An organizational analysis of the recruitment onboarding procedure at Aster MIMS Hospital, Kannur, Kerala

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ABSTRACT: *Onboarding is the entire process around recruitment, hiring, and helping the new employee to reach full productivity as quickly as possible and this process is critical to the success of any organization. Effective onboarding would mould the new employee to become a contributing member of the staff in the shortest period possible.A structured onboarding process improves employee engagement and confidence in their new career which in turn directly relates to an employee's initial performance. Introducing and improving on boarding contributes to an employee commencing with confidence, feeling supported, becoming productive and realising their value sooner.An organizational analysis was made at the Aster MIMS hospital, Kannur,Kerala, to analyse the effectiveness of the present recruitment onboarding programme so as to suggest any further improvements needed. Most of the respondents were satisfied with the current process of onboarding. HR professionals are having a big responsibility to hire best candidates from the available talent pool and retain them in the organization. Implementing a well-planned and managed onboarding program not only benefits the new hire but also provide a good investment for the organization. With the cost of recruitment escalation, onboarding can save the organization's hiring cost by retaining the already appointed staffs.. The limitation of the study was the non availability of another pattern of onboarding for comparison and the period of onboarding was seven days only which is too short. However there was no feed back and follow up action taken on the previously employed staffs in recorded form in the hospital.*
KEY WORDS: *Onboarding, Organizational analysis, MIMS Kannur*

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I.   INTRODUCTIONAND LITERATURE REVIEW

Onboarding comprises of all actions that will help an employee to know his or her working community, work place , new job role and expectations of the organization related to the new role. These include knowing the company's business idea, vision, values and practices and other people, such as the new colleagues, customers and other important stakeholders..Onboarding of new employees is critical to the success of any organization. Effective onboarding should mould the new employee to allow him or her to become a contributing member of the staff in the shortest period possible, while engaging the employee to enhance productivity and improve the opportunity for the company to retain the employee. A structured onboarding process doesn't just prepare employees for their new position; it improves employee engagement and confidence at arguably the most crucial and sensitive point in their new career which in turn directly relates to an employee's initial performance. Introducing and improving onboarding contributes to an employee commencing with confidence, feeling supported, becoming productive and realising their value sooner. Through onboarding, an organisation can equip people with the knowledge and orientation that will help them settle, understand their surroundings and contribute sooner, and that will be gratefully received. An onboarding program contributes to establish a trusting relationship between the new arrivals and their manager enabling open discussion about skill gaps.

Collins (2013) definedonboarding as "the induction and assimilation of a new employee into a company or organisation". Rollag, et al. (2005) identified the onboarding process as how managers and organisations quickly transform new hires into productive employees, and called the process "rapid on-boarding". Stimpson (2009) firstly stated that the onboarding process is that of "acquiring, accommodating, assimilating and accelerating new team members, whether they come from outside or inside the organization. It is used to refer to the administrative work involved with setting an employee up in a new job or role". Stimpson (2009) further stated that "the term is broader and is defined as the entire process around recruitment, hiring, and helping the new employee reach full productivity as quickly as possible". So for the purposes of this research "Onboarding" will be defined as "the assimilation of a new employee into an organization so that the

new employee reaches full productivity as early as possible". Poor onboarding processes can have a negative effect on a company's bottom line (Van Vark, 2006) and the company then has all the costs associated with a re-hire for the position. These costs can be both direct and indirect. Direct costs can include costs for advertising, agency fees, doctor's fees for medical check-up and candidate interview costs. Indirect costs can include unnecessary overtime, loss of production, reduction in performance levels and staff morale may be lower as a result.

The onboarding process has developed much since 2000 as a result of the rise in technological developments that have happened (Rollag, at al., 2005). With the invention of computers, the internet and smart phones, the information now has more mediums through which it can be distributed. These developments have put pressure on companies to keep up with the changing technologies and the set of skills that an average employee must have. The average employee must now show on their resume that they have an adequate knowledge of the new technology and how it works, particularly in relation to the industry in which they work.

