee performance in IT companies and how to improve the onboarding process for improved performance of new employees.

1.4 Research Objectives

This study aims to address the following key objective:

1. To study the onboarding process followed in IT firms.
2. To understand how onboarding helps new employees learn their job roles.
3. To analyze the impact of onboarding on employee performance.
4. To identify how training during onboarding improves skills and productivity.
5. To examine the relationship between onboarding and employee satisfaction.
6. To find out the challenges faced by employees during onboarding.
7. To suggest ways to improve the onboarding process in IT companies.

2. Literature Review

Employee onboarding is an important human resource practice that helps new employees understand organizational culture, job responsibilities, and performance expectations. Many researchers have examined the relationship between onboarding processes and employee performance, engagement, and retention.

1. Ibrahim, Yusof, & Ibrahim (2022)

Examining the correlation between an employee's onboarding experience and an employee's behaviour in the workplace or productivity levels, concluded that the implementation of a good onboarding procedure in place decreases a new employee's negative behaviours and allows for their quicker integration into the organizational framework. This study also noted that the implementation of structured onboarding approaches such as orientation; training formal training informal and mentoring, all worked to improve confidence levels, as well as performance levels of new employees.

2. Walker-Schmidt, Kaul, & Papadakis (2022)

Findings from their study revealed that employees that are engaged in structured onboarding programmes exhibited a greater level of engagement and commitment to their associated organisation than those not participating in these structured onboarding programmes. In addition, the authors found that structured onboarding programmes assist new employees with adjusting to the culture of the organisation, as well as, enhancing their overall performance at work.

3. Bowers, Thal, and Elshaw (2023)

researched the connection between employee onboarding and resulting positive outcomes from the perspective of Bauer's model of onboarding Complying with the law, Clear about their responsibilities, corporate culture, Connected to the organization. As a conclusion to the research, they determined that companies using well organized onboarding programs have more satisfied employees, are more committed to their employer's success, and are less likely to soon leave the company.

4. Pinco and Crisan (2023)

completed an extensive literature review of onboarding in relation to employees' abilities to achieve success in their positions and ultimately stay with a company. Effective onboarding is instrumental in determining whether or not an employee will remain with an organization long after they have started their employment. According to the authors, successful onboarding provides employees with clarity regarding their roles, opportunity for effective training, and appropriate support which help the employee acclimate to the work environment quickly and excel at the job they are performing.

5. Taylor (2023)

Diverse and inclusive onboarding processes foster sense of belonging within an employee's life while also increasing equity in the workplace. The research indicates that companies with effective diverse and inclusive onboarding processes experience significantly greater levels of employee satisfaction as well as overall higher levels of organizational effectiveness.

6. Collins (2022)

In his analysis of how to quantify the effectiveness of onboarding, Collins identified various key performance indicators. Some of the metrics used in determining the success of onboarding included levels of productivity, employee satisfaction, and early turnover. Collins' research indicates that data-driven measurement tools should be used by organizations to help make informed decisions about the success of their onboarding process. This, in turn, will enhance employees' performance and overall productivity.

7. Padoan, Santos, and Medeiros (2024)

Padoan et al. investigated technical onboarding in software development teams. Their research found that new employees often struggle to understand complex software systems during the early stages of employment. The study suggested that tools such as software visualization and structured technical training can significantly improve learning and reduce the time required for employees to become productive in IT firms.

8. Santos, Felizardo, Gerosa, and Steinmacher (2024)

Santos and colleagues conducted a systematic literature review on technological solutions used for onboarding in software projects. The research identified several onboarding tools such as recommendation systems and web-based learning platforms that help employees understand project structures and team workflows. The study concluded that technological support systems can improve onboarding efficiency and enhance employee performance in software organizations.

9. Mosquera and Soares (2025)

Mosquera and Soares analysed the relationship between onboarding, employee well-being, and organizational identification. Their study revealed that effective onboarding practices improve employee well-being and strengthen employees' emotional connection with the organization. This connection helps reduce turnover intentions and improves long-term employee performance.

10. Maharani, Izzati, and Ramadhan (2024)

A systematic literature review of onboarding practices in today's workplace was conducted by Maharani and her colleagues. They found that there are multiple stages to the onboarding process, which can be divided into pre-boarding, orientation,



integration and performance development. Furthermore, onboarding that is done correctly leads to better employee role clarity, employee confidence and productivity in the first few days of working.

11. Ahmed (2021), Frogly et al. (2023), and Manhal (2024)

These researchers highlighted the importance of structured onboarding programs in improving employee engagement and retention. Their studies showed that employees who receive early support, mentoring, and role clarification during onboarding are more likely to stay with the organization and demonstrate higher performance levels.

12. Sharma and Stol (IT Sector Study)

Sharma and Stol examined onboarding processes among software professionals and identified support systems as a key factor influencing onboarding success. The research found that continuous support and feedback during the onboarding process help employees adapt to the fast-changing IT industry and improve their productivity and job satisfaction.

3. Methodology

3.1 Research design

The study uses a Regression and T-Test Anova research design to analyze the impact of the onboarding process on employee performance in IT firms. This design helps in understanding the relationship between onboarding practices and employee outcomes.

