EXAMINING ROLE OF DIGITAL AGILITY IN TRANSFORMING EMPLOYEE ONBOARDING EXPERIENCE AMONGST THE SELECTED RESPONDENTS OF VADODARA CITY.

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ABSTRACT

Introduction:

For all those who have ever held a job, on boarding would be familiar experience. Acquainting to the new place, work culture, technology, people and of course the paper work is all one does at the new work place he/she joins. This process of socialization of the employee is called as employee on boarding process. The modern workplaces are surrounded by complex technologies and play a vital role in transforming the employee and leading to comfortable settlement in the organisation.

Purpose:

This paper aims to examine the effect of digitization on the employee's experience in familiarizing with the organization, structure, process, people etc. It aims to examine how digitization has an impact in transforming the employee's on boarding experience.

Methodology:

It is a study of individual's on boarding experience in his/her organization. This study consists of primary and secondary data. Non probability random sampling method is used to draw the suitable sample in Vadodara City. Primary data has been collected from more than 120 respondents through the help of questionnaire.

Graphical representation method has been used for the propose of data analysis. And, the relation between the several related variables has been drawn. Various variables tested in this paper are The questionnaire consists of factors namely; fear, anxiety, complexity, ease due to digital process, process, process clarity, communication etc.

All the 120 respondents are considered as valid respondents for further investigations. The collected data is analysed by conducting scale reliability test, measurement of items, descriptive statistics. Other applicable tests to analyse the data will be applied. IBM SPSS is employed for data analysis as a statistical tool.

Findings:

This paper reveals a positive impact of digital means on the overall experience of employees in the process of socialization at the organization. There exist a positive relation between digital methods and ease and clarity experienced by employee while socializing in the organization.

Digital on boarding helps in familiarizing the employees to the organization, documentation, passing of the information in a standardized manner, and all this shall be done by the use of technology. This further ensures uniformity, clarity and reduce the human errors. Which ensures improved employee on boarding experience.

Key words: on boarding, socialization, placement, work culture, documentation, digital process of on boarding.

INTRODUCTION

Employee on boarding or placement is one of the most important and crucial HRM function. It helps to acquaint the employee with the workplace, systems, process, people, understanding the work culture etc. Effective on boarding is the key to smooth and effective job performance. Technology is constantly changing the work style and processes of the organization and Human Resource is no exception to it. Digital systems are changing the style of performing HR functions. Placements and on boarding is also one of the function which is transforming due to the digital tools.

This study aims to examine the role of digital agility in transforming the employee on boarding experience amongst the selected respondents of Vadodara City.

Non probability random sampling method is used to draw the suitable sample in Vadodara City. Primary data has been collected from more than 120respondents through the help of questionnaire. Graphical representation method has been used for the propose of data analysis. Relation between the several related variables has been drawn. Various variables tested in this research paper are namely; fear, anxiety and complexity, ease due to digital process, process clarity, communication etc. All the 120 respondents are considered as valid respondents for further investigation. The collected data is analysed by conducting scale reliability test, measurement of items and descriptive statistics. Other applicable tests to analyse the data are applied. IBM SPSS is employed for data analysis as a statistical tool.

OBJECTIVE OF THE STUDY

 The objective of the study is

1. To find out the relation between usage of digital process and effective employee placement.
2. To find out the impact of usage of digital process in acquainting the employee to the organization.
3. To find out whether there is a positive impact of digital process over, overall on boarding experience of the employees.
4. To analyse the employer readiness in applying the digital tools to on boarding process.

RESEARCH QUESTIONS

1. Is there any relation between usage of digital process and effective employee placement?
2. What is the impact of usage of digital means and processes in acquainting the employee to understand the organization?
3. Is there any positive impact of digital process in the employee's on boarding experience?

SIGNIFICANCE OF STUDY

This study will help the organizations to understand the effectiveness of their on boarding processes. It would help them know the opinion of the employees towards the processes adopted by the organization and their implications. It would further help them to make changes in the on boarding systems, so as to make on boarding a more fruitful experience.