Companies are now looking at the ways they hire and onboard new employees. With the explosion in the use of social media, companies are looking at ways to utilize this technology in their onboarding processes. Companies are setting up websites and chat rooms for new employees (Schneidermeyer, 2010). The purpose of these tools is so that the new employees can get to know the policies and procedures of the company, know where to go for further details on any issue and also more importantly, to interact with other new employees and other co-workers that they will have a direct working relationship with (Schneidermeyer, 2010).

Saks and Gruman (2011) identified this in their study of 140 university students at the end of their work placements. They found that a more structured on boarding process could mould for happier, more confident and stronger employees. The employee believed that they fit both the job and the company and feel more engaged with the company strategy and objectives. This feeling of increased engagement by the employee leads to better employee productivity and a reduction in the turnover rate for the company.

In short, companies that want to have quicker and enhanced engagement and productivity from their new employees, coupled with the associated cost reductions, should have effective onboarding higher up on their strategic agendas (Day &Fedele, 2012).

The present research project was aimed to examine employee onboarding processat the Aster MIMS hospital,Kannur.MIMS, the Malabar Institute of Medical Sciences Ltd is one of the renowned hospitals of Kerala that offers high quality health care services. It has started in 2001.and Aster MIMS Kannur is a subsidiary of MIMS, commenced in 2019. Aster MIMS Kannur, a 300-bed state-of-the-art tertiary care facility with 5 Centers of Excellence, 15 Super-specialty departments and an exceptional team of doctors who will provide holistic treatment with a multidisciplinary approach. The hospital has earned its reputation in a short span of time by setting new standards among the existing healthcare providers and turned out to be a great leader in providing world-class medical facilities and healthcare services to the people at highly affordable prices. This hospital was established with the vision to be a medical institute of international standards for providing comprehensive healthcare to the people with a Caring Mission and a Global Vision. The mission was to provide comprehensive, caring, and cost-effective medical treatment of global standards through a team of highly qualified and committed medical professionals through the-state-of-the-art medical equipment. It also has the mission to fulfill the social responsibility to the underprivileged by providing free or subsidized medical treatment.

Onboarding Benchmark Report of Aberdeen Group's in 2006 ,identified only 40% of all organisations having a formal onboarding strategy. This number grew to 62% in the report of the same authors (2008) and their expectation was that in 2009 this figure would grow to 77%. Three drivers were identified for this increase namely;

New employee retention - 70% ;New employee productivity - 53% and Company reputation in recruiting top talents – 41% . But these drivers changed over time and they reported productivity as the number 1 driver in 2006, while in 2008 it changed to employee retention.

Aberdeen Group's (2011) report identified that onboarding processes should be rated on the level of success which has to be measureable under 3 categories; viz. employee retention, new hires' work performance and hiring managers satisfaction ratings. As per the report, 96% of first year employees were retained , 82% of employees hired within the last 12 months attained their first performance milestones on time and 18% year over year improvement in hiring manager satisfaction ratings.This implied that if an organisation met these criteria it would be regarded as best in class and that its onboarding process is successful.

Amour (2000) cited a Harvard study in which they identified that 80% of employee turnover was 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 onboarding process includes information about the company's culture. (Garger, 1999).Opined that this should be followed by enough reinforcement so that the new employees can understand it and can fit in with it.SilkroadTechnology Inc(2009) pointed out 7 elements that need to be contained in an onboarding

process for it to be successful; i) Start before day 1 ; ii) Socialise;iii) Extend beyond day 1.; iv) Assign a Mentor / Buddy ; v) Get manager involved ; vi) Measure the success and vii) Automate the process.

Tradition has dictated companies to start their onboarding process when the new employee comes through the front door on their first day of employment. The employee will be very anxious wondering what their first few days will be like. If this anxiety was in some way alleviated by providing the employee the ability to have advance access to the information that they will be looking for in their first few days, the employee will feel more positive in their position. Friedman (2006) highlighted that preparation is one of the key tasks in the onboarding process. It is in the period between acceptance of the position and the start of employment that this preparation should begin.The idea of including staff, that have not actually started with the company in team planning and communications meetings can seem at first to be a bit "off the wall" but with further consideration is a very good concept (Bradt& Vonnegut, 2010). This idea may not suit all companies for reasons of confidentiality. But these issues can be and sometimes are addressed within the employee's contract of employment.