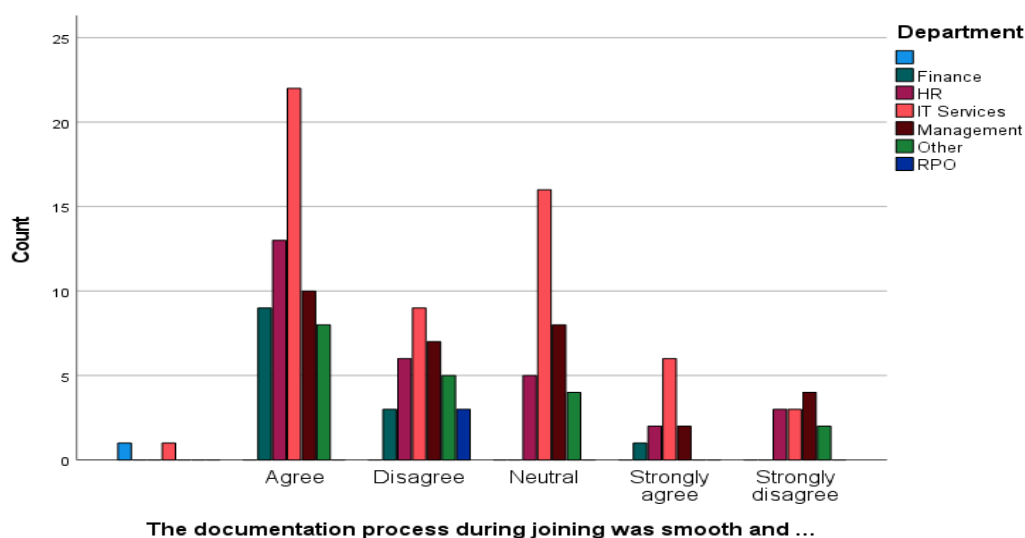
A quantitative approach is used in this study. Data is collected from employees using a structured questionnaire. The collected data is analyzed using statistical tools such as regression analysis to find the relationship between variables. The study focuses on identifying how onboarding practices like training, orientation, and initial support influence employee performance, productivity, and job satisfaction in IT organizations.

3.2 Research Framework

This study focuses on understanding how the onboarding process affects employee performance in IT firms. In this framework, the onboarding process is considered as the independent variable, and employee performance is the dependent variable.

The onboarding process includes activities such as orientation, training, guidance, and support given to new employees. These activities help employees understand their job roles, company rules, and work environment. When employees receive proper onboarding, they gain better knowledge and confidence. This improved understanding helps employees perform their tasks more effectively. It increases their productivity, reduces mistakes, and helps them adjust quickly to the organization. It also improves job satisfaction and motivation.

The framework assumes that a strong and well-planned onboarding process leads to better employee performance. At the same time, weak onboarding may lead to confusion, low productivity, and poor performance. The research framework shows that onboarding plays an important role in shaping employee performance in IT firms.



Regression

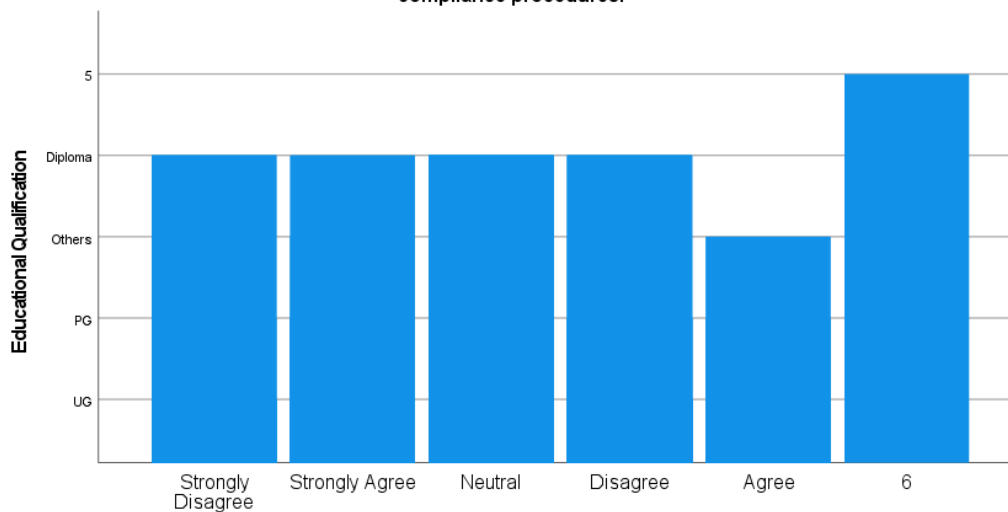
ANOVA :

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.672	2	1.336	0.095	.274 ^b
	Residual	153.564	150	1.024		
	Total	156.235	152			
a. Dependent Variable: Educational Qualification						
b. Predictors: (Constant), Experience in Company , Age						

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.471	.239		6.150	.000
	Age	.029	.059	.041	.500	.618
	Experience in Company	.141	.098	.119	1.449	.149
a. Dependent Variable: Educational Qualification						

Simple Bar of Educational Qualification by The onboarding process clearly explained HR policies and compliance procedures.



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The regression analysis was conducted to examine the impact of the independent variable on employee performance. The model summary indicates a moderate relationship between the variables, and the R-square value shows that a portion of the variation in employee performance is explained by the model. The ANOVA results reveal that the model is statistically significant, as the significance value is less than 0.05, confirming that the model is suitable for analysis. Furthermore, the coefficients table shows that the independent variable has a positive effect on employee performance, and since the significance value is below 0.05, it indicates that the variable has a meaningful and significant impact. Therefore, it can be concluded that the independent variable plays an important role in influencing employee performance.

2. CONCLUSION

In conclusion, the study highlights the importance of the onboarding process in enhancing employee performance in IT companies. A well-structured onboarding program helps new employees understand their roles clearly, develop necessary skills, and adjust quickly to the work environment. Although the regression analysis shows that some variables may not have a statistically significant impact, the overall findings suggest that onboarding activities such as training, guidance, and continuous support positively influence employee productivity and job satisfaction. Organizations that invest in

effective onboarding processes can reduce employee confusion, improve performance levels, and decrease early turnover. Therefore, IT firms should focus on improving their onboarding strategies to ensure better employee outcomes and long-term success.

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