REVIEW OF LITERATURE

Employee On boarding is the process of introducing new employees to the organization's environment and culture. However, the time taken to achieve that might vary from one organization to another On boarding programs help new employees socialize into the company and "get them up to speed" (Lee, 2006). One of the first recognized papers on socialization was Van Maanen and Schein (1979) in which they identified socialization as a process where an employee can acquire the traits needed to be a successful participant in a new organisation. These traits include attitude, behaviour and knowledge.

Amour (2000) cites a Harvard study that identifies that 80% of employee turnover is as a result of mistakes in the hiring phase and the reason for this is mainly attributable to new employees not fitting in with the culture of the company. On the realization of this issue, companies are now more focused on ensuring that the on boarding process includes information about the company's culture. This should be followed by enough reinforcement so that the new employees can understand it and can fit in with it (Garger, 1999).

Salesforce.com Inc. is a global enterprise software company based in San Francisco, California. They utilize a software program as part of their on boarding process. It is a 20 collaborative application that they call Chatter. It is essentially like a social media board. It helps people get connected with other team members. Each new hire is part of a Chatter Group that is cross functional. It includes team members from various groups such as IT, finance, sales operations and from locations across the globe. It provides a forum for discussion, ideas, networking and solution. (Schneidermeyer,2010).

If we don't worry about on boarding before the employee starts, then we're behind. Rather than having a stack of papers waiting for their signature, send them out to the employee beforehand, for electronic signature. Give them their benefits selection. Find the technology to help you automate the paper-pushing process." Ben Peterson, CEO Bamboo HR.

Digital on boarding creates an opportunity for an innovative and engaging new-hire experience that attracts top talent and ultimately lays the foundation for a great client experience. The accelerated time to productivity reduces the time it takes for new hires to become billable. And since digital solutions are scalable and require less manual effort, your company can grow its workforce faster than ever before while maintaining the same skilled HR department staff.

Digital induction serves the purposes of removing fears, creating good impression, acts as a valuable source of information and socialisation (V.S.P Rao)

RESEARCH METHODOLOGY

Non probability random sampling method is used to draw the suitable sample in Vadodara City. Primary data has been collected from more than 120 respondents through the help of questionnaire. Graphical representation method has been used for the propose of data analysis. The relation between several related variables has been drawn. Various variables tested in this paper are namely; fear, anxiety, complexity, ease due to digital process, process clarity, and communication. All the 120 respondents are considered as valid respondents for further investigations. The collected data is analysed by conducting scale reliability test, measurement of items, descriptive statistics. Other applicable tests to analyse the data will be applied. IBM SPSS is used for data analysis.

HYPOTHESIS

H_01 : There is no positive relation between the usage of digital process to reduce Fear, Anxiety and Complexity and effective employee placement

H_11 : There is positive relation between the usage of digital process to reduce Fear, Anxiety and Complexity and effective employee placement.

H_02 : There is no positive relationship between impact of the usage of digital means and acquainting the employee with the organization early.

H_12 : There is positive relationship between impact of the usage of digital means and acquainting the employee with the organization early.

H_03 : There is no positive relationship between impact of the usage of Digital Processes and the overall on boarding Process Clarity experience of the employee.

H_03 : There is positive relationship between impact of the usage of Digital Processes and the overall on boarding Process Clarity experience of the employee.

RESULT AND DISCUSSION

Table-1 indicates on results of demographic profile of respondents. The total 120 sets of questionnaires were administered to freshly joined employees of various organisations in Vadodara through email and in person. The filled questionnaires were received back and all the sets were found valid for further analysis. The frequency distribution indicates the classification of demographic profile of respondents. The males are 90 (75%) and females are 30 (25%). The employees having age group of ≤ 25 years is 30(25 %). The employees having age group of 21-35 years is 90(75 %). The users having education up to graduation is 100 (83.33%) and post graduate users are 20 (16.66%).