Socialise
`   Onboarding programs help new employees socialize into the company and "get them up to speed" (Lee, 2006). In one of the first recognized papers on socialization it was identified that 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. They identified 6 dimensions of socialization tactics of an organisation. Buchanan (2010) identified some unusual events that are focused on getting newcomers to meet and socialize with the other staff.These socializing events were designed to transform strangers into friends as quickly as possible and to show the culture of the company to newcomers.

Extend beyond day 1
Savitt, (2012) identified Norton Healthcare's approach to onboarding that has 3 phases. The first stage lasts for 1 week and is purely an introductory process of the new employee to the organisation. The second phase is from the first week to 30 days and focuses on the company's clients. The third phase extends from 30 days to 90 days. This last stage helps new employees deal with the stresses of the job, establishing a work / life balance and creating their own personal and professional plan for their career in the company.

Assign a Mentor / Buddy
Loveland (2012) identified that the purpose of his Buddy Program in Disney is to help Cast Members become more comfortable in their new role in a shorter period of time. It provided a one-point access to questions about the company, its culture, its procedures and policies and provides support, advice and encouragement for newcomers. A number of companies use this buddy system and Rigby (2008) identified that leading companies such as Google and Innocent and other consultancy companies like Penna that extol the virtues of buddy systems in onboarding processes.

Get manager involved
It is important that managers get to meet newcomers at a very early stage in the onboarding process. This can be done in conjunction with having an event to get the staff and newcomers together. Managers should attend and speak at these meetings. They can be the conveyers of the culture and ethos of the company. They can let newcomers know what is expected from them and what management and staff will do to help them acclimatize to the structures of the company..

Measure the success
In order to measure the success of the onboarding process feedback on the process is required. Feedback both from new employees who are going through the onboarding process and those that have just completed it, should be gathered. This feedback needs to be reviewed and looked at objectively. Items relating to parts of the onboarding process that require improvement, will be easily identifiable.
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Automate the process
Salesforce.com Inc. is a global enterprise software company based in San Francisco, California. They utilise a software program as part of their onboarding 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 solutionising (Schneidermeyer, 2010).

Mistakes to avoid
The five commonly made mistakes when it comes to effective onboarding processes employed by companies. They are i) Failing to engage employees on the first day ii) Failing to articulate clear responsibilities iii) Failing to address cultural fit iv) Failing to link onboarding to desired skills; v) Failing to deliver feedback early and often.

Failing to link onboarding to desired skills
Identify exactly what skills the new employee needs to master to be successful and then working backwards ensure that those skills are included in the onboarding process.

Failing to deliver feedback early and often
Scientists agree that it can take 90 days to form a habit, 21 days to break a habit and 40 days to change a bad habit into a positive one (Maltz, 1960). The onboarding process tries to make the workplace tasks into habitual behaviours. So it is therefore important to identify at an early stage where bad habits are developing and request employees to tweak their behaviours that do not support success. This process should begin from day 1 and be consistent and periodic throughout the onboarding process. If mistakes like these are made then the employee just becomes one of Garger (1999)'s 80% statistics and leaves the company. With the cost of re-employment large percentages of the salary cost it is imperative for the company that these mistakes are avoided or else the company's bottom-line is directly affected (Van Vark, 2006).

The review of literature has looked at the various elements that impact, both positively and negatively on the process of onboarding employees into a company. It has identified positive elements, such as Buddy programs, Mentor / Coaching programs, introductory meetings should all form part of the process. It also identified new technologies like, social networking, should be utilised by companies to help communication among their staff. This is particularly true for their new recruits, as these are the technologies that are used as part of new recruits' everyday lives.In brief the onboarding process would benefit both the new recruiters as well as the company.

1.   Research Objectives
The major objective of this organizational study was to analyse the effectiveness of recruitment onboarding program at Aster MIMS Kannur, identify the limitations if any and provide necessary suggestions for improvement.