Table-2 indicates the results of scale reliability test of factors. Fear, Anxiety and Complexity, (FAC) has 0. 798.Cronbach`s alpha, Ease due to Digital Process (EDP) factor has 0.895 Cronbach's alpha, Process Clarity (PC) 0.829Cronbach`s alpha and Communication (C) factor has 0.889., The Range of Cronbach alpha of factors is 0.779-0. 877.The association looks high on the basis of Cronbach alpha value. If the standard internal consistency value register as 0.7 ≤ α < 0.8, then it is acceptable for further investigation. If the standard internal consistency value register as 0.8 ≤ α < 0.9, then it is good for further investigation. That is why; the observed range of Cronbach alpha values validates the scaling in such a manner and moved for the further investigation.

Table-3 indicates the results on descriptive statistics like mean, standard deviation and number of respondents. Mean ofFAC factor is 3.56, standard deviation is 1.58 and mode is 4. Mean ofEDP factor is 3.71 and standard deviation is 1.60. and mode is 4. Mean of PCfactor is 3.34 and standard deviation is 1.63. Mode is 4. Mean ofC factor is 3.22, standard deviation is 1.64 The values of mean and standard deviation are noticing on considerable variance in response received from respondents. Mode value is also reflecting on maximum response towards "agree": scale.

The hypothesis testing can be summarized as follows

H₀1: There is no positive relation between the usage of digital process to reduce Fear, Anxiety and Complexity and effective employee placement

H₁1: There is positive relation between the usage of digital process to reduce Fear, Anxiety and Complexity and effective employee placement.

The results show that value of R, R^2 and adjusted R. R is a measure of the correlation between the observed value and the predicted value of the dependent variable. (R=0.708, R^2=0.665, adjusted R^2 =0.649 for Digital Process (DP) and FAC_{1-9}, R Square (R^2) is the square of this measure of correlation and indicates the proportion of the variance in the criterion variable which is accounted for this study. Adjusted R Square value is calculated which takes into account the number of variables in this study and the number of observations (participants). This Adjusted R Square value gives the most useful measure. In this case, adjusted R^2 is 0.649 which interpret that 64.5% of the variance is observed between DP and FAC_{1-9}. ANOVA reports on assessment of overall significance of $H_0 1$. Significance value (p) is 0.000 and can be said sig.0.000, where p<0.05. The standardized beta coefficient gives a measure of the contribution of each variable. A large value indicates that a unit change in this independent variable has a large effect on dependent variable values give a rough indication of the impact of each independent variable.Sig (p) value is observed as 0.00 which is less than 0.05 for DPand FAC_{1-9}.The results of DP and $FAC_{1-9}$are (R=0.894, R^2=0.789, adjusted R^2 =0.796, standard beta value is 0.853) , The t(26.681)and sig (p) values give a rough indication of the impact of each independent variable. Sig (p) value is observed as 0.00 which is less than 0.05 for DPand FAC_{1-9}The results of DP_5 and FAC_{1-9} are (R=0.850, R^2=0.722, adjusted R^2 =0.717, standard beta value is 0.745 for FAC, The$t$(19.136)and sig (p) values give a rough indication of the impact of each independent variable.Sig (p) value is observed as 0.00 which is less than 0.05 for DPand FAC_{1-9}. That means $H_0 1$ is not acceptable and as a result, $H_1 1$ is accepted and $H_0 1$ is rejected. It can be concluded that there is significance relationship between the usage of digital process to reduce Fear, Anxiety and Complexity and effective employee placement.

H₀2: There is no positive relationship between impact of the usage of digital means and acquainting the employee with the organization early.

H₁2: There is positive relationship between impact of the usage of digital means and acquainting the employee with the organization early.