2.   Research Methodology And Data Analysis
The research design of the present study is descriptive design and the target population of the study was the employees of Aster MIMS Kannur. Probability sampling method was used to obtain the sample from the whole working population of the hospital. In total 100 random sample respondents out of a total of 1000 employees were approached for data collection and data were collected using questionnaire method. The primary data for the study were collected from the respondents by administering a structured questionnaire and also through observation, interview and discussion with various departments of the organization. The secondary data were collected from annual reports, hospital documents, hospital websites & reports prepared by other students, journals, text books, internet etc.
The analytical tools used for the study were graphical tools like bar diagram & pie diagram and statistical tools like percentage analysis . for drawing valid conclusions.

II.   FINDINGS OF THE STUDY, DISCUSSION AND CONCLUSION
Onboarding comprises of all actions that will help an employee to know his or her working community, work place and actual work. These include knowing the company's business idea, vision, values and practices and other people, such as the new colleagues, customers and other important stakeholders. Work guidance means receiving an induction to the new job role and expectations related to the new role.

Among the random sample of respondents selected in this study, only 12% were males and majority were female employees. The majority of the respondents (43%) were in the age group of 18-25 years whereas 32% were of between 26-35years of age, and 15 % respondent were of 36-45 years of age. Remaining 10% of respondent were above 45% years of age (fig.1). Regarding the experience of the respondents it is it was observed that 50% of the respondents have only 0-2 years of experience, 25 % have 3-5 years of experience, 13% of have 6-8 years of experience and only 12 % of the respondents have above 8 years of experience. Hence it is inferred that majority of the employees recruited were not continuing in the hospital. It was interesting to note that all the respondents opined that they all had only one week onboarding process at MIMS hospital, Kannur. They also agreed (78%) that the activities involved in the onboarding programme of the hospital were useful to the new employees whereas 22% were having neutral attitude (fig.3).

Fig.1 Age group of respondents

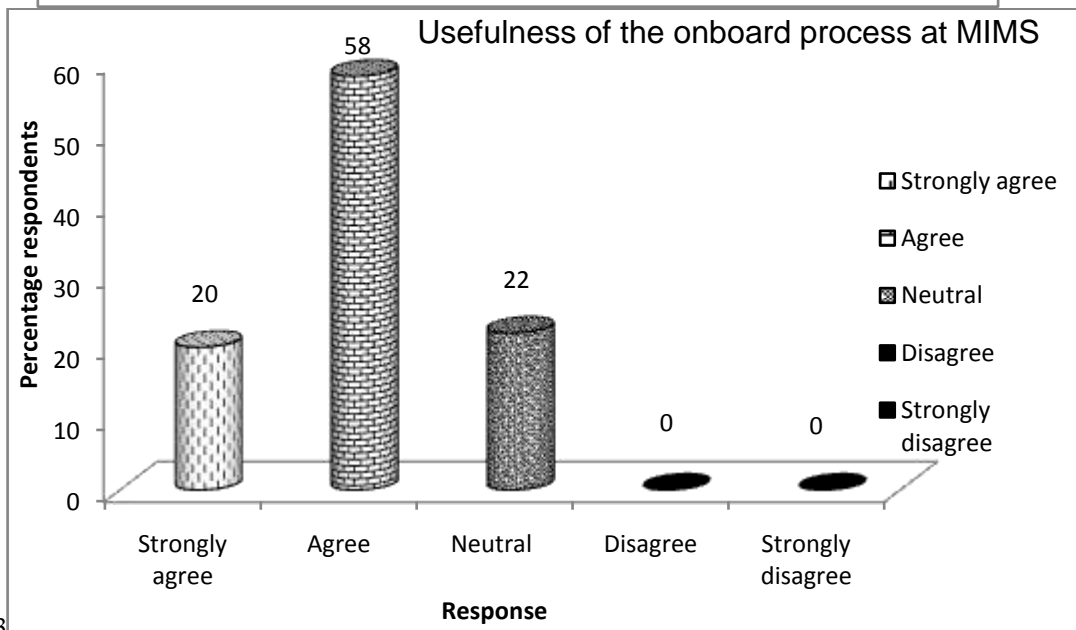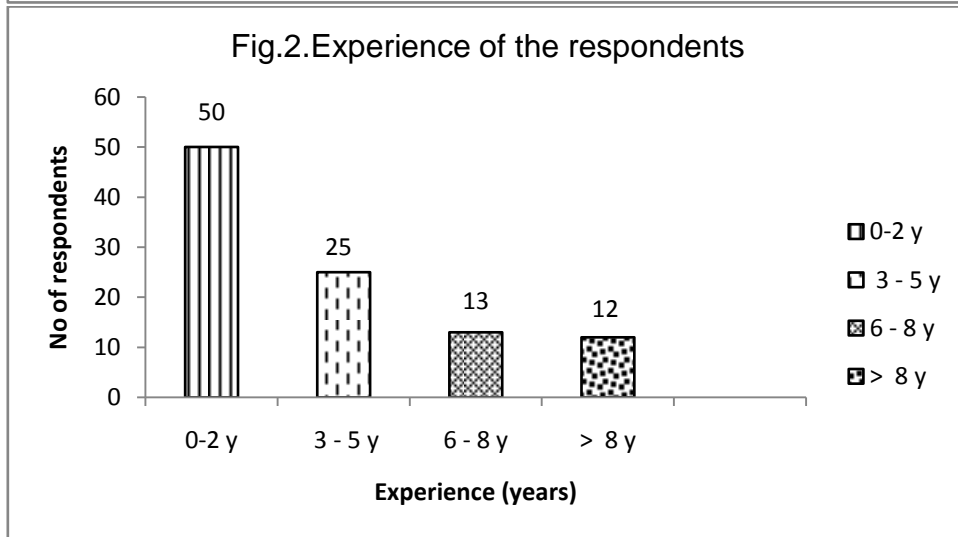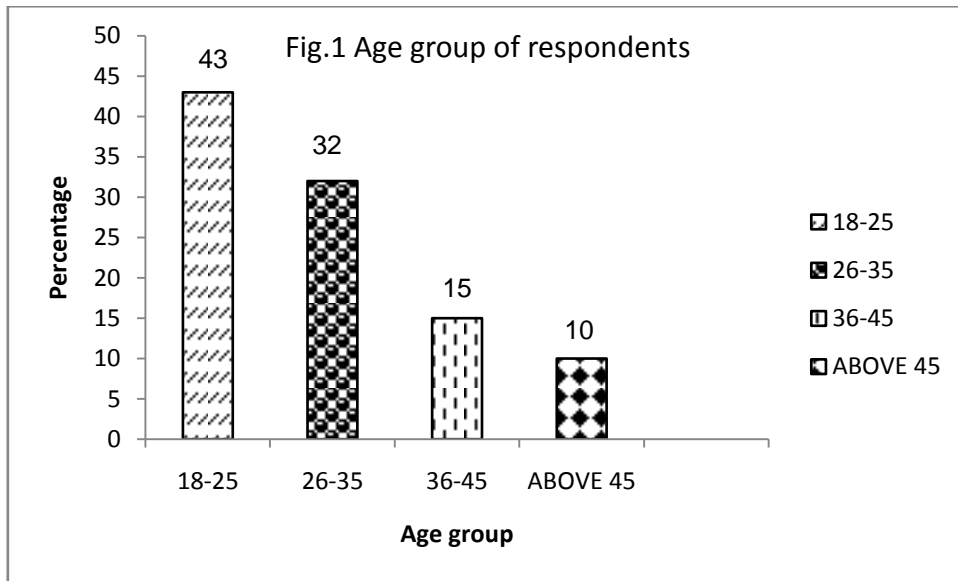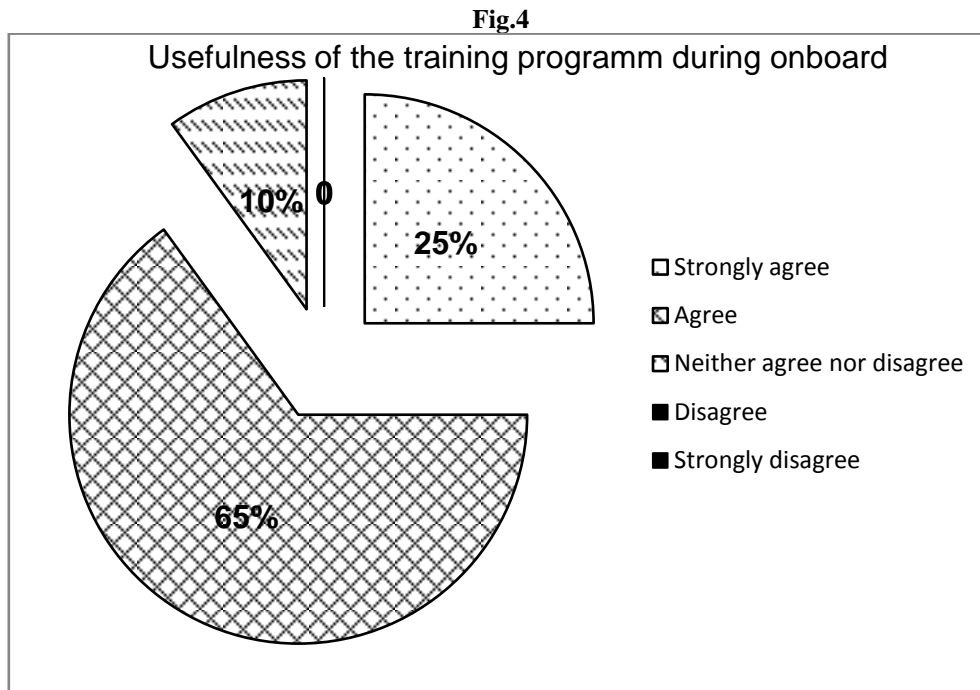Fig.2.Experience of the respondents