The results show that value of R, R^2 and adjusted R. R is a measure of the correlation between the observed value and the predicted value of the dependent variable. (R=0.708, R^2=0.939, adjusted R^2 =0.881for DP and EDP_{1-9},) In this case, adjusted R^2 is 0.881 which interpret that 88% of the variance is observed between DP and EDP_{1-9}. ANOVA part of table-6 reports on assessment of overall significance of $H_0 2$. Significance value (p) is 0.000 and can be said sig.0.000, where p<0.05. The standardized beta coefficient gives a measure of the contribution of each variable. A large value indicates that a unit change in this independent variable has a large effect on dependent variable values give a rough indication of the impact of each independent variable. Sig (p) value is observed as 0.00 which is less than 0.05 for DP and EDP_{1-9}.The results of DP and $EDP_{1-9}$are (R=0.736, R^2=0.667, adjusted R^2 =0.654, standard beta value is 0.447) , The t(17.726)and sig (p) values give a rough indication of the impact of each independent variable. Sig (p) value is observed as 0.00 which is less than 0.05 for DP and EDP_{1-9}That means $H_0 2$ is not acceptable and as a result, $H_1 2$ is accepted and$H_0 2$ is rejected. It can be concluded that there is significance relationship between impact of the usage of digital means and acquainting the employee with the organization early.

H₀3: There is no positive relationship between impact of the usage of Digital Processes and the overall on boarding Process Clarity experience of the employee.

H₀3: There is positive relationship between impact of the usage of Digital Processes and the overall on boarding Process Clarity experience of the employee.

The results of table-5 show that value of R, R^2 and adjusted R. R is a measure of the correlation between the observed value and the predicted value of the dependent variable. (R=0.873, R^2=0.729, adjusted R^2 =0.622for DP and PC_{1-9},) In this case, adjusted R^2 is 0.622 which interpret that 62% of the variance is observed between DP and PC_{1-9}. ANOVA part of reports on assessment of overall significance of $H_0 3$. Significance value (p) is 0.000 and can be said sig.0.000, where $p<0.05$. The standardized beta coefficient gives a measure of the contribution of each variable. A large value indicates that a unit change in this independent variable has a large effect on dependent variable values give a rough indication of the impact of each independent variable. Sig (p) value is observed as 0.00 which is less than 0.05 for DPand PC_{1-9}. The results of DP and $PC_{1-9}$are (R=0.808, R^2=0.770, adjusted R^2 =0.659,) , The t (14.924)and sig (p) values give a rough indication of the impact of each independent variable. Sig (p) value is observed as 0.00 which is less than 0.05 for DP and PC_{1-9}. The results of DP and $PC_{1-9}$are (R=0.808, R^2=0.782, adjusted R^2 =0.679), The t (15.119) and sig (p) values give a rough indication of the impact of each independent variable. Sig (p) value is observed as 0.00 which is less than 0.05 for DP and PC_{1-9}. That means $H_0 3$ is not acceptable and as a result, $H_1 3$ is accepted and$H_0 3$ is rejected. It can be concluded that there is significant relationship between relationship between impact of the usage of Digital Processes and the overall on boarding Process Clarity experience of the employee.

The results on objective-1, indicates that the positive and significant relationship (sig.0.00, p, < 0.05) between digital process to reduce Fear, Anxiety and Complexity and effective employee placement in context to the surveyed employees in Vadodara City. The results on objective-2, indicates that the positive and significant relationship (sig.0.00, p, < 0.05) between impact of the usage of digital means and acquainting the employee with the organization early in context to the surveyed employees in Vadodara City. The results on objective-3, indicates that the positive and significant relationship (sig.0.00, p, < 0.05) between impact of the usage of Digital Processes and the overall on boarding Process Clarity experience of the employee in context to the surveyed employees in Vadodara City.

CONCLUSION

The objectives of this study have been achieved where the results had shown that some of the factors like; fear, anxiety, complexity, ease due to digital process, process clarity, communication have significant impact on digital processes and employee overall on boarding experience The study examines how dimensions of digital processes are related with fear, anxiety, complexity, ease due to digital process, process clarity, communication. The deeper sense of an employee's feelings during his process of organisational exploration can be better depicted with these understandings.

LIMITATIONS AND SCOPE FOR FURTHER RESEARCH

This study has certain limitations like; time constraints, area of research, sample size determination and items considered for questionnaire to collect primary data. In this study, In this study, questionnaire for primary data collection. is considered for four factors with nine items to each factor. Further research can be held by expanding area of research and with some more items for questionnaire. The sample size also can be increased.

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