Usefulness of the onboard process at MIMS

Fig.3

All the respondents opined that the training programme held during the onboard process of the hospital was highly useful(fig.4) and most of the respondents suggested that the duration of 7 days programme was adequate and appropriate.

Fig.4

Usefulness of the training programm during onboard

- ☐ Strongly agree
- ☒ Agree
- ☐ Neither agree nor disagree
- ■ Disagree
- ■ Strongly disagree

The information about the hospital provided by the HR team during onboardprogramm of the hospital was suggested as adequate and appropriate by 70 % of the respondents. Apart from this , 77% of the employees reported that the onboarding programme of the hospital made them feel more confident and hence they could do their job well (fig.5). Similarly 79% opined that the onboard programme of MIMS hoapital Kannur is attractive. Seventy nine percentage of the respondents informed that prior to the first day at work, they had received all the necessary information about job which was very clear (fig.6) and 98% responded that onboarding process had a mentoring element .
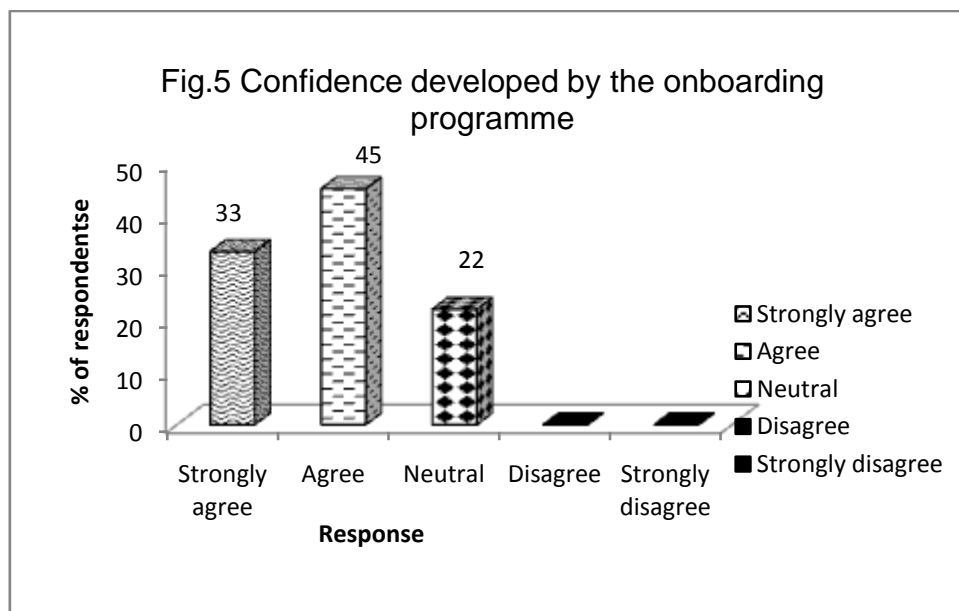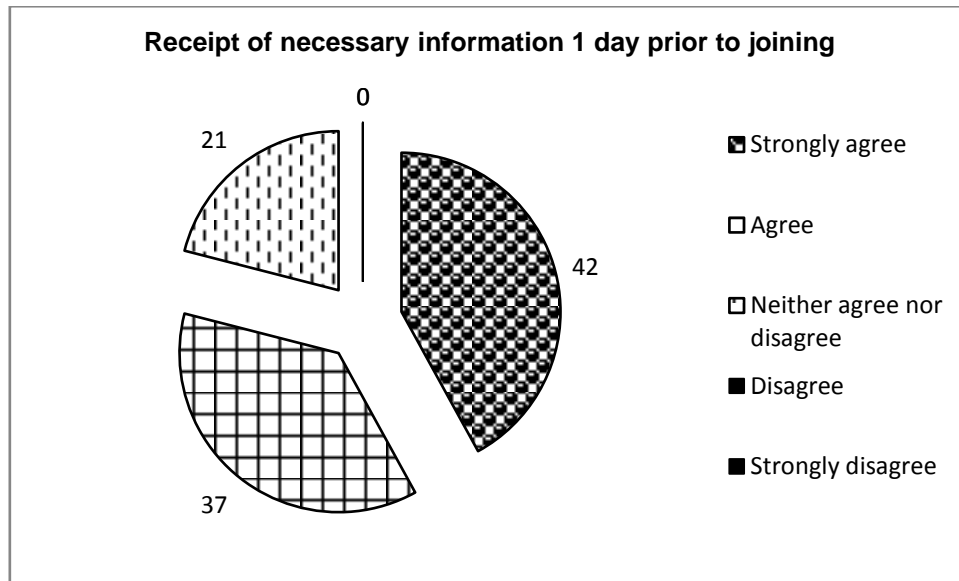
Fig.5 Confidence developed by the onboarding programme

Fig.6

Receipt of necessary information 1 day prior to joining

Legend:
- ■ Strongly agree
- □ Agree
- □ Neither agree nor disagree
- ■ Disagree
- ■ Strongly disagree

On analysis of the factors which affect the effectiveness of onboarding programme at MIMS, Kannur there were variation in the opinion. Many of the employees (50%) were of the opinion that team involvement is the factor that affect the success of onboarding program whereas 20% were of the opinion that consistent structure is the factor of success. The remaining 10% each were of the opinion that prepared desk and equipments, information ,checkup etc. are the factors that affect the success of onboarding (Fig.7). Most of the employees (95%) were of the opinion that they received helpful information regarding products, services, organization history etc. during the orientation program and 85% opined that the duration of one week onboardingprogamme was enough for proper working in the hospital. Similarly 75% respondents suggested that during this period the duties and responsibilities of the employee were properly narrated to them and 90% were opined that the programme helped for better employee engagement.

Fig.7.Factors affecting onboarding programme
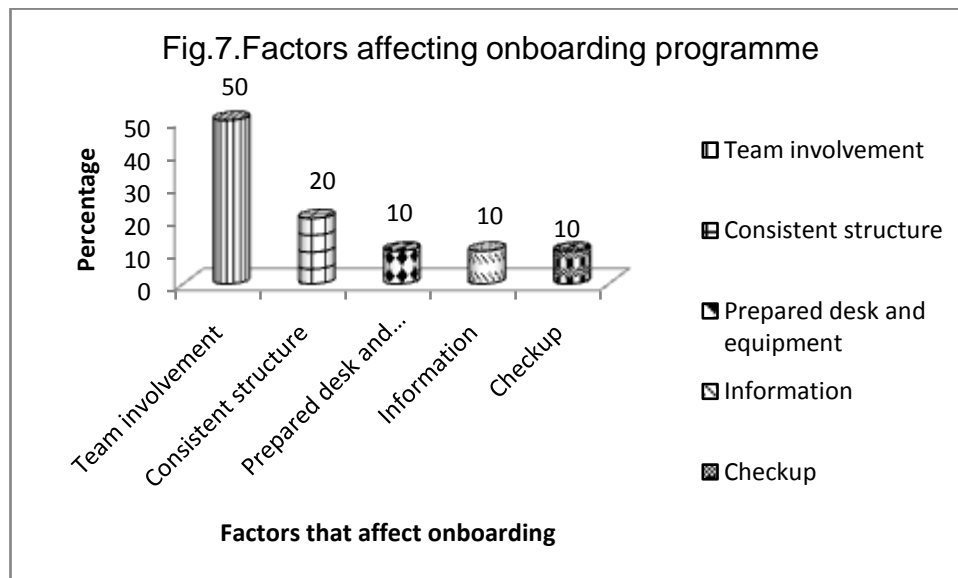
It is really worth to note that 94% of the respondents opined that during onboardingprocess the organization provided enough information's about the hospital and the duties of the employees.(fig.8). In general, 93% of the employees were satisfied with the onboarding program of Aster MIMS Kannur.

Useful Information provided during onboard proess
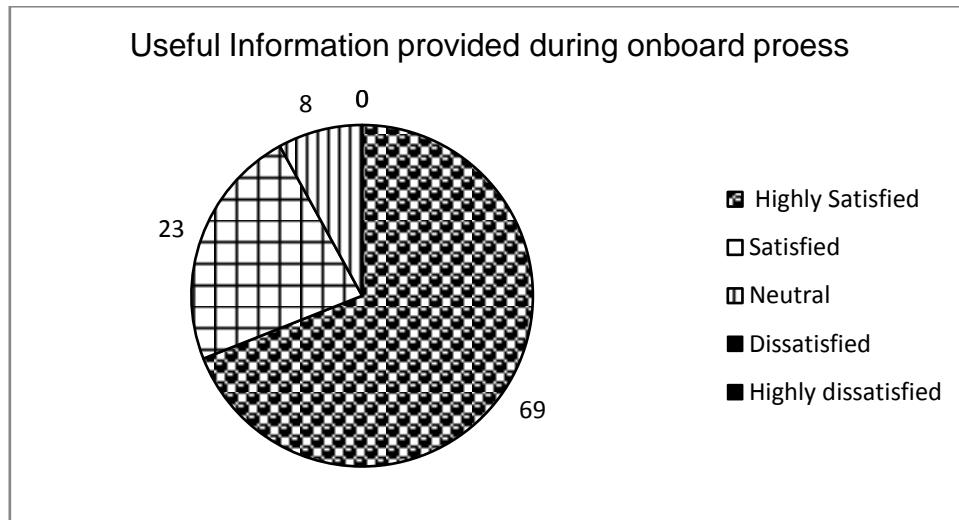
Suggestions

- The company can use advanced tools and techniques that will enhance success rate of the recruitment onboarding program.
- As Majority of the respondents were satisfied with the current recruitment onboarding program, it is suggested the company to continue the same procedure.
- Most of the respondents are on the opinion that the Good welcome program educate and inform new hires about organizational culture and practices, and hence   suggested the compny to continue the same procedure.
- A well executedonboarding process is the first step in fostering high employee engagement.
- As the onboarding process at MIMS hospital Kannur has only 7 days programme of onboarding, no comparison could be made with one month or 2 month programme. So it is suggested to enhance the programme to two weeks, 1 month, 2 months etc. to compare the effectiveness.
- Hospital level regular feed back needs to be recorded and maintained.
- Inferior and candidates who are not prone to improve needs to be discarded from the hospital or engage them in other areas.
- After a considerable period of work after onboard, highly efficient candidates need to be rewarded for improving their morale and extracting their full output.

Conclusion

Study on recruitment onboarding is more an ART rather than a process. HR professional is having a big responsibility to hire best candidates from the available talent pool and retain them in the organization. Implementing a well-planned and managed onboarding program not only benefits the new hire but also provide a good investment for the organization. With the cost of recruitment escalation, onboarding can save the organization's hiring cost by retaining staffs.

The present study inferred that most of the employees are satisfied with the present program of onboarding.program at Aster MIMS Kannur . The limitation of the study was the non availability of another pattern of onboarding for comparison.

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